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Investigating the Relationship of Job Stress and Turnover Intentions by taking Work-Family Conflict and Family Work Conflict as Mediators

Abstract: *Turnover intentions are to lose skilled workers. Job stress is the cause of the use of employee turnover. Work-Family Conflict (WFC) and Family Work Conflict (FWC) were considered to be intermediaries between the employees' Turnover Intentions. This study investigates the relationship between Job Stress and Turnover Intentions. It was studied by taking Work-Family Conflict (WFC) and Family Work Conflict (FWC) as mediator. Research is based on a quantitative approach. Data were collected from employees in the public and private sectors by means of a questionnaire distributed among 330 employees, and a total of 296 responses was received. An analysis was conducted on SPSS. The relationship was estimated through the association between Pearson and the gist of the variables determined by conducting regression analysis. It was designed to evaluate the impact of the WFC and FWC using the Hayes process. With the mediated influence of WFC and FWC, this study showed the significant positive impact of Job Stress and Turnover Intentions.*

Key Words: Job Stress, Turnover Intentions, Work-Family Conflicts, Family-Work Conflicts, Employees and Employer.

Introduction

Background of Job Stress

Hans Selye in 1936 was the first to present the concept of stress and described it as a physical reaction to distress, a negative impulse or a positive stress impulse, and defined stress as a “nonspecific result of any demand upon the body” (Selye, 1980; Naoum, Herrero, Egbu, and Fong, 2018). The Health and Safety Executive (2007) defined stress as “the adverse effect that people experience under excessive pressure or other kinds of pressure” (Naoum et al., 2018).

Stress can be found to be positive or stressful. An uncomfortable circumstance may lead to bad stress, like the red ink of work. A condition that creates excitement, stimulation and excitement for the person would be an example of good stress. An example of a type of upbeat and vigorous stressor could be a promotion at work. The individual is tense due to each type of stress. Health stress has, however, been less showy to the person (Selye, 1976; Salo et al., 2018).

Work, Family Conflict and Family, Work Conflict

Family and work have long been seen as the central domains of life of most adults (Andrews and Withey, 1976; Chelariu and Stump, 2011). However, WFC is a form of inter-role conflict in which general requirements, time spent, and work-related stresses interfere with the performance of family responsibilities. FWC is a kind of inter role conflict in which the worldwide demands of, time devoted to, and strain produced by the family interfere with performing work-related responsibilities (Netemeyer et al., 1996; Chelariu and Stump, 2011).

Background of Turnover Intentions

Documentation on organizational behavior, because of its psychological and economic aspects, has shown the importance of turnover to the researchers (Price, 2001; Busari et al., 2017). The intent to change jobs is also the mental decision that prevails when a person decides to stay or quit their job (Jacobs and Roodt,

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2007; Busari et al, 2017). Similarly, Pearson (1996) also endorsed the idea, in psychology, sociology, economics and organizational behavior, that turnover is the most interesting subject (Busari et al., 2017).

The turnover problem is a major problem for companies, and the costs of hiring new workers are enormous (Kaupla, 2008; Busari et al., 2017). According to Abdullah et al., (2012), when lecturers are available for other work or because of a lack of satisfaction, they determine to pass on the work (Busari et al., 2017).

Supporting Theory

Social Exchange Theory (SET)

The fundamental theory of social exchange is a theory of sociology and management that uses economics and behavioral psychology to explain behavior (Zoller & Muldoon, 2018). Homans (1961) indicated that the aim of the theory of social exchanges is to explain behavior rather than to describe it. Behavioral interactions between two or more individuals and how those behavioral interactions reinforce each other's behavior are described in SET (Zoller & Muldoon, 2018).

Problem Statement

Today, work stress and the intention of employees linked to turnover are crucial subjects. People are dissatisfied with their surroundings of organ inactivity. They feel a burden because of conflicts that can be caused by WFC and FWC. There are a lot of researchers out there doing research. Previous studies have not investigated the multi-mediated impact of WFC and FWC on Job Stress and Turnover Intention (TI). This gap has created a new model for analyzing their relationship. The research provides an additional contribution. This research contributed to the literature, including a review of the pressure exerted on the intention to roll. This research also gives a solution to problem such as job stress may reduce due to better design of the organization, in detail explain work designation, provide guidelines related to working, provide training to employees, develop family care strategies, not overloaded work and develop programs of personnel assistant all these, measures help in less turnover of employees.

Objectives of the Study

- To look into the relationship between job stress and turnover intentions.
- Examine the relationship between Job Stress and Turnover Intentions through family conflict in the workplace.
- Examine the relationship between Job Stress and Turnover Intentions as a result of family conflict.

Research Questions

- Is there a correlation between Job Stress and Turnover Intentions?
- Is there a link between Job Stress and Turnover patterns as a result of family conflict?
- Is there any connection between Job Stress and Turnover Intentions due to family conflict?

Hypothesis of the Study

- **H1:** There is a positive relationship between Job Stress and Turnover Intentions.
- **H0:** There is a negative relationship between Job Stress and Turnover Intentions.
- **H2:** There is a positive relationship between Job Stress and Turnover Intentions through Work-Family Conflicts.
- **H0:** There is a negative relationship between Job Stress and Turnover Intentions through Work-Family Conflicts.
- **H3:** There is a positive relationship between Job Stress and Turnover Intentions through Family Work Conflicts.
- **H0:** There is a negative relationship between Job Stress and Turnover Intentions through Family Work Conflicts.

Literature Review

Job stress is characterized as "the presence of stresses resulting from work requirements, which include potential feelings or physical symptoms (House and Rizzo, 1972; Chelariu and Stump, 2011). Moorehead (2003) refined the concept to put work stress in order to be adaptive to certain stimuli which place excessive

demands on a person in terms of psychology and/or physicality (Chelariu and Stump, 2011). Left uncontrolled, the stress in jobs can result in emotional fatigue or burnout from psychological work, decreased corporate engagement, and an increase in the tendency for left-and-go intentions (Boles et al., 1997; [Lee and Ashforth, 1996](#); Maslach and Jackson, 1981; Sager, 1994; Singh et al., 1994; Taylor et al., 1974; Chelariu and Stump, 2011).

Family Conflict at the Workplace and Family Conflict at the Workplace

Family and work have long been seen as the central domains of life of most adults (Andrews and Withey, 1976; Chelariu and Stump, 2011). This can have negative consequences on all sides. Numerous surveys have linked the conflict between work and family (WFC) and household labor (FWC) in relation to job dissatisfaction, job burnout and turnover along the operating side (Burke, 1961; Frone et al., 1992; Greenhaus et al., 1987; Pleck et al., 1980; Chelariu and Stock, 2011). Personal arguments were associated with a reduction in marital satisfaction and lifestyle (Bedieian et al., 1998; Kopelman et al., 1983; Chelariu and Stump, 2011).

Kahn, (1964) identified that inter-role conflict could occur if one domain's rolled-up pressures conflict with the other domain's role pressures (Crawford, Shanine, Whitman & Kacmar 2016). Work-family conflicts have had adverse effects on individuals and organizations (Allen et al., 2000; Carlson et al., 2000; Crawford et al., 2016).

The WFC deals with professional involvement in family life. WFC occurs when the requirements and expectations of other industries vary, and it becomes challenging to meet the expectations and requirements (Ahmed, Zhao and Meng Xi, 2018). Extensive research into the negative effects of family and professional conflict was carried out by Ahmed et al., (2018). The separate existence of conflicting directorates such as work with family and family at work has also been confirmed, with specific results (Frone et al., 2003; Ahmed et al., 2018). There is no need to prove the relevance of research into work-family conflict. The growing frequency of research in this area confirms that work-life issues continue to be of interest and concern to researchers and practitioners (Poelmans, Greenhaus & Maestro, 2013).

Turnover Intentions

Price (2001) defined turnover intentions as a "movement of personnel beyond organizational limits" (Busari et al., 2017). Several other terminologies such as lay-off, discharge, unlocking, egress and mobility were used by researcher (Morrell et al., 2001; Busari et al., 2017). Morrell et al., (2001) reported turnover as having three types of features: voluntary, avoidable, and running. Much attention has been given to voluntary turnover. It can be described as if the employees are resigning and have to do with job satisfaction. It also indicates that the efficacy of the system is compromised if there is a high volunteer turnover rate (Price, 2001; Busari et al., 2017).

As a result, it is clear from burnout, and the cause of attrition is not satisfied (Zia Uddin, 2010). Saif et al. (2010); Sattar and Nawaz (2011) found that workers' personal characteristics, job satisfaction qualities and overall job satisfaction have a positive impact on job satisfaction, including commitment and dedication. Mobley describes the turnover intention as the intention to conduct an individual to leave the organization (Mobley et al., 1979; Busari et al., 2017). Preliminary considerations were made of the relationship between turnover and organizational efficiency to highlight staff costs incurred in selecting, hiring, grooming and developing new staff to replace those employees who are departing the company voluntarily (Hancock et al., 2013; Azanza, Moriano, Molero and Mangin, 2015).

[Azanza et al. \(2013\)](#) examined the impact of work stress, organizational justice and Organizational Citizenship Behavior (OCB) with WFC. Stress and conflict between work and family are equally positive. [GÜRBÜZ & TOĞRAN \(2020\)](#) investigated the relationship between job stress and work-family conflict. In this study, the researcher found that in today's era, women play an important role in the organization. Women are the ones who can keep a balance between work and family life. [Armstrong et al. \(2015\)](#) examined the relationship between work and family, job satisfaction and work-related stress. Balance in work and the family are resourceful employees.

[Bolino & Turnley \(2005\)](#) Investigated relationship in private enterprise and work-family conflicts, job strain and role overloaded. This research looks at the positive side of Organizational Citizenship Behavior (OCB). The OCB companies are getting stuffed. This research focused on the relationship in OCB, an individual initiative to work overloaded, work-family conflict and work stress. This research has produced results that show that

work-family conflicts and work-family conflicts simultaneously affect work stress. Work Conflict Family effects stress at work, and family work conflict is against work stress.

[Nora & Fitri Anggraeni \(2020\)](#) has identified in their research:

1. Family conflict Work is part of stress and satisfaction in the workplace.
2. There are significant positive effects of family work conflicts on work stress.
3. There are important negative influences in family work conflicts on job satisfaction.
4. There is a substantial negative relationship between work stress and work satisfaction.
5. There is a significant negative influence between family labor conflicts and job satisfaction due to job stress.

In [2018 Kumar & Chaturvedi](#) has examined mediating impact of satisfaction in employment and the life balance, conflicts of Work, Family and conflicts of Family, Work on relationships among job satisfaction and gender ideology, gender and life satisfaction with gender ideology and turnover intentions with gender ideology.

The study looked at COVID-19's fear of job satisfaction among nurses, the profession, staff turnover and psychological distress within the organization. The emergence of COVID-19 dramatically affects the mental and psychological well-being of leading health care workers, including nurses. Design of cross-sectional used for filling questionnaire from 261 nurses in the Philippines. The scale of 5 standards used data. The results indicated that 19.92 is the value of fear of COVID-19 ([Leodoro J. Labrague & Janet De los Santos, 2020](#)).

Study based on employees of the head office. Path Analysis used to analyze by Smart PLS. The results predicted:

- 1 Work stress and job satisfaction are significantly negatively related;
2. There is a strong positive relationship between job satisfaction and professional development;
3. Work stress has a significant positive effect on turnover intention;
4. Turnover intentions and Career Development have a significant positive relationship;
5. if employee satisfaction with job lesser Job Stress and lessen the towards Turnover intentions.

The definite impact of work stress on turnover intentions also takes job satisfaction into consideration ([Sholohah & Sulistyawati, 2018](#)). 104 employees filled questionnaire those worked in PT Company in Indonesia Yogyakarta. [Suswati \(2020\)](#) looked at how work stress affects employee performance, employee performance affects turnover intentions, and work stress affects turnover intentions. The survey also examined the indirect impact of work stress on employee turnover intentions and performance.

Job stress has a positive and insignificant impact on satisfaction, there is a positive and significant relationship between job stress and the turnover intentions, job stress and organizational commitment have insignificant and negative relation, job satisfaction and turnover has insignificant and negative relation, and organizational commitment and turnover intentions have insignificant and positive relation ([Tamengkel, 2020](#)).

The study investigated Work-Family Conflict and Work-related Attitude and Stressed Meditation causes' employee turnover intent. In work-family conflicts, two conflicts are involved. First, it is connected to work and connected to the family. Second, there is no family satisfaction that affects work ([Yusof & Bin, 2012](#)). The researchers examined the effect of work stress on turnover intentions with the mediating role of affective engagement, job-related satisfaction and work-family conflicts ([Kafashpoor et al., 2014](#)). The study examined work-family conflict balance, work overload, work stress, job anatomy with turnover intentions ([Ahuja and others, 2007](#)).

The above literature explained that from different perspectives and with different variables, job stress, turnover intentions, work-family conflicts and family work conflicts were discussed. Job stress is an independent variable, the dependent variable of turnover intentions, conflicts with the work-family and conflicts with family work are mediators in the study. In a single model, these variables have not been analyzed before. So, this is research that is unique.

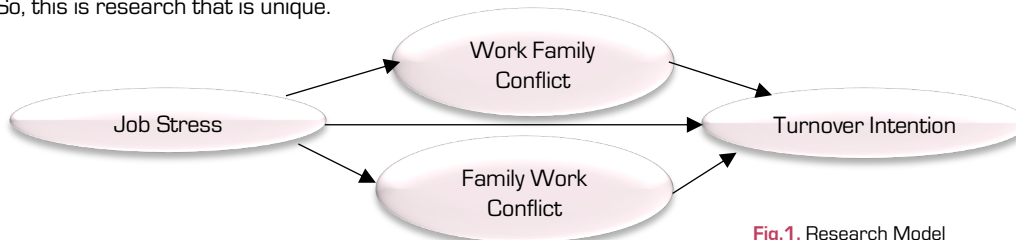


Fig.1. Research Model

Methodology

Based on the research problem, explanatory research was to identify the connections that existed between variables analyzed in the study. This included; developing the relationship, if any, between the intention of stress and turnover with the mediating role of work-family conflict and conflict with family work. The Non-Probability sampling method is used for research purposes because it is easy to collect data from the population through this technique. In addition, to gather data, convenient sampling is used. Data from the population that is very easily accessible has been gathered through this technique. The following criteria are applied to reach the 300 respondents from the population in this research.

Four of Pakistan's provinces are Punjab, Sindh, Baluchistan, and Khyber Pakhtunkhwa. Whereas, due to time and cost constraints, Punjab is selected for the research purpose; furthermore, the data is collected as conveniently available from the various districts of Punjab: Bahawalpur, Sialkot, Faisalabad, Gujranwala, Lahore, Multan, Narowal, Sargodha and Sheikhupura. Finally, 296 respondents were selected to meet the 300 population requirement.

From various studies that have been used at the universal level, the questionnaire was adopted, and its results are solid. With five items each from Netemeyer, Boles and McMurrian, [1996], we measured WFC and FWC. "The demands of my family or spouse/partner interfere with work-related activities." Role stress was measured by Cullen, Link, Wolf, and Frank [1989] $\alpha=.79$ and used by Crank, Regoli, Hewitt, & Culbertson [1995]. Example items are "The demands of my job interfere with my home and family life." "The sample item is, "I don't feel I have much to worry about most of the time when I'm at work. For the measurement of turnover intentions, Lichtenstein et al. 2004 $\alpha=0.83$ scale were used. The items included in the scale are: "There is a good chance that in the next year I will leave this organization;" "I often think about leaving this organization;" and "In the next year, I will probably look for a new organization." The study's main respondents are as follows:

Life Insurance Company and Takaful Company Business Development Officers, Life Insurance and Takaful Managers, General Insurance Company Marketing Staff, and Life Insurance and General Insurance Company Operational Staff.

To collect all of the scales used in the study with anchors of strongly disagree 1 and strongly agree 5, five-point Likert scales were used. The responses were coded in such a way that low values represent low instances of each construct's perceptions of the respondents.

The data analysis was performed using correlation and regression measures.

Response Rate

The questionnaire was physically distributed to the respondents. The table below shows the questionnaire distributed and returned.

Questionnaires Distributed	No. of Questionnaires Filled by Respondents	Response Rate
330	296	89.69 percent

Data Analysis

Descriptive Statistics

Data set characteristics are explained by descriptive statistics. For descriptive statistics, there are two basic sets of measuring tools that include variability and central measurement—Centre of the given data set for central trend measurements. Validity measures in the data set explain the dispersion of data. In the data, Valid N shows non-missing values. The observation in Table 4.1 shows that the overall value is 296, and there is no missing value in the data. N reflects the number of observations valid for that variable. N is the number of observations overall. The total number of observations is 296 in this data. The smallest value in the data represents the minimum value. The lowest observation value for gender is 1. Marital status, age, qualification shows that 1 in information is the smallest value. The maximum represents the greatest observational value. Gender, marital status, age and qualifications show values of 2, 2, 4 and 3 in the data, respectively. The mean is the arithmetical mean of observations. Mean central tendency measurement is mostly used. The average value is known as the mean. Sensitivity to extremely small and large values is demonstrated by means. 1.1250 is the main gender trend. 1.4730 is the marital average. The central trend value for age is 2.1655, and the average value for qualification is 2.2838. Standard deviation examined the validity of square root variance.

S.D examines the spread of the observed data. If S.D's value is large, it shows that values are more widespread and values are far from their average, and there is more risk. If values show small values close to the mean, there is less difference between the mean and the S.D value, showing less risk and value spread. Gender S.D is 0.33128, which is close to its average, showing less data risk. 0.50011 is marital status data that is not far from its mean, which represents less data spread. Age has a 0.99641 S. D value which is not too much away from its mean. The qualification has a 0.66425 S. D value that shows a spread of data is less. All values of S.D shows less spread of data as values of S.D are small and show less risk.

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	296	1.00	2.00	1.1250	.33128
Marital status	296	1.00	2.00	1.4730	.50011
Age	296	1.00	4.00	2.1655	.99641
Qualification	296	1.00	3.00	2.2838	.66425

Valid N List wise 296

Correlations

Table 2. Correlations

		Stress	WFC	FWC	TI
Stress	Pearson Correlation	1	.440**	.596**	.379**
	Sig. 2-tailed		.000	.000	.000
	N	296	296	296	296
WFC	Pearson Correlation	.440**	1	.427**	.335**
	Sig. 2-tailed	.000		.000	.000
	N	296	296	296	296
FWC	Pearson Correlation	.596**	.427**	1	.346**
	Sig. 2-tailed	.000	.000		.000
	N	296	296	296	296
TI	Pearson Correlation	.379**	.335**	.346**	1
	Sig. 2-tailed	.000	.000	.000	
	N	296	296	296	296

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

Regression

Discussion

H₁: job stress has a significant impact on the work-family conflict.

Q1: How does job stress relate to work-family conflict?

The results show that the relationship between work stress and work-family conflicts is significant and positive. Many other researchers have also reported the same findings. If an attractive and good working environment is provided by the organization, employees may remain in the organization rather than leave (Marion, 2001). Shah and Jalees (2004) have argued that the result of burnout and turnover is also dissatisfaction. There may be less intention for employees satisfied with their job to leave (Butt et al., 2007). The study by Marion (2001) found that job satisfaction was related to job market attributes and calculated the intention to leave (Busari et al, 2017). There is a positive relationship between work stress and conflicts in the working family. Bivariate results revealed that in any dimension of work-family conflicts associated with increased work stress increase. In particular, strain-based conflict, behavioral conflict and family conflicts are significantly linked to work stress ([Lambert et al., 2002](#)).

H1: hypothesis is accepted as work stress has a major impact on the conflict with the work-family, and the null hypothesis is rejected.

H₂: job stress has a significant impact on family-work conflicts.

Q2: How does job stress relate to family-work conflicts?

The results show that the relationship between work stress and family-work conflicts is significant and positive. Several research findings have shown that 1 family work conflicts belong to work stress and job satisfaction. 2 There are significant positive influences on job stress in family-work conflicts. 3 There are significant negative influences on job satisfaction in family-work conflicts. 4 There is an important negative relationship between job stress and job satisfaction. 5 There is a significant negative influence between family-work conflicts with job satisfaction through work stress ([Nora & Fitri Anggraeni, 2020](#)). As work stress has a significant impact on family-work conflicts, the H2 hypothesis is accepted, and the null hypothesis is rejected.

H₃: job stress has a significant impact on turnover intentions.

Q3: How does job stress relate to turnover intentions?

The results examined the significant and positive relationship between work stress and turnover intentions. Job stress is related to job burnout. Findings show that firms should pay attention to creating new stress management policies, thereby reducing the turnover intentions of employees that guarantee a good working environment. Study analysis showed that there is a significant and direct connection between job stress and worker turnover intentions, such as an increase in the level of work stress, the main cause of an increase in the intent of employees to leave the company and vice versa (Kenny's and Baron, 1986). As work stress has a significant impact on turnover intentions, the H3 hypothesis is accepted, and the null hypothesis is rejected.

H₄: work-family conflicts have a significant impact on turnover intentions.

Q4: How do work-family conflicts relate to turnover intentions?

The results examined significant and positive relationships between the conflicts between the work-family and the turnover intentions. Other researchers have shown that turnover intentions and organizational engagement have significant and negative relationships with the same results, so employees don't want to leave companies with more dedicated organizational regard for employees. Less employee organizational engagement leads to a turnover. Turnover intentions and WFC has a significant and positive relationship; more work-family-related conflicts over employees, more employee intention to turnover. Thus, there exists a positive relationship

H4: hypothesis is accepted as work-family conflicts have a major impact on the turnover intentions, and the null hypothesis is rejected.

H₅: family-work conflicts have a significant impact on turnover intentions.

Q5: How does family-work conflicts relate to turnover intentions?

The results examined the significant and positive relationship between the conflicts between family work and turnover intentions. Other researchers also said that FWC family-work conflicts affect burnout, stress at work, and turnover. First, family-work conflicts have an effect on the satisfaction that affects turnover. The intentions of turnover are directly related to employees in an economic firm. Research has found that family-work conflicts in firms that cause companies to leave have increased. Therefore, high levels of family-work conflicts are associated with more turnover intentions ([Nwakide & Nwibo, 2014](#)). The H5 hypothesis is accepted as family-work conflicts have a significant impact on turnover intentions, and null hypotheses are rejected.

H₆: job stress has a significant impact on turnover intentions with the mediation of WFC.

Q6: How does job stress relate to turnover intentions with the mediation of WFC?

Results investigated important and positive relationships with WFC mediation between job stresses and turnover intent. Other researchers also demonstrate that it leads to turnover intentions as if staff are constantly facing stress and conflicts related to work-family and family work. Work-life conflicts are the main reason why their ability to participate in the workplace is controlled. Results also revealed that work-family and work stress conflicts have a significant positive impact on turnover intentions, but organizational engagement has a significant negative impact on turnover intentions. Job stress and turnover intentions indicate that work-family conflicts demonstrate full mediation. That is the main cause of job stress when work-family conflicts occur, and then employees think about leaving the organization ([CIRA & CELK, 2013](#)).

H6: hypothesis is accepted as job stress with the mediation of WFC has a significant impact on turnover intentions, and the null hypothesis is rejected.

H₇: job stress has a significant impact on turnover intentions with the mediation of FWC.

Q7: How does job stress relate to turnover intentions with the mediation of FWC?

Results examined significant and positive relationships with FWC mediation between job stresses and turnover intent. The results of this research have also been observed by other researchers. One researcher said that encouraging them, encouraging those, not only discussing work-related issues but also giving them time for their families if families are happy that they will concentrate on work that will relieve their stress and reduce turning over. Work attitude, family-work conflicts play a vital role in job stresses that ultimately lead to turnover intentions [\[Bin & Yusof, 2012\]](#).

H7: hypothesis is accepted as job stress with the mediation of FWC has a major impact on turnover intentions, and the null hypothesis is rejected.

Limitations and Future Directions

Similar to past studies, there are certain areas, and boundaries that have not been considered in our research work. We used cross-sectional design because of the time horizon, since studies of job stress and turnover intentions are long-term so that future researchers can work on longitudinal research design to get a clearer picture of the results. In our study, data was collected from some districts of Punjab, Pakistan. Future research can be done on other provincial states and cities, as different cultures respond differently, and also in different regions of the world. One of our suggestion for future researchers is to analyze how the turnover intentions can be further controlled whenever they try to explore the reasons behind the turnover intention.

Conclusion

The aim of the study is to analyze the work stress associated with turnover intentions. This study demonstrated the significant positive impact of Job Stress and Turnover Intentions with the mediated influence of WFC and FWC. The research paper looked at the study's impact. The results of the study concluded that Job Stress has a positive effect on turnover intentions based on WFC and FWC. Since the correlation between job stress and turnover intentions and the impact of WFC and FWC on mediation was not previously taken into account. Furthermore, the research will also be useful for researchers, policymakers, practitioners and employers as well. As per the findings of the study, job stress has a significant positive relationship and impact on turnover intention. Job stress also significant positive relationship and impact on turnover intention through Work-family conflict(WFC) and Family work conflicts(FWC).

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