

Job-Demand Resources Model to Explain the Relationship among Work-Family Conflict, Burnout, Social Support and Turnover Intention: a Conceptual Review

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Abstract – This paper reviews the conceptualization and relationship among work-family conflict, burnout, social support and turnover intention using Job Demand Resources (JD-R) Model. From the theoretical framework of JD-R Model, there is a relationship between job demand and resources that give impact to organization outcome. In addition, empirical evidence also shows that there is a

relationship exists between the above variables. Organization should address proactively how job demand and resources influence each other that lead to organization outcome. Comprehensive understanding regarding the above matter gives opportunity for organization to take reasonable action to ensure employees well-being and give benefit to the organization. **Copyright © 2014 Penerbit Akademia Baru - All rights reserved.**

Keywords: JD-R Model, Work-Family Conflict, Burnout, Social Support and Turnover Intention

1.0 INTRODUCTION

An increasing number of women participate in the work force due to socio-economic development result a big impact to work and family institution. Failure to meet demand for both work and family may lead to work-family conflict that gives negative consequences on work and family. An example of major work related outcome is turnover intention. Evidence from past research also shows that work-family conflict can contribute to burnout. Apart from that it is also found that social support has a relationship with work-family conflict and burnout. The relationship between work-family conflict, burnout and turnover intention can be explained using Job Demand Resources (JD-R) Model. In addition JD-R Model can also demonstrate the buffering effect of social support in moderating the relationship between work-family conflict and burnout.

2.0 JOB DEMAND RESOURCES MODEL (JD-R MODEL)

A number of study used Job Demand Resources Model (JD-R Model) regarding work-family conflict issues. JD-R Model can be used to investigate work-family conflict and its consequences. This models focus on the impact of job demand and job resources on employee outcomes [1]. There are two main assumption underlying JD-R Model where in

the first assumption according to this model all job characteristic within the work environment can be group into two which are job demand and job resources [2,3].

The second assumption postulate that JD-R Model contains dual psychological processes that may resulted to either job strain or motivation [4]. The first procces related to excessive job demand that depleted one's resources and lead to strain [2] while the second process involving job resources that could contribute to potential motivation that lead to positive consequences such as increase job satisfaction and employee engagement [4]. Interaction between job demand and resources are important as it will give impact to employee job strain and motivation.

According to Voydanoff [5], demands refers structural and psychological claims associated with role requirements, expectations and norms which individuals are required to respond by utilise physical and mental aspect of an individual .While resource refers to structure and psychology asset that used to promote performance, reduced demand or produce more resources. In the research regarding work-family conflict, demand and resources come from both work and family related domain. Job demand includes anything pertaining to the physical, psychosocial or aspects of the work in an organization that requires mental and physical effort and at the same time related to the cost associated with physiological and and/or psychological costs [6]. Example of job demands includes time pressure, psychical and pschological demand that related to invidual responsibility for a certain job, role overload and unfavourable environmental conditions [4].

Job resources are aspects related to work in order to meet the work goal and reduce job demand which it may reduce the costs associated and at the same time stimulate the development and growth of individuals [4,6]. Job resources can also be a motivational agent for employee to complete the task that has been entrusted. A Job resource includes social support, autonomy, control, job security, team climate and role clarity.

Job demand is not necessary negative. Nevertheless job demand can change to job stressor when high effort needed to meet job demand and employee fail to meet the demand [7]. This will lead to negative outcome such as work-family conflict, job strain, burnout and turnover intention while sufficient job resources lead to positive consequences for example work-family enrichment and engagement. According JD-R Model job resources act as a buffer agent in on the effect of job demand on job strain.

JD-R Model can be use in the relationship between work-family conflict, social support burnout and also its consequences which can contribute to turnover intention. Past studies catagorised work-family conflict as job demand [3,8]. According to Mauno et al., [3] JD-R Model has been enhance by adding work-family conflict as job demand which can depletes resources for example time, energy and emotion that is needed to perform in family role. Excessive job demands lead to strain reaction for example burnout and stress which resulted an increasing number of absenteeism and turnover intention. Pathway that connected between work-family conflict and turnover intention via emotional exhaustion is known as energetic pathway.

Formal support from workplace and informal support from both work and family is considered as job resources. Social support act to help individual to accomplish certain task and goals. In addition it function as a motivational factor that can enhance positive attitude for example job satisfaction and organizational commitment and help to reduce withdrawal

behavior such as absenteeism and turnover. This type of pathway is known as motivational pathway [4]. It functions to provide a buffering effect in the stress-strain relationship (eg work-family conflict and burnout). Social support received by an employee especially in managing work-family issue and helps to reduce work-family conflict and burnout.

3.0 CONCEPTUALIZING WORK-FAMILY CONFLICT

Work-family conflict rooted from role theory [9,10]. Conflict between work and family is considered as inter-role conflict where pressure from role at workplace and family are mutually incompatible [11]. Based on role theory, role demand from work and family with limited energy and resources leads to strain from competition from each role.

The three forms of conflict are time-based conflict, strain-based conflict and behavioural-based conflict [11]. Time-base conflict refers to the time that has been reduce to perform another role due to the one role that has to be accomplished or time pressure to meet the demand or time pressure to meet the demand of one role while struggling to meet the demand of the other role [11,12].

According to Pleck et al., [13], strain-based conflict is consistent with fatigue when strain or irritability dimension exists when the strain in one role gives impact to the performance in another role. The forms of strain include anxiety, tension, fatigue, irritability, depression, low energy or apathy [11,12,14].

Behaviour-based conflict occurs when one domain impacts inappropriately towards another domain (Greenhaus and Beutell, 1985). Specific pattern in role behaviour may be incompatible with the expectation regarding behaviour in another role. For example, high pressure environment in workplace will lead to inappropriate behaviours at home. Halbesleben et al., [15] suggested that most of the working employees with family responsibilities experienced the strain-based work-family conflict.

All three types of conflicts have direct influence towards the employees. Conflict between work and family linked to negative consequences related to performance, satisfaction, organizational commitment and turnover intention [16,17,18].

4.0 CONCEPTUALIZING BURNOUT

Burnout is a term used in psychological that explain about long term exhaustion and loss of interest in work. It is an extreme form of stress [19]. Maslach and Jackson [20] classified burnout as a three dimensional syndrome that includes emotional exhaustion, depersonalization and personal accomplishment.

Emotional exhaustion or overwhelming exhaustion refers to the feeling of being overextended and drained resulted from one's contact with other people. It is considered as central characteristic of burnout and manifested by feeling of tension, anxiety and insomnia [21].

Depersonalization is defined as unfeeling and callous response towards those people who are usually the recipients of one's service or care. According to Maslach et al [22], it is related to

negative attitudes such as frustration, disillusion, and mistrust towards organizations, people and group.

Finally reduce personal accomplishment is a behaviour that decreasing of one's feeling towards competence and successful achievement in one's work in dealing with people. It is associated with sense of ineffectiveness, low efficacy, lack of accomplishment and productivity incompetence, and reduces motivation [23].

Maslach and Leiter [24] reconceptualise the new concept on burnout with new measure known as Maslach Burnout Inventory- General Survey (MBI-GS) that focus to other working context apart from doing "people's work". The three dimension of burnout change its terminology to exhaustion, cynicism and professional efficacy.

This research will utilise Maslach Burnout Inventory - General Survey (MBI-GS) as a tools to measure burnout as it is suitable for occupation which are not people oriented. Burnout according to Maslach Burnout Inventory - General Survey (MBI-GS) refers to crisis that occurs in one's relationships with work rather than towards the recipient of one's service which are the early concept of burnout.

In Maslach Burnout Inventory (MBI), emotional exhaustion refers to depletion of emotional energy and fatigue and the direction of the source of feeling is direct to people. While in Maslach Burnout Inventory – General Survey (MBI-GS) exhaustion refers to feeling towards one's job at workplace. In Maslach Burnout Inventory (MBI-GS) cynicism replace the terms depersonalization. Cynicism refers to indifferent attitude towards one's job at workplace rather that the feeling of insensitive and unfeeling for others. Professional Efficacy focus more on direct expectation at work. This includes one's expectation of long term of effectiveness at work.

Antecedent of burnout include work overload [25,26] role conflict and role ambiguity [27,28,29], lack of autonomy [28,30,] and lack of rewards [28]. Work-family conflict is believed to be associated with burnout [31].

Consequences of burnout include reduce job satisfaction [32], reduce organizational commitment [25,29], higher turnover and turnover intention [25,33,34].

5.0 CONCEPTUALIZING SOCIAL SUPPORT

According to Van Daalen et al. [35], social support is the exchange of resources between at least two persons, with the goal of helping the person who receives the support. In general, social support helps individuals to retain existing resources and gain new resources [36]. For example, according to Grzywacs and Marks [37], social support from either work or family generates positive effect in the source domain and increases the quality of life in the other domain. The primary functions of social support are emotional and instrumental supports [38]. Emotional support includes behaviour that provides encouragement, understanding and attention, while instrumental support includes behaviour such as assisting in problem solving and any kind of assistance with the aim to facilitate an individual's participation in the other domain [39]. Both types of social support can give positive effect that helps an individual with work domain [40].

In the literature, the role of social support has been emerging systematically as an important factor that positively influences work-family conflict and work-family enrichment. Enhanced resource and confidence that are linked to work and personal-based social support will lead an individual to be able to perform and feel more satisfied in all aspects of their lives. Social support may come from work-related and family-related domains. Work support includes support from supervisor, co-workers and management [41]

6.0 CONCEPTUALIZING TURNOVER INTENTION

Turnover can be divided into two categories which are voluntary turnover and involuntary turnover. Voluntary turnover refer to an employee decision to leave the organization by their own choice while when the decision is made by the organization to dismiss their employee [42]. It is due to the combination of many factors which include low job satisfaction, limited growth opportunities, low salaries and conflicting demand between work and family.

Turnover intention refers to one's intention to disengage from work and seriously considering for actual turnover. Turnover intention model is based from the theory of plan behaviours [43]. According to this theory, individual believe rooted from his/her attitude and will finally lead to actual behaviour. It is supported by Richer et al., [44] in the research from motivational theory stated that turnover intention will directly linked to actual turnover behaviour. To an organization turnover intention rate give more important information that actual turnover so that early steps can be done in order to avoid actual turnover.

Organization has to bear indirect cost in dealing with employee turnover for example to recruit new workers and gives training. Turnover linked to the loss of human capital and corporate knowledge [45]. At the same time competitor may gain from this valuable "assets" [46]. Overall turnover give negative consequences to the organization due to its indirect cost that related to its operational cost which linked to business profit [45].

7.0 RELATIONSHIP AMONG WORK-FAMILY CONFLICT, BURNOUT AND TURNOVER INTENTION

According to JD-R Model, work-family conflict is considered as work demand or stressor that can result in strain for example burnout and related to organization outcome such as turnover intention.

In Allen et al., [47] review regarding the consequences of work-family conflict, turnover intention is the most is the most highly related with work-family conflict in the category of work related outcomes. It is supported by Howard et al., [48] where work-family conflict is considered as an important factor in the process of turnover. Several emperical evidence point out that work-family conflict has a positive relationship with turnover intention [49,50,51,52].

In addition burnout is an important consequence of work-family conflict. The existence of work-family conflict lead to energetic process of job demand resources model which can contribute to two dimension of burnout which are emotional exhaustion and cynicism. Furthermore this will lead to reduce personal accomplishment and result to negative organizational outcome such as turnover intention. It is supported by past research finding which conclude that work-family conflict positively associated burnout [53,54,55,56,57,58].

Furthermore burnout phenomena associated with several work-related outcomes including turnover intention. It has been stated that the first reaction of individual facing burnout may consider in changing their job [59]. Individual tend to look around their organization to see if there is something else they could do in order to escape from the problem which they are facing now. Other than individual may consider for a new position in other organization [33]. Previous research also reported that individuals experiencing burnout are expected to have greater intention to quit from their current organization [60,61,62,63,64].

8.0 RELATIONSHIP AMONG WORK-FAMILY CONFLICT, BURNOUT AND SOCIAL SUPPORT

In JD-R Model, social support as a job resources function to reduce the effect of work-family conflict on burnout. In addition it is supported by most of work stress theories explain that psychological resources play a role to change the strength or direction of a relationship. Resources can moderate the effect in stress-strain relationship. Thus, it is believe that social support can buffer the relationship between the stressor and its strain outcome. According to JD-R Model excessive work demand with limited resources can contribute to burnout. With the availability of adequate resources energetic process can be reduce and the same time increase motivational process that lead to increasing of personal accomplishment/professional efficacy.

Past studies show ample of evidence regarding the relationship between social support and burnout. A number of studies shows that social support linked negatively with burnout [65,66,67,68].

Apart from that social support from work and family can be utilise to reduce work-family conflict where support from work and family in terms intrumental and emotional may assist employee in struggling between high work and family demand. Result from past research indicates that social support influence and has a negative relationship with work family conflict [69,70,71,72]. In addition it is supported from study done by Lingard and Francis [73] regarding the moderating effect of burnout in the relationship between work-family conflict and turnover intention among construction workers. It is reported that perceived organization support and practical support has a moderating effect on work-family conflict and turnover intention. Overall it can be summarize that the absent of social support link to work stress and may end with chronic job stress that leads to burnout which may influence employee's turnover intention. It is proposed that social support moderate the relationship between work-family conflict and turnover intention.

9.0 CONCLUSION

By understanding the overall concept of JD-R Model it broadens understanding how work-family conflict, burnout, social support and turnover intention are inter-related. Turnover intention is a critical issues for an organization involving huge cost and give impact to organization overall performance. Organization can move forward to implement new intervention to address this issue in order to ensure organization's well-being. Organization should implement policy that will consider both work and family demand to help employee balance between work and family. Work environment must be family friendly and supportive so that it can motivate employee to remain in the organization and achieve good performance.

Organization must give support and give training to supervisor and co-worker to give instrumental and emotional support to employee to reduce work-family conflict and burnout. In the other hand employee must be encourage to utilise existing resources provided by organization to assist them in meeting the demand from both work and family domain thus reducing burnout and prevent them from leaving the organization.

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