

Work Family Conflict, Work Family Support and Turnover Intention

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Abstract

Work-related stress and work-family conflict (WFC) have been attracting many to study their effects on employee's turnover intention. WFC can be defined as a form of inter-role conflict in which the pressures from work and family domains are mutually incompatible in some respect. The demands from work and family have been increasing, which in turn increase the intention to turn over the job. The study aims to examine the relationship between work-family conflict and turnover intention among academicians at the Malaysian higher academic institutions. Using a survey method, it was found work interferes with family conflict (WIF) influences turnover intention higher than family interferes with work (FIW). The findings also show WFC has significant and positive relationship with turnover intention. Work-family specific supports consist of family supportive supervisor behavior (FSSB) and family supportive coworker behavior (FSCB) has been found to act as the moderators to buffer the relationship between WFC and turnover intention. Implications and future research recommendations including the needs for work-life balance promotion are discussed.

Key Words: Work Family Conflict (WFC), Work Family Support (WFS), Turnover Intention, Work Interferes With Family (WIF), Family Interferes With Work (FIW), Work Life Balance, Supervisor Support In The Workplace, Family Support Behavior.

Introduction

In today's world, changes are inevitable. Changes in the workplace have attracted researchers to explore the interactions between work and family (Ahmad, 2008). Changes in the workplace also lead many

researchers to recognize the foremost causes of turnover intention (Tuzun, 2007). Negative outcomes such as stress, poor health, work conflicts, absenteeism and turnover become common (Lingard, Brown, Bradley, Bailey & Townsend, 2007). Netemeyer, Maxham and Pullig (2005) claimed these interferences can influence employee's intention to leave the organization.

Recently, many organizations actively create strategies in order to overcome the issue of higher turnover rate due to work-related stress such as work-family flexible work arrangement and supportive work culture. Employees who have supportive supervisor and coworker behavior will experience less work-family conflict (Davis & Germano, 2008) and low intention to leave the job (Thompson, Beauvais & Lyness, 1999). High turnover intention rate among academic staff in higher education institutions have received little attention even this issue exists in Malaysia. This problem may arise when academic staff is unable to balance the demands in job and it makes them difficult to fulfill the needs in family life, leading to work-family conflicts which indirectly increases the intention to quit. Therefore, this study explores to what extent academic staff face conflicts between work and family domain, and either it can influence their intention to leave the academic institution. Besides, the study also attempts to test either work-family specific support from the supervisor and coworker can act as a moderator on the relationship between work family conflict and turnover intention.

Literature Review

Turnover Intention

Turnover refers to "actual exit which is intention to quit is positively related with turnover" (Brigham, Castro & Shepherd, 2007). According to Tett and Meyer (1993), turnover intention is "a conscious and deliberate willingness to leave the organization". Turnover intention also is the measure of employee's thoughts about leaving an organization (Gnanakkan, 2010). Employee turnover can incur more cost to organization especially in the form of advertisement, recruitment and selection, hiring new employees and termination. It also may jeopardize an organization's strategic plans to achieve its objective (Abbasi & Hollman, 2008). A report from Hewitt Associates Consulting in 2011 revealed that Malaysia is rated sixth at Asia-Pacific countries with a 15.9% attrition rate for staff turnover. Many issues are then worth to be investigated. When individuals continually face constant and unsettled clashes between work and non-work roles, it may influence an individual's decision to look at alternative career which serves as a better compatibility in balancing work and non-work needs, thus maximizing their intention to leave the organization (Noor & Maad, 2008; Yu & Takeuchi, 2008).

Work-Family Conflict (WFC)

Work-family conflict (WFC) can influence an attitude, which involves employee's satisfaction, commitment to organization and intention to leave. Work-family conflict happens when strains come from the family and work domains are clashed (Hammer, Bayazit, Saksvik, Nytro & Torvatn, 2004). Greenhaus and Beutell (1985) defined work-family conflict as a "form of inter-role conflict in which the pressures from work and family domains are mutually incompatible in some respect". WFC was also seen as the "rivalry between individual's professional responsibilities, and personal and family life" (Trachtenberg, Anderson & Sabatelli, 2009).

Initially, work-family conflict (WFC) is measured as bidirectional, which is work can interfere with family (WIF) and family can interfere with work (FIW) (Fabienne, Laurenz, Ursula, Achim & Norbert, 2011). Goldsmith (2007) stated both direction of WFC can affect each other through distress. The original model (Frone et al., 1992) examined only the impact of WIF to family outcomes and FIW to work outcomes. Most subsequent research evaluating the effects of work-family conflict, have demonstrated that WIF and FIW are correlated (Hammer, Huang, Neal & Perrin, 2004) and both relate to employee outcomes. They also reported that WIF is three times more often than FIW related to work outcomes such as burnout, job

satisfaction, and turnover (Siti, Khadijah, Azizah & Rosman, 2012). Furthermore, WIF continues to be the better predictor of work attitudes and behaviors (Hammer et al., 2004).

Work-Family Conflict and Turnover Intention

Many studies concluded work-family conflict (WFC) has a significant relationship to employee's turnover intention such as in the bank sector in Pakistan (Naeem, Rabia, Maqsood, Zahid & Atif, 2013) and among marketing executives (Noor & Maad, 2008). High intention to leave the organization will lead to greater work and family inequality among employees (Ling & Phillips, 2006). Uncontrolled work-family conflict has been found to be related to arising stress among academicians which in turn increase intention to turn over the job (Noryati, Aminah, & Maznah 2009). If individuals continually face ongoing and unresolved clashes between work and non-work roles, a person will decide to find another job. Thus it can maximize their intention to leave the organization (Noor & Maad, 2008; Yu, 2008).

Involvement of academic staff in numerous activities such as teaching and researching have given higher job demand that can lead to arising conflict in work and family responsibilities (Bragger, Rodriguez-Srednicki, Kutcher, Indovino & Rosner, 2005). These job demands involve handling student's discipline, big classes, need to teach new courses, regular modifications of courses or timetable, work overload, demand to meet deadlines, long working hours and insufficient breaks (Oredein, 2009). Academicians who are not able to balance these job demands may have high work-family conflict, in turn encouraging them to leave the organization and finding another job (Siti, Azizan, Roziana, Ishak, Hamidah & Khadijah, 2012).

Past studies emphasized the high rate of turnover among academic staff (Siron, 2005). However, there is a lack of further studies in investigating the issue locally (Lew, 2010). Malaysian Employees Federation (MEF) reported that the average turnover rate for education sector was 29.28% from July 2010 to June 2011. In a study by Kelly Services at Singapore and Malaysia indicated that education sector was ranked in third place after IT/ communication sector and hotel/ restaurant sector. The results of the study also demonstrated the rationale of turnover involves clash in responsibilities between work and family.

H1: There is a positive relationship between work-family conflicts (WFC) and turnover intention.

Social support has been found as the predictor or moderator of work-family variables (Kossek, Pichler, Bodner, & Hammer, 2011). Family supportive attitudes and behaviors demonstrated by organization, supervisor, and coworker are probably can assist in avoiding both work to family conflicts and family to work conflicts. It is because employees can become more capable in managing various strains which exist across these domains. Based on the discussion, the following hypothesis is offered:

H2: Work interferes with family conflicts (WIF) influences turnover intention higher than family interferes with work conflicts (FIW).

Lots of barriers and challenges have to be faced by supervisors and organizations in order to ensure the family supportive workplace policies and practices are successfully implemented (Ryan & Kossek, 2008). It is a quite new expectation that the managers or supervisors will exhibit family supports on the work (Lirio, Lee, Williams, Haugen & Kossek, 2008). In a past meta-analytic study revealed that supportive supervisor may affect lots of work-related consequences, like work-family conflicts (Kossek et al., 2011) and turnover intentions (Ng & Sorenson, 2008). Family supportive supervisor behavior refers to those behaviors exhibited by supervisors who are family supportive in the form of four dimensions. Those dimensions include emotional supports, instrumental supports, role modeling behaviors, and creative work-family managements (Hammer et al., 2007).

H3: Family supportive supervisor behavior (FSSB) moderates the relationship between work-family conflict (WFC) and turnover intention.

Basically, organization is a societal entity that is well-defined by persons who are working there (Schneider, 1987). Coworker plays an important role in shaping employee attitudes and work experiences. Although, most of work-family literatures emphasize on support from organization and supervisor, there is evidence for the significance impact of coworker support (Major, Fletcher, Davis, & Germano, 2008). When conflict arises due to work related problems, coworkers often play a role to help and support one another either instrumentally or emotionally (Mesmer-Magnus & Viswesvaran, 2009). For that reason, the study offers the following hypothesis.

H4: Family supportive coworker behavior (FSCB) moderates the relationship between work-family conflict (WFC) and turnover intention.

Research Questions

The research questions to be answered in this study are: 1) Is there any significant relationship between work-family conflict (WFC) and turnover intention? 2) Does family supportive supervisor behavior moderate the relationship between work-family conflict (WFC) and turnover intention? 3) Does family supportive coworker behavior moderate the relationship between work-family conflict (WFC) and turnover intention?

Theoretical Framework

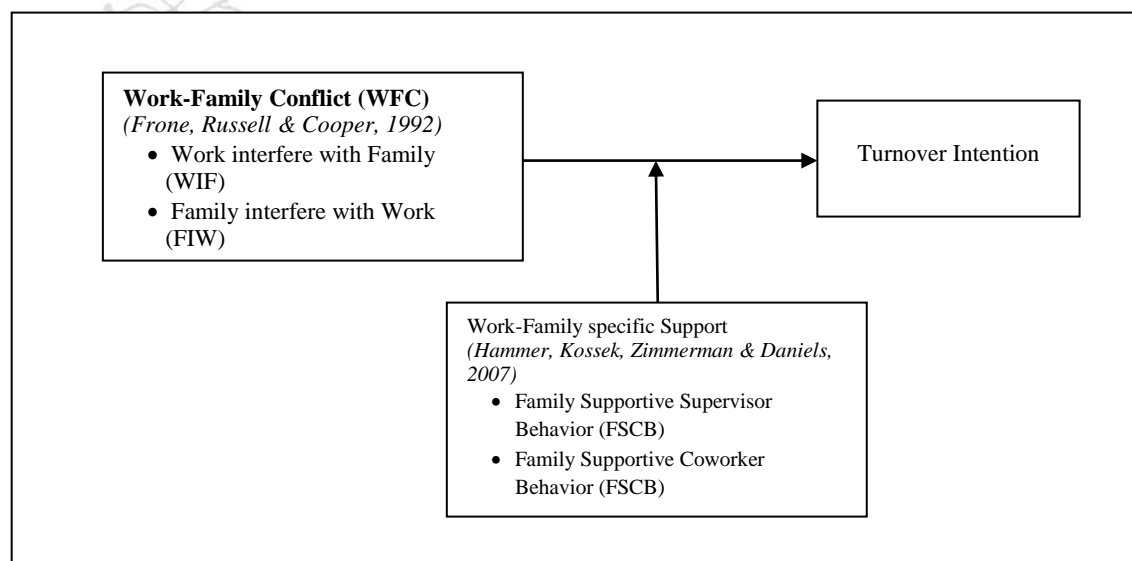


Figure 1: Work family conflict, work family support and turnover intention

Analysis

Normality Analysis

Data screening and cleaning were conducted to make sure that there are no errors, and then a simple descriptive statistic has been run to explore, summarize and describe the data collected. The assessment of normality must be conducted first before proceeding with statistical tests such as correlational and regression analyses. It is because a normal data is an underlying assumption in parametric testing. The shape of the distribution should be a balance curve, which is known as bell shape. A normal distribution of data will fall more or less in a straight line (Coakes, 2013). The researcher analyzed the normality of data by using the value of skewness and kurtosis. It is assumed normal when the value of skewness and kurtosis is in the range

of -3 and +3 (Hair, Black, Babin, & Anderson, 2010). Coakes (2013) stated that the need to identify the outlier and either remove from the data set or brought into the distribution by transformation or recode. Outlier is considered as a data point that far outside the norm. Thus, the researcher was decided to delete one of the respondents as it is considered as an outlier. Table 1 depicts the normality result for work-family conflict, turnover intention, and work-family specific support. In overall, it is assumed that the data is normally distributed.

Table 1 Normality Analysis: Values for Skewness and Kurtosis

Variables	Skewness	Kurtosis
Work interfere with family (WIF)	-.354	.381
Family interfere with work (WIF)	.862	1.849
Turnover Intention	.119	-.907
Family Supportive Supervisor Behavior (FSSB)	-.326	-.142
Family Supportive Coworker Behavior (FSCB)	-.504	1.807

Factor Analysis

Factor analysis refers to a data reduction method used to reduce a big number of variables into a smaller set (Coakes, 2013). It also groups the variables with similar characteristics together. Principle Component Factor Analyses with varimax rotation were utilized to determine the underlying structure or dimension of the variables in this study. Thus, by using factor analysis we can know whether a common factor or more than a single factor is present in the responses to the items. Hair et al. (2006) stated that factor analysis is used to understand the underlying structure in the data matrix, to identify the most parsimonious set of variables, and to establish the goodness of measures for testing the hypotheses. For this analysis, several statistical values will be observed that consist of Measure of Sampling Adequacy (MSA), Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity. The MSA value for the individual item can be seen by referring at anti-image correlation matrix and it should be above .50. Meanwhile, the value of KMO for the overall items must be above .60. Then, the Barlett's test of Sphericity is observed to determine the presence of significant correlations among variables. If the value of these tests is higher than acceptable level, then factorability is assumed. The factor analysis was performed separately for the independent, moderating, and dependent variables. Several criteria will be considered in determining the number of factor to be extracted from the analysis. Among of that is the communalities value which should be above .50. Then, the eigenvalue of a factor represents the amount of total variance accounted by the factor. The total amount of variance explained by the factor(s) was set at 60.0% and above (Hair et al., 2006). Rotated component matrix is used to interpret the factor, only items with a loading of .50 above on one factor were considered. In the case of cross-loading, an item that loads at .32 or above on two or more factors (Tabachnick & Fidell, 2001) or the difference between and among factors is less than .10 (Youndt, Snell, Dean, & Lepal, 1996), the items were considered for deletion.

Work-Family Conflict (WFC)

Exploratory Factor Analysis was conducted to assess the validity of work-family conflict scale. Primarily, there are 18 items for WFC with equal number of items for the two dimensions of work interferes with family (WIF) and family interferes with work (FIW). Rotated component matrix shows that WFC items were extracted into four factors. The researcher was decided to delete 6 items from WFC scale because of loaded at another factor and no value displayed on the factor loaded; 2 items (WIF5 and WIF9) from WIF dimension, while 4 items (FIW1, FIW7, FIW8 and FIW9) from FIW dimension. After the removal of six items in the dimensions of work-family conflict, factor analysis was computed again. The principal component with varimax rotation were extracted into two factors which equivalent to the original structure with the initial eigenvalues greater than one that explained 60.78% of the total variances. The value of

KMO is .816 indicates that the items were interrelated. The Bartlett's test of Sphericity shows a highly significant value (Approx. Chi-Square= 678.56, $p < .01$) which indicates the significance of correlation matrix and appropriateness for factor analysis. Moreover, the individual MSA value is range from .715 to .922, which fell above the acceptable value of .50. Therefore, the factorability is assumed. Table 2 shows the result of factor analysis for the independent variables.

Table 2 Factor Analysis of Independent Variables: Work-Family Conflict

Items	Component	
	1	2
WIF1	.831	
WIF2	.774	
WIF3	.690	
WIF4	.659	
WIF6	.581	
WIF7	.818	
WIF8	.732	.807
FIW2		.772
FIW3		.757
FIW4		.741
FIW5		.778
FIW6		
% of Variance Explained	41.237	19.547
Total Variance Explained	32.732	60.784
Kaiser-Meyer-Olkin (KMO)		.816
Measure of Sampling Adequacy (MSA)		.715 - .922
Bartlett's Test of Sphericity	Approx. Chi-Square	678.559
	df	66
	Sig.	.000

Notes: Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Turnover Intention

Another Exploratory Factor Analysis was performed to measure the validity of turnover intention scale. The principal component analysis with varimax rotation illustrated that turnover intention items were extracted into one component which equivalent to its original structure. Thus, no item was considered to be deleted as all items are loaded above 0.5 on one factor. In reference to the initial eigenvalues, there is only one factor to be extracted because it has eigenvalue greater than 1.

It shows 62.40% of the variance would be explained. The value of KMO is .816 indicates that the items were interrelated. Meanwhile, Bartlett's test of Sphericity shows a significant value (Approx. Chi-Square= 360.008, $p < .01$) that specify the significance of correlation matrix and appropriateness for factor analysis. The individual MSA value is range from .756 to .846. Therefore, the factorability is assumed. Table 3 shows the result of factor analysis for the dependent variables.

Table 3 Factor Analysis of Dependent Variable: Turnover Intention

		Component
Items		1
TI1		.838
TI2		.800
TI3		.753
TI4		.850
TI5		.665
TI6		.817
% of Variance Explained		62.395
Total Variance Explained		62.395
Kaiser-Meyer-Olkin (KMO)		.816
Measure of Sampling Adequacy (MSA)		.756 - .846
Bartlett's Test of Sphericity	Approx. Chi-Square	360.008
	df	15
	Sig.	.000

Work-Family Specific Support

Principal component factor analysis with varimax rotation was performed again to measure the validity of work-family specific support scale. There are two dimensions for the moderating variable which are Family Supervisor Supportive Behavior (FSSB) and Family Supportive Coworker Behavior (FSWB). The result of analysis shows that six items for each dimension held together to form two factors identical to the original structure. Hence, no item was considered to be deleted from the analysis. As shown in Table 4, the cumulative percentage of total variance explained for the two factors to be extracted because of the eigenvalues greater than one is 68.57%.

Table 4 Factor Analysis of Moderating Variable: Work-Family Specific Support

		Component	
Items		1	2
SS1		.811	
SS2		.869	
SS3		.846	
SS4		.540	
SS5R		.682	
SS6		.866	
CS1			.606
CS2			.809
CS3			.819
CS4			.778
CS5			.775
CS6			.852
% of Variance Explained		55.433	13.139
Total Variance Explained		34.523	68.572
Kaiser-Meyer-Olkin (KMO)			.909
Measure of Sampling Adequacy (MSA)			.881 - .967
Bartlett's Test of Sphericity	Approx. Chi-Square		942.486
	df		66
	Sig.		.000

Notes: Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Then, the KMO value is .909 specifies that the items were interrelated and the Bartlett's test of Sphericity displays a significant value (Approx. Chi-Square= 942.486, $p < .01$). It indicates that the significance of correlation matrix and appropriateness for factor analysis. The individual MSA value for work-family specific support items is range from .881 to .967, which fell above the acceptable value of .50. Thus, the factorability is assumed.

Reliability Analysis

Reliability analysis allows the researcher to determine the extent to which a scale produces consistent results. In this study, the reliability analysis was conducted by computing Cronbach's Alpha for each dimension. According to Sekaran & Bougie (2011), the closer the coefficient of Cronbach's Alpha to value 1.0 is better. George and Mallery (2003) rules of thumb representing the following reliability coefficient value; $> .9$ is excellent, $> .8$ is good, $> .7$ is acceptable, $> .6$ is questionable, $> .5$ is poor and $< .5$ is unacceptable. Table 5 shows the value of Cronbach's Alpha for all variables during actual study.

Table 5 Reliability Analysis of Variables during Actual Study

Scale	No. of Items	Reliability Coefficient (Cronbach's Alpha)
Work-Family Conflict (WFC)		
• Work interfere with family (WIF)	7	.870
• Family interfere with work (FIW)	5	.846
Turnover Intention	6	.875
Work-Family Specific Support	6	.894
• Family Supportive Supervisor Behavior (FSSB)		
• Family Supportive Coworker Behavior (FSCB)	6	.903

Bivariate Analysis

Bivariate analysis was conducted to investigate the relationship between two continuous variables. According to Coakes (2013), correlation looks at the relationship between two variables in a linear fashion. Pearson product-moment correlation coefficient (r) is used to identify the strength and direction of the relationship. Thus, this study is interested to examine the relationship between work-family conflict and turnover intention among academic staff at Malaysian higher education institutions. The "Eyeball Method" developed by Salkind (2011) was used to identify the strength of the relationship between these two variables. Table 6 shows the interpretation of the correlation coefficient based on " r " values.

Table 6 Eyeball Method (Salkind, 2011)

r values	Degree of Correlation
.8 and 1.0	Very Strong
.6 and .8	Strong
.4 and .6	Moderate
.2 and .4	Weak
.0 and .2	Very Weak

As shown in Table 7, the result indicates that there is positive significant but weak relationship between work-family conflict (WFC) and turnover intention ($r = 0.380^{**}$, $p < 0.01$). The first independent variable, namely work interferes with family ($r = 0.335^{**}$, $p < 0.01$) have a positive significant but weak relationship with turnover intention. Meanwhile, for family interferes with work ($r = 0.294^{**}$, $p < 0.01$) have a positive significant but weak relationship towards turnover intention. It can be concluded that academic staff at the

selected higher education institutions have intention to quit the job when they are encounter clashes in the responsibilities between work and family.

Table 7 Correlation between work-family conflict and turnover intention (n=112)

No.	Variables	Mean	SD	1	2	3	4
1	Work interferes with family (WIF)	3.18	0.56				
2	Family interferes with work (FIW)	2.20	0.55	.373**			
3	Work-Family Conflict	2.69	0.46	.832**	.825**		
4	Turnover Intention	1.93	0.59	.335**	.294**	.380**	

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

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

Multiple Regression Analysis

An investigation on the effect of the moderating variable (work-family specific support) was conducted by employing a three-step hierarchical regression analysis. The analysis was carried out by first entering the independent variable consists of WIF and FIW in the regression equation. Followed by the moderating variables; FSSB and FSCB were entered separately one by one in the second step. Lastly, the interaction terms of the independent and moderating variables were entered. According to Heir *et al.*, (2006), there is an interaction effect if the interaction term is significant, and the incremental in total variance explained, or R^2 is also significant as indicated by the F statistics. Table 8 shows the collinearity values of tolerance and Variance Inflation Factor (VIF) for independent variable. Value of tolerance with lower than 1 and VIF value less than .10 indicates that there is no problem regarding on multicollinearity. Thus, we can say that this study do not have multicollinearity problems.

Table 8 Multicollinearity Statistics for Independent Variable

Dimensions	Tolerance	VIF
Work interfere with family (WIF)	.861	1.162
Family interfere with work (FIW)	.861	1.162

Table 9 Result of Multiple Regression Analysis of Work-Family Conflict dimensions on Turnover Intention.

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

Variables	Standardized Coefficients (q)
Work interferes with family (WIF)	0.262*
Family interferes with work (FIW)	0.196*
R	0.381
R^2	0.145
F value	9.264
Sig. value	0.000
Durbin-Watson	1.618

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

The first research question aims to determine whether significant relationship exist between work-family conflict (WFC) and turnover intention among academic staff at Malaysian higher education institutions. The researcher used multiple regression analysis to answer this question. The following hypotheses were also tested;

H1: There is a positive relationship between work-family conflict (WFC) and turnover intention among academic staff at Malaysia higher education institutions.

H2: Work interferes with family conflict (WIF) will influences turnover intention higher than family interferes with work (FIW).

As shown in Table 9, both independent variables explained 14.5% of the variance (R Square) on turnover intention, which is highly significant, as indicated by the F-value ($F = 9.264$, $p < .01$). The result of the data analysis found that work interferes with family (WIF) and family interferes with work (FIW) have a significant contribution to the turnover intention. Therefore, the hypothesis (H1) is accepted. In order to determine which dimension of work-family conflict is most influence turnover intention, the researcher look at the beta value which shows that WIF have greater beta value ($\beta = 0.262$, $p < 0.01$) than FIW ($\beta = 0.196$, $p < 0.05$). It can be concluded that WIF influence turnover intention more than FIW, thus, the hypothesis (H2) is accepted.

The second research question was developed to investigate whether family supportive supervisor behavior (FSSB) moderates the relationship between work-family conflict (WFC) and turnover intention. Hierarchical regression analysis was chosen in order to answer this research question. Therefore, the following research hypotheses were formulated as below:

H3: Family supportive supervisor behavior (FSSB) will moderate the relationship between work-family conflicts (WFC) and turnover intention among academic staff at Malaysian higher education institutions.

As shown in Table 10, Model 1 indicates 14.5% of the variance on the dependent variable (turnover intention) has been explained by the independent variable (work-family conflict). For Model 2, 24.0% of the variance was explained with the addition of 9.5% than variance in Model 1. Meanwhile, Model 3 indicates 26.1% of the variances with the little increment of 2.0% in the variance. Moreover, the result shows that there is no significant interaction of FSSB to moderate the relationship between WFC and turnover intention ($\beta = -0.802$, 0.870 , $p > .05$). FSSB is not suitable as moderator but most suitable as independent variables due to direct significant relationship with the dependent variable ($\beta = 0.315$, $p < .01$). Thus, the hypothesis (H3) is rejected. However, the Durbin-Watson value is within the acceptable range which is 1.666.

The researcher desired to explore the moderating of family supportive coworker behavior (FSCB) on the relationship between each dimension of work-family conflict (WFC) and turnover intention. Hierarchical regression analysis was taken in order to response to this research question. Therefore, the following research hypotheses have been formulated as shown below:

Table 10 illustrates the result of hierarchical regression analysis for the effect of moderating variable (FSCB) in the correlation between work-family conflict (WFC) and turnover intention. As shown in Table 4.29, Model 1 indicates 14.5% of the variance on the dependent variable (turnover intention) was explained by the independent variable (work-family conflict). For Model 2, the variance explained was 20.7% together with the increment of 6.2% more than variance in Model 1. Other that, Model 3 shows a total of 26.6% of the variances with the slightly increasing of 5.9% in the variance of variables explained. Furthermore, the output of analysis revealed that there is significant interaction of FSCB to moderate the relationship between WFC and turnover intention ($\beta = 1.718$, 0.621 , $p > .05$). FSCB is also suitable as independent variables due to direct negatively significant relationship with the dependent variable ($\beta = -0.254$,

$p < .01$). Thus, the hypothesis (H4) is accepted. The Durbin-Watson values also within the acceptable range of 1.557.

Table 10 Summary of the Moderating Effects of Family Supportive Supervisor Behavior (FSSB) on the Relationship between Work-Family Conflict and Turnover Intention

Dependent Variables	Turnover Intention		
Model	Model 1	Model 2	Model 3
	β	β	β
Independent Variables			
Work interferes with family (WIF)	0.262**	0.316**	0.818
Family interferes with work (FIW)	0.196*	0.135	-0.569
Moderating Variables			
Family supportive supervisor behavior (FSSB)		-0.315**	-0.349
Interaction Terms			
FSSB x WIF			-0.802
FSSB x FIW			0.870
R ²	0.145	0.240	0.261
Adjusted R ²	0.130	0.219	0.226
R ² Change	0.145	0.095	0.020
F Change	9.264	13.536	1.437
Significance F Change	0.000	0.000	0.242
Durbin-Watson			1.666

H4: Family supportive coworker behavior (FSCB) will moderate the relationship between work-family conflicts (WFC) and turnover intention among academic staff at Malaysian higher education institutions.

Discussion

The multiple regression analysis reported that both directions of work-family conflict (work interferes with family and family interferes of work) have positive significant relationship on turnover intention, even a weak relationship. The finding was consistent with the recent study by Naeem, Rabia, Maqsood, Zahid & Atif (2013) which indicate positive and significant impact of work to family conflict and family to work conflict on turnover intention among employees in banking sector. Mesmer-Magnus *et al.*, (2005) who also measured work-family conflict as bidirectional obtained the similar result as the current study.

Besides that, the researcher also tested correlation analysis for overall work-family conflict (WFC) towards employee's turnover intention. The result shows WFC is positively significant related on turnover intention among academic staff at Malaysian higher education institutions. Another study among lecturers was also found uncontrolled work-family conflicts can increase the intention to leave the job (Noryati, Aminah & Maznah, 2009; Oredein & Alao, 2009). The increasing of responsibilities which need the respondents to fulfill and anticipate either in workplace or at home may cause the feeling of exhausted and depression. Those who are unable to endure the pressures can create many negative outcomes such as decrease in work productivity, job dissatisfaction and in turn develop the intention to leave the job. The result of the analysis supports the formulated hypothesis where WIF has higher impact on the outcome compared to FIW. It shows that academic staffs who feel conflict at work which can interference their family life will have intention to leave the job. The finding of current study in line with what has been found by Siti *et al.*, (2010) that WIF is three time more often than FIW related to work outcome such as turnover. Hammer *et al.*, (2004) stated that WIF remains to be the better predictor of work attitudes and behaviors. In contrast to the study by Muhammad & Waseef (2012) disclosed that workers are facing more problems in family to work conflict than work to family conflict, which in turn may create employees' turnover intention. The hypotheses tested (H3) were rejected as the family supportive supervisor behavior

(FSSB) did not have any moderating effect on the relationship between work-family conflict (WIF and FIW) and turnover intention. It can be assumed that the supervisors are less exhibit supportive behavior which is necessary in helping the academic staff to minimize the pressures from work or family roles. The supervisors influence to academic staffs' feeling can be considered as more straightforward, also referred to as "top-down approach".

Kozlowski and Klein (2000) who developed the multilevel theory stated that organizational entities in higher level will tend to shape and constrain the behavior of individual at lower level. Thus, when the academic staff experienced least support from the top level (supervisor) will create negative attitude such job dissatisfaction which in turn develop intention to leave the work.

In addition, the result revealed that FSSB is more likely to be a predictor variable due to negatively significant relationship with turnover intention. It is constant with the past researches who examined supervisor support as a significant predictor of turnover intention (Brough & Frame, 2004; Mansell, Brough, & Cole, 2006).

The supportive behaviors which supervisors' demonstrates either for work or family matter are important in determining the employees' intention to turnover. Poor supervision can contribute to the decisions of leaving the organization. Future research may extent the finding of the current study by testing more specific support in term of supervisors' behavior in becoming role model and providing creative work management among the academic staff.

Supportive coworkers often take a part in assisting and supporting one another either instrumentally or emotionally. The result of this study discovered that family supportive coworker behavior (FSCB) has a moderating effect on the association of work-family conflicts towards turnover intention. Therefore, the research hypothesis (H4) was accepted. The result is consistent to what had been found by Martins, Eddleston, & Veiga (2002) who measured the impact of coworkers as moderator in reducing the effect of work family conflict on job outcomes. Previous study by Logue & Ayman (2009) also found a significant result for the coworker support in work domain and turnover intentions ($q = -0.370$, $p < .05$). In addition, coworker supports act as a buffer when a person face problems in resolve the job challenges (Lambert, Altheimer, & Hogan, 2010).

Coworkers who perceive their colleagues facing work-family conflicts will assist them by performing more family supportive behavior, indirect can make them hesitant to leave the job (Logue & Ayman, 2009; Mesmer-Magnus et al., 2010). From the result obtained, the researcher believes that academic staffs have a good relationship with the coworkers and we can assume that they are likely to working together as a team. Coworkers are tends to give either emotional or instrumental support when they perceived the strain is come from work domain rather than family domain. Furthermore, supportive coworkers will have the feeling of empathy and enthusiasm by giving helps to the colleagues anytime when they are needed.

Conclusion

The respondents were asked about their gender, age, marital status, educational level, grade/position, service length, faculty and university, availability of domestic helper and number of children. A total of 113 academic staffs were participated in the present study, but only 112 were used for data analysis. The findings indicate that the numbers of female respondents is more than the male respondents. Most of the respondents aged from 31 to 35 years old and they were married. Majority of the respondents were holding Master in the grade DM/DS 45 and being employed permanently with less than 10 years. Besides that, the findings shows that most of the academics staffs are currently lecturing in the Faculty of Business Management and come from Universiti Teknologi MARA (UiTM). In concerns to the availability of domestic helper, near overall the respondents were reported to do not have a domestic helper and have less than 5 children.

Research Questions

Research Question 1

Is there any significant relationship between work-family conflict (WFC) and turnover intention?

The result of the correlational analysis revealed that there is a significantly positive relationship between work-family conflict and turnover intention among academic staff at Malaysian higher education institutions. It shows that the academic staffs would have the intention to leave the job or seek alternative work when the conflict levels are increased. In addition, both directions (WIF and FIW) of WFC were also found to have a significant relationship with turnover intention. The finding was consistent with the recent studies by Alvin (2013) among Malaysian service sector staff that also discovered the positive association between perceived WFC and intention to leave the career. No doubt, all employees in any work fields who experienced problems in matching demands between work and family will have that intention. Specifically, the result of the analysis illustrate the mean scores for WIF ($M = 3.16$) in the mid-point and FIW ($M = 2.20$) below the mid-point (3), while turnover intention ($M = 1.93$) is also below the mid-point. These indicated that the academic staffs at higher education institutions had lower levels of conflict and also lower levels of turnover intention.

Research Question 2

What is the most influence dimensions (Work interferes with family and family interferes with work) of work-family conflict on turnover intention?

Research question 2 was measured by using Standard Multiple Regression analysis to identify which dimensions of WFC most influence turnover intention. The findings reveal that both conflict types are significant predictor of turnover intention, thus WIF reported as the most influence variable. In line with previous study who also obtained the similar result (Hammer et al., 2004; Haar, 2004; Siti et al., 2010). The consequences between these two conflicts are reliant on where the clash originates and it can be reciprocal in nature. For instance, an individual has to work long hours due to demand in work load which may cause interference with the responsibility at home. When return at home, the employees have to fulfill other responsibilities from the spouse and family. This situation makes the employees feel exhausted and stressed which he or she later acts upon at work. Even though the cause of conflicts primarily happen at work (work to family conflict), the strain becomes a circular process and it change into family-work conflicts. Tough for the researcher in identifying main source of conflict either it comes from the work domain or family domain. However, from the findings obtained, we can say that the conflict is more likely come from work as it becomes the most predicted of turnover intention.

Research Question 3 & 4

Does work-family specific support (FSSB and FSCB) moderate the relationship between work-family conflict (WFC) and turnover intention?

This study regressed turnover intention on two directions of work-family conflict, namely work interferes with family (WIF) and family interferes with work (FIW) with work-family specific support (FSSB and FSCB) as the moderating variables. Four separated hierarchical regression analyses were performed to answer the research question 3 and 4. The findings were discovered family supportive supervisor behavior (FSSB) did not have any significant effect as the moderator in both WFC directions towards the turnover intention. The results are inconsistent to previous researches that indicate supportive supervisor can acts as a buffer to reduce the effect of WIF on turnover intention (Hammer et al., 2009; Lin Qiu, 2010).

The roles of coworker support as a moderator variable have received little attention to be studied. The current study would like to fill the gaps by include the variable of family supportive coworker behavior as the moderator. The results revealed that FSCB moderated both WIF and FIW on turnover intention. It is supported by past studies who found negative significant relationship between coworker support and WFC, and also the turnover intention (Logue & Ayman, 2009; Mesmer-Magnun et al., 2010). Future research is requires to study the effect of specific social support as moderator in conflict-outcome relationship in order to improve the findings of this study.

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