



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND
TURNOVER INTENTION AMONG EMPLOYEES IN THE PUBLIC
UNIVERSITY**

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Masters

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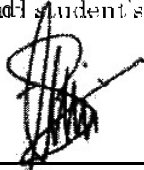


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INTENTION AMONG EMPLOYEES IN THE PUBLIC UNIVERSITY**

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This project is submitted
in partial fulfilment of the requirements for a
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ABSTRACT

This study was conducted to determine the relationship between work-life balance (schedule flexibility, manager support and job autonomy) and turnover intention among employees in the public university. This research was done by using a quantitative method where the questionnaire was used to collect the data. Descriptive statistics and inferential statistics were used to ease understanding. As 113 samples from one of the public universities in Malaysia collected for this study. Besides, SPSS version 20.0 was used to analyze the collected data. Pearson Correlation test was used to identify the relationship between the independent variable and the dependent variable. The findings have shown that there is a significant relationship between schedule flexibility and turnover intention. Furthermore, there is a significant relationship between manager support and turnover intention. Besides, it was also found that there is a significant relationship between job autonomy and turnover intention.

Keywords: Work-Life Balance, Schedule Flexibility, Manager Support, Job Autonomy, Turnover Intention

CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter comprises the study's background, statement of problem, objectives of the research, research hypothesis, study's conceptual framework, definitions of terms, the study's contribution and limitations. In precis, this chapter will introduce the fundamentals of this study that are significant to researchers.

1.1 Background of study

In today's world, changes occur rapidly. Tuzun (as cited in Azhar et al., 2016) mentioned that changes which occur in the organization also lead many researchers to identify the foremost sources of turnover intention. This bustle way of life, it is difficult for the employees to be able to manage and keep a balance between their personal and work responsibilities. Moreover, there are workforce and management disregard from discern or concern on workplace and home equity. Work-life balance is pondered to be one of crucial determinants in employees' intention to leave the current organization. According to Hayman (as cited in Atiq et al., 2017), employees keen to execute the finest execution of work at the workplace besides endeavor on handling both domains of life which bad and good 'spillover' formed. Individual's life is one of crucial parts which requires attention as a career which may lead to an imbalance of life.

Noor (2011), stated a particular work-life balance is an instance of desire towards a better and equal control between work and personal life. Work-life balance has inevitably been the subject to individuals particularly involved in working life standards and its link to vast quality of life. Work-life balance is also applied to relate with stability amidst personal and work-life.

Most of the employees will just be unable to balance the juggling act as they are keen to start working. It is more like rowing two boats simultaneously (Atiq et al., 2017). Some employers will encourage their employees to work hard in order to be more productive and prioritize the work rather than their personal life matter. This shows employers are still not concerned with fairness of work and life implementation within the workplace. Moreover, along arising of recent technological changes have made employees accessible around the clock. It is inevitable problem that current employees are facing as they are unable to disconnect from their work matters due to their needs for technology. The pressure between the work life and personal life can be reduced by possessing proper policies, supportive management and provision at the workplace and a good relation in personal life. The importance of work life balance needs concern from organization as it impacts on the productivity and creativity of the employees. Malaysian Department of Statistics has accounted RM 853.0 billion of overall domestic outcome in 2015 shown that Malaysia as one of the industries countries in the world (Husin et al., 2018). Work-life balance should start to be pondered by Malaysian employees while in the hustle of life.

In this study, components allocated in work-life balance consist of schedule flexibility, job autonomy and manager support. Schedule flexibility allows employees an autonomy to create their own preferred schedule and identify a work life balance that suits them. In addition, a flexible schedule also associates a structure where employees are required to work for a particular hour allocated by the organization. The organizations should allocate an operational schedule that is flexible for employees to retain a work-life balance environment. Manager support associated with managers who know how to motivate their employees and inspire them to stay positive and filter out negativity and stress. Manager support has been shown to be

serious affection in minimizing intention to leave (Arici, 2018). Job autonomy may be able to trigger high levels of dedication to organization. In addition, job autonomy may also result in positive outcomes or benefits for both the organization itself and employees. Employees will have the freedom to do their work by any ways or approaches which are compatible with their abilities.

Turnover intention relates to mentally ready to quit but physically still in the organization kind of employee's intention. According to Ahmad and Baker (as cited in Shah and Beh, 2016), it emerges that Asians countries such as Malaysia, Thailand and Taiwan, one of which remain huge issues and widespread among these countries were intentionally leaving jobs. Intention to leave also involves a process of cognitive thinking besides preparation and willingness to stop their current work. Tuzun (as cited in Azhar et al., 2016) mentioned that turnover intentions also known as the employee's propensity to quit from organization to attain their own interest and demands of family. Employees will always have their own options whether to leave or not. Commonly, employees will give warning signs through decline in working hours or increase the number of days off. As there is an increase in the rate of employees' intention to leave, indirectly it will give bad indication to the organization. It will also be costly for organizations to recruit talented employees as before in order to retain the organization being. The needs for replacing new employees is a gamble of the organization as it can affect the organization productivity and overall performance. Past research described intention to leave is one of the prompt signs of employees' turnover.

1.2 Problem statement

The existing study of turnover intention of employees mostly emphasizes on job attitudes, job stress and conflict between work and family. According to Deery and Jago (as cited in Noor, 2011), study into the antecedents of employee's intention to quit has traditionally emphasized impact on work behaviors such as satisfaction in job and organizational dedication toward turnover intention of employees. Past research as well focused work-family conflict in terms of its impact on intention to leave. Besides, studies have identified that work-family imbalance accelerates employees' turnover intention (Noor, 2011). It concludes that information concerning turnover intention in Malaysia and its relation to work-life balance have not yet been derived sufficiently. According to Malaysian Employers Federation (MEF), in 2011 the education sector came out with an average turnover of 29.2% . Therefore, this study is focused on schedule flexibility, manager support, job autonomy in work-life balance and turnover intention among employees in Malaysian public universities.

Lack of studies to show the relationship between schedule flexibility and turnover intention among employees in Malaysian public university.

Employees may have control on their working start time and end time besides provided certain hours of work per week (Hee et al., 2019). Suifan et al. (2016) found that schedule flexibility had insubstantial results on turnover intention. Besides, schedule flexibility as a determinant that may surpass employees to stay assessed by 76% of Malaysian workforce (Lin and Ping, 2016). Most of the earlier studies in Malaysia were carried out in the education sector. Schedule flexibility as one of the variables in anticipating employees' turnover intention of this study due to lack of studies on schedule flexibility in Malaysian public universities.

Little research was done to show manager support resulted in a negative effect towards turnover intention among employees in Malaysian public university.

Emotional and instrumental support to employees on balancing job and family commitments (Achour et al., 2017). Manager support had a major negative direct impact on turnover intention (Suifan et al., 2016). According to Rasheed et al., 2017, co-worker and manager social support resulted in negative connection with turnover intention. Previous research showed manager support mediated the relationship of variables and turnover intention which consequence on insufficient study of direct impact on turnover intention. Lack of studies on manager support in Malaysian public universities results in implicit manager support as another variable anticipating the turnover intention.

Few studies show the negative relationship between job autonomy and turnover intention among employees in Malaysian public university.

According to Volmer et al. (as cited in Kamil and Nasurdin, 2016), employees can determine the method, sequence, pace in attaining a task. Suifan et al. (2016) found that job autonomy had indirectly negative results on employees' turnover intention along with work-life conflict. However, according to Shahzad (2016), few studies shows autonomy has a direct negative effect on turnover intention. Moreover, it is still not explored adequately in the public sector as more studies are conducted in the private sector. Besides, there are still minimum practices of job autonomy in the public sector which impact on inadequate study in relation between job autonomy and turnover intention. Autonomy in jobs was included as one of the variables in this study as a lack of studies on its relation to turnover intention in Malaysian public universities.

1.3 Research Objectives

The main objective of this study is to identify the relationship between work-life balance and turnover intention among employees in Universiti Sains Malaysia.

1.3.1 Specific Objectives

1. To determine the relationship between schedule flexibility and turnover intention among employees in the public university.
2. To determine the relationship between manager support and turnover intention among employees in the public university.
3. To determine the relationship between job autonomy and turnover intention among employees in the public university.

1.4 Research Hypothesis

H_{a1}: There is a significant relationship between schedule flexibility and turnover intention.

H_{a2}: There is a significant relationship between manager support and turnover intention.

H_{a3}: There is a significant relationship between job autonomy and turnover intention.

1.5 Conceptual Framework

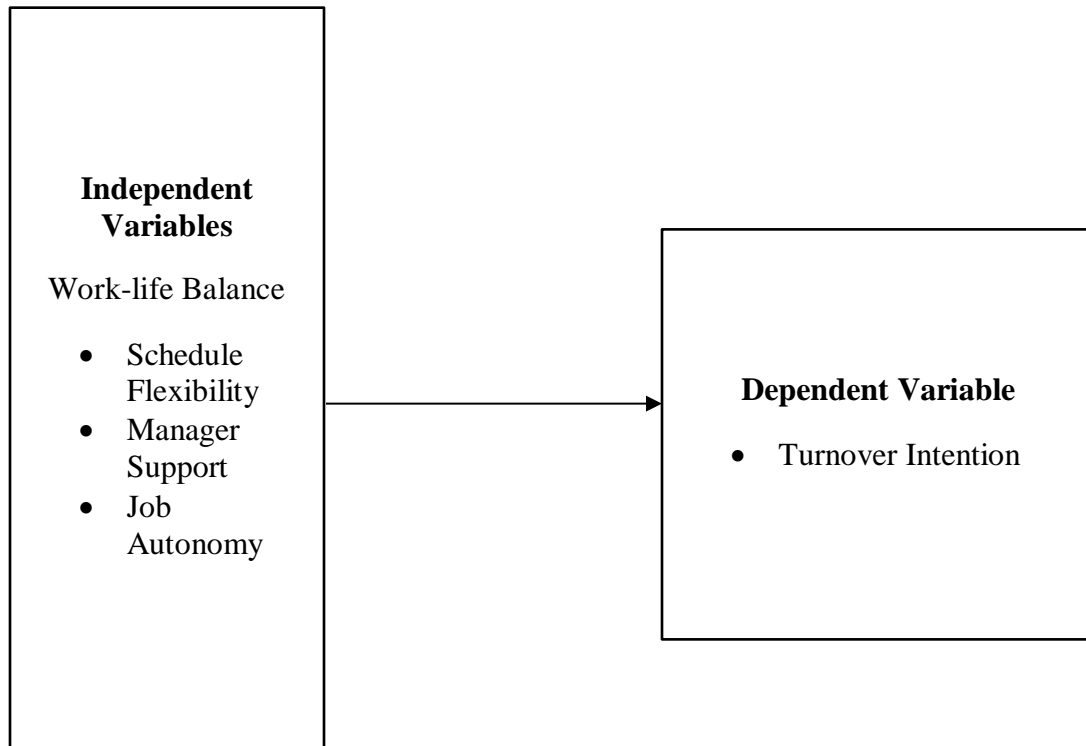


Figure 1: Conceptual Framework

Note: Adapted from Suifan, T., Abdallah, A. B., & Diab, H. (2016). The influence of work life balance on turnover intention in private hospitals: the mediating role of work life conflict model.

1.6 Definitions of terms

Table 1

Definitions of terms

Terms	Conceptual Definition	Operational Definition
Work-life Balance	According to Vloeberghs (as cited in Suifan et al., 2016), it is best seen as a situation where company and employee gain from a finer work-life balance.	Work life balance is the ideal separation of time and energy of an individual between work and other crucial aspects of life.
Schedule Flexibility	Schedule flexibility is employees are permitted to change their starting and quitting times daily (Carlson et al., 2010).	Schedule flexibility allows an employee to allocate their own working hours that differ from the normal working hours.
Manager Support	Manager support is another key informal of work-life balance practice and indicates managers support level and concern about family and personal life issues of their subordinates (Suifan et al., 2016).	Manager support is emotional and instrumental support given to employees by their manager.

Job Autonomy	According to Malinowska et al., (2018), job autonomy is encouraging autonomous motivation and self-determined behavior.	Job autonomy refers to how much freedom that the employees acquire in terms of determination of ways of performing their task.
Turnover Intention	Turnover intention is employees assess of idea of quitting an organization (Gnanakkan, 2010).	In this study, turnover intention is employees indicated intention of leaving public university.

1.7 Contributions of the study

This study contributes to knowledge of work-life balance and employee's turnover intentions in public universities in Malaysia. The findings of this study executed some benefits to the organizations in Malaysia by perceiving relationship work-life balance components toward turnover intention. It will enhance consciousness of how work-life balance affects employees' intention to leave the organization associated with Human Resource or related personnel focused on work-life balance executed by the organization. Furthermore, the findings from this study will assist in organization implementation of new flexible policy or amendment of available policy which concerns retaining employees. Besides, utilization of instruments from this study by future researchers for related research areas and content imitation may be appropriate for upcoming research.

1.8 Summary

In this chapter, clear details on components of this study (background of the study, problem statement, research objectives, research hypothesis, conceptual framework, definitions of terms, the contribution of the study and limitations of the study) explained. This chapter will assist in determining the relationship between work-life balance and turnover intention among employees in public universities.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the related scholarly literatures that are associated with this study based on related concepts and theories. This chapter comprises issues related to the study, theory applied in the study and past findings related to the study. This chapter will be concluded with a brief summary.

2.1 Issues Related to this Study

2.1.1 Work-Life Balance

According to Scholaris and Marks (as cited in Noor, 2011), work-life balance has crucial outcomes on employees' attitudes towards their organization as well as for their lives. Derry (as cited in Hashim et al., 2016) mentioned that the role of work-life balance has a direct correlation in an employee's determination to stay or leave the organization. According to Scholaris and Marks (as cited in Noor, 2011), work-life balance has crucial outcomes on employee's attitudes towards their organization as well as for their own lives. As work and family roles are the matters that employees need to balance, organizations should look at initiatives to provide them with various needs and should be essential to core business not as optional. There must be appropriate and a flexible time to be adopted in order to avoid employees feeling stressed about the working out of hours and they may be able to spend quality time with their family besides being able to allocate time to settle their family duties and commitments (Chaitra, 2016). Work-life balance is needed as this current generation has different lifestyles and will affect in ways, they manage domains of life.