EXAMINING WORK-FAMILY CONFLICT AND TURNOVER INTENSIONS AMONG FEMALE DOCTORS

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Keywords

Abstract

This study investigate the impact of work family conflict of Lahore female doctors with turnover intentions taking perceived organizational support as moderator. This study is useful for marketers in providing insights about employee organizational behavior of female participation in the workforce. The study is quantitative in nature and carried out in cross sectional settings with n= 300 female doctors ranging with age group (23-38 and above). All the targeted population was working in family care hospitals of Lahore. Total 350 questionnaires were distributed in non-contrived research settings. Non probability convenience sampling technique. For analyzing the data, the researcher used IBM SPSS. The results concluded a positive relationship exists between WFC and job quitting decision in female doctors. Perceived Organizational Support accurately supported the hypothesis of being a moderator between Work-Family Conflict and turnover intentions. The data is mostly collected targeting the female doctors of Lahore it can be applied to the other age groups as well gender diversity in educational and corporate sector female employees for better understanding of the phenomenon of work-family conflict. The past studies on work family conflict were mostly conducted on the scenario of western countries particularly America but the present study gives insight of the relationship of work family conflict and turnover intention of female doctors in Pakistan.

1. Introduction

Masuda (2019) explained the phenomenon of gender egiltarinisim catering the global cultural values in-group collectivism, power distance and performance orientation. However, the results revealed that gender egalitarianism was negatively related to WFC. The author also proposed that Embeddedness and hierarchy indirectly related to work-to-family conflict via working hours. Schwartz's (2006) also explained the cultural value orientations and individuals' work-family conflict.

Female's investment in the workforce has expanded quickly in Pakistan. The general joblessness rate of females has forcefully declined from 17 to 10 percent in recent years. There are various female jobs apportioned for people in Pakistan's culture. So ladies who work outside their home need to shoulder additional duty (Gallup, 2009). This examination meant to investigate conspicuous elements influencing work-family conflict and turnover intensions aims among Pakistani female specialists the general public of Pakistan is male centric and men are overwhelmed. Female are separated because of gender orientation and because of their economic – social wellbeing (Tazeen, et al., 2011) There are a ton of difficulties that a women in Pakistan faces in the event that they need to work outside the four dividers of their home. They need to perform their home obligations proposed by Ruqia et al (2015). Because of their dual roles they are the most affected population of work – family conflict in this society.

Before, next to no work is done to find the connections between work family strife and turnover aims, and checked hierarchal structure of females in Pakistan. The present examination centers on working female specialists, to investigate the relationship of these factors in female specialists. Just female populace is chosen in light of the fact that in Pakistan, female faces work family strife more.

Elloy et al (2018) delineate the relationships between work-family conflict, workplace safety compliance and participation behavior and outcomes. Jabeen et al (2018) explained that appraisals of WFC serve as significant variable to explain the relationship between health outcomes and financial insecurity at workplace. According to ***cognitive appraisal theory***, supported our study suggesting that workplace initiatives reduce financial insecurity and influence positivity in employees' work–family and health experiences

1.1 Rationale of the Study

The proposed model extended prior research by explicitly distinguishing between work interfering with family and family interfering with work. This study although targeted the female doctors of territory care hospitals of Lahore but is also helpful for other females working in diversified sectors of economic and organizational context. Not only this study will help ladies working in medical field but it will also help those who are planning to enter this field or other marker related sectors. This research contributes to the following areas:

a) Increasing awareness in the overall society regarding workforce diversity especially female oriented profession

b) Provide assistance and deeper understanding to societal and cultural norms resulting in bridging the gap between turnover intension and work-family conflict

c) Will open avenues for utilizing work–family benefits, and organizational time expectations that may interfere with family responsibilities.

2. Literature Review

2.1 Work – Family Conflict

Greenhause and Butell (1985) gave following meaning of it "a type of interrole conflict in which the job weights from the work and family areas are commonly incongruent in some regard". That is cooperation in the work (family) job is made more difficult by uprightness of support in the family (work) job" (Fabienne, Ursula, Achim, and Norbert, 2011). It is a littler territory of investigation of work life strife and happens when exercises of family and work conflict with one another. It tends to be in the two bearings either WIF or FIW in the area of work and family (Frone, Yardley, and Markel, 1997). For the most part individuals experience work to life strife more due to non-adaptability of work routines. (Greenhaus & Parasuraman, 1999). According to Darcy et al

(2012) found many factors impact individual's work–life balance differ marginally across various career stages. These findings shed new light on our understanding of the antecedents of work–life balance and have particular implications for organizations who wish to foster a culture which values work–life balance across all career stages for all their employees explained by Joplen (2019). The author explained four career stages i.e Job involvement, managerial support and Career consequences concern for employees in the early as well as developing career stages explained by Chaudhry et al (2011).

According to Thompson (1999), both work–family benefit availability and supportive work–family culture were positively related to affective employee workplace commitment and negatively related to work–family conflict and intentions to leave the organization. Moreover, three culture dimensions (work–family culture: managerial support for work–family balance, career consequences) and found positive relationships with these attitudes and behaviors. French et al (2018) worked on the A meta-analysis of work–family conflict and social support and indicated that different sources, and types of social support as well as contextual factors can modify this relationship has been relatively neglected explained by Syed (2018). To address this limitation, the current study provides the most comprehensive and in-depth examination of the relationship between work family conflict and perceived organizational support explained by Smith (2018).

Long working hours by female doctors have resulted in some serious consequences on their health suggested by Philip et al (2004). In the literature majority of the past studies are taken from western culture having their own socio-cultural structures (Spector P. A., 2009). A very few researchers have targeted work family conflict scenario in the developing countries (Joplin, Shaffer, Francesco, & Lau, 2009). Due to the diversification of socio-cultural structures the generalizability of the research is a question mark. Taking in view the above consequences, the researchers started gathering data taking into account the Asian population (Wharton & Blair-Loy, 2006)

2.2 Perceived Organizational Support

Perceived Organizational Support (POS) is defined as "*employees' perception concerning the extent to which the organization values their contribution and cares about their well-being*" proposed by Kim et al (2016). Eisenberger (2001) found that affective commitment, organizational spontaneity, and in-role performance are positivity related to employees (a) POS which furthermore increase employees' acceptance of the reciprocity norm s applied to workplace. Employee positive mood also showed a mediation in explaining relationships of POS with organizational spontaneity and affective commitment. The concept of POS talks about organizational support theories, which prostate the assumption that POS strengthens affective commitment and employee job performance by a reciprocation process.

Sousa et al (2018) studies also says that felt obligation of employees can act as a mediator between the relationship of POS and affective commitment. (Kim, Eisenberger, & Baik, 2016)

The authors reviewed more than 70 studies concerning employees' general belief that their work organization values their contribution and cares about their well-being (perceived organizational support; and perceived organizational support well explained by Eisenberger (2001). Fairness, the supervisor support, organizational rewards/appraisals and promising job conditions are also positivity associated with POS which in turn, produces favorable employees outcomes namely job satisfaction, positive mood) and the organization (e.g., affective commitment, performance, and lessened withdrawal behavior). There exist a positive relationship between the employer and the employee, however very less studies are present on negative treatment of employer on employees in the light of perceived organization support.

2.3 Turnover intentions

"Turnover intensions (goal) is a conscious and deliberate willfulness to leave the organization" (Abumayyaleh, 2016). It is arranging of a worker to leave the activity for other
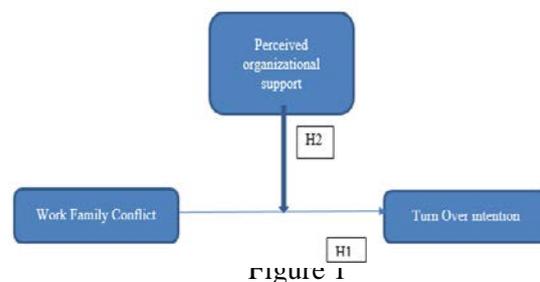
occupation or because of any reason. At the point when representative leaves an occupation and someone else is enlisted in his place, TI occurs. An investigation led by Riley in 2006 found that there is a positive relationship amongst TI and WFC (Kiran and Zaman, 2018). The outcomes likewise demonstrate that there is an immediate positive connection between the two factors. Expanded rate of turnover likewise causes expanded enrollment and preparing costs of associations .the variables that causes turnover are various. The most underlined in the writing are low employment contribution, high remaining burden, low occupation fulfillment, and expanded pressure described well by Asghar et al (2018). Turnover intention further examined that various researchers explained that" *turnover intention is the final step in the process of decision-making though a person actually leaves from organization where he works*". Therefore, individual intention (conation) is best described under this phenomenon. Ajzen, I. (2015) exhibit employee planned behavior plays a vital role in leaving or staying in an organization. Turnover intention is defined as "*the extent belongs to the thought process of an employee to leave the organization.* It is presumed by Role theory that people have inadequate resources for example time and energy to manage several roles and these diminishing roles create problem for the official to tackle the requirements and demands of each role explained by Jadoo (2015).

The concept of turnover intentions are the commonly studied in the area of job-related outcome in work-family conflict literature. According to Boyar (2003) several models were applied on different targeted populations which have showed a positive relationship between work family conflict/family work conflict and turnover intentions. Zhao and While (2019) explained the impact of job satisfaction upon sickness absence, turnover intention, as well as the influencing factors of job satisfaction such as working shift and leadership, job performance, organizational commitment, effort and reward style has been identified in a number of research studies yielding equivocal findings.

Job satisfaction of hospital nurses is closely related to work environment, structural empowerment, organizational commitment, professional commitment, job stress, patient satisfaction, patient-nurse ratios, social capital, evidence-based practice and ethnic background. Researchers who have directed research on this theme think about turnover as a significant issue to be tended to in every one of the associations and embrace the execution of "family agreeable arrangements" that adjusts work and family lives of representatives. (Yasbek, 2004). Writing propose that the work life balance arrangements fundamentally diminishes the activity stress and turnover aims of specialists. WFC emerging with passage of time and create job stress as well resulting in exceedingly disappointed because of which representatives expect to leave work.

1.4 Theoretical Framework

Figure 1

2.5 Proposed Hypotheses

H1:   A significant positive exists between work family conflict and turnover intentions.
H2:   A significant positive correlation exist between work-family conflict and turnover intention with moderator as perceived organizational support

2.6 Cases in Pakistan

Robin calire span 2011 conducted the study at the Dutch branch of a large global corporation that has over 750 offices in over 150 countries and employs around 180.000 people worldwide. I conducted my research for the Board of the consulting practice. The Consulting practice contains 883 employees, of which 608 are male and 275 are female. 66 employees have reported they are of a Non-Western background and 69 employees have reported they are from a non-Dutch but Western background. Before my research project started the corporation had already

self-diagnosed its culture.

The *Feminist Theory* is well explained by Span, R. D. C. (2016), in the light of this **t**he research question for this thesis was: How can feminist theory be incorporated into analyzing Masculinist Corporation's work-culture and what interventions does it suggest? In order to answer the research question I had three sub-questions. The first sub-question was: How does feminist theory reflect on masculinist spaces and space for the feminine therein? Through my reading of the debate surrounding sexual difference I found the suggestion that every space is appropriated for the masculine. Gender difference theory suggests deconstruction of the phallocentric system and Woman, affirming the positivity of difference, the subjects' becoming and the embodiment of the speaking subject, and instead of playing the old game, starting new games from blind spots that occur when patriarchal rationalizations are naturalized or presumably self-evident. In response to my research question, the combined theoretical framework can be applied in analysis, by using the gender subtext to reveal the genderedness of workplace practices and the reproduction of this genderedness through the workings of hegemonic (naturalizing, self-evident) and hierarchical (privileging the masculine) power. An analysis of practices through the gender subtext also has the capability to reveal the genderedness of workplace performances, as well as how notions of the ideal worker perpetuate gender inequalities. Through sexual difference theory we have found that when phallocentric narratives smooth over gender inequalities, they are simply perpetuated.

3. Methodology
3.1 Research Design
The quantitative research techniques are the best way to gather the data and showcase accurate results on the observed phenomenon. By keeping in mind the limitations of the qualitative research methods, quantitative research techniques are used in the research having higher credibility and much accuracy.

Quantitative research techniques get In-touch directly with the participants. The goal of using the quantitive approach is to test and validate the data collected. This research carries out a self-administered questionnaire to understand the relationship between independent and dependent variables targeting on the female doctors of Lahore zone.

3.2 Method
Survey is one of the most common technique to carry out this study it includes questionnaires collected from the targeted samples. In the current study, a survey method was designed and female doctors working in Lahore zone were asked regarding work family conflict and turn over intensions to get better and in depth survey insights. The sample items helps to evaluate, if these work family conflict cases are important issues in our society or not, especially the female segment. The cross sectional data has been collected from doctors of Lahore region. It is a type of observational study that analyzes data collected from a population in a specific time period.

3.3 Population
The Target participants are a generalized group of individuals from whom the researchers wishes to gather the data like in our case female doctors. In this study the population was enrolled different University's female students. The respondent age was measured by age group categories starting with 23 to 38 years and above.

3.4 Sampling Technique
The study gathered data from sample of full type permanent female doctors working in 6 tertiary care hospitals of Lahore by using purposive sampling. The hospitals were randomly selected from a list of public sector hospitals. These employees had very tough long scheduled jobs. From 350, there were 300 questionnaires retrieved, yielding a response rate of (85.7%).

3.5 Research Instrument
In current study, closed-ended questionnaire was used to collect data. The questionnaire started with demographic dimensions which includes age, marital

status etc. of the respondents.

3.6 Measurement

From previous studies questionnaire techniques vas canvased to carry out a research. The already established tools of the variables a have been followed to collect the data. Eight items from Grzywacz and Marks were used to measure work-family conflict. Eight items from Mitchel's employee turnover intentions scale used to measure turnover intentions sample item. Perceived Organizational Support measured using fourteen-item FSSB measure (FSSB is conceptualized as a multidimensional superordinate construct with four subordinate dimensions: *emotional support, instrumental support, role modeling behaviors, and creative work-family management*) by using "five-point-Likertscale", starting from (1) coded as "strongly disagree" to (5) "strongly agree. The values of alpha more than 0.70 are considered reliable. In this study the Cronbach's Alpha of work-family conflict was 0.897, turnover intentions was.936 and Perceived Organizational Support behavior was.968 Cronbach's Alpha respectively.

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Table 4.1
Frequency Distribution of Age

Age groups	Frequency	Percent	Valid percent	Cumulative percent
23-27	113	38	38	38
28-32	118	39	39	77
33-37	47	16	16	93
38 & above	22	7	7	
Total	300	100	100	

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4. Findings of Data

4.1 Descriptive Statistics

The results of the descriptive analysis are listed below. Table 4.1, the data was collected from 38% doctors aging from 23-27. 39% were 28- 32, 16% doctors aging from 33-37 and only 7% doctors who are above 38 responded.

Table 4.2 shows that 37% of the female doctors were single by status and 63% were married. The regression tests were run in SPSS, the data was normally distributed with no outliers and shows homoscedasticity with positive skewness.

Table 4.3

Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Standard deviation
Work family Conflict	300	1.00	5.00	2.650	1.0784
Turnover Intentions	300	1.00	5.00	3.000	1.0101
Perceived organizational support	300	1.00	5.00	2.931	1.0967
Valid (N)	300	1.00	5.00		

Table 4.3 and 4.4 shows the means,

standard deviation and the correlations of measurement variables the exploration of descriptive statistics about the research variables and showing the correlations between the variables. The mean value of work-family conflict is 3.84. This value represents the entire sample' work-family conflict. The mean value of Turnover intentions are 3.8. Standard deviation of work-family conflict is 0.898 which means the value is ±0.898 disperse from the mean then the standard deviation of TI is 1.032 which means the value is ± 1.032 scatter. Similarly the standard deviation of POS is.973 which means the value is ±0.973 disperse from mean of TI. In this study, correlation was measured between independent variables i.e work-family conflict dependent variable Turnover intentions with moderating variable i.e perceived organizational support. The standard range of correlation is from (-1 to +1), the positive sign represents that the variables have a positive relationship with each other. It is observed that WFC (r=0.700 P<0.01) were positively related to Turnover intensions. Additionally, WFC (r=0.540 P<0.01) were positively related to perceived organizational support. Similarly, TI (r=0.595 P<0.01) were positively related to POS.

Table 4.2

Frequency Distribution of Marital Status

Marital status	Frequency	Percent	Valid percent	Cumulative percent
Single	110	37	37	37
Married	190	63	63	100
Total	300	100	100	

Table 4.4

Mean, Standard Deviation and Correlation

Serial No.	Variable	Mean	Std. Deviation	1	2	3
1	Work-family Conflict	3.84	0.898	1 (0.897)		
2	Turnover Intentions	3.8	1.032	0.700**	1(0.936)	
3	Perceived Organizational Support	3.67	0.973	0.540**	0.595**	1 (0.935)

Note N= 300 ** Correlation is significant at the 0.01 level (2 tailed)

4.2 Regression Analysis

Test hypotheses: Table 4.5 shows that the work family conflict have positive- significant positive effect on turnover intentions (β=0.585, p<0.01) with the value of r2 =0.292. It shows that work-family conflict explained 29% variance in Turnover intentions. Additionally, the regressed models explains the "overall model fitness" at value of F= 65.181.

Table 4.5

Regression analysis (WFC and turnover intentions)

Work Family conflict and Turnover Intentions	
R Square	0.292
F Value	65.181
Beta Value	0.585**
Standard Error	0.072
Note N= 300 ** Correlation is significant at the 0.01 level (2 tailed)	

4.3 Moderation Analysis

In Table 4.6 HLRM was applied for hypotheses testing. In first step, we regress work family conflict and Perceived Organizational Support behavior on Turnover intentions to check the relationship of moderator with the dependent variable which showed positive impact with (β=0.311,p<0.01) that as the work family conflict increases the turnover intentions also increases. In second step, to test the moderation we regress interaction term of work-family conflict and POS on turnover intentions. The interaction term is significant (β=-0.200, p<0.01) explains

significant moderation effect.

Table 4.6

Hierarchical Regression Analyses - Work Family Conflict

Variables	Model 1		Model 2
Main Effects	Coefficient	SE	Coefficient
Work family conflict	.311**	0.069	
Perceived Organizational Support Interactions	-.567**	0.067	
Work family conflict* Perceived Organizational Support behaviour	0.513		-0.200*
Overall R2	82.685		0.539
Overall Model F			60.735
ΔR2			0.026
N=300 unstandardized coefficient are presented, **P			

The main objective of this quantitative study was to find out the problems faced by female doctors with the work-family conflict perspective and to understand the underlying factors which because them to leave their working organization where they work. The above mentioned target was to achieve on the strong basis by collected the data from tertiary (private) hospitals of Lahore. Due to conflict in work and family lives female doctors of Lahore choose their families and leave their profession because of the norms of our Islamic republic nation , Pakistan women are expected to give more priority to their family instead if their work life. When there comes a clash into work routine, job expectations, time management and departmental team members contracting behaviors comes into play the energy level to bear the stress declines. Consistent with the Role theory, an individual roles either family or work related can force an individual to prevail the time and contradiction with the role prospect definitely affects rest of role.

The social and cultural norms of Pakistan also expects from women to fulfill their family responsibilities first. Therefore many women who are professionally qualified do no work at all. This study also uncovers this fact that due to work family conflict, female faces stress but they do not leave their jobs due to stress the reasons behind this fact is yet unidentified but it can be observed that jobs of the doctors are already stressful and they become so immune to fight with stress or one of the reason behind this could be unemployment. As the jobs are not available easily in government sector due to central induction policy therefore one who gets the job do not leave it due to job stress. The study can be conducted in more diverse population of female doctors to find other facts behind their intentions to leave their jobs and also this study can be done by qualitative approach. Some other variables can also be taken into consideration for example work family enrichment. The high-turnover intention in female's is significantly associated with job dissatisfaction and feeling unsecured, working conditions, and socio-demographic factor conditions. A particular attention should be given to the younger and single doctors. Improving working conditions, reducing work load, creating a safer working environment, and training senior managers to support their healthcare staff are very important actions.

5.1 Implications and Future directions

Comprehensive reforms such as improving working conditions, reducing the workload, offering competitive wages, benefit packages, revised pay structures must be implemented also reward doctors who stay longer with monetary and sometimes non-monetary incentives this study has implications for the healthcare managers to initiate employee assistance programmes and make hospital environment more attractive, especially directed to high-turnover-prone group of younger, non-specialist, and less tenured doctors. Practically, this study provides insights to the policy makers to build alliances with relevant women's organizations around programmes to promote gender equality. Healthcare workers' turnover intention is faced much by the health industry. We recommend providing effective policy and regulations to protect healthcare staff from emotional disturbance which leads to make a selection between WFC.

5.2 Limitations

 First, we analyzed female doctors instead of male doctors. Further, we had no information about the non-respondents so the response buyer has occurred as many doctors preferred to complete questionnaire in their home privacy settings than at the hospital. Finally, the study is a cross-sectional study which cannot establish a causal relationship between the variables.

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