

Conflict, Work Stress, Job Burnout, and Turnover Intention: Examining Differences Based on Marital Status and Gender

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Extensive Summary

Introduction

It is known that the number of dual-career family is increasing with the remain in the desire of women partners to participate and rise their career (Kelly et al., 2014). In the meantime, the divorce suits showing an increase in each passing year that leads up to emergence of the single-parent families. All this means that the responsibilities of work, housework and childcare are no longer limited to traditional gender roles (Byron, 2005). The requirements of modern work life enlarge the scope of the responsibilities of employees. Both business and family life are undergoing change and transformation, and individuals are trying to adapt to this process, and on the other hand, they strive to balance their work and family requirements to be fulfilled. Individuals who are forced to balance between family and work requirements can be separated from family-work/work-family conflict, work stress, job burnout, and they can even leave their jobs and their wives.

The concepts of family-work/work-family conflict, work stress, job burnout and intention to leave are often addressed in the organization literature and are often investigated as the predecessor or the output of each other (e.g. Goff, Mount, & Jamison, 1990; Frone, 2000; Bolino & Turnley, 2005; Thanacoody, Bartram & Casimir, 2009; Amstad et al., 2011; Armstrong, Atkin-Plunk, & Wells, 2015; Rabenu, Tziner, & Sharoni, 2017). The findings obtained in researches are generally evaluated in general through the selected sample group (e.g. white collar employees, tourism workers, bankers, etc.), examining the differences according to demographic variables may be ignored. However, discovering of the most affected age, gender, marital status, seniority, etc. group of related concepts can enable the development of policies and practices that are oriented to people who are trying to cope with the relevant negativity by determining the needs of the group. In this regard, the question of how the perceptions of family-work/work-family conflict, work stress, job burnout and intention to leave differ from the marital status and gender of the employees is the fundamental

output point of this study and the resulting responses are expected to contribute to the literature.

Method

This study aims to find out the differences based on the marital status and gender in the perception of family-work/work family conflict, work stress, job burnout, and intention to leave perceptions of employees. The sample of this study consists of public and private sector employees. Convenience sampling method was chosen for the study and the questionnaires were provided by hand or were sent through e-mail where appropriate. At the end of 45 days it is obtained 457 questionnaires. These forms were scanned and only 401 useful questionnaires underwent to the analysis after the final check. The validity and reliability analyses of the scales were conducted before hypothesis testing. While the factorial structures of the scales were analysed through LISREL 8.8 Scientific Software International Programme, the validity of scales and the other analysis were tested by IBM SPSS Statistics 21 Programme. In order to test relationships between family-work/work-family conflict, work stress, job burnout and intention to leave, a correlation analysis was used. Besides, significant differences between single, married, and divorced employees were examined by multivariate analysis of variance (MANOVA) based on family-work/work-family conflict, work stress, job burnout, and intention to leave levels. Examining differences based on gender is also analysed by independent samples t-test. In this study to provide parametric analysis assumptions, the normality tests were investigated. The data demonstrates normal distribution according to findings of the normality tests, diagrams and Skewness-Kurtosis values.

Reliability & Validity of the Measurement Instruments

In this study reliability of the questionnaires were analysed with the usage of Cronbach Alfa (α) method. Accordance to Cronbach Alpha analyse results, scale's values which are 0.70 and above is evaluated as reliable (Nunnally ve Bernstein, 1994).

Family-work/Work-Family Conflict: It was used Netemeyer, Boles & McMurrian's (1996) 10-item Family-Work/Work-Family Conflict Questionnaire. 5-item of the questionnaire are related with family-work conflict while, the other 5-item are related with the work-family conflict. Cronbach's α was 0.79 for family-work conflict dimension, 0.81 for work-family conflict dimension and 0.80 for the whole questionnaire.

Work Stress Instrument: It was used Severinsson & Kamaker's (1999) 8-item Questionnaire. The scale has one dimension and comprised of eight items. Cronbach's α was 0.91 for self-ratings of work stress.

Job Burnout Instrument: It was used Kristensen and colleagues' (2005) Copenhagen Burn Out Inventory. Although the original questionnaire is comprised of 19 item, only the 7-item "job related burnout" dimension was used for this study. Cronbach's α was 0.89 for self-ratings of job related burnout.

Intention to Leave Instrument: It was used Rosin and Korabick's (1995) 4-item Questionnaire. Cronbach's α was 0.87 for self-ratings of intention to leave.

Validity of the questionnaires was examined by the confirmatory factor analysis through the LISREL 8.8 Scientific Software International programme. The Goodness of

Fit Indices are shown in Table1 below. The values indicate that the questionnaires used in the research are compatible with their foreseen theoretical structures.

Table 1. Goodness of Fit Indices in Confirmatory Factor Analysis

	χ^2	df	χ^2/df	RMSEA	TLI	IFI	CFI
Conflict	305.22*	63	4.84	0.07	0.98	0.96	0.96
Work Stress	191.36*	57	3.36	0.04	0.99	0.97	0.98
Job Burnout	273.81*	77	3.55	0.06	0.96	0.95	0.97
Intention to Leave	318.27*	71	4.48	0.07	0.92	0.94	0.94

*p>0.05

Findings

Examining Differences Based on Gender

Significant differences between gender groups were examined through the independent samples t-test. The results of the data obtained from 177 men and 224 women are shown in Table 2 below.

Table 2. The Independent Samples t-Test Results

Variables	Gender	N	Mean	SD	df	t	p
Conflict	Women	224	4.38	0.89	241	3.57*	.000
	Men	177	3.86	0.74			
Work Stress	Women	224	3.97	0.78	106	2.94*	.000
	Men	177	4.05	0.84			
Job Burnout	Women	224	3.91	0.67	187	1.34	.067
	Men	177	3.63	0.58			
Intention to Leave	Women	224	3.49	0.65	164	2.41*	.000
	Men	177	2.97	0.61			

*p>0.05

The significant differences between women and men employees perceptions of conflict ($t_{(241)} = 3.57$; $p < 0.05$), work stress ($t_{(106)} = 2.94$; $p < 0.05$) and intention to leave ($t_{(164)} = 2.41$; $p < 0.05$) was found. However, the difference was not statistically significant between their job burnout levels ($t_{(187)} = 1.34$; $p > 0.05$).

The mean score of women ($\bar{x} = 3.49$; $SD = 0.65$) was higher than that of men ($\bar{x} = 2.97$; $SD = 0.61$) for the intention to leave variable. Similarly, the mean score of women ($\bar{x} = 4.38$; $SD = 0.89$) was higher than that of men ($\bar{x} = 3.86$; $SD = 0.74$) for the conflict variable, while the mean score of men ($\bar{x} = 4.05$; $SD = 0.84$) was higher than women ($\bar{x} = 3.97$; $SD = 0.78$) for the work stress variable.

Examining Differences Based on Marital Status

Significant differences depending marital status were examined by multivariate analysis of variance (MANOVA) based on conflict, work stress, job burnout, and intention to leave levels. The results of the data obtained from 120 single, 184 married and 97 divorced employees are shown in Table 3 below.

Table 3. The Multivariate Analysis of Variance (MANOVA) Results

	Conflict		Work Stress		Job Burnout		Intention to Leave	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Single (n=120)	2.74	0.51	3.46	0.67	2.96	0.73	3.69	0.81
Married (n=184)	4.07	0.68	3.74	0.56	3.21	0.60	2.94	0.61
Divorced(n=97)	3.99	0.71	4.10	0.89	3.48	0.74	2.72	0.55

*p>0.05

In terms of the conflict variable, the significant differences based on marital status was found (Wilks' Lambda (λ) = 0,871; F = 3.76; p < 0.05). The perceived conflict level of married employees (\bar{x} = 4.07; SS = 0.68) was higher than that of divorced (\bar{x} = 3.99; SS = 0.71) and single (\bar{x} = 2.74; SS = 0.51) employees.

Referring the work stress variable, the significant differences based on marital status was found (Wilks' Lambda (λ) = 0,965; F = 4.06; p < 0.05). The perceived work stress level of divorced employees (\bar{x} = 4.10; SS = 0.89) was higher than that of married (\bar{x} = 3.74; SS = 0.56) and single (\bar{x} = 3.46; SS = 0.67) employees.

In regard to the job burnout variable, the significant differences based on marital status was found (Wilks' Lambda (λ) = 0,991; F = 2.78; p < 0.05). The perceived job burnout level of divorced employees (\bar{x} = 3.48; SS = 0.74) was higher than that of married (\bar{x} = 3.48; SS = 0.74) and single (\bar{x} = 2.96; SS = 0.73) employees. Lastly, the difference was not statistically significant on their intention to leave perceptions (Wilks' Lambda (λ) = 0.991; F = 1.26; p > 0.05) based on their marital status.

Conclusion

According to the findings, family-work/work-family conflict are perceived by the highest by married participants. Additionally, works stress and job burnout are perceived by the highest by divorced participants. Moreover, women's perceived family-work/work-family conflict and intention to leave levels was found higher than men participants.

It is possible to say that women employees feel more family-work/work-family conflict and in relation to it they may quit their jobs more often than men. In this regard, it should be enhanced the supportive policies for sustainable women employment and balanced family-work life. Besides, it will be protected family integrity of employees with the adaptation of utilitarian approaches over the working conditions. Finally, with the usage of innovative practices in workplace it will have increased the organisational commitment and productivity in the long term.

Due to the research is a cross-sectional study, it should be noted that the data reflects the conditions of the day the participants responded to the survey. Furthermore, the data needed for analysis can be achieved through the questionnaire, which is a risk of inclusion in subjective assessments. In this context, it may be utilized from different research methods and analysis techniques to obtain more objective and generable results.