

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

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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.

RESEARCH HYPOTHESES

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

Author	Finding
Mian Zhiang (2010) (WFC - TOI)	Perceived WFC - stronger - intention to leave - Chinese Managers
Noor & Maad (2008) (WFC - TOI)	WFC - significant relationship - TOI - marketing executive in Pakistan
Thanoocody et al (2009) (WFC - BO - TOI)	BO mediate the relationship between WFC & TOI – Romanian ambulance personnel
Panatik et al (2012) (WFC - BO - TOI)	Behavioral stress mediates the effect of WFC on TOI
Jawahar et al (2007) WFC - BO (SS moderator)	POS reported moderating effect for only EE and not for DP, reduce PA in the relationship between role conflict and BO

THEORY UNDERPINNING

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.

THEORY UNDERPINNING

Conservation of Resources Theory (COR Theory)

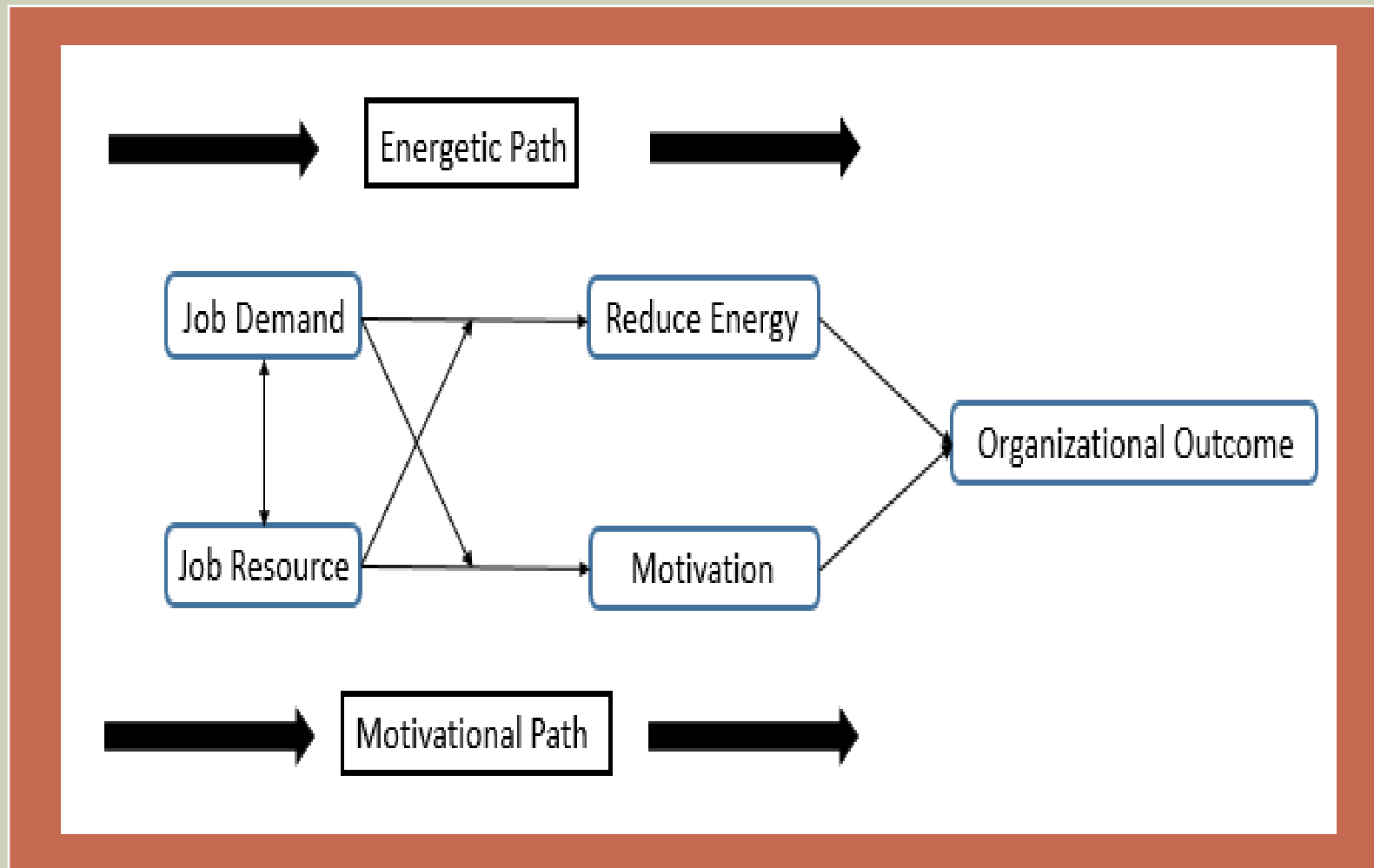
- Resources - deplete - conflict between employees at home and work – occurs - negative outcomes (lower commitment, poor performance, and lower job satisfaction)
- Anything - increase these resources - lower - work-family conflict - positive outcomes.
- Resources - solve problems - lead to satisfaction - 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.

THEORY UNDERPINNING

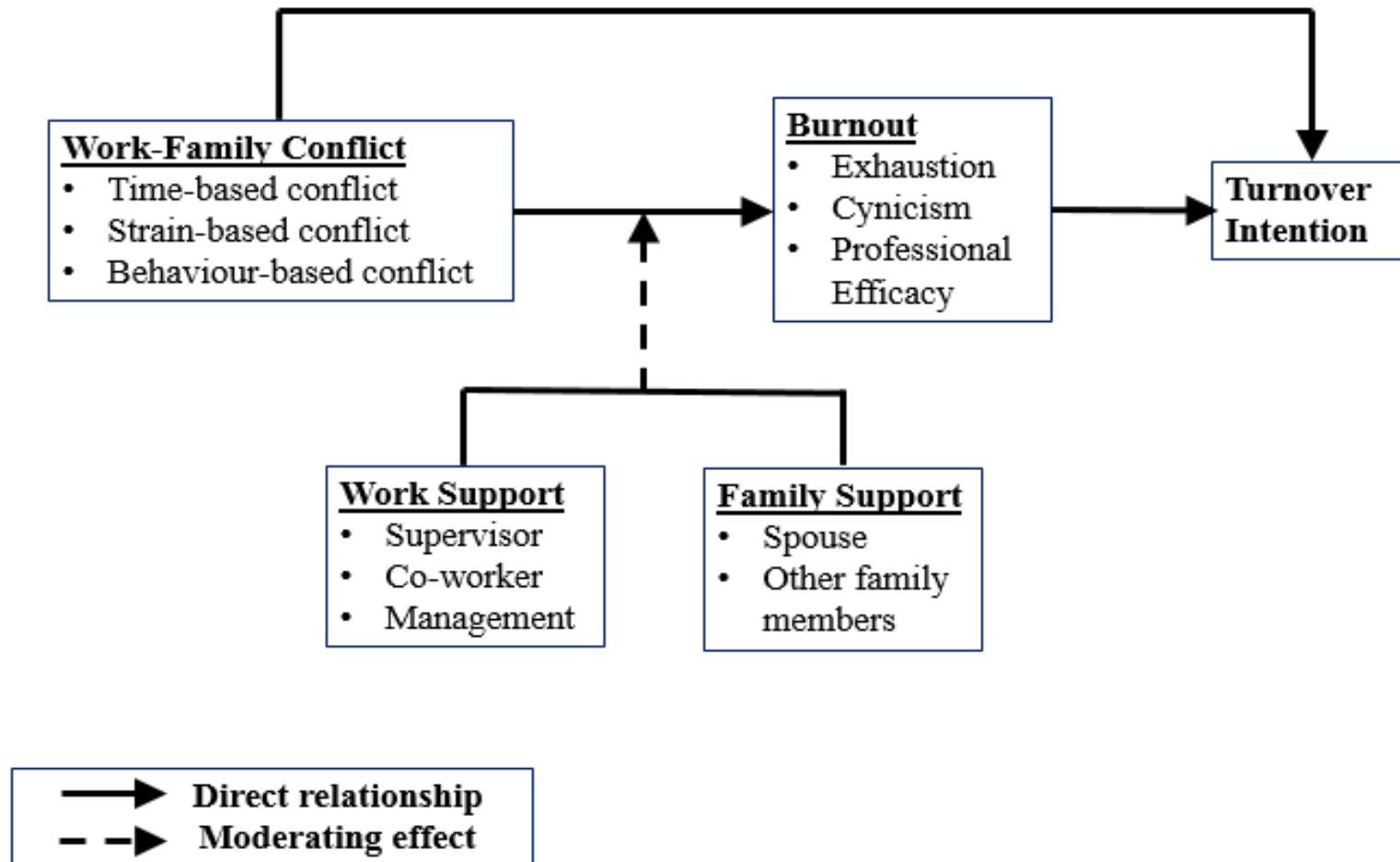
Job Demand Resources Model (JD-R Model)

- 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)



CONCEPTUAL FRAMEWORK



METHODOLOGY

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 (Krejcie & 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
- Completed questionnaire – analyzed – reliability of the instrument

METHODOLOGY

Summary of Data Analysis Techniques

Research Questions	Objectives	Hypotheses	Analysis Techniques
RQ1 : What is the level of work-family conflict among Malaysian women engineers?	To identify the level of work-family conflict		Descriptive analysis: Mean, Standard deviation.
RQ2 : What is the relationship between work-family conflict and turnover intention among Malaysian women engineers?	To examine the relationship between work-family conflict and turnover intention among Malaysian women engineers.	H1	SEM analysis: Structural model test

METHODOLOGY

Research Questions	Objectives	Hypotheses	Analysis Techniques
RQ3 : Does burnout mediate the relationship between work-family conflict and turnover intention among Malaysian women engineers?	To determine the mediating effects of burnout on the relationship between work-family conflict and turnover intention among Malaysian women engineers	H4	SEM analysis: Mediator test
RQ4 : Does social support (work and family support) moderate the relationship between work-family conflict and burnout among Malaysian women engineers?	To determine the moderating effects of social support (work and family) on the relationship between work-family conflict and burnout among Malaysian women engineers	H5-H6	SEM analysis: Moderator test

METHODOLOGY

Research Questions	Objectives	Hypotheses	Analysis Techniques
RQ5 : What is the mediated moderation effect of burnout and social support on the relationship between work-family conflict and turnover intention?	To investigate the mediated moderation effect of burnout and social support (work and family) on the relationship between work-family conflict and turnover intention	H7-H8	SEM analysis: Mediated moderation test

**THANK
YOU**