

Work-Family Factors and its Relationships Between Dispositional, Occupational Characteristics and Intention to Stay

Dr. Noraani Mustapha

*Faculty of Entrepreneurship and Business
University Malaysia Kelantan
Locked bag 36, Pengkalan Chepa, 16100 Kota Bharu
Kelantan, Malaysia*

noraani@umk.edu.my

Prof. Dr. Aminah Ahmad

*Department of Professional Development and Continuing Education,
Faculty of Educational Studies
University Putra Malaysia
Serdang, Selangor, Malaysia.*

aminah@ace.upm.edu.my

Assoc. Prof. Dr. Jegak Uli

*Department of Professional Development and Continuing Education,
Faculty of Educational Studies
University Putra Malaysia
Serdang, Selangor, Malaysia.*

jegak@ace.upm.edu.my

Assoc. Prof. Dr. Khairuddin Idris

*Department of Professional Development and Continuing Education,
Faculty of Educational Studies
University Putra Malaysia
Serdang, Selangor, Malaysia.*

kidin@ace.upm.edu.my

Abstract

This study was conducted to test the mediating effects of work-family factors on the relationships between dispositional and occupational characteristics as the independent variables and intention to stay as the dependent variable. By using self-administered research questionnaire, data was collected from 240 middle age single mother employees in Klang Valley, Malaysia. Samples were determined through simple random sampling method whereby six out of 24 single mother associations were selected to obtain research samples. Descriptive statistical analysis was conducted to describe the respondents. Pearson Product Moment Correlation was used to determine the relationships among variables and Structural Equation Modeling using AMOS version 16.0 was utilized for model testing and to verify the presence of mediation effects. Further, the Sobel's z-test was used to test whether the mediators carry the effect of the independent variables on the dependent variable. The findings indicated that there were positive relationships among variables. The results also established the presence of mediation effects between the independent and dependent variables. Organizations may utilize work-family factors as mechanism to promote longer retention among employees.

Keywords: Intention to Stay, Work-family Facilitation, Family Satisfaction, Dispositional Characteristics, Occupational Characteristics.

1. INTRODUCTION

Since 1980s employee turnover has attracted many researchers especially in human resource area due to its negative impacts. The impacts could be seen from the cost involved for training and orientation of new employees and destabilization of human resource supply that led to destabilization of work-client relationship (Montague, 2004). According to Shaw, Gupta and

Delery (2005); Meier and Hicklin (2008) hiring and training being a compulsory agenda after the employees' resignation, indicated that turnover was adversely correlated to performance, thus disrupting the process to meet organizational goals in both the public and private sectors.

Employee turnover intention is defined as an idea or thinking about quitting a job (Firth, Mellor, Moore & Loquet, 2004). An individual's intention to perform or not to perform a behavioral act is the immediate determinant of action. Based on this notion an individual who nurtures the thought of quitting his present profession is more likely to do so if the right condition exists, or if the adverse condition that warranted the thought of intent persists (Ajzen & Fishbein, 1980). Intention to stay however is simply the converse of the turnover intention (Kim, Price, Mueller & Watson, 1996). According to Black and Stevens (1989) intention to stay was significantly negatively correlated with turnover. Since intention to stay is referred to as employees' willingness to stay with an organization (Tett & Meyer, 1993), it consistently demonstrated a stronger relationship with turnover than did other turnover precursors (Tett & Meyer, 1993). Therefore although the construct of the study was turnover intention, but the focus of investigation was from the perspective of intention to stay.

This study was meant to measure turnover intention among single mother employees in Malaysia. Specifically this study was conducted to test the relationships between independent (dispositional and occupational characteristics), mediation (work-family factors) and dependent (intention to stay) variables. The study was also meant to test the mediating effects of work-family factors (work-family facilitation and family satisfaction) on the relationships between dispositional (self-efficacy and internal locus of control) and occupational (job demands) characteristics and intention to stay among single mother employees.

Due to rapid economy development, there has been an increase in competitive pressures on organisations to increase productivity; that lead to increase in work demands on the workforce, leaving less time available for the employees to be with their families. In Malaysia there were about 70 percent mothers with children below 12 years of age working full-time (Yunos & Talib, 2009). This situation creates different and unique challenges for women especially single mothers in terms of work and family obligations and responsibilities. According to Parkman (2004) women spent twice as many hours on average on home activities and family tasks as men. Since single mothers have to smartly tackle demands rooted from both domains. The study was really keen to investigate the interaction between positive and negative valences (intent to stay or intent to quit) with the influence of work-family factors and how these factors tailored the respondents' decision for their future.

2. THEORETICAL FRAMEWORK

This study utilizes several theories to explain the framework of the study. Then the discussion continues by focusing on the variables to be examined in the study: intention to stay, work-family facilitation, family satisfaction, self-efficacy, internal locus of control and job demands among single mother employees in selected states in Malaysia.

2.1 Conceptual Overview and Definition of Intention to Stay

Intention to stay indicates the employee's level of commitment to his organization and the willingness to remain employed (Hewitt, 2004). It is sometimes referred to as the propensity to leave, intent to quit, intent to stay, behavioral commitment and attachment (Halaby, 1986; Mueller, Iverson, & Price, 1999). Several studies have revealed that this concept whether it is called 'intent to stay' or 'propensity to leave', it is clearly the most important determinant of turnover (Tett & Meyer, 1993; Igharia & Greenhaus, 1992). Dalessio, Silverman and Shuck (1986) have emphasized that more concern should be given on intention to stay rather than turnover, as whenever an employee has exit, an organization has to incur the cost of recruiting and maintaining a new employee.

2.2 Social Exchange Theory as Foundation of Intention to Stay

Social Exchange Theory (SET) developed by Thibaut and Kelley (1959), had explained the reasons why individuals had personal relationships with others (Thibaut & Kelley, 1959). The theory also emphasized on personal relationships, its costs and benefits. What rewards did people receive from a given relationship, and what costs did they pay to obtain those rewards? Social Exchange Theory posited that good deeds should be reciprocated (Blau, 1964). Mossholder, Settoon and Henagan (2005) had pointed to Social Exchange Theory which proposed that individuals who felt that they had received benefits from others would later feel an obligation and then compensate through effort and loyalty. Effort and loyalty usually could be seen from a sheer commitment to their job and strong intention to remain with the present employer. Employee's loyalty clearly fitted within the framework of SET since it focused on citizenship behaviour whereby employees stopped looking for a new job elsewhere since they felt obligated to stay and repay the organization for support they had received (Rhoades & Eisenberger, 2002).

2.3 Conceptual Overview and Definition of Work-Family Facilitation

Previous research on work-family arrangement mostly focused on the outcomes, or the influence of an individual's involvement in one domain either family or work which led to the change in performance and quality of life in the other domain (Greenhaus & Powell, 2006). These positive reciprocal relationships were conceptualized as: (a) positive work-family spillover (Grzywacz, 2000), (b) work-family facilitation (Frone, 2003; Grzywacz, & Butler, 2005), (c) work-family compatibility (Grzywacz & Bass, 2003) and (d) work-family fit (Grzywacz & Bass, 2003; Voydanoff, 2002). Greenhaus and Powell (2006) conceptualized facilitation as the extent to which experience in one life sphere improved the quality of life in the other. Since the study on facilitation is relatively very new in the field of work-family arrangement, there is no single established definition that has best explained the concept "facilitation". For the purpose of the present study, work-family facilitation is defined as occurring when, by virtue of participation in one role (work), one's performance or functioning in another role (family) is enhanced. The study imposed theoretical attention on the topic of facilitation that brought to an explicit definition of the construct.

2.4 Theoretical Foundation of Facilitation

In this study, three complementary frameworks were integrated to build a theoretical foundation for facilitation called the Resource-Gain-Development (RGD) perspective proposed by Carlson, Kacmar, Wayne and Grzywacz, (2007). First: Positive Organizational Scholarship (POS) by Cameron, Dutton, Quinn and Wrzesniewski (2003) explained the positive processes and outcomes of interactions between individuals and organization in organizational setting. Second: Ecological Systems Theory (EST) by Bronfenbrenner (1979), an emerging theory within the work-family literature (Geurts & Demerouti, 2003; Grzywacz & Marks, 2000; Voydanoff, 2001) which emphasized that people had natural desire and the capacity for growth and development. Finally: Conservation of Resources Theory (COR) by Hobfoll (1989) which also had been applied to the work-family interface provided a heuristic approach in identifying the specific type of resources for the facilitation of the positive interaction between work and family domain.

2.4.1 Positive Organizational Scholarship

Positive Organizational Scholarship (POS) emphasized on the interactions between individuals and organizations in organizational settings and what both parties could benefit from these interactions (Cameron et al., 2003). Essentially, this transaction focused on the individual's capabilities and organizational processes that contribute to positive organizational 'outcomes'. POS represents a perspective that including instrumental concern and emphasizes on positive idea and human potential. Facilitation clearly fitted within the framework of POS since it focused on an enhanced functioning within the work or family domain (Carlson et al., 2007). POS provided an explanation for the 'purpose' of facilitation and its potential for affecting 'outcomes' in social systems such as work and family. Positivity was viewed as functional because it activated

a variety of forces that promoted individual and organizational strengths (Cameron et al., 2003; Fredrickson & Losada, 2005).

2.4.2 Ecological Systems Theory

Ecological systems theory (EST) served as a framework for work-family experiences (Grzywacz & Marks, 2000; Voydanoff, 2001) and provided a clear direction for informing facilitation. First, ecological theory complemented the function of POS in explaining the factors leading to the occurrence of facilitation. EST argues that individuals had the natural potential toward higher levels of functioning (Bronfenbrenner, 1979). Ecological systems theory is also instructive for explaining how facilitation occurred and broadly, likely antecedents. According to EST, individual development is a result of ongoing interactions between the individual and his/her environment (Bronfenbrenner & Ceci, 1994). Therefore EST suggests that resources within an individual's environment are the primary sources of facilitation since they bridge the interactions between individuals and their work and life environment (Carlson et al., 2007).

2.4.3 Conservation of Resources Theory

Both POS (Cameron et al., 2003) and EST (Bronfenbrenner, 1979) provided a foundation on why and how facilitation occurred and suggested the importance of resources. Conservation of Resources (COR) theory (Hobfoll, 2001) provided a basis for identifying the specific type of resources. COR model defined resources as valued articles people seek to acquire and manage. Hobfoll (2001) defined resources as properties of the environment that can be utilized for a certain purpose such as personal characteristics, objects, conditions, energies, and support that serve as a means for the attainment of these objects. Personal characteristics are those traits or skills that resulted from one's orientation to the world such as self-efficacy and internal locus of control. Objects are valued because of their physical nature or the status obtained through their ownership such as one's car, home, clothes or other material goods. Energy resources, such as time, money, knowledge, and skills are those that aid in the acquisition of other resources such as time for work or family and opportunities for advancement. Conditions are resources that are sought after such as marriage, divorce, employment, or seniority. Finally, support such as loyalty or intimacy preserves other types of resources (Carlson et al., 2007).

2.4.4 The Resource-Gain-Development Perspective

The basic premise of the RGD perspective is that individuals are dynamic and have the natural potential to grow, develop, and achieve the highest levels of functioning for themselves and the systems in which they have participated including families and organizations. Individuals having this natural tendency toward positivity and development, when engaged in a role, they will obtain resources that enable growth and development. When individuals utilized those available resources they would obtain positive gains. When gains from one domain are utilized, sustained, and reinforced in another (Kirchmeyer, 1992), it would improve system functioning.

The RGD perspective posited that antecedents of facilitation consisted of personal characteristics and environmental resources (objects, conditions, energies, and support) that contributed to the development of new skills and perspectives (developmental gains), positive emotion (affective gains), economic, social, or health assets (capital gains), and greater efficiency (efficiency gains) in one system which enhanced functioning of the other systems (Carlson et al., 2007). The greater of any single resource an individual has, the greater the potential for facilitation is; likewise, the greater the overall accumulation of resources, the greater the potential for facilitation.

3 RELATIONSHIPS BETWEEN DISPOSITIONAL CHARACTERISTICS, WORK-FAMILY FACILITATION, FAMILY SATISFACTION AND INTENTION TO STAY

The focus of the study was to examine the relationships between dispositional characteristics and work-family facilitation and how this construct related to family satisfaction and intention to remain working among single mother employees in Malaysia. Demographic variables were included in the study as control variables. Demographic variables are defined as individual-based variables such as age, job position, monthly income, working experience and number of children. Literature has shown the relationship between demographic variables and work-family facilitation and reported that women had higher positive spillover from work-to-family than men (Gryzwacz et al., 2002; Gryzwacz & Marks, 2000; Voydanoff, 2004). A few studies had examined the correlation between individual differences and work-family facilitation (Gryzwacz et al., 2002; Voydanoff, 2004). In addition individual differences evidently predicted patterns of work-family facilitation (Gryzwacz & Marks, 2000). In this study personal characteristics were confined to self-efficacy and internal locus of control.

3.1 Relationship Between Self-efficacy and Work-family Facilitation

General self-efficacy is conceptualized as a stable cognition that people hold and carry with them, reflecting the belief that they possess the ability to successfully perform tasks in a variety of achievement situations (Riggs & Knight, 1994, cited in Gardner & Pierce, 1998). Similarly other researchers define self-efficacy as an individual's beliefs about his or her ability to successfully perform a given behavior or task (Bandura, 1977; Hackett & Betz, 1981) and likely leads to gains for the worker which can contribute to family functioning. Employees high in self-efficacy personality were more active in trying new things they have learned at work and attempted more difficult tasks (Ford, Quinones, Segó & Sorra, 1992). Self-efficacy was also a potent factor in learning performance (Goldstein & Ford, 2002) and contributed to success at work (Judge & Bono, 2001). Since individuals higher in self-efficacy sought more opportunities and experienced more success, they were likely to acquire new skills and perspectives, positive mood, confidence and even economic assets to the benefit of their family (Goldstein & Ford, 2002) and the following hypothesis was tested:

Hypothesis 1: There is a positive linear relationship between self-efficacy and facilitation.

3.2 Relationship Between Self-efficacy and Family Satisfaction

According to Bandura (1986), an individual's level of self-efficacy could be directed to reduce negative perceptions that led to stress. In this line, Matsui and Onglatco (1992), in their research have found a negative significant relationship between individuals' self-efficacy and vocational strain. In another research, Judge, Locke, Durham and Kluger (1998b) after exploring core self evaluations, consisting of self-efficacy and self-esteem, found that core-self evaluation influenced individuals' perceptions of work attributes such as work autonomy and task significance. Individuals with positive self concepts perceived more intrinsic value of their work and reported high job and family satisfaction (Judge et al., 1998b). Therefore individuals with high self-efficacy were less sensitive to stressors and thus having less potential to strain across domain, work to home and vice-versa (Judge et al., 1998b) thus the following hypothesis was tested:

Hypothesis 2: There is a positive linear relationship between self-efficacy and family satisfaction.

3.3 Relationship Between Self-efficacy and Intention to Stay

Erdwins, Buffardi, Casper and O'Brien (2001) complemented this notion through his research which demonstrated, the high level of self-efficacy negatively related to conflict between work and home and negatively related to intention to leave. Therefore this study suggests that:

Hypothesis 3: There is a positive linear relationship between self-efficacy and intention to stay.

3.4 Relationship between internal locus of control and work-family facilitation

Locus of control is conceptualized as a generalized expectancy concerning the extent to which an individual believes that reinforcements, rewards or success are either internally or externally controlled (Rotter, 1954). An internal locus of control implies a belief in personal power, control and influence over the outcome of events. While an external locus of control implies a belief that personal power has a minimal affect on the outcome of events, these being influenced by fate, chance and powerful others (Rotter, 1954). Since individuals with an internal locus of control personality (internals) were more likely to believe they had control over their live events, internals perceived fewer stressors (Brookings, Bolton, Brown & McEvoy, 1985) that resulted in less strain (Siu, Lu & Cooper, 1999) which provided an evidence that internals would be more likely to experience positive spillover from work to family, thus the following hypothesis was tested:

Hypothesis 4: There is a positive linear relationship between internal locus of control and work-family facilitation.

3.5 Relationship Between Internal Locus of Control and Family Satisfaction

Furthermore research has demonstrated that positive experience at work, including that related to job satisfaction, affected positive experience at home (Judge & Ilies, 2004), and this positive spillover functioned as motivation to individuals to remain with organization as from this engagement would allow family member to enjoy the fruit of their occupation (Judge & Ilies, 2004). Based on the past research, this study hypothesized the following:

Hypothesis 5: There is a positive linear relationship between internal locus of control and family satisfaction.

3.6 Relationship Between Internal locus of Control and Intention to Stay

Several studies showed that an internal locus of control was related to higher job and family satisfaction that lead to more loyalty to organization (Lewis & Borders, 1995; Spector, 1986). Accordingly this study also hypothesized as follows:

Hypothesis 6: There is a positive linear relationship between internal locus of control and intention to stay.

4 RELATIONSHIP BETWEEN OCCUPATIONAL CHARACTERISTICS AND WORK-FAMILY FACILITATION, FAMILY SATISFACTION AND INTENTION TO STAY

4.1 Relationship Between Job Demands and Work-family Facilitation

Karasek's (1979), suggested that high job demand-high decision latitude could lead to the development of new behavior both on and off the job (Karasek, 1979). This new behavior pattern may link to job satisfaction, high self esteem and less intention to quit the job (Karasek, 1979). Literature has reported the correlation between work demands and work role quality and work-family facilitation. Voydanoff (2004a), in two different national surveys, examined the relationship between work demands and work-to-family facilitation. Women with rewarding jobs were protected from the negative mental health caused by troubled relationships with their children. Barnett, Marshall, & Sayer, (1992) using the same sample of 409 women discussed above, looked at the job rewards to identify which factors mitigated the relationship between parent-role quality and psychological distress. They found that challenging work was the only job factor that mitigated parental stress. If employed mothers experienced higher reward from challenging work they reported less distress, regardless of their level of disaffection in their relationship with their children. If the reward from challenging work was low, employed mothers who were concerned about disaffection in their relationship with their children reported high psychological distress (Barnett et al., 1992). Research by Wayne, Musisca, & Fleeson, (2004) had shown that positive

relationship between total work hours was significantly related to work-to-family facilitation. Similar results were reported by Wayne, Randel, and Stevens (2003) in their examination of the relationship between organizational time demands, organization support (usage of family-friendly benefits), family supportive work culture, and work-to-family facilitation, reported that a supportive work culture and organizational time demands was positively predicted work-to-family facilitation. Based on theory and evidence the following hypothesis was tested:

Hypothesis 7: There is a positive linear relationship job demands and facilitation

4.2 Relationship Between Job Demands and Family Satisfaction

Karasek (1979) labels high demand-high decision latitude jobs as 'active' and led to the development of new behavior pattern (Karasek, 1979). Grzywacz and Butler (2005); Grzywacz and Marks (2000); and Voydanoff (1988), suggest that high job demand is positively correlated to greater work-family conflict. Conceptually, high perceived workloads influenced employees' affective experiences at home because the affect experienced at work is positively correlated work spills over onto the affect experienced at home (Edwards & Rothbard, 2000). Positive spillover from workplace to family members at home mirrors certain job characteristics that may enhance an employee's family satisfaction. Therefore this study suggests that:

Hypothesis 8: There is a positive linear relationship between job demands and family Satisfaction

4.3 Relationship Between Job Demands and Intention to Stay

Voydanoff (2004) in her study discovered that job demands might enhance an employee's family satisfaction. This satisfaction serves as internal motivation for employees to work hard and at the same time be more committed with their job and high loyalty to organization (Butler, Viet, Narrigon & Taylor, 2005). The finding suggested that certain job demands might enhance an employee's satisfaction and at the same time employees become more committed with their job and high loyalty to organization (Butler et al., 2005). Therefore this study suggests that:

Hypothesis 9: There is a positive linear relationship between job demands and intention to stay

5 MEDIATION EFFECTS OF WORK-FAMILY FACILITATION AND FAMILY SATISFACTION ON THE RELATIONSHIP BETWEEN SELF-EFFICACY, INTERNAL LOCUS OF CONTROL, JOB DEMANDS AND INTENTION TO STAY

5.1 Mediation Effects of Work-family Facilitation on the Relationship Between Self-Efficacy and Intention to Stay

Work-family facilitation that can be conceptualized as the positive spillover was stemmed from spillover theory (Greenhaus & Powell, (2006). The theory postulated that the rewards from simultaneously occupying roles between the work micro-system and the family micro-system occurred either positively or negatively. The nature and strength of these relationships depended upon personality trait of the individual (Grzywacz, 2002). Some individuals are able to obtain more resources from their environment or more effectively use resources, thereby receiving greater benefits. For example, professionals with high self-efficacy frequently have greater access to family supportive resources than professionals with lower in this trait (Lambert & Haley-Lock, 2005) and accordingly have greater family satisfaction and greater organizational commitment. Based on this evident the following hypothesis was tested:

Hypothesis 10: Facilitation mediates the relationship between self-efficacy and intention to stay

5.2 Mediation Effects of Family Satisfaction on the Relationship Between Self-efficacy and Intention to Stay

Family satisfaction is a cognitive appraisal and an emotional response to what was and what could be (Olson, 1986). Researchers have proposed that increased levels of work-family facilitation might be related to both greater job and family satisfaction (Edwards & Rothbard, 2000; Grzywacz, Almeida & McDonald, 2002). Hanson, Hammer and Colton (2006) emphasize that a transfer of positive valence affect, skills, behavior, and values promotes better role performance (Hanson et al., 2006). In this regard, the positive valence affect, skills, behavior, and values are content of self-efficacy that lead to enhanced role performance at work. High performance helps improve family satisfaction, by a greater commitment (Hanson et al., 2006). Therefore this study tested the following hypothesis:

Hypothesis 11: Family satisfaction mediates the relationship between self-efficacy and intention to stay

5.3 Mediation Effects of Work-family Facilitation on the Relationship Between Internal Locus of Control and Intention to Stay

An internal locus of control implies a belief in personal power, control and influence over the outcome of events. While an external locus of control implies a belief that personal power has a minimal affect on the outcome of events, these being influenced by fate, chance and powerful others (Rotter, 1954). Since individuals with an internal locus of control personality (internals) were more likely to believe they had control over their live events, internals perceived fewer stressors (Brookings et al., 1985) that resulted in less strain (Siu et al., 1999) which provided an evidence that internals would be more likely to experience facilitation from work to family. The experience of positive mood as a result of facilitation at work will spill over to family domain. The satisfaction resulted from work will encourage as well as glue the workers to their organization and the following hypothesis was proposed.

Hypothesis 12: Facilitation Mediates the Relationship Between Internal Locus of control and Intention to stay.

5.4 Mediation effects of Family Satisfaction on the Relationship Between Internal Locus of Control and Intention to Stay

Research has demonstrated that individuals with an internal locus of control personality were believe they had control over their live events (Brookings et al., 1985). Accordingly positive experience at work, including that related to job satisfaction, affected positive experience at home (Judge & Ilies, 2004), and this positive spillover functioned as motivation to individuals to remain with organization as from this engagement would allow family member to enjoy the fruit of their occupation (Judge & Ilies, 2004). Accordingly individuals with internal locus of control will have high spirit of organizational commitment that promote workers to remain working with the present organization. Based on the past research, this study hypothesized the following:

Hypothesis 13: Family satisfaction mediates the relationship between internal locus of control and intention to stay.

5.5 Mediation Effect of Work-family Facilitation on the Relationship Between Job Demands and Intention to Stay

Since work-family conflict implies that demands exceed resources that lead to limited role performance, this arrangement is expected to be related negatively to family satisfaction (Bellavia & Frone, 2005). Alternatively, the resources associated with work-family facilitation is expected to enhance role performance, thus increasing family satisfaction (Brockwood et al., 2003; Voydanoff, 2005b; Wayne et al., 2004). In addition to these direct relationships, work-family conflict was found to mediate relationships between work demands and family satisfaction, whereas studies that consider work-family facilitation as a mediator is not known (Voydanoff, 2002). Due to scarcity of data this study intended to examine work-family facilitation as mediating factor between job factors and intention to stay. From the above support, this study proposed:

Hypothesis 14: Facilitation mediates the relationship between job demands and intention to stay.

5.6 Mediation Effect of Family Satisfaction on the Relationship Between job Demands and Intention to Stay

Family satisfaction is defined as the response to present family functioning as compared with an individual's inner sense of what is desirable (Olson, 1986). Satisfaction is a cognitive appraisal and an emotional response to what was and what could be (Olson, 1986). Researchers have proposed that increased levels of work-family facilitation might be related to both greater job and family satisfaction (Edwards & Rothbard, 2000; Grzywacz et al., 2002). Hanson et al. (2006) emphasize that a transfer of positive valence affect, skills, behavior, and values promote better role performance (Hanson et al., 2006). In this regard, the positive spillover between work and family should lead to enhanced role performance through the improvement of family satisfaction, by a greater social support (Hanson et al., 2006). Empirical evidence has supported this notion with Brockwood's (2002) finding work-family positive spillover to be positively related to family satisfaction. From the above support, this study posited:

Hypothesis 15: Family satisfaction mediates the relationship between job demands and intention to stay.

6 MATERIALS AND METHODS

6.1 Sample and Procedure

The subjects of the study were single mother employees working either with government or private sectors. According to the Department of Statistics Malaysia (2000), single mothers is defined as (1) woman as the head of household; (2) widow or separated/divorced wife; and (3) unmarried woman that possess a child/children. In this study single mother was operationalized as a woman who was divorced and separated or a woman whom her husband had passed away. Record from the Ministry of Women, Family and Community Development showed that there were 24 registered single mother's associations in Selangor and Kuala Lumpur Federal Territory. Due to time and financial constraints along with the limited capability of the researcher, only six out of 24 associations were selected through systematic random sampling to obtain samples for the study.

6.2 Measurement

6.2.1 Self-Efficacy

Self-efficacy is personality attitude and was assessed using 10 item of the Work-Family Conflict Self-Efficacy Scale (Cinamon, 2003) from two dimensions: self-efficacy and responsibility. The original measure was developed in Hebrew and later translated into English. Using a 7-point Likert scale, participants were asked to rate how confident they were in handling a given situation. The responses range from 1 (strongly inconfidence) to 7 (strongly confidence). A sample item from the self- efficacy is: "How confident are you that you could fulfill your job responsibilities without letting them interfere with your family responsibilities?" The scale was tested by Cinamon (2003) and resulted in reliability coefficients of 0.84. The reliability coefficient for the current sample is 0.82.

6.2.2 Internal Locus of Control

Internal Locus of Control was assessed by using Spheres of Control by Paulhus (1983). The scale contained 10 items representing two dimensions: self control (e.g., Most of what happens in my career is beyond my control) and self confidence (e.g., Every time I make a plan, I am very sure I can materialize it). Respondents indicated their degree of agreement/disagreement on a 7-point scale ranging from (1) "strongly disagree" to (7) "strongly agree". The reliability score for this scale in previous sample was 0.80, however slightly fall to 0.73 for the current sample.

6.2.3 Work-Family Facilitation

Work-family facilitation was measured with 7 items (e.g., I have developed skills in my job that are useful at home). Greenhaus and Powell (2006) adapted these items from existing scales in the literature (Grzywacz & Marks, 2000; Kirchmeyer, 1992; Stephens, Franks & Atienza, 1997; Sumer & Knight, 2001). Respondents were asked to indicate their degree of agree/disagreement on a 7- point scale ranging from (1) "strongly disagree" to (7) "strongly agree". The Chronbach alpha for this measure from previous sample was 0.78 and slightly higher (0.84) for the current sample.

6.2.4 Family Satisfaction

Family Satisfaction was measured using items developed by Reardon (1982). The scale contains 7 items (e.g., I am happy with the progress toward the goals I have for my family). Respondents indicated their degree of agreement on a 7-point scale ranging from (1) "strongly disagree" to (7) "strongly agree". Higher scores indicated greater family satisfaction. The Chronbach alpha for this scale in previous sample was 0.87 while in the current study the alpha value is 0.85.

6.2.5 Intention to Stay

Intention to stay was measured by using the instrument developed by Weiss, Dawis, England, and Lofquist, (1967). The instrument measures respondents' intention to leave/stay from two dimensions: intention to leave (e.g., I always thinking of resigning the job) and intention to remain with the organization. (e.g., I have planned to remain with this organization to advance my career). Intention to stay was measured by reverse-coding items of intention to leave where respondents indicated their degree of agreement on a 7-point scale ranging from (7) "strongly disagree" to (1) "strongly agree" (reverse-coded). For items measuring intention to remain, respondents indicated their degree of agreement on a 7-point scale ranging from (1) "strongly disagree" to (7) "strongly agree" (normal-coded). The Cronbach alpha value in the current sample is 0.74.

7 STATISTICAL ANALYSIS

(i) In this study four types of statistical analyses were utilized. (i) SPSS for Windows to calculate many of the descriptive statistics: mean, standard deviations, percentage, reliability coefficients and zero order correlations. Descriptive analysis was also used to report demographic data and to check the level of all independent, mediator and dependent variables. (ii) Pearson's Product Moment Correlation to determine the linear relationships between quantitative variables between organizational and occupational characteristics, work-family facilitation, family satisfaction and intention to stay. (iii) Analysis of Moment Structures (AMOS) to examine the goodness of fit of the proposed model, and subsequently to estimate the structural coefficients pertaining to the hypothesized path model. The Structural Equation Modeling (SEM) was also used to verify the hypothesized relationships between organizational, occupational, work-family facilitation, family satisfaction and intent to stay in the organization. (iv) The Sobel's z-test was then conducted to test the z-value to examine whether the mediators carried the effect of the independent variables on the dependent variable.

8 RESULTS

The respondents' age ranged from 29 to 45 years ($M = 39.6$, $SD = 3.63$). About half of the total respondents (47%) aged between 30 to 40 years old and majority of the respondents (89.5%) were below 44. The study also revealed that 42.9% of the respondents had working experience of ten years and below, 35.4% of the total respondents had experience between 11 to 14 years and about 20% of the respondents (19.6%) had work experience between 15 to 20 years ($M = 12.26$, $SD = 4.38$) (Table 1). The income received by the respondents ranged from RM700 – RM4000 ($M = RM1682.17$, $SD = RM692.72$).

Most respondents (60.0%) earned between RM1001 to RM2000, with a very small number (5.4%) of respondents took the largest amount of income of between RM3001 to RM4000 a

month. The mean score for variables on a seven-point scale was as follow: Self-efficacy 4.74 (SD = 0.79), internal locus of control 4.42 (SD = 0.82), work-family facilitation 4.55 (SD = 0.99), family satisfaction 4.92 (SD = 0.90) and intention to stay 4.40 (SD = 0.94) (Table 2).

TABLE 1: Distribution of Respondents by Demographic Characteristics

Demographic Characteristics	M n=240	SD	Frequency	Percentage
Age	39.6	3.63		
Below 30 years old			1	0.4
30 – 35 years old			15	6.2
36 – 39 years old			98	40.8
40 – 45 years old			126	52.5
Working Experience	12.26	4.38		
Below 5 years			14	5.8
5 – 10 years			89	37.1
11–14 years			85	35.4
15– 20 years			47	19.6
21– 24 years			4	1.7
25 years and above			1	0.4
Income Per-Month	1682.17	692.72		
RM 1000 and below			42	17.5
RM 1001 – RM 2000			144	60.0
RM 2001 – RM 3000			41	17.1
RM 3001 – RM 4000			13	15.4
Total			240	100.0

8.1 Correlation Analyses

Correlation analyses results revealed that dispositional characteristics were moderately higher ($r = 0.458$ to $r = 0.577$) to work-family facilitation, family satisfaction and intention to stay. The findings from data analysis as presented in Table 2 shows that as the level of self-efficacy of single mothers increased, their level of facilitation also increased ($r = 0.537$, $p = 0.001$). The result of the data analysis shows that as the level of self-efficacy of single mothers increased, their level of family satisfaction ($r = 0.551$, $p = 0.001$), and intention to stay ($r = 0.507$, $p = 0.001$) increased. The result also indicates that as the level of internal locus of control of single mothers increased, their level of facilitation increased ($r = 0.458$, $p = 0.001$). Similarly as the level of internal locus of control of single mothers increased, their level of family satisfaction ($r = 0.577$, $p = 0.001$), and intention to stay ($r = 0.471$, $p = 0.001$) were also increased. For the occupational characteristics, job demands was positively related ($r = 0.082$ to $r = 0.332$) to work-family facilitation, family satisfaction and intention to stay. The findings from data analysis as presented in Table 2 also revealed that as the level of job demands of single mothers increased, their level of facilitation increased ($r = 0.332$, $p = 0.001$) and at the same time their level of family satisfaction ($r = 0.177$, $p = 0.001$), and intention to stay ($r = 0.082$, $p = 0.001$) also increased.

TABLE 2: Means, Standard Deviations, Reliability and Intercorrelations of the variables (n = 240)

Variable	M	SD	Self	Control	Dem	WFF	FSat	ITS
Self Pearson Correlation	4.74	0.79	0.82					
Sig.value								
Control Pearson Correlation	4.42	0.82	0.565**	0.73				
Sig.value			.000					
Dem Pearson Correlation	4.06	0.63	0.095**	-0.006	0.70			
Sig.value			.000	.000				
WFF Pearson Correlation	4.55	0.99	0.537**	0.458**	0.332**	0.84		
Sig.value			.000	.000	.000			

FSat	Pearson Correlation	4.92	0.90	0.551**	0.577**	0.177**	0.550**	0.85	
	Sig.value			.000	.000	.003	.000		
ITS	Pearson Correlation	4.40	0.94	0.507**	0.471**	0.082	0.443**	0.369**	0.74
	Sig.value			.000	.000	.101	.000	.000	

Note: N = 240. ** Correlation is significant at the 0.01 level (1-tailed).

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

Cronbach Alpha reliabilities are shown in bold. **M** = Mean, **SD** = Standard Deviation, **Self** = Self-Efficacy, **Control** = Internal Locus of Control, **Dem** = Demand, **WFF** = Work-Family Facilitation, **F Sat** = Family Satisfaction, **ITS** = Intention to Stay.

8.2 Mediation Analyses

A series of mediation analyses were conducted to test the effect of work-family facilitation and family satisfaction as mediators in the relationships between self-efficacy and internal locus of control and intention to stay. Figure 1 shows that the direct effect of self-efficacy [Self] on intention to stay [Stay] was significant ($pc = 0.120, p < 0.05$). The indirect effects were estimated by products of direct effects. Thus, the indirect effect of self-efficacy [Self] on intention to stay [Stay] via work-family facilitation [Facilitation] was estimated by the product of the effect of self-efficacy [Self] on work-family facilitation [Facilitation] and the effect of the work-family facilitation [Facilitation] on intention to stay [Stay] which was $(0.227^{**})(0.186^{**}) = 0.042^{**}$. The indirect effect (0.042^{**}) was weaker than the direct effect (0.120^{*}).

Table 3 shows that the direct effect of self-efficacy [Self] on intention to stay [Stay] was significant ($pc = 0.120, p < 0.05$). The indirect effects were estimated by products of direct effects. Thus, the indirect effect of self-efficacy [Self] on intention to stay [Stay] via family satisfaction [Family] was estimated by the product of the effect of self-efficacy [Self] on family satisfaction [Family] and the effect of the family satisfaction [Family] on intention to stay [Stay] which was $(0.088^{**})(0.482^{**}) = 0.042^{**}$. The indirect effect (0.042^{**}) was weaker than the direct effect (0.120^{*}).

Table 3 also shows that the direct effect of internal locus of control [Locus] on intention to stay [Stay] was significant ($pc = 0.165, p < 0.05$). The indirect effect of internal locus of control [Locus] on intention to stay [Stay] via work-family facilitation [Facilitation] was estimated by the product of the effect of internal locus of control [Locus] on work-family facilitation [Facilitation] and the effect of the work-family facilitation [Facilitation] on intention to stay [Stay] which was $(0.191^{**})(0.186^{**}) = 0.036^{**}$. The indirect effect (0.036^{**}) was weaker than the direct effect (0.165^{*}).

The direct effect of internal locus of control [Locus] on intention to stay [Stay] was significant ($pc = 0.165, p < 0.05$). The indirect effect of internal locus of control [Locus] on intention to stay [Stay] via family satisfaction [Family] was estimated by the product of the effect of internal locus of control [Locus] on family satisfaction [Family] and the effect of the family satisfaction [Family] on intention to stay [Stay] which was $(0.074^{**})(0.482^{**}) = 0.036^{**}$. The indirect effect (0.036^{**}) was weaker than the direct effect (0.165^{*}). Summary of direct and indirect effects between variables as shown in Table 3.

TABLE 3: Direct and Indirect Effects of the relationships between self-efficacy, internal locus of control, job demands and intention to stay

Dimension of Dispositional and Occupational Characteristics	Direct Effect	Indirect Effect via Work-family facilitation	Sobel Z-test	Result of Mediation
Self-Efficacy	0.120	0.042	4.544	Partial
Internal Locus of Control	0.165	0.036	3.473	Partial
Job Demands	0.047	0.029	3.319	Partial
		via family satisfaction		
Self-Efficacy	0.165	0.036	1.544	Partial
Internal locus of Control	0.165	0.036	1.681	Partial
Job Demands	0.045	0.029	1.225	Partial

8.2.1 Job Demands and Intention to Stay via Work-Family Facilitation

The direct effect of job demand on intention to stay as shown in Table 3 was significant ($p = 0.047$, $p < 0.05$). The indirect effects on the other hand were estimated by products of direct effects. Thus, the indirect effect of job demands on intention to stay via work-family facilitation was estimated by the product of the effect of job demands on work-family facilitation and the effect of the work-family facilitation on intention to stay which was $(0.156^{**})(0.186^{**}) = 0.029^{**}$. The indirect effect (0.029^{**}) was weaker than the direct effect (0.047). This means that indirect effect of job demand on intention to stay was partially mediated by work-family facilitation.

8.2.2 Job Demands and Intention to Stay via Family Satisfaction

Table 3 shows that the direct effect of job demand on intention to stay was significant ($p = 0.045$, $p < 0.05$) the indirect effects were estimated by products of direct effects. Thus, the indirect effect of job demand on intention to stay via family satisfaction was estimated by the product of the effect of job demand on family satisfaction and the effect of the family satisfaction on intention to stay which was $(0.060^{**})(0.482^{**}) = 0.029^{**}$. The indirect effect (0.029^{**}) was weaker than the direct effect (0.045). This means that indirect effect of job demand on intention to stay was partially mediated by family satisfaction.

9 DISCUSSION

9.1 Correlation Analyses

From the analysis the finding supports the hypothesis that single mothers who possessed high self-efficacy also experienced high facilitation, although the r value showed that the relationship was moderate. This finding supports a research from Matsui and Onglatco (1992), who found a significant negative relationship between self-efficacy and vocational strain, and Bandura (1997), who described correlation and experimental studies demonstrating that high self-efficacy mitigated psychological stress by directly impacting sensitivity to stressors at work place. Therefore, the above hypothesis is supported. The result of analysis also supports the hypothesis that single mothers who possessed high self-efficacy also experienced high level of family satisfaction and intention to stay. In a research by Judge & Bono (2001), individuals higher in self-efficacy looked for more opportunities and experienced more success, they likely acquire new skills and perspectives, positive mood, confidence and even economic assets for use in the family and life (Judge & Bono, 2001). Support for this proposition was also cultivated by Erdwins et al. (2001), whose research demonstrated that high level of task-specific self-efficacy pertaining to job skills predicted lower levels of conflict between work and family and less intention to leave. Therefore, the above hypotheses are supported.

For the second variable, this finding supports the hypothesis that single mothers who possessed high internal locus of control also experienced high facilitation, although the r value showed that

the relationships was moderate. This finding supports a research that positive moods at work, including that related to job satisfaction, affected positive moods experienced at home. This positive correlation indicates that employees high in internal locus of control characteristics were more likely to experience positive spillover from work to family (Judge and Ilies, 2004). Thus, the above hypothesis is supported.

The result of analysis also parallel with the hypothesis that single mothers who possessed high internal locus of control also experienced high family satisfaction and intention to stay. This finding was aligned with a research by Lewis and Borders, (1995); Spector, (1986) concluded that an internal locus of control was related to higher job and family satisfaction that led to more loyalty to organization (e.g., Lewis & Borders, 1995; Spector, 1986).

The finding also similar with finding from Brookings et al. (1985) that concluded individuals with an internal locus of control were more likely to believe that they had control over events in their lives while internals perceived fewer stressors and therefore experienced less strain and had less intention to leave the organization (Siu et al., 1999). Therefore, the above hypotheses are supported.

The correlation coefficients among self-efficacy, internal locus of control and job demands and work-family facilitation, family satisfaction and intention to stay derived from the data analyses indicated that there were linear relationships among variables. The correlation coefficient among variables was between 0.006 to 0.577 which indicated that the relationships among variables were varies from negligible to moderate.

The result for correlation among variables could be summarized as the higher the level of dispositional and occupational characteristics, the higher the level of work-family facilitation, family satisfaction and intention to stay with the organization. The results also indicates that the higher the level of work-family facilitation the higher the level of family satisfaction and intention to stay with the organization. The detail correlations among variables are as presented in Table 2.

9.2 Mediation Analyses

The mediation analyses indicated that all the indirect effects of variables were weaker than the direct effects of variables. The indirect effect of self-efficacy [Self] on intention to stay [Stay] was partially mediated by work-family facilitation [Facilitation]. The Sobel's z-test indicated that the indirect effect of the independent value on the dependent value via the mediator was significantly different from zero ($z = 4.54$; $p < .001$). In other words work-family facilitation was partially mediated the relationship between self-efficacy and intention to stay. The result indicated that self-efficacy trait could increase the work-family facilitation of single mothers which in turn would increase intention to stay with organization. Self-efficacy explained 23% of the variance in work-family facilitation and 12 % of the variance in intention to stay.

The indirect effect of self-efficacy [Self] on intention to stay [Stay] was also partially mediated by family satisfaction [Family]. The Sobel's z-test indicated that the indirect effect of the independent value on the dependent value via the mediator was significantly different from zero ($z = 1.544$; $p < .001$). This means that family satisfaction was partially mediated the relationship between self-efficacy and intention to stay. The result indicated that self-efficacy trait could increase the family satisfaction of single mothers which in turn would increase intention to stay with organization. Self-efficacy explained 20% of the variance in family satisfaction and 23% of the variance in intention to stay.

From the analysis the indirect effect of internal locus of control [Locus] on intention to stay [Stay] was partially mediated by work-family facilitation [Facilitation]. The Sobel's z-test indicated that the indirect effect of the independent value on the dependent value via the mediator was significantly different from zero ($z = 3.473$; $p < .001$). The result reveal that work-family facilitation was partially mediated the relationship between internal locus of control and intention to stay.

This means that internal locus of control trait could increase the work-family facilitation of single mothers which in turn would promote longer retention with organization. Internal locus of control explained 19 % of the variance in work-family facilitation and 0% of the variance in intention to stay.

The analysis also showed the indirect effect of internal locus of control [Locus] on intention to stay [Stay] was partially mediated by family satisfaction [Family]. The Sobel's z-test indicated that the indirect effect of the independent value on the dependent value via the mediator was significantly different from zero ($z = 1.681$; $p < .001$). In other words, family satisfaction was partially mediated the relationship between internal locus of control and intention to stay. The result indicates that internal locus of control trait could increase the family satisfaction of single mothers which in turn would increase intention to stay with organization. Internal locus of control explained 19% of the variance in work-family facilitation and 0% of the variance in intention to stay.

Job demands indicated indirect effect of 0.047 stronger than its direct effect of 0.029. The Sobel's z-test indicated that the indirect effect of the independent value on the dependent value via the mediator was significantly different from zero ($z = 3.319$; $p < .001$). In other words, work family facilitation partially mediated the relationship between job demands and intention to stay. The analysis of mediation effect of job demands to intention to stay through family satisfaction indicated indirect effect of 0.045 stronger than its direct effect of 0.029. The Sobel's z-test indicated that the indirect effect of the independent value on the dependent value via the mediator was significantly different from zero ($z = 1.225$; $p < .001$). In other words, family satisfaction partially mediated the relationship between job demands and intention to stay.

10: IMPLICATION OF THE STUDY

This study has several implications on intention to stay as the research outcome from interaction between dispositional characteristics and its mediating variables. This study has established a kind of relationships between work-family facilitation and family satisfaction and how these variables help promote organizational commitment among employees. Besides, this study has built a new structure of relationships between dispositional characteristics to work-family facilitation, family satisfaction and intention to stay among employees.

First, from the field of human resource development (HRD) this study has established an additional insight about the relationships between work-family facilitation, family satisfaction and intention to stay among employees in Malaysia. This study concerted several theories and assumptions including Social Exchange Theory (Thibaut & Kelley, 1959), Positive Organizational Scholarship (POS) (Cameron et al., 2003); Ecological Systems Theory (EST) (Bronfenbrenner, 1979); Conservation of Resources Theory (COR) (Hobfoll, 1989) in a single model. Second, two antecedent variables were chosen on the basis of sampling across dispositional characteristic in order to broaden perspective about its relationships to work-family facilitation and family satisfaction on intention to stay. By testing the importance of personal attribute to an individual employee, new insights emerged regarding the work-family arrangement in general and work-family facilitation specifically.

Third, this study utilized the constructs of work-family facilitation and family satisfaction as mediating variables between antecedent factors and intention to stay; the factors that had not been well explored in education. These mediating constructs have proven to have influence on the employees' decision to remain with the present employers. Understanding work-family facilitation provides value to family domain and it is important not only for family members and managers but also for expanding our understanding of the conceptual phenomenon of work-family facilitation.

11 : CONCLUSION

The primary focus of this research is to examine the level of intention to stay and its independent variables employed in the study with the intervention of mediating variables. Moving towards answering all the research questions and hypotheses, the study has been designed to examine the relationships of its exogenous and endogenous variables. Work-family facilitation and family satisfaction were examined as the mediating variables and how these mediating variables influenced single mothers' traits of self-efficacy and internal locus of control and job demands to make decision on their intention to remain working with their present employers. The first and second mediators bridged the chain of correlation between the antecedent variables to the research outcome: intention to stay that lastly results in loyalty and cohesion among employees towards their organizations. Our findings suggest the importance of the dispositional and occupational characteristics through self-efficacy, internal locus of control and job demands and provide actionable elements to increase facilitation and satisfaction between work and family. A deeper understanding of the work-family arrangement will not be fully realized until researchers devote as much effort and energy to facilitation as has been devoted to conflict.

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