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Work Family Balance and Intention to Leave: Comparative Study on Managers, Executives and Non- Executives in Private Banks

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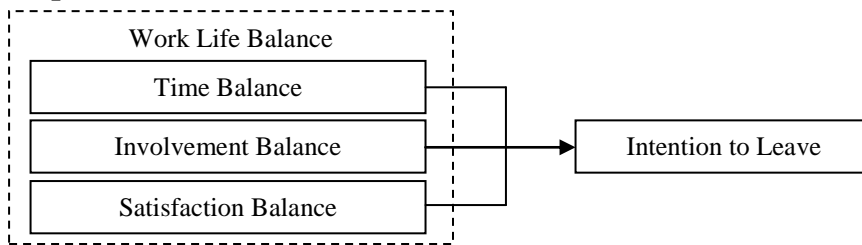
Area of the Study

The balancing of a successful career with a personal or family life can be challenging and has an impact on a person’s satisfaction in his/her work and personal life roles³. If the employee cannot meet the respective demands of the relative career and family life parties become dissatisfied⁴. So WLB has become a contemporary issue in Human Resource Management (HRM). This study is aimed to discuss the impact of work family balance on intention to leave of the managers, executives and non-executives in the private banking sector.

Problem

There is an empirical knowledge gap on how work life balance impact on intention to leave of managers, executives and non-executives in the private banking sector in Sri Lanka. Therefore, the problem of the study is: Is there impact of work life balance on intention to leave of managers, executives and non-executives in the private banking sector in Sri Lanka.

Conceptual Framework



Method

The data were collected from convenient sample method of 100 employees who work in banks in Chilaw Divisional sector, Sri Lanka by using a structured questionnaire, which consisted of 29 statements with 5 Likert scale. The data analysis using SPSS (16.0 version) computer package and it include the univariate and bivariate analysis.

Measures

Work Life Balance: Questioner developed by Jeffrey, Greenhaus and Conllins³

Intention to Leave: Questionnaire developed by Maertz & Compion⁴

Reliability

Table 01: Results of Test-Retest

	Instrument	Test- retest coefficient
01	Work Life Balance	0.799**
02	Intention To Leave	0.744**

Data Analysis

Table 2: Univariate Analysis

	Managerial workers		Executive workers		Non-executive workers	
	WLB	Intention to leave	WLB	Intention to leave	WLB	Intention to leave
Mean	3.54167	2.95536	3.7500	3.1071	3.8170	2.8750
Std. Error of Mean	.201443	.106942	.13205	.07393	.08692	.07867
Median	3.45833	2.87500	4.0000	3.0000	4.0000	2.8750
Mode	4.167	2.875	2.58a	2.62a	4.00	2.25a
Std. Deviation	.753730	.400142	.78121	.43739	.62071	.56181
Variance	.568	.160	.610	.191	.385	.316
Skewness	-.043	.264	-.098	-.345	-.730	.314
Std. Error of Skewness	.597	.597	.398	.398	.333	.333
Kurtosis	-.831	-.468	-1.298	-.992	-.371	-.821
Std. Error of Kurtosis	1.154	1.154	.778	.778	.656	.656
Minimum	2.167	2.375	2.58	2.12	2.58	1.88
Maximum	4.833	3.625	5.00	3.75	4.83	4.25

Table 3: the Pearson's Correlation between WLB and Intention to Leave

	Managerial	Executive	Non-Executive
Pearson's Correlation	-0.437	-0.594**	-0.609**
Sig.(2-Tailed)	0.008	0.000	0.000

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

Table 4: The Curve Fit Analysis

Variable	Work Life Balance		
	Managerial	Executive	Non-executive
Method	Linear	Linear	Linear
R square	.191	.352	.371
Adjust R Square	.124	.333	.358
F	2.833	17.952	28.853
Significance	.118	.000	.000
B- Constant	-.232	-.332	-.551
B- Value	-.437	-.594	-.609

Findings

1. Correlation between work life balance and intention to leave among the managers, executives and non-executives in the private banks revealed that there is a negative and average relationship between two variables (Managers: -0.437, Executives: -0.594, Non-executives: -0.609).
2. According to simple regression analyses, 12.4% of managers', 33.3% of executives' and 35.8% of non-executives' intention to leave were explained by the work life balance.

Conclusion

Findings of the study conclude that work life balance averagely influence intention to leave of managers, executives and non-executives in the private banking sector. However, when comparing these three categories, impact of work life balance on intention to leave on non-executives is higher than other two categories.

Note

1. Broers, CM 2005, 'Career and Family: The Role of Social Support', Griffith University, PhD Thesis, <https://www120.secure.griffith.edu.au/rch/file/7e4cf12a-ab8a-5eb4-1770-217488be656a/1/01Front.pdf> [20/08/2015].
2. Opatha, HHNDP 2010, *Human Resource Management*, Colombo, Author publication.

3. Greenhaus, JH, Collins, KM & Shaw, JD 2003, 'The relation between work-family balance and Quality of life', *Journal of Vocational Behavior*, Vol. 63, No. 3, pp. 510-531.
4. Maertz, CP & Campion, MA 2004, 'Profiles in quitting integrating process and content turnover theory', *Academy of Management Journal*, Vol. 47, No. 4, pp. 566-582. <http://dx.doi.org/10.2307/20159602>.



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