

Work Life Balance Effect on Organizational Commitment and Turnover Intention

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ABSTRACT. *In a society filled with various responsibilities and commitments at work and outside of work, the demand for work life balance solutions by employees and managers has been expanding at an unprecedented rate for the past years. Such solutions include flexible time, maternity leave, childcare, paid sick leave and more. Balancing between work and life has become a predominant issue in the workplace as well as in the government halls today. The purpose of this study is to explore the effect of work life balance on organizational commitment and turnover intention, and to explore the influence of perceived organizational support on work life balance, organizational commitment and turnover intention. Finally, the purpose of this study is to emphasize the importance of work life balance, and to provide guidance and insights for human resources professionals, so as to enhance employees' awareness of organizational support, strengthen organizational commitment and reduce turnover rate.*

KEYWORDS: *Organizational Commitment ,Turnover Intention ,Work Life Balance*

1. Introduction

Work life balance programs such as flexible work schedules, telecommuting, condensed working week, and childcare assistance lead to organizational competitive advantages like organizational commitment and retention of qualified employees as well as reduced turnover intentions. Previous researches show that forward-thinking organizations supporting work life balance have positive impact on job satisfaction, organizational effectiveness, organizational citizenship behavior and other areas (Lockwood, 2003). Moreover, when the employees have access to work life policies, it results in greater organizational commitment (Lockwood, 2003). Employees with organizational commitment show loyalty and intention to stay with the organization, contributing in higher work performance (Yucel, 2012). Previous studies also show that perceived organizational support is significantly related to

organizational commitment and turnover intention, because it brings employees the sense of manipulating their willingness to work harder and being attached to the organization. In addition, organization's actions to help employees achieve work life balance enhance perceptions of organizational support to the extent they signal to an employee that he or she is particularly valued by the organization, and in return, employees will strongly be committed to organization (Loi et al., 2016). This study examines the relationship among work life balance, The moderating effect of organizational commitment, turnover intention and organizational support.

The purpose of this study is to analyze the effect of maintaining work life balance on organizational commitment and turnover intention, and to explore whether perceived organizational support moderates the relationship among work life balance, organizational commitment and turnover intention. Finally, the purpose of this study is to emphasize the importance of work life balance, and to provide guidance and insights for human resources professionals, so as to enhance employees' awareness of organizational support, strengthen organizational commitment and reduce turnover rate.

2. Literature Review

Work life balance is a state of equilibrium in which the demands of both a person's job and personal life are equal (Lockwood, 2003). According to Morf (1989), 'Work' mainly refers to one's job or task, work environment and job related value from micro level. Previous studies define 'Life' as family life, therefore past work life balance studies focus more on work family conflict, work family facilitation and enrichment (Greenhaus & Beutell 1985). Recent studies refer 'Life' to non-work which includes all areas of personal and family life except work, however, this construction of 'work' as being separate from 'family' or 'non-work' has always been unclear in the past and many studies are still in progress (Brocklehurst, 2001). Morf (1989) divides the life into five areas: close social relationships (family, love, etc.), leisure (leisure, recreation, etc.), arm's length social relationships (social, community, politics, etc.), education (personal growth, self-development, etc.) and religion (religion and church) Organizational commitment is described as a psychological state that influences individual's behavior and binds the individual to the organization, according to Meyer and Allen (1991). Steers and Porter (1979) studied one of the early concepts of organizational commitment. They described organizational commitment as "the relative strength of personal identification and participation in a specific organization. Since then, it has been one of the most widely researched concepts in organizational behavior literature in understanding employees behavior in the workplace (Meyer & Herscovitch, 2001). Organizational commitment reflects the extent to which employees identify with an organization and are committed to its goals (Nitesh, Nanda Kumar, & Asok Kumar, 2013). In other words, organizational commitment characterizes the employee's relationship with the organization and alters decision to belong or not belong in the organization (Meyer & Allen, 1991) One of the most challenging issues facing global organizations today is to retain employees and provide retention strategies, measures and techniques to minimize turnover intention

(janki, 2009). Turnover intention is the mediating factor between turnover intention and actual turnover attitude (Glissmeyer, Bishop, & Fass, 2008). Some employees may stay or leave the organization, since employees in organizations will either like or dislike their jobs for various reasons. In a meta-analysis of the antecedents and correlates to employee turnover, intention to leave, job satisfaction and organizational support were found to be predictors of employee turnover (Griffeth, Hom, & Gaertner, 2000). Most importantly, job satisfaction has been found to be strongly and negatively related to turnover intentions (Davis, 2006). Moreover, a study by Estryneebhar, van der Heijden, Fry, and Hasselhorn (2010) has shown that turnover intention among nurses is influenced by work related factors such as time pressure and quality of care, lack of autonomy, work schedule difficulties, dissatisfaction with pay as well as work related social support. In addition, a study by hasselhorn (2010) showed that nurses' turnover intention was influenced by job-related factors, such as time pressure and quality of care, lack of autonomy, difficulty in work schedule, dissatisfaction with pay and work-related social support.

3. Methodology

A survey was conducted with employees from randomly selected companies in QingDao and the response of 349 people was used for analysis. To verify the reliability and validity of the survey tool, SPSS program was used for each variable in reliability and factor analyses. In addition, reliability analysis, factor analysis, correlation analysis, multiple regression analysis and hierarchical regression analysis were used to study the relationship between the main variables.

First, the research performed frequency analysis to find the general characteristics of the research subjects. Second, the research assessed reliability test for each item and examined predictability, accuracy and others. Principle component analysis was used as a validity analysis to group inquiries based on the factors for further analysis. Next, this research employed correlation analysis in order to examine the relationships with relevant variables. For a closer look at the result of the correlation analysis, regression analysis was used. The analysis in this research followed the significance level of $p < .05$. SPSS for Windows 21.0 was used for statistical

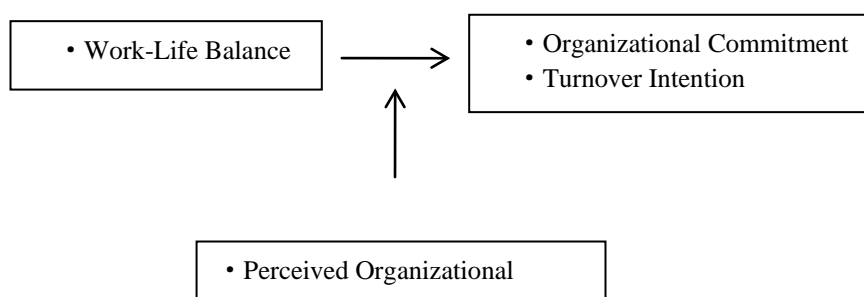


Figure. 1 Research Model

The demographic analysis of the final samples indicated 46.4% were unmarried and 53.6% were married. As for the age, those in the 30s were 52.7%; 20s, 27.2%; 40s, 14.3%; and 50s and over, 5.7%. Regarding educational background, those graduated from 4-year colleges were 47.6%. 2-year colleges and high school graduation were 21%, respectively. Those with academic background of graduate college and over were 9.5%. For the area of work, general management was 51%; manufacturing, 31.5%; and research, 8%. For the position of work, staffs were 60.5%; assistant managers, 18.9%; managers, 10.3%; and assistant directors, 5.7%. The total numbers of samples were 349.

4. Conclusion

The study was conducted in order to analyze how maintaining work life balance affects organizational commitment and turnover intention, and examine if perceived organizational support moderates the relationship between work life balance, organizational commitment, and turnover intention. The results of this study can be summarized as follows. Firstly, the influence of work life balance on organizational commitment shows that work leisure and work growth balance are positively correlated with emotional commitment. Work family balance is positively correlated with continuous commitment, and work growth balance is positively correlated with normative commitment. Secondly, for the influence of work life balance on turnover intention, turnover intention is negatively correlated with work family balance and work growth balance. Next, as for whether or not perceived organizational support would moderate relationship between work life balance and organizational commitment, it was found that perceived instrumental support moderated the relationship between the work-family balance and affective commitment. Perceived instrumental support was also found to moderate the relationship between the work-family balance and continuance commitment. In addition, perceived instrumental support was found to moderate the relationship between the work-leisure balance and normative commitment. On the other hand, perceived emotional support has no moderating effect on affective commitment. There was no moderating effect of perceived emotional support on sustained commitment. Emotional support moderates the relationship between work family balance and normative commitment. Finally, the effects of perceived instrumental support on turnover intention had no moderating effect. The effects of perceived emotional support on turnover intention also had no moderating effect. The study results above show that work life balance increases employees' organizational commitment and decreases turnover intention. In addition, organization's instrumental support and emotional support moderate the relationship between work life balance and organizational commitment. Therefore, human resource and training personnel need to provide institutional and emotional support by understanding the importance of maintaining work and life balance of employees. They also should enhance work life balance programs, especially programs related to work-family, work-leisure and work-growth balance. This will increase employees' productivity and commitment to the organization and decrease turnover rate.

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