



**A Study on Organizational Commitment, Turnover Intention, and Work-Life Balance
among Working Professionals**

Ananya Singh, Bachelors in Clinical Psychology

Amity University, Haryana, India

ananyaaa83@gmail.com

ABSTRACT

The aim of the study was to investigate the relationship between organizational commitment, turnover intention, and work-life balance among working professionals. The study addresses the gap in understanding these factors among working professionals, especially in Delhi, NCR region. The data of 36 people in the age group of 20-30 was collected, using a standardized scale such as the Organizational Commitment Scale (Allen & Meyer, 1990), Turnover Intention short form scale (Bothma & Roodt, 2013), and Work-Life Balance Scale (Hayman, 2005). Results indicated a positive yet insignificant correlation between organizational commitment and work-life balance, suggesting that employees who have managed their work-life balance well are more likely to show higher organizational commitment. Also, turnover intention shows a negative insignificant correlation with organizational commitment as well as work-life balance, explaining that if employees are less committed to their organization, then they are likely to leave the workplace. The chances of turnover intention can be reduced among working professionals if work-life balance is improved. These findings show that a supportive

environment in the workplace can enhance work-life balance and ensure the loyalty of employees. However, limitations include generalization of the results, self-reported measures, and smaller sample size. Future research can focus on longitudinal designs and imply more focus on the specific working sector. In conclusion, organizations must implement policies with the help of industrial psychologists and human resource managers that promote work-life balance to retain committed employees and hence, increase performance.

Keywords: *Organizational commitment, intention turnover, work-life balance, working professional*

INTRODUCTION

One mustn't get so engrossed in counting the dimensions of how to make a living that one forgets to live a life out of the hard-earned money and the valuable and dedicated time that people devote to prove themselves. This kind of attitude of being very much fixated on the work of any organization is what can be defined as a commitment to an organization among the employees. It is this link of emotion that corresponds to the motivation that leads to organizational success and changes work environment with valued colleagues. Such commitment implies estimated levels of "lock-in" of employees or turnover that still takes place, whether or not employees are physically on the job, which showcase its relevance in explaining workforce patterns.

With the increasing demand and scarcity of skills as well as the dynamics in today's employee marketplace the factors, motive, value, and career skills that determine employees' loyalty, morale, commitment to the organization as well as their professional careers have come under focus again for study. The purpose of the study was to establish the correlation between psychological career resources, assessed using the PCRI, and organizational commitment as assessed by the Organisational Commitment Scale. The rationale for this particular research

lies in the lack of knowledge regarding how psychological career resources contribute to one's capabilities of career self-management as well as how these resources influence the severance of the employees with their organizations. It may also illuminate ways to enhance human resources and career advancement procedures to retain key staff. A cross-sectional survey method was used through an online questionnaire administered to 358 working managers and staff from the economic and management services by convenience sampling. The correlational as well as the stepwise regression analysis pointed out various significant linkages between psychological career resources, and organizational commitment (Ferreira et al., 2010).

Intention is an attitude or a deliberate plan to produce a certain result. In organizations, the turnover intention is a word given to intending or leaning towards leaving the current employer. This concept is a measure of the extent of an employee's ability to go through the thinking process toward resignation. Turnover intention may come out to be voluntary whereby employees decide to leave their organization for possibly better future aspects or can be forced to leave due to some organization decisions based on performance or economic reasons. To address them, there is a need for fair remuneration, job satisfaction, constructive employee feedback, and a balance between work and other needs.

Seyrek and Turan (2017) stated that there are various costs associated with employee turnover. In addition to the costs of recruiting and training new employees, the loss of experienced employees has its drawbacks: a reduction in productivity, the loss of knowledge, and the demoralization of other employees. Thus, organizations try to recognize factors that motivate employees to quit to avoid such actions and implement measures for their prevention. This research conducted an examination of the antecedents of intent to turnover among 151 accounting employees in Turkey. The study established that supervisory behaviour, compensation & benefits, and work & family conflicts effectively influence the turnover intention of accounting employees. But then, none of the work attributes were identified to

have any effect on the turnover intention. It is also important to state that turnover intention is dependent on marital status and age but not on gender.

Individuals today must find a balance between their work life and home life due to the dynamic and constantly shifting nature of society. These are issues that affect organizations across different sectors in the modern world and the consequences of burnout such as reduced interest, motivation, efficiency, and staff turnover cannot be underestimated.

In a research study conducted by Nordenmark et al. (2012), they made it clear that self-employed and their small business are central to economic growth. However, it is still unclear how working conditions and work and family balance affect their health and well-being. The data for this study is from the European Social Survey (ESS), which was done in 2004, and involves 26 European countries, with an interview conducted on 15,789 participants. Quality of life is evaluated by the WHO-Five Wellbeing Index, and work-life balance is evaluated by an index based on two questions concerning work-life balance and work-interfering conflict. These study findings suggest that self-employed men and women have less work-life balance than employed men and women, and this difference is more skewed towards male employees. This means that self-employed women have a better perceived work-to-family interface than employed women. Furthermore, women in self-employment have a slightly better well-being score than women employed in other sectors and there is no significant difference in the well-being score of self-employed men and employed men. Holding job control constant, the results show that for women, there is no significant difference in well-being between self-employed individuals and those who are not. This means that self-employment does not enhance the well-being of women, and may be detrimental to it. In contrast, self-employment has a significant negative effect on well-being among men with higher job control. Thus, the presence of job demands and control over work as the psychosocial working conditions are critical for work-life balance and well-being for self-employed men and women.

REVIEW OF LITERATURE

Organisational Commitment

Herscovitch and Meyer (2002) defined organizational commitment “as the degree to which an employee identifies with the goals and values of the organization and is willing to exert effort to help it succeed”. The biggest challenge for commitment researchers will be to determine how commitment is affected by the many changes such as increased global competition, reengineering, and downsizing that are occurring in the world of work (Meyer and Allen., 1997).

Twesigomwe (2016), assessed the organizational culture and employee commitment of government inspectors in Kampala, Uganda. It used a cross-sectional survey design by using a purposive sampling technique. Statistical tools like frequency tables, descriptive analysis, and Pearson coefficients were used to evaluate data. The results found significant positive correlations between the components of organizational culture and employee commitment. The common structure, interpersonal relationships, and the culture of motivation had the strongest positive influence on employee commitment. Hence, it was said that the government enhances its organizational culture to reinforce light on employee commitment to the organization.

Local government institutions require emphasis on developing pleasant work-related factors for the enhancement of service delivery quality. The purpose of the study was to establish the moderator role played by personal characteristics and psychological resources, namely, adult state hope, meaning in life, and work locus of control on the relationship between job satisfaction and organizational commitment among the employees of a Botswana local government institution. The background to the study was informed by the COVID-19 pandemic which forced employers to consider how they could optimally manage positive organizational psychology to enhance employee well-being during the outbreak. The cross-sectional survey

quantitative approach was used, and the participants were 405 officials of a Botswana local government institution, and the self-completed questionnaires included the Minnesota Job Satisfaction Questionnaire, the Organisational Commitment Questionnaire, the Adult State Hope Scale, the Meaning in Life Questionnaire, the Work Locus of Control Scale. The authors concluded that hope, meaningfulness of life, and work locus of control were partially mediating variables between job satisfaction and organizational commitment. Researchers have extensively studied the extent to which technology is integrated into everyday life; some of the key findings are highlighted below (Masale et al., 2021).

As Gendron et al. (2009) stated that various contextual factors, such as workplace diversification, occupational stress, professional involvement, and culture- influence commitment levels. The survey, conducted around the end of 2002, included Canadian chartered accountants (Cas) from four provincial institutes: three from English-speaking provinces (Alberta, British Columbia, and Nova Scotia) and one from Quebec, a predominantly French-speaking province. Unlike earlier research from over twenty years ago, our findings reveal no significant difference in the levels of professional and organizational commitment between accountants in public practice and those in non-public accounting roles. It was found that both occupational stress and professional involvement are significantly related to professional commitment. The data indicate that accountants in Quebec exhibit lower professional commitment compared to their counterparts in English-speaking provinces, highlighting the significant impact of culture on professional commitment.

Turnover Intention

Employee turnover can be costly and may have negative implications whether they are voluntary, such as resignations, or involuntarily, such as termination initiated by the employer (Arshad & Putesh, 2015). Turnover intention is defined as one's behavior attitude toward

withdrawing from the organization whereas turnover is considered to be the actual separation from the organization (Aydogdu & Asikgil, 2011). According to Aydogdu and Asikgil (2011), a research study of 100 employees from the production sector and 82 employees from the service sector. It examined the relationships among job satisfaction's significant connections. The findings support the hypotheses: job satisfaction is significantly and positively related to the three dimensions of organizational commitment, while turnover intention is significantly and negatively related to both job satisfaction and organizational commitment.

A study addresses the gap by examining how affective commitment, job satisfaction, and job performance impact turnover intentions in three professions. We surveyed three groups of employees and managers: financial officers and social workers in the public sector, and lawyers in the private sector. Their results indicated that social workers have relatively low turnover intentions compared to financial officers and lawyers who have high turnover intentions. Furthermore, the results also showed that job satisfaction and affective commitment have an inverse relationship with turnover intentions while job performance does not correlate with turnover intentions. These findings indicate that future research should take into account the particular profession, and the organizational context when examining voluntary turnover (Carmeli and Weisberg, 2006).

As stated by Yanchus et al. (2016), the study examined factors that predict turnover intention, defined as an employee's mental withdrawal from their job, in a large group of direct care mental health professionals. Different occupations were analysed separately to enhance the practical relevance of the findings. Survey data were collected from 10,997 mental health employees who work directly with patients, including 2,432 registered nurses, 3,769 social workers, 2,520 psychologists, and 1,276 psychiatrists. A cross-sectional design and structural equation modelling techniques were used to test the model. The findings suggested that job satisfaction depends on civility, which is how employees treat each other and their supervisors

in the workplace besides supervisory support. In a similar light, emotional exhaustion predicted turnover intention since job satisfaction influenced it as well. Consequently, work satisfaction also has a direct connection with turnover intention and the plan to leave a job. Meanwhile, civility and supervisory support were significant predictors of job satisfaction, while emotional exhaustion predicted higher turnover intention. These results imply that organizations can target these aspects of the work environment and implement specific changes to alter them.

Work-Life Balance

Work-family balance reflects individuals across various roles in life, and inter-role phenomena (Greenhaus et al., 2003). The satisfying experience in all life domains and the requirement of personal resources such as energy, time, and commitment to be well distributed across each domains is known as work-life balance (Kirchmeyer, 2000).

Due to economic or social reasons, the role of working women has changed over the years. This evaluation has led to a situation where working women are under pressure to create strong careers like their male counterparts as they also engage in active social lives. The overburdened lifestyle also means that women have less time on their hands as compared to before. The trend in personal responsibilities, including modern gadgets like smartphones and tablets that integrate work and personal life, leads to stress in both domains. This impacts them both physically, emotionally as well as socially. To sum up one must strive to attain a work-life balance so that working women can also have a good quality of life. This report looks at the self-employment patterns and work-life balance experiences of women in the workforce. The target population of the study was married working women and the survey instrument adopted was the Work-life balance manual by Daniels and Mc Carraher of Industrial Society (now the Work Foundation). From the results of the descriptive analysis, it was established that working women in Vishakhapatnam experience challenges in working motherhood balance.

The details also reveal that work-life balance influences their quality of life (Lakshmi & Prasanth, 2018).

According to Shanafelt et al. (2012), research was conducted using the American Medical Association Physician Masterlife to survey a large sample of U.S. physicians from all specialties. For comparison, a probability-based sample of the general U.S. population was also surveyed. Burnout was assessed with validated instruments, and work-life balance satisfaction was examined. Of the 27,276 physicians invited to participate, 7,288 (26.7%) completed the surveys. The Maslach Burnout Inventory revealed that 45.8% of physicians experienced at least one symptom of burnout. Burnout rates varied significantly by specialty, with the highest rates found in family medicine, general internal medicine, and emergency medicine. Compared to a probability-based sample of 3,442 working U.S. adults, physicians were more likely to exhibit burnout symptoms (37.9% vs. 27.8%) and no satisfaction with work-life balance (40.2% vs. 23.2%) ($p < .001$ for both). Burnout was also associated with educational achievement, with MD or DO degree holders having a greater risk (OR, 0.80; $P = .048$), while those with a master's degree (OR, 0.71; $P = .01$) or other professional or doctorate degrees (OR, 0.64; $P = .04$) had a reduced risk. This research indicated that burnout is higher among physicians as compared to the rest of the U. S. workers and front-line care specialties are most vulnerable to it.

The work-life interference issue is examined in the context of the IT professional's population in the study. Available literature suggests that IT professionals experience stress arising from working long hours, forfeited holidays, and subsequently poor work-life balance. This issue is important to employees as they are the ones who suffer from stress and other health complications due to work-related stress. It is also important to employers since it causes reduced productivity and high rates of absenteeism due to ill health among employees. The study is divided into two parts: the first part presents some evidence about the validity and reliability of the scale and in particular the factor structure of the work-life balance. The second

section focuses on how work-life imbalance does not change much according to demographic characteristics, arguing that the problem affects everyone regardless of their demographic background (Dash et al., 2012).

METHODOLOGY

PURPOSE

The purpose is to study the relationship between organizational commitment, intention turnover, and work-life balance among working professionals.

HYPOTHESIS

H1- There would be a positive significant relationship between organizational commitment and work-life balance.

H2- There would be a negative significant relationship between turnover intention and organizational commitment.

H3- There would be a negative significant relationship between turnover intention and work-life balance.

METHODS

SAMPLE

A total sample of 36 was collected of working professionals in the age group of 20-30 years old from the region of Delhi NCR and a snowball sampling technique was used.

MEASURES

- ***Organisational Commitment Scale***

Organizational commitment scale given by Allen and Meyer (1990) measures three forms of employee commitment to an organization. The comprised three distinguishable components are desire-based (affective commitment), cost-based (continuance commitment), and obligation-based (normative commitment). Each component consists of 6 items each and hence the full scale is an 18 items questionnaire. The response key is 7 point disagree-agree scale.

- ***Intention turnover scale (TIS)***

The turnover intention short-form scale (TIS-6) is a 6 items scale given by Roodt & Bothma (2013). It is used to measure the employee's intention of either staying with or leaving an organization. This semantic differential scale's total score can be calculated only by adding the individual item scores.

- ***Work-life balance scale (WLB)***

The work/life balance scale is a psychometric instrument developed by Hayman (2005) of 15 items is a revised version of the work-life balance scale of Fisher (2001) of 21 items. The main objective is to measure the employee's ability to balance the work and personal life domain. It is used by assessing the three factors i.e., work interference with personal life (WIPL-7 items), personal life interference with work (PLIW-4items) and work/personal life enhancement (WPLE-4 items). The response key is 5 point disagree-agree scale.

PROCEDURES

The participants were given standardized scales. The data was collected through the Google form/face-to-face. The participants took 10-15 minutes to fill in the required questions. They were assured of confidentiality and finally, the participants were thanked for their time and cooperation.

ANALYSIS OF DATA

RESULTS

Table 1

Descriptive Statistics

Variables	Mean	Median	SD	Skewness	Kurtosis
Org Commitment	69.4	71.0	10.21	-0.456	-0.831
Turnover Intention	18.6	19.0	3.66	-1.069	1.575
Work-life Balance	40.5	39.5	9.23	-0.381	2.002

The above table indicated that all variables' data is normally distributed as indicated by skewness and kurtosis values which are within an acceptable range of $+ - 3$.

Table 2

Correlation between Organisational Commitment, Turnover Intention and Work Life Balance

	Org commitment		Turnover Intention		Work-life Balance	
Org Commitment	—					
Turnover Intention	-0.161		—			
Work-life Balance	0.133		-0.035		—	
Note. * $p < .05$, ** $p < .01$ and org means organization.						

The above table indicates that turnover intention has a negative and insignificant correlation with organizational commitment ($r=-0.161$). The work-life balance is positively correlated with organizational commitment ($r=0.133$) and negatively correlated with intention to turnover ($r=-0.035$).

DISCUSSION OF RESULTS

After ensuring the normality of the data with the descriptive test. Pearson's correlation matrix highlighted relationships between organizational commitment, intention to turnover, and work-life balance. Organizational commitment shows a positive correlation with work-life balance ($r= 0.133$), suggesting that employees who have a better hold between their work and personal lives tend to show higher levels of organizational commitment. These positive yet non-significant relationships show the importance of supporting a work environment that allows employees to manage and balance their personal and professional lives. Companies

should focus on strategies to boost work-life balance as it returns employee loyalty. The results can be supported by the study indicating a connection exists between work-life balance (WLB) and organizational commitment, and that organizational commitment serves as a mediator for the influence of WLB on organizational performance (Oyewobi et al., 2019).

There is a negative association between turnover intention and organizational commitment ($r=0.161$). This suggests that as employees' intentions to quit the company rise, their loyalty to the organization decreases. Even if the association is not statistically significant, it shows a trend: employees who desire to quit their jobs are likely to feel less devoted to the organization. This discovery suggests that companies should actively monitor and address factors influencing workers' turnover intentions to keep a dedicated workforce.

Furthermore, the negative correlation between work-life balance and intention to turnover ($r=0.035$) indicates that employees who have a better work-life balance are slightly less likely to intend to leave their organization; however, this correlation suggests that while improvements in work-life balance may help reduce employees' turnover intentions, the impact may be limited. The findings are consistent with Sitorus et al.'s (2018) research, which found that work-life balance, job satisfaction, and organizational commitment all had a negative impact on turnover intention. Establishing a strong link between work-life balance, job satisfaction, and organizational commitment is critical for decreasing employee turnover intentions.

CONCLUSION

The study conducted has highlighted the relationship between organizational commitment, turnover intention, and work-life balance among working professionals. It was found that work-life balance is positively correlated with organizational commitment, which means that employees who have a good hold on their work-life balance are more likely to show

higher organizational commitment. Also, turnover intention shows a negative correlation with organizational commitment as well as work-life balance, explaining that if the employee is not loyal to their organization and can't maintain a balance between their personal and professional life then they are likely to have intention to turnover.

Implications

The study's findings suggest that enhanced work-life balance can improve employee commitment to their organization and reduce the chances of turnover. By implementing a strategic management of personal and professional responsibilities, companies can have dedicated employees. It will help individuals in the field of human resources, counselling psychologists, and industrial psychologists, they can help build policies to promote work-life balance and retain the workforce.

Limitations & Future Recommendations

As the data was collected via a self-reported questionnaire, results can be subject to social desirability bias. The results are not significant, it could be that it was measured on very few samples and not professionals from specific sectors. Future research could address these limitations by using longitudinal designs to understand how changes in work-life balance policies over time can affect employee loyalty and retention. There can be an investigation for the mediating variables related to organization and personal factors.

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