

Mediation Effects of Work-family Factors on the Relationship between Dispositional Characteristics and Intention to Stay among Single Mothers in Malaysia*

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Abstract

Employee turnover has been a major concern among researchers in human resource development (HRD) area since it has negative impact on organization. This study was conducted to test the mediating effects of work-family facilitation and family satisfaction on the relationship between dispositional 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. Samples were selected 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. Then 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 significant relationships among variables. The results also established the presence of mediation effects between the independent and dependent variables. Organizations may utilize work-family facilitation and family satisfaction as mechanisms to promote longer retention among employees.

Keyword: Intention to stay, work-family facilitation, family satisfaction, dispositional characteristics, single mother employee, Malaysia

1. Introduction

Employee turnover has been a major focus in human resource area as it can cause losses to an organization in terms of financial and loss of institutional memory (Shaw, Gupta, & Delery, (2005).) and affect the quality of products and services (Johnson, 1981). Moreover, employee turnover is proven to have a general negative impact on organizational effectiveness (Price and Mueller, 1986) and reduces profitability (Johnson, 1981). These negative impacts include extensive financial costs, disruption of coworkers, additional work-unit stress, reduce in quality of work-unit and diminish of ability to adapt to uncertain environments. Employee turnover intention is the behavior intention that precedes turnover. The term referred to the employee's intention of quitting the job in the near future (Mowday, Porter, & Steers. (1982).). Firth, Mellor, Moore, & Loquet, (2004) define employee turnover as the individual who may be thinking about quitting a job.

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* Paper presented at Academy of International Business-Middle East North Africa Conference, Dubai, UAE (10-12 Dec 2010).

The theory of reasoned action suggested that intention was a psychological precursor to the actual behavior act (Ajzen and Fishbein, 1980). 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 and Fishbein, 1980). Intention to stay, however, was 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 was referred to as employees' willingness to stay with an organization (Tett and Meyer, 1993), it consistently demonstrated a stronger relationship with turnover than did other turnover precursors (Tett and 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. According to Thompson and Terpening (1983) the study using intent to stay could be completed earlier since the employees are still around to give appropriate information about their intention, therefore, yielded more immediate actionable results than research that waited for employees to terminate their employment.

Moreover, reasons given as a cause for resigning might be false as employees may sugarcoat the facts that pushed them out (of the workplace) and might be due to other non-work factors and not related to the decision to quit (Thompson and Terpening, 1983). As intention to stay was accepted as the single best predictor of turnover, the effort has to be made to understand the relationship between this concept to other variables (Igharia and Greenhaus, 1992). 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 characteristics), mediation (work-family facilitation and family satisfaction) and dependent (intention to stay) variables. The study was also meant to test the mediating effects of work-family facilitation and family satisfaction on the relationship between dispositional characteristics as the independent variables and intention to stay as the dependent variable. In this country there were about 70% mothers with children below 12 years of age working full-time (Yunos and Talib, 2009). The phenomenon originates from rapid industrial development in Malaysia since 1990s that encouraged massive migration of rural population to the urban industrialized areas especially to the states such as Selangor, Kuala Lumpur Federal Territory, Johor, Perak and Penang.

The migration of rural population to urban centres have also affected overall family life (Yunos and Talib, 2009). 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. The change in workforce composition with an increase participation of women in the workplace that lead to dual income couples, an increase in men being involved in family life and an increase in single mothers contributes to the instability phenomenon in work-family relationship (Yunos and 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 had to smartly tackle demands that arise from both domains, the study was really keen to investigate the interaction between positive and negative valences (intent to stay or intent to quit) and what will be 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 and dispositional characteristics among single mother employees.

2.1 Conceptual overview and definition of intention to stay

A few research has been conducted on the antecedent of turnover; intention to stay in the process to understand how employees decide to leave an organization (Hewitt, 2004). Intention to stay mirrored 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 was called 'intent to stay' or 'propensity to leave', it was clearly the most important determinant of turnover (Tett and Meyer, 1993; Igharia and Greenhaus, 1992). According to Steel and Ovalle (1984), Carsten and Spector (1987) and Iverson (1996) it was found that intention to stay had a strong negative relationship with turnover (-.50, -.47, -.57 respectively). Dalessio, Silverman, & Schuck, (1986) have emphasized that more concern should be given on intention to stay rather than turnover, as whenever an employee has resigned, an organization has to incur the cost of recruiting and maintaining another 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 and Kelley, 1959). The theory also specified the appropriate time when the relationships started and ended. Thibaut and Kelley's (1959) theory also emphasized on personal relationship, 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, & 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 and Eisenberger, 2002). SET provides an avenue of transaction between sense of obligation that had led to the sense of feeling responsibility in compensating what had been given by another party which in turn would motivate positive psychological responses as suggested by several researchers (Bunderson, 2001; Coyle-Shapiro and Kessler, 2000). Through this positive psychological responses employees would tend to be more committed and loyal to the organization and stop looking for a job elsewhere (Bunderson, 2001; Coyle-Shapiro and Kessler, 2000). Positive psychological responses might be received from various resources available within the work setting. The appropriate dispositional characteristics are sources of positive psychological responses that motivate employees to be highly committed and staunch to their organization. Employees with high commitment and loyalty to their organization had a stronger intention to remain with their job and were less likely to resign (Rhoades and 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 other domain (Greenhaus and Powell, 2006). These positive reciprocal relationships were conceptualized as: (a) positive work-family spillover (Grzywacz, 2000), (b) work-family facilitation (Frone, 2003; Grzywacz, and Butler, 2005), (c) work-family compatibility (Grzywacz and Bass, 2003), (d) work-family fit (Grzywacz and 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, & Grzywacz, (2007).. First: Positive organizational scholarship (POS) by Cameron, Dutton, Quinn, & 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 and Demerouti, 2003; Grzywacz and 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 contributed to positive organizational 'outcomes'. POS represented a perspective that including instrumental concern and emphasized 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 and Losada, 2005).

2.4.2 Ecological systems theory

Ecological systems theory (EST) served as a framework for work-family experiences (Grzywacz and 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 resulted through ongoing interactions between the individual and his/her environment (Bronfenbrenner and Ceci, 1994). Therefore EST suggested that resources within an individual's environment were the primary sources of facilitation since they bridged 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. Resources might include personal characteristics, objects, conditions, energies, and support that serve as a means for the attainment of these objects (Hobfoll, 1989). 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

Positive organizational scholarship (Cameron et al., 2003), Ecological systems theory (Bronfenbrenner and Morris, 1998), and conservation of resources theory (Hobfoll, 1998) were a cluster of theories that laid the foundation for understanding work-family facilitation. Simultaneously these theories were concerted together and served as research framework for the present study. Briefly, POS and EST consisted of theoretical notions that addressed why facilitation might occur. The basic premise of the RGD perspective was that individuals were dynamic and had the natural potential to grow, develop, and achieve the highest levels of functioning for themselves and the systems in which they had 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 were 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 reported that women had higher positive spillover from work-to-family than men (Grzywacz, Almeida, & McDonald, 2002; Grzywacz and 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 and 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 and Knight, 1994, cited in Gardner and 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) 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, Sego, & Sorra, 1992). Self-efficacy was also a potent factor in learning performance (Goldstein and Ford, 2002) and contributed to success at work (Judge and 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 and 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, & 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, & 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 and 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 and 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 and 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. Mediation Effects

4.1 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 and 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 and Haley-Lock, 2005) and accordingly have greater family satisfaction and greater organizational commitment. Based on this evident the following hypothesis was tested.

Hypothesis 7: Facilitation mediates the relationship between self-efficacy and intention to stay

4.2 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 (Grzywacz et al., 2002). Hanson, Hammer, & 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 leads 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 8: Family satisfaction mediates the relationship between self-efficacy and intention to stay.

4.3 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 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 9: Facilitation mediates the relationship between internal locus of control and intention to stay.

4.4 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 believed 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 and 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 and Ilies, 2004). Accordingly individuals with internal locus of control will have high spirit of organizational commitment that promotes workers to remain working with the present organization. Based on the past research, this study hypothesized the following:

Hypothesis 10: Family satisfaction mediates the relationship between internal locus of control and intention to stay.

5. Materials and methods

5.1 Sample and procedure

The subjects of the study were single mother employees attached either with government or private sectors. According to the Department of Statistics, Malaysia (2000), single mothers was 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 capability of researcher, only six out of 24 associations were selected through systematic random sampling to provide samples for the study. The selection process started by calculating the list of registered associations (24) divides the number of associations to be selected (6), equals 4, therefore the selection process was done by selecting every four associations to randomly represent the whole population of single mothers in both states. The selection process went through simple random sampling by selecting single mothers from all the six associations meeting the following criteria: Currently employed, having at least one child and aged 45 years and below, and willing to participate in the research.

5.2 Measurement

5.2.1 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.

5.2.2 Internal locus of control

Internal locus of control was assessed by using spheres of control by Paulhaus (1983). The scale contained 10 items representing two dimensions: self control (for example: Most of what happens in my career is beyond my control) and self confidence (for example: 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.

5.2.3 Work-family facilitation

Work-family facilitation was measured with 7 items (for example 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 and Marks, 2000; Kirchmeyer, 1992; Stephens et al., 1997; Sumner and 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.

5.2.4 Family satisfaction

Family Satisfaction was measured using items developed by Reardon (1982). The scale contains 7 items (for example 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.

5.2.5 Intention to stay

Intention to stay was measured by using the instrument developed by Weiss, Dawis, England, & Lofquist, (1967). The instrument measures respondents' intention to leave/stay from two dimensions: Intention to leave (for example I always thinking of resigning the job) and intention to remain with the organization. (for example 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 stay, 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.

6. Statistical analysis

In this study four types of statistical analyses were utilized. (i) SPSS for Windows which is a system that accesses and analyzes data (Norusis, 1977) to calculate many of the descriptive statistics: mean, standard deviations, percentage, range, 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. Frequency measures such as percentage, mean and standard deviation were used in this process. (ii) The second analysis was to determine the linear relationships between two quantitative variables between dispositional characteristics, work-family facilitation, family satisfaction and intention to stay. For this purpose Pearson's product moment correlation was chosen. (iii) Analysis of moment structures (AMOS) Program version 16.0 (a graphic and statistical analyses tool embedded inside SPSS) was the third analysis, which was used for confirmatory factor analysis (CFA) and structural equation modeling (SEM) or path analysis, 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 dispositional factors, work-family facilitation, family satisfaction and intent to stay in the organization. This technique is allowed for the estimation of causal relations among variables as well as mediating effects (Kline, 2005) of direct and indirect effects of mediator variables in the relationships between independent variables and the dependent variable. (iv) The Sobel's z-test was then conducted to test equation of z-value to examine whether the mediators carried the effect of the independent variables on the dependent variable.

7. 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 - 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- 14 years and about 20% of the respondents (19.6%) had work experience between 15-20 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- RM2000, with a very small number (5.4%) of respondents took the largest amount of income of between RM3001 to RM4000 a month. Single mothers who were qualified to participate in the study must have at least one child. From the study, there were about 60.0% of the respondents had one and two children and about 18.0% had more than four children ($M = 2.48$, $SD = 1.34$). 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	SD	Frequency n=240	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	5.4
Number of Children	2.48	1.34		
1			50	20.8
2			91	37.9
3			55	22.9
4			9	12.1
5 and above			15	6.3
Total			240	100.0

Table 2: Means, Standard Deviations, Reliability and Intercorrelations of the variables

(n = 240)

Variable		M	SD	Self	Control	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				
WFF	Pearson Correlation	4.55	0.99	0.537**	0.458**	0.84		
	Sig.value			.000	.000			
FSat	Pearson Correlation	4.92	0.90	0.551**	0.577**	0.550**	0.85	
	Sig.value			.000	.000	.000		
ITS	Pearson Correlation	4.40	0.94	0.507**	0.471**	0.443**	0.369**	0.74
	Sig.value			.000	.000	.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, **WFF** = Work-Family Facilitation, **F Sat** = Family Satisfaction, **ITS** = Intention to Stay.

7.1 Correlation analyses

Correlation analyses results revealed that dispositional characteristics were moderately related ($r = 0.458$ 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 as presented in Table 2 also 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 also increased ($r = 0.458$, $p = 0.001$). Table 2 reveals the result that 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 ($r = 0.471$, $p = 0.001$) increased.

7.2 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. 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 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: Direct and Indirect Effects of the relationship between job demands and intention to stay

Dimension of Job Characteristics	Direct Effect	Indirect effect via work-family facilitation	Sobel Z-test	Result of Mediation
Self-efficacy	0.120	0.042	4.54	Partial
Internal Locus of Control	0.165	0.036	3.473	Partial
via family satisfaction				
Self-efficacy	0.120	0.042	1.544	Partial
Internal Locus of Control	0.165	0.036	1.681	Partial

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 ($0.120*$).

In Table 3 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] as shown in Table 3 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^{*}).

8. Discussion

8.1 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 and 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 and 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 (Lewis and 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 result for correlation among variables could be summarized as the higher the level of dispositional 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.

8.2 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.

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 family satisfaction.

9. 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 and 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 the understanding of the conceptual phenomenon of work-family facilitation.

10. Conclusion

The primary focus of this research is to examine the level of intention to stay and all 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 all exogenous and endogenous variables. Work-family facilitation was examined as the first mediating variable and how this mediating variable influenced single mothers' dispositional characteristics to make decision on their intention to remain working with organization. Family satisfaction follows the same path and has been examined its function as another mediating variable and how this mediating variable have influence single mothers' dispositional characteristics to make decision on their intention to stay with organization. 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. The findings suggest the importance of the individual characteristics through self-efficacy and internal locus of control and provide actionable elements to alter 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 energy and attention to facilitation as has been devoted to conflict.

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