




A Study of the Mediating Effect of Work Stress on Work-life Conflict and Turnover Intention in the Private Higher Education Sector in India

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A Study of the Mediating Effect of Work Stress on Work-life Conflict and Turnover Intention in the Private Higher Education Sector in India

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Abstract

The main focus of this study is to analyze the impact of work-life conflict on turnover intention and examine the impact of work stress as a mediating variable among the teaching employees of private higher education institutions. The current study drew upon samples of 145 teaching employees of private higher education institutions in the education sector of Haryana. A questionnaire was administered to gather the necessary information. Data was evaluated by using the Smart PLS (v.3.2.9) software. In addition, structural equation modeling was conducted to achieve the study's objectives, and SPSS 25 software was used to compute the demographic profile of teaching employees. The findings indicated that the turnover intention of teaching employees is positively associated with work-life conflict and work stress. In addition, work stress as an intervening variable positively and significantly impacts kinship amid work-life conflict and turnover intention. The teaching employees like to stay in their institutions if there is no work stress. The main concern is not only dwindling the work stress of teaching employees but also reforming the quality and level (of work), so they can have less work-life conflict, thus reducing turnover intentions. To dwindle job-related stressors and work-life conflict among employees, various family-friendly benefits and job stress management policies may provide the benefits. This study enhances the understanding of work-life conflicts and work stress. Further, it also has taken into account some antecedents of work-life conflict and work stress, which will aid researchers and academicians in comprehending their impact on turnover intention. The current study has discussed limitations and future directions.

Keywords: *Work-life conflict, Work stress, Turnover intention, Teaching employees, Private higher education institutions*

[\[Sustainable Development Goals: Reduced Inequalities, Good Health and Wellbeing, Decent Work and Economic Growth\]](#)

1. Introduction

In most countries, including India, the private higher education sector is thriving rapidly. However, it varies from country to country (Angom, 2015). It is necessary to have a low turnover rate and low work stress in private sector institutions to maintain successful operations at low costs in a rapidly changing world. Disharmony between the professional and non-professional domains is a widely investigated concept by previous researchers. Retention and productivity levels are also essential concerns in human resource

management. When employees engage in multiple roles, they become highly effective and perform better, leading them to satisfaction across all areas of life (Greenhaus et al., 2003; Kirchmeyer, 2000). Even though a plethora of investigations have been conducted on the cordial link between the work domain and the life domain, people still need help juggling both domains (Powell et al., 2018). To do so, they must actively participate in social activities both at the job and outside of their job.

Many people in their daily lives find that the line between both roles represents a potential source of tension (Kossek, 2016). Employees who are exposed to intense working hours and stress can negatively affect family life, and work-life suffers adversely (Kossek & Lee, 2017). Plenty of forms portray its manifestation, such as an invasion of professional life into family life, no leisure activities, and being incapable of quitting their jobs mentally when they physically move from work to home (Greenhaus & Beutell, 1985). Lately, numerous investigations have been conducted to comprehend how work affects non-work life and vice versa, and maintaining harmony between them is a critical task for people (Zhang et al., 2012). Nowadays, people are confronting many issues to maintain balance amid personal and work lives to enhance performance. Many studies have analyzed the association between work-life conflict and potential outcomes, such as higher turnover intentions, lower job performances (Tsaur & Tang, 2012), and work stress (Firth et al., 2004).

As far as the relationship between WLC and TI is concerned, there is still a lot of misunderstanding. In fact, according to Post et al. (2009); Lebang and Ardiyanti (2020); Pradana and Salehudin (2013), there is no direct and significant effect of the kinship between work-life balance and turnover intention. Contrarily, according to other researchers, WLC has a positive and direct effect on the intent to quit an occupation (Ghayyur & Jamal, 2012; Ozba & Cicek, 2014). Efeoglu and Ozgen (2007) depicted that work-family life conflict and work-family conflict have a positive-oriented effect on work stress, whereas job stress is not significantly impacted by family-work conflict. In addition to job stress, the turnover intentions of employees are influenced by it as well (Said & El-Shafei, 2021; Zhang & Ma, 2020). In response to high levels of work stress, people feel an intense desire to stop working (Liu et al., 2019). On the other hand, job stress shows a nonsignificant and negative relation with turnover intention, supported by research results of, Chandio et al., 2013; Hakim et al., 2018; Liu et al., 2019; Lu et al., 2017; Sheraz et al., 2014; Nazenin and Palupiningdyah, 2014; Wasposito et al., 2013.

Several gaps have been discovered in the previous articles. As noted previously (Greenhaus et al., 2001; Frone, 2000), of a single subgroup of the population that could be studied, the sample the studies used initially consisted of dual-earning couples with children under 18 years old. In order to ensure that the items used are not correlated, Nicoli (2013) suggested using a confirmatory factor analysis (CFA). To gain new insights for new possible models, it is crucial to analyze the relationship between WLC, work stress,

and turnover intention. The investigation of the association amid work-life conflict, work stress, and intention to quit a job is a particular or serious matter to deal with for human resource management.

The objective of the current study is threefold, namely: (a) to analyze the effect of work-life conflict on turnover intentions; (b) to examine the impact of work-life conflict on work stress; and (c) to study the impact of work-life conflict on turnover intention of teaching employees. Therefore, this research is trying to probe and comprehend the mediating role of work stress between the work-life conflict and turnover intention of the teaching employees of private higher education institutes.

2. Overview and Hypothesis

2.1 Work Life Conflict

Employees in the course of the barter system could not comprehend the concept of work clearly, and it was not regarded as occupation or employment, just an origin of living instead. The conflict between work and family was not a matter for society due to their minor distinction (Nadeem & Abbas, 2009). A day can be bifurcated into three prerequisite elements: job, personal and spare time. While one of these components takes control of other elements, little scope is available for the other two. If a person focuses on professional life more, then his private life hampers and vice versa. Thus it takes to disequilibrium amid professional and personal life. Mostly, WLB is denoted as the lack of contention between paid jobs and leisure time (Au et al., 2020); however, in a more general context, it is considered a unique and distinct antecedent. When individuals' roles do not coincide, they experience disharmony in their personal and professional lives.

Consequently, participating in one role makes it arduous to participate in the other (Kumara & Fasana, 2018). Researchers have considered the contention between the occupation and household domains as a bidirectional construct, i.e., official duties hamper household duties, and personal life hampers work duties (Judge et al., 2006; Kinnunen et al., 2010). There are other antecedents, namely organizational predictors, dispositional (individual) predictors, and personal and demographic predictors (Rashmi et al., 2021).

Imbalance amid private and professional lives is often described as an inter-role conflict, where one domain's demands conflict with another (Greenhaus & Beutell, 1985). When employees perform multiple roles across distinct domains, they may experience interpersonal and intra-personal conflicts, leading to incompatible demands between professional and family duties. Work-life conflict may originate from the professional (job) and family domains (Shaffer et al., 2011). These kinds of work-life conflicts affect the family and the work environment. For instance, work-life intervenes with non-work life, and non-work life intervenes with work life. Conflicts between work and family can be bidirectional,

where demands at work intervene in family duties. As a result of family care duties meddling with job-related duties, there can be unwanted outcomes such as strain, unsound, and intent to quit (Muhammad & Jamal, 2012).

Family-to-work conflict (FWC) appears when fulfilling responsibilities in the personal domain hinders participation in the professional domain. In contrast, work-to-family conflict (WFC) originates when fulfilling responsibilities in the professional domain makes the personal domain challenging. (Shaffer et al., 2011; Haar et al., 2012). Pasewark and Viator (2006) stated that every disruption amidst professional and personal domains causes workers' discontent. This sense of discontentment can eventually escalate the intention to leave one's present job (turnover intention). A positive influence can be seen amid work-life imbalance and burnout at the workplace which may eventually lead to turnover intention (Alblihed and Alzghaibi, 2022). Further, WLC directly influences the intent to quit of employees (Ghayyur & Jamal, 2012; Ozba & Cicek, 2014), whereas, sometimes it does not lead to intent to quit (Post et al., 2009; Lebang & Ardiyanti, 2020). There are a plethora of consequences of work-life conflict, including job dissatisfaction (Parasuraman & Simmers, 2001) and lack of organizational commitment (Conte et al., 2019), escalated intent to quit (Rubenstein et al., 2020), lack of efficiency and achievement (Buonocore & Russo, 2013). There is also an extensive occurrence that work-life conflict and work engagement share a negative relationship (Daderman & Basinska, 2016) and a positive relationship with counterproductive behavior (Germeys & De Gieter, 2017).

2.2 Work Stress

A stressful situation is an unpleasant experience, and it can increase employees' intent to quit jobs (Cote & Morgan, 2002; Moore, 2000). In addition to its negative aspects, stress has some positive aspects (Abushaikha & Sheil, 2006; Giga & Hoel (2003). There have been many studies regarding stress's effects in distinct occupations (Rusli et al., 2006). Pasewark & Viator (2006) revealed that the workforce lacks contentment when there is disharmony in their personal and professional lives. A lack of satisfaction at work can ultimately lead to stress at work. Work stress means employees are stressed when they perceive threatening characteristics at the workplace, both psychologically and physically (Jamal, 2005). Work-related distress is a feeling workers experience when they deal with their occupation, which can be emerged from their poor working conditions, extensive workload, and social association with co-workers (Robbins, 2008). As a result of elevated work stress, employees have an exceptional reluctance to do their job (Liu et al., 2019), which leads them to be less productive, low motivation, and insecure.

Alblihed & Alzghaibi (2022) indicate that role ambiguity and stress create burnout among workers. The stress that employees face at work impacts both their health and performance at work, causing them to miss work. Job burnout partially mediates the

association between work stress and turnover intentions. To be more specific, there is a significant effect of work stress on turnover intention and job burnout. Hence a robust association can be seen between work stress and turnover intentions as well as between job burnout and work stress (Salama et al., 2022). Marten and Wilkerson (2003) consider stress as one of the leading causes of employee disability during a study (Cropanzano et al., 2003) that found a positive association between emotional exhaustion and turnover intentions. Pandey (2016) reported that half of the employees suffered from stress on the job and at home, indicating a lower work-life balance. Previous investigations have found that personal life issues, economic issues, and disharmony amid demands from the organization and household duties are prospective stressors for the workforce (Weinberg et al., 2015). Noor and Maad (2008) found a significant link between job stress, work-life conflict, and turnover intention of the workforce. According to some researchers, these two variables have no positive correlation, and job stress does not lead to turnover intention (Chandio et al., 2013; Nazenin & Palupiningdyah, 2014).

2.3 Turnover Intention

There has already been significant attention paid to employee turnover in previous studies (Cho & Lewis, 2011) and by scholars as well (Joo & Park, 2010), especially when it comes to the link with actual employee turnover (Kim et al., 2017). When employees intend to leave their job, they are immediately on their way to quitting. As a result, keeping employees is crucial for any business trying to gain a sustainable competitive edge (Pradana & Salehudin, 2013). There are various ways in which turnover can be cost-effective for businesses, according to West (2007). Due to the poor behavior of employees, organizations face absenteeism and high costs to withdraw and train new employees. A turnover intention of workers is a disengagement cognition activity that causes them to think of quitting a particular job (Kim et al., 2017).

In some studies on actual employee turnover, it is often used as an endogenous antecedent. Alblihed and Alzghaibi (2022) unearthed that the turnover intention of workers is highly influenced by job burnout and positively influenced by both role stress and role ambiguity. Furthermore, a positive influence can be seen amid work-life imbalance and burnout. The study also indicates that role ambiguity and stress create burnout among workers, which may lead to quitting jobs. According to researchers, job stress adversely affects turnover intention (Liu et al., 2019; Waspodo et al., 2013). Contrarily, it is also found that the greater the amount of stress, the higher will be the intention to leave the job among employees' (Chen et al., 2011; Applebaum et al., 2010).

2.4 Mediating Role of Work Stress

Organizations that experience discordance between professional and non-professional roles perform worse, which ultimately is due to turnover intentions (Alsam et al., 2013). According to previous investigations, work-life conflict positively impacts turnover intentions. (Ozba and Cicek, 2014; Ghayyur and Jamal, 2012). Turnover intent significantly correlates with work-family conflict, indicating that this is the primary predictor of intention to resign. There is a positive and significant association between work-family conflict and staff turnover intentions, particularly factors related to the personal domain intervention with the work domain and the work domain intervention with the personal domain (Boyar et al., 2003; Haar et al., 2012). The current literature contains contradictory arguments. It has been observed that personnel with adolescents are unlikely to consider quitting their occupations (Mihelic, 2014). Contrarily, for married respondents, work-life conflict has more influence on turnover intentions. (Kumara and Fasana, 2018; Yildiz et al., 2021) unearthed a robust positive kinship amid work-life conflict and intent to leave the job. The same research was done by Altangerel (2015), and it explains that if there is a high degree of disharmony amid professional and personal lives, employees can resign from their jobs. It means people perceived to be at odds with the organization are more likely to leave the corporation when there is a higher conflict. According to some researchers, however, work-life conflict does not significantly and directly affect turnover intentions (Cordero et al., 2009; Lebang & Ardiyanti, 2020; Post et al., 2009; Pradana & Salehudin, 2013). Foley et al. (2005) found that three types of stress roles were positively linked with work-family and family-work conflicts. Role ambiguity, conflict, and overload are three job stress roles. Turnover intention states the willingness of the workforce to quit the job. It has been reported that the intention to quit jobs among teachers leads to various educational problems, such as poor quality of teaching (Levy et al., 2006).

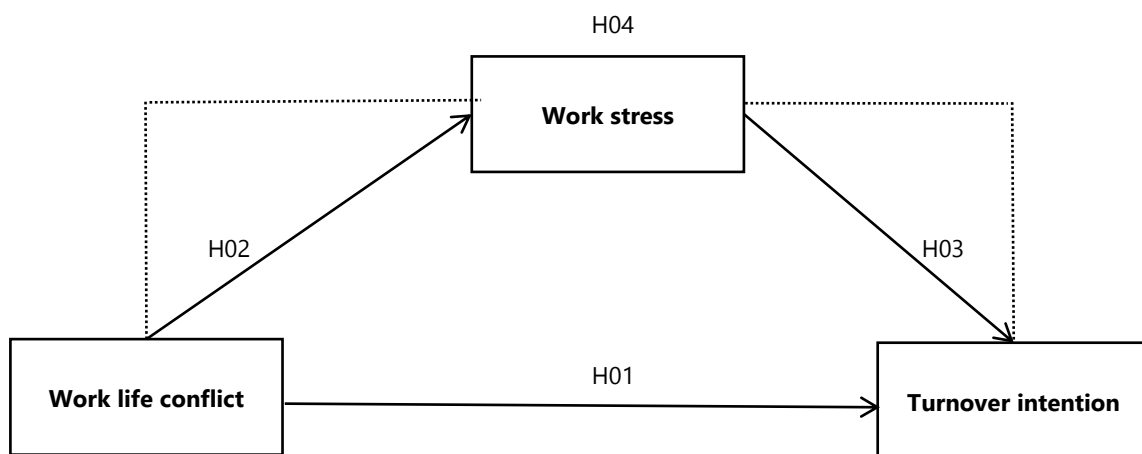


Figure 1. Conceptual framework

Turnover intention is positively influenced by job stress, and it causes poor performance at work (Klassen & Chiu, 2011; Liu and Onwuegbuzie, 2012). Job stress is positively impacted by work-family conflict (Alblihed and Alzghaibi, 2022). Job stress positively impacts employee turnover since a more stressed worker is more likely to resign (Wasposito et al., 2013; Salama et al., 2022). There were direct, indirect, and positive associations between work stress and work-family conflict, and turnover intention (Lu et al., 2017). A positive association is also identified between these three constructs by Noor and Maad (2008). Other researchers, namely Ofori et al. (2019); Khan et al. (2014), stated that conflict between work and family mediates the kinship of job stress and turnover intention. Some studies have shown a positive link between WLC & TI, and some show a negative link. Moreover, some studies indicate a positive association between work stress & TI, and some indicate a negative association. Hence, in light of the above, we have proposed the following hypotheses in our study such as:

H01. Work life conflict has no influence on turnover intention of the teaching employees.

H02. Work life conflict has no influence on work stress of the teaching employees.

H03. Work stress has no influence on turnover intention of the teaching employees.

H04. Work stress has no mediating influence on the relationship between work life conflict on turnover intention.

3. Methodology

3.1 Data and Sample

The survey was carried out by teaching employees of private higher education institutions in Haryana (India). Convenience sampling and snowball sampling both methods are non-probability sampling procedures. Convenience sampling means taking samples from people (groups) that are easily accessible. Additionally, snowball sampling is a sampling technique in which existing respondents are asked to assist researchers in identifying other potential

research participants. These two methods were used to gather sample data from this population (i.e., first approaching those who were convenient to reach and then getting assistance from them to identify other respondents). To measure variables, a five-point Likert scale (where 1 = "Strongly Disagree" and 5 = "Strongly Agree") was used. Additionally, the researchers collected data using a self-administered survey. Researchers distributed 200 questionnaires by hand at private higher education institutions. It was found that 145 questionnaires were usable, with a response rate of 72.50%. It has been suggested that a 50% response rate is considered to suffice for the evaluation and reporting of social research results (Babbie, 2007) from a literature review.

3.2 The Research Structure

In this study, there was a total of three variables being studied which were work life conflict, work stress and turnover intention. The independent variable in this study is a work life conflict, work stress is an intervening variable and turnover intention is the dependent variable. Current investigation strives to probe the impact of work life conflict on turnover intention along with the influence of work stress amid them as a mediating antecedent in private higher education institutes.

3.3 Scale Development

3.3.1 Work-Life Conflict

The work-life conflict scale was adapted from Netemeyer et al. (1996). A total of 10 items are included in this scale, five for each of the following two domains: work-family conflict and family-work conflict. This survey's responses are categorized according to a five-point Likert system, from strongly disagree to strongly agree. The Cronbach's α reliability for the work-family conflict scale is .801, and the family-work conflict scale is .786.

3.3.2 Turnover Intention

The scale for turnover intention, which was modified from Khanna and Mishra, 2017; Dwivedi, 2015, consists of five items. The response format is standardized, and Cronbach's α reliability for the turnover intention scale is .709.

3.3.3 Work Stress

The scale for work stress, which was modified from (Gmelch et al., 1984; Srivastava & Singh, 1984), includes seventeen items within three dimensions: the role overload sub-scale, time constraints sub-scale, and working condition sub-scale. The Cronbach's α reliability for the role overload sub-scale is .733, the time constraints sub-scale is .703, and the working condition sub-scale is .816.

3.3.4 Demographic Questionnaire

Unanswered questionnaires were excluded, and normality was established. The received questionnaire was punched in SPSS for initial analyses, such as multi-collinearity screening (correlation matrix), detection of missing frequency, improper code, typing error, and descriptive analysis. For further analysis, PLS 3.3.2 was used by the researchers. This study

uses another instrument to muster demographic information on teaching employees of private higher education institutes. A total of nine questions evaluate the characteristics of teaching employees and their academic programs. The demographic questionnaire includes gender, age, educational qualification, monthly income, experience, marital status, dependents, designation, and departments.

3.4 Statistical Techniques

To investigate variances in the groups (frequency and percentage), the demographic profile was computed using SPSS 25. The structural relationship between variables was evaluated using structural equation modeling. Our theoretical model (Fig. 1) was evaluated using the PLS-SEM technique (Sarstedt et al., 2017; Ringle et al., 2015). PLS-SEM analysis was performed on the model using the Smart PLS (v. 3.2.9) software (Ringle et al., 2015). Moreover, path modeling using path coefficients was implemented to test hypothesized relationships.

4. Results and Analysis

4.1 Descriptive Analysis

Demographic profiling of respondents is the first step in the analysis of data. We assessed demographic information such as gender, age, educational qualification, monthly income, marital status, dependents, designation, and departments. Among 145 teaching employees, 46.2% were males, 46.9% were females, and 6.9% were transgender. The demographic profile of the teaching employees of private higher education institutes of Haryana is well reported in Table 1.

Measures	Items	Freq.	%	Measures	Items	Freq.	%
Gender	male	67	46.2	Dependents	Zero dependents	62	42.8
	female	68	46.9		1 and 2	47	32.4
	transgender	10	6.9		3 and 4	24	16.6
Age	20-30	36	24.8		5 and above	12	8.3
	31-40	49	33.8	Designation	Lecturer	7	4.8
	41-50	32	22.1		Associate professor	16	11
	Above 51	28	19.3		Assistant professor	37	25.5
Edu. Qualification	Graduation	36	24.8		Professor	19	13.1

Monthly Income	Post graduation	52	35.9	Department	Other	66	45.5
	Doctorate	32	22.1		Business/manag ement	7	4.8
	Other	25	17.2		Eng. and Comp. Science	16	11
	Upto 25000	36	24.8		Social sciences	37	25.5
	25001-35000	51	35.2		Humanities	19	13.1
	35001-45000	33	22.8		Others	66	45.5
	Above 45001	25	17.2		Upto 5	51	35.2
Marital Status	Unmarried/Sin gle	52	35.9	Experience	6 10	43	29.7
	Married	67	46.2		11 15	40	27.6
	Divorcee	26	17.9		Above 15	11	7.6

Table 1: Demographic profile

4.2 Structural Equation Modeling

An application of PLS-SEM is to develop a model of latent variables and their relationships with one another (Henseler, 2016). Analyzing complex models that involve many latent variables, indicators, and structural paths is possible with PLS-SEM (Hair et al., 2019) such as higher-order constructs (Ringle et al., 2018). PLS-SEM has been extensively used in diverse social science fields, including human resources management (Ringle et al., 2018), education management (Asbari et al., 2021), etc. The computation of the results of SEM embarks with a two-step approach such as a measurement model (outer model) which aids to test the validity & reliability of the measures and then it focuses on the structural model (inner model) to assess the kinship among the variables (Sarstedt et al., 2017; Hair et al., 2019; Hair et al., 2021) as well as it also hypothesized the structural relations to test the level of significance (Hair et al., 2013).

4.3 Measurement Model Assessment

To evaluate the measurement model, we follow (Hair et al., 2022; Henseler et al., 2016). This assessment includes the analysis of construct reliability, outer loadings, HTMT, and many more (Saari et al., 2021). Via the PLS algorithm, these values were computed and examined with threshold limits (Chin, 2010; Henseler et al., 2015; Hair et al., 2017). These analyses have been discussed below:

Indicator reliability. Except for WFC5, FWC4, RO6, WC3, and TI5, the indicator (outer) loadings for all the indicators in our measurement models (reflective) were found to be

greater than 0.708 (Sarstedt et al., 2017). Five indicators were retained with smaller loadings as they are also considered acceptable (Hair et al., 2021) but higher than 0.4 (Hair et al., 2022). Despite that, all five indicators were retained as the average variance extracted (AVE) for WFC, FWC, RO, WC, and TI is higher than 0.50. The Cronbach's alpha and composite reliability were higher than the threshold limits of 0.70 (Chin, 2010; Henseler et al., 2009) but not more than 0.95 (Diamantopoulos et al., 2012). Hence, indicator reliability and consistent reliability are achieved (Table 2). To check the convergent validity, AVE above 0.5 is acceptable (Hair et al., 2014). Thus, the criterion is satisfactory and is shown in Table 2.

Discriminant validity. In this study, a novel criterion, HTMT (Heterotrait Monotrait) correlations, is also used. According to the latest HTMT inference method, it is essential that all HTMT values have to be below 1. The values of HTMT ranging below 1 demonstrate discriminant validity in our model (Henseler et al., 2015; Franke & Sarstedt, 2019) and are represented in Table 3.

4.4 Structural Model Assessments

To evaluate the structural model, we follow (Hair et al., 2019; Hair et al., 2022). Assessments of the structural model evaluated the correlation between constructs and their predictive relevance (Hair et al., 2017), which aid in evaluating the interrelationships through the significance of path coefficient β values, p-value, and their predictive relevance in terms of R2 and Q2 (Hair et al., 2013; Henseler et al., 2016; Wong, 2016). These analyses have been discussed below:

Path coefficients and p values. The significance and relevance of path coefficients were tested using 10,000 sub-samples bootstrapped by the PLS algorithm (-1 to +1). A hypothesis test was conducted by evaluating the beta values of path coefficients and p values. According to the results, all four hypotheses were confirmed, which means that work-life conflict does not lead teaching employees to quit their jobs. Therefore, there is no significant correlation between work-life conflict and turnover intentions ($\beta = 0.656$, $p < 0.217$). Hence, H01 failed to reject. The work-life conflict has a significant and positive influence ($\beta = 0.977$, $p < 0.000$) on work stress, rendering no support for H02. Similarly, the kinship amid work stress and turnover intention was also significant and positive ($\beta = 0.750$, $p < 0.000$). Hence, H03 is not supported. The above results are shown in Table 4.

Further, to investigate how work stress does not mediate kinship amid work-life conflict and turnover intentions, we bootstrapped the indirect effects of work stress (Preacher & Hayes, 2008). According to Table 5, work stress significantly and positively impacted the link between work-life conflict and turnover intention ($\beta = 0.480$, $p < 0.00$). Thus, H04 is not supported.

Predictive relevance. Next is accessing the R2 value of the endogenous construct(s), which is shown in Table 6. Generally, the R2 value in the range of 0 to 1 indicates a higher level of explanatory power (Hair et al., 2018). It is considered relevant to have R2 values above 0 (Hair, Hult et al., 2017; Chin, 2010). The blindfolding Q2 values more than zero (0) illustrate that the path model's predictive accuracy of the endogenous constructs is achieved (Chin, 2010). Table 6 is depicted that all the Q2 values of both endogenous constructs (work stress and turnover intention) are more than zero, depicting the path model's predictive accuracy. The above results are shown in Table 6.

Constructs	Items	Loadings	Cronbach's Alpha	Rho-A	Composite reliability	AVE
Work-life conflict	WFC1	0.832	0.909	0.947	0.897	0.900
	WFC2	0.835				
	WFC3	0.809				
	WFC4	0.887				
	WFC5	0.636				
	FWC1	0.719	0.881	0.879	0.883	0.594
	FWC2	0.837				
	FWC3	0.822				
	FWC4	0.695				
	FWC5	0.769				
Work stress	RO1	0.903	0.936	0.937	0.943	0.834
	RO2	0.865				
	RO3	0.879				
	RO4	0.878				
	RO5	0.896				
	RO6	0.551				
	TC1	0.809	0.888	0.889	0.890	0.616
	TC2	0.796				
	TC3	0.712				
	TC4	0.820				
	TC5	0.781				
	WC1	0.870	0.899	0.901	0.912	0.650
	WC2	0.840				
	WC3	0.582				
	WC4	0.871				
WC5	0.830					
Turnover intention	TI1	0.789	0.871	0.881	0.889	0.599
	TI2	0.806				
	TI3	0.754				

TI4	0.878
TI5	0.619

Table 2: Reliability statistics

	FWC	RO	TC	TI	WLC	WS	WFC	WC
Family-work conflict								
Role overload	0.440							
Time constraints	0.402	0.937						
Turnover intention	0.390	0.649	0.592					
Work life conflict	0.959	0.590	0.549	0.704				
Work stress	0.471	0.986	0.981	0.818	0.853			
Work-family conflict	0.505	0.563	0.532	0.598	0.958	0.638		
Working condition	0.366	0.476	0.454	0.879	0.538	0.776	0.547	

Table 3: Discriminant validity HTMT

Hypothesis	Direct Effect	Path coefficient	t values	p values	Decisions	
H01	Work life conflict -> Turnover intention	0.656	9.629	0.217	Supported	
H02	Work life conflict -> Work stress	0.977	59.954	0.000*	Not Supported	
H03	Work stress -> Turnover intention	0.75	8.84	0.000*	Supported	
	Work life conflict -> Family-work conflict	0.919	20.089	0.000*	Not Supported	
	Work life conflict -> Work-family conflict	0.117	1.236	0.000*	Supported	
	Work stress -> Role overload	0.987	92.469	0.000*	Not Supported	
	Work stress -> Time constraints	0.983	63.271	0.000*	Supported	
	Work stress -> Working condition	0.716	8.15	0.000*	Not Supported	
						Supported
						Supported

Table 4: Hypothesis summary

Hypothesis	Specific Indirect Effects	Path	T	P Values	Decision
		Coefficient	Value		
H04	Work life conflict -> Work stress				Not Supported
	-> Turnover intention	0.480	5.664	0.000*	Supported

Table 5: Hypothesis summary (Mediation analysis)

	R ²	Q ²
Family-work conflict	0.845	0.442
Role overload	0.974	0.638

Time constraints	0.966	0.553
Turnover intention	0.636	0.353
Work stress	0.431	0.185
Work-family conflict	0.954	0.546
Working condition	0.562	0.339

Table 6: Predictive relevance

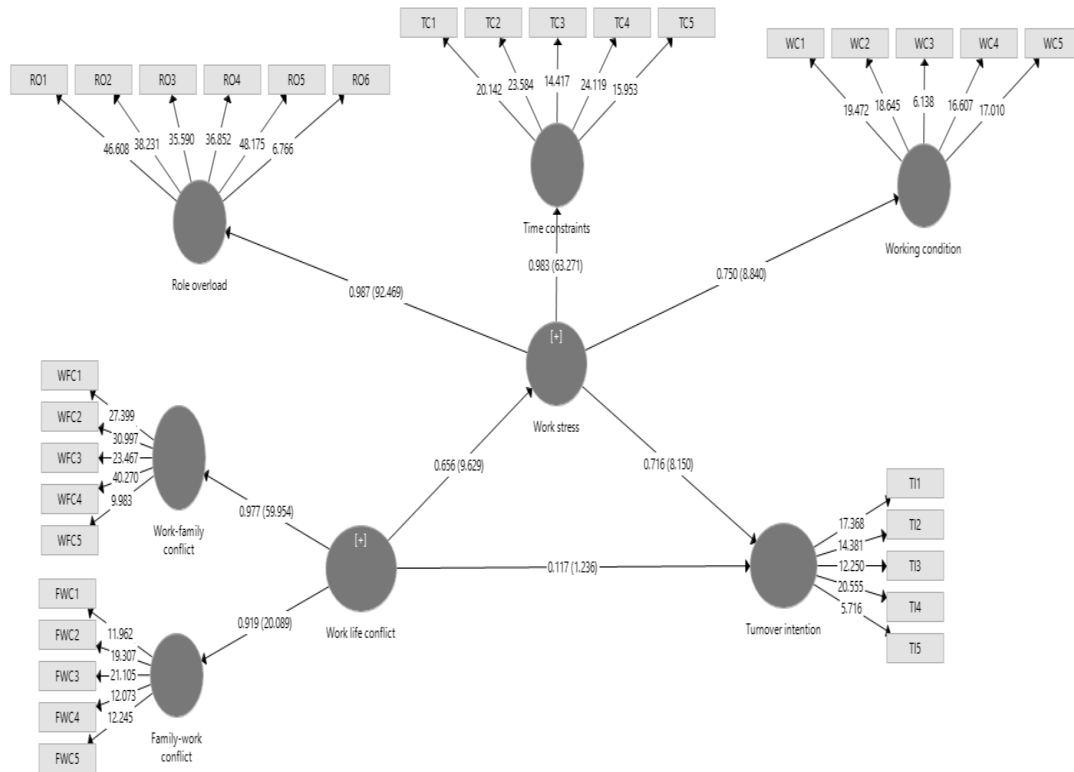


Figure 2: Structural model assessments

5. Discussion

The current research's target was to identify the association between work-life conflict and turnover intention among teaching employees of private higher education institutions. The role of work stress was also verified as an inter-mediating construct that impacts the kinship between them. The results of this study revealed a positive yet insignificant association between work-life conflict and turnover intention of teaching employees. Previous studies represented similar results by showing positive kinship amid work-life conflict and turnover intention (Pradana & Salehudin, 2013; Houston & Waumsley, 2003; Kumara & Fasana, 2018; Punyawansa & Rathnaweera, 2018; Alsam, 2013). In order to avoid work-family conflicts and family-work conflicts, most employees quit their jobs (Boyar et al., 2003). Work-family conflict impacts turnover intention

indirectly and positively. In contrast, it has a positive and direct impact on work stress. Considering the association between work-life conflict and work stress, the finding of the present study have discovered a significant and positive association between work-life conflict teaching employees and their work stress. Often, teachers are stressed out by conflict amid their work and family lives (Yang et al., 2021).

In some jobs, very demanding tasks cause work-family conflict, eventually generating employee stress (Armstrong et al., 2015; Lambert et al., 2016). Several investigations have unearthed that work-family conflict as a root of stress promotes turnover intentions of employees (Lee & Kim, 2020; Anees et al., 2021). In the study, work-life conflict impacts turnover intention positively and significantly through work stress as mediating construct. Previous studies reported that high turnover and absenteeism rates are standard among workers exposed to frequent job stress (Anwar & Abdullah, 2021). As pressure at work increases, employees find themselves under extreme stress until they eventually consider quitting, indicating that the more pressure the employees experience, the more they want to quit (Siddiqui & Jamil, 2015; Sheraz et al., 2014).

Therefore, the teaching employees report their intent to leave jobs when there is work stress and disharmony in their professional and personal lives. Based on findings, it is suggested that the teaching employees like to stay in their institutions if there is no work stress. The goal should not only be dwindling the work stress of teaching employees but also reforming quality and level related to their work, so they can have less work-life conflict, thus reducing turnover intentions. To dwindle job-related stressors and work-life conflict among employees, various family-friendly benefits, namely flexible and remote working options based on employees' important occasions, care reimbursement, and parental leave (Karatepe & Baddar, 2006) as well as job stress management policies may aid in this process (Anwar & Abdullah, 2021). Family-friendly procedures have become an important attraction and retention strategy among many organizations due to the difficulty of balancing work and family demands (Batt & Valcour, 2003). Human resource management systems should be perceived as fair by organizations that wish to maintain a low turnover rate (Griffeth & Gaertner, 2001).

6. Conclusion, Limitations and Future Research Opportunities

As shown in a current investigation among teaching employees of private higher education institutions, the influence of work-life conflict on work stress is significant, but the influence on turnover intention is insignificant. Similarly, the influence of work stress on turnover intention is significant among teaching employees. Also, work stress is crucial as a mediating variable amid work-life conflict and turnover intentions. According to our research, we have yet to consider specific areas and boundaries as in previous studies. As studies of conflict and stress related to work and life are long-term, we used a cross-

sectional design to allow future researchers to further investigate the results through longitudinal studies. A very small sample size was used in this study, consisting only of education sector employees. Taking large samples and researching workers from distinct sectors can render better results and findings in future studies. The seven-point Likert scale can aid in acquiring better results. Another limitation is that some districts in Haryana (India) were surveyed for the data collection. The future investigation could be through other non-metropolitan communities, states, cities, and distinct regions. This study aids the management and administration of private higher education institutions in uncovering the other factors contributing to turnover intention and aids in eradicating them. Future researchers may be interested in examining how turnover intentions can be further controlled and what other factors influence them.

Declaration of Conflicts of Interests

The authors declared no potential conflicts of interest.

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Appendix-A

S. no.	Constructs	Sub-factors	Items	Statements
1	Work life conflict	Work family conflict and	WFC1 WFC2 WFC3 WFC4	The demands of my work interfere with my home and family life. The amount of time my job takes up makes it difficult to fulfill family responsibilities. Things I want to do at home do not get done because of the demands my job puts on me. My job yields strain that makes it difficult to fulfill family duties.

			WFC5	Due to work related duties, I have to make changes to my plans for my family activity
		Family work conflict	FWC1 FWC2 FWC3 FWC4 FWC5	The demands of my family or spouse/partner interfere with work-related activities. I have to put off doing things at work because of demands on my time at home. Things I want to do at work don't get done because of the demands of my family or spouse/partner. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime. Family-related strain interferes with my ability to perform job-related duties.
2	Work stress	Role overload	RO1 RO2 RO3 RO4 RO5 RO6	Have to work which are to be done by others. Difficulty in completing work due to heavy work load. Not able to spend sufficient time with family. Non teaching workload effects my classroom performance. Evaluating the performance of students and making class presentations are highly time consuming. My current workload reduces the quality of performance.
		Time constraints	TC1 TC2 TC3 TC4 TC5	Meeting social obligations (attending parties & volunteer work) expected of me take up too much time. Assignment of duties which take me away from my office leaves insufficient time to keep abreast of current developments in my field Being interrupted frequently by telephone calls and drop-in visitors I have a heavy workload, one that cannot be possibly finished during routine working hours Preparation for classroom teaching takes too much time for me which interfere with other personal activities (Recreation, Family and other interest).
		Working condition	WC1 WC2 WC3 WC4 WC5	I perform my duties under stress. Some of my tasks are risky and complex. I feel, due to present job life has become a burden. Many of our rules and procedures make doing a good job difficult I have too much to do at work.

3	Turnover intention	Turnover intention	TI1 TI2 TI3 TI4 TI5	I probably look for new job in the next year. I often think about quitting. I switch jobs because my colleagues do so. I tend to change jobs for no apparent reasons. My most essential objectives at work jeopardized due to less opportunities.
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Source: (Netemeyer, Boles & McMurrian, 1996; Dwivedi, 2015; Srivastava & Singh, 1984).