THE MEDIATING EFFECT OF BURNOUT AND MODERATING EFFECT OF SOCIAL SUPPORT ON THE RELATIONSHIP BETWEEN WORK-FAMILY CONFLICT & TURNOVER INTENTION AMONG MALAYSIAN WOMEN ENGINEERS

ROZANTI A. HAMID AND UNGKU NORULKAMAR UNGKU AHMAD
PROBLEM STATEMENT AND RESEARCH QUESTIONS

• Increase - women in workforce - work-family issues
• Juggling - work & family - balance - WFC
• Nature of work : heavy workload, long working hours, night shift, (Jawahar & Muzhumathi, 2012) – high stress – work-family issue
• Environmental factors – demand greater time – difficult - family demand (Ballout, 2008; Lewis & Humbert)
• Most research – WFC – western societies (Carmen et al., 2004; Karatepe & Baddar, 2006)
• Scientist and engineer- little attention- work family literature (Nancy & Post, 2009)

RQ1: What is the level of work-family conflict among Malaysian women engineers?

• APESMA (2007) - women leave - after 7/10 - not reach senior level – male counterpart
• Factor - work characteristic - unsuitable
• Fouad (2012) - perceived more conflict - work & family - more intention to quit.
• Left - stay at home - change to other profession

RQ2: Is there any relationship between work-family conflict & turnover intention among Malaysian women engineers?
PROBLEM STATEMENT AND RESEARCH QUESTIONS

• JD-R Model of burnout (Demerouti et al., 2001) WFC - burnout - turnover intention

• **RQ3:** Does burnout mediate the relationship between work-family conflict & turnover intention?

• Social support (work & family) - reduce strain
  • A few – studies – work support – moderator – WFC and BO
  • Lack of study – family support – moderator – WFC and BO

• **RQ4:** Does work support moderate the relationship between work-family conflict & burnout?
  • **RQ5:** Does family support moderate the relationship between work-family conflict & burnout?

• Lack of study – role – social support – moderator – relationship between WFC, BO and TOI

• **RQ6:** What is the mediated-moderation effect of burnout & social support on the relationship between work-family conflict and turnover intention among Malaysian women engineers?
RESEARCH OBJECTIVES

• To examine the relationship between work-family conflict and turnover intention.
• To determine the mediating effect of burnout on the relationship between work-family conflict and turnover intention.
• To determine the moderating effect of social support on the relationship between work-family conflict and burnout.
• To investigate the mediated-moderation effects of burnout and social support on the relationship between work-family conflict and turnover intention.
Hypothesis 1: Work-family conflict has a positive relationship with turnover intention among Malaysian women engineers.

Hypothesis 2: Burnout mediates the relationship between work-family conflict & turnover intention.

Hypothesis 3: Work support moderates the relationship between work-family conflict and burnout.

Hypothesis 4: Family support moderates the relationship between work-family conflict & burnout.

Hypothesis 5: The mediating effect of burnout on work-family conflict & turnover intention is moderated by work support.

Hypothesis 6: The mediating effect of burnout on work-family conflict & turnover intention is moderated by family support.
## LITERATURE REVIEW

<table>
<thead>
<tr>
<th>Author</th>
<th>Finding</th>
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<tbody>
<tr>
<td>Noor &amp; Maad (2008) (WFC - TOI)</td>
<td>WFC - significant relationship - TOI - marketing executive in Pakistan</td>
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<tr>
<td>Jawahar et al (2007) WFC - BO (SS moderator)</td>
<td>POS reported moderating effect for only EE and not for DP, reduce PA in the relationship between role conflict and BO</td>
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Role Theory

- Many roles - may have limited time & attention - to play various roles.
- Tries to accommodate - all the roles - result in conflict between the roles
- An individual - need to perform different role - work & family - limited resources - work-family conflict.
- Scarcity hypothesis - psychological & physical resources are fixed (Goode, 1960) - resources used in one role - can deplete the resources in another role.
- More roles - need more resources - meet the demands - each role.
- This will resulted - an ineffective participation - many roles - due to limited resources.
Conservation of Resources Theory (COR Theory)

- Resources - deplete - conflict between employees at home and work – occurs - negative outcomes (lower commitment, poor performance, and lower job satisfaction)
- Anything - increase these resources - lower - work-family conflict - positive outcomes.
- Resources - solve problems - lead to satisfaction - work & family matters. Inadequate - loss of resources - work-family conflict.
- Resources - enough - conflicts - avoided.
- Lot of responsibilities - work & family - women engineers - struggle to meet both demands with limited available resources.
- Social support - important resources - perform well in both domains - will give positive effects - health, family, & work.
**Job Demand Resources Model (JD-R Model)**

- JD-R model - relationship between work-family conflict, social support, burnout, - contribute - turnover intention
- Excessive job demand leads - strain reaction (burnout & stress) - absenteeism & turnover intention
- Pathway - connects work-family conflict & turnover intention - via emotional exhaustion - energetic pathway
- Formal support - workplace & informal support (work & family) - job resources
- Social support - accomplish certain tasks & goals- functions - motivational factor - positive attitude (job satisfaction & organizational commitment) – withdrawal behaviour (absenteeism & turnover) - motivational pathway (Bakker, 2007).
- Buffering effect - stress-strain relationship (work-family conflict & burnout).
- Social support - received by an employee - in managing work-family issue - work-family conflict & burnout, - being a consequence - negative outcomes (turnover intention)
JOB DEMAND RESOURCES MODEL (JD-R MODEL)

- Energetic Path
- Motivational Path
- Job Demand
- Reduce Energy
- Motivation
- Organizational Outcome
- Job Resource
CONCEPTUAL FRAMEWORK

Work-Family Conflict
- Time-based conflict
- Strain-based conflict
- Behaviour-based conflict

Burnout
- Exhaustion
- Cynicism
- Professional Efficacy

Turnover Intention

Work Support
- Supervisor
- Co-worker
- Management

Family Support
- Spouse
- Other family members

Direct relationship
Moderating effect
**Research Design and Research Instrument**

- Research design – descriptive design, deductive quantitative research method, causal (survey) research design
- Cross sectional study – one specific point in time
- Data collection – Questionnaire
- Section A: Demographic - age, academic qualification, region and the number of years in service
- Section B: Work-Family Conflict - adapted from (Carlson et al., 2000)
- Section C: Turnover Intention - adapted from (Cammann et al., 1979).
- Section D: Burnout - adapted from (Maslach et al., 1986)
- Section E: Social Support - adapted from (Allen et al., 1998; Thompson et al., 1999)
METHODOLOGY

Sampling and Data Collection Procedure

- Population = 7202 members
- Sampling techniques – clustered & random sampling
- Sample size = 364 (Krejie & Morgan, 1970)
- Data from Institute of Engineer Malaysia (IEM) (Women engineer)
- Data - primary
- Online self-administered survey method - via email

Pilot Study and Validation of Instrument

- Questionnaire – panel expert
- 30 women engineers randomly assigned
- Completed questionnaire – analyzed – reliability of the instrument
### METHODOLOGY

#### Research Questions

<table>
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<tr>
<th>RQ1 : What is the level of work-family conflict among Malaysian women engineers?</th>
<th>To identify the level of work-family conflict</th>
<th>H1</th>
<th>SEM analysis: Structural model test</th>
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<tr>
<td>RQ2 : What is the relationship between work-family conflict and turnover intention among Malaysian women engineers?</td>
<td>To examine the relationship between work-family conflict and turnover intention among Malaysian women engineers.</td>
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#### Summary of Data Analysis Techniques

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<td>RQ1 : What is the level of work-family conflict among Malaysian women engineers?</td>
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<td>H1</td>
<td>Descriptive analysis: Mean, Standard deviation.</td>
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<td><strong>RQ3</strong>: Does burnout mediate the relationship between work-family conflict and turnover intention among Malaysian women engineers?</td>
<td>To determine the mediating effects of burnout on the relationship between work-family conflict and turnover intention among Malaysian women engineers</td>
<td>H4</td>
<td>SEM analysis: Mediator test</td>
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<td><strong>RQ4</strong>: Does social support (work and family support) moderate the relationship between work-family conflict and burnout among Malaysian women engineers?</td>
<td>To determine the moderating effects of social support (work and family) on the relationship between work-family conflict and burnout among Malaysian women engineers</td>
<td>H5-H6</td>
<td>SEM analysis: Moderator test</td>
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<td><strong>RQ5</strong> : What is the mediated moderation effect of burnout and social support on the relationship between work-family conflict and turnover intention?</td>
<td>To investigate the mediated moderation effect of burnout and social support (work and family) on the relationship between work-family conflict and turnover intention</td>
<td>H7-H8</td>
<td>SEM analysis: Mediated moderation test</td>
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THANK YOU