

Work-Life Balance and Turnover Intention of Bankers: Moderating Role of Cognitive Style

Bela Kundi*, Muhammad Zahid Awan†

Abstract

Involvement of employees will allow them to engage in the organizations for long time and also it will increase the career growth of employees. Turnover intention is high due to low work life balance and related with job satisfaction. Relationship between work life balance, turnover intention and cognitive style is found significant. Furthermore, hierarchical multiple regression was used for moderation. It is recorded that interaction term is significant it means that cognitive style does affect as moderator between work life balance and turnover intention relationship.

Keyword: Work life balance, cognitive style, turnover intention, moderation.

Introduction

Employee involvement is the main issue and challenge for the organizations to survive and success in the market. In order to make an employee satisfied, organizations need to make balance between work and life. It is noted that those employees who are motivated are more productive than their counterparts which are distressed in their lives. Also, it is noted by experienced HR managers that if organizations intend to compete in market then they need higher level of employee engagement at work place. And in order to make employees involved work life balance is very important, (Suganthi & Shoba, 2013).

There are many dimensions of our life such as our family, work and friends and communities, in order to give priority to our family or work sometimes, we neglect our physical and mental health. When an employee neglects his health, it will affect employee's production capacity, performance, increase in turnover intention and absenteeism. Therefore, an employee's enhanced job satisfaction and engagement at workplace is key objective of management for making the organization survive in competition, and in order to involve employees there should be balance between work and life (McKay, Avery, & Morris, 2008).

* Phd Scholar, IBA, Gomal University, D.I. Khan

† Chairman IBA, Gomal University, D.I. Khan.

Literature Review

Kirchmeyer (2000) give explanation for spending a well-balanced life requires resources to get adequate experiences in life's all domains. Theory related to life and work relationship mostly used is role theory. Conflicting expectations related to different roles of life and work cause imbalance in life with respect to all domains (Karasek & Theorell, 1990). Role theory predicts that multiple roles lead to role conflict, overload and role ambiguity which cause stress. Most of studies add social support as moderator to elaborate relationship between stress and work life balance. Spillover theory assumes stress, time, skill and behavior in one experience have effect on life's other domains, spillover interpretations are positive or negative (Edwards and Rothbard, 2000).

Nowadays great attention is given to Cognitive style in understanding its usefulness in the organization (Hodgkinson & Healey, 2008) and on work life conflict (Janasz and Behson, 2007). Cognitive style is considered as a key factor of individual behavior (Sadler-Smith & Badger, 1998) and is well-known as an exploratory research that grips behavior of individuals in different conditions to resolve problems (Kickul, Gundry, Barbosa, & Whitcanack, 2009). According to Allinson and Hayes (1996) "behavioral aspects of individual who are connected with means of the resolving problems & give conclusion & consistent behavioral patterns".

The development of cognitive style includes three models. Adaption-Innovation (Kirton, 1976), defined adopters as persons who perform well and those who perform differently are called innovators. Kirton's Adaption-Innovation is generally related with cognitive style and decision making in solving problems (Stum, 2009)

Wholist Analytical/Verbaliser-Imager (Riding, 1991) give two dimensions: the Wholist-Analytic dimension refer to the degree to which data is processed by an individual in whole or different parts and the Verbal-Imagery dimension is the extent to which one can form image/verbal thoughts from that available information. Intuition-Analysis dimension (Allinson and Hayes, 1996) describe the brain thinking and immediate judgments based on feelings and mental reasoning. Allinson and Hayes (1996) established cognitive style index to measure Intuition-Analysis dimension in management studies. Intuition is characteristic of right brain orientation and refers to immediate decisions based on adoption of holistic approach to solve problems. Analysis is left brain alignment and consists of decision made by using systematic investigation methods.

Turnover intention consists of following theories. Social exchange theory was established with idea that relationship is established because for exchange of some risk and reward with each other in order to cut down the costs. Inputs and outputs from such exchange are compared and if cost is more than return, such relationship is a break down. (Farmer & Fedor, 1999). Human capital theory claimed that organization should invest in its employees by giving them trainings and educational learnings. Efficiency of an employee is increased by giving them skill (Becker, 1996). Barnard (1938) introduce equilibrium theory that if employee's satisfaction and work load is in balance then he will continue the job. Exit voice theory claimed that employee will exit from job if something negative is occurred in organization. If an employee discusses it with his/her boss it is Voice and exit is it's vice versa (Hirschman, 1970).

In work-family interface, the cognitive variable is given importance by most of researchers (Poposki, 2011). In work-family interactions studies, the part of cognitive characteristics was examined, chance of reacting at work and home and cognitive estimations of balancing among resources and demands (Moen et al., 2008). Turliuc and Buliga (2014) conducted study on WF-FW conflict and concluded cognitions which mediate the link between family conflict and satisfaction, but not support job satisfaction and conflict. Their study propose that cognitive-behavioral involvements can be beneficial in reviewing WF conflict and influencing family satisfaction. The direction of work-family conflict and the types of conflict affected by cognitions are partially supported.

Busari et al., (2017) use cognitive decision-making style two facet "analysis and intuition" introduced as a moderator in their analytical study to get effects of organizational coaching and leadership styles on organizational outcomes and workplace behaviors (Allinson and Hayes, 1996). In the same way Jansaz and Behson (2007) conducted study on work family conflict and cognitive capacity and for moderation used hierarchical multiple regression and bivariate correlation for analysis to report moderation results. Senasu & Singhapakdi (2017) use hierarchical regression analysis to test effects of moral capacity and mental capacity as moderator on quality of life (QoL) as factors of happiness. It is suggested by Busari et al., (2017) that cognition can be used further because it is claimed that involvement in decision making process can increase job fulfillment and reduce turnover intention. Cools (2017) also suggests cognitive style will be used to reduce conflicts and turnover

intention. I-An Wang et al, (2017) explored result of WF and FW conflict on organizational citizenship behavior and turnover intention and suggested to investigate the relationship of personal control and the perceived organizational support as moderators among organization citizenship behavior and work family conflict.

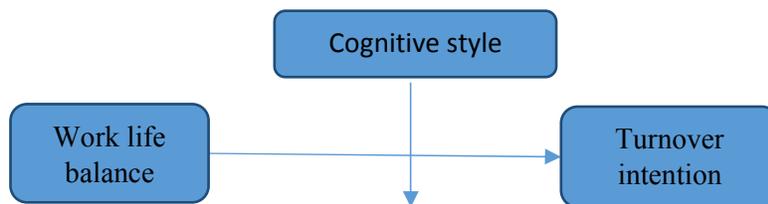
Significance of the Study

Organizations are spending hefty amounts on improving employee’s performance and satisfaction in order to achieve their organization’s ultimate goals. Majority of the studies conducted on work family conflict, work family balance (Janasz and Behson, 2007), cognitive style and turnover intention (Mughal et al., 2017; Busari et al., 2017). Purpose of this study is to examine the moderating effect of cognitive style indicators on work life balance and turnover intention and to cover the gap in the field of work family balance to add some important variables in this theory.

Research Objective

- To find the relationship between turnover intention and work family balance with moderating effect of cognitive style.

Theoretical Model



Research Method

Survey approach questionnaires were used for data collection. Total population of this study was banks in Dera Ismail Khan in which all the staff members were taken part in data collection. Total 316 informants filled in the questionnaires of work life balance, turnover intention and cognitive style. Turnover intention and cognitive style instruments were adopted from (Busari, Mughal, Khan; Mughal, Busari, & Saeed, 2016) and worklife balance from Hill et al (2001). Total items for work life balance were three items, for turnover intention it was three

and for cognitive style it was 18 items. All the items of three questionnaires were measure on five-pointlikert scale. SPSS was used for analysis of data. Cronbach alpha for work life balance was recorded 0.753, after deleting one item it was found problematic, for turnover intention cronbach alpha was recorded 0.840, and for cognitive style cronbach alpha was recorded 0.853, it means that all the instruments were found reliable.

Variables	Items	Alpha
Work Life Balance	3	0.753
Turnover Intention	3	0.840
Cognitive Style	18	0.853

After that validity was checked through exploratory factor analysis. For factor analysis KMo and BTS values were checked first, KMO value for work life balance, turnover intention and cognitive style is 0.697, BTS= 844.071, $p < 0.05$. initial unrotated solution gave us 7 factors with eigen values greater than 1. But we have used oblique rotation for retaining and rotating factors so pattern matrix was used for rotation. It gave us three factors, i.e. work life balance, turnover intention and cognitive style, so this study has replicated the previous studies of (Mughal, et al., 2016).

Pattern Matrix^a

	Component		
	1	2	3
CS7	.848		
CS3	.813		
CS6	.806		
CS2	.786		
CS1	.760		
CS4	.754		
CS5	.751		
PS3	.562		
KS4			
TI1		.822	
TI3		.760	
TI2		.758	
KS1		.723	
WLB2		-.537	
KS2			
PS1			
PS7			.786

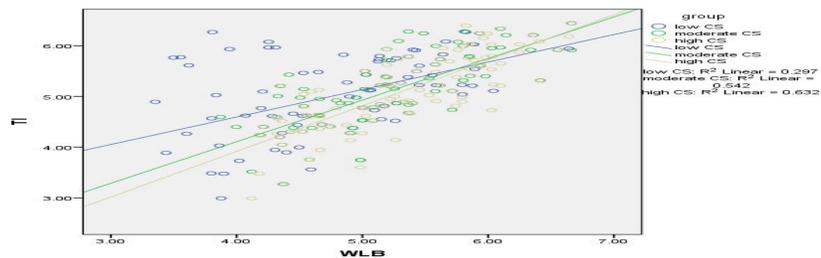
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PS4		.763
PS6		.761
PS2		.706
PS5		.422

Correlations

		WLB	CS	TI
WL B	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	316		
CS	Pearson Correlation	.319**	1	
	Sig. (2-tailed)	.000		
	N	316	316	316
TI	Pearson Correlation	.660**	.570**	1
	Sig. (2-tailed)	.000	.000	
	N	316	316	316

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

D.V	I.V	R	R ²	F	Coeff	P
TI	Constant	0.7716	0.5954	177.75		0.000
	C.S				0.3925	0.000
	WLB				0.5792	0.000
	Interaction				-.1793	0.0016



Relationship between work life balance, turnover intention and cognitive style is found significant. Furthermore, hierarchical multiple regression was used in process file for moderation. It is recorded that interaction term is significant it means that cognitive style does acts as moderator among work life balance & turnover intention. Further moderation graph was plotted in SPSS. It shows that there is positive relationship between these variables and there is also one thing to be noted that there is no interaction seen on one standard below the mean but there is interaction in low, moderate and high cognitive style on one standard above the mean.

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