

THE MODERATION EFFECT OF MANAGERIAL STATUS ON WORK-FAMILY CONFLICT-TURNOVER INTENTION RELATIONSHIP**Delle Eric**

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ABSTRACT: *We examined the extent to which managerial status moderated the relationship between work-family conflict and turnover intention among employees in the Ghanaian banking sector. Predictive correlational design was used. One hundred and twenty-one (n=121) participants were sampled conveniently for the study. Reliable questionnaires were adopted for the study. All the scales were confirmed reliable following pilot study. Moderated hierarchical regressions analysis was performed to test the hypothesis in the study. Pearson correlation test was performed to satisfy the assumption underlying the use of moderation test. We also centred the moderator and independent variables to reduce the effect of multicollinearity. The analyses showed that work-family conflict significantly and positively predicted employee's intention to leave their current organization. It was also observed that, managerial status significantly moderated the predictive relationship between work-family conflict and turnover intentions. The findings have significant implications on role and spill over theories of work-family conflict as well as on the management of organizations in contemporary times. The implications and limitations of the findings have been discussed.*

KEYWORDS: Work-Family Conflict, Turnover Intentions, Managerial Status, Role Theory, Spill Over Theory, Banking Sector, Ghana

INTRODUCTION

Conflict is an integral part of human existence. Every adult has two important life domains; family and work domain (Esson, 2004). Each domain is very vital and therefore must be carefully managed. However, attempting to manage these two important aspects of life creates conflict. This conflict called Work-Family Conflict (WFC) causes imbalance between work and family life in such a manner that work affects family life and family life also affects work. This conflict has significant effect on employee's organizational commitment, job satisfaction and turnover intention (Akintayo, 2010). Industrial and organizational psychologists have developed sustained interest in work-family conflict research because of the negative consequences such conflicts have on work-related outcomes. Research shows that working overtime is a cost to family life (Cole, 2004) and if the work is demanding and challenging it results in negative family outcomes and vice versa (Adebola, 2005). Mayer, Salovey, and Caruso (2000) found that committed employees are more likely to remain with the organization and strive towards the organization's mission, goals, and objectives than others. Therefore, if employees experience high levels of family-work conflict, their roles and responsibilities in family life interfere with the work and develop a negative affect towards the organization (Ajiboye, 2008).

Problem Statement

Work-Family Conflict is a source of workplace stress and it results in significantly low level of employee commitment to their organization (Ajiboye, 2008). A plethora of evidence on the direct consequences of work-family conflict exists in literature (Carlson & Kacmar, 2000; Frone et al., 1992; Frone, Yardley & Markel, 1997; Major & Mark, 2002; Netemeyer et al., 2004). According to Esson (2004) not much attention has been given to mediated or moderated (distal) variables. In view of this, we seek to examine the extent to which managerial status moderate the relationship between work-family conflict and turnover intention against the backdrop that since managers are perceived to carry the burden or troubles of the organization on their shoulders it is more likely that they would experience significantly high level of conflict and thus making the link between WFC-turnover stronger than when one is not a manager.

Objectives of the Study

- to determine the relationship between work-family conflict and turnover intention
- to determine the relationship between managerial status and work-family conflict
- to investigate the extent to which managerial status moderates the relationship between work-family conflict and turnover intention.

LITERATURE**Role Theory**

According to the role theory, multiple roles are a source of conflict, stress and strain (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964). Work and family are the two most important aspects of an adult's life and so expectations associated with work and family roles can trigger physical and psychological strain in several ways. This is contingent on the fact that, contradictory expectations within a role can trigger intra-role conflict or role ambiguity. Also, the expectations can create inter-role conflict when pressures in one role dominate or interfere with pressures in the other role (Katz & Kahn, 1978). Finally, the accumulation of expectations from several roles especially either work or family roles can induce feelings of overload in one or both domains (Hall & Hall, 1982; Szalai, 1972) resulting in conflict. Since an employee cannot perform only work roles or only family roles at the expense of the other, the two roles are performed somehow together. In an attempt to satisfy these two important life domains, multiple roles are created and once created, it leads to role stress and even conflict. Work and family roles are performed in tandem by employees. Sometimes even at work, an employee is compelled to call home and issue instructions so that some tasks can be executed. The performance of these two different but important roles in an employee's life tends to create stress which in turn increases employee's intention to leave their current organization if no alternative solution is available.

Spill over Theory

This theory is associated with Frone (2003). The spill over theory states that the duties of one domain may spill over or interfere with another domain. Thus, the employee typically carries experiences whether bad or good from these two inseparable life domains (work and family) with him or her such that any positive or negative mood for instance experienced at home is carried to the work and hence affect work and vice versa. Since work and family roles are inseparable, spill over from any of these two aspects of the workers life becomes a potential source of stress and conflict to the worker. Thus, the spill over tends to throw the employee into a state of

disequilibrium and this triggers the experience of stress and hence high intention to leave jobs and organizations in which work is so demanding and challenging to do. Thus, this theory is relevant in explaining work-family conflict-turnover intention relationship.

The Concept of Work-Family Conflict

Historically, the construct work-family conflict is credited to Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964). Kahn et al. (1964) observed that people experience interrole conflict between their work roles and other life roles (as cited in Greenhaus & Beutell, 1985). They posited that, work-family conflict occurs when the demands from work and family are mutually incompatible to some degree (Kahn et al., 1964). Similarly, Greenhaus and Beutell (1985) defined work-family conflict as a situation arising when the demands from one role (may be family) affects one's ability to meet the demands associated with another role (may be work). The two definitions provided above conceptualized work-family conflict as a one-dimensional variable with either work roles interfering with family roles or family roles interfering with work roles and not bidimensional construct where work roles interfere with family and family interferes with work. Other scholars however, conceptualized work-family conflict as a bidimensional variable in which work and family roles have the capacity to affect either domains of the individual's life (Frone, Russell & Cooper, 1992; Netemeyer, Boles & McMurrin, 1996). Against this backdrop, the definition of work-family conflict was revised to reflect the bidimensional view of the concept. According to Netemeyer et al. (1996), two main definitions satisfy the bidimensional conceptualization of work-family conflict. Thus, we have work-family conflict perspective which views the interrole conflict as resulting from general demands and strain created by the job interfering with one's ability to perform family related responsibilities while the family-work conflict perspective posits that conflict arises from general demands and strain created by the family interfering with an employee's ability to perform responsibilities related to work. Thus, these two dimensions combine to form the work-family conflict construct.

Turnover Intentions

Turnover intentions have been conceptualized as a deliberate and voluntary decision to terminate one's appointment with his or her current organization. According to Cotton and Tuttle (1986), turnover intention is an individual's estimated probability that they will stay with their current organization. Similarly, Tett and Meyer (1993) viewed turnover intentions as conscious willfulness to seek for other alternatives in other organization. Scholars have suggested that intention to leave is a significant predictor of actual turnover due largely to two reasons. First, in the opinion of Fishbein and Ajzen (1975), employees have decided in advance the decision to leave the organization based on attitude-behaviour theory or the theory of planned behaviour. The theory states that one's intention to perform a specific behaviour is the close predictor of that behaviour. Secondly, empirical evidence suggests that turnover intentions are significantly related with actual turnover (Lambert et al., 2001). Accordingly, Price (2001) intimated that turnover intention is used as an indirect measure of actual turnover. Accordingly, we viewed turnover intention as an individual's intention, voluntarily or willingly to discontinue his or her membership with his or her current organization.

Relationship between Work-Family Conflict and Turnover Intentions

Research findings on the nexus between work-family conflict and turnover intentions have often produced inconsistent outcomes. For instance, while some scholars have reported a significant relationship between work-family conflict and turnover intentions (Boyar, Maertz, Pearson & Keough, 2003; Netemeyer et al., 1996; Netemeyer et al., 2004), a significant negative relationship and even no statistically significant relationship between the two constructs have been reported (Kossek & Ozeki, 1999; Lyness & Thompson, 1997).

A plethora of empirical evidence on the mixed findings between work-family conflict and turnover intentions is available in the scholarly world. Netemeyer et al. (1996) in a study involving three different samples reported three different correlation coefficients between work-family conflict and turnover intentions. They found significant correlations of .14, .25, and .28 between the two constructs. This finding was corroborated by Boyar et al. (2003). Boyar et al. (2003) investigated the relationship between work-family conflict and turnover intentions and reported a significant positive relationship between the two constructs ($r = .25$). In their tri-cultural study, Netemeyer et al. (2004) empirically examined the relationship between work-family conflict and turnover intentions and found a significant positive correlations of .37, .35 and .45 respectively. Aryee (1992) also reported significant positive relationship between dimensions of work-family conflict and turnover intentions ($r = .25$). However, Aryee (1992) also found that the job-parent and job-homemaker dimensions of work-family conflict were negatively related to intention to turnover ($r = -.25$ and $r = -.10$). Despite the comprehensive evidence on the significant positive relationship between work-family conflict and turnover intentions, other empirical findings have provided alternative evidence suggesting a significant negative relationship as well as a non-significant relationship.

Lyness and Thompson (1997) reported a significant negative relationship between work-family conflict and turnover intentions ($r = -.43$) while Kossek and Ozeki (1999) reported a statistically non-significant relationship between work-family conflict and turnover intentions. Accordingly, Allen et al (2000) suggested that more research on the connection between work-family conflict and turnover intentions is required to better understand the link given the mixed findings reported by scholars.

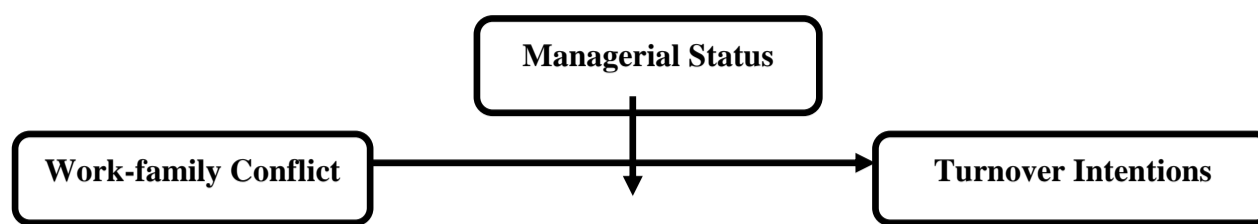
The Moderating Effect of Managerial Status on the Relationship between Work-Family Conflict and Turnover Intentions

We propose that managerial status moderates the relationship between work-family conflict and turnover intentions. Theoretically and practically, we expect managerial status will strength or weaken the relationship between work-family conflict and turnover intentions. The motivation to test the moderation effect of managerial status on the link between work-family conflict and turnover intentions stem from the fact that, individual differences account for differences in the experience of work-family conflict as well as our perception of events (Pfeffer, 1983; Hall & Buttram, 1994; Williams & O'Reilly, 1998; Kim, Murrmann & Lee, 2009; Upasna & Shivganesh, 2013). Evidence from work-family conflict research suggests that individual difference account for difference in the experience of work-family conflict and hence this difference can account for difference in intention to leave. For instance, researchers have reported that, employed women generally are confronted by more demands from paid work, child care and housework than employed men (Robinson & Godbey, 1997). Similarly, Hochschild (1989) found that employed mothers work an extra month per year of 24 hour days when compared with employed fathers with their number of hours dedicated to housework. Against this backdrop, we expect that the relationship between work-family conflict and turnover intentions will be stronger for managerial workers than for non-managerial workers. Further, work-family conflict-turnover intention research is plagued with mixed results and thus the motivation to examine the extent to which managerial status strengthened or weakened the relationship.

Statement of Hypotheses

- There will be a significant positive relationship between work-family conflict and turnover intentions
- Managerial status will significantly moderate the relationship between work-family conflict and turnover intentions.

Conceptual Diagram of Hypothesized Relationship between Managerial Status, Work-family Conflict and Turnover Intention



METHODOLOGY

Research Design

Predictive correlational research design was used to investigate the link between managerial status (moderator), work-family conflict (independent variable) and turnover intentions (dependent variable) in the study. A quantitative research approach was taken with questionnaire used as the main data collection tool.

Sample Size and Sampling Technique

We utilized a two-stage sampling procedure in the study. The first stage involved selection of organizations while the second, involved selection of the participants. Convenience sampling method was used to select the organizations and participants for the study. A total of 121 participants constituted the final sample for the study. The sample was a diverse one comprising males, females, managers, non-managers, married, non-married, and workers with varying organizational tenure. The distribution of the sample in terms of their characteristics is presented in **Table 1**.

Table 1:
Sample Characteristics of Respondents

Variables	Frequency	Percent (%)
Sex:	Male	78 64.5
	Female	43 35.5
Managerial Status:	Manager	28 23.1
	Non-manager	93 76.9
Organizational tenure:	3years and below	84 69.4
	6-10years	30 24.8
	11years and above	7 5.8
Marital Status:	Married	88 72.7
	Single	33 27.3

Total Number of Respondents (N=121)

As shown in **Table 1**, 64.5% of the participants were males while 35.5% were females. In terms of managerial status, 23.1% were managers with 76.9% being in the non-managerial rank. Analysis of organizational tenure of participants also revealed that the majority of participants had worked with the organization for 3years and below (69.4%); 24.8% had been with the organization for between 6 and 10 years while 5.8% had worked with the organization for 11years and above. The sample comprised predominantly married workers (72.7%) with only 27.3% being single.

Instruments/Measures

Reliable self-report questionnaires were used to collect data on work-family conflict and turnover intentions.

Work-Family Conflict was measured with a 12-items scaled developed by Kopelman, Greenhaus and Connolly (1983) and Esson (2004). Eight items on the scale were developed by Kopelman et al. (1983) and the remaining four items were developed by Esson (2004). Sample item on the scale was "My work takes up time I'd like to spend with my family". Response to each item was based on a five-point Likert scale with strongly disagree=1 and strongly agree=5. In Esson's (2004) study, the reliability coefficient of the work-family conflict scale was 0.91.

Turnover intention was measured with 4-items scale developed by Kelloway et al. (1999). Participants responded to such items as "I am thinking about leaving this organization". The items were anchored on a five-point Likert scale ranging from strongly disagree = 1 to strongly agree = 5. The reliability coefficient for the scale was found to be .76 in Esson's study.

Managerial Status was measured with a single item. Participants were asked to indicate their status as either a manager or non-manager respectively.

RESULTS

Prior to performing the focal analyses, we performed preliminary analyses such as correlation analysis, test of normality and reliability analysis. Pearson correlation test was conducted to determine the assumption underlying moderation analysis. According to Baron and Kenny (1996), moderation test is conducted the relationship between the independent variable and dependent variable is significant. Also, there should be a significant relationship between the independent variable and the moderator. Results on descriptive statistics such as means and standard deviation scores of the variables as well test of normality based on skewness and kurtosis values are presented in **Table 2**.

Table 2:
Summary of Means, Standard deviation Scores, Test of Normality and Reliability Coefficients of Study Variables

Variables	Mean	SD	Skewness	Kurtosis	Alpha
WFC	41.017	9.793	0.15	0.65	.898
Turnover Intentions	15.11	6.03	0.62	0.97	.902

Total Number of Respondents (N=121)

As shown in **Table 2**, the dependent (turnover intentions) and independent variable (WFC) scores were found to be normally distributed. The skewness and kurtosis values fell within the acceptable ranges for psychometric analysis (Tabacknick & Fidell, 1996).

The reliability values of the variables also exceeded the acceptable threshold of 0.70 (Nunnally, 1978).

Table 3:
Correlation Matrix

Variable	1	2	3	4	5	6
Marital status	-					
Organizational tenure	.220**					
Sex	-.145	-.194*				
Managerial status	.028	.039	.203*	-		
Work-family conflict	.048	-.043	.038	-.158*		
Turnover intentions	.076	.047	.113	-.036	.280**	-

** . Correlation is significant at the 0.01 level (1-tailed)

* . Correlation is significant at the 0.05 level (1-tailed)

The correlation matrix presented in **Table 3** shows that a significant relationship exist between managerial status and work-family conflict ($r = -.158, p < 0.05$) and work-family conflict related significantly with turnover intention ($r = .280, p < 0.01$). The relationships between marital status and work-family conflict ($r = .048, p > 0.05$) and turnover intention ($r = .076, p > 0.05$) were not significant. Similarly, sex and tenure did not relate significantly with work-family conflict and turnover intentions. Thus, sex, organizational tenure and marital status were not controlled for in the analysis.

Testing Hypothesis

Hierarchical multiple regression test was used to test the moderation hypothesis. To reduce or eliminate the effect of multicollinearity, the independent and moderator variables were centred (Aikens & West, 1991).

Table 4:
Summary of Hierarchical Multiple Regression Analysis Results of the Moderation Effect of Managerial Status on WFC-Turnover Intention Relationship

Model	B	SE β	β	F
1. Constant	15.107	.529		
WFC	.173	.054	.280**	10.131**
2. Constant	15.107	.531		
WFC	.173	.055	.281**	5.028**
Managerial Status	.122	1.275	.009	
3. Constant	14.954	.530		
WFC	.153	.055	.248**	4.799**
Managerial Status	.508	1.273	.036	
Managerial Status X WFC	-.236	.117	-.182*	

$R^2 = .078, .079$ & $.110$ for step 1, 2 & 3 respectively; $\Delta R^2 = .078, .000$ & $.031$ for step 1, 2 & 3 respectively.

** . Correlation is significant at the 0.01 level (1-tailed)

* . Correlation is significant at the 0.05 level (1-tailed)

As shown in **Table 4**, WFC significantly and positively predicted turnover intentions ($\beta = .280, p = .002$). WFC-Turnover intentions model was found to be statistically significant [$F_{(1, 119)} = 10.131, p = .002$]. WFC accounted for 7.8% of the variance in turnover intentions. The hypothesis that, managerial status will significant moderate the relationship between WFC and turnover intentions was supported ($\beta = -.182, p = .046$). The interactive term (managerial status X WFC) accounted for 11% of the variance in turnover intentions. Further, the model for moderation effect was statistically significant [$F_{(3, 117)} = 4.799, p = .003$].

DISCUSSION

The experience of work-family conflict has become a headache for workers and leadership of organizations. We sought to determine the moderation effect of managerial status on work-family-turnover intention relationship in the Ghanaian business environment. Empirical evidence in this study showed that managerial status significantly moderated the relationship between work-family conflict and turnover intentions. The present study observed that work-family conflict significantly and positively predicted employee's intention to leave their current organization. This finding corroborated previous findings (Aryee, 1992; Boyar et al., 2003; Netemeyer et al., 2004; Netemeyer et al., 1996). Thus, the empirical evidence gathered from the Ghanaian banking sector has added to the existing literature on the positive connection between work-family conflict and turnover intentions. The findings attest to the fact that work-family conflict is a major determinant of employee's intention to leave an organization because managing two important life domains such as work and family is stressful. It also shows that managing work and family roles is very taxing and that employees who find themselves in this kind of situation tend to think of avoiding such environments, hence the intention of leaving.

Also, we found managerial status significantly moderating the relationship between work-family conflict and turnover intentions. This is consistent with previous research outcomes (Hall & Buttram, 1993; Hochschild, 1989; Kim et al., 2009; Pfeffer, 1983; Robinson & Godbey, 1997; Upasna & Shivganesh, 2013; Williams & O'Reilly, 1998; Upasna & Shivganesh, 2013). This implies that, individual difference tends to account for difference in the experience of work-family conflict and hence strengthening or weakening any relationship between work-family conflict and turnover intentions. Therefore, status difference in organization such as being a manager or non-manager tend to explain differences in the experience of work-family conflict and hence intention to leave.

Limitations of the Study

Though important findings were posted in this study, this research is not without limitations. First, the design used was predictive correlational design. Though this design was appropriate for the study, it lacks the capacity to produce cause effect relationship. Thus, the significant relationship between work-family conflict and turnover intentions as well as the significant moderation effect does not suggest that work-family conflict caused employees to have high intention of leaving the organization nor the moderator (managerial status) the cause of the strength or weak relationship between the variables.

In addition, the sample for the study was drawn mainly from the private sector of the Ghanaian business industry. This suggests that the findings were based on the experiences of private sector workers with respect to the constructs investigated and thus makes it difficult to generalize the results to public sector workers in Ghana.

Finally, the data for both work-family conflict and turnover intentions were drawn from a single source. This makes common method variance bias a likely problem in this research.

Implications for Practice and Theory

The outcome of the present study has significant implications for leaders and managers of organizations. First, we found that work-family conflict was significantly related to people's intentions of leaving an organization. What does this tell managers? It suggests that managers must take determined steps to reduce the conflict between work and family roles especially in this era of demanding and challenging work. Work-family conflict has become a major source of stress for workers and thus denies them of the comfort required to do their work. The creation, enforcement and sustainment of family friendly policies in the workplace are required to reduce or eliminate this conflict. The introduction of flexible work schedule is also an important step managers must take to ensure that workers get time for these two important domains of life, work and family respectively.

Theoretically, the outcome of this study has strengthened and also confirmed the role and spillover theories that underpin work-family conflict research.

Recommendation for Future Research

Following the empirical evidence reported as well as the limitations, we recommend that in terms of design, either an experimental design or longitudinal design is taken to better understand cause-effect relationship between work-family conflict and turnover intentions as well as the long-term of such conflicts on workers through longitudinal designs. In addition, we suggest that future researchers conduct a comparative study of public and private sector organizations in order to understand better the work-family conflict construct. Further, there is also the need for scholars to consider personality variables such as the Big-Five personality factors such as conscientiousness, agreeableness, openness, emotional stability and extraversion and how these factors affect work-family conflict. Also, variables such as locus of control, organizational support and supervisor support should be investigated in future research. Finally, the utilization of data from multiple sources should be considered in future research.

CONCLUSION

Work-family conflict has become a common feature of contemporary organizations due largely to the demanding nature of work. The empirical evidence obtained in this study suggests that work-family conflict significantly and positively related with turnover intentions. Also, managerial status significantly moderated the relationship between work-family conflict and turnover intentions. The findings were also consistent with the role and spillover theories which underpinned work-family conflict research. The findings have significant implication for practitioners and leadership of organizations. Thus, the adoption of family friendly policies to reduce the effect of work-family conflict on workers is encouraged.

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