

Relationships among organizational commitment, work and family conflict, and Turnover Intention of Private Sectors Employees

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Abstract

The purpose of this study was to explore the relationships among organizational commitment, work and family conflict, and turnover intention among 200 private sectors employees working in Mandalay, Myanmar. As a result of internal consistency reliability analysis, coefficient alpha was .70 for organizational commitment, .84 for work and family conflict and .43 for turnover intention respectively. Pearson correlation coefficient was used for data analysis. The results of the study tend to support the hypotheses that organizational commitment had a significantly negative correlation with turnover intention and was significantly positively correlated with work and family conflict. However, one of the results differed from our expectations; work and family conflict was negatively correlated with turnover intention, but not significantly.

Key words: organizational commitment, work and family conflict and turnover intention

Introduction

Today, high turnover intention rate is one of the most common problems in all organization all over the world. The individuals' turnover intention can be possibility affected by many factors: such as organizational commitment and work and family conflict. Organizational commitment, work and family conflict and turnover intention are important factors to study because high level of organizational commitment, low level of work and family conflict and low level of turnover intention are helpful in favorable organizations results.

Organizational commitment is defined by Meyer and Allen (1997) as "a psychological state of mind that reflects a desire, need and obligation to maintain membership within an organization." Employees who are having committed to their organizations are favorable to the firm. Aamodt (2007) proposed that employees who are highly committed are more likely to attend work, stay with an organization, arrive at work on time, do well, and engage in positive behaviors helpful to the organization. Moreover, committed employees tend to perform more energetic and positively towards an organization. Therefore, employers and CEO should aim to increase their employees' level of commitment and reduce turnover intention in order to improve the sustainability development and morale standards of the labor force.

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At the same time, organizational commitment poses challenge for employees as the involvement in their job might impede with other life domains; such as family. This phenomenon is often called as work and family conflict. It has negative effects on the work and family life domain as well. So it influences the individuals, their relatives and employers as well.

Therefore, organizational commitment and work and family conflict are dependent on each other. But both of them can also be influenced by the management. In order to get the desired outcomes from the interventions of the management, the relation between organizational commitment and work and family conflict have also to be studied in detail.

The intent of this study is to examine how organizational commitment relates to work and family conflict and turnover intention of private sectors employees. On the basis of available literature, the hypotheses of the study were formulated as follows:

Hypothesis 1- there is a negative correlation between organizational commitment and turnover intention.

Hypothesis 2- there is a positive correlation between organizational commitment and work and family conflict.

Hypothesis 3- there is a negative correlation between work and family conflict and turnover intention.

Method

Participants

Survey booklets were handed out to a sample of private sectors employees in Mandalay, Myanmar. Participants responded and returned booklets anonymously. The samples for the present study were 200 private sectors employees.

Procedure

Permission to approach participants to voluntary take part in the study during work time was obtained from the head of the private organizations. Full time workers of those organizations were pooled and survey booklets were administered to all full time workers present in the organization on the schedule day. Participants were told simply that the purpose of the study was to know the relationships among organizational commitment, work and family conflict, and turnover intention and were asked to complete a survey booklet and assuming them of confidentially, and requesting their cooperation on a voluntary basis. The survey booklet consisted of a cover letter, demographic information, organizational commitment questionnaire (OCQ), work and family conflict scale (WAFCS), and turnover intention scale (TIS).

Measures

Organizational Commitment Questionnaire (OCQ): Myanmar version of organizational commitment questionnaire (OCQ) developed by Meyer and Allen (1997) was used to measure the degree of employees' commitment to their current organization. The OCQ contains 18 items that were answered on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Respondents indicated that their feelings about their organization by circling one of the five choices. The internal consistency reliability (coefficient alpha) for the scale is reported as $\alpha = .70$.

Work and Family Conflict Scale (WAFCS): Ten items from this scale developed by Haslam et al (2015) was used to measure work and family conflict. Responses were recorded on 5 points likert scale from 1 (strongly disagree) to 5 (strongly agree). The internal consistency reliability (coefficient alpha) for the scale is reported as $\alpha = .84$.

Turnover Intention Scale (TIS): Myanmar version of turnover intention scale was used to measure an employee's voluntary desire to leave an organization. It was constructed based on the work of Roodt (2004). It is composed of 6 items. Responses were made on a 5-point scale ranging from 1 to 5 with 1=never, 2=sometimes, 3= often, 4= frequently and 5= always. Respondents indicate their feelings about turnover intention by circling one of the five choices. The internal consistency reliability (coefficient alpha) for the scale is reported as $\alpha = .43$.

Results and Discussion

Results

Table 1 Demographic information of private sectors' employees

Characteristics	n	%
Gender		
Male	39	19.5
Female	160	80.0
missing	1	0.5
Age		
Under 20	79	39.5
21 – 29	121	60.5
Marital status		
Single	153	76.5

Married	47	23.5
Education level		
undergraduate	68	34.0
Graduated	124	62.0
Post graduated	5	2.5
missing	3	1.5

Demographic data for gender, age, marital status and educational level are shown in Table 1. Male constituted 19.5%, (N= 39) of the sample and 80.0%, N= 160 were female and N=1(0.5%) did not answered. Most were single N= 153, (76.5%) and N= 47, (23.5%) were married. As shown in Table 1, respondents were employed on a full time basis with N= 68, (34.0%) having an undergraduate, N= 124, (62.0%) of the employees held graduated degree and N= 5(2.5%) were postgraduate and N=3 (1.5%) were not answered. Age range from 20 and less to 50 and over years and N=79, (39.5 %) were 20 and less and N= 121 (60.5%) were 21 to 29 years.

Table 2 Correlations for organizational commitment, work and family conflict, and turnover intention

Correlations

		ocq	wafcs	tis
ocq	Pearson Correlation	1	.164*	-.271**
	Sig. (2-tailed)		.020	.000
	N	200	200	200
wafcs	Pearson Correlation	.164*	1	.047
	Sig. (2-tailed)	.020		.506
	N	200	200	200
tis	Pearson Correlation	-.271**	.047	1
	Sig. (2-tailed)	.000	.506	
	N	200	200	200

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

A Pearson correlation was calculated for the relationships among organizational commitment, work and family conflict, and turnover intention of private sectors employees. Table 2 indicates that organizational commitment had a significantly negative correlation with turnover intention ($r = -.271$, $P < .001$). Moreover, organizational

commitment was positively correlated with work and family conflict ($r = .153, P < .05$) and work and family conflict was not correlated with turnover intention.

Discussion

The aim of this study is to examine the relationships among organizational commitment, work and family conflict, and turnover intention among 200 private sector employees working in Mandalay, Myanmar. As presented in table 2, organizational commitment had a significantly correlated with turnover intention. This finding is consistent with previous studied. Rashid and Raja (2011) argued that there was a negative relationship between organizational commitment and turnover intention using data from 300 bank workers in Pakistan. This finding is also in line with the study of Bhatti, M.H et al (2016) those argued that the level of organizational commitment is negatively correlated with turnover intension among employees in banking sector. Moreover, many researchers have found that a negative relationship between organizational commitment and turnover intention in many industries (Rashid & Raja, 2011). The results of the present study, highly committed employees are less likely to leave their present job organization. Therefore, hypothesis 1 was supported.

Moreover, according to the results, organizational commitment was significantly correlated with work and family conflict. This finding is also supported to the hypothesis 2. In a study on the cause of relationship, many researchers believed that the individual's job is the main source of conflict between work and family, because individuals do not have or have little control on their work and work domains. So these conditions put pressure on their family domains (Hatam et,al, 2016). Aamodt (2007) also proposed that employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, do well, and engage in positive behaviors helpful to the organization. Thus, they have little time to take care of their family. Therefore, this finding is also consistent with the previous theoretical arguments.

However, work and family conflict were not correlated with turnover intention. Thus hypothesis 3 was not supported. This may be assumed that the research samples of present study show high level of organizational commitment so they are not willing to leave from their organization.

Summary and conclusion

The purpose of present study was to examine the relationships among organizational commitment, work and family conflict, and turnover intention among 200 private sectors employees working in Mandalay, Myanmar.

According to the results of internal consistency reliability analysis, the reliability coefficient were found to be .70 for organizational commitment, .84 for work and family conflict and .43 for turnover intention respectively.

In order to test hypotheses, a Pearson correlation was calculated for the relationships among organization commitment, work and family conflict, and turnover intention among employees in private sectors. As a result of correlation analyses, organizational commitment had a significantly negative correlation with turnover intention and was significantly positively correlated with work and family conflict. However, one of the results differed from our expectations; work and family conflict was negatively correlated with turnover intention, but not significantly.

In conclusion, according to the findings from this study, companies should consider implementing strategies that focus on organizational commitment to less work and family conflict and to decrease employee turnover intention. Moreover, the results of this study may contribute to social change by providing information that employers and CEO can use to reduce the turnover of employees, increase the quality of job performance and reduce the cost of hiring for organization. The results from this study may benefit business practice by increasing the understanding of factors influencing employee turnover; thereby enabling them to improve employees' retention and decrease turnover costs.

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