A STUDY ON PERCEIVED WORK FAMILY CONFLICT AND INTENTION TO LEAVE AMONG MALAYSIAN SERVICE SECTOR STAFF WITH MEDIATING FACTORS (INDIRECT EFFECTS)

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A Study on Perceived Work Family Conflict and
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with Mediating Factors (Indirect effects)

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DECLARATION

I hereby declare that:

(1) This MKMB25106 Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.

(2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

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ABSTRACT

This study examined the relationship between perceived Work-family conflicts (WFC) of Malaysians' staff involved in the Service Sector and their intentions to leave (ITL) the organisation due to the rise of Work Life Balance policies as part of employee retention strategies. The General objective of this study is to investigate the associations and outcome of indirect effects involving occupational attitudinal factors (job satisfaction and organisational commitment) as well as job burnout on the direct relationship (WFC-ITL) using Preacher and Hayes's Multiple Mediation Analysis through bootstrapping analysis. The study used an on-line survey which collected a total of 161 responses from individuals involved in the Service industry in areas surrounding Kuala Lumpur and its conurbations using non-probability sampling. The results indicated that perceived work-life conflict was correlated positively $(r= .618, p$ $(one\text{-}tailed) \leq 0.01)$ with intention to leave the organisation among service staff. The results of the bootstrap analysis revealed that only Job satisfaction and Organisational commitment displayed an indirect effect on the direct relationship based on the Bias Corrected and Accelerated Bootstrap Confidence Intervals (CI) showcasing that 95% CI does not contain zero for both respective variables, thereby, rejecting the null hypothesis. The secondary objective was to investigate the effect of perceived Work-family conflicts (WFC) with the respondents' marital status, gender, organisational tenure and average working hour invested with the organisation. The findings concluded that there is a significant difference of perceived Work-family conflict by gender and marital status. Additionally, there is also a confirmed positive association between average working hour and consequent perceived conflict. The results of the study are compared to the available relevant studies. The implications of the findings for management are discussed and recommended to help develop more effective employee retention programmes as well as Work Life Balance initiatives services for staff in the Service Industry. Future studies are also noted to add to the body of literature concerning Work Life Balance in a Malaysian context.

CHAPTER 1

INTRODUCTION

This chapter presents the explanation of the topic chosen for this study. The discussion in this chapter would begin with an introductory explanation of the background of research. Subsequently, the problem statement of this study is explained, followed by the research questions, objective of study, and significance of the study.

1.01 Background of study

When a person speaks of Work Life Balance (WLB), it is often referred to the desire of achieving a better sense of control between working life and personal life. The balancing of one's successful career with their personal or family life can often lead to the overall satisfaction of a person's satisfaction in both work and personal life's roles. Many people are given the impression that the issue of a balanced work life often revolves around family obligations. However, this is not the case as it may also involve non-work activities such as leisure activities to ease an individual's mind from work demands. As such, achieving a sense of work life balance relates to any individual of any organisation.

Due to the globalization of the world's market, many Western multinational enterprises are now increasingly operating in emerging markets. They bring their global perspective to the table and a discipline of hard work for the professionals to tackle. In the West, educated professionals usually have a well established career path and are recognized as high potentials early on in their careers. But young professionals in emerging markets are eager to prove themselves, explore

the new opportunities, and take on the hard work that multinationals bring to their countries. While company policies and local national legislation may promote having work-time restrictions for employees, they do not always take the further step of making sure these rules are followed. Therefore, the eagerness to succeed takes over and most employees in emerging markets end up working overtime and neglecting their private lives which is in stark contrast with the way western employees view work-life balance (WLB) within multinational companies. As such, the subject of employees striving to achieve a sense of work–life balance (WLB) have drawn the interest of many parties which include social and economic policy makers, organisational employers, Human Resource practitioners and social researchers.

In the Malaysian context, the concept of employees maintaining a balanced work lifestyle is starting to take momentum among many organisations in order to safeguard staffs well-being and work productivity. Before this concept, the Asian work ethic has always placed emphasize on work obligations which could result to the detriment of family relationships and responsibilities in the long term. The reason behind this work ethic is a result of employees are being tasked to do more than ever in situations following a downsizing or elimination of a function within the organisation, thereby, resulting in longer work hours and less time to spend with family or for leisure activities.

Cieri, Bardoel and Shea (2009) explain that the business case for developing and implementing work-life balance programs has often been based on employee behaviour such as turnover, absenteeism and productivity, as well as employee attitudes which normally involve both job satisfaction and organisational commitment. An ineffective program may lead to the increased occurrence of employee job burnout in the workplace which is relatively high in many industries and types of job.

1.02 Convergence of Corporate Governance (CG) and Corporate Social Responsibility (CSR)

It is becoming a fact that there is a growing link of convergence between a firm Corporate Social Responsibilities (CSR) practices and its Corporate Governance (CG) policies.

When people view CG, they generally see it as a set of rules and regulation which governs the organisation's operations with little consideration given to socio-environmental factors. However, Saravanamuthu (2004) explains a wider concept of CG which encompasses every businesses decision concerning various stakeholders that are tied to the organisation. MacMillan, Money, Downing and Hillenbrad (2004) argues that managers who were initially accountable toward stockholders to safeguard their investment interests, should also be responsible toward other stakeholders such as employees, suppliers, customers, and communities in which the organisation is operating in as their stakeholder rights are equally crucial to the firm's sustainability. This is because these stakeholders provide the necessary sustainable resources to ensure the firm's continued existence, competitiveness, and success in the business environment.

The concept of CSR is typically viewed as the continued commitment of ethical behaviour exhibited by businesses through economic development contribution in terms of quality life improvement of the workforce as well as of the local community and society at large.

As seen from the definition of both CG and CSR, it can be said that there is a sense of inter-connection between both concepts. According to Jamali, Safieddine and Rabbath (2008), their findings suggest that there is a growing realisation among managers which perceive the use of CG policies serving as a basis for sustainable CSR. These findings are beginning to play a major role for developing countries which are showing continued attention to CSR practices instead of being preoccupied solely on CG policies. As such, the authors report that there is a

growing appreciation of the interdependencies of both concepts thereby requiring managers to look beyond CG implementation and strive towards voluntary CSR practices within organisations.

Similarly, Marsiglia and Falautano (2005) shared that organisations are slowly adapting to the conformance of sound CG and CSR practices from a mere charitable effort of organisational goals towards authentic and effective approaches to gain a sense of trust with prospective clients and society in general. Additionally, Beltratti (2005) concludes that CG policy implementation refers to the organisation's efforts to be held accountable of their actions while CSR practices essentially allows organisations to take account of their actions affecting various stakeholders. Both of these terms are progressively used by firms to assist in regulating their operational activities.

Beltratti (2005) has also provided empirical evidence that both CG and CSR have a positive impact of market value to the firm in the long run. This relationship is further supported by Ho (2005) who argues that the competitiveness of the firm is essentially enhanced due to good implementation of CG policies thereby resulting in superior financial performance. At the same time, Aguilera, Rupp and Ganapathi (2007) explains that the credibility of a firm is supported by genuine CSR practices which in turn solidifies relationships with core stakeholders. Consequently, the organisation will eventually see diminishing transactional costs and improved attractiveness in the perception of potential investors in the capital market (Hancock, 2005).

1.03 Work Life Balance initiatives as Corporate Social Responsibility (CSR)

As explained in the previous section, the concepts of both CG policies and CSR practices are interconnected to a degree that it can pose a challenge to most organisations to function effectively without taking into consideration elements of social responsibility in the daily operation of their businesses. In the past, a

company's balance sheet was solely used to guide investor's decisions. However, as the years progressed, companies are assessed further based on their reaction and response to society in general with effective social responsibility initiatives which could ultimately lead to an enhanced brand image and potentially increasing the ability to attract and retain the best workforce in the market. Consequently, this will translate into better client satisfaction and improved customer loyalty. This assessment is becoming a major criterion in guiding investors' decisions globally. In short, Corporate Social Responsibility (CSR) can serve as a medium for improving a company's performance and profitability.

It is also an often fact that managing a balanced work lifestyle for employees is considered a form of Corporate Social Responsibility (CSR) initiative played mostly on the part of employers to ensure that employees are treated fairly and respected as individuals. As discussed by Joshi, Leichne, Melanson, Pruna, Sager, Story and Williams (2002), the implementation of work-life balance policies differ in both United States (U.S.) and the European Union (EU) in terms of cultural, political, and social framework. They explained that companies based in the U.S. normally utilises work-life balance programs as a form of competitive advantage for talent recruitment and retention, where as the EU mandates these programs as a serve as a platform for social responsibility. The authors believe that the implementation of work-life balance programs should not be treated as diverging goals but rather treated as a mutual benefit of both parties as companies still gain a sense of competitive advantage from talent recruiting, retention of valued staff, worker productivity increases resulting in better customer service while also helping the society in which they are operating in. As such, this makes work-life balance management a business imperative which directly impacts productivity, recruitment and retention of staff and eventually reflecting the state of business performance in the long term.

So, this makes organizational employees as one of the key drivers of CSR by being a stakeholder group. As such, this view conforms to the growing sense that employee motivation is the key factor in producing long term quality and

sustainable leadership in the market, resulting in increased shareholder returns. Consequently, employee productivity and improved financial performance is achievable if an organisation operates using a values-based approach which in turn produces employee pride, motivation, and dedication to the firm.

Thalang, Boonyarataphun, Sirasoonthorn and Siripornpiboon (2010) shares this view by explaining that business organizations survive because of their strong network and effective corporate social responsibility (CSR) thereby making it an important tool for the continued sustainability of an organization. They added that CSR growth towards human resource development would be able to create competitive brand sustainable profit. This development is in reference to a good Quality of Work Life (QWL) among staffs which include fundamental job quality and skills, constant learning and career development, health and safety within the working environment, better organizational management, and effective work life balance initiatives.

1.04 Service Sector in Malaysia

The service industry, which is also termed as "tertiary sector" by economists generally, involves the rendering of services to organizations as well as individuals. The service sector basically involves activities in which the knowledge and time of individuals is used to improve productivity, performance, potential, and sustainability, thereby, forming "soft" parts of the economy. As one of the key drivers determining the development of the global economy, the service sector is part of the rapidly growing sector contributing to the world Gross Domestic Product (GDP).

As such, this has made the services sector a competitive and dynamic environment. Since the service sector accounts for about two third of the world services trade, most governments are placing greater emphasis on the role services sector plays in their economic planning, especially GDP contribution countries like US, Japan, Brazil, India, and Singapore.

For Malaysia's case, the service sector represents a large portion of the nation's GDP. Based on total percentage of real GDP among numerous sectors, the service sector accounts the largest share of 58.6 per cent, followed by manufacturing and agriculture. Other sectors that were listed were mainly consisting of mining and construction.

This sudden rise of the service sector involvement in Malaysia's economy is a result of the 10th Malaysia Plan which spans from the year 2011 to 2015. The aim of this plan is to allow the services sector to achieve an expected annual growth rate of 7.2 percent until the year 2015. This growth rate would thereby signal a significant rise of the service sector contribution to the nation's GDP by 61percent at the end period. The rise of targeted contribution is also played mostly on the part of Foreign Direct Investment (FDI) through the liberalise of services subsectors and employing more qualified professionals and utilising modern technology in order to further expand the competitiveness of the sector both nationally and globally.

1.05 Work life balance in the service industry

Service industries are facing several problems related to pricing, marketing, expertise, customer relations, and contradicting interests of stakeholders. Recruiting and retaining competent employees in is one of the major problems encountered by many service industries. Some of the causes are due to several aspects which include:

- Increasing demand and insufficient supply of competent professionals and technical personnel in the labour market;
- Growing expectations of employees;
- Rapid growth in service industries and increasing competition;
- Continuous developments (innovations) in technology; and
- Increasing pressure on employees relating to work and updating knowledge.

As such, most employees at professional and managerial levels work long hours without even extra payments due to unmanageable workloads, complicated nature of issues and rapid technological changes. Most of the time, they are encountered with crisis problems and opportunity problems for which programmed solutions are hardly available. Such work environment and challenges are more prevalent in service industries.

Consequently, working for long hours regularly could generate a negative impact on capacity of them pushing them down to a vicious cycle of poor performance as shown in Figure 1 below. In addition, due to stress and frustration caused by inability to meet work demands, disturbed family and social relations, mental and physical health problems some may resort to a state of depression. Malik and Khalid (2008) also support that long working hours has become a usual norm in service industry, resulting to work–life imbalances.

According to a study by McMillen (2012), it was reported that workers who clocked in longer working hours daily exceeding the regular operational hours are more likely to develop depression. As such, McMillen suggest that depression that is contributed by long work hours may create family or relationship conflicts due to elevating levels of the stress hormone cortisol.

Figure 1: Consequences of Working Long Hours Regularly

Figure 1: Consequences of Working Long Hours Regularly

Note: Sourced from McMillen (2012)

1.06 Perceived Work Family Conflict

When one ponders the concept of perceived conflict of work and family domains, they would assume impact of family obligations on the individuals' work demand. However, the concept itself has gained a broader sense in which it accounts the impact work demands on individual stress, relationships as well as family well being (Russell & Bowman, 2000).

Whenever there is a conflict between an individual's work role and their family/life role, a state of conflict is believed to exist. Specifically, inter-role conflict refers to the level within which a person faces incompatible demand of roles in their lives (Kopelman, Greenhaus & Connolly, 1983). A state of clash between work and family domains is a common example of inter-role conflict in which an employee is expected to contribute and perform extensively in the workplace while having an obligation to his or her family, thus resulting in high levels of stress. The occurrence of inter-role clashes is a result of an individual unable to successfully satisfy all prospects of his or her work and family roles as

each role requires their respective time, energy and commitment. Work Family conflict may include difficulties relating to child-raising, kinship obligations, parental caring or stressful life moments (Hobson, Delunas and Kesic, 2001). Furthermore, Hyman and Summers (2004) also suggest that the "life" component in Work Life Balance should be more all-encompassing, to include free and leisure time, irrespective of family commitments instead of being narrowly constructed to imply "family life".

1.06.1 Nature of Inter-role clashes

There are several studies on Work life balance which discusses the nature of inter-role clashes experienced by individuals in the workplace. Greenhaus and Beutell (1985) examined the conflict of work and family as a single construct in which they categorise an inter-role conflict arises when work issues affects family issues and when family issues affects work issues, thereby, implying a two way relationship (Allen, Hesrt, Bruck, & Sutton, 2000; Frone, Russell, & Cooper, 1992). In addition, the authors have further differentiated the manners of conflict between work and family obligations namely:

1) Time-based conflict[1]

2) Strain-based conflict[2]

3) Behavior-based conflict[3]

It is said that only strain and time-based conflicts occur frequently by individuals than behaviour-based (Greenhaus and Beutell, 1985). This is because the clash of roles between work and family often include factors related to time (work and family involvement, working hours) and strain-based (work and family stressors, role conflict and ambiguity, parental demands).

1.06.2 Work-family conflict construct

Consequently, Netemeyer, Boles and McMurrian (1996), viewed the overall work-family conflict construct as two distinct but related forms of inter-role conflict constructs which focuses on how they relate to each other. For instance,

an individual's work demand would not only impede their family obligations (work-family conflict) but family obligations would also impede work demand (family-work conflict).

As stated by Netemeyer et al (1996), they explained that the work-family conflict construct component served as a basis of inter-role clashes as a result of universal obligation demand and strains produced by the level of work demand impairing with one's ability to carry out family linked responsibilities. The same effect is also apparent when strain occurring from an individual's family obligations disrupts their work performance. Ultimately, these two smaller components when joint together form a singular dimension of a work-family conflict construct.

Past analyses have discussed the antecedents and outcomes of both views involving work-family clashes and family-work clashes to justify that these two components belong to a larger work-family construct. Frone, Russell, and Cooper (1992) as cited in Esson (2004) had hypothesized that the antecedents (job stressors and job involvement) of work-family conflict would lead to family disruption and depression outcomes. Reversely, the antecedents (family interest and family stressors) of family-work clashes would cause job disruption and depression outcomes. The point of this hypothesis is to justify that both work-family clashes and family-work clashes are two smaller components which make up a larger construct due to their strong relationship. Many other studies have confirmed and investigated further on Frone et al. (1992) findings in relation to the path of the conflict (family to work or work to family). The studies concluded that the depth of the relationships evident between each of these components and its antecedents and consequences are directly related to each other (Casper, Martin, Buffardi & Edwinds, 2002; Grzywacz & Marks, 2000; Kirchmeyer, 1993; O'Driscoll, Ilgen, & Hildreth, 1992).

Essentially, a bi-directional relationship is believed to exist between the pair components, work-family clashes and family-work clashes to form the overall construct of Work-family conflict (Frone, 2003; Grzywacz & Marks, 2000). Findings in Frone et al. (1992) and Frone (2003) suggested that a greater

collective impact can be observed with Work-family conflict as an overall construct despite the distinctive findings for each of two smaller components. Consequently, this research topic will investigate the effects work-family conflict taken as a complete construct.

1.07 Factors affecting Employee turnovers

Since the purpose of this research is to explore the perceived level of Work Family Conflict among staff involved in the Service industry in Malaysia, it is apparent that an observation of an employee's intention to leave the organisation must be taken into account in order to fully understand the full effect of perceived conflict involved.

As generally known, employee turnover is considered to be a constant challenge in any business environment. The associated impact of staff turnover in terms of organisational costs and limited human resource has drawn the attention by senior management, industrial psychologists and Human Resource professionals to discuss ways to mitigate the issue effectively.

This challenge has spawned many literatures investigating and examining the probable causes of staff turnover over the years. Most Western researchers agreed that people's decision to leave their organisation is mainly governed by three major factors. The first category is *Markets forces*, which involves the ability of economic conditions to influence decision to leave. Secondly, the *Pull factors* involve other organisation's favourable package (i.e. salary, challenging career and promotion opportunities). Thirdly, the *Push factors*, which is defined as existing company's organisational factors (i.e. management practices and company polices) that affect employees' decision to leave.

The present study would mainly focus towards the third major factor as the way organisational staffs perceive Work Family Conflict reflects the firm's working environment.

1.08 Problem Statement

It is envisioned that the findings of this study will help to provide more theoretical evidence thereby filling the gap in the research literature concerning perceived clashes between work and family obligations which in turn affects intention to leave the organisation, especially within the service industry. This view is aligned to the Tenth Malaysia Plan (10MP) which states that one of its big ideas to move Malaysia into a high-income nation is to nurture, attract and retain top talents. So, this creates a challenge for organisations to manage their human capital in order to compete successfully in the global marketplace while creating an environment that enhances the quality of life of staff in terms of work life balance. The quality of life of staff may also shape occupational attitudes[4] and productivity within the workplace which will influence staff's intention to leave the organisation.

As such, the information and discussion of this study will assess and provide empirical data on the relationships and outcomes in which individuals intend to leave the organisation if they encounter a perceived conflict of work – family roles while being mediated by occupation attitudinal factors and employee job burnout.

Moreover, past studies (Netemeyer et al, 1996; Grzywacz & Marks, 2000; Frone, 2003) have explored the level of conflict between work and family obligations but it seldom discusses how work conflicts affects staff based on marital status or gender roles. So, this study will also examine the differential perception of perceived conflict towards work life conflict between married and single workers in the Service industry as well as gender roles. Additionally, the association of both employees' organisational tenure and average working hours with perceived work-family conflict will also be explored to expand the discussion of Work-life Balance. Further supporting the researcher's argument, most of the relevant literature on the present study was conducted in developed nations, which provides an opportunity to gain an insight on the perception of instilling work life balance values within a Malaysian context.

1.09 Significance of study

This study of work family conflict as perceived by staff involved in the service industry would allow organisations to attribute the potential causes of staff leaving intention.   The result of these actions would assist in retaining desirable employees while minimizing the loss of revenue from associated direct and indirect turnover cost. Direct costs relate to staff departure costs, replacement costs and transitions costs, while indirect costs reflects the loss of production, inefficient performance levels, needless overtime and low employee morale.

In addition, an organisation which places efforts to create a balanced work-lifestyle environment for its employees will also serve as basis for its CSR policies. The results of this study may add to the designing and planning of more effective employee retention schemes as well as Work Life Balance initiatives services for staff in the Service Industry, thus, developing approaches that will consider the incorporation of work demands with career commitments and life obligations.

1.10 Research Question

The following research questions are investigated in this research:

1) What is the nature of relationship between Perceived Work- Family Conflict (WFC) and Leaving Intentions among Service Sector Staff?

2) Is there a significant association between Perceived Work- Family Conflict (WFC) and Occupational Attitudes (Job Satisfaction and Organisational Commitment)?

3) Is there a significant association between Perceived Work- Family Conflict (WFC) and Employee Job Burnout?

4) Is there a significant association between Occupational Attitudes (Job Satisfaction and Organisational Commitment) with Leaving Intentions among Service Sector Staff?

5) Is there a significant association between Employee Job Burnout with Leaving Intentions among Service Sector Staff?

6) Does a mediating effect exist between Perceived Work- Family Conflict (WFC) and Leaving Intentions among Service Sector Staff from Occupational Attitudes (Job Satisfaction and Organisational Commitment)?

7) Does a mediating effect exist between Perceived Work- Family Conflict (WFC) and Leaving Intentions among Service Sector Staff from Employee Job Burnout?

8) Does a significant difference exist between married and unmarried (single) employees with respect to Perceived Work- Family Conflict (WFC)?

9) Does a significant difference exist between male and female staff with respect to of Perceived Work- Family Conflict (WFC)?

10) What is the association between employees' organisational tenure with Perceived Work- Family Conflict (WFC)?

11) What is the association between employees' average working hours with Perceived Work- Family Conflict (WFC)?

1.11 Research Objective

The subsequent research objectives will be examined in this research:

1) Investigating the directional relationship between Perceived Work- Family Conflict (WFC) and Leaving Intentions among Service Sector Staff.

2) Investigating the association of Perceived Work- Family Conflict (WFC) with Occupational Attitudes (Job Satisfaction and Organisational Commitment).

3) Investigating the association of Perceived Work- Family Conflict (WFC) with Employee Job Burnout.

4) Investigating the association of Occupational Attitudes (Job Satisfaction and Organisational Commitment) with Leaving Intentions among Service Sector Staff.

5) Investigating the association of Employee Job Burnout with Leaving Intentions among Service Sector Staff.

6) Investigating the mediating effect of Occupational Attitudes (Job Satisfaction and Organisational Commitment) between Perceived Work- Family Conflict (WFC) and Leaving Intentions among Service Sector Staff.

7) Investigating the mediating effect of Employee Job Burnout between Perceived Work- Family Conflict (WFC) and Leaving Intentions among Service Sector Staff.

8) Examining the differences of Perceived Work- Family Conflict (WFC) based on marital status of Service Sector Staff.

9) Examining the differences of Perceived Work- Family Conflict (WFC) based on gender of Service Sector Staff.

10) Examining the association of Perceived Work- Family Conflict (WFC) with organisational tenure of Service Sector Staff.

11) Examining the association of Perceived Work- Family Conflict (WFC) with average working hour invested by Service Sector Staff.

CHAPTER 2

LITERATURE REVIEW

This chapter presents the description of the relationships between perceived work-family conflicts with the outcomes variables. This explanation is essential in order to substantiate the relative mediating roles (occupational attitude and employee job burnout) with the direct relationship of perceived work/family conflict and turnover intention. In addition, the subsequent factors which includes, marital status, gender, organisational tenure and average working hour would be explain in relation to perceived work-family conflict. Hypothesis of this study would also be outlined in this chapter.

2.01 Perceived Work-Family Conflict and Intention to Leave

The implementation of an inefficient work-life balance policy will pose a negative consequence for employee attitudes towards their organisations as well as affecting the lives of employees (Scholaris & Marks, 2004). Essentially, Greenhaus, Collins and Shaw (2003) define work-life balance as the level in which an individual is able to achieve a sense of balanced lifestyle with their work and family/life role by equally engaging with each obligations and being equally satisfied with them. As such, a perfect balance of roles will result in minimum conflict leading to good functioning at work and at home (Clark, 2000). Consequently, mutually incompatible demands from the work and non-work domains will lead to eventual role conflict.

A state of constant conflict and unresolved disruption between work and non-work obligations will directly influence an individual's intention to leave the

organisation for another job role which is a better match to achieve a balanced lifestyle (Anderson, Coffey, & Byerly, 2002). This link is substantiated by Noor and Maad (2008) study in which a positive association was established between the clashing of work and life roles which produces strained on the individual, thereby leading to eventual turnover.

As such, the greater the level of Perceived work-family Conflict (WFC) the individual faces will increase the chances of turnover intention among staff. In addition, if the conflict of work to life balance is not resolved, it may affect other attitudinal factors namely job satisfaction and organisational commitment which may also facilitate the staffs turnover intention. Work interference with family may also serve to be an indicator of how much devotion one has for work within the organisation as argued by Lee and Hui (1999). Similarly, Forsyth and Polzer-Debruyne (2007) shared the view that a sense of awareness toward effective support for work–life balance would help encourage job satisfaction, thereby, relieving work stress or strain on the individual. Moreover, employee's perceptions that the employers provided them with work life balance policies and facilities including policies programs supportive of families have some influence on their turnover intentions (Haar, 2003).

2.02 Perceived Work-Family Conflict and Job Satisfaction

The prospect of measuring the level of satisfaction of an individual with their job can involve either intrinsic or extrinsic aspects. Intrinsic aspects would engage an employee by providing a sense of independence, accomplishment, challenges, and feelings of appreciation from the employer. As for Extrinsic sources, it mostly appeals to the working environment of the staff involving wages, working conditions, and job security. It is particularly important to maintain a balanced working environment which would instil a sense of satisfaction among the workforce thereby, encouraging idea creative thinking, and innovative ideas while inspiring loyalty to the organisation in the long term (Ajmir, 2001). Kumari, Bahuguna and Pandey (2012) further re-iterates that a satisfied work force is essential for the success of organizations and their businesses.

The author explains an organisation may experience business dysfunctionality, thus leading to damaging financial performance in the long run through a dissatisfied workforce. This is especially the case when an overworked employee experiences an imbalanced work / life environment which leads to ineffectiveness and inefficiency of job performance to achieve the necessary business objectives. Steijn (2004) revealed that higher job satisfaction was found to have positive association with improved organizational and individual performance, better work productivity, lower rates of absenteeism, and lower figure of employee turnover. Past studies in literature (Bacharach, Bamberger, & Conley, 1991; Aryee (1992), Judge, Boudreau, Bretz, and Jr. (1994); Gignac, Kelloway, & Gottlieb, 1996; Bruck, Allen, & Spector, 2002; Karatepe & Uludag, 2007; Yildirim & Aycan, 2008) have always suggested that a relationship exist between these two constructs.

Howard, Donofrio and Boles (2004) had established that clashes between work and family roles are significantly adverse to the level of job satisfaction thereby resulting in a work-life balance issue. Lee and Choo (2001) had further supported this view by observing the level of work-family role clashes among married women entrepreneurs living in Singapore. The study displayed a significantly negative correlation with resulting variables involving job, marital, and life satisfaction. Similar studies like Bhuian, Menguc, and Borsboom (2005) and Wayne, Musisca, and Fleeson (2004) also presented a similar finding.

2.03 Perceived Work-Family Conflict and Organisational Commitment

A staffs' commitment to the organisation mostly relates to a sense of connection an individual possess with the firm as a whole in terms of identifying and aligning themselves with organisational goals. This sense of connection has allowed Meyer and Allen (1991) to propose a three-component model which categorizes the heart of organisational commitment. Each component gauges different levels of staff commitment to the organisation based on personal experiences. The components

include Affective Commitment[5], Continuous Commitment[6] and Normative Commitment[7].

Consequently, regardless of which form of commitment the individual establishes with the organisation, it may be jeopardised if a state of constant and stressful conflicts arises resulting in anxiety, tension, discontentment, confusion and frustration (Kinman & Jones, 2005), thereby weakening the well-being of employee's and ultimately the level of organisational commitment (Poelmans, Chinchilla, & Cardona, 2003). So, this provides implication that the presence of higher the work-life conflict results in lower the organizational commitment in the long term (Kossek & Ozeki, 1999). This view is shared by Greenhaus, Collins and Shaw (2003) who state that less committed staff is a direct result of individuals struggling to achieve a sense of balance between work and non-work domains between all employee groups (Kinnie, Hutchinson, Purcell, Rayton, and Swart (2005)).

Further supporting the argument of this relationship, Hughes and Bozionelos (2007) observation on bus drivers' revealed the continued lack of capability to put forth any influence upwards to accommodate minimal important requests shows that lack of enthusiasm on the management role to grant a sense of balanced work culture, thereby, undermining drivers' morale and organisational commitment. Additionally, O'Neill, Harrison, Cleveland, Almeida, Stawski, and Crouter (2009) shared that the turnover intent of staff is influenced by the state of the current work–family atmosphere, level of organizational commitment, and leadership characteristics of superiors. Similarly, a significant adverse impact of long work hours, high organizational expectations, and lack of management support resulting in a perceived sense of negative career consequence was investigated by Bauld, Brough and Timms (2009) in relation to lower organisational commitment.

2.04 Perceived Work-Family Conflict and Employee Job Burnout

Burnout is a commonly used and well studied concept in work-related psychosocial health research. Past studies have considered it to be a job stress

phenomenon, thereby, conceptualising it as an effect to permanent or constant level of stress on the job (Maslach and Jackson, 1981, Maslach and Leiter, 2008), a lagged emotional reaction to long-lasting exposure to stress at work (Innstrand Langballe, Espens, Falkum, and Aasland, 2008) and even a consequence of long-term involvement in adverse and emotionally demanding work situations ((Schaufeli and Greenglass (2001), Kristensen, Borritz, Villadsen, and Christensen (2005) and (Ahola, Toppinen-Tanner, Huuhtanen, and Väänänen, 2008)). A constant state of job related stress could lead to psychological erosion, thereby posing it as an issue for the health and safety of workers within organisations, thus reducing productivity.

Job burnout is evident within the service sector due to the level of emotional work or labour involved from client interaction which can sometimes invoke high work demands to maintain continued satisfaction, and thus causing employee burnout (Cordes & Dougherty, 1993; Leiter & Maslach, 1988). The high work demands refer to the rate of recurrence and intensity of client interactions in human services (Cherniss, 1980) which compel service staff to have continuous physical or mental effort which in turn involve adverse costs in both physiological and psychological aspects. Demerouti, Bakker, Nachreiner, and Schaufeli (2001) refer to this situation as a state of exhaustion that could lead to employee burnout.

In addition, some researchers have also defined burnout as a psychological syndrome with distinct symptoms or components such as exhaustion, cynicism and inefficiency (Kristensen et al., 2005), thereby, suggesting it as a continual negative state of psyche. So this leads to the fact that Job burnout is made up of three smaller components involving Emotional Exhaustion (EE)[8], Depersonalization (DP)[9], and Personal Accomplishment (PA)[10] (Maslach, 2000). Each sub-dimension of job burnout depicts distinctive aspects of job burnout (Maslach, 1993). For example, EE relates to the stress component, whereas DP describes interpersonal relations and PA involves self-evaluation dimension.

This effect of psychological distress can be further compounded when a conflict exists between work and family due to the demands of job and home obligations. Based on a study by Shimazu, Bakker, Demerouti, and Peeters (2010) on a sample of working parents with preschool children in Japan, they deduced that excessive demands of job and home obligations could increase the chances of adverse spill-over effects between work and non-work domains. Consequently, a constant occurrence of this effect would result in psychological and/or physical health from unmanageable job and home demands. In other words, this provides implication that if work-family conflict increases, the chances of job burnout occurring will increases in due time.

Bacharach, Bamberger and Conley (1991) support this relationship by reporting a significant positive association among a sample of engineers and nurses who are facing a clash of work-family obligations resulting in high occurrence of job burnout in the workplace. Similar studies (Netemeyer et al., 1996; Allen, Herst, Bruck, and Sutton, 2000), were also conducted to validate this relationship by showcasing a mean of weighted average correlation of .42 between these two variables, thus, further justify the inferences drawn by other researchers that a clash of both work family roles is significantly associated to job burnout.

2.05 Job Satisfaction and Intention to Leave

It is always suggested that occupational attitudes of staff can exert some influence on the desire of the individual leaving their employer to find a work environment which suit them. Both job satisfaction and organisational commitment are considered to be components of occupational attitudes as it forms the way an individual behaves in the work environment. The following discussion will explore the manner in which occupational attitudes influences the turnover intention of staff in general.

Numerous studies (Sager, 1994; Babakus, Cravens, Johnston, and Moncrief., 1999; Low, Cravens, Grant, and Moncrief, 2001) have indicated a negative connection between the satisfactions of an individual with their current job status

with the desire of leaving their employer permanently. In a similar study (Boles, Johnston and Hair, 1997), the adverse condition of work-family conflict, role stressors, and emotional exhaustion contributes to the diminishing effect of the individuals overall satisfaction with the job environment, thereby, increasing the likelihood of eventual organisation turnover. Additionally, meta-analytic results (Eby, Freeman, Rush & Lance, 1999; Tett & Meyer, 1993) from following studies have also lend support to this association claim relating to the negative link between job satisfaction and intention to quit, producing a significant mean weighted correlations of -.58.

Consequently, Tan, Tan and Tiong (2006) investigated the relative connection of satisfaction toward work as well as stress on the possibility of turnover intention. This significant effect was apparent for a wide range of service related employment that was noted in previous studies (Bedeian, Burke, and Moffett, 1988; Bacharach, Bamberger, and Conley, 1991; Thomas and Ganster, 1995; Boles and Babin, 1996; Duxbury, Higgins, and Thomas, 1996; Mauno, Kinnunen, and Ruokolainen, 2006; Viator, 2006). These services included a wide range of employment such as accountants, restaurant employees, dual-career professionals, healthcare workers as well as employees in communication and technology services. As such, it is important for managers to maintain Job satisfaction among staff as it is critical to retaining well-qualified personnel to the organisation for future growth.

All in all, these studies conclude that a considerable negative association exists between the linkage of constant work role conflict and turnover intentions which is potentially mediated by an individuals' level of satisfaction with their jobs.

2.06 Organisational Commitment and Intention to Leave
Another form of occupational attitude influencing the turnover intention of staff member includes the level of commitment an individual is investing with their current work environment.

This relationship was substantiated by Mohammad, Taylor and Ahmad (2006) who investigated the significance of organisational commitment and staff turnover. According to a meta-analysis performed by Meyer, Stanley, Herscovitch and Topolnytsky (2002), correlations ranging from -.18 to -.56 were recorded between the commitment of staff to remain with the organisation and their predicted departure behaviours from the firm. In a specific sense, affective organisational commitment seemed to have an adverse impact on relatively high job turnover intentions (Meyer et al., 2002) which reflects the extent of staff identifying themselves with the organisation goals and the desire to continue employment. Ultimately, senior management are always seeking approaches to mitigate the high cost of turnover by reducing the rate of voluntary turnover of valuable staff through building a sense of commitment to the organisation (Firth, Mellor, Moore, and Loquet, 2004).

Consequently, higher financial benefits can be realized by organisations in the long term when the employees are committed, knowing that they are able to maintain a balanced position between their work environment as well as their personal lives. These financial benefits are referring to the reduction of associated costs with recruitment and instructing new employees within the organisation to replace turnover staff. Therefore, if there is high conflict between a person's job and their personal life, it will translates into lower organizational commitment which will ultimately cause the feeling of intention to leave the organisation to be higher, thereby, potentially forming a mediation effect of the directional association between Perceived Conflict of work and family roles (WFC) and Intention to leave among staff.

2.07 Employee Job Burnout and Intention to Leave

Due to the constant conflict between one's work and family demand, it results in eventual job burnout which may cause an employee to leave the organisation. Altunoğlu and Sarpkaya (2011) has substantiated this relationship based on a sample of 433 academics comprising of lecturers, readers and professors which pointed out that there are positive and significant relationships between emotional

exhaustion, depersonalization which are constructs of job burnout and intention to leave. Their finding is consistent with an earlier claim made by Lee and Ashforth (1993) which indicate that these two dimensions of employee job burnout generate significant correlations ranging from 0.18 to 0.38 in relation to turnover intention of staff. Therefore, a state of continued burnout would more likely influence the employee's decision to leave the organisation.

Furthermore, consistent with previous studies (Karasek, 1979, Xie, 1996, Bakker Schaufeli, Sixma, Bosveld, and Dierendonck., 2000) overwhelming job demands proved to be one of the major cause of stress as it affected emotional exhaustion, depersonalization, and intention to quit positively. The adverse effects of job burnout on the employee's mental state pose as important organizational issues, particularly with staff productivity in the workplace. It has been discussed that unmanageable levels of Job burnout will be a burden to the organisation at the expense of lower organizational efficiency and work-associated problems involving high-rates of turnover and employee absence as well as limited job involvement and adverse reaction on job satisfaction (Cordes, Dougherty, 1993). The positive association between job burnout and employee turnover and absenteeism is supported by observed studies made by Maslach, Schaufeli, and Leiter (2001). So, these studies posit that Job burnout may potentially mediate the direct relationship between an individual's work role conflict and their leaving intentions.

2.08 Staff Marital Status

In today's modern working environment, employers acknowledged the need to introduce a diverse form of work-life balance programmes which will cater to all employees, thereby, nurturing positive attitudes through employee satisfaction, reduced absenteeism and increased productivity, thus, minimizing turnover costs.

Based on a statistical survey (2010) – Figure 2, it was showed that the Malaysians who listed themselves as married represented 59.6 per cent while those who were

still single represented 35.1 per cent. From the singles population, the proportion of males who were never married (37.8 percent) was slightly higher as compared to their female counterparts (32.2 percent). On the other hand, the proportions of males (59.8 percent) and females (59.4 percent) that were listed as married were similar in numbers. The total amount of people who were either widowed or divorced was reported at 4.5 percent and 0.8 percent respectively. However, this study will focus more on both single and married groups.

Figure 2 – Percentage distribution of population aged 15 years and over by marital status and sex, Malaysia, 2010

Carta 11: Taburan peratus penduduk berumur 15 tahun dan lebih mengikut taraf perkahwinan dan jantina, Malaysia, 2010
Chart 11: Percentage distribution of the population aged 15 years and over by marital status and sex, Malaysia, 2010

Note: Sourced from *Department of Statistics, Malaysia Official Website (2011)*

Past articles seem to provide indication that single employees who had no children often receive more workloads as compared to their married colleagues who desire

spare time from work in order to satisfy their family obligations (Scott, 2001). As such, organizations often do not take into account the work stress of single childfree staff (Bruzzese, 1999), which causes them to perceive the usage of family benefits as a form of inequity. As such this has lead to lower levels of commitment among unmarried staff who desire the same level of flexibility in their work arrangements to pursue leisure (non-work) activities, resulting in higher turnover from this group (Waumsley, 2005).

According to Chaudhry, Malik and Ahmad (2011) investigation to examine the association of Perceived Work-Life Conflict and Employee Performance in Pakistan, they concluded that both married and single employees showed different views in relation to the conflict each group is facing respectively. Chaudhry et al. discussed that single staff would experience more conflict in contrast to married employees due to the shared support in which married people receive from their partners and children.

Similarly, Casper, Weltman and Kwesiga (2007) conducted a research in the USA in which they examined the rationale from single childless staff towards the perceived support of organisational work-life balance as compared to employees with families. Their result indicated that a sense of relative lesser equity is perceived by single employees in terms of social involvement, work prospect, beneficial considerations with non-work life and work expectations in contrast to employees with families.

Additionally, Casper et al. (2007) reasoned that it is important for the management to take into account the needs between singles and married employees in relation to the concept of equity. They concluded that singles workers may be susceptible towards the fewer social supports they receive than co-workers with families, but workers with families would be less sensitive to greater supports.

Mowday (1996) describes equity theory as a situation when people are responsive to inequity when under-rewarded, but respond less appreciated to over-reward. As such, this is implies that support for work-life issues that is important to not only a family orientated workforce, but, also a diverse range of employees, which include unmarried staff members.

2.09 Staff Gender Roles

It is important to note that organisations who strive to instil work-life balance policies should not only be concerned on whether it affects their workforce on a marital level but also on how the issue affects the workforce on a gender level as well. When visualising the concept of Perceived Work-life/family conflict, past studies have provided varied results while examining the relative influence of gender roles on work-life/family conflict.

According to a cross sectional survey conducted by Watai, Nishikido and Murashima (2008) on working information technology (IT) engineers with preschool children in Japan; they cited that there was no existing significant difference in gender roles with regards to the total level of Work-Family Conflict (WFC). However, their study also noted that the extent of Work Demands Interfering with Family (WIF) was notably higher in males as compared to female counterparts who instead faced a significantly higher level of Family Demands Interfering with Work (FIW). The authors explained that the outcomes which causes the occurrence of WIF is significantly related to depression and fatigues that is present on both genders. In a similar study, Malik, Saleem and Ahmad (2010) also noted that staff experienced work-life conflict with same intensity and manner, thereby, suggesting no significant difference between gender roles when it involving the balancing of work and life activities.

However, some studies have provided a contrasting result which indicates that gender does play an essential role, with justification that female employees are more likely to face greater WFC as compared to male employees (Lyness & Kropf 2005; Biggs & Brough, 2005). This view is also shared by Noor (2004) findings

which established that a weak but significant relationship of -.18 exists involving work-family clashes and job satisfaction among Malaysian women. Carikci, Antalyali and Oksay (n.d.) findings on Gender Roles relating to Work Family Conflict among Managers in Turkey also showed support for this claim as it indicated that women considered their families and family activities much more than men. As such, the authors believe that women generally undertake most of the family responsibilities from child care to parents' care which results in greater responsibility of women for family matters than men, thereby, causing a perception of work family conflict. This statement is substantiated by Lo (2003) who opinionated the notion that due to long work hours, female professionals are more likely to face a conflict of work and life domains. It is observed that few studies have suggested that male staff face higher WLC than their female counterparts (Gambles, Lewis, and Rapoport, 2006).

2.10 Employees' organisational tenure

An employee's organisational tenure refers to the duration (normally in years) an individual has invested with the organisation during their employment. It is claimed that a long organizational tenure would assist employees in managing the relative issues of WFC resulting from skills gains and experience earned which prepares them with necessary professional excellence and adaptability (Cinamon & Rich, 2005). Anafarta and Kuruüzüm (2012) clarified that a long organizational tenure would enable staff to gain familiarity with the procedures and rules, thereby, developing formal and informal strategies for dealing with pressures from family. On the other hand, the researchers also argued that those with fewer years in the organization must exert more effort to establishing their position in the organization, resulting in a state of struggle between the demands of work and family. So, this statement provides the notion that individuals who have been employed by the organisation over a long period would experience fewer work pressures on them which may interfere with family roles, thereby, suggesting a negative association.

2.11 Employees' average working hours

According to a study by Galinsky, Bond, Kim, Backon, Brownfield, and Sakai (2005), it showed that approximately 20 percent of workers in the United States spend more than 49 hours per week at the workplace. In a Malaysian context, Hamid (2011) reported that more Malaysian workers frequently spend over 11 hours a day at work, and about 47 per cent of workers take their work home more than three times a week. This is a result of Malaysia's rapidly growing economy and its goal to attain a developed nation status in 2020. Daly (2001) initially revealed that managerial and professionals groups normally practiced long working hours totally to 50 hours a week. Hewlett and Luce, (2006) later concluded that 70 hours per week is a common working practice among the managers and chief executives. As such, long working hours in which an employee invests in an organisation may also have an adverse impact of both work and life roles. Past research (Frone, Yardley, and Markel, 1997; Smoot, 2005; Grzywacz, Frone, Brewer, and Kovner, 2006), have implied that there is an increased likelihood of conflict occurring between work and family domains if an individual practices long working hours arrangement, thereby resulting in a negative work-to-family spill-over. This is because longer working hours resulting from the intensity in the workplace causes a form of *Time-based conflict* between work and life domains.

Similar studies (Frone et al.,1997, Judge, Boudreau and Brets, 1994; Moen and Yu, 2000) have also provided support for this claim as the regularity of work hour arrangements was found to be an important interpreter of WFC among a significant sample of European employees and nurses. Additionally, a meta-analysis study (Byron, 2005) revealed that the number of hours invested in the workplace had a positive association with WFC (Fu and Shaffer, 2001). Additionally, the high expectations held by both superiors and co-workers in a performance driven environment, causes the employee to prioritize work demands by accepting more job tasks and lengthen their work role outside normal working hours have also been shown to contribute to WFC issues (Major, Klein, and Ehrhart, 2002).

2.12 Proposed Hypothesis

The above literature review, the following hypotheses are investigated:

Hypothesis (H) 1	Perceived Work- Family Conflict (WFC) will be positively related to Intention to leave (ITL) among Service Staff.
Hypothesis (H) 2	The association between Perceived Work- Family Conflict (WFC) and Job Satisfaction (JS) will be significantly negative.
Hypothesis (H) 3	The association between Perceived Work- Family Conflict (WFC) and Organisational Commitment (OC) will be significantly negative.
Hypothesis (H) 4	The association between Perceived Work- Family Conflict (WFC) and Employee Job Burnout (JB) will be significantly positive.
Hypothesis (H) 5	The association between Job Satisfaction (JS) and Intention to leave (ITL) among Service Staff will be significantly negative.
Hypothesis (H) 6	The association between Organisational Commitment (OC) and Intention to leave (ITL) among Service Staff will be significantly negative.
Hypothesis (H) 7	The association between Intention to leave (ITL) among Service Staff and Employee Job Burnout (JB) will be significantly positive.
Hypothesis (H) 8	The direct association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Job Satisfaction (JS), producing an indirect effect.
Hypothesis (H) 9	The direct association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Organisational Commitment (OC), producing an indirect effect.
Hypothesis (H) 10	The direct association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Employee Job Burnout (JB), producing an indirect effect.

Hypothesis (H) 11	Both Married and Unmarried (Single) employees will showcase significantly different views with respect to Work- Family Conflict (WFC).
Hypothesis (H) 12	Both Male and Female employees will showcase significantly different views with respect to Perceived Work- Family Conflict (WFC).
Hypothesis (H) 13	Employees' organisational tenure is negatively associated with Perceived Work- Family Conflict (WFC).
Hypothesis (H) 14	Employees' average working hours is positively associated with Perceived Work- Family Conflict (WFC).

2.13 Proposed Conceptual Framework – Figure 3
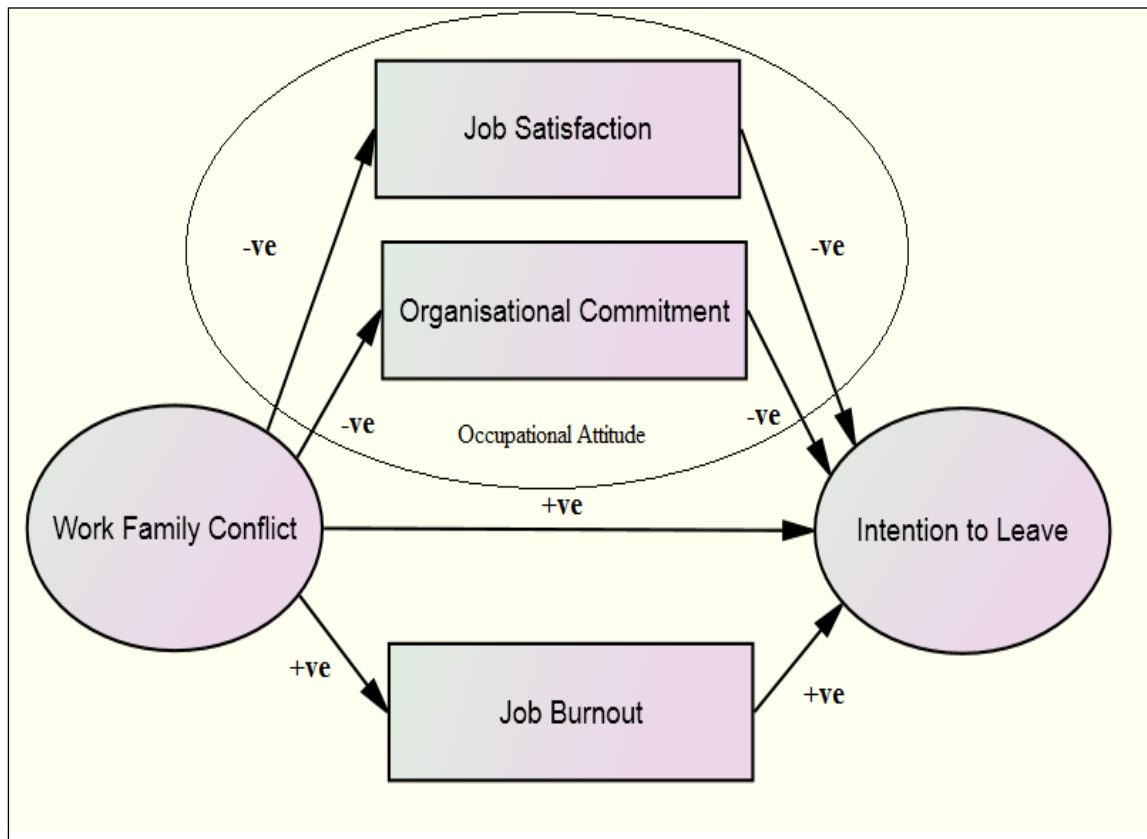
Figure 3 – Model Developed for Present Study.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter presents and outline the proposed research methodology, which is implemented in the study to investigate the relationship between the perceived conflict between work/family roles (WFC) and the intention to leave among service industry staff coupled with mediating factors such as job satisfaction, organisational commitment as well as employee job burnout which effect this relationship. Various hypothesis tests would also be outlined to explore the research questions of the study.

3.01 Population

The population of this study will include employees who are involved in any areas of the service sector in Malaysia, particularly those located in surrounding areas of Kuala Lumpur and its conurbation[11]. According to the Malaysian Economic report (2012), the labour force had increase by 2.2 percent which approximates at 12.9 million people in 2012 (2011: 2.3 percent; 12.6 million). The report also revealed that the highest employment consisted of service/tertiary sector personnel which represent 53.5 percent. The manufacturing sector accounted for 28.9 percent of total employment followed by the agriculture (11.1 percent) and construction (6.2 percent) sectors. The tertiary sector comprises of many subsectors which involve business and financial services, wholesale and retail services, personal services, public services, insurance, transportation, hospitality services and telecommunication. Based on the Economic Census 2011 on the Service Sector, Selangor had the highest number of establishments operating in the services sector, with 57,089 establishments or 19.7 per cent. This was followed by Wilayah Persekutuan Kuala Lumpur and Johor which accounted for

38,379 establishments (13.2 per cent) and 31,113 establishments (10.7 per cent) respectively. Figure 4 below illustrates the percentage distribution of number of establishments by state in 2010.

Figure 4: Percentage distribution of number of establishments by state, 2010
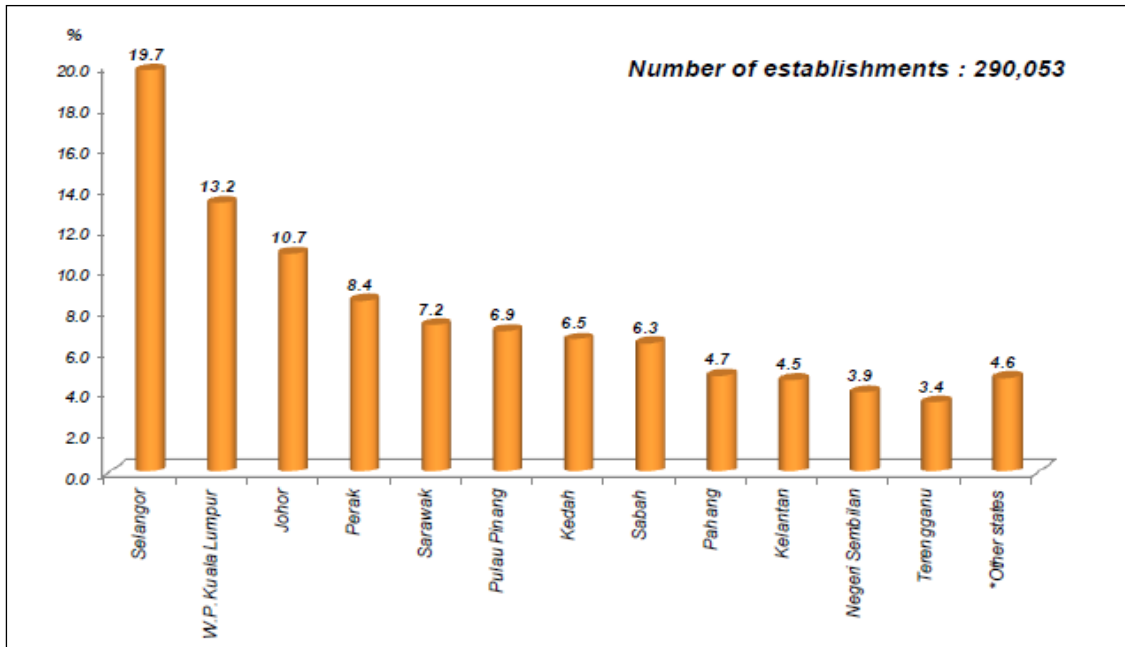
Note: Sourced from Economic Census 2011 Service Sector, Department of Statistics, Malaysia

Figure 5: Percentage distribution of revenue and expenditure by state, 2010
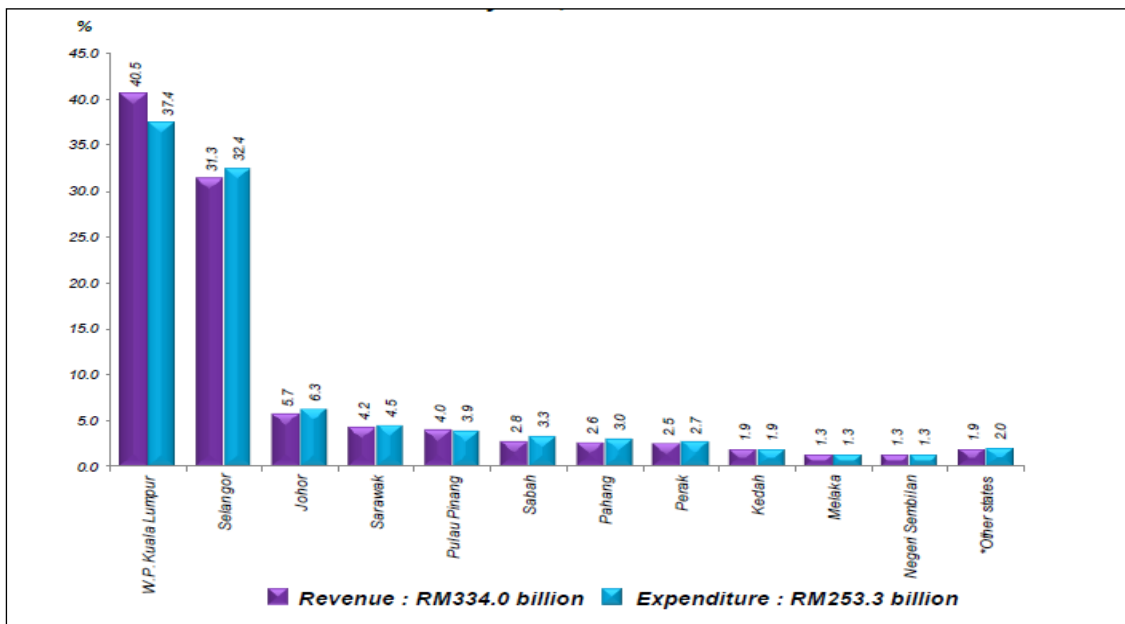
Note: Sourced from Economic Census 2011 Service Sector, Department of Statistics, Malaysia

However, in terms of revenue and expenditure, Wilayah Persekutuan Kuala Lumpur was the most significant contributor accounting for 40.5 per cent and 37.4 per cent respectively. This was followed by Selangor with 31.3 per cent of revenue and expenditure 32.4 per cent as seen in Figure 5 above.

3.02 Sampling – Non-Probability sampling

Convenience sampling method was used during the data collection process of this study. This form of non-probability sampling is to select respondents from a sample population that is readily available and convenient. The researcher utilised this sampling procedure for two reasons. Firstly, it provides a simple and practical approach to obtain the primary data for the research investigation. Secondly, this sampling process saves times and is cost efficient when selecting respondents.

In this sampling procedure, voluntary participation is requested from a group of accessible people who meet the specific requirements of the study. As such, in order to meet the objectives to this study, the researcher continued this sampling procedure until the sample size reached its desired size to get the appropriate results of the study.

Since there is no sampling frame, the researcher relied on specific population considerations when approaching the respondents. These considerations are to ensure relevance so that the sample selected consists of subjects which relate directly to the research topic. So, the selected sample based on respondent availability (convenience sampling), was drawn from Malaysian Service Sector employees working in Kuala Lumpur and its conurbations. The subsequent type of employees (population considerations) was included in the sample:-

- The participant must be working in Malaysia.
- The participant must be from the Service sector.
- The participant is assumed to be working full-time.

It is evident that even though the researcher relied on available subjects, specific types of people were approached in this study. This also implies that the study was also purposive in nature. Babbie (2005) classify purposive or judgemental sampling as a form of non-probability sampling procedure that allows the researcher to select the sample based their own judgement relating to which samples would be representative of the population and which relates to the purpose of study.

Leedy and Ormrod (2005) argue that although convenience sampling may be appropriate for certain research problems, the researcher should provide a justification for selecting the particular sample of participants.

The reasons for choosing the sampling decisions in this study include:-
- The goal of the study was not only to describe the specific features of a distinct population precisely by investigating just a segment of it, but to study the relationship of the variables.
- Compared with probability samples, non-probability samples are quick practical and cheap (feasible).
- It proved difficult to contact the sample through conventional probability sampling methods.
- Non-probability sampling allowed the researcher to identify in advance the characteristics that were needed.
- An added advantage of the convenience sample was that the researcher did not need a sampling frame.

The researcher would intend to achieve a sample target of 384 set of questionnaires, following the guidelines provided by Krejcie and Morgan (1970) stating that the required sample size of roughly 384 is considered to adequately give reasonable results for a survey research if the population is 1,000,000 or more. This is reflected by the population of Service employees located in Kuala Lumpur and its Conurbation which totals at 1,208,500 based on the estimation of the Eighth Malaysia Plan (2000) – Figure 6 below. Moreover, the precise reading

of the standard error includes research models which involve more than one mediator, require at least sample sizes ranging from 100 to 200 (Stone and Sobel, 1990).

Figure 6: Distribution of Employment by Major Sectors in Kuala Lumpur, Kuala Lumpur and its Conurbation and Malaysia, 2000

Sectors	Kuala Lumpur		Kuala Lumpur and its Conurbation		Malaysia	
	('000)	%	('000)	%	('000)	%
Primary	9.0	1.1	55.7	3.3	1,448.7	15.6
Secondary	131.3	15.7	441.7	25.9	3,313.3	35.7
Manufacturing	88.1	10.5	337.7	19.8	2,558.3	27.6
Construction	43.2	5.2	104.0	6.1	755.0	8.1
Tertiary	698.1	83.3	1,208.5	70.8	4,509.2	48.6
Utilities	24.1	2.9	57.2	3.4	75.0	0.8
Wholesale & retail trade, restaurant & hotel	144.4	17.2	233.0	13.7	1,584.2	17.1
Transport, storage and communication	66.5	7.9	178.7	10.5	461.6	5.0
Finance, insurance, real estate & business services	202.8	24.2	309.7	18.2	508.7	5.5
Personal services	125.7	15.0	256.3	15.0	898.7	9.7
Government services	134.6	16.1	173.7	10.2	981.0	10.6
Total Employment	838.4	100	1,709.9	100	9,271.2	100
Population	1,423,900		4,207,200		23,266,000	
Employment / Population Ratio	0.59		0.41		0.40	

Source: Estimation based on Eighth Malaysia Plan

Note: Sourced from Eight Malaysia Plan 2000

3.03 Data Collection

The data collection process took place around areas in Kuala Lumpur and its conurbations as there would be a high probability of respondents who work in the services industry due to the presence of central business hubs in the area. The use of online questionnaires served as an alternative for collecting data from the respondent as the expenditure is expected to be 35-50 percent less for an e-survey than a mail survey, while the Data collection time can be reduced by 50-70 percent with an online survey. The questionnaire will be conducted in English, which is a widely used language in Malaysia. The researcher is confident that participants are able read, understand and respond to the survey questions in English accurately.

However, one of the drawbacks of using email questionnaires involves the possibility of a low response rate. A low response rate may be a result of difficulty to reach the respondents, refusal to participate in the study, or lack of knowledge with the questions (Bourque and Fielder, 2003; Buckingham and Saunders, 2004). The researcher tried to improve the response rate to the emailed questionnaires by:

- Using a cover letter to make the survey look applicable to the respondent and appealing to service sector employees and using an official letterhead to show that the correspondence was not junk mail.

- Keeping the questionnaire as short as possible and presenting a clear, attractive layout.

- Reassuring respondents that their answers would be treated as strictly confidential and that it would be impossible for anybody reading the final report to identify any respondent.

Additionally, Buckingham and Saunders (2004) also noted other problems of using email questionnaires which include:-

- Unable to control the situation under which the questionnaire was answered. Respondents' answers may be subjective by other people

opinion when they are filling it and may or may not be taking the survey seriously.

- Researchers cannot explore the respondent's answers – what they write is what the researcher gets even though the response is unclear.

- Researchers end up with large number of people failing or misinterpretation to answer a question or replying 'Don't know' / Neutral option.

Some of the above problems were reduced through pilot testing of the study. The researcher pre-tested the questionnaire on colleagues who currently work in the Service industry. These individuals were not included in the final study. The pre-test analysis provided valuable information and convinces the researcher to change certain aspects of the questionnaire. These alterations related mainly to linguistic changes of some phrases, ensuring reader-friendliness of some instructions and additions of new variables.

3.04 Survey response

A total 161 of survey responses were received out of the 285 emails sent via Facebook and forwarded links using Google Documents Survey Online from respondents involved in any area of the Service Industry. Despite their busy work schedule, there was an estimate 56.49 percent response rate of the research survey. Non-probability sampling method was applied during the data collection process.

3.05 Demographic Questionnaire

A series of questions were asked in the survey to gain a better understanding of the respondents' profile within the Malaysian service sector. Respondents were enquired about their age group, gender, marital status, income level, children residing with them, elders who were residing with them, level of education, tenure of employment at their respective organisations, the type of service which they are involved in as well as the average number of working hours within a week.

3.06 Data Measurement

The Items selected for each constructs were mainly adopted from prior studies to fit the Work life conflict context:-

Work-Family Conflict

The conflict of Work family roles was measured using a scale consisting of 11 items framed by Kopelman, Greenhaus and Connolly (1983). Response to individual items was scaled according to a five-point Likert scale ranging from 1(strongly disagree) and 5 (strongly agree).

Job satisfaction

A Modified Minnesota Satisfaction Questionnaire (MSQ) was used to measure the level of satisfaction of employees in their workplace using 10 items. Response to individual items was scaled according to a five-point Likert scale ranging from 1(very dissatisfied) and 5 (very satisfied).

Organisational Commitment

The level of commitment an employee has towards their organisation was measured using Meyer and Allen's (1997) Organizational Commitment Questionnaire (OCQ) consisting of 12 items. These items cover all three aspects measuring an employee's commitment namely affective, continuance and normative commitment. Of the 12 items, 4 items relate to affective commitment, 5 items relate to continuance commitment and 3 items relate to normative commitment. Response to individual items was scaled according to a five-point Likert scale ranging from 1(strongly disagree) and 5 (strongly agree).

Job Burnout

The extent of employee Job Burnout was scaled using Maslach Burnout Inventory–General Survey (MBI-GS) (Maslach and Jackson, 1981, 1986, Maslach et al. 2001) which consists of 10 items that were selected to measure the variable. Of the 10 items, 5 items relate to Emotional exhaustion (EE), 2 items relate to

Depersonalization (DP) and 3 items relate to Personal accomplishment (PA). Response to individual items was scaled according to a five-point Likert scale ranging from 1(Never) and 5 (Always).

Intention to Turnover

An employee's intentions of leaving the organization were scaled using the four-item measure proposed by Kelloway, Gottlieb, and Barham (1999). Participants responded to items such as "I am thinking about leaving this organization" utilising a 5- point Likert scale extending from 1 (strongly disagree) to 5 (strongly agree).

3.07 Proposed Data Analysis

3.07.1 Reliability and Validity

Reliability test: The internal consistency reliability test would be used to measure the reliability of the items used in the present study. Litwin (1995) note that this internal reliability test measures the degree to which items function collectively as a complete set and are capable of independently gauging the same concept. The Cronbach's coefficient alpha estimate available in the SPSS software will be utilised in this investigation to gauge the level of internal consistency of the instrument as suggested by Sekaran and Bougie (2010).

After analysing the data using SPSS version 18, it was revealed that the overall scale items display a high reliability benchmark ranging from 0.767 to 0.939. These values are aligned to the instrumental benchmark that coefficient values of 0.70 and above are regarded as a high reliability standard while a measuring instrument with coefficient of 0.60 is considered to have an average reliability (Hair, Black, Babin, Anderson, and Tatham, 2006). Similarly, Hair, Money, Samouel, and Page (2007) observe that researchers commonly deem the Cronbach's value of 0.70 as a lowest level to observe a strong reliability, however, smaller coefficients values may be acceptable but with a weaker reliability. The Tables below showcases the outline of the reliability outcomes. It

is observed from the tables that the outcome of the test indicates that Cronbach's alpha values for the item scales which are being tested are all above 0.70. Consequently, given the benchmark of 0.70 all the constructs have a high reliability standard; therefore, it was not necessary need to delete any item.

Scale: Work Family Conflict

Table 1.0 - Reliability Statistics

Cronbach's Alpha	N of Items
.932	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WFC1	31.61	91.813	.809	.922
WFC2	31.68	92.258	.770	.924
WFC3	31.75	89.741	.832	.921
WFC4	32.08	95.887	.625	.930
WFC5	31.68	95.243	.644	.929
WFC6	31.96	92.999	.753	.925
WFC7	31.76	95.360	.671	.928
WFC8	31.76	94.635	.684	.928
WFC9	31.63	92.673	.774	.924
WFC10	31.98	95.862	.678	.928
WFC11	31.87	95.914	.656	.929

Scale: Job Satisfaction

Table 1.1 - Reliability Statistics

Cronbach's Alpha	N of Items
.915	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	28.04	57.436	.745	.903
JS2	27.89	57.812	.717	.904
JS3	27.96	58.417	.668	.907
JS4	27.80	58.976	.727	.904
JS5	28.06	57.559	.713	.905
JS6	27.81	58.256	.705	.905
JS7	27.79	59.730	.618	.910
JS8	28.12	56.484	.795	.900
JS9	27.94	62.378	.577	.912
JS10	27.99	60.575	.591	.912

Scale: Organisational Commitment

Table 1.2 - Reliability Statistics

Cronbach's Alpha	N of Items
.767	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC1	32.68	48.955	.611	.727
OC2	31.66	54.264	.280	.765
OC3	31.81	69.106	-.451	.835
OC4	32.12	48.922	.658	.723
OC5	31.79	48.730	.597	.728
OC6	32.58	50.457	.576	.733
OC7	32.42	49.732	.560	.733
OC8	32.04	62.011	-.112	.802
OC9	32.17	50.465	.527	.737
OC10	32.32	50.980	.556	.735
OC11	32.52	50.776	.576	.733
OC12	31.71	46.993	.682	.716

Scale: Job burnout

Table 1.3 - Reliability Statistics

Cronbach's Alpha	N of Items
.787	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JB1	30.21	29.230	.641	.746
JB2	30.23	35.928	.040	.812
JB3	30.16	30.449	.569	.756
JB4	30.65	27.943	.625	.745
JB5	29.97	31.493	.477	.767
JB6	30.86	28.161	.576	.752
JB7	29.68	35.130	.111	.805
JB8	30.13	31.039	.554	.759
JB9	30.30	31.586	.483	.767
JB10	30.63	27.948	.528	.760

Scale: Intention To Leave

Table 1.4 - Reliability Statistics

Cronbach's Alpha	N of Items
.939	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ITL1	9.75	11.925	.882	.912
ITL2	9.78	12.537	.901	.906
ITL3	9.70	12.813	.830	.928
ITL4	9.76	13.160	.811	.934

Validity of Research Design

The objective of the investigation was to explore the association between Perceived Work Family Conflict (WFC) with Intention to Leave (ITL) while being mediated by attitudinal variables (Job Satisfaction and Organisational Commitment) and Employee Job burnout with a high degree of certainty. Validity of the research is measured in two aspects involving internal and external validity.

1) Internal validity

Bless and Higson-Smith (2000) explained that internal validity observes the changes in the dependent variable as to whether it actually relates to the changes in the independent variable. In order to attain high validity, the research design should control as many unrelated variables as possible. Two approaches were used by the researcher in order to achieve high internal validity:-

- *Spontaneous effects in study participation* – Before conducting the data collection process, participating respondents were least informed of what the researcher planned to investigate in the data.
- *Measurement reliability* - The researcher used a well-researched, reliable and valid measurement instrument from past studies.

2) External validity

Bless and Higson-Smith (2000) again reported that external validity is relates to the results acquired from the investigated sample and applying the findings to all subjects in the population which is being studied. In other words, it examines the degree to which the results of the study can be generalised. Three factors were used by the researcher in order to achieve high external validity in the study.

- *The representatives of the sample*- The researcher paid specific attention to selecting a representative sample during the sampling procedure.
- *Ensuring that the study stimulates reality as closely as possible* - During the design of the measurement instrument, considerations were noted to ensure that the items in the questionnaire relate to the actual working environment.

- *Replication in a different context* -When the researcher compared the study results with similar studies in different contexts, similar conclusions were reached.

3.07.2 Normality tests

Normality test was carried out to determine if the sample data collected represents any form of normal distribution which will in turn decide if either parametric tests or non-parametric tests would be used for hypothesis testing. Based on Table 1.5, the Kolmogorov-Smirvov (K-S test indicates that the distribution all factors of the collected data sample significantly ($p<.05$) differs from a normal distribution. So, non-parametric hypothesis testing would be used in this study.

Table 1.5 - Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WFCavg	.117	161	.000	.926	161	.000
JSavg	.074	161	.029	.969	161	.001
OCavg	.094	161	.001	.977	161	.008
JBavg	.080	161	.013	.979	161	.016
ITLavg	.143	161	.000	.920	161	.000

a. Lilliefors Significance Correction

3.07.3 Hypothesis test

3.07.3.1 Kruskall-Wallis test

The parametric counterpart of the Kruskal-Wallis test is the One-way analysis of variance (ANOVA). This non-parametric test is utilised when the examined groups are of disproportionate size (different number of participants). As such, the Kruskall-Wallis test would be used to compare several means that have come from different groups of people, in this case the general Marital Status (Married, Single, Divorced, Widowed). If one of the groups measured in this test display a significant result, then at least one of the samples is dissimilar from the other samples. Furthermore, this non-parametric test does not include an assumption of a normal distribution, unlike the parametric one-way analysis of variance.

3.07.3.2 Mann-Whitney U test

Similarly, the Mann-Whitney U test would be used to compare two means that come from two different groups of entities, in this case the Marital Status (Married or Single) and Gender of respondents in a non-parametric sense. The means of the two groups would be reported as well as the significant of difference.

3.07.3.3 Spearman's rank-order correlation

The Spearman's rank-order correlation is the nonparametric alternative of the Pearson product-moment correlation. Spearman's correlation coefficient, (ρ, also signified by r_s) measures the relative strength of association between two or more ranked variables that is tested.

3.08 Multiple Mediation Analysis

Asymptotic and re-sampling (bootstrapping) strategies as proposed by Preacher and Hayes (2008) is utilised in this study in order to investigate the impact of multiple mediators which include Occupational Attitudes (Job satisfaction and Organisational commitment) as well as Employee Job Burnout on the direct relationship between the independent variable (Perceived work-family conflict (WFC)) with the dependent variable (Intention to leave the organisation).

3.08.1 Preacher and Hayes (2008) Multiple Mediator Analysis
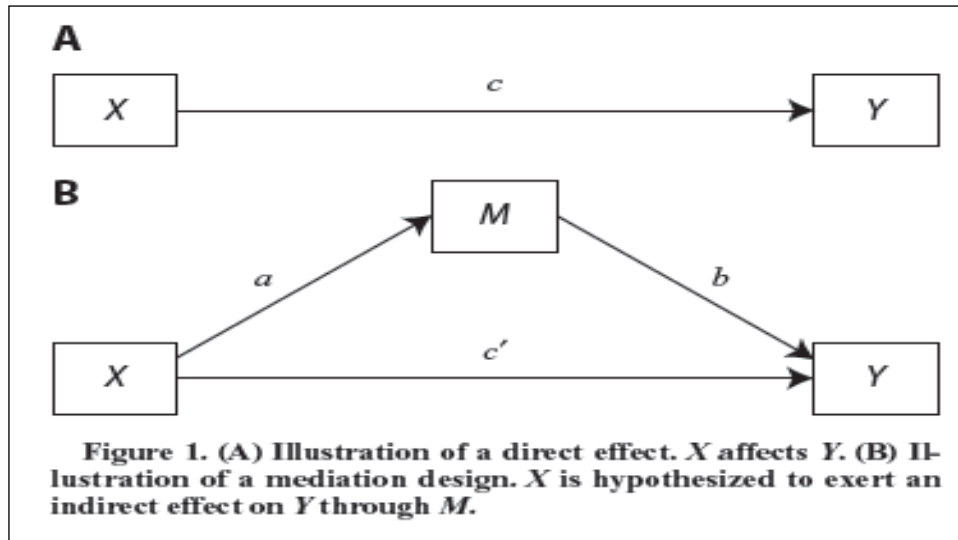
Figure 7 – Simple Mediation

Figure 1. (A) Illustration of a direct effect. X affects Y. (B) Illustration of a mediation design. X is hypothesized to exert an indirect effect on Y through M.

Figure 8 – Multiple Mediation

Figure 2. Illustration of a multiple mediation design with j mediators. (A) X affects Y. (B) X is hypothesized to exert indirect effects on Y through $M_1, M_2, \ldots, M_j$.

Preacher and Hayes (2008) have suggested an alternative method of testing mediation in a direct relationship with multiple mediating variables simultaneously instead of testing the mediators individually through Baron and Kenny's causal step process. The three mediators of this study would include variables (**job satisfaction, organisational commitment and employee job burnout),** which is to be simultaneously tested with the direct association between the independent variable (**perceived work-family conflict**) and the dependent variable (**intention to leave**).

A Mediation method involving a single mediating variable which is term *simple mediation* as seen in Figure 7, whereas Figure 8 showcases when there are more than one mediator's involved in the model. As seen from both mediation models, the causal effect from the X variable on the Y variable can be divided into two aspects namely:-

1. *Indirect effect* through the Mediator *M* or
2. *Direct effect* (path *c'*).

Firstly, the indirect outcome of the Mediator / Mediators is represented by two paths namely *a* and *b*. Pathway *a* signifies the consequence of *X* on the planned mediator *M*, whereas pathway *b* displays the consequence of *M* on *Y,* thereby*,* producing a partial/indirect effect of *X* on *Y.*

As such, the indirect effect of *X* on *Y* through *M* can then be measured as the result of *a* and *b* paths. So, the *overall outcome* of *X* on *Y* can be articulated as the total of the direct and indirect effects: $c = c' + ab$. Alternatively, *c'* is the variation between the overall outcome of *X* on *Y* and the indirect effect of *X* on *Y* through *M*—that is, $c' = c + ab$. All paths are quantified as unstandardized regression coefficients.

The researchers have noted the benefits of assessing a single multiple mediation analysis as a whole in contrast to separate simple mediation analysis.

1. The analysis of total indirect effect of *X* on *Y* is similar to performing a regression testing with numerous predictors to determine whether a total effect exists. If a multiple mediation effect is identified, it can be concluded that the group of mediating variables mediates the direct effect of *X* on *Y*.

2. It is feasible to determine to what extent specific *M* variables mediate the *X-Y* effect, depending on the existence of other mediators in the model.

3. When several proposed mediators are framed in a multiple mediation model, the chances of parameter bias occurring due to omitted variables is diminished. In contrast, when several simple mediation hypotheses are analysed separately with a simple mediator analysis, these models may offer varying results due to the omitted variable, which can lead to biased parameter in its estimates (Judd & Kenny, 1981).

4. Many mediating variables existing in one model allow the determination of relative magnitudes of the specific indirect effects associated with all mediators.

Additionally, to test the level of indirect effect, Preacher and Hayes have recommended using Bootstrapping to assess the mediators influence on the direct relationship. *Bootstrapping*, a non-parametric re-sampling procedure, is a method that supports the testing of mediation without the normality assumption of the sampling distribution. This testing is aligned to the present study which does not display a normal distribution sampling.

Preacher and Hayes have further explained the use of Bootstrapping as a computational method which repeatedly samples the data set given, thereby, giving an estimate of the indirect effect in each re-sampled data set. The repeated method of the data set can be done thousands of times (1000, 5000) in order to framed the empirical estimate of the sampling distribution of *a and b* pathways which can be used to build confidence intervals to determine the indirect effect. For this, the data is repeated for 1000 times to get the empirical estimate of the sampling distribution.

Consequently, the researcher will take the *k* estimates of the indirect effect which serves as an observed estimate of the sampling distribution of the indirect effect when examining a sample size, *n,* from the actual population. Based on the confidence intervals (CI), mediators are determined if it does not contain zero within its range with 95 percent confidence. For the purpose of hypothesis testing, the null hypothesis which assumes that there is no indirect effect existing in the model is rejected at the level of significance if the 0 value lies outside the CI.

Preacher and Hayes recommend that Bootstrapping can serve as a practical approach of obtaining confidence limits for particular indirect effects under most circumstances. Shrout and Bolger (2002) further supported that bootstrapping analysis can be tested on models involving multiple mediators for the mediation analysis. Preacher and Hayes further recommend that future studies should consider the likelihood of multiple mediators occurring in the model as it is improbable that the consequence of an independent variable on a result is transmitted by only one effect in most situations. The SPSS Macro script software of testing indirect effect created by Preacher and Hayes would be used to test the theory of mediation with multiple mediators.

Only minor drawbacks are involved when utilising bootstrapping analysis. Firstly, the calculation of the confidence limits requires more computation as compared to single-mediator methods. However, with better speed and efficiency of computer processors, time is no longer a limitation, and most statistical analysis software's have included bootstrapping computation in the package (Lockwood & MacKinnon, 1998; Preacher & Hayes, 2004; Shrout & Bolger, 2002). Thus, bootstrapping is more practicable to analyse on multiple mediator samples. Secondly, bootstrapping analysis generates small variations of CIs each time the repeated method is applied to the same data.

CHAPTER 4

FINDINGS OF RESEARCH

This chapter presents the results processed by both the SPSS statistical software package Version 18 (measuring descriptive analysis, correlation and reliability testing) as well as the SPSS script programme written by Preacher and Hayes to assess the theory of mediation with multiple mediators, thereby producing an indirect effect on the direct relationship. The findings is then analysed to explain whether an indirect effect exists between the direct association of the independent variable Perceived Work Family Conflict (WFC) with the dependent variable Employees' Intention to Leave the organisation (ITL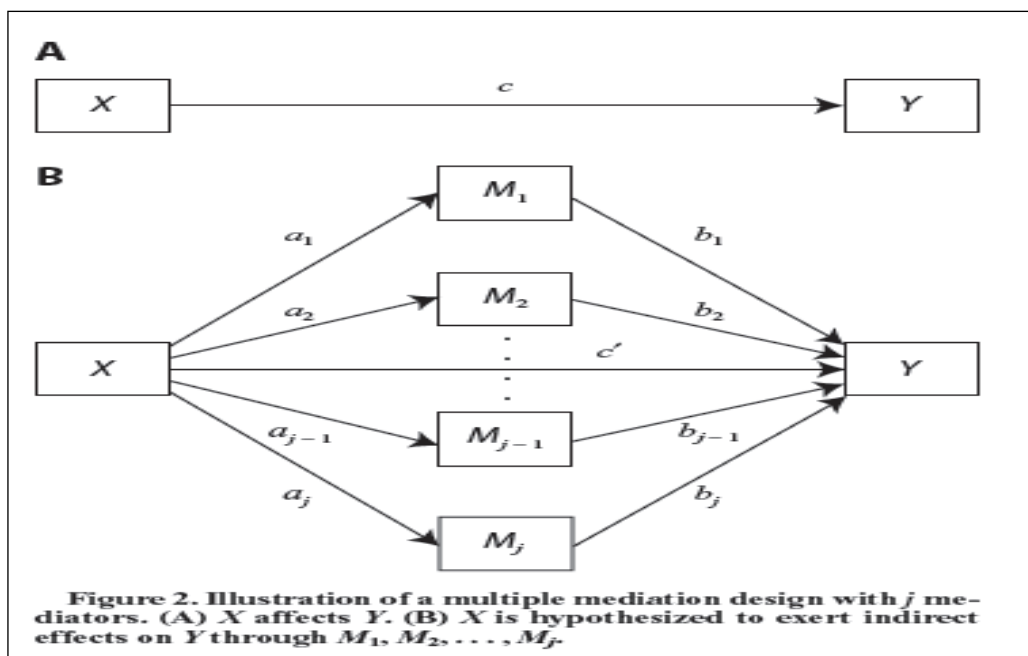) with mediators involving Job Satisfaction (JS), Organisational Commitment (OC) and Employee Job Burnout (JB). Other hypothesis results would also be explained in this section.

4.01 Description of respondents selected personal characteristic

Results are analysed based on the responses given by full time employees who are involved in the Malaysian Service industry. As mentioned in Chapter 3, the demographic details of the respondents' include age group, gender, marital status, income level, children residing with them, elders who were residing with them, level of education, tenure of employment at their respective organisations, the type of service which they are involved in as well as the average number of working hours within a week. The Frequency distribution of the respondents' demographic profile is explained below.

Table 1.6 - Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	78	48.4	48.4	48.4
	female	83	51.6	51.6	100.0
	Total	161	100.0	100.0	

Figure 9: Gender Pie chart
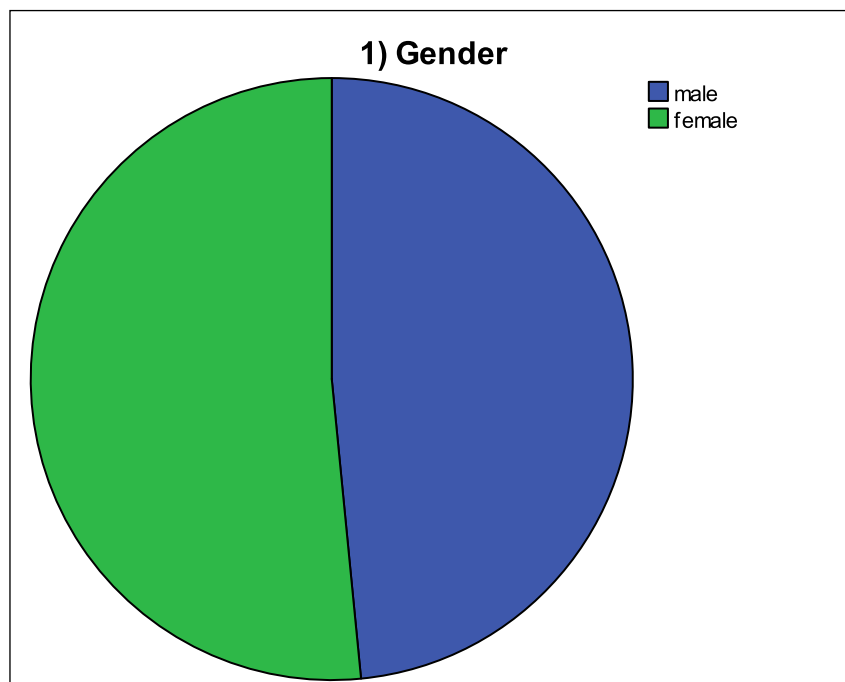
From the total respondents, participants were distributed almost evenly with females being 3.2 per cent more than their male's counterparts as seen in Table 1.6.

Table 1.7 - Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	malay	48	29.8	29.8	29.8
	chinese	74	46.0	46.0	75.8
	indian	36	22.4	22.4	98.1
	others	3	1.9	1.9	100.0
	Total	161	100.0	100.0	
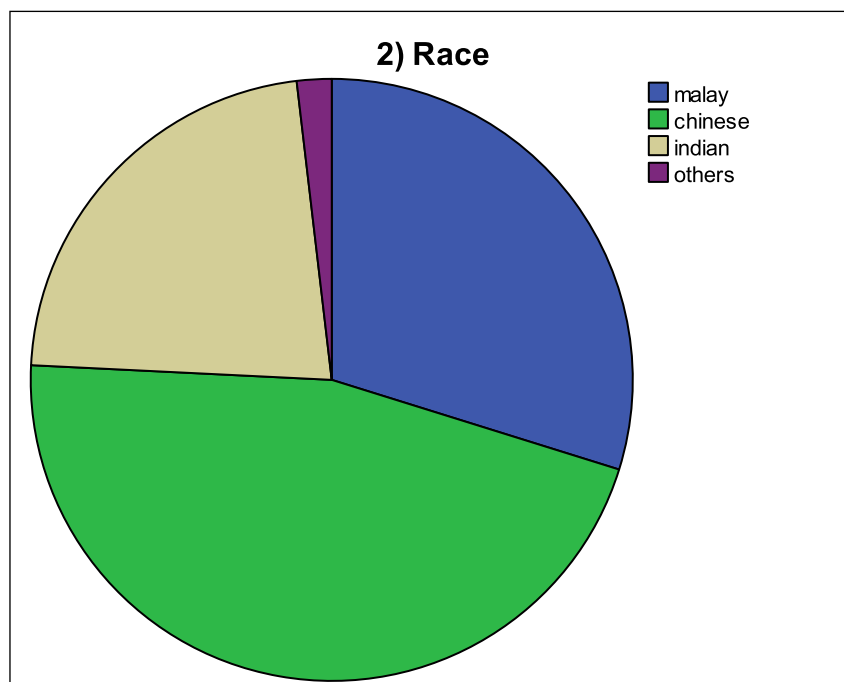
Figure 10: Race Pie chart

As for the respondents' nationality, Chinese represent the majority of the group with 46 percent followed by Malays (29.8 percent), Indians (22.4 percent) and other races (1.9 percent) as showcased in Table 1.7.

Table 1.8 - Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 years	71	44.1	44.1	44.1
	30-39 years	41	25.5	25.5	69.6
	40-49 years	35	21.7	21.7	91.3
	50 and above	14	8.7	8.7	100.0
	Total	161	100.0	100.0	
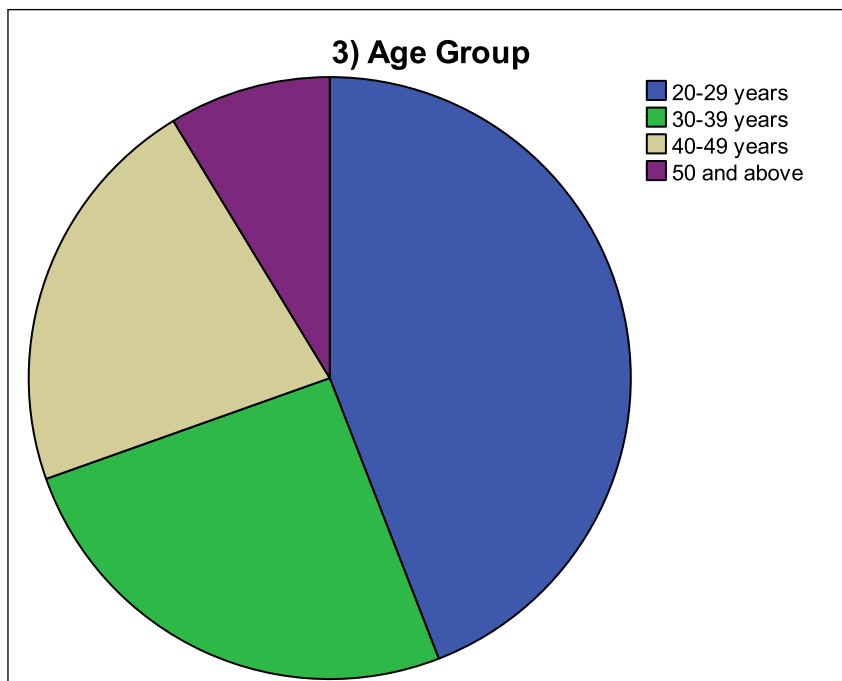
Figure 11: Age Group Pie Chart

From Table 1.8, the dominant age group in the study was at the range of 20-29 years (44.1 percent), consequently followed by 30-39 years (25.5 percent), 40-49 years (21.7 percent) and 50 and above (8.7 percent).

Table 1.9 - Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	65	40.4	40.4	40.4
	single	79	49.1	49.1	89.4
	divorced	9	5.6	5.6	95.0
	widowed	8	5.0	5.0	100.0
	Total	161	100.0	100.0	

Figure 12: Marital Status Bar Chart

4) Marital status

In terms of Marital Status (Table 1.9), 40.4 percent of respondents listed themselves as married while 49.1 percent are still single. The remaining 10.6 percent of respondents are either divorced (5.6 percent) or widowed (5.0 percent).

Table 2.0 – Cross tabulation of Respondents Marital status with number of children

Count				
		5) Do you have any children?		
		Yes	No	Total
4) Marital status	married	55	10	65
	single	2	77	79
	divorced	6	3	9
	widowed	8	0	8
Total		71	90	161

Table 2.1 - Cross tabulation of Respondents Marital status with number of children living with them

Count								
		6) How many of your children currently live with you?						
			0	1	2	3	4	none	Total
4) Marital status	married	13	1	19	17	12	3	0	65
	single	74	3	0	1	0	0	1	79
	divorced	6	0	1	2	0	0	0	9
	widowed	8	0	0	0	0	0	0	8
Total		101	4	20	20	12	3	1	161

A follow up question (Table 2.0) was queried relating to whether the respondents had any children. It was reported that most of the respondents who listed themselves as Married had children and that at least 1 child who was currently living with them (Table 2.1).

Table 2.2 - Cross tabulation of number of elderly cared for (e.g. parents or grandparents) / residing (living) with Respondents based on Marital status

Count					
		7) Are you primarily responsible for the care of an elder (e.g. parents or grandparents) / residing (living) with them?			
		Yes	No	Total	
4) Marital status	married	22	43	65	
	single	25	54	79	
	divorced	2	7	9	
	widowed	0	8	8	
Total		49	112	161	

Table 2.3 - Cross tabulation of Number of elders currently living with respondents based on Marital status

Count						
		8) How many elders currently live with you?				
		0	1	2	3	Total
4) Marital status	married	1	11	10	1	23
	single	0	12	15	0	27
	divorced	0	2	0	0	2
Total		1	25	25	1	52

As for the caring of elders (Table 2.2), 33.85 percent or 22 out of 65 married respondents and 31.65 percent or 25 out of 79 single respondents reported that they are largely dependable for the care of an elder (parents or grandparents) / residing (living) with them. Table 2.3 showcases that at least 1 elder was currently living with respondents.

Table 2.4 - Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma level	7	4.3	4.3	4.3
	Graduate level (Degree)	100	62.1	62.1	66.5
	Post-graduate level	31	19.3	19.3	85.7
	Professional Certificate	22	13.7	13.7	99.4
	Other	1	.6	.6	100.0
	Total	161	100.0	100.0	

Figure 13: Qualification Bar Chart

Based on qualifications (Table 2.4), 62.1 percent of respondents have a Graduate level (Degree) followed by Post-graduate level (19.3 percent), Professional Certificate (13.7 percent), and Diploma level (4.3 percent) and others (0.6 percent).

Table 2.5 – Type of Services Respondents currently involved in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Automobile	22	13.7	13.7	13.7
	Banking and Finance	34	21.1	21.1	34.8
	Education	16	9.9	9.9	44.7
	Information Technology	20	12.4	12.4	57.1
	Insurance	25	15.5	15.5	72.7
	Professional / Consulting services	14	8.7	8.7	81.4
	Telecommunication	9	5.6	5.6	87.0
	Retail	13	8.1	8.1	95.0
	Other	8	5.0	5.0	100.0
	Total	161	100.0	100.0	

As observed in Table 2.5, the respondents of the study were mostly involved in services sectors from Banking and Finance (21.1 percent), followed by Insurance (15.5 percent), Automobile (13.7 percent) and Information Technology (12.4 percent). The remaining sectors also involved Education (9.9 percent), Professional / Consulting services (8.7 percent), Telecommunication (5.6 percent), Retail (8.1 percent) and others (5 percent).

Table 2.6 - Level of Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1100-RM2000	20	12.4	12.4	12.4
	RM2100-RM3000	57	35.4	35.4	47.8
	RM3100-RM4000	57	35.4	35.4	83.2
	>RM4000	27	16.8	16.8	100.0
	Total	161	100.0	100.0	

Figure 14: Level of Income Pie Chart

As for level of income earned (Table 2.6), 35.4 percent mostly earned around the range of RM2100-RM3000 and RM3100-RM4000, followed by >RM4000 (16.8 percent) and RM1100-RM2000 (12.4 percent).

Table 2.7 – Respondents Organisational tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 year	25	15.5	15.5	15.5
	1-2 years	30	18.6	18.6	34.2
	2-3 years	45	28.0	28.0	62.1
	3-4 years	36	22.4	22.4	84.5
	> 5 years	25	15.5	15.5	100.0
	Total	161	100.0	100.0	
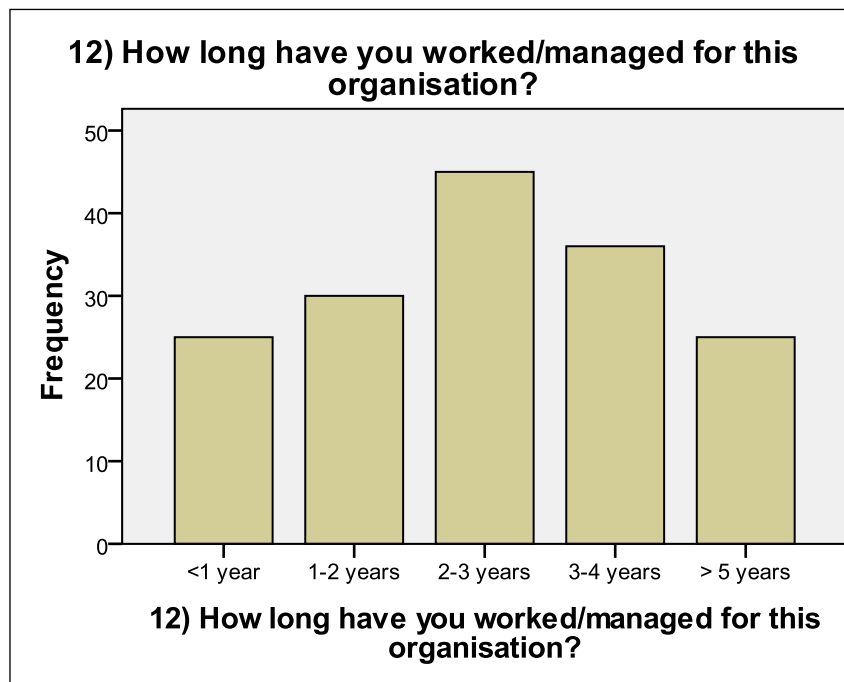
Figure 15: Organisational Tenure Bar Chart

12) How long have you worked/managed for this organisation?

Consequently, the organisational tenure (Table 2.7) of most of the respondents is around 2-3 years (28 percent), followed by 3-4 years (22.4 percent), 1-2 years (18.6 percent) and 15.5 percent for both <1 year and > 5 years.

Table 2.8 - Average Working Hour

	N	Minimum	Maximum	Mean
13) How many hours do you usually work each week (on average), including any overtime or extra hours?	161	9	70	44.54
Valid N (listwise)	161			

Figure 16: Average Working Hour Bar Chart

Finally, Table 2.8 showcases that each respondent work at an approximate average of 44.54 hours weekly with 40 hours being the highest mod.

Table 2.9 Who in your mind constitutes as family? * 4) Marital status Cross tabulation

			4) Marital status			
			married	single	divorced	widowed
14) Who in your mind constitutes as family?	Children		1	0	3	5
	Children, Blood relatives outside of your parents,spouse and children (E.g. aunts and uncles)		0	0	1	0
	Children, Parents		0	0	2	0
	Children, Parents, Blood relatives outside of your parents,spouse and children (E.g. aunts and uncles)		0	1	0	0
	Children, Parents, In-laws		0	0	0	1
	Children, Spouse		31	0	0	0
	Children, Spouse, In-laws		1	0	0	0
	Children, Spouse, Parents		12	6	0	0
	Children, Spouse, Parents, Blood relatives outside of your parents,spouse and children (E.g. aunts and uncles)		1	1	0	0
	Children, Spouse, Parents, Blood relatives outside of your parents,spouse and children (E.g. aunts and uncles), In-laws		7	4	0	0
	Children, Spouse, Parents, In-laws		3	3	0	0
	Parents		2	24	0	0
	Parents, Blood relatives outside of your parents, spouse and children (E.g. aunts and uncles)		3	40	2	0
	Parents, Blood relatives outside of your parents,spouse and children (E.g. aunts and uncles), In-laws		1	0	1	0
	Spouse		2	0	0	1
	Spouse, Blood relatives outside of your parents,spouse and children (E.g. aunts and uncles)		0	0	0	1
	Spouse, Parents, In-laws		1	0	0	0
Total			65	79	9	8	161

Respondents were asked about whom do they feel represent as family which involve Parents, Spouses, Children, Blood relatives or In-laws. The data was cross tabulated with the respondents' marital status.

As observed from Table 2.9, respondents who listed themselves as married, most of them regard Children and Spouse as a family (31out of 65). This is followed by a combination of Children, Spouse and Parents (12 out of 65).

For respondents who listed themselves as single (unmarried), most of them view Parents and Blood relatives as family (40 out of 79). This is followed by a Parents being viewed as family members (24 out of 79).

As for respondents who are listed as either divorced or widowed, most of them regard their Children as family.

This view was central as the people whom respondents view as family may have an effect on the way conflict is perceived between work and their obligations.

4.02 Hypothesis Testing

4.02.1 WFC, JS, OC, JB and ITL (Spearman correlation)

Table 3.0 – Spearman Correlation

			WFCavg	JSavg	OCavg	JBavg	ITLavg
Spearman's rho	WFCavg	Correlation Coefficient	1.000				
		Sig. (1-tailed)	.				
		N	161				
	JSavg	Correlation Coefficient	-.501[**]	1.000			
		Sig. (1-tailed)	.000	.			
		N	161	161			
	OCavg	Correlation Coefficient	-.532[**]	.642[**]	1.000		
		Sig. (1-tailed)	.000	.000	.		
		N	161	161	161		
	JBavg	Correlation Coefficient	.559[**]	-.313[**]	-.274[**]	1.000	
		Sig. (1-tailed)	.000	.000	.000	.	
		N	161	161	161	161	
	ITLavg	Correlation Coefficient	.618[**]	-.742[**]	-.722[**]	.353[**]	1.000
		Sig. (1-tailed)	.000	.000	.000	.000	.
		N	161	161	161	161	161

**. Correlation is significant at the 0.01 level (1-tailed).

As observed in Table 3.0, it showcases that the correlation between the five variables observed in the study. The association between all variables in the current study was investigated using the non-parametric test of Spearman's rank-order correlation coefficient since the data is non-normally distributed. Correlation coefficients were calculated to examine the associations between perceived work-family conflict with its mediators and Intention to leave with the mediators. According to Field (2009), if the correlation coefficient values ranges from 0.10 to 0.29, it is viewed as a weak association. Meanwhile the values ranging from 0.30 to 0.49 is considered an average association and from 0.50 to 1.0 is measured as a strong association.

From the correlation findings in Table 3.0, perceived work family conflict showcases a relatively strong positive significant correlation with the intention of organisational staff to leave *(r= .618, p (one-tailed) ≤ 0.01)*. This finding provides support to **Hypothesis 1** that a positive relationship exists between Perceived work- family conflicts (WFC) and Intention to leave (ITL).

Consequently, perceived work family conflict displays a strong negative significant correlations with job satisfaction (*r= -.501, p (one-tailed) ≤ 0.01*) and with organisational commitment (*r= -.532, p (one-tailed) ≤ 0.01*). However, perceived work family conflict shows a strong positive significant correlation with employee job burnout *(r= .559, p (one-tailed) ≤ 0.01)*. These findings provide support to **Hypothesis 2, 3 and 4.**

As for the relationship between Intention to Leave with the three mediating variables (JS, OC and JB), it showcased negatively strong relationships with both Job satisfaction (*r= -.742, p (one-tailed) ≤ 0.01*) and Organisational commitment (*r= -.722, p (one-tailed) ≤ 0.01*) respectively, while a significantly moderate positive relationship was reported for Employee Job Burnout (*r= .353, p (one-tailed) ≤ 0.01*). These findings provide support to **Hypothesis 5, 6, and 7.** The significant relationship between all the five variables is important in order to proceed with the next multiple mediation analysis.

The relationships of the three mediating variables were also observed in the correlation analysis. Job satisfaction was found to be significantly strong positive relationship with organisational commitment (*r= .642, p (one-tailed) ≤ 0.01*). Meanwhile, Job satisfaction is moderately negatively related to employee job burnout (*r= -.313, p (one-tailed) ≤ 0.01*). As for Organisational commitment, it is found to showcase a relatively weak negative relationship with employee job burnout (*r= -.274, p (one-tailed) ≤ 0.01*). The five variables display correlations ranging from *r* =-.274 to -.742 which provides an implication that there is no form multi-collinearity existing between the variables which affect the overall result as r values are below .9 (*r* <.9).

4.02.2 Multiple Mediation Analysis (SPSS Macro)

Preacher and Hayes SPSS Macro script software would be used to test the theory of mediation with multiple mediators. The complete set of results can be seen in *Appendix A.*

The first step in determining the effect of mediation by multiple mediators (Meds) on the direct link between the Independent (IV) and Dependent (D) variables is to investigate the significance contribution values in predicting the outcome for each predictor variable. This involves investigating the relationship between the IV and the mediators (a path). The same goes for path b between mediators and DV. Unstandardized regression coefficients are quantified when formulating these paths.

IV to Mediators (a paths)

Table 3.1

	Coefficient	Standard error (s.e.)	t	p-value
JSavg	-.4353	.0605	-7.1995	.0000
JBavg	.3632	.0410	8.8523	.0000
OCavg	-.3490	.0459	-7.6040	.0000

As seen in Table 3.1, each mediating variable (JS, JB and OC) displays some form of relationship with IV (WFC). Both JS (β=-.4353) and OC (β =-.3490) display a negative relationship while JB (β =.3632) displays a positive relationship. All mediating variables display a significant relationship (p<.05) with the IV for path a.

_____

Direct Effects of Mediators on DV (b paths)

Table 3.2

	Coefficient	Standard error (s.e.)	t	p-value
JSavg	-.6258	.0843	-7.4212	.0000
JBavg	-.0566	.1071	-.5285	.5979
OCavg	-.5724	.1111	-5.1527	.0000

As for path b (Table 3.2), JS (β =-.6258), OC (β =-.5724) and JB (β =-.0566) display a negative relationship with DV (ITL). However, only both JS and OC display significant relationship ($p<.05$) with DV.

Total Effect of IV on DV (c path)

Table 3.3

	Coefficient	Standard error (s.e.)	t	p-value
WFCavg	.7070	.0782	9.0378	.0000

Direct Effect of IV on DV (c-prime path)

Table 3.4

	Coefficient	Standard error (s.e.)	t	p-value
WFCavg	.2554	.0759	3.3648	.0010

Model Summary for DV Model

Table 3.5

R - Square	Adjusted R - Square	F	df1	df2	p-value
.6764	.6682	81.5373	4.0000	156.0000	.0000

Both Total Effect of IV on DV (c path) (Table 3.3) (β =.7070, p<.05) and Direct Effect of IV on DV (c-prime path) (Table 3.4) (β =.2554, p<.05) display a significantly positive relationship, thus, further supporting Hypothesis 1. The R-Square value of the model summary (Table 3.5) also displays a 67.64 percent of variance for Intention to Leave (DV) with the inclusion of the three mediating variables and the Independent variable (WFC)

NORMAL THEORY TESTS FOR INDIRECT EFFECTS

Indirect Effects of IV on DV through Proposed Mediators (ab paths)

Table 3.6

	Effect	Standard error (s.e.)	Z	P - value
TOTAL	.4516	.0758	5.9615	.0000
JSavg	.2724	.0523	5.2075	.0000
JBavg	-.0206	.0385	-.5343	.5932
OCavg	.1998	.0464	4.3069	.0000

The normal theory tests for indirect effects calculate the standard errors under the assumption that the estimates of the indirect effect are normally distributed. A *p*-value is estimated for these effects in the output labelled "Normal Theory Tests

for Indirect Effects," under the assumption that the sampling distribution of the indirect effect is normal.

However, this assumption unnecessary for empirical deductions when bootstrapping analysis is used. Preacher and Hayes have noted an alternative analysis in bootstrapping analysis as compared to the z-test and p-values for these indirect effects. They recommended that bootstrap standard errors and confidence intervals be used instead to observe indirect effects in the mediation analysis.

BOOTSTRAP RESULTS FOR INDIRECT EFFECTS

Indirect Effects of IV on DV through Proposed Mediators (a and b pathways)

Table 3.7

	Data	Boot	Bias	Standard error (s.e.)
TOTAL	.4516	.4490	-.0027	.0665.
JSavg	.2724	.2738	.0014	.0567
JBavg	-.0206	-.0212	-.0006	.0390
OCavg	.1998	.1963	-.0034	.0487

Bias Corrected and Accelerated Confidence Intervals

Table 3.8

	Lower	Upper
TOTAL	.3261	.5876
JSavg	.1700	.3985
JBavg	-.0994	.0530
OCavg	.1141	.3037

As seen in Table 3.8 above, it can be seen that at 95 percent Bias Corrected and Accelerated Bootstrap Confidence intervals of .3261 to .5876, we can claim that the difference between the total and the direct effect of *WFC* on *ITL* is differentiated from zero. The difference between the total and direct effects is the total indirect effect through the three mediators, with a point estimate of .4516 (Table 3.7).

It terms of testing the study's hypothesis, the null hypothesis (Ho) of mediation/indirect effect is rejected at the level of significance if 0 lies outside the Confidence Interval range. By utilising this hypothesis testing method, an assessment of the specific indirect effects indicates that both Job Satisfaction (JS) and Organisational Commitment (OC) have a Confidence Interval range of .1700 to .3985 and .1141 to .3037 respectively. This proves that both of these variables have a significant effect of the direct relationship between Perceived Work Family Conflict and Intention to Leave. As for the variable Job Burnout, it does not contribute to the indirect effect as its Confidence Interval range contains a zero.

So, these results provides support to **Hypothesis 8 and 9** in which the relationship between Perceived work-family conflict (WFC) and Intention to leave (ITL) will be mediated by Job satisfaction (JS) and Organisational commitment (OC) thus, producing an indirect effect. **Hypothesis 10** is not supported as Job Burnout (JB) does not show any mediation / indirect effect on the direct relationship.

4.02.3 WFC, JS, OC, JB and ITL with Marital Status - Kruskall-Wallis test (All groups)

The research variables of WFC, JS, OC, JB and ITL were initially tested with the marital status of respondents. The first step was to investigate whether a significant of difference exists between the four categories (Married, Single, Divorced and Widowed).

Table 3.9 – Mean Ranks

	Marital Status	N	Mean Rank
WFCavg	married	65	91.51
	single	79	74.08
	divorced	9	82.78
	widowed	8	62.00
	Total	161	
JSavg	married	65	80.61
	single	79	77.32
	divorced	9	75.50
	widowed	8	126.69
	Total	161	
JBavg	married	65	84.58
	single	79	79.22
	divorced	9	87.33
	widowed	8	62.38
	Total	161	
OCavg	married	65	78.66
	single	79	78.18
	divorced	9	77.78
	widowed	8	131.44
	Total	161	
ITLavg	married	65	84.70
	single	79	82.20
	divorced	9	80.50
	widowed	8	39.63
	Total	161	

Table 4.0 - Test Statistics[a,b]

	WFCavg	JSavg	JBavg	OCavg	ITLavg
Chi-square	6.398	8.318	1.947	9.877	6.805
df	3	3	3	3	3
Asymp. Sig.	.094	.040	.583	.020	.078

a. Kruskal Wallis Test

b. Grouping Variable: 4) Marital status

Based on both Table 3.9 and Table 4.0, the test statistic indicates that Job Satisfaction and Organisational Commitment variables show some form of difference. So, it can be reported that a statistically significant difference exist between groups for the respondents' marital status as determined by Kruskall-Wallis test for Job Satisfaction (H(3) = 8.318, p = .040 with a mean rank of 126.69 for Widowed, 80.61 for married, 77.32 for single and 75.50 for Divorced. As for Organisational Commitment, it reports (H(3) = 9.877, p = .020 with a mean rank of 131.44 for Widowed, 78.66 for married, 78.18 for single and 77.78 for Divorced.

4.02.4 WFC, JS, OC, JB and ITL with Married and Single Status (Mann-Whitney U test)

The demographic factor concerning the respondents' marital status is narrowed even further involving only married and single individuals in order to investigate Hypothesis 11.

Table 4.1 - Mean Ranks

		N	Mean Rank	Sum of Ranks
WFCavg	married	65	80.95	5262.00
	single	79	65.54	5178.00
	Total	144		
JSavg	married	65	74.25	4826.00
	single	79	71.06	5614.00
	Total	144		
JBavg	married	65	75.15	4884.50
	single	79	70.32	5555.50
	Total	144		
ITLavg	married	65	73.64	4786.50
	single	79	71.56	5653.50
	Total	144		
OCavg	married	65	72.78	4730.50
	single	79	72.27	5709.50
	Total	144		

Table 4.2- Test Statistics[a]

	WFCavg	JSavg	JBavg	ITLavg	OCavg
Mann-Whitney U	2018.000	2454.000	2395.500	2493.500	2549.500
Wilcoxon W	5178.000	5614.000	5555.500	5653.500	5709.500
Z	-2.208	-.456	-.692	-.298	-.072
Asymp. Sig. (2-tailed)	.027	.648	.489	.766	.942

a. Grouping Variable: 4) Marital status

According to Table 4.2, the test statistic indicates that only perceived work family conflict (WFC) showed significant difference between married and single respondents as compared to the other four variables involved.

Based on the results, it is reported that on average (Table 4.1), married participants (M= 80.95) shows a significantly higher mean rank in response to perceived work family conflict than their single counterparts (M=65.54), $U = 2018$, $z = -2.208$, $p<.05$.

So, this result provides supports **Hypothesis 11** that both Married and Single employees will showcase significant different views in respect to perceived work-family conflict (WFC).

4.02.5 WFC, JS, OC, JB and ITL with Gender (Mann-Whitney U test)

Table 4.3 - Mean Ranks

		N	Mean Rank	Sum of Ranks
WFCavg	male	78	70.70	5514.50
	female	83	90.68	7526.50
	Total	161		
JSavg	male	78	82.08	6402.00
	female	83	79.99	6639.00
	Total	161		
JBavg	male	78	78.81	6147.50
	female	83	83.05	6893.50
	Total	161		
ITLavg	male	78	76.34	5954.50
	female	83	85.38	7086.50
	Total	161		
OCavg	male	78	84.86	6619.00
	female	83	77.37	6422.00
	Total	161		

Table 4.4 - Test Statistics[a]

	WFCavg	JSavg	JBavg	ITLavg	OCavg
Mann-Whitney U	2433.500	3153.000	3066.500	2873.500	2936.000
Wilcoxon W	5514.500	6639.000	6147.500	5954.500	6422.000
Z	-2.720	-.284	-.578	-1.233	-1.019
Asymp. Sig. (2-tailed)	.007	.776	.563	.217	.308

a. Grouping Variable: 1) Gender

According to Table 4.4, the test statistic indicates that only perceived work family conflict (WFC) showed significant difference between male and female respondents as compared to the other four variables involved.

Based on the results, it is reported that on average (Table 4.3), Female participants (M= 90.68) shows a significantly higher mean rank in response to perceived work family conflict than their Male counterparts (M=70.70), $U = 2433.5$, $z = -2.720$, $p<.05$

So, this result provides support to **Hypothesis 12** that both Male and Female employees will showcase significant different views in respect to perceived work-family conflict (WFC).

4.02.6 WFC, JS, OC, JB and ITL with Organisational tenure and Average working hour (Spearman correlation)

Table 4.5 – Spearman Correlation

			12) How long have you worked/managed for this organisation?	13) How many hours do you usually work each week (on average), including any overtime or extra hours?
Spearman's rho	12) How long have you worked/managed for this organisation?	Correlation Coefficient	1.000	.213[**]
		Sig. (1-tailed)	.	.003
		N	161	161
	13) How many hours do you usually work each week (on average), including any overtime or extra hours?	Correlation Coefficient	.213[**]	1.000
		Sig. (1-tailed)	.003	.
		N	161	161
	WFCavg	Correlation Coefficient	.151[*]	.155[*]
		Sig. (1-tailed)	.028	.025
		N	161	161
	JSavg	Correlation Coefficient	-.010	.061
		Sig. (1-tailed)	.451	.223
		N	161	161
	OCavg	Correlation Coefficient	.045	-.044
		Sig. (1-tailed)	.287	.289
		N	161	161
	JBavg	Correlation Coefficient	.076	.069
		Sig. (1-tailed)	.169	.194
		N	161	161
	ITLavg	Correlation Coefficient	-.012	.108
		Sig. (1-tailed)	.440	.087
		N	161	161

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

As observed in Table 4.5, it showcases that the correlation between the organisational tenure of service staff as well as the average working hour each individual has invested with their respective companies with the five variables observed in the study. The association between all variables in the current analytical study utilises Spearman's rank-order correlation coefficient since the data is non-normally distributed. The analysis will again use the same value of correlation coefficient ranges as suggested by Field (2009).

From the correlation findings, the organisational tenure of service staff displays a relatively weak but significantly positive relationship ($r= .151$, p (one-tailed) ≤ 0.05) with perceived work family conflict. This does not support **Hypothesis 13** as there is a positive association present.

As for the average working hour each individual has invested, it also displays a relatively weak but significantly positive relationship ($r= .155$, p (one-tailed) ≤ 0.05) with perceived work family conflict. This finding provide support to **Hypothesis 14** in which Employees' average working hours is positively associated with Perceived work-family conflict (WFC).

When organisational tenure and average working hour are correlated, it displayed a slightly stronger but weak significant positive correlation ($r= .213$, p (one-tailed) ≤ 0.05). As for the other variables, it displayed a non-significant relationship with both organisational tenure and average working hour.

4.03 Summary of hypothesis result

Hypothesis (H) 1	Perceived Work- Family Conflict (WFC) will be positively related to Intention to leave (ITL) among Service Staff.	Accepted
Hypothesis (H) 2	The association between Perceived Work- Family Conflict (WFC) and Job Satisfaction (JS) will be significantly negative.	Accepted
Hypothesis (H) 3	The association between Perceived Work- Family Conflict (WFC) and Organisational Commitment (OC) will be significantly negative.	Accepted
Hypothesis (H) 4	The association between Perceived Work- Family Conflict (WFC) and Employee Job Burnout (JB) will be significantly positive.	Accepted
Hypothesis (H) 5	The association between Intention to leave (ITL) among Service Staff and Job Satisfaction (JS) will be significantly negative.	Accepted
Hypothesis (H) 6	The association between Intention to leave (ITL) among Service Staff and Organisational Commitment (OC) will be significantly negative.	Accepted
Hypothesis (H) 7	The association between Intention to leave (ITL) among Service Staff and Employee Job Burnout (JB) will be significantly positive.	Accepted
Hypothesis (H) 8	The association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Job Satisfaction (JS), producing an indirect effect.	Accepted

Hypothesis (H) 9	The association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Organisational Commitment (OC) producing an indirect effect.	Accepted
Hypothesis (H) 10	The association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Employee Job Burnout (JB), producing an indirect effect.	Rejected
Hypothesis (H) 11	Both Married and Unmarried (Single) employees will showcase significantly different views in respect to Work- Family Conflict (WFC).	Accepted
Hypothesis (H) 12	Both Male and Female employees will showcase significantly different views in respect to Perceived Work- Family Conflict (WFC).	Accepted
Hypothesis (H) 13	Employees' organisational tenure is negatively associated with Perceived Work- Family Conflict (WFC).	Rejected
Hypothesis (H) 14	Employees' average working hours is positively associated with Perceived Work- Family Conflict (WFC).	Accepted

CHAPTER 5

DISCUSSION AND CONCLUSION

This chapter presents discussions and findings of this study, followed by the recommendation organisations could take to improve their policies relating to work life balance initiatives. Conclusion of this study would also be discussed and future research would be outlined for further investigation.

5.01 Research review

The goal of this investigation is to examine the directional relationship between perceived conflicts of work family roles affecting staff leaving intentions within the Malaysian service industry as well as investigating significant association with occupational attitudes and employee job burnout.

The presence of an indirect effect was also explored in the current study by incorporating occupational attitudinal variables (Job Satisfaction and Organisational Commitment) as well as Employee Job Burnout with the potential to mediate the direct relationship.

Furthermore, the researcher also aimed to examine if a significant of difference exists between two subgroups of the study which include both: married and unmarried employees as well as staffs gender in relation to Perceived Work Family Conflict (WFC). Additionally, the organisational tenure of service staff and average working hour were also taken into consideration when associating with perceived work family conflict. The researcher has deduced some key findings in the present study.

5.02 Discussion of key results

5.02.1 Relationship of Perceived Work Family Conflict with Intention to Leave

The results of the investigation indicate that perceived work family conflict is positively associated to staffs leaving intentions from the organisation within the service sector, thus answering the research question. This study continues the discussion of past researches and support literature that if individuals continually faces ongoing and unresolved clashes between work and non-work roles, the direct consequence will influence a person's decision to find another job which serves as a better compatibility in balancing work and non-work needs, thus, maximising their intention to leave the organisation (Anderson, Coffey, and Byerly (2002), Noor & Maad (2008), Yu (2008). As Higgins, Duxbury and Lyons (2007) states "There is no-one-size-fits-all solution to the issue of work–life conflict, so different policies, practices and strategies will be needed to reduce work–life conflict". In addition, Ikeda, Oliveira and Campomar (2005) also stresses that future discussion on Role Conflicts should explore the type of managerial styles utilised by the organisation and the outcome it produces in different functional areas as well as various cultures and countries. Consequently, this has led to the growth of a diverse range of organisational policies, work practices; employment strategies that differ from one organization to another.

5.02.2 Occupational Attitudinal Factors (Job Satisfaction and Organisational Commitment)

It is also important to note that the result of the current study is consistent with past works of Lee and Choo (2001), Wayne et al. (2004) and Bhuian et al. (2005) in which Perceived Work Family Conflict is significantly negatively associated to their overall level of Job Satisfaction in the workplace. This implies that if an individual faces continual interference between work and non-work roles, it would likely lead to lower job satisfaction which would in turn lead to higher chances of the employee to consider leaving the organisation in the long term (Sager, 1994; Boles et al., 1997; Babakus et al., 1999; and Low et al., 2001).

The same effect is also observed in the study with staff Organisational Commitment which is aligned to the studies conducted by Kossek and Ozeki (1999), Meyer, Stanley, Herscovitch and Topolnytsky (2002), Poelmans, Chinchilla, and Cardona (2003), Kinnie et al. (2005), Mohammad, Taylor and Ahmad (2006) and Hughes and Bozionelos (2007). Kinnie further added that the issue of achieving a sense of work-life balance has a profound impact on staffs' affective commitment to the organisation which applies to all employee groups. All in all, researchers have acknowledge that effective managerial efforts to assist their staff to attain a sense of balance between work and home life is related to the continued commitment as well as satisfaction of all employees groups towards their job which helps to answer the research question.

5.02.3 Employee Job Burnout

As for the level of employee Job Burnout, the findings show that there is a strong positive significant association with Perceived Work Family Conflict, thereby, conforming to the view of past studies (Bacharach, Bamberger and Conley, 1991; Netemeyer et al., 1996; and Allen et al., 2000) which justify this linkage. The same notion, as suggested by past studies (Lee and Ashforth (1993), Karasek, 1979, Xie, 1996, Bakker et al., 2000, and Altunoğlu and Sarpkaya (2011), can also be held for the linkage between employee job burnout and their intention to leave the organisation, though the relationship is weaker as compared to the other variables. This relationship has again prove that if there is unresolved work and non-work conflict for the individual, it will result into stress which translates into job burnout, thereby leading to potentially higher staff turnover for the organisation in the long term, thus answering the research question.

5.02.4 Multiple Mediation Analysis

The analysis of the mediators was tested using the SPSS Macro script software provided by Preacher and Hayes to investigate whether an indirect exist with multiple mediators influencing the direct relationship of IV and DV variables. The results indicate that only mediators Job Satisfaction (JS) and Organisational Commitment (OC) produced an indirect effect between Perceived work family

conflict (WFC) (IV) and Intention to leave (ITL) (DV) as both variables, proven by Bias Corrected and Accelerated Bootstrap Confidence Intervals (CI) showcases that 95 percent CI does not contain zero within the CI range, thus rejecting the null hypothesis (Ho). The mediation findings provide evidence which were examined by Villanueva and Djurkovic (2009) that attitudinal factors which include job satisfaction and organisational commitment had a significant effect on staff's organisational leaving intentions from the direct relationship. This finding helps to answer the research question for the indirect effect of occupational attitudes.

However, the same effect could be not be seen for Employee Job burnout (JB) as it did not show any sign of indirect effect with the direct relationship of IV and DV. This could possibly be explained by Spearman's rank-order correlation coefficient which shows that Employee Job burnout (JB) showed a strong positive relationship with perceived work family conflict while displaying a moderate positive relationship with Intention to Turnover. As for both Job Satisfaction (JS) and Organisational Commitment (OC), it displayed a strong relationship with both the IV and DV thereby influencing the direct relationship. The finding for Job Burnout which is not seen as a mediator in the indirect relationship in this study is in contrast to Lin (2012) study which investigated the influence of workload and role conflict on turnover intention is achieved through the complete mediating effect of job burnout, more specifically the sub-construct emotional exhaustion based on a cross-sectional survey of 371 hospital employees in Taiwan.

5.02.5 Marital Differences

This study also explored the marital differences between both married and single respondents in relation to the perceived work family conflict they face at the workplace. The findings have showed and answered the research question that a significant of difference exists between married and single respondents, with married couples exhibiting more conflict than their single counterparts. It should be noted that even though most of the single or unmarried respondents do not have children (Table 2.0), approximately one third of them admit that they are

largely dependable for the caring of an elder (parents or grandparents) / residing (living) with them (Table 2.2). So, although the results do not share the same view as Chaudhry, Malik and Ahmad (2011) which states that single (unmarried) staffs are more likely to face more role clashes as compared to married employees, it can be said that a similarity exists with the present study as there is a difference between the two groups. Possibly, the married respondents face more conflicts in their work due to their children care responsibilities. It was recorded that most of married respondents had children and that at least 1 child was currently living with them (Table 2.1) and one elder residing with them (Table 2.3). So, this would likely carry an extra burden on the individual to cope with work and child care responsibilities as well as elder care.

5.02.6 Gender Differences

Furthermore, the differences of gender views with the relationships of the variables were answered in this study. It is found that females exhibit more experiences with perceived work family conflict which are significantly different from their male counterparts. This finding is consistent with the views of past studies (Noor (2004); Lyness & Kropf 2005; Biggs & Brough, 2005) which indicate that women are likely to face more issues with work and non-work roles resulting from family responsibilities from child care to parents' care. Additional studies (Thomas and Gangster (1995), Lu, Kao, Chang, Wu, and Cooper (2008), and Ahmad and Ngah (n.d.)) have also noted that job dissatisfactions are apparent from single mother employees as they more likely face a role clashes, thus, hindering their capacity to successfully complete job-related responsibilities, thereby, leading to eventual turnover. This finding is also relevant to today's work environment due to the rapid shift in the demographic composition of the workforce, which involve the growth of women workers or dual-earner families.

5.02.7 Organisational Tenure and Average Working hour

Finally, this study also answered the nature of association between the perceived work family conflict of an employee with their organisational tenure of service as well as the average working hour invested with the organisation. Based on the

results it was found that organisational tenure is positively correlated with perceived work family conflict, though the relationship is relatively weak. This is in contrast to past studies (Cinamon and Rich, 2005; Anafarta and Kuruüzüm, 2012) which suggest that as employees remained employed with the organisation for a number of years (organisational tenure), the years of experience and skills gained will allow staff to cope their role conflict, which suggest a negative association. Perhaps this situation can be explained as the married respondents in this study have to cope with the extra burden for caring both child and elder in their family structure even though they have been with the organisation for a long time. So, based on the study's findings, it does not essentially imply that familiarity with organisational procedures and rules will enable employees to adopt formal and informal strategies for dealing with pressures relating to family responsibility.

As for the average working hour invested with the organisation, the findings of this study is consistent with past research (Frone et al., 1997; Judge, Boudreau and Brets, 1994; Moen and Yu, 2000) which imply that irregularly long working hours will likely cause some form of time-based conflict between work and life domains, thus answering the research question. Consequently, due to this relationship, Sabil and Marican (2011) suggested that organisations should adopt a policy which encourages work-home segmentation and provide organisational support to staff members in order to assist them in managing work and family commitments effectively and efficiently.

5.03 Recommendation

The management of consistent Work Life Balance policies has become part of a strategic element in Human Resource management in order to retain the best talents within an organisation (De Cieri, Holmes, Abbott, and Pettit, 2002). Past researches (Cappelli, 2000; Lewis & Cooper, 1995) have reasoned that due to the changing needs of employees in the work place, employers need to offer flexible Work Life Balance strategies as part of their retention strategy.

5.03.1 Organizational Practices toward Work Life Balance

Several companies have begun to initiate some form of work life balance programs within their work environment. So, organisations can adopt a similar approach in order to reduce the level of role conflict for their staff in the workplace.

Foreign Corporations such as The Volkswagen Group have begun to take action to address this issue in order to promote a more balanced work environment for their staff. For instance, the Group has initiated various schemes in organisational support in terms of balancing the amount of hours invested with the family with hours invested at work. This effort involves a selection of different part-time and shift models offered both in manufacturing and services lines. The Group has also taken into account for single unmarried employees also have their own views relating to the harmony between work and private life, and whose interest also requires equal consideration. This consideration includes innovative labour solutions which involve flexible, individual working time schedules that are made available for all members of staff in the organisation.

In a Malaysian context, Public Bank has also introduced initiatives to promote work-life balance and to enable staff to lead a wholesome and meaningful life style. This includes providing plenty of opportunities for staff members who are progressive and productive to advance in their career ambitions thereby producing job satisfaction and creating a sense of achievement. Along with the career progression, the Bank's competitive and fair salary structure as well as a wide range of programme benefits enables staff to enjoy a sustainable quality of life.

Soon and Indramalar (March 22, 2012) also reported several companies in Malaysia that are helping staff to achieve work-life balance. The article reported that Shell Malaysia recognizes the importance of providing a sense of balance between work, family and other interests for its staff in order to create an effective and dynamic organisation which supports as well as empowers individuals in the workplace. Shell realizes that it is easier to achieve the firm's goals with flexible

work policies that takes employee personal choices into consideration while providing sufficient organisational support. However, the management also believes that individual employees must also strive to achieve their own sense of balance for work and non-work roles and be responsible for their own work practices. This work practice includes negotiating with clients or line managers relating to assignment deadlines and how to go about executing the work.

The article also reported that Standard Chartered Bank applies a similar approach in reducing conflict among staffs work and non-work roles as their work values revolves on diversity and inclusion in order to create a working atmosphere that enables everyone to fulfill their potential and capability. This work atmosphere would assist employees to manage the responsibilities of their job and meet the demands of their lives outside work. Additionally, the policies implemented in the bank are women-friendly as they usually experience more role conflict but they also extended to male employees. A buddy system is established among team members to encouraged more openness, and cultivate closer relationships so that members can cover for each other when the need arises, thus, creating work flexibility.

Casper, Weltman and Kwesiga (2007) further added that single employees who perceived more inequality as compared to employees with families relating to organizational support given to achieve work life balance, often produces adversely productive behaviour (Greenberg, 1990; Sharlicki & Folger, 1997). So, organizations that provide support for role conflict issues in an equitable manner may face less adverse employee behaviour in the work environment. Their findings also imply that organizations that offer work life balance initiatives which cover workers regardless of family commitments should nurture organizational attachment for all employee groups.

Moreover, Organisational support may affect more diverse employees which include ensuring work-life programs support various non-work roles. For example, flexible work arrangements can be used to handle any work and non-work need, not just family. O'Brien and Hyden (2008) suggest that a flexible

working practice is becoming an essential component of employment strategies, which lead the way on the issue of promoting work-life balance in the workplace. Finally, career options are pivotal to lowering the turnover rate of singles employees. Therefore, organizations that offer mentoring and career progression schemes may improve the retention rate of single workers and potentially attracting the best talent in the labour market.

5.03.2 Employee Time Management

In addition to maintaining a balanced work life, the employees are also encouraged to practice time-management instead of working long hours and claiming overtime. As Rahim reported in the Star (February 26, 2013), employees working long hours does not necessarily increase productivity or improve the quality of output. The Malaysian Employers Federation (MEF) noted that, 'employees who prefer to stay back and claim overtime only show that they cannot manage their time effectively'. The article also indicates that some employees stayed back due to peer pressure from colleagues who spent more time in the office. As MEF executive director Shamsud-din Bardan added: "Working long hours does not make you a good employee. It also does not mean that you can be more productive and perform quality work. You should instead practice a healthy and balanced work life." Cheng (2013) further added that Malaysians often work longer than their counterparts in many benchmark countries, but have less productivity than them.

The article showcased that Malaysian employee productivity levels are a lot lower than those of countries like the United States, Japan, United Kingdom, South Korea and Singapore, as reported by the Malaysian Productivity Corporation (MPC). MPC director-general Datuk Mohd Razali Hussain, citing the 2011 Productivity Report clarified that an employee's productivity was not measured by the number of hours clocked in but rather by his or her overall output during working hours. As such, Razali stressed the need to reward employees for better productivity with gain sharing, and suggested project-based incentives, improving

workplace conditions and providing more flexible time for employees to rest while on the job.

5.04 Evaluating the Cost of Work Life Balance Strategies

De Cieri et al. (2002) have again noted that managers need to evaluate the cost of Work Life Balance strategies within an organisation. This includes weighing both the costs of role conflict faced by staff as compared with the advantages of applying Work Life Balance strategies.

As such, it brings up the debate which supports or opposes the initiation of work-life balance programs which frequently depends on the organisation's capability to demonstrate considerable financial growth accrued from the programs implementation. Many corporate assessments depend on a positive net present value to be revealed before proceeding with any future projects. For example, Abbott, De Cieri, and Iverson (1998) revealed that the turnover rates of middle managers resulting from unresolved role conflict cost an organisation approximately A$75,000 to replace the talent lost.

Joshi et al. (2002) noted the staff retention process serving as a benefit for initiating work-life programs. According to an opinion poll conducted by Vanderbilt University and Hewitt Associates (cited in Joshi et al. (2002)), it found that companies that were considered as the best place to work in showed significant financial performance than companies that had a poor working culture. In an operational sense, a lesser turnover rate result in the decline of training costs for new employees, as well as the intangible costs connected with informal training provided to new team members by existing staff.

Hyman (2003) (cited in Yasbek, 2004) outlined three methods of comparing the advantages and disadvantages of implementing work-life balance policies within an organisation to decide if there is a net positive or a net negative impact. These methods include:-

1. Cost Benefit Analysis (CBA)[12]
2. Cost Effectiveness Analysis (CEA)[13]
3. Listing categories of costs and benefits[14]

5.05 Obstacles to work-life balance strategy implementation

However, based on past studies undertaken in Australia and overseas (Dessler, 1999; Edgar, 1988, Kirby & Krone, 2002; Morrison, 1992; Pringle & Tudhope, 1996; Smith, 1994; Wolcott & Glezer, 1999) several obstacles have been known to create significant complications for the progression and execution of Work Life Balance policies and strategies in ensuring on-going effectiveness within the organisation. The extensive literatures (De Cieri et al., 2002) have identified such obstacles which include:-

- An organisational culture which stress and rewards long hours invested with the organization resulting to the disregard of other life commitments.

- An isolated, aggressive and unaccommodating working atmosphere for employees with life commitments beyond the organisation.

- Adverse attitudes and resistance of supervisors and middle management on new management styles

- Lack of discussion and awareness about Work Life Balance issues.

5.06 Implication of research study

Based on the data collected, the findings of this study imply that employers should be receptive to their employees' need to achieve a sense of balanced in both work and life roles. Kossek, Dass, and DeMarr (1994) views employees as important organisational stakeholders that influences Human Resource managers resulting from the shift in current managerial perception towards Work Life Balance issues

which requires both creative and responsive behaviours in order to create a flexible organisational culture.

Consequently, a diverse approach in managing Work Life Balance policies is required resulting from the constant change of demographics in the work force, social standards and the globalisation of markets, thus, signalling the diverse needs of each employee group (Jackson & Ruderman, 1995; Way, 1999). Several studies have debated that the effective administration of diverse human resources polices which serves as a key differentiation for thriving organisations in attracting and retaining the best talents (Joplin & Daus, 1997; Lepak & Snell, 1999; Robinson & Dechant, 1997). De Cieri et al. (2002) suggest that the adoption of a wide range of Work Life Balance strategies, to deal with a variety of employee needs and demands, will have the potential for significant positive outcomes for the organisation (Dowling & Fisher, 1997; Kossek et al., 1994, Yeung, Brockbank & Ulrich, 1996).

As a result, organisations will experience an improvement in the retaining of talented and valuable employees if the management employs effective strategies that boost staff morale, affective commitment and satisfaction toward job roles, while reducing possible sources of stress at the workplace (Cappelli, 2000), thereby, minimizing turnover costs.

Furthermore, these findings imply that the management and implementation of effective work-life balance policies will have a significant impact on employee attitudes namely the level of satisfaction towards their job role as well as the extent of commitment to remain working with the organisation (Scholarios and Marks, 2004).

5.07 Limitation of Study

This proposed research was conducted only on a small size of population. Additionally, the view of staff from different industries may differ from those who are working in the service sector, thus, the results may be limited to the specific location, and hard to predict its perception to other Malaysians in other cities.

Consequently, due to the sample size used in this study, it was not feasible to take account of all the possible work, non-work and stress associated outcomes of work-family conflict in this study. As such, only accepted and well-researched outcomes were examined from past journals and articles.

These outcomes refer to employees' rate of absenteeism as well as overall marital and life satisfaction was excluded from this research. When comparing the mediating variable outcomes examined in this study which include occupational attitudes (job satisfaction and organisational commitment) as well as employee job burnout, absenteeism and marital satisfaction may be viewed as insignificant outcomes. However, the chances that these variables could have a significant effect on the direct relationship between Perceived conflict of Work-Family roles and the employee's Intention to leave the organisation should not be excluded. The exclusion of these variables may potentially restrict the researcher's capability to make complete deduction about the consequences of work-family role clashes.

The second limitation of this investigation was that it was not conducted in a longitudinal sense, thereby hindering the capacity to accurately understand the cost of work-family conflict as it occur over a period of time, and to frame and assess an appropriate research model which represent these consequences.

5.08 Ethical Implications

Since the proposed study involves the subject of Work Life Balance, staff may feel a little discourage when taking part in the survey as they might be afraid of giving out sensitive information. As such, to ensure the success of data collection, survey participants will remain anonymous as general information would only be recorded such as race, gender, age, and level of education. Participation in this research is purely voluntary without any form of coercion by the researcher.

5.09 Conclusion and Future research of Study

Each of the potential strategy that is outlined aims to enhance the competitive advantage of employers which relies on a committed and efficiently productive workforce (Pfeffer, 1994). Work Life Balance strategies which emphasizes on the establishment of interpersonal interaction between employer and employees through temporal flexibility leave benefits may ultimately offer a directly positive and significant impact on an employee's choice to remain with the organisation (Macran, Joshi & Dex, 1996). So, this organisational strategy will assist in creating a flexible working environment which will favourably motivate and retain high valued employees, thereby, enabling the organisation to meet the emerging challenges with a productive workforce. Additionally, this will also relate to building a stronger company image with a sound Work Life Balance initiative thus serving as a form of Corporate Social Responsibility (CSR) as mentioned in Chapter 1 which will in turn attract future investors to the firm.

However, the effectiveness of a Balanced Work Life policy in lessening role conflict remains largely vague as it may merely improve employee attitudes towards the organization but not solving the main problem of staff turnover (Lambert, 2000). In the context of organisational competition for skilled talent (Way, 2000), such outcomes may be significant.

As this study has showcased, the occupational attitudinal factors do have some form of indirect impact between the perceived work family conflicts of staff with their intention of leaving the organisation. Furthermore, the study also explored the relationships of the variables with the respondents' marital status, gender, tenure and average working hour invested with the organisation. However, there is still more to be discovered with the inclusion of involvement of Information Communication Technology (ICT) in the daily lives of service sector employees. Future research of this study could explore the spill-over effect between the work and family domains resulting from ICT usage. Othman, Yusef and Osman (2009) have investigated impact of tele-working in terms of costs and benefits to workers.

Tele-working is a new form of work flexibility which allows employees to work from home with suitable resources for computing and communication provided by the organisation. They have noted that Tele-working brings new challenges as well as benefits as it grants tele-workers a sense of control when segmenting their working and life commitments. However, the infringement of work into home responsibilities resulting from the use of ICT blurs the limits between work and home life and may eventually result in role conflict. This situation is bound to have more relevance in today's working environment due to the progression of ICT involving personal computers, Internet, mobile phones and tablets which has made it possible for people to work anytime and everywhere.

As such, it is hoped that a more extensive and comprehensive study would be developed using systematic researches in order to fully understand the concept of work-family conflict and its consequences and is flexible enough to deal with constant change of demographics within the Malaysian work force, thereby, assisting the management to devise a suitable plan of action to motivate and retain valuable staff members.

<div style="text-align: center">Endnotes</div>

[1] Time-based conflict – occurs when emphasis is placed to one domain on either work or family, thus, creating lesser amount of time for equal consideration for the neglected domain. This is apparent when there are constant long working hours and that an individual has no time to spend at home with the family or engage in other leisure activities. As such, this form of conflict can involve either physical or mental time. For instance, a person can be physically absent from work or home or that they are preoccupied mentally with one domain instead of the other thus distracting them.

[2] Strain-based conflict – arises when there is a presence of strain (e.g., tension, anxiety, and fatigue) resulting from either domain (work/family). Constant strain can result in decreased energy and motivation that are necessary to accomplish a role effectively. For example, a person whose company is scaling down its operations may be worried or stressed about job security and this would distract them from fulfilling their family obligations.

³ Behaviour-based conflict – occurs when an individual experiences incompatible behaviours when engaging roles in either domain (work/family). A conflict occurs when an individual is unable to adapt their behaviours according to the role that they are currently fulfilling. For instance, an employee who performs aggressively in the work place would have to change their behaviour to be encouraging and pleasant at home with their family. So, there is a clash of two different personas for the individual when engaging their respective roles.

⁴ Occupational Attitudes – Attitudes which are held about a particular job or career.

⁵ Affective commitment - reflects an employee who positive feel that they belong to the organisation as they strongly identify themselves with the firms goals and desire to remain working there. A positive emotional attachment is said to be established between both parties. Beck and Wilson (2000) support that the development of this attachment results from internalisation of organisational principles and standards.

⁶ Continuance Commitment - regarded as awareness towards the potential costs associated with leaving the organisation. These costs may include adapting to a new work culture, incompatible work arrangements and lower benefits that were previously received. This involves some form of calculative risks due to the individual's realization of potential expenses and threats relative to leaving the organisation. So, a sense if commitment is believed to be established due to the perception of high cost of losing organizational membership.

⁷ Normative Commitment - relates to the feeling of responsibility to the organization based on an individual's own norms and principles. This may be established when the individual feels that they have an obligation to remain with their employer who invested significant resources in the training provided. So the staff may feel that they have to repay the debt owed to the employer by remaining with the organization despite the level of status improvement or fulfilment the organisation provides the individual over the years.

⁸ Emotional exhaustion (EE) - mostly referred to feelings of being heavily invested emotionally and having drained of one's emotional resources.

⁹ Depersonalization (DP) - categorized as the management of others as things rather than individuals through judgmental and insensible approaches and behaviours

[10] Personal accomplishment (PA) - reflects the sense of competency successful achievement when working with people.

[11] Conurbation - a region comprising a number of cities, large towns, and other urban areas that, through population growth and physical expansion, have merged to form one continuous urban and industrially developed area. In other words, Klang Valley (Malay: Lembah Klang) is an area comprising Kuala Lumpur and its suburbs, and adjoining cities and towns in the state of Selangor. An alternative reference to this would be Kuala Lumpur Metropolitan Area or Greater Kuala Lumpur.

[12] Cost Benefit Analysis (CBA) - involves identifying and quantifying the advantages and disadvantages with monetary values which are totalled to gauge if there is a net cost or benefit from the project. Opportunity costs are also determined through CBA by justifying the expenditure of offering childcare support to retain an employee, thus preventing turnover as compared to the expenditure of replacing that employee.

[13] Cost Effectiveness Analysis (CEA) - means of gauging the costs to attain specific results or productivity. In a work-life balance circumstance, it may include totalling the expenses of a set of work-life balance initiatives offered to staff that will help achieve a targeted outcome, such as specific percentage increase in retention rates in the past months since the program initiated. The positive aspect of CEA is that the benefits are no longer reduced to a monetary value; and that it can determine benefits in some other unit.

[14] Listing categories of costs and benefits - involves identifying and recognize all costs and benefits associated to the work-life balance initiatives and quantifying altogether. This is serves as an alternative assessment to both CBA and CEA. The advantage is that no guesses need to be made about the value of specific plans. However this approach does not provide an easy assessment of costs and benefits as it involves the process of "mental juggling" and a personal judgement is made about whether or not the project has a net positive or net negative effect.

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APPENDICES

1) SPSS Macro output for Preacher and Hayes Multiple Mediation – A

2) Online Survey Questionnaire – B

3) Turn-it-in Originality Report - C

APPENDIX A

SPSS MACRO OUTPUT FOR PREACHER AND HAYES MULTIPLE MEDIATION

Run MATRIX procedure:

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Preacher And Hayes (2008) SPSS Macro For Multiple Mediation

Written by Andrew F. Hayes, The Ohio State University

http://www.comm.ohio-state.edu/ahayes/

For details, see Preacher, K. J., & Hayes, A. F. (2008).
Asymptotic and resampling strategies For assessing And comparing
indirecct effects in multiple mediator models. Behavior Research
Methods, 40, 879-891

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Dependent, Independent, and Proposed Mediator Variables:
```
DV =   ITLavg
IV =   WFCavg
MEDS = JSavg
       JBavg
       OCavg
```

Sample size
        161

IV to Mediators (a paths)
```
          Coeff        se        t          p
JSavg    -.4353      .0605   -7.1995     .0000
JBavg     .3632      .0410    8.8523     .0000
OCavg    -.3490      .0459   -7.6040     .0000
```

Direct Effects of Mediators on DV (b paths)
```
          Coeff        se        t          p
JSavg    -.6258      .0843   -7.4212     .0000
JBavg    -.0566      .1071    -.5285     .5979
OCavg    -.5724      .1111   -5.1527     .0000
```

Total Effect of IV on DV (c path)
```
          Coeff        se        t          p
WFCavg    .7070      .0782    9.0378     .0000
```

Direct Effect of IV on DV (c-prime path)
```
          Coeff        se        t          p
WFCavg    .2554      .0759    3.3648     .0010
```

```
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Model Summary for DV Model
        R-sq  Adj R-sq         F      df1       df2         p
       .6764     .6682   81.5373   4.0000  156.0000     .0000



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              NORMAL THEORY TESTS FOR INDIRECT EFFECTS


Indirect Effects of IV on DV through Proposed Mediators (ab paths)
         Effect        se        Z         p
TOTAL     .4516     .0758   5.9615     .0000
JSavg     .2724     .0523   5.2075     .0000
JBavg    -.0206     .0385   -.5343     .5932
OCavg     .1998     .0464   4.3069     .0000


   ****************************************************************


             BOOTSTRAP RESULTS FOR INDIRECT EFFECTS


Indirect Effects of IV on DV through Proposed Mediators (ab paths)
          Data      boot      Bias        SE
TOTAL     .4516     .4490    -.0027     .0665
JSavg     .2724     .2738     .0014     .0567
JBavg    -.0206    -.0212    -.0006     .0390
OCavg     .1998     .1963    -.0034     .0487



Bias Corrected and Accelerated Confidence Intervals
         Lower     Upper
TOTAL     .3261     .5876
JSavg     .1700     .3985
JBavg    -.0994     .0530
OCavg     .1141     .3037


   ****************************************************************


Level of Confidence for Confidence Intervals:
  95


Number of Bootstrap Resamples:
  1000


------ END MATRIX -----
```

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A STUDY ON WORK- FAMILY CONFLICT WITHIN THE SERVICE SECTOR IN MALAYSIA

Dear Respondent, This survey is conducted as part of my course requirements for Master of Business Administration (Corporate Governance) in Universiti Tunku Abdul Rahman (UTAR). The objective of this survey is to investigate the effects of Work-Family Conflict in workplace and the impact it has on the intention to leave/stay in an organisation among employees involved in the Service Sector. Please note that Work-family Conflict (WFC) involves the conflict of a person's satisfaction in their work and personal life's roles. I would like to express my gratitude for your participation in this survey. Your survey responses will be treated as strictly confidential. Should you have any queries, please contact me at sierrabarton117@gmail.com. Thank you! Yours sincerely, Alvin Barton La Brooy

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* Required

SECTION A - RESPONDENT PROFILE

1) Gender *

○ Male

○ Female

2) Race *

○ Malay

◉ Chinese

○ Indian

○ Other: [   ]

_____

_____

3) Age Group *

○ 20-29 years

○ 30-39 years

○ 40-49 years

○ 50 and above

4) Marital status *

○ Married

○ Single

○ Divorced

○ Widowed

5) Do you have any children? * (If no, skip to question 7)

○ Yes

○ No

6) How many of your children currently live with you? [   ]

7) Are you primarily responsible for the care of an elder (e.g. parents or grandparents) / residing (living) with them? * (If no, skip to question 9)

○ Yes

○ No

8) How many elders currently live with you? [   ]

9) Qualification *

○ Diploma level

○ Graduate level (Degree)

○ Post-graduate level

○ Professional Certificate

○ Other: [   ]

_____

_____

10) What sort of Service are you currently involved in: *

○ Automobile

○ Banking and Finance

○ Education

○ Information Technology

○ Insurance

○ Professional / Consulting services

○ Telecommunication

○ Retail

○ Other: [_____]

11) Level of Income *

○ RM1100-RM2000

○ RM2100-RM3000

○ RM3100-RM4000

○ >RM4000

12) How long have you worked/managed for this organisation? *

○ <1 year

○ 1-2 years

○ 2-3 years

○ 3-4 years

○ >5 years

13) How many hours do you usually work each week (on average), including any overtime or extra hours? *

*Example:- 8 hours per day for 5 days = 40 hours,

8 hours per day for 5 days + 4 hours for 1 day = 44 hours

[_____]

_____

_____

14) Who in your mind constitutes as family? * Please check all that apply

☐ Children

☐ Spouse

☐ Parents

☐ Blood relatives outside of your parents,spouse and children (E.g. aunts and uncles)

☐ In-laws

SECTION B - WORK FAMILY CONFLICT SCALES

With respect to your own feelings about the relationship between your work-life and your personal life, please indicate the degree of your agreement or disagreement with each statement by selecting one of the five alternatives beside each statement using the scale below.

1 - Strongly Disagree. 2 - Disagree. 3 - Neutral. 4- Agree. 5 - Strongly Agree.

1) My work schedule often conflicts with my family life. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

2) After work, I come home too tired to do some of the things I would like to do. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3) On the job I have so much work to do that it takes away from my personal interests. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

_____

_____

4) My family dislikes how often I am preoccupied with my work while at home. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

5) Because my work is so demanding, at times I am irritable at home. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

6) The demands of my job make it difficult to be relaxed all the time at home. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

7) My work takes up time that I would like to spend with my family. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

8) I have to put off doing things I like to do because of work-related demands. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

9) Due to work-related duties, I frequently have to make changes to my personal plans. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

_____

_____

10) The amount of time my job takes up makes it difficult to fulfill family responsibilities. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

11) My job produces strain that makes it difficult to fulfill my personal obligations. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

SECTION C - OCCUPATIONAL ATTITUDES

Please rate each of the statements below that match with your expectations

JOB SATISFACTION

Ask yourself: How satisfied am I with this aspect of my job?

1 - Very Dissatisfied. 2 - Dissatisfied. 3 - Neither. 4 - Satisfied. 5 - Very Satisfied.

1) The chance to do different things from time to time. *

	1	2	3	4	5	
Very Dissatisfied	○	○	○	○	○	Very Satisfied

2) The chance to do something that makes use of my abilities. *

	1	2	3	4	5	
Very Dissatisfied	○	○	○	○	○	Very Satisfied

_____

_____

3) The way company policies are put into practice. *

	1	2	3	4	5	
Very Dissatisfied	○	○	○	○	○	Very Satisfied

4) The working conditions. *

	1	2	3	4	5	
Very Dissatisfied	○	○	○	○	○	Very Satisfied

5) The way my boss handles his/her workers. *

	1	2	3	4	5	
Very Dissatisfied	○	○	○	○	○	Very Satisfied

6) The recognition I get for the work I do. *

	1	2	3	4	5	
Very Dissatisfied	○	○	○	○	○	Very Satisfied

7) The way my job provides for a secure future. *

	1	2	3	4	5	
Very Dissatisfied	○	○	○	○	○	Very Satisfied

8) The chance to make decisions on my own. *

	1	2	3	4	5	
Very Dissatisfied	○	○	○	○	○	Very Satisfied

9) My pay and the amount of work I do. *

	1	2	3	4	5	
Very Dissatisfied	○	○	○	○	○	Very Satisfied

_____

_____

10) My chances for advancement. *

	1	2	3	4	5	
Very Dissatisfied	○	○	○	○	○	Very Satisfied

ORGANISATIONAL COMMITMENT

Please rate each of the statements below that match with your expectations.

1 - Strongly Disagree. 2 - Disagree. 3 - Neutral. 4- Agree. 5 - Strongly Agree.

1) I would be very happy to spend the rest of my career with this organisation. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

2) Right now, staying with my organisation is a matter of necessity as much as desire. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3) I do not feel "emotionally attached" to this organisation. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

4) Would not leave my organisation right now because I have a sense of obligation to the people in it. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

_____

_____

5) Too much of my life would be disrupted if I decided I wanted to leave my organisation now. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

6) I really feel as if this organisation problems are my own. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

7) I would feel guilty if I left my organisation now. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

8) I do not feel any obligation to remain with my current employer. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

9) If I had not already put so much of myself into this organisation, I might consider working elsewhere. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

10) I feel that I have too few options to consider leaving this organisation. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

_____

_____

11) This organisation has a great deal of personal meaning for me. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

12) It would be very hard for me to leave my organisation right now. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

JOB BURNOUT

Please indicate how often you experienced the feelings described in each of the following statements by selecting the response that most accurately describes your feelings.

1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Always

1) I feel very energetic *

	1	2	3	4	5	
Never	○	○	○	○	○	Always

2) I feel emotionally drained from my work *

	1	2	3	4	5	
Never	○	○	○	○	○	Always

3) I feel burned out from my work *

	1	2	3	4	5	
Never	○	○	○	○	○	Always

_____

4) I worry that this job is hardening me emotionally *

	1	2	3	4	5	
Never	○	○	○	○	○	Always

5) I feel used up at the end of the workday *

	1	2	3	4	5	
Never	○	○	○	○	○	Always

6) I feel frustrated by my job *

	1	2	3	4	5	
Never	○	○	○	○	○	Always

7) In my work I deal with emotional problems very calmly *

	1	2	3	4	5	
Never	○	○	○	○	○	Always

8) I feel I am working too hard on my job. *

	1	2	3	4	5	
Never	○	○	○	○	○	Always

9) I have been accomplished many worthwhile things in this job *

	1	2	3	4	5	
Never	○	○	○	○	○	Always

10) I just want to do my job and not be bothered. *

	1	2	3	4	5	
Never	○	○	○	○	○	Always

_____

SECTION D - YOUR INTENTION

Please rate the following statements that best describe your current intention.

1 - Strongly Disagree. 2 - Disagree. 3 - Neutral. 4- Agree. 5 - Strongly Agree.

1) I am thinking about leaving this organisation. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

2) I am planning to look for a new job. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3) I intend to ask people about new job opportunities. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

4) I don't plan to be in this organisation much longer. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

-END OF QUESTIONAIRE-

_____

APPENDIX C

TURNITIN ORIGINALITY REPORT

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Chapter **141 Introduction This chapter presents the** explanation **of the** topic chosen

for this study. The discussion in this chapter would begin with an introductory explanation of

the background of research. Subsequently, the problem statement of **109this study is**

explained, **followed by the** research questions, objective **of study,** and significance of

the study. 1.01 Background of study When a person speaks of Work Life Balance (WLB), it is often referred to the desire of achieving a better sense of control between working life and personal life. The balancing of one's successful career with their personal or family life can often lead to the overall satisfaction of a person's satisfaction in both work and personal life's roles. Many people are given the impression that the issue of a balanced work life often revolves around family obligations. However, this is not the case as it may also involve non-work activities such as leisure activities to ease an individual's mind from work demands. As such, achieving a sense of work life balance relates to any individual of any organisation. Due to the globalization of the world's market, many Western multinational enterprises are now increasingly operating in emerging markets. They bring their global perspective to the table and a discipline of hard work for the professionals to tackle. In the West, educated professionals usually have a well established career path and are recognized as high potentials early on in their careers. But young professionals in emerging markets are eager to prove themselves, explore the new opportunities, and take on the hard work that multinationals bring to their countries. While company policies and local national legislation may promote having work-time restrictions for employees, they do not always take the further step of making sure these rules are followed. Therefore, the eagerness to succeed takes over and most employees in emerging markets end up working overtime and neglecting their private lives which is in stark contrast with the way western employees view work-life balance (WLB) within multinational companies. As such, the subject of employees striving to achieve a sense of work–life balance (WLB) have drawn the interest of many parties which include

27social and economic policy makers, organisational employers, Human Resource

In the Malaysian context, the concept of employees maintaining a balanced work lifestyle is starting to take momentum among many organisations in order to safeguard staffs well-being and work productivity. Before this concept, the Asian work ethic has always placed emphasize on work obligations which could result to the detriment of family relationships and responsibilities in the long term. The reason behind this work ethic is a result of employees are being tasked to do more than ever in situations following a downsizing or elimination of a function within the organisation, thereby, resulting in longer work hours and less time to spend with family or for leisure activities. Cieri, Bardoel and Shea (2009) explain that the business case for developing and implementing work-life balance programs has often been based on employee behaviour such as turnover, absenteeism and productivity, as well as employee attitudes which normally involve both job satisfaction and organisational commitment. An ineffective program may lead to the increased occurrence of employee job burnout in the workplace which is relatively high in many industries and types of job. 1.02 Convergence of Corporate Governance (CG) and Corporate Social Responsibility (CSR) It is becoming a fact that there is a growing link of convergence between a firm Corporate Social Responsibilities (CSR) practices and its Corporate Governance (CG) policies. When people view CG, they generally see it as a set of rules and regulation which governs the organisation's operations with little consideration given to socio- environmental factors. However, Saravanamuthu (2004) explains a wider concept of CG which encompasses every businesses decision concerning various stakeholders that are tied to the organisation. MacMillan, Money, Downing and Hillenbrad (2004) argues that managers who were initially accountable toward stockholders to safeguard their investment interests, should also be responsible toward other stakeholders such as employees, suppliers, customers, and communities in which the organisation is operating in as their stakeholder rights are equally crucial to the firm's sustainability. This is because these stakeholders provide the necessary sustainable resources to ensure the firm's continued existence, competitiveness, and success in the business environment. The concept of CSR is typically viewed as the continued commitment of ethical behaviour exhibited by businesses through economic development contribution in terms of quality life improvement of the workforce as well as of the local community and society at large. As seen from the definition of both CG and CSR, it can be said that there is a sense of inter-connection between both concepts. According to Jamali, Safieddine and Rabbath (2008), their findings suggest that there is a growing realisation among managers which perceive the use of CG policies serving as a basis for sustainable CSR. These findings are beginning to play a major role for developing countries which are showing continued attention to CSR practices instead of being

preoccupied solely on CG policies. As such, the authors report that there is a growing appreciation of the interdependencies of both concepts thereby requiring managers to look beyond CG implementation and strive towards voluntary CSR practices within organisations. Similarly, Marsiglia and Falautano (2005) shared that organisations are slowly adapting to the conformance of sound CG and CSR practices from a mere charitable effort of organisational goals towards authentic and effective approaches to gain a sense of trust with prospective clients and society in general. Additionally, Beltratti (2005) concludes that CG policy implementation refers to the organisation's efforts to be held accountable of their actions while CSR practices essentially allows organisations to take account of their actions affecting various stakeholders. Both of these terms are progressively used by firms to assist in regulating their operational activities. Beltratti (2005) has also provided empirical evidence that both CG and CSR have a positive impact of market value to the firm in the long run. This relationship is further supported by Ho (2005) who argues that the competitiveness of the firm is essentially enhanced due to good implementation of CG policies thereby resulting in superior financial performance. At the same time, Aguilera, Rupp and Ganapathi (2007) explains that the credibility of a firm is supported by genuine CSR practices which in turn solidifies relationships with core stakeholders. Consequently, the organisation will eventually see diminishing transactional costs and improved attractiveness in the perception of potential investors in the capital market (Hancock, 2005). 1.03 Work Life Balance initiatives as Corporate Social Responsibility (CSR) 31As explained in the previous section, the concepts of both CG policies and CSR practices are interconnected to a degree that it can pose a challenge to most organisations to function effectively without taking into consideration elements of social responsibility in the daily operation of their businesses. In the past, a company's balance sheet was solely used to guide investor's decisions. However, as the years progressed, companies are assessed further based on their reaction and response to society in general with effective social responsibility initiatives which could ultimately lead to an enhanced brand image and potentially increasing the ability to attract and retain the best workforce in the market. Consequently, this will translate into better client satisfaction and improved customer loyalty. This assessment is becoming a major criterion in guiding investors' decisions globally. In short, 116Corporate Social Responsibility (CSR) can serve as a medium for improving a company's performance and profitability. It is also

an often fact that managing a balanced work lifestyle for employees is considered a form of Corporate Social Responsibility (CSR) initiative played mostly on the part of employers to ensure that employees are treated fairly and respected as individuals. As discussed by

89Joshi, Leichne, Melanson, Pruna, Sager, Story and Williams (2002), the

implementation of21work-life balance policies differ in both United States (U.S.) and

the European Union (EU) in terms of cultural, political, and social framework. They explained that companies based in the U.S. normally utilises work-life balance programs as a form of competitive advantage for talent recruitment and retention, where as the EU mandates these programs as a serve as a platform for social responsibility. The authors believe

63that the implementation of work-life balance programs should not be treated as

diverging goals but rather treated as a mutual benefit of both parties as companies still gain a sense of competitive advantage from talent recruiting, retention of valued staff, worker productivity increases resulting in better customer service while also helping the society in which they are operating in. As such, this makes work-life balance management a business imperative which directly impacts productivity, recruitment and retention of staff and eventually reflecting the state of business performance in the long term. So, this makes organizational employees as one of the key drivers of CSR by being a stakeholder group. As such, this view conforms to the growing sense that employee motivation is the key factor in producing long term quality and sustainable leadership in the market, resulting in increased shareholder returns. Consequently, employee productivity and improved financial performance is achievable if an organisation operates using a values-based approach which in turn produces employee pride, motivation, and dedication to the firm. Thalang, Boonyarataphun, Sirasoonthorn and Siripornpiboon (2010) shares this view by explaining that business organizations survive because of their strong network and effective corporate social responsibility (CSR) thereby making it an important tool for the continued sustainability of an organization. They added that CSR growth towards human resource development would be able to create competitive brand sustainable profit. This development is in reference to a good Quality of Work Life (QWL) among staffs which include fundamental job quality and skills, constant learning and career development, health and safety within the working environment, better organizational management, and effective work life balance initiatives. 1.04 Service Sector in Malaysia The service industry, which is also termed as "tertiary sector" by economists generally, involves the rendering of services to organizations as well as individuals. The service sector basically involves activities in which the knowledge and time

of individuals is used to improve productivity, performance, potential, and sustainability, thereby, forming "soft" parts of the economy. 73As one of the key drivers determining the development of the global economy, the service sector is part of the rapidly growing sector contributing to the world Gross Domestic Product (GDP). As such, this has made the services sector a competitive and dynamic environment. Since the service sector accounts for about two third of the world services trade, most governments are placing greater emphasis on the role services sector plays in their economic planning, especially GDP contribution countries like US, Japan, Brazil, India, and Singapore. For Malaysia's case, the service sector represents a large portion of the nation's GDP. Based on total percentage of real GDP among numerous sectors, the service sector accounts the largest share of 58.6 per cent, followed by manufacturing and agriculture. Other sectors that were listed were mainly consisting of mining and construction. This sudden rise of the service sector involvement in Malaysia's economy is a result of the 10th Malaysia Plan which spans from the year 2011 to 2015. The aim of this plan is to allow the services sector to achieve an expected annual growth rate of 7.2 percent until the year 2015. This growth rate would thereby signal a significant rise of the service sector contribution to the nation's GDP by 61percent at the end period. The rise of targeted contribution is also played mostly on the part of Foreign Direct Investment (FDI) through the liberalise of services subsectors and employing more qualified professionals and utilising modern technology in order to further expand the competitiveness of the sector both nationally and globally. 1.05 Work life balance in the service industry Service industries are facing several problems related to pricing, marketing, expertise, customer relations, and contradicting interests of stakeholders. Recruiting and retaining competent employees in is one of the major problems encountered by many service industries. Some of the causes are due to several aspects which include: ? Increasing demand and insufficient supply of competent professionals and technical personnel in the labour market; ? ? ? ? Growing expectations of employees; Rapid growth in service industries and increasing competition; Continuous developments (innovations) in technology; and Increasing pressure on employees relating to work and updating knowledge. As such, most employees at professional and managerial levels work long hours without even extra payments due to unmanageable workloads, complicated nature of issues and rapid technological changes. Most of the time, they are encountered with crisis problems and opportunity problems for which programmed solutions are hardly available. Such work environment and challenges are more prevalent in service industries. Consequently, working for long hours regularly could generate a negative impact on capacity of them pushing them down to a vicious cycle of poor

performance as shown in Figure 1 below. In addition, due to stress and frustration caused by inability to meet work demands, disturbed family and social relations, mental and physical health problems some may resort to a state of depression. Malik and Khalid (2008) also support that long working hours has become a usual norm in service industry, resulting to work–life imbalances. According to a study by McMillen (2012), it was reported that workers who clocked in longer working hours daily exceeding the regular operational hours are more likely to develop depression. As such, McMillen suggest that depression that is contributed by long work hours may create family or relationship conflicts due to elevating levels of the stress hormone cortisol. Figure 1: Consequences of Working Long Hours Regularly Figure 1: Consequences of Working Long Hours Regularly Working long hours regularly without sufficient rest Inability to meet work demands with proper concentration, Shortened sleep, Disturbed Interrupted body-clock, causing errors social & family life Health (e.g. gastrointestinal & cardiovascular) problems and mood, and poor performance Acute effects on fatigue, occupational safety issues and low productivity on mental health Chronic effects Note: Sourced from McMillen (2012) 1.06 Perceived Work Family Conflict When one ponders the concept of perceived conflict of work and family domains, they would assume impact of family obligations on the individuals' work demand. However, the concept itself has gained a broader sense in which it accounts the 11**impact work** demands **on individual stress, relationships** as well as **family well being (Russell & Bowman, 2000).** Whenever there is a conflict between an individual's work role and their family/life role, a state of conflict is believed to exist. Specifically, inter-role conflict refers to the level within which a person faces incompatible demand of roles in their lives (Kopelman, Greenhaus & Connolly, 1983). A state of clash between work and family domains is a common example of inter-role conflict in which an employee is expected to contribute and perform extensively in the workplace while having an obligation to his or her family, thus resulting in high levels of stress. The occurrence of inter-role clashes is a result of an individual unable to successfully 46**satisfy all** prospects **of his or her work and family roles**46**as each role** requires their respective **time, energy and commitment.** Work Family **conflict** may include difficulties relating to child-raising, kinship obligations,

parental caring or stressful life moments (Hobson, Delunas and Kesic, 2001). Furthermore, Hyman and Summers (2004) also suggest that the "life" component in Work Life Balance should be more all-encompassing, to include free and leisure time, irrespective of family commitments instead of being narrowly constructed to imply "family life". 1.06.1 Nature of Inter-role clashes There are several studies on Work life balance which discusses the nature of inter- role clashes experienced by individuals in the workplace. 18**Greenhaus and Beutell (1985)** examined the conflict **of work** and **family as a** single **construct** in which they categorise an inter-role conflict arises when work issues affects family issues and when family issues affects work issues, thereby, implying a two way 1**relationship (Allen, Hesrt, Bruck, & Sutton, 2000; Frone, Russell, & Cooper, 1992).** In addition, the authors have further differentiated the manners 122**of conflict between work and family** obligations namely: 77**1) Time-based conflict 2) Strain-based conflict 3) Behavior-based conflict** It is said that only strain and time-based conflicts occur frequently by individuals than behaviour-based 61**(Greenhaus and Beutell, 1985). This is** because **the** clash **of** roles 39**between work and family** often include factors **related to** time (work **and** family involvement, working hours) and strain-based 39**(work and family** stressors, role **conflict and** ambiguity, parental **demands).** 1.06.2 Work-family conflict construct Consequently, 8**Netemeyer, Boles and McMurrian (1996),** viewed **the** overall **work-family conflict** construct as two distinct but related forms of inter-role conflict constructs which focuses on how they relate to each other. For instance, an individual's work demand would not only impede their family obligations (work-

family conflict) but family obligations would also impede work demand (family-work conflict). As stated by 1**Netemeyer et al (1996),** they explained **that** the **work-family conflict** construct component served 44**as a** basis **of inter-role** clashes **as a result of** universal obligation demand and strains produced by the level of work demand impairing with one's ability to carry out family linked responsibilities. The same effect is also apparent when strain occurring from an individual's family obligations disrupts their work performance. Ultimately, these two smaller components when joint together form a singular dimension of a work-family conflict construct. Past analyses have discussed the 1**antecedents and** outcomes **of both** views involving **work-family** clashes **and family-work** clashes to justify that these two components belong to a larger work-family construct. Frone, Russell, and Cooper (1992) as cited in Esson (2004) had hypothesized that the antecedents 72**(job stressors and job involvement)** of **work-family conflict** would **lead to family** disruption **and depression** outcomes. Reversely, the antecedents (family interest and family stressors) of family-work clashes would cause job disruption and depression outcomes. The point of this hypothesis is to justify 105**that both work-family** clashes **and family-work** clashes **are** two smaller components which make up a larger construct due to their strong relationship. Many other studies have confirmed and investigated further on Frone et al. findings in relation to the path 1**of the conflict (family to work or work to family).** The studies concluded that the depth of the relationships evident between each of these components and its antecedents and consequences are directly related to each other 1**(Casper, Martin, Buffardi & Edwinds, 2002;**

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Grzywacz & Marks, 2000; Kirchmeyer, 1993; O'Driscoll, Ilgen, & Hildreth, 1992).

Essentially, a bi-directional relationship is believed to exist between the pair components, work-family clashes and family-work clashes to form the overall construct of 18**Work-family conflict (Frone, 2003; Grzywacz & Marks, 2000).** Findings in Frone et al. (1992) and Frone (2003) suggested that a greater collective impact can be observed with Work-family conflict as an overall construct despite the distinctive findings for each of two smaller components. Consequently, this research topic will investigate the effects 18**work-family conflict** taken **as a** complete **construct.** 1.07 Factors affecting Employee turnovers Since the 41**purpose of this research** is **to** explore **the** perceived level **of Work Family Conflict** among staff involved in the Service industry in Malaysia, it is apparent that an observation of 15**an employee's intention to leave the organisation** must 100**be taken into account in order to** fully **understand** the full effect of perceived conflict involved. As generally known, employee turnover is considered to be a constant challenge in any business environment. The associated impact of staff turnover in terms of organisational costs and limited human resource has drawn the attention by senior management, industrial psychologists and Human Resource professionals to discuss ways to mitigate the issue effectively. This challenge has spawned many literatures investigating and examining the probable causes of staff turnover over the years. Most Western researchers agreed that people's decision to leave their organisation is mainly governed by three major factors. The first category is Markets forces, which involves the ability of economic conditions to influence decision to leave. Secondly, the Pull factors involve other organisation's favourable package (i.e. salary, challenging career and promotion opportunities). Thirdly, the Push factors, which is defined as existing company's organisational factors that affect employees' decision to leave. The present study would mainly focus towards the third major factor as the way organisational staffs perceive Work Family Conflict reflects the firm's working environment. 1.08 Problem Statement It is envisioned that the findings of this study will help to provide more theoretical evidence

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thereby filling the gap in the research literature concerning perceived clashes between work and family obligations which in turn affects intention to leave the organisation, especially within the service industry. This view is aligned to the Tenth Malaysia Plan (10MP) which states that one of its big ideas to move Malaysia into a high-income nation is to nurture, attract and retain top talents. So, this creates a challenge for organisations to manage their human capital in order to compete successfully in the global marketplace while creating an environment that enhances the quality of life of staff in terms of 125work life balance.

The quality of life of staff may also shape occupational attitudes and productivity within the workplace which will influence staff's intention to leave the organisation. As such, the information and discussion of 111this study will assess and provide empirical data on the relationships and outcomes in which individuals intend to leave the organisation if they encounter a perceived conflict of work – family roles while being mediated by occupation attitudinal factors and employee job burnout. Moreover, past studies (Netemeyer 18et al, 1996; Grzywacz & Marks, 2000; Frone, 2003) 18have explored the level of conflict between work and family obligations but it seldom discusses how work conflicts affects staff based on marital status or gender roles. So, this study will also examine the differential perception of perceived conflict towards work life conflict between married and single workers in the Service industry as well as gender roles. Additionally, the association of both employees' organisational tenure and average working hours with perceived work-family conflict will also be explored to expand the discussion of Work-life Balance. Further supporting the researcher's argument, most of the relevant literature on the present study was conducted in developed nations, which provides an opportunity to gain an insight on the perception of instilling work life balance values within a Malaysian context. 1.09 Significance of study This study of work family conflict as perceived by staff involved in the service industry would allow organisations to attribute the potential causes of staff leaving intention. The result of these actions would assist in retaining desirable employees while minimizing the loss of revenue from associated direct and indirect turnover cost. Direct costs relate to staff departure costs, replacement costs and transitions costs, while indirect costs reflects the loss of production, inefficient performance levels, needless overtime and low

employee morale. In addition, an organisation which places efforts to create a balanced work-lifestyle environment for its employees will also serve as basis for its CSR policies. The results of this study may add to the designing and planning of more effective employee retention schemes as well as Work Life Balance initiatives services for staff in the Service Industry, thus, developing approaches that will consider the incorporation of 27**work demands with career commitments and life obligations.** 1.10 Research Question The following research questions are investigated in this research: 1) What 48**is the nature of relationship between** Perceived **Work- Family Conflict** (WFC) **and** Leaving **Intentions** among Service Sector Staff? 2) Is there a significant 84**association between** Perceived **Work- Family Conflict (WFC)** and Occupational Attitudes **(Job Satisfaction and** Organisational **Commitment)?** 3) Is there a significant association between Perceived 1**Work- Family Conflict** (WFC) **and** Employee **Job Burnout?** 4) Is there **a significant** association between Occupational Attitudes 42**(Job Satisfaction and** Organisational **Commitment) with** Leaving **Intentions** among Service Sector Staff? 5) Is there a significant association between Employee Job Burnout with Leaving Intentions among Service Sector Staff? 6) Does a mediating effect exist between Perceived Work- Family Conflict (WFC) and Leaving Intentions among Service Sector Staff from Occupational Attitudes (Job Satisfaction and Organisational Commitment)? 7) Does a mediating effect exist between Perceived Work- Family Conflict (WFC) and Leaving Intentions among Service Sector Staff from Employee Job Burnout? 8) Does 7a **significant difference** exist **between married and unmarried** (single) **employees with**

respect to Perceived Work- Family Conflict (WFC)? 9) Does a 7significant difference exist between male and female staff with respect to of Perceived Work- Family Conflict (WFC)? 10) What is the association between employees' organisational tenure with Perceived Work- Family Conflict (WFC)? 11) What is the association between employees' average working hours with Perceived Work- Family Conflict (WFC)? 1.11 Research Objective The subsequent research objectives will be examined in this research: 1) Investigating the directional 50relationship between Perceived Work- Family Conflict (WFC) and Leaving Intentions among Service Sector Staff. 2) Investigating the association of Perceived Work- Family Conflict (WFC) with Occupational Attitudes (Job Satisfaction and Organisational Commitment). 3) Investigating the association of Perceived Work- Family Conflict (WFC) with Employee Job Burnout. 4) Investigating the association of Occupational Attitudes (Job Satisfaction and Organisational Commitment) with Leaving Intentions among Service Sector Staff. 5) Investigating the association of Employee Job Burnout with Leaving Intentions among Service Sector Staff. 6) Investigating the 26mediating effect of Occupational Attitudes (Job Satisfaction and Organisational Commitment) between Perceived Work- Family Conflict (WFC) and Leaving Intentions among Service Sector Staff. 7) Investigating the mediating effect of Employee Job Burnout between Perceived Work- Family Conflict (WFC) and Leaving Intentions among Service Sector Staff. 8) 13Examining the differences of Perceived Work- Family Conflict (WFC) based on marital status of Service Sector Staff. 9) 13Examining the differences of Perceived Work- Family Conflict (WFC) based on gender of Service Sector Staff. 10) 13Examining the association of Perceived Work- Family Conflict

(WFC) with organisational tenure of Service Sector Staff. 11) 13Examining the association of Perceived Work- Family Conflict (WFC) with average working hour invested by Service Sector Staff. 14Chapter 2 Literature Review This chapter presents the description of the relationships between perceived work- family conflicts with the outcomes variables. This explanation is essential in order to substantiate the relative mediating roles (occupational attitude and employee job burnout) 13with the direct relationship of perceived work/ family conflict and turnover intention. In addition, the subsequent factors which includes, marital status, gender, organisational tenure and average working hour would be explain 38in relation to perceived work-family conflict. Hypothesis of this study would also be outlined in this chapter. 2.01 Perceived 29Work-Family Conflict and Intention to Leave The implementation of an inefficient work- life balance policy will pose a negative consequence 16for employee attitudes towards their organisations as well as affecting the lives of employees (Scholaris &Marks, 2004). Essentially, 16Greenhaus, Collins and Shaw (2003) define work-life balance as the level in which an individual is able to achieve a sense of balanced lifestyle with their work and family/life role by equally engaging with each obligations and being equally satisfied with them. As such, a perfect balance of roles will result in minimum conflict leading to good functioning at work and at home (Clark, 2000). Consequently, mutually incompatible demands from the 70work and non-work

domains will **lead to** eventual role conflict. A state of constant conflict and unresolved disruption between work and non-work obligations will directly influence an individual's intention to leave the organisation for another job role which is a better match to achieve a balanced lifestyle (Anderson, Coffey, and Byerly, 2002). This link is substantiated by Noor & Maad (2008) study in which a positive association was established between the clashing of work and life roles which produces strained on the individual, thereby leading to eventual turnover. As such, the greater the level of Perceived 121**work-family Conflict** (WFC) **the individual** faces will increase **the** chances **of** turnover intention among staff. In addition, if the conflict of work to life balance is not resolved, it may affect other attitudinal factors namely job satisfaction and organisational commitment which may also facilitate the staffs turnover intention. Work interference with family may also serve to be an indicator of how much devotion one has for work within the organisation as argued by Lee & Hui (1999). Similarly, Forsyth and Polzer- Debruyne (2007) shared the view that a sense of awareness toward effective support for work–life balance would help encourage job satisfaction, thereby, relieving work stress or strain on the individual. Moreover, employee's perceptions that the employers provided them with work life balance policies and facilities including policies programs supportive of families have some influence on their turnover intentions (Haar, 2003). 2.02 Perceived Work 1-**Family Conflict and Job Satisfaction The** prospect **of** measuring **the** level **of** satisfaction of an individual with their job can involve either intrinsic or extrinsic aspects. Intrinsic aspects would engage an employee by providing a sense of independence, accomplishment, challenges, and feelings of appreciation from the employer. As for Extrinsic sources, it mostly appeals to the working environment of the staff involving wages, working conditions, and job security. It is particularly important to maintain a balanced working environment which would instil a sense of satisfaction among the workforce thereby, encouraging idea creative thinking, and innovative ideas while inspiring loyalty to the organisation in the long term (Ajmir, 2001). Kumari (2012) further re-iterates that a satisfied work force is essential for the success of organizations and their businesses. The author explains an organisation may experience business dysfunctionality, thus leading to damaging financial performance in the long run through a dissatisfied workforce. This is especially the case when an overworked employee experiences an imbalanced work / life

environment which leads to ineffectiveness and inefficiency of job performance to achieve the necessary business objectives. Steijn (2004) revealed that higher job satisfaction was found to have positive association with improved organizational and individual performance, better work productivity, lower rates of absenteeism, and lower figure of employee turnover. Past studies in literature (Bacharach, Bamberger, & Conley, 1991; Aryee (1992), Judge, Boudreau, Bretz, and Jr. (1994); Gignac, Kelloway, & Gottlieb, 1996; Bruck, Allen, & Spector, 2002; Karatepe & Uludag, 2007; Yildirim & Aycan, 2008) have always suggested that a relationship exist between these two constructs. Howard, Donofrio and Boles (2004) had established that clashes **61between work and family roles** are significantly adverse **to** the level of job satisfaction thereby resulting in a work-life balance issue. Lee and Choo (2001) had further supported this view by observing the level of work-family role clashes among married women entrepreneurs living in Singapore. The study displayed a significantly negative correlation with resulting variables involving job, marital, and life satisfaction. Similar studies like Bhuian, Menguc, and Borsboom (2005) and Wayne, Musisca, and Fleeson (2004) also presented a similar finding. 2.03 Perceived Work-Family Conflict and Organisational Commitment A staffs' commitment to the organisation mostly relates to a sense of connection an individual possess with the firm as a whole in terms of identifying and aligning themselves with organisational goals. This sense of connection has allowed **31Meyer and Allen**

(1991) to propose a **three-component** model which categorizes the heart of organisational commitment. Each component gauges different **26levels of** staff

commitment to the organisation based on personal experiences. **The** components include Affective Commitment, Continuous Commitment and Normative Commitment. Consequently, regardless of which form of commitment the individual establishes with the organisation, it may be jeopardised if a state of constant and stressful conflicts arises resulting in **27anxiety, tension, discontentment, confusion and frustration (Kinman & Jones,**

2005), thereby weakening **the** well-being of **employee's and** ultimately the level of organisational commitment (Poelmans, Chinchilla, & Cardona, 2003). So, this provides implication that the presence of higher the work-life conflict results in lower the

organizational commitment in the long term (Kossek & Ozeki, 1999). This view is shared by Greenhaus, Collins and Shaw (2003) who state that less committed staff is a direct result of individuals struggling to achieve a sense of balance between work and non-work domains between all employee groups 26(Kinnie, Hutchinson, Purcell, Rayton, and Swart (2005)). Further supporting the argument of this relationship, Hughes and Bozionelos (2007) observation on bus drivers' revealed the continued lack of capability to put forth any influence upwards to accommodate minimal important requests shows that lack of enthusiasm on the management role to grant a sense of balanced work culture, thereby, undermining drivers' morale and organisational commitment. Additionally, 78O'Neill, Harrison, Cleveland, Almeida, Stawski, and Crouter (2009) shared that the turnover intent of staff is influenced by the state of the current work–family atmosphere, level of organizational commitment, and leadership characteristics of superiors. Similarly, a significant adverse impact of long work hours, high organizational expectations, and lack of management support resulting in a perceived sense of negative career consequence was investigated by Bauld, Brough & Timms (2009) in relation to lower organisational commitment. 2.04 Perceived Work-Family Conflict and Employee Job Burnout Burnout is a commonly used and well studied concept in work-related psychosocial health research. Past studies have considered it to be a job stress phenomenon, thereby, conceptualising it as an effect to permanent or constant level of stress on the job (Maslach and Jackson, 1981, Maslach and Leiter, 2008), a lagged emotional reaction to long-lasting exposure to stress at work (Innstrand Langballe, Espens, Falkum, and Aasland, 2008) and even a consequence of 101long- term involvement in adverse and emotionally demanding work situations ((Schaufeli and Greenglass (2001), Kristensen, Borritz, Villadsen, and Christensen (2005) and (Ahola, Toppinen-Tanner, Huuhtanen, and Väänänen, 2008)). A constant state of job related stress could lead to psychological erosion, thereby posing it as an issue for the health and safety of workers within organisations, thus reducing productivity. Job burnout is evident within the service sector due to the level of emotional work or labour involved from client interaction which can sometimes invoke high work demands to maintain continued satisfaction, and thus

causing employee burnout (Cordes & Dougherty, 1993; Leiter & Maslach, 1988). The high work demands refer to the rate of recurrence and intensity of client interactions in human services (Cherniss, 1980) which compel service staff to have continuous physical or mental effort which in turn involve adverse costs in both 13physiological and psychological aspects. Demerouti, Bakker, Nachreiner, & Schaufeli (2001) refer to this situation as a state of exhaustion that could lead to employee burnout. In addition, some researchers have also defined burnout as a psychological syndrome with distinct symptoms or components such as exhaustion, cynicism and inefficiency (Kristensen et al., 2005), thereby, suggesting it as a continual negative state of psyche. So this leads to the fact that Job burnout is made up of three smaller components involving 87Emotional Exhaustion (EE), Depersonalization (DP), and Personal Accomplishment (PA) (Maslach, 2000). Each sub-dimension of job burnout depicts distinctive aspects of job burnout (Maslach, 1993). For example, EE relates to the stress component, whereas DP describes interpersonal relations and PA involves self-evaluation dimension. This effect of psychological distress can be further compounded when a conflict exists between work and family due to the demands of job and home obligations. Based on a study by Shimazu, Bakker, Demerouti, and Peeters (2010) on a sample of working parents with preschool children in Japan, they deduced that excessive demands of job and home obligations could increase the chances of adverse spill- over effects 113between work and non-work domains. Consequently, a constant occurrence of this effect would result in psychological and/or physical health from unmanageable job and home demands. In other words, this provides implication that if work-family conflict increases, the chances of job burnout occurring will increases in due time. Bacharach, Bamberger and Conley (1991) support this relationship by reporting a significant positive association among a sample of engineers and nurses who are facing a clash of work-family obligations resulting in high occurrence of job burnout in the workplace. Similar studies (Netemeyer et al., 1996; Allen, Herst, Bruck, and Sutton, 2000), were also conducted to validate this relationship by showcasing 1a mean of weighted average correlation of .42 between these two variables, thus, further justify the inferences drawn by other researchers that a clash of

both work family roles is significantly associated to job burnout. 2.05 118**Job Satisfaction and Intention to Leave** It **is** always suggested that occupational attitudes of staff can exert some influence on the desire of the individual leaving their employer to find a work environment which suit them. Both 95**job satisfaction and organisational commitment are considered to be** components of occupational attitudes as it forms 106**the way an individual** behaves **in the work environment.** The following discussion will explore the manner in which occupational attitudes influences the turnover intention of staff in general. Numerous studies (Sager, 1994; 57**Babakus, Cravens, Johnston, and Moncrief., 1999;**57**Low, Cravens, Grant, and Moncrief, 2001**) have indicated **a negative** connection **between** the satisfactions of an individual with their current job status with the desire of leaving their employer permanently. In a similar study (Boles, Johnston and Hair, 1997), the adverse condition 38**of work-family conflict, role stressors, and** emotional exhaustion contributes to the diminishing effect of the individuals overall satisfaction with the job environment, thereby, increasing the likelihood of eventual organisation turnover. Additionally, meta-analytic results (Eby et al., 1999; Tett & Meyer, 1993) from following studies have also lend support to this association claim relating to the negative link between job satisfaction and intention to quit, producing a significant mean weighted correlations of -.58. Consequently, Tan, Tan and Tiong (2006) investigated the relative connection of satisfaction toward work as well as stress on the possibility of turnover intention. This significant effect was apparent for a wide range of service related employment that was noted in previous studies (Bedeian, Burke, and Moffett, 1988; Bacharach, Bamberger, and Conley, 1991; Thomas and Ganster, 1995; Boles and Babin, 1996; Duxbury, Higgins, and Thomas, 1996; Mauno, Kinnunen, and Ruokolainen, 2006; Viator, 2006). These services included a wide range of employment such as accountants,

restaurant employees, dual-career professionals, healthcare workers as well as employees in communication and technology services. As such, it is important for managers to maintain Job satisfaction among staff as it is critical to retaining well-qualified personnel to the organisation for future growth. All in all, these studies conclude that a considerable negative association exists between the linkage of constant work role conflict and turnover intentions which is potentially mediated by an individuals' level of satisfaction with their jobs. 2.06 Organisational Commitment and Intention to Leave Another form of occupational attitude influencing the turnover intention of staff member includes the level of commitment an individual is investing with their current work environment. This relationship was substantiated by Mohammad, Taylor and Ahmad (2006) who investigated the significance of organisational commitment and staff turnover. According to a meta-analysis performed by Meyer, Stanley, Herscovitch and Topolnytsky (2002), correlations ranging from -.18 to -.56 were recorded between the commitment of staff to remain with the organisation and their predicted departure behaviours from the firm. In a specific sense, affective organisational commitment seemed to have an adverse impact on relatively high job turnover intentions (Meyer et al., 2002) which reflects the extent of staff identifying themselves with the organisation goals and the desire to continue employment. Ultimately, senior management are always seeking approaches to mitigate the high cost of turnover by reducing the rate of voluntary turnover of valuable staff through building a sense of commitment to the organisation (Firth, Mellor, Moore, and Loquet, 2004). Consequently, higher financial benefits can be realized by organisations in the long term when the employees are committed, knowing that they are able to maintain a balanced position between their work environment as well as their personal lives. These financial benefits are referring to the reduction of associated costs with recruitment and instructing new employees within the organisation to replace turnover staff. Therefore, if there is high conflict between a person's job and their personal life, it will translates into lower organizational commitment which will ultimately cause the feeling of intention to leave the organisation to be higher, thereby, potentially forming a mediation effect of the directional association between Perceived Conflict of work and family roles (WFC) and Intention to leave among staff. 2.07 Employee Job Burnout and Intention to Leave Due to the constant 70conflict between one's work and family demand, it results in eventual job burnout which may cause an employee to leave the organisation. Altunoğlu and Sarpkaya (2011) has substantiated this relationship based on a sample of 433 academics comprising of lecturers, readers and professors which pointed out that there are positive and significant relationships between emotional exhaustion, depersonalization which are constructs of job burnout and intention to leave. Their finding is

consistent with an earlier claim made by Lee and Ashforth (1993) which indicate that these two dimensions of employee job burnout generate significant correlations ranging from 0.18 to 0.38 in relation to turnover intention of staff. Therefore, a state of continued burnout would more likely influence the employee's decision to leave the organisation. Furthermore, consistent with previous studies (Karasek, 1979, Xie, 1996, Bakker Schaufeli, Sixma, Bosveld, and Dierendonck., 2000) overwhelming job demands proved to be one of the major cause of stress as it affected emotional exhaustion, depersonalization, and intention to quit positively. The adverse effects of job burnout on the employee's mental state pose as important organizational issues, particularly with staff productivity in the workplace. It has been discussed that unmanageable levels of Job burnout will be a burden to the organisation at the expense of lower organizational efficiency and work-associated problems involving high-rates of turnover and employee absence as well as limited job involvement and adverse reaction on job satisfaction (Cordes, Dougherty, 1993). The positive association between job burnout and employee turnover and absenteeism is supported by observed studies made by Maslach, Schaufeli, and Leiter (2001). So, these studies posit that Job burnout may potentially mediate the direct relationship between an individual's work role conflict and their leaving intentions. 2.08 Staff Marital Status In today's modern working environment, employers acknowledged the need to introduce a diverse form of work-life balance programmes which will cater to all employees, thereby, nurturing positive attitudes through employee satisfaction, reduced absenteeism and increased productivity, thus, minimizing turnover costs. Based on a statistical survey (2010) – Figure 2, it was showed that the Malaysians who listed themselves as married represented 59.6 per cent while those who were still single represented 35.1 per cent. From the singles population, the proportion of males who were never married (37.8 percent) was slightly higher as compared to their female counterparts (32.2 percent). On the other hand, the proportions of males (59.8 percent) and females (59.4 percent) that were listed as married were similar in numbers. The total amount of people who were either widowed or divorced was reported at 4.5 percent and 0.8 percent respectively. However, this study will focus more on both single and married groups. Figure 2 – 56**Percentage distribution of population aged 15 years and over by marital status and sex, Malaysia,** 2010 Note: Sourced from Department of Statistics, Malaysia Official Website (2011) Past articles seem to provide indication that single employees who had no children often receive more workloads as compared to their married colleagues who desire spare time from work in order to satisfy their family obligations (Scott, 2001). As such, organizations

often do not take into account the work stress of single childfree staff (Bruzzese, 1999), which causes them to perceive the usage of family benefits as a form of inequity. As such this has lead to lower levels of commitment among unmarried staff who desire the same level of flexibility in their work arrangements to pursue leisure (non-work) activities, resulting in higher turnover from this group (Waumsley, 2005). According to Chaudhry, Malik and Ahmad (2011) investigation to examine the association of Perceived Work-Life Conflict and Employee Performance in Pakistan, they concluded that both married and single employees showed different views in relation to the conflict each group is facing respectively. Chaudhry et al. discussed that single staff would experience more conflict in contrast to married employees due to the shared support in 7**which married people** receive **from their** partners **and children.** Similarly, Casper, Weltman and Kwesiga (2007) conducted a research in the USA in which they examined the rationale from single childless staff towards the perceived support of organisational work-life balance as compared to employees with families. Their result indicated that a sense of relative lesser equity is perceived by single employees in terms of social involvement, work prospect, beneficial considerations with non-work life and work expectations in contrast to employees with families. Additionally, Casper et al. reasoned that it is important for the management to take into account the needs between singles and married employees in relation to the concept of equity. They concluded that singles workers may be susceptible towards the fewer social supports they receive than co-workers with families, but workers with families would be less sensitive to greater supports. Mowday (1996) describes equity theory as a situation when people are responsive to inequity when under-rewarded, but respond less appreciated to over-reward. As such, this is implies that support for work-life issues that is important to not only a family orientated workforce, but, also a diverse range of employees, which include unmarried staff members. 2.09 Staff Gender Roles It is important to note that organisations who strive to instil work-life balance policies should not only be concerned on whether it affects their workforce on a marital level but also on how the issue affects the workforce on a gender level as well. When visualising the concept of Perceived Work-life/family conflict, past studies have provided varied results while examining the relative influence of gender roles on work-life/family conflict. According to a cross sectional survey conducted by Watai, Nishikido and Murashima (2008) on working information technology (IT) engineers with preschool children in Japan; they cited that there was no existing significant difference in gender roles with regards to the total 29**level of**

Work-Family Conflict (WFC). However, their study also noted that the extent of Work Demands Interfering with Family (WIF) was notably higher in males as compared to female counterparts who instead faced a significantly higher level of Family Demands Interfering with Work (FIW). The authors explained that the outcomes which causes the occurrence of WIF is significantly related to depression and fatigues that is present on both genders. In a similar study, Malik, Saleem and Ahmad (2010) also noted that staff experienced work-life conflict with same intensity and manner, thereby, suggesting no significant difference between gender roles when it involving the balancing of work and life activities. However, some studies have provided a contrasting result which indicates that gender does play an essential role, with justification that female employees are more likely to face greater WFC as compared to male employees (Lyness & Kropf 2005; Biggs & Brough, 2005). This view is also shared by Noor (2004) findings which established that a weak but significant relationship of -.18 exists involving work-family clashes and job satisfaction among Malaysian women. Carikci, Antalyali and Oksay (n.d.) findings on Gender Roles relating to Work Family Conflict among Managers in Turkey also showed support for this claim as it indicated that women considered their families and family activities much more than men. As such, the authors believe that women generally undertake most of the family responsibilities from child care to parents' care which results in greater responsibility of women for family matters than men, thereby, causing a perception of work family conflict. This statement is substantiated by Lo (2003) who opinionated the notion that

due to long work hours, female professionals are more likely to face a conflict of work and life domains. It is observed that few studies have 7**suggested that male** staff face **higher**

WLC than their female counterparts (Gambles, Lewis, and Rapoport, **2006).** 2.10

Employees' organisational tenure An employee's organisational tenure refers to the duration (normally in years) an individual has invested with the organisation during their employment. It is claimed that a long organizational tenure would assist employees in managing the relative issues of WFC resulting from skills gains and experience earned which prepares them with necessary professional excellence and adaptability (Cinamon & Rich, 2005). Anafarta and Kuruüzüm (2012) clarified that a long organizational tenure would enable staff to gain familiarity with the procedures and rules, thereby, developing formal and informal strategies for dealing with pressures from family. On the other hand, the researchers also argued that those with fewer years in the organization must exert more effort to establishing their position in the organization, resulting in a state of struggle 8**between the demands of work and**

family. So, this statement provides the notion that individuals who have been employed by the organisation over a long period would experience fewer work pressures on them which may interfere with family roles, thereby, suggesting a negative association. 2.11 Employees' average working hours According to a study by Galinsky, Bond, Kim, Backon, Brownfield, and Sakai (2005), it showed that approximately 20 percent of workers in the United States spend more than 49 hours per week at the workplace. In a Malaysian context, Hamid (2011) reported that more Malaysian workers frequently spend over 11 hours a day at work, and about 47 per cent of workers take their work home more than three times a week. This is a result of Malaysia's rapidly growing economy and its goal to attain a developed nation status in 2020. Daly (2001) initially revealed that managerial and professionals groups normally practiced long working hours totally to 50 hours a week. Hewlett and Luce, (2006) later concluded that 70 hours per week is a common working practice among the managers and chief executives. As such, long working hours in which an employee invests in an organisation may also have an adverse impact of both work and life roles. Past research

44**(Frone Yardley,** and **Markel, 1997;** Smoot, 2005; **Grzywacz, Frone, Brewer,** and

Kovner, 2006), have implied that there is an increased likelihood of conflict occurring

between work and family domains if an individual practices long working hours arrangement, thereby resulting in a negative work-to-family spill-over. This is because longer working hours resulting from the intensity in the workplace causes a form of Time-based conflict between work and life domains. Similar studies (Frone et al.1997, Judge, Boudreau and Brets, 1994; Moen and Yu, 2000) have also provided support for this claim as the regularity of work hour arrangements was found to be an important interpreter of WFC among a significant sample of European employees and nurses. Additionally, a meta- analysis study (Byron, 2005) revealed that the number of hours invested in the workplace had a positive association with WFC (Fu and Shaffer, 2001). Additionally, the high expectations held by both superiors and co-workers in a performance driven environment, causes the employee to prioritize work demands by accepting more job tasks and lengthen their work role outside normal working hours have also been shown to contribute to WFC issues (Major, Klein, and Ehrhart, 2002). 2.12 Proposed Hypothesis The above literature review, the following hypotheses are investigated: Hypothesis (H) 1 Perceived Work- Family Conflict (WFC) will be positively related to Intention to leave (ITL) among Service Staff. Hypothesis (H) 2 The association between Perceived Work- Family Conflict (WFC) and Job Satisfaction (JS) will be significantly negative. Hypothesis (H) 3 The association between Perceived Work- Family Conflict (WFC) and Organisational Commitment (OC) will be significantly negative. Hypothesis (H) 4 The association between Perceived Work- Family Conflict (WFC) and Employee Job Burnout (JB) will be significantly

positive. Hypothesis (H) 5 The association 31between Job Satisfaction (JS) and Intention to leave (ITL) among Service Staff will be significantly negative. Hypothesis (H) 6 The association 31between Organisational Commitment (OC) and Intention to leave (ITL) among Service Staff will be significantly negative. Hypothesis (H) 7 The association between Intention to leave (ITL) among Service Staff and Employee Job Burnout (JB) will be significantly positive. Hypothesis (H) 8 The direct association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Job Satisfaction (JS), producing an indirect effect. Hypothesis (H) 9 8The direct association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Organisational Commitment (OC), producing an indirect effect. Hypothesis (H) 10 The direct association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Employee Job Burnout (JB), producing an indirect effect. Hypothesis (H) 11 Both Married and Unmarried (Single) employees will showcase significantly different views with respect 64to Work- Family Conflict (WFC). Hypothesis (H) Both Male and Female employees will showcase significantly different 12 views with respect to Perceived Work- Family Conflict (WFC). Hypothesis (H) Employees' organisational tenure is negatively associated with Perceived 13 Work- Family Conflict (WFC). Hypothesis (H) Employees' average working hours is positively associated with 14 Perceived Work- Family Conflict (WFC). 2.13 Proposed Conceptual Framework – Figure 3 Figure 3 – Model Developed for Present Study. Chapter 3 Research Methodology This chapter presents and outline the proposed research methodology, which is implemented in the study to investigate the relationship between the perceived 48conflict between work/family roles (WFC) and the intention to leave among service industry staff coupled with mediating factors such as job satisfaction, organisational commitment as well as

employee job burnout which effect this relationship. Various hypothesis tests would also be outlined to explore the research questions of the study. 3.01 Population The population of this study will include employees who are involved in any areas of the service sector in Malaysia, particularly those located in surrounding areas of Kuala Lumpur and its conurbation. According to the Malaysian Economic report (2012), the labour force had increase by 2.2 percent which approximates at 12.9 million people in 2012 (2011: 2.3 percent; 12.6 million). The report also revealed that the highest employment consisted of service/tertiary sector personnel which represent 53.5 percent. The manufacturing sector accounted for 28.9 percent of total employment followed by the agriculture (11.1 percent) and construction (6.2 percent) sectors. The tertiary sector comprises of many subsectors which involve business and financial services, wholesale & retail service, personal services, public services, insurance, transportation, hospitality services and telecommunication. Based on the Economic Census 2011 on the Service Sector, Selangor had the highest number of establishments operating in the services sector, with 57,089 establishments or 19.7 per cent. This was followed by Wilayah Persekutuan Kuala Lumpur and Johor which accounted for 38,379 establishments (13.2 per cent) and 31,113 establishments (10.7 per cent) respectively. Figure 4 below illustrates the 52percentage distribution of number of establishments by state in 2010. Figure 4: 52Percentage distribution of number of establishments by state, 2010 Note: Sourced from Economic Census 2011 Service Sector, Department of Statistics, Malaysia Figure 5: Percentage distribution of revenue and expenditure by state, 2010 Note: Sourced from Economic Census 2011 Service Sector, Department of Statistics, Malaysia However, in terms of revenue and expenditure, Wilayah Persekutuan Kuala Lumpur was the most significant contributor accounting for 40.5 26per cent and 37.4 per cent respectively. This was followed by Selangor with 31.3 per cent of revenue and expenditure 32.4 per cent as seen in Figure 5 above. 3.02 Sampling – Non-Probability sampling Convenience sampling method was used during the data collection process of this study. This form of non-probability sampling is to select respondents from a sample population that is readily available and convenient. The researcher utilised this sampling procedure for two reasons. Firstly, it provides a simple and practical approach to obtain the primary data for the research investigation. Secondly, this sampling process saves times and is cost efficient when selecting respondents. In this sampling procedure, voluntary participation

is requested from a group of accessible people who meet the specific requirements of the study. As such, 92in order to meet the objectives to this study, the researcher continued this sampling procedure until the sample size reached its desired size to get the appropriate results of the study. Since there is no sampling frame, the researcher relied on specific population considerations when approaching the respondents. These considerations are to ensure relevance so that the sample selected consists of subjects which relate directly to the research topic. So, the selected sample based on respondent availability (convenience sampling), was drawn from Malaysian Service Sector employees working in Kuala Lumpur and its conurbations. The subsequent type of employees (population considerations) was included in the sample:- ? The participant must be working in Malaysia. ? The participant must be from the Service sector. ? The participant is assumed to be working full-time. It is evident that even though the researcher relied on available subjects, specific types of people were approached in this study. This also implies that the study was also purposive in nature. Babbie (2005) classify purposive or judgemental sampling as a form of non-probability sampling procedure that allows the researcher to select the sample based their own judgement relating to which samples would be 91representative of the population and which relates to the purpose of study. Leedy and Ormrod (2005) argue that although convenience sampling may be appropriate for certain research problems, the researcher should provide a justification for selecting the particular sample of participants. The reasons for chosen the sampling decisions in this study include:- - The goal of the study was not only to describe the specific features of a distinct population precisely by investigating just a segment of it, but to study the relationship of the variables. - Compared with probability samples, non-probability samples are quick practical and cheap (feasible). - It proved difficult to contact the sample through conventional probability sampling methods. - Non-probability sampling allowed the researcher to identify in advance the characteristics that were needed. - An added advantage of the convenience sample was that the researcher did not need a sampling frame. The researcher would intend to achieve a sample target of 384 set of questionnaires, following the guidelines provided by Krejcie and Morgan (1970) stating that the required sample size of roughly 384 is considered to adequately give reasonable results for a survey research if the population is 1,000,000 or more. This is reflected by the population of Service employees located in Kuala Lumpur and its Conurbation which totals at 1,208,500 based on the estimation of the Eighth Malaysia Plan (2000) – Figure 6 below. Moreover, the precise reading of the standard error includes research models which involve more than one

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mediator, require at least sample sizes ranging from 100 to 200 (Stone and Sobel, 1990). Figure 6: Distribution of Employment by Major Sectors in Kuala Lumpur, Kuala Lumpur and its Conurbation and Malaysia, 2000 Note: Sourced from Eight Malaysia Plan 2000 3.03 Data Collection The data collection process took place around areas in Kuala Lumpur and its conurbations as there would be a high probability of respondents who work in the services industry due to the presence of central business hubs in the area. The use of online questionnaires served as an alternative for collecting data from the respondent as the expenditure is expected to be 35-50 percent less for an e-survey than a mail survey, while the Data collection time can be reduced by 50-70 percent with an online survey. The questionnaire will be conducted in English, which is a widely used language in Malaysia. The researcher is confident that participants are able read, understand and respond to the survey questions in English accurately. However, one of the drawbacks of using email questionnaires involves the possibility of a low response rate. A low response rate may be a result of difficulty to reach the respondents, refusal to participate in the study, or lack of knowledge with the questions (Bourque and Fielder, 2003; Buckingham and Saunders, 2004). The researcher tried to improve the response rate to the emailed questionnaires by: ? Using a cover letter to make the survey look applicable to the respondent and appealing to service sector employees and using an official letterhead to show that the correspondence was not junk mail. ? Keeping the questionnaire as short as possible and presenting a clear, attractive layout. ? Reassuring respondents that their answers would be treated as strictly confidential and that it would be impossible for anybody reading the final report to identify any respondent. Additionally, Buckingham and Saunders (2004) also noted other problems of using email questionnaires which include:- - Unable to control the situation under which the questionnaire was answered. Respondents' answers may be subjective by other people opinion when they are filling it and may or may not be taking the survey seriously. - Researchers cannot explore the respondent's answers – what they write is what the researcher gets even though the response is unclear. - Researchers end up with large number of people failing or misinterpretation to answer a question or replying 'Don't know' / Neutral option. Some of the above problems were reduced through pilot testing of the study. The researcher pre-tested the questionnaire on colleagues who currently work in the Service industry. These individuals were not included in the final study. The pre- test analysis provided valuable information and convinces the researcher to change certain aspects of the questionnaire. These alterations related mainly to linguistic changes of some phrases, ensuring reader-friendliness of some instructions and additions of new variables. 3.04 Survey response A total 161 of survey responses were received out of the 285 emails sent via Facebook and forwarded links using Google Documents Survey Online from respondents involved in any area of the Service

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Industry. Despite their busy work schedule, there was an estimate 56.49 percent response rate of the research survey. Non-probability sampling method was applied during the data collection process. 3.05 Demographic Questionnaire A series of questions were asked in the survey to gain a better understanding of the respondents' profile within the Malaysian service sector. Respondents were enquired about their age group, gender, marital status, income level, children residing with them, elders who were residing with them, level of education, tenure of employment at their respective organisations, the type of service which they are involved in as well as the average number of working hours within a week. 3.06 Data Measurement The Items selected for each constructs were mainly adopted from prior studies to fit the Work life conflict context:- Work-Family Conflict The conflict of **1Work family** roles **was measured** using **a scale consisting of** 11 **items** framed **by Kopelman, Greenhaus and Connolly (1983).** Response to individual **items** was scaled according to **49a five-point Likert scale ranging from 1(strongly disagree)** and **5 (strongly agree). Job satisfaction A** Modified **88Minnesota Satisfaction Questionnaire (MSQ)** was **used to measure** the level **of satisfaction** of employees in their workplace using 10 items. Response to individual items was scaled according to **60a five-point Likert scale ranging from 1(very dissatisfied)** and **5 (very satisfied).** Organisational Commitment **The93level of commitment an employee has towards their** organisation was measured using **97Meyer & Allen's (1997) Organizational Commitment Questionnaire (OCQ)** consisting of 12 items. These items cover all three aspects measuring an employee's commitment namely **69affective, continuance and normative commitment. Of the** 12 items, 4 items relate to **69affective commitment, 5 items** relate to **continuance**

commitment and 3 **items** relate to normative commitment. Response to individual items was scaled 30**according to a five-point Likert scale ranging from 1(strongly disagree) and 5 (strongly agree).** Job Burnout **The** extent of employee Job Burnout was scaled using 76**Maslach Burnout Inventory–** General Survey **(MBI- GS) (Maslach and Jackson, 1981, 1986, Maslach et al.** 2001) which consists of 10 items that were selected to measure the variable. Of the 10 items, 5 items relate to Emotional exhaustion (EE), 2 items relate to Depersonalization (DP) and 3 items relate to Personal accomplishment (PA). Response to individual items was scaled 30**according to a five-point Likert scale ranging from 1(** Never) and **5** (Always). Intention to Turnover An employee's intentions of leaving the organization were scaled using the four- item measure proposed by Kelloway, Gottlieb, and Barham (1999). 1**Participants responded to items such as "I am thinking about leaving this organization"** utilising **a 5- point Likert scale** extending **from 1 (strongly disagree) to 5 (strongly agree).** 3.07 Proposed Data Analysis 3.07.1 Reliability and Validity Reliability test: The internal consistency reliability test would be used to measure the reliability of the items used in the present study. Litwin (1995) note that this internal reliability test measures the degree to which items function collectively 6**as a** complete **set and are capable of independently** gauging **the same concept. The** Cronbach's coefficient alpha estimate available in the SPSS software will be utilised in this investigation to gauge the level of internal consistency of the instrument as suggested by Sekaran and Bougie (2010). After analysing the 6**data using SPSS version**

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18, **it was** revealed **that the** overall scale items display a 6**high reliability** benchmark **ranging from 0.** 767 **to 0.** 939. These values are aligned to the instrumental benchmark that coefficient values of 0.70 and above are regarded as a high reliability standard while a measuring 6**instrument with coefficient of 0.60 is** considered **to have an** **average reliability**6**(Hair, Black, Babin, Anderson, and Tatham, 2006).**6**Similarly,** **Hair, Money, Samouel, and Page (2007) observe that researchers** commonly deem the Cronbach's 6**value of 0.70 as a** lowest level to observe a strong reliability, however, smaller coefficients values may be acceptable but with a weaker reliability. The Tables below showcases the outline of the reliability outcomes. It is observed 6**from the** tables **that** **the** outcome **of** the **test indicates that Cronbach's alpha values for the** item scales which **are** being tested are **all above 0.70. Consequently, given the benchmark of 0.70** **all the constructs** have a high reliability standard; therefore, it was not necessary need to delete any item. Scale: Work Family Conflict Table 1.0 - 3**Reliability Statistics**

Cronbach's Alpha N of Items .932 11 **Item-Total Statistics Scale Mean if Item** **Deleted Scale Variance if Item Deleted Corrected Item- Total Correlation**

Cronbach's Alpha if Item Deleted WFC1 **31.** 61 91.813 .809 .922 WFC2 31.68 92.258 .770 .924 WFC3 31.75 89.741 .832 .921 WFC4 32.08 95.887 .625 .930 WFC5 31.68 95.243 .644 .929 WFC6 31.96 92.999 .753 .925 WFC7 31.76 95.360 .671 .928 WFC8 31.76 94.635 .684 .928 WFC9 31.63 92.673 .774 .924 WFC10 31.98 95.862 .678 .928 WFC11 31.87

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95.914 .656 .929 Scale: Job Satisfaction Table 1.1 - **3Reliability Statistics Cronbach's Alpha N of Items** .915 **10 Item-Total Statistics Scale Mean if Item Deleted Scale Variance if Item Deleted Corrected Item- Total Correlation Cronbach's Alpha if Item Deleted** JS1 28.04 57.436 .745 .903 JS2 27.89 57.812 .717 .904 JS3 27.96 58.417 .668 .907 JS4 27.80 58.976 .727 .904 JS5 28.06 57.559 .713 .905 JS6 27.81 58.256 .705 .905 JS7 27.79 59.730 .618 .910 JS8 28.12 56.484 .795 .900 JS9 27.94 62.378 .577 .912 JS10 27.99 60.575 .591 .912 Scale: Organisational Commitment Table 1.2 - **3Reliability Statistics Cronbach's Alpha N of Items .767 12 Item-Total Statistics Scale Mean if Item Deleted Scale Variance if Item Deleted Corrected Item- Total Correlation Cronbach's Alpha if Item Deleted** OC1 32.68 48.955 .611 .727 OC2 31.66 54.264 .280 .765 OC3 31.81 69.106 -.451 .835 OC4 32.12 48.922 .658 .723 OC5 31.79 48.730 .597 .728 OC6 32.58 50.457 .576 .733 OC7 32.42 49.732 .560 .733 OC8 32.04 62.011 -.112 .802 OC9 32.17 50.465 .527 .737 OC10 32.32 50.980 .556 .735 OC11 32.52 50.776 .576 .733 OC12 31.71 46.993 .682 .716 Scale: Job burnout Table 1.3 - **3Reliability Statistics Cronbach's Alpha N of Items** .787 **10 Item-Total Statistics Scale Mean if Item Deleted Scale Variance if Item Deleted Corrected Item- Total Correlation Cronbach's Alpha if Item Deleted** JB1 30.21 29.230 .641 .746 JB2 30.23 35.928 .040 .812 JB3 30.16 30.449 .569 .756 JB4 30.65 27.943 .625 .745 JB5 29.97 31.493 .477 .767 JB6 30.86 28.161 .576 .752 JB7 29.68 35.130 .111 .805 JB8 30.13 31.039 .554 .759 JB9 30.30 31.586 .483 .767 JB10 30.63 27.948 .528 .760 Scale: Intention To Leave Table 1.4 - **14Reliability Statistics Cronbach's Alpha N of Items .939 4 Item-Total Statistics**

Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
ITL1 9.75	11.925	.882	.912
ITL2 9.78	12.537	.901	.906
ITL3 9.70	12.813	.830	.928
ITL4 9.76	13.160	.811	.934

Validity of 37Research Design The objective of the investigation was to explore the association between Perceived Work Family Conflict (WFC) with Intention to Leave (ITL) while being mediated by attitudinal variables 15(Job Satisfaction and Organisational Commitment) and Employee Job burnout with a high degree of certainty. Validity of the research is measured in two aspects involving internal and external validity. 1) Internal validity Bless and Higson-Smith (2000) explained that internal validity observes the changes in the dependent variable as to whether it actually relates to the changes in the independent variable. In order to attain high validity, the research design should control as many unrelated variables as possible. Two approaches were used by the researcher in order to achieve high internal validity:- ? Spontaneous effects in study participation – Before conducting the data collection process, participating respondents were least informed of what the researcher planned to investigate in the data. ? Measurement reliability - The researcher used a well-researched, reliable and valid measurement instrument from past studies. 2) External validity Bless and Higson-Smith (2000) again reported that external validity is relates to the results acquired from the investigated sample and applying the findings to all subjects in the population which is being studied. In other words, it examines the degree to which the results of the study can be generalised. Three factors were used by the researcher in order to achieve high external validity in the study. ? The representatives of the sample- The researcher paid specific attention to selecting a representative sample during the sampling procedure. ? Ensuring that the study stimulates reality as closely as possible - During the design of the measurement instrument, considerations were noted to 108ensure that the items in the questionnaire relate to the actual working environment. ? Replication in a different context -When the researcher compared the study results with similar studies in different contexts, similar conclusions were reached. 3.07.2 Normality tests 85Normality test

was carried out to determine if the sample data collected represents any form of normal distribution which will in turn decide if either parametric tests or non-parametric tests would be used for hypothesis testing. Based on Table 1.5, the Kolmogorov-Smirvov (K-S test indicates that the distribution all factors of the collected data sample significantly (p<.05) differs from a normal distribution. So, non-parametric hypothesis testing would be used in this study. Table 1.5 -

Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WFCavg	.117	161	.000	.926	161	.000
JSavg	.074	161	.029	.969	161	.001
OCavg	.094	161	.001	.977	161	.008
JBavg	.080	161	.013	.979	161	.016
ITLavg	.143	161	.000	.920	161	.000

a. Lilliefors Significance Correction

3.07.3 Hypothesis test 3.07.3.1 Kruskall-Wallis test The parametric counterpart of the Kruskal-Wallis test is the One-way analysis of variance (ANOVA). This non-parametric test is utilised when the examined groups are of disproportionate size (different number of participants). As such, the Kruskall-Wallis test would be used to compare several means that have come from different groups of people, in this case the general Marital Status (Married, Single, Divorced, Widowed). If one of the groups measured in this test display a significant result, then at least one of the samples is dissimilar from the other samples. Furthermore, this non-parametric test does not include an assumption of a normal distribution, unlike the parametric one-way analysis of variance. 3.07.3.2 Mann-Whitney U test Similarly, the Mann-Whitney U test would be used to compare two means that come from two different groups of entities, in this case the Marital Status (Married or Single) and Gender of respondents in a non-parametric sense. The means of the two groups would be reported as well as the significant of difference. 3.07.3.3 Spearman's rank-order correlation The Spearman's rank-order correlation is the nonparametric alternative of the Pearson product-moment correlation. Spearman's correlation coefficient, (, also signified

by rs) measures the relative strength of association between two or more ranked variables that is tested. 3.08 Multiple Mediation Analysis Asymptotic and re-sampling (bootstrapping) strategies as proposed by Preacher and Hayes (2008) is utilised in this study in order to investigate the impact of multiple mediators which include Occupational Attitudes (Job satisfaction and Organisational commitment) as well as Employee Job Burnout 41on the direct relationship between the independent variable (Perceived work-family conflict (WFC)) with the dependent variable (Intention to leave the organisation). 3.08 103.1 Preacher and Hayes (2008) Multiple Mediator Analysis Figure 7 – Simple Mediation Figure 8 – Multiple Mediation Preacher and Hayes (2008) have suggested an alternative method of testing mediation in a direct relationship with multiple mediating variables simultaneously instead of testing the mediators individually through 119Baron and Kenny's causal step process. The three mediators of this study would include variables (job satisfaction, organisational commitment and employee job burnout), which is to be simultaneously tested with the 8direct association between the independent variable (perceived work-family conflict) and the dependent variable (intention to leave). A Mediation method involving a single mediating variable which is term simple mediation as seen in Figure 7, whereas Figure 8 showcases when there are more than one mediator's involved in the model. As seen from both mediation models, the causal effect from the X variable on the Y variable can be divided into two aspects namely:- 1. Indirect effect through the Mediator M or 2. Direct effect (path c′). Firstly, the indirect outcome of the Mediator / Mediators is represented by two paths namely a and b. Pathway a signifies the consequence of 2X on the planned mediator M, whereas pathway b displays the consequence of M on Y, thereby, producing a partial 81/indirect effect of X on Y.

As such, **the** indirect **effect of X** 2 **on Y through M can then be** measured **as the** result of **a and b** paths. So, **the** overall outcome 2 **of X on Y can be** articulated **as the** total **of the direct and indirect effects: c = c′ + ab.** Alternatively, **c′ is the** variation between **the** overall outcome **of X on Y and the indirect effect of X on Y through M—that is, c′ = c + ab.** All 104 **paths are quantified** as **unstandardized regression coefficients. The** researchers have noted **the** benefits of assessing a single multiple mediation analysis as a whole in contrast to separate simple mediation analysis. 1. The analysis of 2 **total indirect effect of X on Y is** similar **to** performing **a regression** testing **with** numerous **predictors** to determine whether a total effect exists. If a multiple mediation effect is identified, it can be concluded 2 **that the** group **of** mediating **variables mediates the** direct **effect of X on Y.** 2. **It is** feasible **to determine to what extent specific M variables mediate the X-Y effect,** depending **on the** existence **of other mediators in the model.** 3. **When** several proposed **mediators are** framed **in a multiple mediation model, the** chances **of parameter bias** occurring **due to omitted variables is** diminished. In **contrast, when several simple mediation hypotheses are** analysed separately **with a simple mediator** analysis, **these models may** offer varying results due to the 2 **omitted variable, which can lead to biased parameter** in its

estimates (Judd & Kenny, 1981). 4. Many mediating variables existing in one model allow the determination of 62**relative magnitudes of the specific indirect effects associated with all mediators.** Additionally, to test **the** level of **indirect effect,** Preacher and Hayes have recommended using Bootstrapping to assess the mediators influence on the direct relationship. Bootstrapping, a non-parametric re-sampling procedure, is a method that supports the testing of mediation without the normality assumption of the sampling distribution. This testing is aligned to the present study which does not display a normal distribution sampling. Preacher and Hayes have further explained the use of Bootstrapping as a computational method which repeatedly samples the data set given, thereby, giving an estimate of the indirect effect in each re-sampled data set. The repeated method of the data set can be done thousands of times (1000, 5000) in order to framed the empirical estimate of the sampling distribution of a and b pathways which can be 115**used to** build **confidence intervals** to determine **the indirect effect.** For this, **the** data is repeated for 1000 times to get the 120**empirical estimate of the sampling distribution.** Consequently, **the** researcher will take the 22**k estimates of the indirect effect which** serves **as an** observed estimate **of the sampling distribution of the indirect effect when** examining **a sample size, n, from the** actual **population.**

Based on the confidence intervals (CI), mediators are determined if it does not contain zero within its range with 95 percent confidence. For the purpose of hypothesis testing, the null hypothesis which assumes that there is no indirect effect existing in the model 9**is** **rejected at the level of significance if the** 0 value lies outside the CI. Preacher and Hayes recommend that Bootstrapping can serve as a practical approach of 2**obtaining**

confidence limits for particular indirect effects under most circumstances.

2Shrout and Bolger (2002) further supported that bootstrapping analysis can be tested on models involving multiple mediators for the mediation analysis. Preacher and Hayes further recommend that future studies should consider the likelihood of multiple mediators occurring in the model as 2it is improbable that the consequence of an independent variable on a result is transmitted by only one effect in most situations.

The SPSS Macro script software of testing indirect effect created by Preacher and Hayes would be used to test the theory of mediation with multiple mediators. Only minor drawbacks are involved when utilising bootstrapping analysis. Firstly, the calculation of the confidence limits requires more computation as compared to single-mediator methods. However, with better speed and efficiency of 9computer processors, time is no longer a limitation, and most statistical analysis software's have included bootstrapping computation in the package 9(Lockwood & MacKinnon, 1998; Preacher & Hayes, 2004; Shrout & Bolger, 2002). Thus, bootstrapping is more practicable to analyse on multiple mediator samples. Secondly, bootstrapping analysis generates small variations of 9CIs each time the repeated method is applied to the same data. Chapter 4 Findings of Research This chapter presents the results processed by both the SPSS statistical software package Version 18 (measuring descriptive analysis, correlation and reliability testing) as well as the SPSS script programme written by Preacher and Hayes to assess the theory of mediation with multiple mediators, thereby producing an indirect effect on the direct relationship. The findings is then analysed to explain whether an indirect effect exists between the direct association of the independent variable Perceived Work Family Conflict (WFC) with the dependent variable Employees' Intention to Leave the organisation (ITL) with

mediators involving Job Satisfaction (JS), Organisational Commitment (OC) and Employee Job Burnout (JB). Other hypothesis results would also be explained in this section. 4.01 Description of respondents selected personal characteristic 7Results are analysed based on the responses given by full time employees who are involved in the Malaysian Service industry. As mentioned in Chapter 3, 83the demographic details of the respondents' include age group, gender, marital status, income level, children residing with them, elders who were residing with them, level of education, tenure of employment at their respective organisations, the type of service which they are involved in as well 63as the average number of working hours within a week. The Frequency distribution of the respondents' demographic profile is explained below. Table 1.6 - Gender

32Frequency Percent Valid Percent Cumulative Percent Valid male 78 48.4 48.4 48.4 female 83 51.6 51.6 100.0 Total 161 100.0 100.0 Figure 9: Gender Pie chart From the total respondents, participants were distributed almost evenly with females being 3.2 per cent more than their male's counterparts as seen in Table 1.6. Table 1.7 - Race

68Frequency Percent Valid Percent Cumulative Percent Valid malay 48 29.8 29.8 29.8 chinese 74 46.0 46.0 75.8 indian 36 22.4 22.4 3798.1 others 3 1.9 1.9 100.0 Total 161 100.0 100.0 Figure 10: Race Pie chart As for the respondents' nationality, Chinese represent the majority of the group with 46 percent followed by Malays (29.8 percent), Indians (22.4 percent) and other races (1.9 percent) as showcased in Table 1.7. Table 1.8 - 79Age Group Frequency Percent Valid Percent Cumulative Percent Valid 20-29 years 71 44.1 44.1 44.1 30-39 years 41 25.5 25.5 69.6 40-49 years 35 21.7 21.7 91.3

50 and above 14 8.7 8.7 **23100.0 Total 161 100.0 100.0 Figure 11:** Age Group Pie

Chart From Table 1.8, the dominant age group in the study was at the range of 20-29 years (44.1 percent), consequently followed by 30-39 years (25.5 percent), 40-49 years (21.7 percent) and 50 and above (8.7 percent). Table 1.9 - Marital status **19Frequency**

Percent Valid **Percent** Cumulative **Percent Valid married 65** 40 **.4** 40 **.4** 40 **.4 single**

79 49 **.1** 49 **.1** 89.4 **divorced** 9 5.6 5.6 95.0 widowed 8 5.0 5.0 **19100.0 Total** 161

100.0 100.0 Figure 12: Marital Status **Bar Chart** In terms **of Marital Status** (Table

1.9), 40.4 percent of respondents listed themselves as married while 49.1 percent are still single. The remaining 10.6 percent of respondents are either divorced (5.6 percent) or widowed (5.0 percent). Table 2.0 – Cross tabulation of Respondents Marital status with number of children Count 5) Do you have any children? Yes No Total 4) Marital status married 55 10 65 single 2 77 79 divorced 6 3 9 widowed 8 0 8 Total 71 90 161 Table 2.1 - Cross tabulation of Respondents Marital status with number of children living with them

Count 1**6) How many of your children currently live with** 4 0 1 2 3 you? none Total

4) Marital married 13 1 19 17 12 3 0 65 status single 74 3 0 1 0 0 1 79 divorced 6 0 1 2 0 0 0 9 widowed 8 0 0 0 0 0 0 8 Total 101 4 20 20 12 3 1 161 A follow up question (Table 2.0) was queried relating to whether the respondents had any children. It was reported that most of the respondents who listed themselves as Married had children and that at least 1 child who was currently living with them (Table 2.1). Table 2.2 - Cross tabulation of number of elderly cared for (e.g. parents or grandparents) / residing (living) with Respondents based on Marital status

Count 1**7) Are you primarily responsible for the care of an elder (e.g.** parents **or**

grandparents) / residing **Yes** (living) with them? **No** Total 4) Marital status married 22

43 65 single 25 54 79 divorced 2 7 9 widowed 0 8 8 Total 49 112 161 Table 2.3 - Cross tabulation of Number of elders currently living with respondents based on Marital status Count 8) How many elders currently live with you? 3 0 1 2 Total 4) Marital status married 1 11 10 1 23 single 0 12 15 0 27 divorced 0 2 0 0 2 Total 1 25 25 1 52 As for the caring of elders (Table 2.2), 33.85 percent or 22 out of 65 married respondents and 31.65 percent or 25

out of 79 single respondents reported that they are largely dependable for the care of an elder (parents or grandparents) / residing (living) with them. Table 2.3 showcases that at least 1 elder was currently living with respondents. Table 2.4 - Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma level	7	4.3	4.3	4.3
Graduate level (Degree)	100	62.1	62.1	66.5
Post-graduate level	31	19.3	19.3	85.7
Professional Certificate	22	13.7	13.7	99.4
Other	1	.6	.6	100.0
Total	161	100.0	100.0	

Figure 13: Qualification Bar Chart Based on qualifications (Table 2.4), 62.1 percent of respondents have a Graduate level (Degree) followed by Post-graduate level (19.3 percent), Professional Certificate (13.7 percent), and Diploma level (4.3 percent) and others (0.6 percent). Table 2.5 – Type of Services Respondents currently involved in

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Automobile	22	13.7	13.7	13.7
Banking and Finance	34	21.1	21.1	34.8
Education	16	9.9	9.9	44.7
Information Technology	20	12.4	12.4	57.1
Insurance	25	15.5	15.5	72.7
Professional / Consulting services	14	8.7	8.7	81.4
Telecommunication	9	5.6	5.6	87.0
Retail	13	8.1	8.1	95.0
Other	8	5.0	5.0	100.0
Total	161	100.0	100.0	

As observed in Table 2.5, the respondents of the study were mostly involved in services sectors from Banking and Finance (21.1 percent), followed by Insurance (15.5 percent), Automobile (13.7 percent) and Information Technology (12.4 percent). The remaining sectors also involved Education (9.9 percent), Professional / Consulting services (8.7 percent), Telecommunication (5.6 percent), Retail (8.1 percent) and others (5 percent).

Table 2.6 - Level of Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid RM1100-RM2000	20	12.4	12.4	12.4
RM2100-RM3000	57	35.4	35.4	47.8
RM3100-RM4000	57	35.4	35.4	83.2
>RM4000	27	16.8	16.8	100.0
Total	161	100.0	100.0	

Figure 14: Level of Income Pie Chart As for level of income earned (Table 2.6),

35.4 percent mostly earned around the range of RM2100-RM3000 and RM3100-RM4000, followed by >RM4000 (16.8 percent) and RM1100-RM2000 (12.4 percent). Table 2.7 – Respondents Organisational tenure 67**Frequency Percent Valid Percent Cumulative**

Percent Valid <1 year 25 15 **.5** 15 **.5** 15 **.5** 1-2 **years** 30 18.6 18.6 34.2 2-3 years 45

28.0 28.0 62.1 3-4 years 36 22.4 22.4 84.5 > 5 years 25 15.5 15 **19.5 100.0 Total** 161

100.0 100.0 Figure 15: Organisational Tenure **Bar Chart** Consequently, the

organisational tenure (Table 2.7) of most of the respondents is around 2-3 years (28 percent), followed by 3-4 years (22.4 percent), 1-2 years (18.6 percent) and 15.5 percent for both <1 year and > 5 years. Table 2.8 - Average Working Hour N Minimum Maximum Mean 13)

17**How many hours do you usually work each week** (on average), **including any**

overtime or extra hours? 161 9 70 44.54 Valid N (listwise) 161 Figure 16: Average

Working Hour Bar Chart Finally, Table 2.8 showcases that each respondent work at an approximate average of 44.54 hours weekly with 40 hours being the highest mod. Table 2.9 Who in your mind constitutes as family? * 4) Marital status Cross tabulation 4) Marital status married single divorced widowed 14) Who in Children 1 0 3 5 your mind constitutes as

family? Children, 1**Blood relatives outside of your parents,spouse and children (E.g.**

aunts and uncles) 0 0 1 0 Children, Parents 0 0 2 0 Children, 1**Parents, Blood**

relatives outside of your parents,spouse and children (E.g. aunts and uncles) 0 1 0 0

Children, Parents, In-laws 0 0 0 1 Children, Spouse 31 0 0 0 Children, Spouse, In-laws 1 0 0 0

Children, Spouse, Parents 12 6 0 0 1**Children, Spouse, Parents, Blood relatives**

outside of your parents,spouse and children (E.g. aunts and uncles) 1 1 0 0

1**Children, Spouse, Parents, Blood relatives outside of your parents,spouse and**

children (E.g. aunts and uncles), In- laws 7 4 0 0 Children, Spouse, Parents, In-laws 3

3 0 0 Parents 2 24 0 0 1Parents, Blood relatives outside of your parents, spouse and

children (E.g. aunts and uncles) 3 40 2 0 1Parents, Blood relatives outside of

your parents,spouse and children (E.g. aunts and uncles), In-laws 1 0 1 0 Spouse 2 0

0 1 Spouse, 1Blood relatives outside of your parents,spouse and children (E.g. aunts

and uncles) 0 0 0 1 Spouse, Parents, In-laws 1 0 0 0 Total 65 79 9 8 161 Respondents were asked about whom do they feel represent as family which involve Parents, Spouses, Children, Blood relatives or In-laws. The data was cross tabulated with the respondents' marital status. As observed from Table 2.9, respondents who listed themselves as married, most of them regard Children and Spouse as a family (31out of 65). This is followed by a combination of Children, Spouse and Parents (12 out of 65). For respondents who listed themselves as single (unmarried), most of them view Parents and Blood relatives as family (40 out of 79). This is followed by a Parents being viewed as family members (24 out of 79). As for respondents who are listed as either divorced or widowed, most of them regard their Children as family. This view was central as the people whom respondents view as family may have an effect on the way conflict is perceived between work and their obligations. 4.02 Hypothesis Testing 4.02.1 WFC, JS, OC, JB and ITL (Spearman correlation) Table 3.0 – Spearman Correlation

WFCavg JSavg OCavg JBavg ITLavg 40Spearman's rho WFCavg Correlation

Coefficient Sig. (1-tailed) N 1.000 . 161 JSavg 12Correlation Coefficient Sig. (1

-tailed) N -.501** .000 161 1 .000 . 161 OCavg Correlation Coefficient Sig. (1 -tailed)

N -.532** .000 161 .642** .000 161 1.000 . 161 JBavg 12Correlation Coefficient

Sig. (1 -tailed) N .559** .000 161 -.313** .000 161 -.274** .000 161 1.000 . 161

ITLavg 12Correlation Coefficient Sig. (1 -tailed) N .618** .000 161 -.742** .000 161

-.722** .000 161 .353** .000 161 1.000 . 161 **. 45**Correlation is significant at the 0.01 level (1-tailed).** As observed in **Table 3.** 0, it showcases **that the** correlation **between the** five variables observed **in the** study. The association between all variables in the current study was investigated 40**using the non-parametric test** of **Spearman's rank- order correlation** coefficient since the data is non-normally distributed. Correlation coefficients 96**were calculated to examine the** associations **between** perceived **work-** family **conflict** with its mediators and Intention to leave with the mediators. According to Field (2009), if the 28**correlation coefficient** values **ranges from 0.10 to 0.29, it is** viewed as a **weak** association. **Meanwhile the** values ranging **from 0.30 to 0.49 is considered** an average association **and from 0.50 to 1.0 is** measured as a **strong** association. From the correlation findings in Table 3.0, perceived work family conflict showcases a relatively strong positive significant correlation with the intention of organisational staff to leave (r= .618, p (one-tailed) ≤ 0.01). This finding provides support to Hypothesis 1 that 1**a positive relationship** exists **between** Perceived **work-family** conflicts (WFC) **and** Intention **to** leave (ITL). Consequently, perceived work family conflict displays a strong negative significant correlations with job satisfaction (r= -.501, 36**p (one-tailed) ≤ 0.01) and** with organisational commitment **(r= -.532, p (one-tailed) ≤ 0.01).** However, perceived work family conflict shows a strong positive

significant correlation with employee job burnout (r= .559, p (one-tailed) ≤ 0.01). These findings provide support to Hypothesis 2, 3 and 4. As for the relationship between Intention to Leave with the three mediating variables (JS, OC and JB), it showcased negatively strong relationships with both Job satisfaction (r= -.742, 36p (one-tailed) ≤ 0.01) and Organisational commitment (r= -.722, p (one-tailed) ≤ 0.01) respectively, while a significantly moderate positive relationship was reported for employee job burnout (r= .353, p (one- tailed) ≤ 0.01). These findings provide support to Hypothesis 5, 6, and 7. The significant relationship between all the five variables is important in order to proceed with the next multiple mediation analysis. The relationships of the three mediating variables were also observed in the correlation analysis. Job satisfaction was found to be significantly strong positive relationship with organisational commitment (r= .642, p (one-tailed) ≤ 0.01). Meanwhile, Job satisfaction is moderately negatively related to employee job burnout (r= -.313, p (one-tailed) ≤ 0.01). As for Organisational commitment, it is found to showcase a relatively weak negative relationship with employee job burnout (r= -.274, p (one-tailed) ≤ 0.01). The five variables display correlations ranging from r =-.274 to -.742 which provides an implication that there is no form multi-collinearity existing between the variables which affect the overall result as r values are below .9 (r <.9). 4.02.2 Multiple Mediation Analysis (SPSS Macro) Preacher and Hayes SPSS Macro script software would be used to test the theory of mediation with multiple mediators. The complete set of results can be seen in Appendix A. The first step in determining the effect of mediation by multiple mediators (Meds) on the direct link 94between the Independent (IV) and Dependent (D) variables is to investigate the significance contribution values in predicting the outcome for each predictor variable. This involves investigating the relationship between the IV and the mediators (a path). The same goes for path b between mediators and DV. Unstandardized regression coefficients are quantified when formulating these paths. IV to Mediators (a paths) Table 3.1 Coefficient Standard error (s.e.) t p-value JSavg -.4353 .0605 -7.1995 .0000 JBavg .3632 .0410 8.8523 .0000 OCavg -.3490 .0459 -7.6040 .0000 As seen in Table 3.1, each mediating variable (JS, JB and OC) displays some form of relationship with IV (WFC). Both JS (β=-.4353) and OC (β =-.3490) display a negative relationship while JB (β =.3632) displays a positive relationship. All mediating variables display a significant relationship

(p<.05) with the IV for path a.

2Direct Effects of Mediators on DV (b paths) Table 3.2

Coefficient Standard error (s.e.) t p-value JSavg -.6258 .0843 -7.4212 .0000 JBavg -.0566 .1071 -.5285 .5979 OCavg -.5724 .1111 -5.1527 .0000 As for path b (Table 3.2), JS (β =-.6258), OC (β =-.5724) and JB (β =-.0566) display a negative relationship with DV (ITL). However, only both JS and OC display significant relationship (p<.05) with DV.

2Total Effect of IV on DV (c path) Table 3.3 Coefficient Standard error (s.e.) t p-value

WFCavg .7070 .0782 9.0378 **10.0000 Direct Effect of IV on DV (c-prime path)** Table 3.4 Coefficient Standard error (s.e.) t p-value WFCavg .2554 .0759 3.3648 .0010

80Model Summary for DV Model Table 3.5 **R** - Square Adjusted **R** - Square **F df1 df2**

p- value .6764 .6682 81.5373 4.0000 156.0000 .0000 Both **2Total Effect of IV on DV (c path)** (Table 3.3) (β =.7070, p<.05) and **10Direct Effect of IV on DV (c-prime path)** (Table 3.4) (β =.2554, p<.05) display a significantly positive relationship, thus, further supporting Hypothesis 1. The R- Square value of the model summary (Table 3.5) also displays a 67.64 percent of variance for Intention to Leave (DV) with the inclusion of the three mediating variables and the Independent variable (WFC)

2NORMAL THEORY TESTS FOR INDIRECT EFFECTS Indirect Effects of IV on DV through Proposed Mediators (ab paths) Table 3.6 **Effect** Standard error (s.e.) Z P - value

TOTAL .4516 .0758 5.9615 .0000 JSavg .2724 .0523 5.2075 .0000 JBavg -.0206 .0385 -.5343 .5932 OCavg .1998 .0464 4.3069 .0000 **10The normal theory tests for indirect effects** calculate **the standard errors** under **the** assumption **10that the estimates**

of the indirect effect are normally distributed. A 2p- value is estimated for these effects in the output labelled "Normal Theory Tests for Indirect Effects," under the 22assumption that the sampling distribution of the indirect effect is normal. However, this assumption unnecessary for empirical deductions when bootstrapping analysis is used. Preacher and Hayes have noted an alternative analysis in bootstrapping analysis as compared to the 10z-test and p-values for these indirect effects. They 10recommended that bootstrap standard errors and confidence intervals be used instead to observe indirect effects in the mediation analysis.

2BOOTSTRAP RESULTS FOR INDIRECT EFFECTS Indirect Effects of IV on DV through Proposed Mediators (a and b pathways) Table 3.7 Data Boot Bias Standard error (s.e.) TOTAL .4516 .4490 -.0027 .0665. JSavg .2724 .2738 .0014 .0567 JBavg -.0206 -.0212 -.0006 .0390 OCavg .1998 .1963 -.0034 .0487 2Bias Corrected and Accelerated Confidence Intervals Table 3.8 Lower Upper TOTAL .3261 .5876 JSavg .1700 .3985 JBavg -.0994 .0530 OCavg .1141 .3037 As seen in Table 3.8 above, it can be seen that at 4795 percent Bias Corrected and Accelerated Bootstrap Confidence intervals of .3261 to .5876, 2we can claim that the difference between the total and the direct effect of WFC on ITL is differentiated from zero. The 2difference between the total and direct effects is the total indirect effect through the three

mediators, with a point estimate of .4516 (Table 3.7). It terms of testing the study's hypothesis, the 9null hypothesis (Ho) of mediation /indirect effect is rejected at the level of significance if 0 lies outside the Confidence Interval range. By utilising this hypothesis testing method, an assessment of the specific indirect effects indicates 15that both Job Satisfaction (JS) and Organisational Commitment (OC) have a Confidence Interval range of .1700 to .3985 and .1141 to .3037 respectively. This proves that both of these variables have a significant effect of the direct 1relationship between Perceived Work Family Conflict and Intention to Leave. As for the variable Job Burnout, it does not contribute to the indirect effect as its Confidence Interval range contains a zero. So, these results provides support to Hypothesis 8 and 9 in which the 1relationship between Perceived work-family conflict (WFC) and Intention to leave (ITL) will be 15mediated by Job satisfaction (JS) and Organisational commitment (OC) thus, producing an indirect effect. Hypothesis 10 is not supported as Job Burnout (JB) 64does not show any mediation / indirect effect on the direct relationship. 4.02.3 WFC, JS, OC, JB and ITL with Marital Status - Kruskall-Wallis test (All groups) The research variables of WFC, JS, OC, JB and ITL were initially tested with the marital status of respondents. The first step was to investigate whether a significant of difference exists between the four categories (Married, Single, Divorced and Widowed). Table 3.9 – Mean Ranks Marital Status N Mean Rank WFCavg married 65 91.51 single 79 74.08 divorced 9 82.78 widowed 8 62.00 Total 161 JSavg married 65 80.61 single 79 77.32 divorced 9 75.50 widowed 8 126.69 Total 161 JBavg married 65 84.58 single 79 79.22 divorced 9 87.33 widowed 8 62.38 Total 161 OCavg married 65 78.66 single 79 78.18 divorced 9 77.78 widowed 8 131.44 Total 161

ITLavg married 65 84.70 single 79 82.20 divorced 9 80.50 widowed 8 39.63 Total 161 Table 4.0 - Test Statisticsa,b WFCavg JSavg JBavg OCavg ITLavg Chi-square 6.398 8.318 1.947 9.877 6.805 102df 3 3 3 3 3 Asymp. Sig. .094 .040 .583 .020 .078 117a. Kruskal Wallis Test b. Grouping Variable: 4) Marital status Based on both Table 3.9 and Table 4.0, the test statistic indicates that Job Satisfaction and Organisational Commitment variables show some form of difference. So, it can be reported that a 124statistically significant difference exist between groups for the respondents' marital status as determined by Kruskall- Wallis test for Job Satisfaction (H(3) = 8.318, p = .040 with a mean rank of 126.69 for Widowed, 80.61 for married, 77.32 for single and 75.50 for Divorced. As for Organisational Commitment, it reports (H(3) = 9.877, p = .020 with a mean rank of 131.44 for Widowed, 78.66 for married, 78.18 for single and 77.78 for Divorced. 4.02.4 WFC, JS, OC, JB and ITL with Married and Single Status (Mann- Whitney U test) The demographic factor concerning the respondents' marital status is narrowed even further involving only married and single individuals in order to investigate Hypothesis 11. Table 4.1 - Mean Ranks N Mean Rank Sum of Ranks WFCavg married 65 80.95 5262.00 single 79 65.54 5178.00 Total 144 JSavg married 65 74.25 4826.00 single 79 71.06 5614.00 Total 144 JBavg married 65 75.15 4884.50 single 79 70.32 5555.50 Total 144 ITLavg married 65 73.64 4786.50 single 79 71.56 5653.50 Total 144 OCavg married 65 72.78 4730.50 single 79 72.27 5709.50 Total 144 Table 4.2- Test Statisticsa WFCavg JSavg JBavg ITLavg OCavg Mann-Whitney U 2018.000 2454.000 2395.500 2493.500 2549.500 Wilcoxon W 5178.000 5614.000 5555.500 5653.500 5709.500 Z -2.208 -.456 -.692 -.298 -.072 Asymp. Sig. (2-tailed) .027 .648 .489 .766 .942 a. Grouping Variable: 4) Marital status According to Table 4.2, the test statistic indicates that only perceived work family conflict (WFC) showed significant difference between married and single respondents as compared to the other four variables involved. Based on the results, it is reported that on average (Table 4.1), married participants (M= 80.95) shows a significantly higher mean rank in response to perceived work family conflict than their single counterparts (M=65.54), U = 2018, z = -2.208, p<.05. So, this result provides supports Hypothesis 11 that both Married and Single employees will showcase significant different views in respect to perceived work- family conflict (WFC). 4.02.5 WFC, JS, OC, JB and ITL with Gender (Mann-Whitney U test) Table 4.3 - Mean Ranks N Mean Rank Sum of Ranks WFCavg male 78 70.70 5514.50 female 83 90.68 7526.50 Total 161 JSavg male 78 82.08

6402.00 female 83 79.99 6639.00 Total 161 JBavg male 78 78.81 6147.50 female 83 83.05 6893.50 Total 161 ITLavg male 78 76.34 5954.50 female 83 85.38 7086.50 Total 161 OCavg male 78 84.86 6619.00 female 83 77.37 6422.00 Total 161 Table 4.4 - Test Statisticsa WFCavg JSavg JBavg ITLavg OCavg Mann-Whitney U 2433.500 3153.000 3066.500 2873.500 2936.000 Wilcoxon W 5514.500 6639.000 6147.500 5954.500 6422.000 Z -2.720 -.284 -.578 -1.233 -1.019 Asymp. Sig. (2-tailed) .007 .776 .563 .217 .308 a. Grouping Variable: 1) Gender According to Table 4.4, the test statistic indicates that only perceived work family conflict (WFC) showed significant difference between male and female respondents as compared to the other four variables involved. Based on the results, it is reported that on average (Table 4.3), Female participants (M= 90.68) shows a significantly higher mean rank in response to perceived work family conflict than their Male counterparts (M=70.70), U = 2433.5, z = -2.720, p<.05 So, this result provides support to Hypothesis 12 that both Male and Female employees will showcase significant different views in respect to perceived work- family conflict (WFC). 4.02.6 WFC, JS, OC, JB and ITL with Organisational tenure and Average working hour (Spearman correlation) Table 4.5 – Spearman Correlation

12) How long have you worked/managed for this organisation? 13) 17**How many hours do you usually work each week** (on average), **including any overtime or extra hours?** Spearman's rho 12) How long have you worked/managed for this organisation? 98**Correlation Coefficient Sig. (1-tailed) N 1.000** . 161 .213** .003 161 13) 17**How many hours do you usually work each week** (on average), **including any overtime or extra hours?**12**Correlation Coefficient Sig.** (1 **-tailed) N** .213** .003 **161** 1 **.000 . 161** WFCavg **Correlation Coefficient Sig.** (1 **-tailed) N** .151* .028 **161** .155* .025 **161** JSavg **Correlation** Coefficient Sig. (1-tailed) N -.010 .451 161 .061 .223 161 OCavg Correlation Coefficient Sig. (1-tailed) N .045 .287 161 -.044 .289 161 JBavg Correlation Coefficient Sig. (1-tailed) N .076 .169 161 .069 .194 161 ITLavg Correlation Coefficient -.012 .108 Sig. (1-tailed) .440 .087 N 161 161 **. 34**Correlation is**

significant at the 0.01 level (1-tailed). *. Correlation is significant at the 0.05 level (1-tailed). As observed in Table 4. 5, it showcases that the correlation between the organisational tenure of service staff as well as the average working hour each individual has invested with their respective companies with the five variables observed in the study. The association between all variables in the current analytical study utilises 99Spearman's rank-order correlation coefficient since the data is non-normally distributed. The analysis will again use the same value of correlation coefficient ranges as suggested by Field (2009). From the correlation findings, the organisational tenure of service staff displays a relatively weak but significantly positive relationship (r= .151, p (one-tailed) ≤ 0.05) with perceived work family conflict. This does not support Hypothesis 13 as there is a positive association present. As for the average working hour each individual has invested, it also displays a relatively weak but significantly positive relationship (r= .155, p (one-tailed) ≤ 0.05) with perceived work family conflict. This finding provide support to Hypothesis 14 in which Employees' average working hours is positively associated with Perceived work-family conflict (WFC). When organisational tenure and average working hour are correlated, it displayed a slightly stronger but weak significant positive correlation (r= .213, p (one-tailed) ≤ 0.05). As for the other variables, it displayed a non-significant relationship with both organisational tenure and average working hour. 4.03 Summary of hypothesis result

43Hypothesis (H) 1 Perceived Work- Family Conflict (WFC) will be positively related to Intention to leave (ITL) among Service Staff. Accepted Hypothesis (H) 2 The 8association between Perceived Work- Family Conflict (WFC) and Job Satisfaction (JS) will be significantly negative. Accepted Hypothesis (H) 3 8The association between Perceived Work- Family Conflict (WFC) and Organisational Commitment (OC) will be significantly negative. Accepted Hypothesis (H) 4 The 51association

between Perceived **Work- Family Conflict** (WFC) **and** Employee **Job Burnout** (JB) will be significantly positive. Accepted Hypothesis (H) 5 The association between Intention to leave (ITL) among Service Staff and Job Satisfaction (JS) will be significantly negative. Accepted Hypothesis (H) 6 The association between Intention to leave (ITL) among Service Staff and Organisational Commitment (OC) will be significantly negative. Accepted Hypothesis (H) 7 The association between Intention to leave (ITL) among Service Staff and Employee Job Burnout (JB) will be significantly positive. Accepted Hypothesis (H) 8 The association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Job Satisfaction (JS), producing an indirect effect. Accepted Hypothesis (H) 9 The association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Organisational Commitment (OC) producing an indirect effect. Accepted Hypothesis (H) 10 The association between Perceived Work- Family Conflict (WFC) and Intention to leave (ITL) will be mediated by Employee Job Burnout (JB), producing an indirect effect. Rejected Hypothesis (H) 11 Both Married and Unmarried (Single) employees will showcase significantly different views in respect to Work- Family Conflict (WFC). Accepted Hypothesis (H) 12 Both Male and Female employees will showcase significantly different views in respect to Perceived Work- Family Conflict (WFC). Accepted Hypothesis (H) 13 Employees' organisational tenure is negatively associated with Perceived Work- Family Conflict (WFC). Rejected Hypothesis (H) 14 Employees' average working hours is positively associated with Perceived Work- Family Conflict (WFC). Accepted Chapter 5 Discussion of Research This chapter presents discussions and findings of this study, followed by the recommendation organisations could take to improve their policies relating to work life balance initiatives. Conclusion of this study would also be discussed and future research would be outlined for further investigation. 5.01 Research review The goal of this investigation 50**is to examine the** directional **relationship between** perceived conflicts **of work family** roles affecting staff leaving intentions within the Malaysian service industry as well as investigating significant association with occupational attitudes and employee job burnout. The presence of an indirect effect was also explored in the current study by incorporating occupational attitudinal variables (job satisfaction and organisational commitment) as well as employee job burnout with the potential to mediate the direct relationship. Furthermore, the researcher also aimed to examine if a significant of difference exists between two subgroups of the study which include both: married and unmarried employees as well as staffs gender in relation to Perceived Work Family Conflict (WFC).

Additionally, the organisational tenure of service staff and average working hour were also taken into consideration when associating with perceived work family conflict. The researcher has deduced some key findings in the present study. 5.02 Discussion of key results 5.02.1 42Relationship of Perceived Work Family Conflict with82Intention to Leave The results of the investigation indicate that perceived work family conflict is positively associated to staffs leaving intentions from the organisation within the service sector, thus answering the research question. This study continues the discussion of past researches and support literature that if individuals continually faces ongoing and unresolved clashes between work and non-work roles, the direct consequence will influence a person's decision to find another job which serves as a better compatibility in balancing work and non-work needs, thus, maximising their intention to leave the organisation (Anderson, Coffey, and Byerly (2002), Noor & Maad (2008), Yu (2008). As 25Higgins, Duxbury & Lyons (2007) states "There is no-one-size-fits-all solution to the issue of work–life conflict, so different policies, practices and strategies will be needed to reduce work–life conflict". In addition, Ikeda, Oliveira & Campomar (2005) also stresses that future discussion on Role Conflicts should explore the type of managerial styles utilised by the organisation and the outcome it produces in different functional areas as well as various cultures and countries. Consequently, this has led to the growth of a diverse range of organisational policies, work practices; employment strategies that differ from one organization to another. 5.02.2 Occupational Attitudinal Factors (Job Satisfaction and Organisational Commitment) 16It is also important to note that the result of the current study is consistent with past works of Lee and Choo (2001), Wayne et al. (2004) and Bhuian 18et al. (2005) in which Perceived Work Family Conflict is significantly negatively associated to their overall level of Job Satisfaction in the workplace. This implies that if an individual faces continual interference between work and non-work roles, it would likely lead to lower job satisfaction which would in turn lead to higher chances

of the employee to consider leaving the organisation in the long term (Sager 75(1994),

Boles et al. (1997), Babakus et al. (1999), and Low et al. (2001). The same effect is also observed in the study with staff Organisational Commitment which is aligned to the studies conducted by Kossek & Ozeki (1999), Meyer, Stanley, Herscovitch and Topolnytsky (2002), Poelmans, Chinchilla, & Cardona (2003), Kinnie et al. (2005), Mohammad, Taylor and Ahmad (2006) and Hughes and Bozionelos (2007). Kinnie further added that the issue of achieving a sense of work-life balance has a profound impact on staffs' affective commitment to the organisation which applies to all employee groups. All in all, researchers have acknowledge that effective managerial efforts to assist their staff 112to attain a sense of

balance between work and home life is related to the continued commitment as well as satisfaction of all employees groups towards their job which helps to answer the research question. 5.02.3 Employee Job Burnout As for the level of employee Job Burnout, the 90findings show that there is a strong positive significant association with Perceived 42Work Family Conflict, thereby, conforming to the view of past studies (Bacharach, Bamberger and Conley (1991), 1Netemeyer et al. (1996) and Allen et al. (2000)) which justify this linkage. The same notion, as suggested by past studies (Lee and Ashforth (1993), Karasek, 1979, Xie, 1996, Bakker et al., 2000, and Altunoğlu and Sarpkaya (2011), can also be held for the linkage between employee job burnout and their intention to leave the organisation, though the relationship is weaker as compared to the other variables. This relationship has again prove that if there is unresolved work and non-work conflict for the individual, it will result into stress which translates into job burnout, thereby leading to potentially higher staff turnover for the organisation in the long term, thus answering the research question. 5.02.4 Multiple Mediation Analysis The analysis of the mediators was tested 86using the SPSS Macro script software provided by Preacher and Hayes to investigate whether an indirect exist with multiple mediators influencing the direct relationship of IV and DV variables. The results indicate that only mediators Job Satisfaction (JS) and Organisational Commitment (OC) produced an indirect effect between Perceived

work family conflict (WFC) (IV) and Intention to leave (ITL) (DV) as both variables, proven by **47Bias Corrected and Accelerated Bootstrap Confidence Intervals (CI)** showcases that 95 percent CI does not contain zero within the CI range, thus rejecting the null hypothesis (Ho). The mediation findings provide evidence which were examined by Villanueva & Djurkovic (2009) that attitudinal factors which include **15job satisfaction and organisational commitment had a significant** effect **on** staff's **organisational** leaving intentions from the direct relationship. This finding helps to answer the research question for the indirect effect of occupational attitudes. However, the same effect could be not be seen for Employee Job burnout (JB) as it did not show any sign of indirect effect with the direct relationship of IV and DV. This could possibly be explained by Spearman's rank-order correlation coefficient which shows that Employee Job burnout (JB) showed a strong positive relationship with perceived work family conflict while displaying a moderate positive relationship with Intention to Turnover. As **15for both Job Satisfaction** (JS) **and Organisational Commitment** (OC), it displayed a strong relationship with both the IV and DV thereby influencing the direct relationship. The finding for Job Burnout which is not seen as a mediator in the indirect relationship in this study is in contrast to Lin (2012) study which investigated the influence of workload and role conflict on turnover intention is achieved through the complete mediating effect of job burnout, more specifically the sub-construct emotional exhaustion based on a cross-sectional survey of 371 hospital employees in Taiwan. 5.02.5 Marital Differences This study also explored the marital differences between both married and single respondents in relation to the perceived work family conflict they face at the workplace. The findings have showed and answered the research question that a significant of difference exists between married and single respondents, with married couples exhibiting more conflict than their single counterparts. It should be noted that even though most of the single or unmarried respondents do not have children (Table 2.0), approximately one third of them admit that they are largely dependable for the caring of an elder (parents or grandparents) / residing (living) with them (Table 2.2). So, although the results do not share the same view as Chaudhry, Malik and Ahmad (2011) which states that single (unmarried) staffs are more likely to face more role clashes as compared to married employees, it can be said that a similarity exists with the present study as there is a difference

between the two groups. Possibly, the married respondents face more conflicts in their work due to their children care responsibilities. It was recorded that most of married respondents had children and that at least 1 child was currently living with them (Table 2.1) and one elder residing with them (Table 2.3). So, this would likely carry an extra burden on the individual to cope with work and child care responsibilities as well as elder care. 5.02.6 Gender Differences Furthermore, the differences of gender views with the relationships of the variables were answered in this study. It is found that females exhibit more experiences with perceived work family conflict which are significantly different from their male counterparts. This finding is consistent with the views of past studies (Noor (2004); Lyness & Kropf 2005; Biggs & Brough, 2005) which indicate that women are likely to face more issues with work and non-work roles resulting from family responsibilities from child care to parents' care. Additional studies (Thomas and Gangster (1995), Lu, Kao, Chang, Wu, and Cooper (2008), and Ahmad and Ngah (n.d.)) have also noted that job dissatisfactions are apparent from single mother employees as they more likely face a role clashes, thus, hindering their capacity to successfully complete job-related responsibilities, thereby, leading to eventual turnover. This finding is also relevant to today's work environment due to the rapid shift in the demographic composition of the workforce, which involve the growth of women workers or dual-earner families. 5.02.7 Organisational Tenure and Average Working hour Finally, this study also answered the nature of association between the perceived work family conflict of an employee with their organisational tenure of service as well as the average working hour invested with the organisation. Based on the results it was found that organisational tenure is positively correlated with perceived work family conflict, though the relationship is relatively weak. This is in contrast to past studies (Cinamon and Rich, 2005; Anafarta and Kuruüzüm, 2012) which suggest that as employees remained employed with the organisation for a number of years (organisational tenure), the years of experience and skills gained will allow staff to cope their role conflict, which suggest a negative association. Perhaps this situation can be explained as the married respondents in this study have to cope with the extra burden for caring both child and elder in their family structure even though they have been with the organisation for a long time. So, based on the study's findings, it does not essentially imply that familiarity with organisational procedures and rules will enable employees to adopt formal and informal strategies for dealing with pressures relating to family responsibility. As for the average working hour invested with the organisation, the findings of this study is consistent with past research (Frone et al.1997, Judge, Boudreau and Brets,1994; Moen and Yu, 2000) which imply that irregularly long working hours will likely cause some form of time-based conflict between work and life domains, thus answering the research question. Consequently, due to this relationship, Sabil and Marican (2011) suggested that organisations

should adopt a policy which encourages work-home segmentation and provide organisational support to staff members in order to assist them 39in managing work and family commitments effectively and efficiently. 5.03 Recommendation The management of consistent Work Life Balance policies has become part of a strategic element in Human Resource management in order to retain the best talents within an organisation (De Cieri, Holmes, Abbott, and Pettit, 2002). Past researches (Cappelli, 2000; Lewis & Cooper, 1995) have reasoned that due to the changing needs of employees in the work place, employers need to offer flexible Work Life Balance strategies as part of their retention strategy. 5.03.1 Organizational Practices toward Work Life Balance Several companies have begun to initiate some form of work life balance programs within their work environment. So, organisations can adopt a similar approach in order to reduce the level of role conflict for their staff in the workplace. Foreign Corporations such as The Volkswagen Group have begun to take action to address this issue in order to promote a more balanced work environment for their staff. For instance, the Group has initiated various schemes in organisational support in terms of balancing the amount of hours invested with the family with hours invested at work. This effort involves a selection of different part-time and shift models offered both in manufacturing and services lines. The Group has also taken into account for single unmarried employees also have their own views relating to the harmony between work and private life, and whose interest also requires equal consideration. This consideration includes innovative labour solutions which involve flexible, individual working time schedules that are made available for all members of staff in the organisation. In a Malaysian context, Public Bank has also introduced initiatives to promote work-life balance and to enable staff to lead a wholesome and meaningful life style. This includes providing plenty of opportunities for staff members who are progressive and productive to advance in their career ambitions thereby producing job satisfaction and creating a sense of achievement. Along with the career progression, the Bank's competitive and fair salary structure as well as a wide range of programme benefits enables staff to enjoy a sustainable quality of life. Soon and Indramalar (March 22, 2012) also reported several companies in Malaysia that are helping staff to achieve work-life balance. The article reported that Shell Malaysia recognizes the importance of providing a sense of balance between work, family and other interests for its staff in order to create an effective and dynamic organisation which supports as well as empowers individuals in the workplace. Shell realizes that it is easier to achieve the firm's goals with flexible work policies that takes employee personal choices into consideration while providing sufficient organisational support. However, the management also believes that

individual employees must also strive to achieve their own sense of balance for work and non-work roles and be responsible for their own work practices. This work practice includes negotiating with clients or line managers relating to assignment deadlines and how to go about executing the work. The article also reported that Standard Chartered Bank applies a similar approach in reducing conflict among staffs work and non-work roles as their work values revolves on diversity and inclusion in order to create a working atmosphere that enables everyone to fulfill their potential and capability. This work atmosphere would assist employees to manage the responsibilities of their job and meet the demands of their lives outside work. Additionally, the policies implemented in the bank are women-friendly as they usually experience more role conflict but they also extended to male employees. A buddy system is established among team members to encouraged more openness, and cultivate closer relationships so that members can cover for each other when the need arises, thus, creating work flexibility. Casper, Weltman and Kwesiga (2007) further added that single employees who perceived more inequality as compared to employees with families relating to organizational support given to achieve work life balance, often produces adversely productive behaviour (Greenberg, 1990; Sharlicki & Folger, 1997). So, organizations that provide support for role conflict issues in an equitable manner may face less adverse employee behaviour in the work environment. Their findings also imply that organizations that offer work life balance initiatives which cover workers regardless of family commitments should nurture organizational attachment for all employee groups. Moreover, Organisational support may affect more diverse employees which include ensuring work-life programs support various non-work roles. For example, flexible work arrangements can be used to handle any work and non- work need, not just family. O'Brien & Hyden (2008) suggest that a flexible working practice is becoming an essential component of employment strategies, which lead the way on the issue of promoting work-life balance in the workplace. Finally, career options are pivotal to lowering the turnover rate of singles employees. Therefore, organizations that offer mentoring and career progression schemes may improve the retention rate of single workers and potentially attracting the best talent in the labour market. 5.03.2 Employee Time Management In addition to maintaining a balanced work life, the employees are also encouraged to practice time-management instead of working long hours and claiming overtime. As Rahim reported in the Star (February 26, 2013), employees 5working long hours does not necessarily increase productivity or improve the quality of output.

The Malaysian Employers Federation (MEF) noted that, 5'employees who prefer

to stay back and claim overtime only show that they cannot manage their time effectively'. The article also indicates that some employees stayed back due to peer pressure from colleagues who spent more time in the office. As MEF executive director Shamsud-din Bardan added: "Working long hours does not make you a good employee. It also does not mean that you can be more productive and perform quality work. You should instead practice a healthy and balanced work life." Cheng (2013) further added that Malaysians often work longer than their counterparts in many benchmark countries, but have less productivity than them. The article showcased that Malaysian employee productivity levels are a lot lower than those of countries like the United States, Japan, United Kingdom, South Korea and Singapore, as reported by the Malaysian Productivity Corporation (MPC). MPC director-general Datuk Mohd Razali Hussain, citing the 2011 Productivity Report clarified that an employee's productivity was not measured by the number of hours clocked in but rather by his or her overall output during working hours. As such, Razali stressed the need to reward employees for better productivity with gain sharing, and suggested project-based incentives, improving workplace

5.04 Evaluating the Cost of Work Life Balance Strategies De Cieri et al. (2002) have again noted that managers need to evaluate the cost of Work Life Balance strategies within an organisation. This includes weighing both the costs of role conflict faced by staff as compared with the advantages of applying Work Life Balance strategies. As such, it brings up the debate which supports or opposes the initiation of work- life balance programs which frequently depends on the organisation's capability to demonstrate considerable financial growth accrued from the programs implementation. Many corporate assessments depend on a positive net present value to be revealed before proceeding with any future projects. For example, Abbott, De Cieri, and Iverson (1998) revealed that the turnover rates of middle managers resulting from unresolved role conflict cost an organisation approximately A\$75,000 to replace the talent lost. Joshi et al. (2002) noted the staff retention process serving as a benefit for initiating work-life programs. According to an opinion poll conducted by Vanderbilt University and Hewitt Associates (cited in Joshi et al. (2002)), it found that companies that were considered as the best place to work in showed significant financial performance than companies that had a poor working culture. In an operational sense, a lesser turnover rate result in the decline of training costs for new employees, as well as the intangible costs connected with informal training provided to new team members by existing staff. Hyman (2003) outlined three methods of comparing the advantages and disadvantages of implementing work-life balance policies within an organisation to decide 21**if there is a net positive or a net negative impact.** These methods include:- 21**1. Cost Benefit Analysis (CBA) 2. Cost Effectiveness Analysis (CEA) 3. Listing categories of costs and benefits** 5.05 Obstacles to work-life balance strategy implementation However, based on past studies undertaken in Australia and overseas 53**(Dessler, 1999; Edgar, 1988, Kirby & Krone, 2002; Morrison, 1992; Pringle & Tudhope, 1996; Smith, 1994; Wolcott & Glezer,** 1999) several obstacles have been known to create significant complications for the progression and execution of Work Life Balance policies and strategies

in ensuring on-going effectiveness within the organisation. The extensive literatures (De Cieri et al., 2002) have identified such obstacles which include:- - An organisational 11culture which stress and rewards long hours invested with the organization resulting 35to the disregard of other life commitments. - An isolated, aggressive and unaccommodating working atmosphere for employees with life commitments beyond the organisation. - Adverse attitudes and resistance of supervisors and middle management on new management styles - Lack of discussion and awareness about Work Life Balance issues. 5.06 Implication of research study Based on the data collected, the findings of this study imply that employers should be receptive to their employees' need to achieve a sense of balanced in both work and life roles. Kossek, Dass, and DeMarr (1994) views employees as important organisational stakeholders that influences Human Resource managers resulting from the shift in current managerial perception towards Work Life Balance issues which requires both creative and responsive behaviours in order to create a flexible organisational culture. Consequently, a diverse approach in managing Work Life Balance policies is required resulting from the constant change of demographics in the work force, social standards and the globalisation of markets, thus, signalling the diverse needs of each employee group (Jackson & Ruderman, 1995; Way, 1999). Several studies have debated that the effective administration of diverse human resources polices which serves as a key differentiation for thriving organisations in attracting and retaining the best talents (Joplin & Daus, 1997; Lepak & Snell, 1999; Robinson & Dechant, 1997). De Cieri et al. (2002) 11suggest that the adoption of a wide range of Work Life Balance strategies, to deal with a variety of employee needs and demands, will have the potential for significant positive outcomes for the organisation (Dowling & Fisher, 1997; Kossek et al., 1994, Yeung, Brockbank & Ulrich, 1996). As a result, organisations will experience an improvement in the retaining of talented and valuable employees if the management employs effective strategies that boost staff morale, affective commitment and

satisfaction toward job roles, while reducing possible sources of stress at the workplace (Cappelli, 2000), thereby, minimizing turnover costs. Furthermore, these findings imply that the management and implementation of effective work-life balance policies will have a significant impact on employee attitudes namely the level of satisfaction towards their job role as well as the extent of commitment to remain working with the organisation (Scholarios and Marks, 2004). 5.07 Limitation of Study This proposed research was conducted only on a small size of population. Additionally, the view of staff from different industries may differ from those who are working in the service sector, thus, the results may be limited to the specific location, and hard to predict its perception to other Malaysians in other cities. Consequently, due to the sample size used in this study, it was not feasible to take account of all the possible work, non-work and stress associated outcomes of work-family conflict in this study. As such, only accepted and well-researched outcomes were examined from past journals and articles. These outcomes refer to employees' rate of absenteeism as well as overall marital and life satisfaction was excluded from this research. When comparing the mediating variable outcomes examined in this study which include occupational attitudes (job satisfaction and organisational commitment) as well as employee job burnout, absenteeism and marital satisfaction may be viewed as insignificant outcomes. However, the chances that these variables could have a significant effect on the direct relationship between Perceived conflict of Work-Family roles and the employee's Intention to leave the organisation should not be excluded. The exclusion of these variables may potentially restrict the researcher's capability to make complete deduction about the consequences of work-family role clashes. The second limitation of this investigation was that it was not conducted in a longitudinal sense, thereby hindering the capacity to accurately understand the cost of work-family

conflict as it **occur over** a period of **time, and to** frame **and** assess an appropriate research model which represent these consequences. 5.08 Ethical Implications Since the proposed study involves the subject of Work Life Balance, staff may feel a little discourage when taking part in the survey as they might be afraid of giving out sensitive information. As such, to ensure the success of data collection, survey participants will remain anonymous as general information would only be recorded 110**such as** race, **gender, age, and level of education.** Participation in this research is purely voluntary without any form of coercion by the researcher. 5.09 Conclusion & Future research of Study Each of the potential strategy that is outlined aims to enhance the competitive advantage of employers which relies 33**on a committed and** efficiently **productive workforce (Pfeffer, 1994). Work Life Balance strategies** which emphasizes on the establishment of interpersonal interaction between employer and employees through temporal flexibility leave benefits may ultimately offer a directly 33**positive and** significant **impact on an employee's** choice **to remain with** the organisation **(Macran, Joshi & Dex, 1996).** So, this organisational strategy will assist in creating a flexible working environment which will favourably motivate and retain high valued employees, thereby, enabling the organisation to meet the emerging challenges with a productive workforce. Additionally, this will also relate to building a stronger company image with a sound Work Life Balance initiative thus serving as a form of Corporate Social Responsibility (CSR) as mentioned in Chapter 1 which will in turn attract future investors to the firm. However, the effectiveness of a Balanced Work Life policy in lessening role conflict remains largely vague as it may merely improve employee attitudes towards the organization but not solving the main problem of staff turnover 58**(Lambert, 2000). In the context of** organisational competition **for** skilled **talent (Way, 2000), such outcomes may be significant.** As this study has showcased, the occupational attitudinal factors do have some form of indirect impact between the perceived work family conflicts of staff with their intention of leaving the organisation. Furthermore, the

study also explored the relationships of the variables with the respondents' marital status, gender, tenure and average working hour invested with the organisation. However, there is still more to be discovered with the inclusion of involvement of Information Communication Technology (ICT) in the daily lives of service sector employees. Future research of this study could explore the spill-over effect between 38the work and family domains resulting from ICT usage. Othman et al. (2009) have investigated impact of tele-working in terms of costs and benefits to workers. Tele-working is a new form of work flexibility which allows employees to work from home with suitable resources for computing and communication provided by the organisation. They have noted that Tele-working brings new challenges as well as benefits as it grants tele-workers a sense of control when segmenting their working and life commitments. However, the infringement of work into home responsibilities resulting from the use of ICT blurs the limits between work and home life and may eventually result in role conflict. This situation is bound to have more relevance in today's working environment due to the progression of ICT involving personal computers, Internet, mobile phones and tablets which has made it possible for people to work anytime and everywhere. As such, it is hoped that a more extensive and comprehensive study would be developed using systematic researches in order to fully understand the concept of work 1-family conflict and its consequences and is flexible enough to deal with constant change of demographics within the Malaysian work force, thereby, assisting the management to devise a suitable plan of action to motivate and retain valuable staff members.