WORK-LIFE BALANCE: THE RELATIONSHIP WITH INFORMAL ORGANIZATIONAL SUPPORT AND TURNOVER INTENTION

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WORK-LIFE BALANCE: THE RELATIONSHIP WITH INFORMAL ORGANIZATIONAL SUPPORT AND TURNOVER INTENTION

ABSTRACT

Due to the changes in the demographic pattern where employees tend to delay their marriage, there appears to be an increase in proportion of single or never married employees in the global workforce. However, both married and single employees are still treated in the same manner with regards to Work-Life balance. Traditionally, the word 'life' has been referred to as 'family' which has been defined in a narrow sense of employees who are parents with children. This concept may no longer apply to all employees especially single employees with no family obligations. In view of the impending difference on how "Life" is viewed by different group of employees, this study intends to test the influence of two different form of informal support; Informal personal support and informal family support on the perception of balance among these two groups of employees. After the preliminary analysis, the informal support variables had to be change to informal supervisor support and informal career support. The study set out to test is respondents from different groups perceived the two forms of informal support differently and whether the influence of these variables in turnover intention were mediated by Work-Life or Work-Family balance. Data was gathered from 446 private sector employees. The result shows that both informal supports positively influence Work-Family Balance (WFB) and Work-Life Balance (WLB). The result also shows that WFB and WLB mediate the relationship between Informal Supervisor Support (ISS) and Turnover Intention (TOI) as well as between Informal Career Support (ICS) and TOI. However, the result shows that marital status does not moderate the relationship between WFB and TOI as well as between WLB and TOI. Thus, marital status does not significantly influence the strength of WFB / WLB and TOI. The implications of this

study spread into the scholars and practitioners as it would strengthen the knowledge about WFB and WLB and suggest a practical application pertaining WLB for organizations to gain the competitive advantage. The results suggest that the supports are needed in two separate variables known as ISS and ICS, adding new knowledge to the scholars. As per the practitioners, they should pay attention to the future changes of need of their employees who are married as well as the need of their employees who are single.

Keywords: Work-Life Balance, Informal Organizational Support, Turnover Intention.

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ABSTRAK

Disebabkan perubahan dalam pola demografi di mana pekerja cenderung untuk menangguhkan perkahwinan mereka, nampaknya peningkatan dalam perkadaran pekerja bujang atau tidak pernah berkahwin dalam tenaga kerja global. Walau bagaimanapun, kedua-dua pekerja yang berkahwin dan bujang masih diperlakukan dengan cara yang sama berkaitan dengan keseimbangan Kerja-Kehidupan. Secara tradisinya, perkataan 'hidup' telah dirujuk sebagai 'keluarga' yang telah ditakrifkan dalam erti kata sempit pekerja sebagai ibu bapa dengan anak-anak. Konsep ini mungkin tidak lagi berlaku kepada semua pekerja terutama pekerja bujang tanpa kewajiban keluarga. Mengikut perbezaan yang berlaku mengenai bagaimana "Kehidupan" dilihat oleh kumpulan pekerja yang berbeza, kajian ini bertujuan untuk menguji pengaruh dua bentuk sokongan tidak formal; Sokongan peribadi yang tidak rasmi dan sokongan keluarga yang tidak rasmi mengenai persepsi keseimbangan di antara kedua-dua kumpulan pekerja ini. Selepas analisa awal, pemboleh ubah sokongan tidak rasmi perlu diubah kepada sokongan penyelia yang tidak rasmi dan sokongan kerjaya tidak rasmi. Kajian yang dijalankan untuk menguji adakah responden dari pelbagai kumpulan merasakan kedua-dua bentuk sokongan tidak rasmi secara berbeza dan sama ada pengaruh pemboleh ubah ini dalam niat untuk berhenti kerja telah diselesaikan oleh keseimbangan Kerja-Kehidupan atau Kerja-Keluarga. Data dikumpulkan daripada 446 pekerja sektor swasta. Keputusan menunjukkan bahawa kedua-dua sokongan tidak rasmi secara positif mempengaruhi Keseimbangan Kerja-Keluarga (WFB) dan Keseimbangan Kehidupan-Kerja (WLB). Keputusan juga menunjukkan WFB dan WLB memeterai hubungan antara Sokongan Tidak Rasmi Penyelia (ISS) dan Niat Untuk Menukar Kerja (TOI) dan juga antara Sokongan Tidak Rasmi Kerjaya (ICS) dan TOI. Walau bagaimanapun, menunjukkan

bahawa status perkahwinan menyedehanakan hubungan antara WFB dan TOI serta antara WLB dan TOI. Oleh itu, status perkahwinan tidak mempengaruhi kekuatan WFB / WLB dan TOI. Implikasi kajian ini menyebar ke sarjana dan pengamal kerana ia akan memperkuat pengetahuan tentang WFB dan WLB dan mencadangkan aplikasi praktikal yang berkaitan dengan WLB untuk organisasi untuk mendapatkan kelebihan daya saing. Keputusan menunjukkan bahawa sokongan diperlukan dalam dua pembolehubah berasingan yang dikenali sebagai ISS dan ICS, menambah pengetahuan baru kepada para sarjana. Kepada pengamal, mereka patut memberi perhatian kepada perubahan masa depan keperluan pekerja mereka yang sudah berkahwin serta keperluan pekerja mereka yang bujang.

Keywords: Work-Life Balance, Informal Organizational Support, Turnover Intention.

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LIST OF SYMBOLS AND ABBREVIATIONS

AVE   :   Average Variance Extracted

AWALI   :   Australian Work And Life Index

EFA   :   Exploratory Factor Analysis

CFA   :   Confirmatory Factor Analysis

CMV   :   Common Method Variance

HTMT   :   Heterotrait – Monotrait Ratio

IFS   :   Informal Family Support

ICS   :   Informal Career Support

IFS   :   Informal Family Support

IPS   :   Informal Personal Support

ISO   :   International Organization for Standardization

ISS   :   Informal Supervisor Support

MGA   :   Multigroup Analysis

MICOM   :   Measurement Invariance of Composite Model

OUM   :   Open University Malaysia

PLS   :   Partial Least Square

QCC   :   Quality Control Circle

R^2 :   R-Square

SEM   :   Structural Equation Modeling

SPSS   :   Statistical Package for Social Science

TOI   :   Turnover Intention

TN50   :   National Transformation 2050

TQM   :   Total Quality Management

UiTM   :   Mara Institute of Technology

UM   :   University of Malaya

WFB   :   Work-Family Balance

WLB   :   Work-Life Balance

LIST OF APPENDICES

CHAPTER 1: INTRODUCTION

1.1   Introduction

This introductory chapter provides an overview of this study. The chapter presents the issues that serve as the foundation of this study through discussion on the background of the study, the research problem and gap identified. This is then followed by the objectives and scope of the study, as well as the theoretical and managerial significance of this study. Finally, brief description of the chapters included in this thesis is presented.

1.2   Background of the study

Malaysia's Key Development Eras begins with the era of the New Economic Policy (1971-1990). The aim was to eradicate absolute poverty irrespective of race and eliminating identification of race by economic function. Then the government has come out with Vision 2020. It is the era where Malaysia wanted to become a developed nation, in its own mould (1991-2020). In October 2016, Malaysian Prime Minister announced the National Transformation 2050 (TN50) at the 2017 Budget tabling in Parliament (2020-2050). This time Malaysia is striving to be amongst the top countries in the world in terms of economic development, citizen well-being and innovation.

To achieve TN50, youths are expected to contribute to the fullest and create a favorable synergy to increase Malaysian economic. Since the era of Vision 2020, Siddiquee and Mohamed (2007) reported that organizations in Malaysia have adopted several management systems such as Total Quality Management (TQM), Quality Control Circle (QCC), and Quality Assurance Unit. On top of that, there is also significant increase in

the usage of Key Performance Indicators to measure performance, the application of reward based on performance (Gavish, Gerdes, & Kalvenes, 2000; Joo, Lee, & Jung, 2012; Muduli, 2011) as well as third party recognition (Martin & O'Brien, 2011; Redinger & Levine, 1998) such as the ISO certification. The initiative is expected to deliver better organizational performances (Abas & Yaacob, 2006; Boyne & Walker, 2002), giving advantage in order to have a sustainable company performance (Idris, 2011) and have a positive impact on human capital aspect (Chin & Sofian, 2011).

However, such drive toward performance has also been found to significantly influence work demand (Parris, Vickers, & Wilkes, 2008; Zivcicová, Bulková, & Masárová, 2017). The increase of work demand is expected to negatively influence the life domain. This has made the need for work-life balance to become even more substantial (Parris et al., 2008). De Cieri (2002) and Shah (2017) quoted that the increased work demands have over-shadowed personal needs, and it needs to be taken care continuously. The determination and commitment of Malaysian government to improve the well-being of the citizens through continuous improvement of performance, creativity and innovation in TN50 is expected to raise the work demand significantly in various organizations (Benito-Osorio, Muñoz-Aguado, & Villar, 2014; Kalliath & Brough, 2008a; Lazar, Osoian, & Ratiu, 2010). This latest scenario would definitely lead to the need of a better work-life policy and better support from interested parties as what has happened to other top countries around the globe (Chan Au & K. Ahmed, 2014; Meurs, Breaux, & Perrewé, 2008; Shah, 2015).

Moreover, research shows that the state of harmony between work and personal life have changed to the extent that the phrase saying that a professional employee will not let personal life interfere with work-life has become a myth (Tomlinson & Durbin, 2010). As stated by Delgado and Canabal (2006) and Karimi and Nouri (2009), the view of work

and family as separate worlds has been seriously challenged and many studies have been conducted on the effects of work characteristics on the family domain. Researchers found that the effect of work characteristics on the family domain is more significant to the benefit of the organizational outcome and has a greater effect on behavior (Burke, Koyuncu, & Fiksenb, 2013; Chelariu & Stump, 2011; Leaptrott & McDonald, 2011).

The main contributor for the phenomena is the changes of the workforce (Burke, 2010; Gregory & Milner, 2011; Saif, Malik, & Awan, 2011). If decades ago men are the breadwinner, now they are also involved in house chores (Chalawadi, 2014; Colley, 2010; Parkes & Langford, 2008; Vloeberghs, 2002). On the other hand, if decades ago women are mainly involved in house chores, now they are also the key player in the work force (Burnett et al., 2010; Chan Au & K. Ahmed, 2014; Kollinger-Santer & Fischlmayr, 2013; Uppalury & Bhaskar Racherla, 2014). In conclusion, both gender are involved in activities in both domains of work and personal/family (Roy, 2016).

Another change in work domain is the increase in the number of single employee's participation in the workforce all around the world (Mat & Omar, 2002). They have reported that the never married citizens has increased from 31% in 1970 to 35% in year 2000 and mean marriage age has increased from merely 23-year-old in 1970 to 27-year-old in 2000. Based on the report done by the Malaysian Statistic Department (2015a), it shows that never married citizen has slightly increased to 35.1% in 2010. Based on the report by the Malaysian National Population and Family Development Board (2016), it was found that 60.7% of the population is married. Meanwhile, the remaining 39.3% are never been married, widowed and divorced. This is evident among both, male and female employees.

In addition, data shows that the increase of female persons contributed to the increase of the overall Labour Force Participation Rate in 2014 and female participations in the

labor market were high, exceeding 55.0 percent for the prime age group that is 25-34, 35-44 and 45-54 years old (Statistic, 2014). Hamilton, Gordon, and Whelan-Berry (2006) have reported that the percentage of women remaining single throughout their lives has increased significantly in the United States. They quoted that female employees tend to delay their marriage to have an established career. One of the periods where employees have to decide whether to get married or to focus on carrier is in the prime age group, 25-34 years old (Hamilton et al., 2006). The proportion of males who were never married also considered high, up to 37.8% (Statistic, 2015a). This situation has contributed to a higher number of single employees (Hamilton et al., 2006) as employees are now prioritizing on their carrier over their personal life, perhaps due to the lack of support received from the organization (Spinks, 2004).

Meanwhile Mat and Omar (2002) have reported a few more changes in demographic aspect that would challenges the Work-Life Balance issues that has put more emphasis on employees that have family. Researchers have noted that the changing nature of the workforce includes the nature of parenthood (Haar, 2013). Given these changing demographics, it is important to understand the way that people who do not live within a family environment that includes children are able to balance work and life outside work, especially when there is evidence to suggest childfree single people work more when employees with families want time off (Waumsley, Houston, & Marks, 2010).

Furthermore, as observed in many developed countries, family system based on companionship is more predominant as compared to traditional one (Fatimah et al., 2009). Fatimah et al. (2009) further explain the difference between traditional family system and companionship family system. Traditional family system refers to the system based on family members playing traditional roles. In traditional family system, the focus is more on raising the family. The role of father and mother are clearly divided where the father

as the breadwinner and the mother as the housewife. Whereas in companionship family system the role of father and mother is based on mutual affection, intimate communication and mutual acceptance as both parents involved in the labor force and at the same time is responsible on raising up the family. In the developing countries such as Malaysia, the companionship family system is more commonly practiced in most families when compared to the traditional ones (Fatimah et al., 2009; Wang & Walumbwa, 2007). This could be an indicator that Malaysian family has undergone a reformation to survive in an attempt to be a developed country.

This has brought about a shift of focus of Work-Life balance from merely female employees who have family to all employees including employee who were single and without family obligations. Organizations tend to overlook the need for Work-Life Balance among single, childfree employees. As evidence suggests, childfree single people work more when employees with families want time off (Waumsley et al., 2010). It is inaccurate to assume that single employees do not have personal activities, hence do not seek out Work-Life Balance. Regardless whether the employee is a male or a female, they have their own personal activities (Burke, 2010) to be done but the personal activities would differ between married employees and single employees. Married employees spent most of their non- work time on child care activities, household chores and other family demands (Odle-dusseau, Britt, & Bobko, 2012; Sandra Idrovo, Consuelo Leon, & Marc Grau, 2012; Shah, 2015). On the other hand, single employees tend to spent their non-work time on hobbies, sports, time with friends, travel, voluntary work and personal development (Chalawadi, 2014; Kalliath & Brough, 2008b; Lazar et al., 2010).

The recent changes in work domain and life domain has triggered the need for increased awareness pertaining the issue of Work-Life Balance where it actually gives a significant impact to both important parts in an employees' life, the work and the family

(Duxbury, Higgins, & Division, 2002). Without proper attention into the relevant variables, it may jeopardize either the organization or the quality time for their personal activities, or in worst case, it gives a negative effect to both domains of work and life at the same time.

1.3   Research Rational

Even though Work-Life Balance issue has been widely studied (Annink, 2017; Gilley et al., 2015; Mardhatillah, 2017; Mohd Noor, 2011; Pocock, 2005b; Scholarios & Marks, 2004; Spinks, 2004) in the world today but the increase of labor force participation among single employees or never-married employees (Hamilton et al., 2006; Semlali & Hassi, 2016; Waumsley et al., 2010) has created an opportunity for new knowledge to be discovered. A new question such as do single employees also need to have Work-Life Balance and what implication it might cause for the future labor force performance makes it a pertinent area to be studied.

Eby et al. (2005) strongly supported the notion that the composition of the workforce has changed dramatically in recent decades in their content analysis of 22-years pertaining the work and family research. The recent researches show that there is a decrease in percentage of married people, a rise of the proportion of divorced people and an increase of median age of marriage (Waumsley et al., 2010). Thus, a more flexible, people-centered approach to workstyle design should no longer just focus on employees with children but as well as on single employees with no children (Jayne, 2003). According to it Hughes and Bozionelos (2007), it is not only family obligations that constitute an issue in Work-Life Balance. However, such misconception still exist and has resulted in many single employees being forced to work long hours assuming that they have no important

personal activities out of work domain (Pocock et al., 2007). In actual fact, any types of activities (e.g. hobbies, time with friends) that the individual desires to pursue outside one's work obligations pertain to Work-Life Balance. Inability to dedicate proper attention and time to their non-work activities and obligations was the most frequently quoted factor of dissatisfaction with their jobs (Hughes & Bozionelos, 2007). Surprisingly, despite the increasing labor force participation of single employees, organizations have failed to change to accommodate the need of single employees (Hamilton et al., 2006; Huffman et al., 2013).

Undeniably, there are some studies that have aligned Work-Life Balance issues with the changing workforce (Burke, 2000; Burke, 2010; Burke, Burgess, & Oberrlaid, 2004; Reed et al., 2005; Saif et al., 2011; Younis et al., 2011). However most researchers either use terms such as Work-Life Balance (Kalliath & Brough, 2008a; Pocock, Skinner, & Ichii, 2009; Reiter, 2007; Spinks & Moore, 2002) or Work-Family Balance (Beham & Drobnic, 2010; Bourhis & Mekkaoui, 2010; Kirkwood & Tootell, 2008; Marcinkus, Whelan-Berry, & Gordon, 2007a) at a time. The usage of either one of those terms in an inconsistent manner has the tendency to mislead the finding of the research and does not reflect the real situation. For example, some researchers such as Shah (2015), Maharshi and Chaturvedi (2015), Mazerolle, Goodman, and Pitney (2015) and Cowart et al. (2014) used the term Work-Life Balance but their study focused more on family matters. On contrary other researchers such as Tomazevic, Kozjek, and Stare (2015), Beham and Drobnic (2010) and Tremblay (2008) used the term Work-Family Balance but their study also examined personal activities beyond family matters. While some other researchers use the terms Work-Life Balance due to the belief that activities outside work is not only about family matters but also about personal matters, friends and community (Benito-Osorio et al., 2014; Hughes & Bozionelos, 2007; Mellner, Aronsson, & Kecklund, 2014).

While the terms Work-Family Balance and Work-Life Balance have been used in inconsistently, Yang et al. (2000) found that in actual fact both terms has different orientation. Subsequently, a recent research done by Waumsley et al. (2010) emphasized that the word 'family' and 'life' would have different interpretation by employee with different marital status. For married employees, the word 'family' clearly lead to the activities that involved family particularly children as child care need day to day attention compared to spouse and eldercare. The word 'life' would also referred their family matter as to them family is their life. Married employees seem to have difficulties to distinguish the word 'family' and 'life' (Kesting & Harris, 2009). Therefore, in terms of needs, married employees need benefits that emphasizes on child care matters such as on-site day care and parental leave (Casper, Weltmant, & Kwesiga, 2007). However, for single or never married employees the word 'family' would mainly refers to parents and siblings, the word 'life' refers to their own self (Evans, Carney, & Wilkinson, 2013; Hamilton et al., 2006). Therefore, their 'life' matters would be their own leisure (Benito-Osorio et al., 2014; Cegarra-Leiva, Sánchez-Vidal, & Cegarra-Navarro, 2012; Maharshi & Chaturvedi, 2015) and activities with the community (Doherty & Manfredi, 2006; Evans et al., 2013; Gunavathy, 2011; Murphy & Doherty, 2011; Turner, Lingard, & Francis, 2009). Casper et al. (2007) concluded that in theory the work-life or work-family benefits can be allocated equally, but in practice only married employees find them useful.

Literatures show that most of the Work-Life Balance and Work-Family Balance researchers are more influenced by the responsibility towards children (Burnett et al., 2010; Eikhof, Warhurst, & Haunschild, 2007; Kargwell, 2008; Williams, 2008) and tend to miss its effect to the employee who is single (Waumsley et al., 2010). Due to the assumption that single and never married employees are not really affected by work-life conflict, very few research studies about the effect of Work-Life Balance toward single and never married employees (Casper et al., 2007). It has to be taken into consideration

that people who do not live within such a family structure may still experience conflict between work and other aspects of their lives (Waumsley et al., 2010).

Work-Life Balance is not only affecting employees with family. Instead previous studies show that employee who are not married are equally effected by some degree of conflict (Hamilton et al., 2006; Waumsley et al., 2010; Younis et al., 2011). Younis et al. (2011) have studied the different level of conflicts and balance that married employees and single employees face and they found that both married and single employees do experience conflict and balance. Hamilton et al. (2006) focused on understanding the work-life conflict experience by never married women and they found that this group of employees do experience conflict and need Work-Life Balance. They added that single employees often identify with both their role as employee and various other roles. As organizations fail to acknowledge that single employees also need time for their personal activities, these employees are normally assigned long working hours which could eventually lead to certain degree of conflict between work and personal life (Hamilton et al., 2006).

The urge for organizations to improve their service quality and performance should come with the improvement in the approach to manage the employees' Work-Life Balance. Maharshi and Chaturvedi (2015) strongly supported the notion that it is necessary to improve the employees Work-Life Balance to improve their productivity and performance. Therefore, organizations should not merely focus on married employees and neglect the need for single. A balance focus will help organizations realize the benefits of Work-Life Balance on employee performance. Therefore, more appropriate support and benefits should be offered to suit the current changes in workforce composition.

On top of that, Pichler (2009) argued that the measurement of Work-Life Balance is partly problematic because it is likely to favor work related explanations and partly neglects the 'life' component of Work-Life Balance. Kalliath and Brough (2008a) also argued that the first problem in Work-Life Balance issue is that the current measures of Work-Life Balance is problematic if we consider inter-individual, inter-organizational, and cross-cultural differences. It is very important to distinguish the different need of employees that have to cope with their family activities and their personal life activities. Therefore, this research will be carried out with consideration about the bigger picture of 'Work-Life Balance', the effect of informal organization support towards turnover intention. It is expected to cater the differences its orientations as well as its interpretation. This study contributes to the work-life literature by focusing on a vastly understudied group of employees whose growing presence in the workforce (Haar, 2013; Hamilton et al., 2006).

1.4   Problem Statement

Work-Life Balance has been a major concern in many developed countries (Reed et al., 2005; Todd, 2004b) such as Australia (Bradley et al., 2010; Fujimoto & Azmat, 2014; Wilkinson, 2008), Canada (Duxbury et al., 2002; Tremblay, Paquet, & Najem, 2006), United States (Nelson & Tarpey, 2010), New Zealand (De Bruin & Dupuis, 2004; Wilkinson, 2008), India (Shah, 2015; Sinha, 2016) and many more. Haar et al. (2014) have investigated the effects of Work-Life Balance on several individual outcomes from seven distinct population; Malaysian, Chinese, New Zealand Maori, New Zealand European, Spanish, French and Italian.

Researchers have acknowledged that the employees need support from the organization to balance their work and personal life domain due to the rise in global competition which has raised the need to increase the productivity as well as the work demand (Campione, 2008; Karimi & Nouri, 2009). It supports the statement from Spinks (2004) that no one can achieve balance without support from parties in the work domain and parties in the personal life domain. The absence of support will effects the balance between the two domains and employees experiencing such unbalance are likely to be less committed, inadequate task performance and more likely to have intention to leave their job (Deery & Jago, 2015; Kim, 2014; Todd, 2004b).

Eby et al. (2005) conducted a thorough content analysis about work and family with respect to the study focus, nature and direction of the proposed effects, and predictor, criterion, and mediator examined by other researchers from 1980 up to 2002. Eby et al. (2005) also put an emphasis on the importance for the field to periodically look at itself – where it has been, where it is now, and where it is going to stay relevant.

Reed et al. (2005) and Hall et al. (2013) have highlighted that many studies in Work-Life Balance have neglected the employees who are not parents. They have found that in most of the cases the word 'life' has been referred to as 'family' which has been defined in a narrow sense of employees who are parents and have children. While the actual fact is 'life' is much more diverse than that. Life includes leisure activities, studies, time to care about themselves, time to care for family, time to care for community, informal interaction and so on.

Hamilton et al. (2006) have also agreed with Reed et al. (2005) and said that many researchers have assumed that 'life' is analogous to 'family'. They argued that this is not the case for all employees. They urged scholars to treat life roles in a broader manner because life has much diverse duties other than being a spouse, son or daughter and

parent. Due to that misleading assumption by researchers, Hamilton et al. (2006) found that not all employees value or utilize the benefits frequently offered by organizations. However, recent literatures reported that organization still consider child care responsibilities as the most significant factors in life or non-work demand (Chalawadi, 2014; Daipuria & Kakar, 2013; Kulkarni, 2013; Mellner et al., 2014). Therefore, this study intends to help organizations understand that employees can be divided into two main group - married employees with child care responsibilities and single or never married employees and their perspective of family and life obligations differ. Hence, the Work-Life and Work-Family Balance issues must consider these differences.

1.5   Research Questions and Objectives

This study is based on the idea that Work-Life Balance and Work-Family Balance are distinct concepts and must be treated differently. Hence, this study will examine the mediating effect of Work-Life Balance and Work-Family Balance on the relationship between Informal Organizational Support (Informal Personal Support and Informal Family Support) and Turnover Intention as the outcome. This study sets out to answer research questions as listed below;

1.   Does Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) affects Work-Family Balance (WFB) and Work-Life Balance (WLB)?

2.   How will marital status moderate the relationship between Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) and Work-Family Balance (WFB) / Work-Life Balance (WLB)?

3. Does Work-Family Balance (WFB) and Work-Life Balance (WLB) have varying mediation role on the relationship between Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) and Turnover Intention (TOI)?

4. How does Work-Family Balance (WFB) and Work-Life Balance (WLB) affects Turnover Intention (TOI)?

5. How will marital status moderate the relationship between Work-Family Balance (WFB) / Work-Life Balance (WLB) on Turnover Intention (TOI)?

Based from the above research questions, this study's key objective is summarized as follows;

1. To investigate the effects of Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) on Work-Family Balance (WFB) and Work-Life Balance (WLB).

2. To examine the moderating role of marital status on the relationship between Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) on Work-Family Balance (WFB) and Work-Life Balance (WLB).

3. To analyze the mediation role of Work-Family Balance (WFB) and Work-Life Balance (WLB) on the relationship between Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) and Turnover Intention (TOI).

4. To investigate the effects of Work-Family Balance (WFB) and Work-Life Balance (WLB) on Turnover Intention (TOI).

5. To examine the moderating role of marital status on the relationship between Work-Family Balance (WFB) and Work-Life Balance (WLB) on Turnover Intention (TOI).

1.6 Research Scope

This study could be considered as part of the larger effort by researchers to understand the issues related to work-life balance. The focus of this study is on the different effect of Work-Family Balance (WFB) and Work-Life Balance (WLB) in relation to Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)), and Turnover Intention (TOI) by considering the marital status of the employees.

The scope of the study would be employees of private sector in Malaysia. There were no restrictions on the participants' gender, ethnicity, and age but the participant from public sector is not considered with assumption that there will be no significant effect on the employee's turnover intention due to the job security nature in public sector. The participant marital status is considered as one or the most important data in this study. Participation was voluntary, and all responses were treated as confidential.

1.7 Significance of the study

The attention for Work-Family Balance and Work-Life Balance is certainly not a fad (Kalliath & Brough, 2008a; Khan & Agha, 2013), but the logical consequences of dramatic and irreversible changes taking place globally in terms of demographic shifts,

the intensification of work and the fragmentation of time (Kalliath & Brough, 2008a). Hence, it should be pursued as a strategy to build a positive work environment, which leverages the firm's performance (Khan & Agha, 2013). The significant ratio of single employees compared to married employees in the labor market population have resulted in single men and women to be increasingly squeezed in between professional and personal life activities (Kalliath & Brough, 2008a). According to Campione (2008) and supported by Karimi and Nouri (2009), the need for increased productivity put more pressure on employers to provide some assistance to employees in the management of their multiple roles, be it as parents or non-parent.

Family friendly policies or work-life policies do not exist in a vacuum; they need to be adapted to different cultural, political, economic and social condition (Kalliath & Brough, 2008a). In terms of Malaysian context, the vision in National Transformation 2050 (TN50) would be a concrete base to force the organizations to sit back and consider the effect of work-life balance to reach the objectives as planned. It would be more significant in year to come as the Ministry of Women, Family and Community Development keep on promoting to increase the women percentage in the labor workforce. As per the year 2015 women participation have reached up to 55% and 30% women in the top management position (Statistic, 2015a). Thus, in years to come men and women have to compete as they have equal opportunity to have a better job and better career advancement (Lyness & Marcia Brumit, 2005; Maharshi & Chaturvedi, 2015; Shah, 2015). This action is expected to effect the demographic pattern in the labor population by increasing the mean age of the marriage as priority will be given to stabilize the career before getting married (Hamilton et al., 2006; Pasamar & Ramón Valle, 2013). Thus, the number of single employees will keep increasing to the extent that it would become another main group other than the group of married employees.

In a glance, it looks like it's not necessary to cater the problems and the difference pertaining work and family as well as work and life. Likewise, Buelens and Broeck (2007) in their research proved that most workers constantly make choices between work and personal life. According to Hamilton et al. (2006) and Sullivan and Mainiero (2007) researchers often forgotten that the single men or women who work must also balance their personal lives. Never married employees without children also have to manage two main domains in their lives which is work and life. As being quoted by Spinks (2004), many organizations will extend compressed work weeks, job sharing or telework options for employees with young children, which leaves employees without family responsibilities ineligible and unappreciated. Without proper support from various parties the employees could experience imbalance effect between the work and non-work domain which would affect their performance at work.

Research in this area has the power to change how governments and employers think about the issue and how they formulate and implement human resource, social and labor policy (Duxbury et al., 2002). In Malaysia, the Ministry of Women, Family and Community Development admitted that there is no specific policy pertaining work-family balance and work-life balance, instead they only have program-based activities to promote work-family balance which at the moment only targeted on the family matter especially caring responsibilities. As per Canadian case, researchers (Duxbury et al., 2002; Scott, Gary, & John, 2000) quoted that their evidence suggests that both governments and employers have been slow to respond to the changing social and economic pressures on Canadian employees and their personal life.

This study research questions would address some of the issues of Work-Family Balance and Work-Life Balance in the human resource management field. Results for these research questions would provide both theoretical and practical implications for

human resource management. The contribution of this study is essential as the literature for balancing act between work domain and non-work domain in the context of married and never married employees is still not well studied as compared to employees that have family and organizations end up offering a one size fits all benefits to their employees (Dizaho, Salleh, & Abdullah, 2017; Duxbury et al., 2002; Lewison, 2006; Todd, 2004a).

1.8   Research Contributions

From the literature review, it is found that most of the researchers have studied solely on the married employees particularly employees with children and found that they need to have Work-Family Balance (Baxter & Chesters, 2011; Burnett et al., 2010; Tomazevic et al., 2015). However, there is evidence from literatures which showed that the never married employees are also in the need to have balance between work and their personal life and seek for Work-Life Balance supports (Hamilton et al., 2006; Pocock et al., 2009; Waumsley et al., 2010). Therefore, this study intends to explore the work-life and work-family issue among both married and single and never married employees.

With an assumption that private sector companies are in need to be competent and perform to greater level the organizations should have certain level of awareness about the need of family friendly policies as well as Work-Life Balance policies. Ultimately, it is hope that this study would strengthen the knowledge about Work-Family Balance and Work-Life Balance in Malaysia and suggest a practical application pertaining the employees' need to balance their work and family or life balance to improve the performance of various organizations. Clearly, the "one size fits all" approach to benefits offered or policies stipulated in administration has been found to be under-utilized by

certain group of employees (Lewison, 2006; Mohd Noor, 2011; Roberts, 2007; Spinks, 2004).

This study is expected to contribute to the knowledge so that organization would not take it for granted in providing a more appropriate support to improve the degree of Work-Family Balance or Work-Life Balance accordingly. It is hoped that through this study the researcher would have a stronger base to urge the organizations to look at the matters more seriously. It could then strengthen the knowledge about Work-Family Balance and Work-Life Balance in Malaysia. It also could assist the management in imposing a better and more appropriate support pertaining Work-Family Balance and Work-Life Balance to improve their service quality and performance.

1.9   Thesis Outline

This thesis is comprised of six chapters. The first chapter describes the introduction of the thesis under the background of the study, the research rationale and problem, the research objectives, the research scope, the significance of the study as well as the research contributions. Chapter 2 presents a review of past literature, empirical studies and reports that are relevant to the field of the study. It consists a review about the demographic characteristic, work demand, non-work demand, Informal Organizational Support, Work-Family Balance, Work-Life Balance and Turnover Intention. It also examines the relationship among the research concepts.

Chapter 3 introduces the research framework and the hypotheses of the study. It describes the relationships among the research constructs and how this study attempts to fill in the gaps identified in the literature. Chapter 4 explains about the methodological issues of the study. It discusses the research design, the research sample, data collection

procedures, and the measurement of the variables. It also has a brief introduction about the data analysis techniques that were used to analyze the data collected from the survey.

Chapter 5 presents the results or finding from the field of the study and data analysis on the participating employees in several companies in Malaysia. It begins with the basic description of the demographic characteristics of the respondents and followed by several analyses done to test the relationship of the construct. It ends with a summary of the hypotheses testing result.

Chapter 6 summarizes the important findings and explains the theoretical implications, the managerial implications, as well as the limitations of the study. Finally, it is concluded with some recommendations for future research.

1.10   Summary

In general, Chapter 1 provides an overview of the study with some discussion about the issues and rational of this study. It also outlines the objectives, the scope, and the significance of this study. In summary, this research aims to contribute on academic findings on a bigger picture of Work-Family Balance and Work-Life Balance with respect to the changes in several factors such as work demand due to the global competition (Lockwood, 2003), demographic characteristics, and workforce composition. The study also investigates the issue of Work-Family Balance and Work-Life balance among the private sector companies in Malaysia. It would give some contributions in identifying both theoretical and managerial implication. Ultimately, the study would be able to fill in the gap that exists due to the different need by the employees to fulfill the family demand pertaining parenting role and personal life demand of single or never married employees

without children dependent. It is then being tested with the proposed research model of the study that comprises Informal Organizational Support and Turnover Intention.

CHAPTER 2: LITERATURE REVIEW

2.1   Introduction

The purpose of this chapter is to review previous literatures and studies that are relevant to the field of this study. This chapter highlights the importance to differentiate Work-Life Balance and Work-Family Balance. It is followed by the importance of Informal Organizational Support to employees in order to assist them to experience balance between the work and life domain. This chapter also presents the positive consequences on the organizational outcomes when employees experience good work-life balance such as low Turnover Intention.

2.2   Work Demands

Among the work-related characteristic, demand has consistently been shown to be the most significant antecedent of conflict in work and life domain (Delgado & Canabal, 2006; Doumas, Margolin, & John, 2008; Karimi & Nouri, 2009). Work demands refers to physical, social, or organizational aspects of a job that require sustained physical or mental effort (Behson, 2002; Demerouti et al., 2001). Work demand in this study is defined as the efforts needed (physical and/or psychological) to perform the task given in paid employment excellently. Some scholars used the terms job demand or career demand which brings the same meaning as work demand (Helmle, Botero, & Seibold, 2014; Kanwar, Singh, & Kodwani, 2009; Lirio, 2014).

Work demand can be divided into two; time-based demand and strain-based demand (Sandra Idrovo et al., 2012; Voydanoff, 2005). Time-based demand is the time an

employee needs to spend in their work place. The amount of time spent on the job has frequently been studied as an antecedent of work-home conflict (Delgado & Canabal, 2006; Karimi & Nouri, 2009) and work demand was mostly measured by hours worked in Work-Life Balance study (Kelly, Moen, & Tranby, 2011; Voydanoff, 2004). Currently, some employees have the perception that the employees have to work long hours or take the work home in order to get better career advancement, promotion and rewards. Lewis and Gruyère (2010) and Uriarte-Landa and Hébert (2009) have highlighted the negative effect of long working hours whereby the employees need to sacrifice their scarce time in their private life. Increased working hours is seen as an invasion of life that lead to the decreased social and family time of employees. Thus, Gregory and Milner (2011) found that fathers in France and UK tend to apply the reduced working time, flexible working time, and policies of paternity leave because they wanted to spend time with their family.

Job involvement is one of the examples for time-based demand. Job involvement describes the degree to which a work situation is central to an individual and their level of psychological identity (Helmle et al., 2014; Lodahl & Kejnar, 1965). A person is said to be involved in his job if he actively participates in it; holds it as a central life interest; perceives performance as central to his self-esteem; and sees performance on it as consistent with his self-concept (Blau, 1985; Helmle et al., 2014). The other example of time-based demand is type of job. According to Duxbury et al. (2002), several bodies of research suggest that the type of job an individual holds will affect his or her ability to balance work and family demands. There are a few studies which shows that travel demand in performing work is also one of the time-based demand as it would be time consuming (Duxbury et al., 2002; Mäkelä, Suutari, & Mayerhofer, 2011; Tomlinson & Durbin, 2010). Murphy and Doherty (2011) found that when employees want to accept a higher-level role, they do consider the issues of long working hours and their presenteeism at the work place.

Strain-based demand is likely to cause high levels of physical and psychological fatigue (Frone & McFarlin, 1989; Virick, Lilly, & Casper, 2007). Examples of strain-based demand are work overload, work pressure and job insecurity (Beham & Drobnic, 2010). One of the reason for work overload to is due to the effects of downsizing (Virick et al., 2007). It would be experienced by those who remain in the organization and would force the employee to put more commitment on their work domain (Shah, 2015). Work pressure or job stress is the sense of not having enough time to complete assigned work, working hard, and work at a rapid pace (Beutell & Wittig-Berman, 2008). Lazar et al. (2010) supported that employers should take a thoughtful consideration of job stress that is faced by the employees. Research found that managerial men and male psychologists value the organizational support that would lessen their job stress and raise their joy in work by having lower intentions to quit, and more positive emotional and physical wellbeing (Burke, 2000; Burke, 2010; Burke et al., 2004). Respondents in survey done by Goveas (2011) have reported that job stress was their number-one problem to achieve excellence in quality of service. Colley (2010) quoted that Human Resource representatives can help managers to explore workforce data and the inevitable relationship of employee experiences to other workforce trends such as absence levels, job stress, turnover of staff, and performance. Another strain-based demand is job insecurity. Job insecurity can be experienced in two forms; objective job insecurity or actual job lost and subjective job insecurity which refers to an individual's fear or worry about the job future (Beham & Drobnic, 2010; Sverke & Hellgren, 2002).

2.3   Non-Work Demands

The construct of Work-Life Balance, as the term implies, consists of the management and balance of work responsibilities and non-work responsibilities (Kalliath & Brough,

2008a). In general, non-work demand refers to demands in the other dimensions of life beside the work demand or the paid employment demand. Since the initial and main purpose of Work-Life Balance is to help employees with children to have balance between work domain and family domain, all scholars put family demands as one of the compulsory type of non-work demand. Thus, Burnett et al. (2010) defines non-work demand as domestic chores and the relative number of hours spent by mothers and fathers on housework. Similarly, Lakshmi (2013) refers to non-work demand as activities such as childcare, elder care and are more likely to have primary responsibility for unpaid labor such as domestic work.

However, as time passed, the non-work domain has been seen in a much wider scope, and is no longer restricted to family or house chores. Marcinkus et al. (2007a) associate non-work demand to parenting and community work. Wheatley (2012) stated that non-work demand comprised of free time spent in leisure activities, and family time. According to Kalliath and Brough (2008a) responsibilities in non-work domains revolve around one's family, social, and spiritual roles. While Stankiewicz, Bortnowska, and Lychmus (2014) claimed that non-work refers to family, health, social activity, private interests, and so forth. It seems like scholars in the most recent years have suggested a broader definition of the non-work dimension - one that includes activities other than traditional family responsibilities such as hobbies and other leisure time activities (Mäkelä et al., 2011). Therefore, in this study non-work demand can be referred to as the efforts needed to perform the personal needs outside the work place excellently; family and parenting activities; individual private and social activities.

2.4 Role Overload, Role Interface, and Role Spillover

Role overload, role interface, and role spillover have been acknowledged as the salient indicators for work-life balance when demographic, work demand, and non-work demand came into the picture (Duxbury & Higgins, 2005; Duxbury et al., 2002; Duxbury, Higgins, & Lee, 1994; Krishnakumar & Choudhury, 2014). The concept of role overload, emphasizes the problem of limited time and resources to manage multiple roles (Evans et al., 2013; Higgins, Duxbury, & Lyons, 2010). Research reveals that role overload is negatively associated with Work-Life Balance while Work-Life Balance is a positive predictor of employee and organizational outcome (Malik, Hussain, & Mahmood, 2011; Virick et al., 2007). It is believed that the current global competition and world without boundary has put more pressure on organizations to be competitive. As a chain reaction, employees are also expected to perform much greater than ever before. Spinks (2004) quoted that employees in an active organization experience elevated levels of stress, work-family interference, and role overload. She added that most of the times the employees attempt to overcome their personal and family needs by themselves. As the result, she said that they are often forced to leave their jobs or turn down opportunities for advancement. The sense of overload can exist in numerous ways depending on the demography or the employee. Work experience plays a role in having more stress due to work overload on the employee being a newly appointed employee or a few years experienced in the field (Murthy, 2014). The conflict between professional and personal responsibilities may also result in some employees feeling a sense of role overload (Evans et al., 2013). An increased work demand in terms of time and work overload would not let the employee to fulfill their commitment towards life responsibilities (Shah, 2015).

Generally, work and private life interface situations have been studied from the perspective of problems individuals face when trying to find a balance between their work

and family lives (Maharshi & Chaturvedi, 2015; Mäkelä et al., 2011). Previous studies have pointed out that there are different types of negative interference between these life spheres (Greenhaus, Collins, & Shaw, 2003; Mäkelä et al., 2011). An example of negative interference is time pressures. When time pressures increase due to work or personal life, problems may occur and create strain within both domains. This will negatively affect employees' work-life experiences and may diminish the performance or role behaviors in the other domain. It is common practice in Human Resource Management to consider employees' work-life interface and to support them in managing both demands of working life and private life because Work-Life Balance policies are supposed to create win-win situations for employees and the company (Muster & Schrader, 2011; Ryan & Kossek, 2008).

Bradley et al. (2010) have done a study that considers Work-Life Balance along the three dimensions identified by Greenhaus et al. (2003), they are; First, time balance which refers to the amount of time devoted to work and non-work activities. Second, satisfaction balance which refers to the amount of satisfaction derived from work versus non-work activities. Third, involvement balance which refers to the degree of psychological involvement in work versus non-work activities. They found that an employee needs to reduce negative spillover across any or all three of these dimensions to increase the quality of Work-Life Balance. It was supported by Kalliath and Brough (2008a, 2008b) with their opinion that the quality of an individual's Work-Life Balance is not just about the amount of time spent in work and non-work activities but involves with other factors such as satisfaction and involvement in all activities. An employee can experience negative spillover from work to family such as stress from raising a child after handling multiple tasks during the day, while at the same time, experience positive spillover from work to life such as skills learned from the same experiences of handling multiple tasks could be used in their daily life (Kalliath & Brough, 2008a). Negative spillover is found

between work (flexible working, home-based teleworking), work-related (travel-to-work), and non-work (caring, school run) activity (Wheatley, 2012). Therefore, employer strategies of 'respect' would be useful in order to have positive outcomes for the employees as well as the organization. On the other hand, negative spillover from work to non-work life such as emotional exhaustion, could have an adverse effect on organizations in the form of low commitment and high turnover intention (Malik, Saleem, & Ahmad, 2010).

2.5 Work-Family Balance and Work-Life Balance

2.5.1 The Need to Balance 'Work' and 'Life'

The importance of Work-Life Balance has been one of the growing interests in human capital management field. Many developed countries have acknowledged work-life balance as the key determinant factor for favorable organization outcomes (Duxbury, Higgins, & Lyons, 2006a; Reed et al., 2005; Wilkinson, 2008). Employees trying to balance excessive work and life demands have been the subject of significant discussion in corporate America (Hobson, Delunas, & Kesic, 2001). The developed nations have acknowledged Work-Life Balance as a unique factor that an employee should possess. The positive benefits of Work-Life Balance are not limited to organization. Duxbury et al. (2002) reported that the positive outcomes of work-life balance are comprehensive because it covers the organizational outcomes, the family outcomes, the individual outcomes as well as the societal outcomes. Examples of organizational outcomes are high organizational commitment, high performance, good motivation, good attendance, retention rates and overall job satisfaction (Cowart et al., 2014; Gilley et al., 2015; Helmle et al., 2014). On the other hand, examples of family outcomes are quality time with family members, quality child care, better emotional health and well-being of family members

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(Blazovich, Smith, & Smith, 2014). Examples of individual outcomes in terms of psychological and physiological are less job anxiety, less intention to quit and better life satisfaction, managing studies, travel, sports, volunteering, personal development and leisure (Benito-Osorio et al., 2014; Tomazevic, Kozjek, & Stare, 2014). Examples of societal outcome is better community involvement (Blazovich et al., 2014).

Work-family issues are vital to the well-being of employees, their families, and their organizations (Spector et al., 2004, p. 135). The finding of the study by Hobson et al. (2001) show that the failure to achieve balance can lead to a variety of serious negative consequences for both individuals and organizations, including higher stress levels, increased absenteeism, and lower productivity. It is undeniable that the increased work demands and longer working hours have become the reality for many employees, thus the concept of work-life balance has received increasing attention (Parris et al., 2008).

Meanwhile, in 2004, Sheri Todd has come out with the report of what other countries like United Kingdom, New Zealand, Australia, Netherland, Denmark, Sweden, France, Belgium, Ireland, and United States are doing to improve their employees' Work-Life Balance. According to a survey done at United Kingdom in 2004, 69% of respondents agreed that Work-Life Balance was an important factor when assessing a potential new job (Todd, 2004b). Study shows that employees are trying their best to have Work-Life Balance and would prefer to join organizations that practices Work-Life Balance policies. Lockwood (2003) stated that based on the 2001 surveys more than 80% employees (82% of men and 85% of women) were concerned about their ability to have a balance work and personal life. Hughes and Bozionelos (2007) reported that in survey research done by the British Department of Trade and Industry in 2004, it is indicated that more than half of British employees considered that a better Work-Life Balance was necessary to pursue their interests in arts and to engage in sports activities. It is clear that improving

Work-Life Balance is an important component of the policy agenda for many industrial countries, and the issue is likely to become even more important in the future (Fernandez-Crehuet, Gimenez-Nadal, & Recio, 2016; Todd, 2004a).

2.5.2   The Interchangeable Use of Work-Life Balance and Work-Family Balance

The work-life issues have been studied by many researchers by using interchangeable terms such as Work-Life Balance (Gilley et al., 2015; Maharshi & Chaturvedi, 2015; Malik et al., 2014; Mellner et al., 2014; Shah, 2015) and Work-Family Balance (Benito-Osorio et al., 2014; Block, Park, & Kang, 2013; Sankar & Raj, 2013; Sardeshmukh & Srinivasan, 2014; Tomazevic et al., 2015). There is lack of conceptual clarity in the literature which distinguishes the constructs of Work-Family Balance and Work-Life Balance. This has resulted in an interchangeable usage of these terms (Chang, McDonald, & Burton, 2010; Yuile et al., 2012). Waumsley et al. (2010) argued that while the terms work-life and work-family have been used interchangeably, the underlying essence of the scale developed to measure balance appears to concentrate purely on a family structure which usually denotes child-care responsibilities.

However, the recent trends show that the term Work-Life Balance is more preferred as compared to Work-Family Balance maybe because of the broader definitions of Work-Life Balance. According to Yuile et al. (2012), many researchers have used the term Work-Family Balance to describe the relationship between work and non-work life roles, whilst more recent studies have begun to examine Work-Life Balance. Indeed, most researchers are using these terms to describe a construct that relates to an individual's ability to balance multiple life role responsibilities (Yuile et al., 2012).

According to Khan and Agha (2013), Human Resource Management today has gone beyond childcare and employee assistant programs. Human Resource Management is expected to move beyond the traditional approach of the Work-Life Balance and adopt a wider perspective. This kind of approach will be more relevant when addressing the concerns of the employees and it will help organization engage the employees more effectively (Khan & Agha, 2013). Krishnakumar and Choudhury (2014) supported that notion and quoted that research on Work-Life Balance has subsequently expanded to incorporate the wider population and broader non-work life activities that extends beyond family obligations.

2.5.3   The Definitions of Work-Life Balance and Work-Family Balance

In terms of definition of Work-Life Balance and Work-Family Balance, there seems to be a lack of agreement among scholars. Fundamentally, there is no broadly accepted definition available (Benito-Osorio et al., 2014; Kalliath & Brough, 2008a). Scholars have been divided into three (3) groups in defining the act of balancing between 'work' and 'life', which then influence the flow and scope of their study. The first group is scholars or researchers who used the term Work-Family Balance in their study. They have defined Work-Family Balance based on work domain and family domain (e.g., Clark, 2001; Greenhaus et al., 2003; Hill et al., 2001; Parasuraman & Greenhaus, 2002; Saltzstein, Yuan, & Grace Hall, 2001; Tomazevic et al., 2015). The second group is scholars who used the term Work-Life Balance instead in their studies. They have defined Work-Life Balance based on work domain and life domain (family, leisure and other activities outside paid work) (e.g., Lockwood, 2003a; Malik et al., 2010; Parkes & Langford, 2008; Reiter, 2007; Shah, 2015; Turner et al., 2009; Yuile et al., 2012). However, their study shows that the respondents' places family interests above their

personal interest (Banu, Duraipandian, & Tajuddin, 2015; Uppalury & Bhaskar Racherla, 2014). The third group is scholars who used the term Work-Life Balance but they defined it based on work domain and family domain (e.g., Chimote & Srivastava, 2013; Gregory, Milner, & Windebank, 2013; Grzywacz & Carlson, 2007; Khan & Agha, 2013; Lewis, Gambles, & Rapoport, 2007).

Greenhaus et al. (2003) defined Work-Family Balance as the extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role. Another definition of Work-Family Balance as defined by Hill et al. (2001) is the degree to which an individual is able to simultaneously balance the temporal, emotional, and behavioral demands of both paid work and family responsibilities. While Yuile et al. (2012) support the definition that Work-Family Balance refers to a state in which a range of needs is met by allocating time to both work/family roles according to a combination of individual priorities and demands.

However, some of the Work-Family Balance definitions were derived from work-family conflict or as the absence of work-family conflict (Clark, 2001; Tomazevic et al., 2014). According to Clark (2000) and Desrochers and Sargent (2004), Work-Family Balance is defined as 'satisfaction and good functioning at work and at home, with a minimum of role conflict' (Tomazevic et al., 2015. p.2). For the purpose of this study, Work-Family Balance is defined base on the act of balance between work domain and family domain; Work-Family Balance refers to the states where employees feel satisfied with his/her roles on both domains, work domain and family domain. The type of family obligations that most scholars referred to are childcare and house chores (Burnett et al., 2010; Goyal & Arora, 2012; Marcinkus, Whelan-Berry, & Gordon, 2007b).

Work-Life Balance can be defined as a state of equilibrium in which the demands of both a person's job and personal life are equal (Lockwood, 2003). However, it means

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different thing to diverse groups, and the meaning often depends on the context of the conversation and the speakers view point:

- Work-Life Balance from the employee view point is the dilemma of managing work obligation and personal/family responsibility.

- Work-Life Balance from the employer view point is the challenge of creating a supportive company culture where employees can focus on their jobs while at work.

- Work-life initiatives refer to the policies and procedures established by an organization with the goal to enable employees to get their jobs done and at the same time provide flexibility to handle personal/family concerns.

- Work life programs refers to programs (often financial or time-related) established by an employer that offer employees options to address work and personal responsibilities (Lockwood, 2003).

The study of work life balance involves the examination of people's ability to manage simultaneously the multifaceted demands of life (Hill et al., 2001). Parkes and Langford (2008) defined Work-Life Balance as an individual's ability to meet both their work and family commitments, as well as other non-work responsibilities and activities. Chalawadi (2014) has added that Work-Life Balance is an issue that pertains to all individuals who are in paid work, regardless of whether they have family responsibilities or not. According to Banu et al. (2015) work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. For the purpose of this study, Work-Life Balance is defined as an act of balance between work domain and personal life domain; Work-Life Balance refers to the states where employees feel satisfied with his/her commitments in work domain and his/her activities in life domain other than family matters.

Balance suggests that the two elements are at equilibrium because they have the same weight and if you take away the slightest bit of one element the balance is lost. This metaphor does not describe the reality (Kalliath & Brough, 2008a). According to Lockwood (2003) Work-Life Balance is not just about finding 'physical time' to do all that needs to be done, instead, it is more about the 'cognitive space' necessary to process, organize, and respond to the demand of work and personal life. Balance is not conceptualized as 50/50 split between two major roles, as employees may not view this distinction as universally desirable or realistically attainable (Haar, 2013, p. 3308). Regardless of one's personal definition for balance, most people know when they are out of balance: they are constantly tired, feel as if their choices are limited, have minimal control, and are no longer able to effectively manage their lives. They may experience life as "happening to them" – and notice that their responses are more reactive than proactive. The glass may seem half-empty rather than half-full – life may seem more negative than positive.

2.5.4   The Need to Differentiate Work-Life Balance from Work-Family Balance

In context of history, Lockwood (2003) quoted that even though the Work-Life Balance was coined in the 1980s, the program existed as early as 1930s when Kellogg Company created four six-hour shifts to replace the traditional three daily eight-hour shift and have resulted in an increased employee morale and efficiency. Lockwood also noted that during the first wave, the programs were primarily to support women with children. However, in today's context, work-life programs are less gender specific and cater for other commitment in personal life. In addition, she said that the term work-family was more frequently used in the past, whereas current trend is to use the term work-life because it gives a broader connotation. According to Kaliannan, Perumal, and Dorasamy

(2016), Work-Life Balance is achieving the desired combination of participation in both individual's career and individual's total life. They opined that this combination does not stay stagnant but changes as an individual experience changes in commitments and responsibilities. It is consistent with the study done by Waumsley et al. (2010) as they found that there is a difference between the Work-Life Balance for women without children as compared to women with children. They have proved that the changes in wording would indicate different things and the interpretation of 'life' appears to be different from that of 'family'. Moreover, with 40 percent of the workforce in the United States unmarried, there seems to have backlash to the family-friendly benefits that many companies emphasize, thus, it is wise to consider unique needs of single employees (White, 2009).

Singh (2010) notes that although the term 'Work-Life Balance' has been widely adopted, yet a formal definition of this term has remained elusive. It is also acknowledged that there is a recent shift in terminology used to refer to the juggling act of balancing between work and life, with many organizations using the term 'Work-Life Balance' so as to include employees who are not parents (Singh, 2010). Kalliath and Brough (2008a), said that most people will refer to balance as a transient state of harmony, of momentary absence of tensions, or what has been referred to as 'homeostasis'. Homeostasis derived from two Greek words, homeos means similar and stasis means standing still. However, that balance is ephemeral and requires a 'balancing act' as well as an ongoing exercise of juggling multiple demands and responsibilities. This situation will require a more flexible approach in the Work-Life Balance practices.

Initially, Work-Life Balance issues was triggered by the changes in the workforce with more women playing a pivotal role in organizations. Besides the increase of women participating in the workforce, researches noticed another change in the workforce

whereby the number of single employee is increasing due to the high competition to succeed in their carrier. It is a challenge for employees to perform well in organization without neglecting their role at home or personal activities and vice versa. The primary aim for workers is to keep the two spheres or domains of work and non-work in harmony, so that one does not suffer at the expense of the other (Duxbury et al., 2006b). However, over the decades it has become a great challenge for employees who are expected to function in a more competitive atmosphere in the work place.

In context of Canada, Duxbury, Higgins, and their team have produced six-series of thorough report about the Work-Life Balance issues. In 2002, they have started their first report with a highlights of how important Work-Life Balance is for an individual, the organization, the society, and the government as far as global competitiveness, citizen well-being, and national health is concerned (Duxbury et al., 2002). They quoted that since the last study done in Canada in 1990, many changes has taken place in terms of work and non-work demand which suggest it is time to revisit the Work-Life Balance issue to see the "big picture" of it. In 2005, they have recommended in their fourth report (Duxbury & Higgins, 2005) that there should not be a "one size fits all solution" to the issue, instead employers should implement a more variety of benefits as it is seen to be more appropriate to their personal situation. White (2009) supports that with this plan individuals may choose the benefits that are best suited to their particular needs and prevent benefits from being wasted on employees who have no need for them and thus of no motivational value. In recent research, Lakshmi (2013) shows evidence that single employees have lower Work-Life Balance satisfaction as compared to married employees. It could be attributed to the lack of social support or since they are single, they might tend to work long hours (Lakshmi, 2013).

Hamilton et al. (2006) have conducted a study on two full-service health care organization and a financial services organization in United States. Their findings show that those never married employees without children also experience problems to have work-life balance, and often at similar levels to that experienced by other group of employees. As the result, their findings also suggest that the work-life benefits typically provided by the organization have been regarded as less important and used less by the never married employees. Thus, the benefits seem to have less impact on the positive outcomes that is expected from the reciprocity relationship. Hamilton et al. (2006) have identified that the cause of this 'one size fits all" benefits is because of the terms "work-family" and "work-life" have been used interchangeably to represent the work and non-work domain. Even though the terms used are different, but there has been a narrow definition of life that most of the time refers to a traditional family with spouse and parenting responsibilities. They argued that even when employees do not have traditional family responsibilities; they may still face problems in trying to juggle the demand of work and life domain. It is supported by Murphy and Doherty (2011) when they found that whilst managers with caring responsibilities have obvious problems in work-life balance, some childless managers also cannot experience balance in work and life.

Pocock et al. (2009) also made similar comment about the never married group of employees in terms of work-life balance issue. In their Australian Work And Life Index (AWALI) survey done in 2008, they have quoted that employees without children also experience problem to have balance between their work and their recreation, health, as well as their well-being. One of the reasons is that normally the 'single' employees will be the main candidates to be asked to work long hours or during weekend with assumption that they are free from family obligations. In context of United States there are a few assumptions or perception about 'single' employees as compared to married employees with children;

1. 'Single' employees have been seen as more stable or permanent than married employees because they don't have to think about their home problem.

2. 'Single' employees can carry extra project and work late because they do not have spouse or children that need their attention.

3. 'Single' employees do not have legitimate excuse or distraction from work such as child care responsibilities (Hamilton et al., 2006).

However, Pocock et al. (2009) have found evidence that many Australian workers that work in a very long hours would have poor Work-Life Balance. Findings showed that single employees perceived less equity in social inclusion, work opportunities, access to benefits, respect for non-work life and work expectations than did employees with families, suggesting support for work-life issues is important to a diverse range of employees (Waumsley et al., 2010). Turner et al. (2009) suggested that Work-Life Balance concerns of child-free and single workers should not be treated as unimportant.

Waumsley et al. (2010) raised the issue on the importance of Work-Life Balance issue for never married employees and employees who do not have children. Citing the example of United Kingdom data from 1978 to 2008, there is an omission of people who do not live within traditional family structure due to the decline in number of married people and the proportion of people who are divorced has risen. Based on those changing demographics, they stated that it is important to understand the way that people who do not live within a family environment that includes children are able to balance work and life outside work. In their study with 940 female participants of two unions, their findings showed that single employees perceived less equity and they may still experience conflict between work and other aspect of their lives. Therefore, in their conclusion, they have suggested to the future research to extend the population to males as well as females by using a more sensitive measurement of the balance between work and life outside work.

Despite all the recognition of the existence of new group call 'never married' or 'single' without children in the Work-Life Balance study, the importance of not omitting the 'married with children' group is vital. According to Shah (2015) the Work-Life Balance study is framed with the perspective of an individual relative to employees personal context. He added that the work-life balance study involved with the act reconciliation between all priorities of an individual's life. It is an attempt to integrate intruding and enhancing aspects of paid work, unpaid work and personal time that leads to a state of personal gratification (Shah, 2015). Therefore, it is clear that the two groups mentioned above have different priorities. Employees who are never married or single without children should use Work-Life Balance term as their priority would be personal activities other than taking care of children. While employees who are married and have children should use Work-Family Balance term as their priority would be taking care of their children and house chores. Employees who are married and have children would still be significant to research as achieving Work-Family Balance is particularly difficult in the case children who are not yet able to look after themselves, thus, special attention often devoted to employees with children (Tomazevic et al., 2015). This explanation above shows the complexity of the Work-Life Balance issue and the difficulty for managers who are challenged to respond to each employee's need for Work-Life Balance (Gilley et al., 2015). Therefore, it is believed that by differentiating the terms Work-Life Balance and Work Family Balance with regard whether there is a need for child care or not would help researcher and managers to be more specific in terms of measuring the specific needs of the employees. Table 2.1 shows the literatures of Work-Family Balance and Work-Life Balance for the past 10 years where the issue of gender and parenting role has become the most frequently studied.

Table 2.1: Literatures of Work-Family Balance and Work-Life Balance for the past 10 years

Authors	Title of Paper	Respondent / Focus or tendency
Annink (2017)	From Social Support to Capabilities for The Work-Life Balance of Independent Professionals.	Independent professionals Social support, also called informal support Various genders, parental statuses, and working environments.
Dizaho et al. (2017)	Achieving Work Life Balance Through Flexible Work Schedules and Arrangements.	Secondary data using previous literatures. Gender and parenting role.
Zivcicová et al. (2017)	Comparison of The Selected Indicators of Work Life Balance in European Union Countries.	Compare the average results of WLB selected factors in European and Slovak surveys.
Mardhatillah (2017)	Business Continuity: People Management With Work-Life Balance.	Relationship between employees' Work-Life Balance with their performance. Time for personal life.
Sharma, Parmar, and Chauhan (2016)	Work-related Variables and Work–Life Balance—A Study of Nurses in Government Hospitals of Himachal Pradesh.	Nurses employed in various government hospitals. Family role.
Fernandez-Crehuet et al. (2016)	The National Work–Life Balance Index: The European Case.	European countries. Family role and Work-Life Balance policies.
Semlali and Hassi (2016)	Work-Life Balance: How Can We Help Women IT Professionals in Morocco?	Women IT Professionals. Gender and family role.

Table 2.1: Continued

Omar Fayaz and Asif Iqbal (2016)	Work-Life Balance: A Conceptual Review.	Gender and family role.
Kaliannan et al. (2016)	Developing A Work-Life Balance Model Towards Improving Job Satisfaction Among Medical Doctors Across Different Generations.	Different generation and Job Satisfaction.
Ashima (2015)	Case Study: A Study on Work-Life Balance of Working Married Women Employed in software industry with reference to Indore City.	Married Women. Gender and parenting role.
Shah (2015)	Work-Life Balance and Gender: A Study of Professionals in India.	Professional Men and Women. Gender and parenting role.
Tomazevic et al. (2015)	Does Voluntary Job Change Affect Work-Family Balance? Does Voluntary Job Change Affect Work-Family Balance?	Men and Women. Gender and parenting role.
Maharshi and Chaturvedi (2015)	A Study of Factors- Affecting Work-Life Balance of Women Employees Working in Public and Private Sector Banks of Rajasthan.	Women employees in banking sector. Gender and parenting role.
Gilley et al. (2015)	Manager Behavior, Generation, and Influence on Work-Life Balance: An Empirical Investigation.	Graduates Students. Manager age (Generation).
Banu et al. (2015)	Work-Life Balance Initiatives of Information Technology Employees in Chennai.	IT Employees. Ranks family and personal matters. Family matters on top rank.

Haar et al. (2014)	Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures	Employees from seven countries. Cultural differences.
Pillay and Abhayawansa (2014)	Work-Family Balance: perspectives from higher education. Work-family balance: perspectives from higher education.	University Emloyees. Family role.
Uppalury and Bhaskar Racherla (2014)	Social production in a collectivist culture.	Women executives Gender and parenting role.
Ibiyinka, Odunayo, and Hezekiah (2014)	Work-Life Balance Practices in Nigeria: A Comparison of Three Sectors.	Banking, educational and power sector. Work-Life Balance initiative. Study leave and parenting role are the most popular.
Lirio (2014)	Taming travel for Work-Life Balance in global careers.	Global Gen Xers from America & Canada. Traveling and family issues.
Jagadeesh (2014)	A study on Work-Life Balance among women faculties working in education institutions.	Employees in education institutions. Gender.
Chalawadi (2014)	A Study on Work Life Balance and Women: Issues and Challenges.	Private and Public sectors. Work-Life Balance policies on gender and parenting role.
Kim (2014)	Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment.	Korean workers. The effect of work-life balance on affective commitment and in-role performance.

Haar (2013)	Testing a new measure of work-life balance: a study of parent and non-parent employees from New Zealand	Employees Parents and non-parents.
Forson (2013)	Contextualising migrant black business women's Work-Life Balance experiences.	Black women business owner. Motherhood, femininity, family and entrepreneurship.
Carlson et al. (2013)	Work-Family Balance and Supervisor Appraised Citizenship Behavior: The Link of Positive Affect.	Universities alumni. Family matters and organizational citizenship behaviour.
Daipuria and Kakar (2013)	Work-Life Balance for Working Parents: Perspectives and Strategies.	Working parents. Parenting role.
Odle-dusseau et al. (2012)	Work-Family Balance, Well-Being, and Organizational Outcomes: Investigating Actual Versus Desired Work/Family Time Discrepancies.	University employees. Family roles and organizational outcomes.
Akanji (2012)	Realities Of Work-Life Balance In Nigeria: Perceptions Of Role Conflict And Coping Beliefs.	Employees in the banking, telecommunications and insurance sectors. Family role.
Devi and Rani (2012)	Personality and Work-Life Balance.	Women employees. Gender, personality, age and designation.
Yuile et al. (2012)	The role of life friendly policies on employees' Work-Life Balance.	Public sector. Family roles.
Currie and Eveline (2011)	E-technology and Work-Life Balance for academics with young children.	Education employees. Technology and parenting role.

Imam, Masood Qureshi, and Aslam Khan (2011)	The retrenchment effect on job performance with mediating effect of Work-Life Balance.	Banking sector. Family roles and job performance.
Waumsley et al. (2010)	What about Us? Measuring the Work-Life Balance of People Who Do Not Have Children.	Female Union member. Measures of employees with parenting roles and non-parenting roles.
Baral and Bhargava (2010)	Work-Family Enrichment as a mediator between organizational interventions for Work-Life Balance and job outcomes.	Managerial employees. Family roles, job satisfaction and affective commitment.
Burke (2010)	Do Managerial Men Benefit From Organizational Values Supporting Work-Personal Life Balance?	MBA graduates. Gender.
Parkes and Langford (2008)	Work-Life Balance or Work-Life Alignment? A test of the importance of Work-Life Balance for employee engagement and intention to stay in organisations.	Australian employees. Employee engagement and intention to stay.
Kargwell (2008)	Is the glass ceiling kept in place in Sudan? Gendered dilemma of the Work-Life Balance.	Managers in Federal ministries. Gender and parenting role.
Virick et al. (2007)	Doing more with less: An analysis of Work-Life Balance among layoff survivors.	Layoff survivors in a high-tech company. Family role.
Straub (2007)	A comparative analysis of the use of Work-Life Balance practices in Europe: Do practices enhance females' career advancement?	European countries. Gender and Work-Life Balance policies.

Since each employee has different background, it is important to acknowledge demographic characteristic as one of the important factor with regards to Work-Life Balance issue (Lakshmi, 2013; Warrier, 2013). It cannot be ignored because the significance of demographic and family variables on work and family conflict and spillover has been noted in previous research (Delgado & Canabal, 2006). The issue of Work-Life Balance has been developed in response to certain demographic changes (Lazar et al., 2010). Eckler and Kofman (2006) emphasized that the demographic shift has puts the consideration of employees' need as the driver's in addressing the issue of Work-Life Balance. Therefore, demographic changes in the work force will require a more flexible approach to work and Work-Life Balance issue (Scott, 2000).

Based on literatures, it shows that researchers are aware of the changes in demographic characteristic of the workforce. As the result, researchers have highlighted the importance for the future research to take a look at the never married employees (Hamilton et al., 2006; Pocock et al., 2009; Waumsley et al., 2010). Mäkelä, Suutari, & Mayerhofer (2011) found that it is important to take marital status into consideration in exploring the Work-Life Balance issue. The fact is, all employees, regardless of marital or parental status, wanted to achieve a healthier and more satisfying balance of their roles and responsibilities. Therefore, all group of marital status need to be taken into consideration (Parkes & Langford, 2008). In Europe, marital status seems to have the biggest impact on working hours based on the findings that single men and women are least likely to work long hours (Eikhof et al., 2007). It is believed that by considering the marital status will help in contributing to the existing base of knowledge and to explore different sectors of the society (Malik et al., 2010). Perhaps most researchers would have not considered the marital status due to the assumption that 'life' is analogous to 'family'.

2.6 Informal Organizational Support and Work-Life Balance / Work-Family Balance

It is argued that social support or also known as informal support is believed to be one of the important factors that contribute to Work-Life Balance (Annink, 2017; Schieman, Glavin, & Milkie, 2009; Thompson & Prottas, 2006). It refers to the social relationships where the primary functions are to support the employees emotionally and instrumentally (Annink, 2017; Hilbrecht, 2016). Examples of emotional supports are behaviors that provide encouragement, understanding, attention, and positive regards, whereas instrumental support includes the provision of financial aid, material resources, advice, and cognitive guidance (Annink, 2017; Cohen & Wills, 1985). According to House (1981), workplace informal support is usually made between four types: emotional support (e.g., through empathy, caring, love, trust and concern), instrumental support (e.g., direct help provided by others), informational support (e.g., advice, information, suggestions or directions) and appraisal support (e.g., feedback or social comparison relevant to a person's self-evaluation). Social support at work can alleviate most work-related tension and strain (Tang, Siu, & Cheung, 2014; Viswesvaran, Sanchez, & Fisher, 1999). Thus, for this study informal organizational support refer to the support received by the employees while socializing whether in terms of working environment or in terms of relationship with subordinates, peers and superiors.

Organizational support has been established as one of the main antecedents for work-life balance because it is valued by the employees in two ways; the extent to which the organization value one's contributions and the extent it cares about one's well-being (Eisenberger et al., 1986; Eisenberger & Rhoades, 2002; Eisenberger et al., 2002). The variables under the control of the employer may be addressed through work policies and more comprehensive family-oriented public policy (Delgado & Canabal, 2006).

Workplace programs, policies, legislation and other initiatives can provide workers with the support and security they need to balance work with other interests and life responsibilities (Todd, 2004b). However, some researchers suggest that informal aspects of the work environment such as supervisor and co-worker support explain greater share of the variance associated with employee outcomes than do formal benefits and policies (Baral & Bhargava, 2010; Sharma et al., 2016; Zivcicová et al., 2017).

In a recent study by Gilley et al. (2015), they championed that managers have to provide supports that meet their employees' unique needs. Despite that, most of the study on Work-Life Balance and Organizational Support concentrated more on family matters and focused less on never married employees. As an example, Tomazevic et al. (2015) talked about the importance or organization to be considered as supportive to its employees' family lives, whereas Arnold and Dupré (2012) talked about supportive supervisors and policies that would help employees to feel in control to do their family roles. While Uppalury and Bhaskar Racherla (2014), discussed familial influence on life choices even though they used the term Work-Life Balance.

It is often pointed out that informal support from the organization is necessary to achieve Work-Life Balance (Allen, 2001; Kishino, 2015). Bradley et al. (2010) mentioned that research has consistently identifies informal support in the environment, from sources such as one's supervisor, line manager and peers, as an important determinant of employees' Work-Life Balance and well-being. They added that if the manager is supportive of Work-Life Balance for employees, then employees are likely to feel a greater level of control over how to manage their work and non-work lives as well as the experiences of employees are then more likely to be positive. Research has also demonstrated that for employees to experience satisfactory Work-Life Balance, in

addition to formal organizational policies there is a need to ensure that informal support exists in the work environment (Allen, 2001; Thompson, Beauvais, & Lyness, 1999).

2.7   Work-Life Balance / Work-Family Balance and Turnover Intention

The proposition that work-family conflict can encourage employees to consider leaving their organization is well supported (Haar, 2004, p. 35). Bilal, Zia-ur-Rehman, and Raza (2010) defined Turnover Intention as the thought of quitting and searching for another job elsewhere. Turnover can be divided into two; voluntary and involuntary turnover. Turnover in this study refers to voluntary turnover. It is consistent with the definition proposed by Hongvichit (2015b), Turnover Intention is defined as employees voluntarily choosing to leave the organization or occupation. Another researcher defined turnover as a deliberate and conscious willfulness to leave the current organization (Katja Mihelic, 2014). It is important for and organization to prevent voluntary turnover because it involves loss of talent (Dawley, Houghton, & Bucklew, 2010) and rationally that he or she has been hired by other organization or even the competitors which indicates that the employee is a well performed employee. Dawley et al. (2010) also quoted that organization should find ways to proactively reduce voluntary turnover in their present workforce to ensure that they are better prepared to meet challenges. While the other type of turn over; involuntary turnover is not that much of a problem to an organization because it has positive consequences such as replacement of better performer and merging of vacant positions (Dawley et al., 2010).

Turnover Intention is vital to be taken care off because it has potential to lead to actual turnover (Brigham, Castro, & Shepherd, 2007; Noor & Maad, 2008). Turnover is an extremely important issue and a core focus of any organization which is striving to be

competitive, and seeking to keep personnel cost to a minimum (Perryer et al., 2010). Furthermore, when a high performing employee leaves the firm it creates a gap in the existing knowledge and skill of the organization (Shukla & Kumar, 2016). Turnover is not just about losing talent or people who are performing but it is also costly in terms of time and effort required to recruit, select, and train new personnel (Bilal et al., 2010).

Research done by Waumsley et al. (2010), Haar and Roche (2010) as well as Ashraf et al. (2011) indicates that Turnover Intention is related to work-life conflict and needs considerable support from the organization. While Mat Zin (2006) in his research has quoted that among other topics, organizational commitment has been argued to be related to Turnover Intention. Lockwood (2003) once again quoted that the study revealed that more Work-Life Balance tends to be translated to less intention to leave.

The effects of introducing Work-Life Balance practices on employee attitudes and perceptions include organizational commitment and Turnover Intention (Lazar et al., 2010). Lazar et al. (2010) found that the ability to reduce the Turnover Intention is very much related to the ability to reduce costs. In other word, a prevention measure to ensure that the employees would have no intention to leave the organization is an important organizational objective for reducing costs. Their results show that a lower Turnover Intention has a positive relationship with Work-Life Balance and positive relationship with job performance. In another study, Deery and Jago (2009) have examined the key antecedents to the issue of Work-Life Balance in the tourism industry they found that role ambiguity and time pressures, are variables that impact negatively on Work-Life Balance as well as Turnover Intention.

2.8   Summary

Chapter 2 presents the literature review on Work-Life Balance issue and how it has changed in terms of phenomena and terminology from its origin, Work-Family Balance. The chapter also describes the elements under Work-Life Balance issue that currently has a significant changed such as demographic characteristics, work demands, non-work demands as well as role over load, role interface, and role spillover. It justifies the need to differentiate Work-Life Balance from Work-Family Balance. Then the chapter presents other variables related to this study construct such as Informal Organizational Support, and Turnover Intention.

The literatures tables the importance of Work-Life Balance as one of the growing interest in human capital management field whereby many developed countries have acknowledged it as the key determinants factor for favorable organization outcomes (Duxbury et al., 2006a; Reed et al., 2005; Wilkinson, 2008). Recently, Work-Life Balance policies are perceived as gender-neutral assistance for all private demands with regards to leisure, education and family activities (Muster & Schrader, 2011; Ryan & Kossek, 2008).

Lazar et al. (2010) have suggested that to understand Work-Life Balance, it is important to be aware of the different demands upon us and our personal resources- our time and our energy- that we can deploy to address them. They believed that with this awareness, we can review and value the choices we have in terms of how we allocate our precious resources. They added that such conscious decision-making provides a sense of control over our working arrangements to better accommodate other aspects of our lives, while still benefiting the organizations. The next chapter discusses the rationale for the study and the hypothesized relationships among the variables in the study.

CHAPTER 3: RESEARCH FRAMEWORK AND HYPHOTHESES DEVELOPMENT

3.1   Introduction

Chapter 3 highlights the rational for the present study. It also presents the research framework and explains the development of the research hypotheses. This chapter concludes with the summary of the research hypotheses. In this study, attempt was made to distinguish Work-Life Balance and Work-Family Balance. This study examined their relationship with Informal Organizational Support and Turnover Intention.

In this study, Work-Life Balance and Work-Family Balance were distinguished by marital status. While Haar (2013) found similar effects towards Work-Life Balance between parents and non-parents, the New Zealand setting may not correspond to the Malaysian setting of the present study. As such, this study explore these constructs differently. This study posits that Work-Family Balance is more important for married employees with children while Work-Life Balance is more important for single employees without children. This study investigated the relationships between variables of the study in three parts; (1) the moderating role of marital status in the relationship between Informal Organizational Support and Work-Life Balance / Work-Family Balance, (2) the moderating role of marital status in the relationship of Work-Life Balance / Work-Family Balance and Turnover Intention, and (3) the mediating role of Work-Life Balance / Work-Family Balance between Informal Organizational Support and Turnover Intention.

3.2   Rationale for the study

Many researchers have studied the importance of Work-Life Balance and acknowledged its positive outcomes to the organization (De Cieri, 2002; Kalliath & Brough, 2008b; Kanwar et al., 2009; Lee, Reissing, & Dobson, 2009; Lewis & Gruyère, 2010; Malik et al., 2010; Mohd Noor, 2011; Parkes & Langford, 2008; Pocock, 2005a; Scholarios & Marks, 2004; Spinks, 2004; Turner et al., 2009; Uriarte-Landa & Hébert, 2009). Most of them have focused on married employees with parenting responsibilities (Beham & Drobnic, 2010; Bourhis & Mekkaoui, 2010; Kirkwood & Tootell, 2008; Marcinkus et al., 2007a) and more influenced by the responsibility towards children (Burnett et al., 2010; Eikhof et al., 2007; Kargwell, 2008; Williams, 2008). Only in some studies a few researchers started to explore Work-Life Balance of employees who are single (Hamilton et al., 2006; Huffman et al., 2013; Turner et al., 2009; Waumsley et al., 2010).

Previous researchers have also noted that Organizational Support is an important factor that promotes Work-Family Balance among employees (Beauregard & Henry, 2009; Eby et al., 2005; Karatepe & Bekteshi, 2008; Scholarios & Marks, 2004; Wong & Ko, 2009). It would be interesting to identify whether the terms 'life' and 'family' perceived differently by employees with different marital status and whether this difference influences Turnover Intention uniquely. Dawley et al. (2010) quoted that organization should find ways to proactively reduce voluntary turnover in their present workforce by taking care of factors that would lead to turnover intention. Organizations have to ensure that they are better prepared because Turnover Intention has potential to lead to actual turnover (Brigham et al., 2007; Noor & Maad, 2008). Lazar et al. (2010) found that the ability to reduce the Turnover Intention is very much related to the ability to reduce costs, not just in terms of monetary, but also in terms of time and effort required to recruit,

select, and train new personnel (Bilal et al., 2010; Kraemer & Matthias, 2014). This study posits that extension of informal support will foster well-being among employees through better balance between work and life/family, and subsequently reduce turnover intention.

3.3   Research Framework

In general, based on the Organizational Support Theory, this study seeks to examine the impact of Informal Organizational Support on Work-Life Balance and Work-Family Balance, and subsequently on and Turnover Intention. If employees perceived that managers and members of their workgroup are supportive and helpful, they are likely to return the favor by committing themselves to their workgroup (Dick et al., 2004; Gilley et al., 2015). Researchers (e.g., Eisenberger et al., 2009; Eisenberger et al., 2001; Eisenberger and Aselage, 2003; Eisenberger et al., 1997; Eisenberger, Fasolo, and Davis-LaMastro, 1990; Eisenberger et al., 1986; Eisenberger and Rhoades, 2002; Eisenberger et al., 2002) have found Organizational Support Theory (OST) to be strongly related with Work-Life Balance, organizational support and Turnover Intention.

The theory maintains that, based on the norm of reciprocity, employees strive to repay the organization for a high level of support by increasing their efforts to help the organization reach its goals (Baran, Shanock, & Miller, 2012; Eisenberger & Aselage, 2003; Yew, 2011). The central construct within Organizational Support Theory (OST) refers to the degree to which employees believe their work organization values their contributions and cares about their well-being (Aggarwal-Gupta, Vohra, & Bhatnagar, 2010; Eisenberger et al., 1986; Eisenberger & Rhoades, 2002; Tekleab & Chiaburu, 2011). OST considers the development, nature, and outcomes of Organizational Support (Eisenberger & Aselage, 2003; Eisenberger et al., 2002). It acknowledges that a healthy

employee–employer relationship through the role of Organizational Support is important to fulfill important socio-emotional needs. Thus, OST is useful in helping organizations to retain the competent employees and motivate them to perform (Baran et al., 2012). OST creates a sense of assurance for employees that their organization is supportive of their non-work related needs (Doherty & Manfredi, 2006; Warner & Hausdorf, 2009). The feeling of supportiveness results into higher positive attitudes towards the organization and promotes employee participation and initiative through a felt obligation to give extra effort in return for additional benefits (Baral & Bhargava, 2010; Eisenberger et al., 1986).

Figure 3.1 shows the research model of this study. It illustrates the relationships among the variables of this study. Fundamentally, this study sets out to investigate the relationship between Informal Personal Support, Informal Family Support, Work-Life Balance, Work-Family Balance, and Turnover Intention. This study also examines how Work-Family Balance / Work-Life Balance mediates the relationships between Informal Family Support / Informal Personal Support, and outcome variable of this study; Turnover Intention. The primary focus of this study is to empirically prove that Work-Family Balance and Work-Life Balance are distinct concepts, thus it needs unique support from the organization members. In fact, it is hypothesized that these differences may be more evident when the marital status of employees is incorporated into the equation.
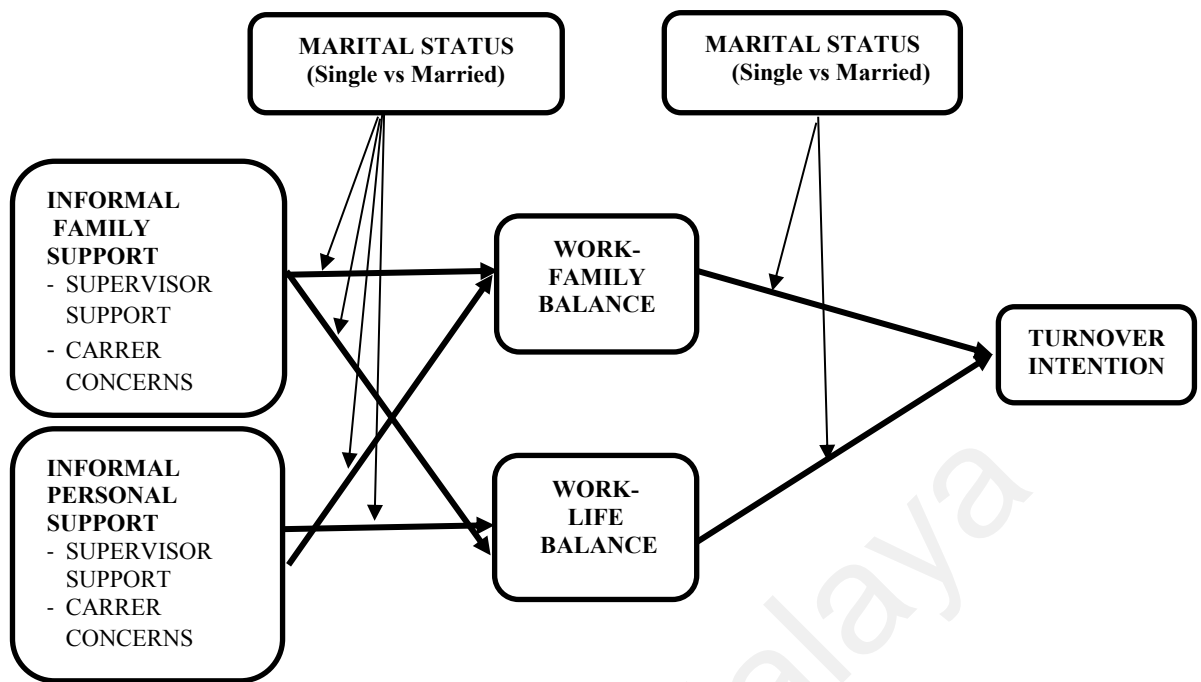
Figure 3.1: The Research Model

3.4 Definition of the Constructs

Based on the research model illustrated, this chapter proceeds with the definition of the variables that are proposed in this study. The definitions would facilitate the understanding of the instruments used to measure each of the variables of the study.

3.4.1 Work-Family Balance

Work-Family Balance has been inconsistently defined despite the significant amount of studies done on the issue and most of the time researchers view Work-Family Balance as the absence of work-family conflict, or the frequency and intensity in which work interferes with family or vice versa (Carlson et al., 2013; Grzywacz & Carlson, 2007; Sally Kamel Ali, 2016). However, they seem to be more in favor of the definition

proposed by Voydanoff (2005) that defined Work-Family Balance as "a global assessment that work resources meet family demands, and vice versa such that participation is effective in both domains" (p.822). Beham and Drobnic (2010) cited the definition suggested by Higgins, Duxbury, and Johnson (2000). They defined Work-Family Balance as a "perceptual phenomenon characterized by a sense of having achieved a satisfactory resolution of the multiple demands of work and family domains" (p.19). Similarly, Ronda, Ollo-López, and Goñi-Legaz (2016) argued that the definition of Work-Family Balance proposed by Greenhaus et al. (2003) is the most appropriate whereby Work-Family Balance is defined as the extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role. Kirkwood and Tootell (2008) agreed with that definition because it concerns how organizations and employees manage their responsibilities for dependent family members, especially children.

No matter the definitions proposed by the scholars, the definitions themselves indicate the narrow and limited but clear scope of Work-Family Balance, which clearly emphasizes family obligations. For the purpose of this study, Work-Family Balance is defined as the states where employees feel satisfied with his/her roles on both domains, work domain and family domain particularly the child care responsibility and activities with family.

3.4.2   Work-Life Balance

Historically, Lewis and Gruyère (2010) has cited from Lockwood (2003) saying that the term 'Work-Life Balance' was first coined in 1986. It was then challenged by Singh (2010) in his argument that the expression 'Work-Life Balance' was first used in the middle of 1970s to describe the balance between an individual's work and personal life.

Lazar et al. (2010) opined that in recent years, the term "Work-Life Balance" has replaced the term "Work-Family Balance" due to the semantic shift arising from a recognition that childcare is by no means the only important non-work responsibility and the issue can be applied to any non-paid activities or commitments and to a diverse range of employees such non-parents and singles.

However, one thing that many scholars (Clarke, Koch, & Hill, 2004; Kalliath & Brough, 2008a; Lazar et al., 2010; Lockwood, 2003) have agreed upon is that the meaning of Work-Life Balance may vary from one group to another. Work-Life Balance definitions can be broadly categorized according to the universal, prescriptive nature of balance as opposed to relative, individualistic nature of balance (Reiter, 2007; Shah, 2017). Lewis and Gruyère (2010) have called it as chameleon characteristics. It means different things to different groups, and the meaning often depends on the context of the conversation and the speaker's viewpoint (Lockwood, 2003). From the perspectives of employees, Work-Life Balance is the maintenance of a balance between responsibilities at work and at home (Singh, 2010).

Kalliath and Brough (2008b) have listed down a brief review of what they believed as the more common Work-Life Balance definitions in general;

1. Work-Life Balance is defined as an individual's orientation in performing multiple roles.

2. Work-Life Balance is defined as equity across multiple roles.

3. Work-Life Balance is defined as satisfaction between multiple roles.

4. Work-Life Balance is defined as a fulfillment of role salience between multiple roles.

5. Work-Life Balance is defined as a relationship between conflict and facilitation

6. Work-Life Balance is defined as perceived control between multiple roles.

Kalliath and Brough (2008b) then, proposed their own definition of Work-Life Balance as "the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities." They also added that any assessment of Work-Life Balance should include individual preferences of current role salience. Other than that, Work-Life Balance has also been defined as;

1. The extent to which an individual is "equally engaged in - and equally satisfied with" his or her work and non-work roles (Greenhaus et al., 2003; Turner et al., 2009; Virick et al., 2007)

2. About people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilling life inside and outside paid work is accepted and respected as the norm to the mutual benefit of the individual, business and society (Pocock, 2005a).

3. A state of equilibrium in which the demands of both a person's job and personal life are equal (Kanwar et al., 2009).

Even though definitions and explanations are seen to be different from one scholar to another, Clarke et al. (2004) opined that Work-Life Balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life. Lewis and Gruyère (2010) further supported the statement by stating that work-life balance is about helping employees better managed their work and non-work time.

Ironically, with the transition of the terms 'Work-Family Balance' to 'Work-Life Balance' and latest various definitions of Work-Life Balance, many researchers still put more attention on family matters with the usage of 'family friendly' terms (Chan Au & K. Ahmed, 2014; Gilley et al., 2015; Malik et al., 2014; Murphy & Doherty, 2011; Rao & Das, 2014; Tomazevic et al., 2015; Uppalury & Bhaskar Racherla, 2014). Family

friendly refers to the policies that were initially targeted for carers and those employees with family responsibilities such as of nursing or child care (Baxter & Chesters, 2011; Gregory & Milner, 2011; Murphy & Doherty, 2011; Yuile et al., 2012). It is also found that some researchers tend to utilize the term Work-Life Balance policies (Benito-Osorio et al., 2014; Sharma, 2014), work-life program (Turner et al., 2009), work-personal life policies (Burke, 2010), and most recently employee friendly policies (Maharshi & Chaturvedi, 2015) but still tied with caring and family responsibilities.

Literatures show that while the term Work-Life Balance is derived from divergent issues between work and non-work, but the focus was still on married employees with children, and less on single employees without children (Baumbusch, 2004; Hamilton et al., 2006). 'Life' is still equated with caring as married employees with children have no choice but to associate work-life balance with family needs (Blair-Loy & Wharton, 2002; Eikhof et al., 2007; Kesting & Harris, 2009; Turner et al., 2009). Hence, single employees without children perceived less equity in social inclusion and access to benefits for non-work domain (Kirby & Krone, 2002; Turner et al., 2009; Waumsley et al., 2010).

The primary purpose of this study is to clearly differentiate the terms Work-Life Balance and Work-Family Balance and test its implication on Turnover Intention. Therefore, this study defines Work-Life Balance as states where employees feel satisfied with his/her personal role on both work and non-work domain. Unlike the non-work component of Work-Family Balance which focuses on family responsibility, the non-work domain here refers to non-paid activities or commitments in an individual's current life priorities (Kalliath & Brough, 2008b) which are not centered on child care responsibility such as community activity, sports or pursuing further study.

3.4.3 Informal Organizational Support

Informal support is also known as social support (Beham & Drobnic, 2010; Shah, 2015; Zheng et al., 2015). Informal support in the form of personal and work-based support has been found to be important to employees achieving Work-Family Balance (Kirkwood & Tootell, 2008). Fujimoto and Azmat (2014) found that the informal initiatives of managers such as conscious efforts to customize a worker-sensitive working arrangement would enhance their Work-Life Balance.

Beham and Drobnic (2010) and Zheng et al. (2015) have championed Nielson, Carlson, and Lankau (2001) definition of informal support which refers to interpersonal relationships and social interactions with peers or supervisors that help to protect individuals from the negative effects of stress. They added that supervisors and peers may support directly using the organization policy and benefit offered by the organization. In informal way, they could also provide emotional support just by understanding, listening and show concern for the well-being of the employees. However, Marcinkus et al. (2007b) opined that informal support at work may come from the organization at large, immediate supervisors, and coworkers.

Thus, for the purpose of this study, Informal Family Support refers to interpersonal relationships and social interactions amongst members in an organization that support the family issues and Informal Personal Support refers to interpersonal relationships and social interactions amongst members in an organization that support the individual personal issues.

3.4.4   Turnover Intention

Campion (1991) defined turnover as "an individual motivated choice behavior". This outcome variable has been widely studied in industrial and work psychology literature over a long period of time (Rekha & Kamalanabhan, 2010). According to Abbasi and Hollman (2000), employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment (Arokiasamy, Marimuthu, & Moorthy, 2010). Many researchers such as Arokiasamy et al. (2010), Hendrix et al. (1998), Perryer et al. (2010), and Rekha and Kamalanabhan (2010) found that Turnover Intention has been a critical and strongest antecedent or predictor of actual turnover. Turnover Intention is viewed as the absolute last stage in the decision-making process of turnover behavior after several other steps such as thinking of quitting, looking for new job and comparison to other job opportunities (De Klerk & Stander, 2014; Hongvichit, 2015a; San Park & Hyun Kim, 2009; Santhanam et al., 2015).

Hence, some researchers defined employee Turnover Intention as an employee's pre-decision to leave an organization voluntarily (Dougherty, Bluedorn, & Keon, 1985; Khawaldeh, Al Muala, & Al Ziadat, 2014; Rekha & Kamalanabhan, 2010) at some point in the near future. The other researchers defined employee Turnover Intention as an employee's conscious and deliberate willfulness to exit or leave the organization (Sharma & Nambudiri, 2015; Tett & Meyer, 1993). Some other definitions are; 'the extent to which an employee plans to discontinue working for their current employer' (Ha et al., 2014); 'an individual's view that he/she would leave the organization' (Kahumuza & Schlechter, 2008); 'voluntary behaviors of leaving an organization' (Yang, Tsai, & Tsai, 2014). On the contrary, involuntary turnover is usually employer initiated, where the organization

wishes to terminate the relationship due to incompatibilities in matching its requirements (Rekha & Kamalanabhan, 2010).

For the purpose of this study, Turnover Intention refers to the employee's motivated choice behavior to leave an organization voluntarily at some point in the near future.

3.5 Hypotheses Development

Based on the past literatures that have been reviewed, several propositions are made to examine the relationships between the five variables within the proposed model in this study. This study is based on the Organizational Support Theory (OST) which have been introduced by Eisenberger (Eisenberger et al., 2009; Eisenberger et al., 2001; Eisenberger & Aselage, 2003; Eisenberger et al., 1997; Eisenberger, Fasolo, & Davis-LaMastro, 1990; Eisenberger et al., 1986; Eisenberger & Rhoades, 2002; Eisenberger et al., 2002) because in general it refers to the employees' perception about the organizational support. As such, this study defined it in the context of informal support.

3.5.1 The relationships of Informal Organizational Support, Work-Family Balance and Work-Life Balance with Marital Status as the moderator

Working environment has been considered as the most prominent factor that creates imbalance between work domain and non-work domain (Maharshi & Chaturvedi, 2015). It indicates that organizational support is vital in the effort of instilling positive effect on the level of well-being for the employees in general (Blomme, Van Rheede, & Tromp, 2010). A supportive organizational culture possesses shared assumption, beliefs, and values regarding the integration of work and non-work life (Bardoel et al., 1999;

Krishnakumar & Choudhury, 2014; Marcinkus et al., 2007b). Contrarily, without satisfactory organizational support, the negative effect would be the reduction of balance between work and private life (Portoghese, Galletta, & Battistelli, 2011; Thomas & Ganster, 1995).

Grant-Vallone and Ensher (2001) studied the effect of work and personal life conflict and organizational support on expatriate employees' mental well-being. Their study's finding shows that employees reported higher levels of work interfering with their personal life, than personal life interfering with their work. They also found that the organizational support had significant main effects on well-being. Therefore, they concluded that the support offered by an organization can play the most critical role in order to help the employee juggle with their work and their personal life. According to Sally Kamel Ali (2016), the inputs toward balancing the two domains are the individual personal resources and psychological involvement in each role. All employees regardless they are married or not married need organizational support to have better balance between work domain and non-work domain. Hence, it is hypothesized that:

H1 – Informal Family Support will positively influence Work-Family Balance.

H2 – Informal Personal Support will positively influence Work-Family Balance.

H3 – Informal Family Support will positively influence Work-Life Balance.

H4 – Informal Personal Support will positively influence Work-Life Balance.

However, general well-being and private life of employees could be divided into two main categories; (1) private life that put more attention on family matters, (2) private life that considers other activities beyond child care that may be more relevant for single

employees. For the past two decades, most of the researchers were focusing on Work-Family Balance that refers to the struggle between work and family matters (Carlson et al., 2013; Duxbury et al., 1994; Sardeshmukh & Srinivasan, 2014; Tomazevic et al., 2015). Married employees who have positive perception on the organizational support tend to experience better Work-Family Balance (Lyness & Marcia Brumit, 2005; Sally Kamel Ali, 2016). Supportive organization offers family-friendly policies or flexible work arrangements to assist their employees in having better Work-Family Balance (Foley, Hang-yue, & Lui, 2005; Younis et al., 2011). The employees' perception that organization is likely to sympathize with their family problems and responsive through the family-friendly organizational culture will help reduces conflict between work domain and family domain (Cohen & Liani, 2009; Lewis & Gruyère, 2010; Nikandrou, Panayotopoulou, & Apospori, 2008).

In recent years, researchers have started to pay attention on Work-Life Balance that refers to the struggle between work and personal matters for employees who are single and do not have children (Baumbusch, 2004; Hamilton et al., 2006; Kesting & Harris, 2009; Turner et al., 2009; Waumsley et al., 2010). Several other researchers have found that individuals who perceived high levels of Organizational Support are less likely to report low levels of Work-Life Balance (Casper et al., 2002; Erdwins et al., 2001; Foley et al., 2005; Grant-Vallone & Ensher, 2001). Research also shows that for single or childless couple, organizational support plays an important role in promoting better Work-Life Balance (Hamilton et al., 2006; Waumsley et al., 2010).

Some studies show that marital status has a significant impact on the employees Work-Life Balance satisfaction (Carlson et al., 2013; Devi & Rani, 2012; Lakshmi, 2013; Mäkelä et al., 2011). Hence, it is hypothesized that:

H1a – The impact of Informal Family Support on Work-Family Balance will be greater among individuals who are married compared to their counterparts who are single.

H2a – The impact of Informal Personal Support on Work-Family Balance will be lesser among individuals who are married compared to their counterparts who are single.

H3a –The impact of Informal Family Support on Work-Life Balance will be lesser among individuals who are single compared to their counterparts who are married.

H4a – The impact of Informal Personal Support on Work-Life Balance will be greater among individuals who are single compared to their counterparts who are married.

3.5.2 The mediating role of Work-Family Balance and Work-Life Balance

Research suggests that family-friendly policies at work may improve Work-Family Balance and in turn organizational outcomes (Benito-Osorio et al., 2014; Odle-dusseau et al., 2012; Tomazevic et al., 2014). Such work-based social support has been positively related to organization outcomes directly and through Work-Family Balance as a mediating variable (Marcinkus et al., 2007b). According to Baral and Bhargava (2010), the mediating role of Work-Family Balance in the relationships between organizational interventions and job outcome has not been adequately addressed in the literature. Haar, Roche, and Taylor (2012) found that the difficulty faced by employees in terms of time-based demand and strain-based demand were significantly related to turnover intention.

According to Cegarra-Leiva et al. (2012), employees' perception of organizational support for Work-Life Balance indicates the extent which the organization values their contribution and cares about their well-being. Thus, Work-Life Balance would be a mediator to specific organizational outcomes. Research supports the notion that

individuals' subjective perceptions of an experience can mediate the relationship between that experience and psychological well-being (Odle-dusseau et al., 2012; Oliver & Brough, 2002). It is reasonable that modern organizations should address the Work-Life Balance related issues among their employees because it would be negatively associated with turnover intention and psychological strain (Brough et al., 2014). Hence, it is hypothesized that:

H5 – Work-Family Balance will mediate the relationship between Informal Family Support and Turnover Intention.

H6 – Work-Family Balance will mediate the relationship between Informal Personal Support and Turnover Intention.

H7 – Work-Life Balance will mediate the relationship between Informal Family Support and Turnover Intention.

H8 – Work-Life Balance will mediate the relationship between Informal Personal Support and Turnover Intention.

3.5.3   The relationships of Work-Family Balance, Work-Life Balance and Turnover Intention

Many studies have found that there is negative relationship between Work-Family Balance or Work-Life Balance and Turnover Intention, regardless of the different region or countries where the study was conducted. Consistent results were noted among studies conducted in Egypt (e.g, Sally Kamel Ali (2016)), in German (e.g., Beham and Drobnic (2010)), in United Kingdom (e.g., Katherine, Andrew, and Ison (2009)), in Pakistan (e.g., Malik et al. (2010)), in Morocco (e.g., Semlali and Hassi (2016)), and many more.

Work-Life Balance has also been suggested as one of the effective retention strategies (Deery & Jago, 2015) due to the fact that unsuccessful work-life balance has been shown to impact job outcomes such high turnover (O'Brien & Hebl, 2015; Ronda et al., 2016; Wadsworth & Facer, 2016). In other words, it can be concluded that reducing Turnover Intention is one of the benefits of Work-Life Balance that would give competitive advantage to an organization (Chimote & Srivastava, 2013; Semlali & Hassi, 2016). Therefore, it is reasonable to claim that some of the most desired outcomes from the practice of Work-Life Balance are decreased Turnover Intentions (Iverson, 1996; Joarder, Sharif, & Ahmmed, 2011; Wasti, 2003), higher productivity and competitive advantage for an organization (Iverson, 1996; Joarder et al., 2011). Thus, it is hypothesized that:

H9 – Work-Family Balance will negatively influence Turnover Intention.

H10 – Work-Life Balance will negatively influence Turnover Intention.

H9a – The impact of Work-Family Balance on Turnover Intention will be greater among individuals who are married compared to their counterparts who are single.

H10a – The impact of Work-Life Balance on Turnover Intention will be greater among individuals who are single compared to their counterparts who are married.

3.6   Summary of the Research Hypotheses

Table 3.1 summarizes the hypotheses in this study.

Table 3.1: Summary of the hypotheses

The Objectives	The Hypotheses
1. To investigate the effects of IPS and IFS on WFB and WLB.	H1 – IFS will positively influence WFB. H2 – IPS will positively influence WFB. H3 – IFS will positively influence WLB. H4 – IPS will positively influence WLB.
2. To examine the moderating role of marital status on the relationship between IPS and IFS on WFB and WLB.	H1a – The impact of IFS on WFB will be greater among individuals who are married compared to their counterparts who are single. H2a – The impact of IPS on WFB will be lesser among individuals who are married compared to their counterparts who are single. H3a –The impact of IFS on WLB will be lesser among individuals who are single compared to their counterparts who are married. H4a – The impact of IPS on WLB will be greater among individuals who are single compared to their counterparts who are married.

3. To analyze the mediation role of WFB and WLB on the relationship between IPS and IFS and TOI.	H5 – WFB will mediate the relationship between IFS and TOI. H6 – WFB will mediate the relationship between IPS and TOI. H7 – WLB will mediate the relationship between IFS and TOI. H8 – WLB will mediate the relationship between IPS and TOI.
4. To investigate the effects of WFB and WLB on TOI.	H9 – WFB will negatively influence TOI. H10 – WLB will negatively influence TOI.
5. To examine the moderating role of marital status on the relationship between WFB / WLB on TOI.	H9a – The impact of WFB on TOI will be greater among individuals who are married compared to their counterparts who are single. H10a –The impact of WLB on TOI will be greater among individuals who are single compared to their counterparts who are married.

Note: IFS = Informal Family Support; IPS = Informal Personal Support;
         WFB = Work-Family Balance; WLB = Work-Life Balance;
         TOI = Turnover Intention.

3.7   Summary

This chapter presented the theoretical and conceptual framework for the research model. It described the development of the research model and the main research hypotheses. This study examines the relationships of five variables research framework namely Informal Family Support, Informal Personal Support, Work-Family Balance, Work-Life Balance and Turnover Intention with the consideration of marital status. The focus of the study is to identify whether Informal Family Support or, Informal Personal Support, and Work-Family Balance or Work-Life Balance would have greater effect on organizational outcomes for different marital status. It analyzes the mediating effects of marital status and the mediating roles of Work-Family Balance and Work-Life Balance, and the dependent variables consisting of Turnover Intention. The following chapter discusses the methods for testing the research objectives and the hypotheses. Chapter 4 also explains on the data collection procedures used, the choice of the research samples, the measuring instruments and the statistical techniques employed.

CHAPTER 4: METHODOLOGY

4.1 Introduction

This chapter presents the methodology of the study. It discusses the research design, research method and research sample. It also includes the measures used, data collection procedure and the data analysis techniques.

4.2 Research Design

Identifying an appropriate research design is vital for a good research project. According to Cavana, Delahaye, and Sekaran (2001), the selection of appropriate research design is important to prevent misleading findings and conclusion. Cooper and Emory (1995) quoted that a good research design is crucial in order to achieve the research objectives. The research design should be appropriate to the type of the research as well as to the environment in which the research is undertaken (Creswell, 1994; Creswell, 2013; Creswell & Poth, 2017), and it is useful in improving empirical research (Grunow, 1995).

This research is a cross-sectional field study. The data was obtained between February 2017 and September 2017 by using questionnaires that have been disseminated to the targeted samples. In the beginning of the study, an extensive and comprehensive literature review related to the issue of Work-Life Balance and Work-Family Balance was conducted to identify various variables that have been studied by previous scholars as well as the role of the variables in their proposed model or framework. The literature review is very important to identify the gap to be filled, to formulate the proposed

construct and the proposition of hypotheses that is aligned with the research objectives and the research questions.

4.3   Research Sample

The targeted population for this study was employees working in the private sector. According to Malaysian Department of Statistic (2017), as on June 2017, the labor force participation rate was 67.8% out of over 31 million Malaysian population. Over 1 million employees are working in the public sector and over 14 million employees are working in the in private sector. While Malaysian government is trying to reduce the number of public sector employee, the number of individuals employed in the private sector is expected to continue growing, consistent with what is happening in other countries (Roy, 2016). This is especially important in view of the number of employee moving out of the private sector due to little personal time offered as compared to working time (Das & Dash, 2016).

This research does not include employees from the public sectors because according Wilkinson (2008), public sector organizations were more likely to implement work-life supports either formally or informally. She added that there is an indication that some barriers may be affecting the private sector more than the public sector, probably because the profit-making orientation has become the priority as compared to the well-being of the employees. Moreover, one of the variable in this study is Turnover Intention and it is assumed that it might not be the main challenge for public sector. According to Wynen and de Beeck (2014), compared with the private sector, the government generally offers more employment stability and job security. Several studies have found that people looking for job security prefer public sector employment (Lewis & Frank, 2002;

Vandenabeele, 2008). Therefore, in general more people are seeking to work in public sector rather than leaving the public sector. Hence, the study will focus on private sector employees.

During the planning stage on deciding about the appropriate number of respondents, the researcher considered the suggestion from several authors;

1. Malhotra (2007) suggested that there must be at least four or five times as many sample size (n) as there are items. With 32 items that this study has for the variables measurement, the researcher would need at least 160 respondents.

2. Based on central limit theorem, Cohen (1988) suggested that the acceptable sample size (n) is at least 30 for each construct. With five constructs that the researcher has for the study, the researcher would need at least 150 respondents.

3. Arbuckle (2009) suggested that there must be a minimum of 200 sample size (n) in order to run SEM well.

4. Byrne (2009) and Kline (2010) were advocated that the larger sample size the better the analysis would be. Thus, they have suggested 10 respondents per question if a researcher intends to use SEM. With 32 items that the researcher has for the scales, the researcher would need up to 320 respondents.

5. Cavana et al. (2001) and Sekaran (2007) have suggested that if the population size (N) is as huge as 1000000, the sample size (n) should be 384 only as far as SPSS is concern.

6. According to Kline (2005), for multi-group modeling, the rule of thumb is 100 cases or observations per group. With 2 group to be analyze in this study i.e. single and married, the researcher would need up to 200 samples

7. According to Hair et al. (2014), "when the maximum number of independent variables in the measurement and structural models is five, one would need 45

observations to achieve a statistical power of 80% for detecting R-square values of at least 0.25 (with a 5% probability of error) (p. 25).

Therefore, the researcher proposed to obtain a minimum of 400 samples for the purpose of this study.

The unit of analysis for this study was individuals. The participation was voluntary, and the confidentiality was assured. The questionnaires were conveniently disseminated among the targeted population frame. The survey was only distributed to private sector employees. It was distributed in several ways; first, it was distributed personally to the respondents with the assistance of the contact person at the targeted private company, then it was done using google form and been posted in social media such as Facebook and WhatsApp. The final complete sets of response with 63.9% female respondents and 36.1% male respondents.

4.4   Research Measures

The proposed model in this research has five variables with 32 items that was used to measure the variables. The instruments were structured on 4-point Likert Scale that ranged from (1) strongly disagree to (4) strongly agree; and 7-point Likert Scale that ranged from (1) strongly disagree to (7) strongly agree. The instruments were adopted from the established and valid research with high reliabilities reported in past studies.

4.4.1   Questionnaires

One set of questionnaires was used to collect the primary data from the employees who works in private sector company. It was distributed using hard copy and soft copy for the

convenience of the participants. For the hardcopy, the questionnaire was attached with a cover letter that explained briefly the objective of the study, the voluntary nature of the participation, the assurance of the confidentiality of the responses, as well as the about the researcher and his supervisors. For the softcopy, the questionnaire was set up using google form application. It was then posted in social media particularly Facebook and WhatsApp with similar as described in the hardcopy.

Since some of the respondents were from the operational level and they were not expected to be fluent in English, the questionnaires were prepared in dual-language; English and Bahasa Malaysia. The procedure used for the translation purposes is called back-translation procedure as explained by Brislin (1970). The questionnaire comprises five sections with 32 items excluding the demographic characteristic.

4.4.2 Informal Organizational Support

The respondent's perception about the informal support that they received in their current organization were asked in Section A(i) and Section A(ii). Section A(i) was asking about the respondent's perception on Informal Family Support whereas Section A(ii) focused on Informal Personal Support. The scale for both sections were adapted from the work of Bond, Galinsky, and Swanberg (1998) in their study with Families and Work Institute of 1997 National Study of the Changing Workforce, New York. The original scale consists of 9 items and was measured on 4-point Likert Scale. Using the data derived from the Families and Work Institute's 1997 National Study of Changing Workforce, Behson (2005) proposed that informal means of organizational support such as managerial support and career support are more useful than formal means of organizational support such as work schedule flexibility and dependent care benefits. The

coefficient Cronbach's alpha of reliability for those samples was 0.89. The high Cronbach alpha values indicate that the internal consistency of the scale was good.

For the purpose of this study, these 9 items were adapted to emphasize Family and Personal Informal support. Samples items for Informal Family Support include statement such as; "*My supervisor is fair and does not show favoritism in responding to employees' **family** needs*" and "*My supervisor accommodates me when I have **family** business to take care of – for example, medical appointments, meeting with child's teacher, etc.*". At the beginning of the Section A(i), the definition of family according to Melehi (2014) was given to ensure respondents understood the obligations within the family domain. In addition, the word 'family' was deliberately presented in bold to distinguish the term from 'personal' matters. The respondents were asked to describe the extent to which they agree or disagree with the items' statements based on 4-point Likert Scale that ranged from (1) strongly disagree to (4) strongly agree.

Section A(ii) included statements measuring respondent's perception on Informal Personal Support. It consists of 9 items and was measured on 4-point Likert Scale as well. This scale was adapted from the scale developed by Bond et al. (1998) in their study with Families and Work Institute to emphasize on personal life support Samples items include statement such as; "*My supervisor really cares about the effects that work demand have on my **personal** life*" and "*My supervisor is understanding when I talk about **personal** issues that affect my work*". The definition of personal life according to Benito-Osorio et al. (2014) was given at the onset of this section to ensure the participant understood non-work obligations or interest which fall under this domain. In addition, the word 'personal' was intentionally presented in bold to distinguish the term from 'family' matters. The respondents were asked to state the extent to which they agree or disagree with the

statements based on 4-point Likert Scale that ranged from (1) strongly disagree to (4) strongly agree.

4.4.3   Work-Family Balance

Section B asked the respondents to state their agreement on statements about their Work-Family Balance. In Netemeyer, Boles, and McMurrian (1996) original journal, they were developing and validating work-family conflict scales using 3-samples study. For the first sample, the respondents were the elementary teachers, high-school teachers, and administrators. Small business owners were the respondents for the second sample, and real estate salespeople were the respondents for the third sample. They reported internal consistency of 0.88, 0.89 and 0.88 accordingly.

The scale consist of 5 items adopted from Netemeyer et al.'s Netemeyer et al. (1996). The respondents were asked to describe the extent to which they agree or disagree with the items' statements based on 7-point Likert Scale that ranged from (1) strongly disagree to (7) strongly agree. Some examples of items are; *"The amount of time my job takes up makes it difficult to fulfill family responsibilities"* and *"Due to work related duties, I have to make changes to my plans for family activities".* According to Waumsley et al. (2010) "The use of the word "family" usually denotes child-care responsibilities and scales developed to measure conflict have concentrated on a family structure defined in this way".

4.4.4 Work-Life Balance

The respondents' opinion about their Work-Life Balance was asked in Section C. The 5 items for this construct was adapted from Netemeyer et al. (1996) Work-Family Balance scale. The items were altered by Waumsley et al. (2010) changing the word 'family life' into 'life' and 'family responsibilities' into 'other interest' and 'other responsibilities'. They argued that the change in wording were expected to show some differences between those with and without children in terms of the degree of balance experienced, which would indicate some variations in the construct validity between the two scales. Waumsley et al. (2010) samples were female workers from two trade union members. The Cronbach's alpha for their samples was 0.90 The respondents were asked to describe the extent to which they agreed or disagreed with the items' statements based on 7-point Likert Scale that ranged from (1) strongly disagree to (7) strongly agree. Some of the samples items are; *"Due to work, I have to make changes to my plans for my personal activities away from work"* and *"The amount of time my job takes up makes it difficult to fulfill my **personal** interests."*.

4.4.5 Turnover Intention

The respondents' intention to leave the organization was asked in Section D. Rosin and Korabik's (1991) 4-items scale was used to measure turnover intention. The items are: *"I am planning to leave my job within the next six months", "I am actively searching for a job right now", "I have thoughts about leaving this organization",* and *"At this time I would quit my job if it were feasible".* The respondents were asked about their future plan pertaining their career and to describes the extent to which they agree or disagree with the items' statements based on 7-point Likert Scale that ranged from (1) strongly

disagree to (7) strongly agree. Based on the sample of 306 women holding MBA degrees and working full time as a manager in a range of industries, their results show a Cronbach's alpha of 0.92. Eddleston (2009) used the instrument on a stratified sample of equal numbers of men and women with similar backgrounds using a snowball sampling approach. The Cronbach alpha obtained for the scale was 0.85. This supports the reliability of this scale.

Table 4.1: Summary of the Research Design

Issues Involved	Decisions made
The purpose of the study	Hypothesis testing
Method	Collected data will be analyzed using appropriate statistical techniques of Statistical Package for Social Science (SPSS) version 23 and Partial Least Square (SmartPLS3) Structural Equation Model (SEM).
Data collection method	Questionnaires
Data analysis	Quantitative
Study setting	Field study
Time horizon	Cross-sectional
Sampling area	Malaysia
Research sample	Private sector employees
Sample size	400

Unit of analysis	Individual (employees who works in private sector company).	
Source of measurement:	Authors:	Cronbach's Alpha:
Informal Family Support	Bond et al. (1998)	0.89
Informal Personal Support	Bond et al. (1998)	0.89
Work-Family Balance	Netemeyer et al. (1996)	0.88, 0.89, 0.88
Work-Life Balance	Waumsley et al. (2010)	0.90
Turnover Intention	Rosin and Korabik (1991)	0.92

4.5 Data Collection Procedures and Research Process

Data collection has been conducted in at least two (2) main strategies. First of all, the researcher has disseminated the hardcopy of the questionnaires to part-time postgraduate students in three (3) different universities, Mara Institute of Technology, University of Malaya and Open University of Malaysia. Two (2) of them are public universities and one (1) is private universities. It is assumed that part-time student who must juggle between work and study would be the most suitable sample for the study. The diversity of the samples in terms of their marital status, race, gender and other demographic background have been taken into account in order to get various aspect of inputs. Those three universities were selected based on their willingness of the contact person to facilitate the questionnaires distribution.

The contact person are the lecturers in the public universities and Director Institute of Quality Management, Research and Innovation in the private university. This helped in getting better cooperation from the management and the working students. The contact person was briefed about the purpose and nature of the study, the importance of the respondents to be frank in answering the questionnaire, as well as promising the respondents about the confidentiality of the parties involved. The contact person then allowed the researcher to enter theirs classes to disseminate the questionnaires personally. A total of 2,000 sets of questionnaires were distributed to the respective students. The completed questionnaires were returned in a sealed pre-addressed envelope to the researcher to protect the confidentiality of their responses. However, only a total of 59 set of completed questionnaires were returned, yielding a respond rate at only 2.95 percent.

Hence, data collection strategy had to be improvised. Questionnaires that has been set up using google forms were then used as an option. The survey link was distributed using emails and social media such as Facebook and WhatsApp. It was done to get better response from the targeted samples. The researcher emailed or shared via WhatsApp the questionnaires link to several contacts that has been identified as working in private sector company. They are asked to forward the questionnaires link to their contact who works in private sector companies. The researcher also posted the questionnaires link in Facebook, asking for people works in private sector company to participate and ask them to share the questionnaires link in their Facebook as well. The change in strategy resulted in a 480 completed sets of survey.

4.6   Data Analysis Techniques

For the purpose of analyzing the data and testing the hypotheses, this research engaged the Statistical Package for Social Science (SPSS) version 23 and Partial Least Square (SmartPLS3) Structural Equation Model (SEM). Preliminary analysis included descriptive summaries of demographic characteristic of the respondents. This was followed by confirmatory factor analysis (CFA) and relevant analysis to evaluate the outer model loadings and significance (measurement model), indicator reliability, internal consistency reliability, convergent validity, discriminant validity as well as structural path significance in bootstrapping (Wong, 2013).

The model developed for the purpose of this study was tested using Partial Least square (PLS). PLS path modeling is classified as one of the Structural Equation Modeling (SEM) techniques. SEM techniques fall into two broad categories, namely covariance-based analysis and variance-based analysis. Recently, the variance based approach or so-called component-based analysis is partial least squares (PLS) path modeling has received consideration in variety of disciplines (Hair et al., 2014). PLS path modeling is also known as "soft modeling" while covariance-based SEM model is called "hard modeling" (Wong, 2013). Covariance-based SEM aims at optimality in statistical inference, and is designed for testing hypotheses that are sharp and pure; accordingly, it is insensitive to the inaccuracies of real-world models and impurities of real data (Joreskog & Wold, 1982, p. 25). Joreskog and Wold (1982) also added that "in the non-experimental analysis the consistency of PLS analysis is a viable and often preferable alternative to the optimality aspirations of covariance-based analysis approaches and suggested that covariance-based SEM is best used for theory testing and development while PLS is oriented more towards predictive application. PLS is generally recommended for predictive research model where emphasis may be more on theory development, SEM-ML approach is more suited

for testing, confirmatory sense, how well a theoretical model fits observed data, generally requiring much stronger theory than PLS (Barclay, Higgins, & Thompson, 1995).

The analysis of PLS-based models was conducted using SmartPLS 3 software in this research. Model evaluation statistics for the PLS- based model is different from those of the covariance-based SEM model. Instead of using the goodness of fit statistics to evaluate a model like the covariance-based SEM, the PLS path modeling employs R-square for dependent latent variables, and effected the size of predictors on predicted variables (f2) to evaluate the predictiveness of the model. The estimation of beta coefficients in PLS's structural model is interpreted in the same manner as the beta coefficients in multiple regression analysis. The stability of the estimates is examined using the bootstrapping procedure. The bootstrapping is a resampling method that produces standard errors of the estimates for t-statistics test. To evaluate the measurement model, composite reliability and Cronbach's alpha are used to evaluate reliability, average variant extract (AVE) measures are used to evaluate convergent and discriminant validity of the measurement model. Subsequently, the hypotheses were tested, the direct relationships, the role of moderator as well as the role of the mediator were also checked using PLS.

The main reason PLS is chosen for this study is because it shows that this method is to maximize the explained variance of endogenous lantern construct (dependent variable) and minimize the unexplained variances (Afthanorhan, 2013). Afthanorhan (2013) added that on the basis of calculation and modeling, it is perceived that PLS path modeling is appropriate to run the CFA which is more reliable and valid. Based on Afthanorhan (2013) findings, the value of factor loadings/outer loadings, and average variance extracted (AVE) in PLS is better than covariance-based SEM even use the same data provided.

4.7   Summary

Chapter 4 presents the research methods for this study and the strategy used to analyze the data obtained. It also explained about the development of the questionnaire and the process of selecting the scales to measure each of the variables. Careful considerations and procedures have been done to ensure this study would contribute to the knowledge of Work-Family Balance and Work-Life Balance that can useful for academic purposes and for practical purposes. The results from the entire statistical test that has been conducted will be reported in the next chapter.

CHAPTER 5: RESEARCH RESULTS

5.1   Introduction

Chapter 5 presents the results of the study. It covers the analyses of the data and tables the statistical computations of related variables in descriptive statistics to summarize the demographic characteristics of the respondents. The statistical computations include the normality test, confirmatory factor analysis (CFA), Cronbach's alpha reliability coefficients, Pearson's correlation to assess the inter-correlations between constructs and to assess the structural model. These tests were conducted using IBM SPSS Statistic version 23 software and Partial Least Squares (PLS) SEM path modeling. The test of hypotheses was conducted using PLS.

5.2   Description of the Research Samples

Respondents for this study were employees who are working in private sectors all over Malaysia. The respondent pool includes postgraduate students who are working and studying at the same time. 2,000 sets of hard copy questionnaires were distributed to the identified respondents in three different universities. Since the return was very low, the questionnaires were then set using google forms application and was disseminated via social media. Finally, a total of 480 employees volunteered to participate in the study. This sample size is larger than what Malhotra (2007) suggested that there must be at least four or five times as many sample size (n) as there are variables. With 32 items that this study has for the variables measurement, it would need at least 160 respondents. It is also larger than the required number of respondents based on central limit theorem. Cohen

(1988) suggested that the acceptable sample size (n) is at least 30 for each construct. With six constructs that has been used for the study, it would need at least 180 respondents. The sample size is also sufficient enough to use SEM as Arbuckle (2009) suggested that there must be a minimum of 200 sample size (n) in order to run SEM well. Since this study will be comparing two groups—married versus single employees—the numbers reflected above are meant to represent the sample size for each group. Hence, for multi-group analysis in this study, a total of at least 200 respondents are needed from each group, resulting in a total of at least 400 respondents. This requirement has been met with the participation from 480 respondents.

Determining the sample size is of vital importance since it can affect the level of difference in covariance matrices (Loehlin, 2004). Using an adequate sample along with high quality data collection efforts will result in more reliable, valid, and generalizable results (Barlett, Kotrlik, & Higgins, 2001). As this study applied PLS-SEM, the sample size of above 200 respondents is well adequate in that regard. The most prominent justifications for using PLS-SEM are attributed to non-normal data, small sample size, and formative measured construct (Hair et al., 2014; Lowry & Gaskin, 2014; Wong, 2013). However, increasing evidence exists that in many instances, PLS requires a comparable sample size to that used in other techniques.

5.3   Data Preparation and Coding of Data

The data collected using the questionnaire was coded and keyed-in into SPSS data file. The data coding procedure as suggested by Sekaran (2007) was followed. Nominal data was coded as 1 and 2 for gender, age group, marital status, family size, monthly income, and level of education. The items remaining were coded as interval data using a Likert

scale with values from 1 to 4, 1 to 5 and 1 to 7 for different variables accordingly to the Likert scale employed. Items that are negatively worded were reversed coded to ensure the value of the construct represent the same type of response on every item. The survey included 18 items that were negatively worded. Hence, these 18 items were reverse-coded using the "Recode" function in SPSS.

5.4   Dealing with Missing Values

It is uncommon to get responses to surveys that are always complete. As a result, missing data are "a fact of life" in multivariate analysis. Any statistical results based on data with a nonrandom missing data process could be biased while at the same time the practical impact of missing data is the reduction of sample size available for analysis. Hence a researcher needs to remedy the missing data to have accurate statistical results (Hair et al., 1998).

In this study, the researcher used the complete case approach (Hair et al., 1998) to remove the missing values in the data. As a result, only the observations with complete data were used for data analysis. The total data of 480 responses were screened, checked and cleaned for its consistency as well as to ensure that they were correctly entered in the data file. The consistency checks was conducted to identify data that are out of range, logically inconsistent, or have extreme values (Malhotra, 2007). Out of the total 480 responses, 34 set of the questionnaires had to be discarded as there were gross missing values encountered or outliers. Ultimately, there were 446 set of responses that were usable for subsequent statistical analysis.

5.5　Demographics of the respondents

Demographic characteristics of the respondents are presented in Table 5.1. The respondents were mostly female employees (63.9%) compared to the male respondents at 36.1%. This ratio is consistent with the finding of Davidson and Burke (2004) saying that women's participation in the workforce is increasing all around the world. For the ethnic groups, majority of the respondents were Malay (61.0%), followed by Chinese (28.9%), Indian (8.5%), and Others (1.6%).

As for the Marital Status, in order to align it with its role as the moderator, this study has combined the single and respondents who are divorced without children to become single employees (46.2%). While single parent, married without children, married with children and divorced with children are regrouped into married employees (53.8%). Based on western setting employees with three and above children are considered big size (Thévenon, 2009). Thus, for family size this study has categorized respondents that have 4 family members and below (65.9%) as small size family and 5 family members and above (34.1%) as big size family. This finding is also aligned with the report done by the Malaysian Statistic Department (2010) indicating that the household size is getting smaller from the highest of 5.54 on 1980 to as low as 3.45 on 2010. Majority of the respondents (69.5%) do not have children under 7 years old and majority of the respondents do not have parents with health issue or need to be taken care (68.4%).

In terms of monthly income, based on Malaysian Statistic Department (2015b), respondents who earned RM4000 and below per month were regrouped into low income (31.2%), followed by respondents who earned RM4001 and above per month as high income (68.8%). With regards to academic qualifications, based on the study done by Krisor, Diebig, and Rowold (2015), respondents who were diploma holders and below

were regrouped into low education (26.9%), and respondents who were first degree holders and above were named high education (73.1%).

Table 5.1: Demographic Characteristics of 446 Respondents

	n	*%*
Gender		
Male	161	36.1
Female	285	63.9
Age (years)		
Young Employees (35 years and below)	271	60.8
Mature Employees (36 years and above)	175	39.2
Ethnic Group		
Malay	272	61.0
Chinese	129	28.9
Indian	38	8.5
Others	7	1.6
Marital Status		
Single Employees (single, divorced without children)	206	46.2
Married Employees (single parent, married without children, married with children, divorced with children)	240	53.8
Parents with health issue or need to be taken care		
Yes	141	31.6
No	305	68.4
Monthly Income		
Low Income (RM4000 and below)	139	31.2
High Income (RM4001 and above)	307	68.8
Highest level of Education		
Low Education (diploma holders and below)	120	26.9
High Education (first degree holders and above)	326	73.1

5.6 Confirmatory Factor Analysis (CFA) and Measurement Model Assessment (PLS-SEM)

According to Hair et al. (2014), the most important measurement model metrics for PLS-SEM are reliability, convergent validity and discriminant validity.
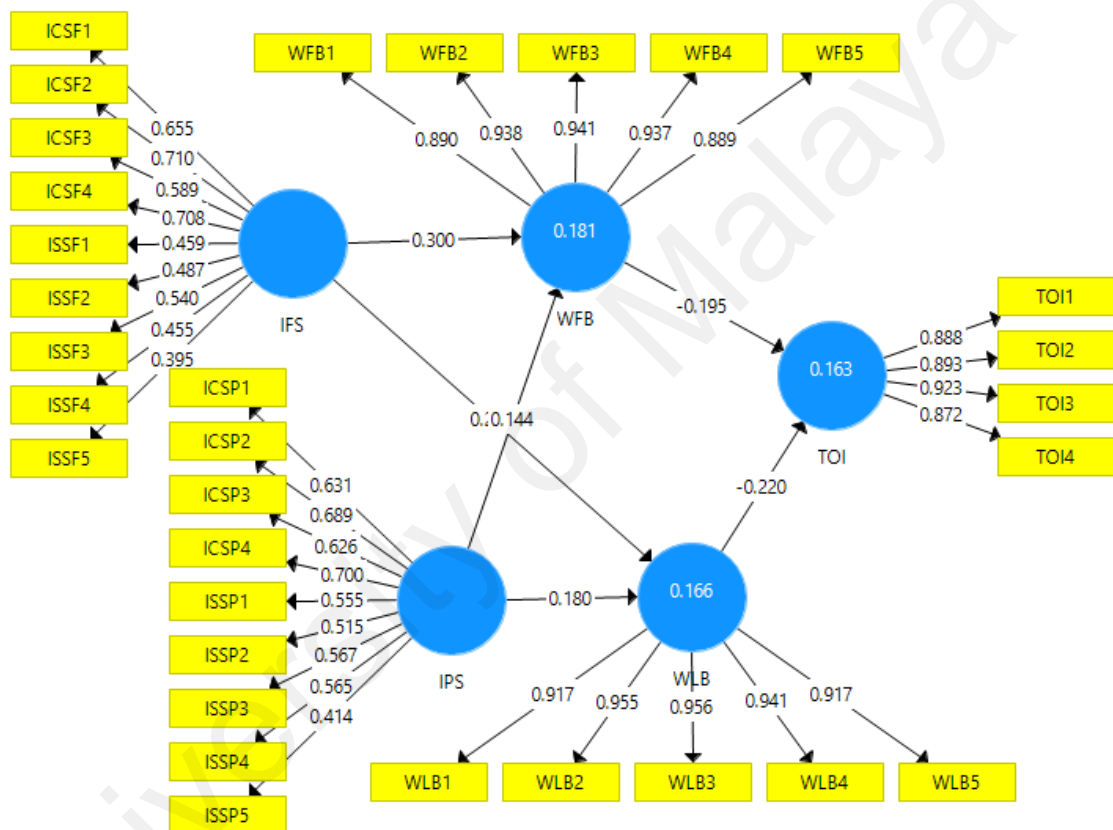
Figure 5.1: Assessing the PLS-SEM Initial Model Output (Reflective Measurement Model)

Table 5.2: Outer Loading Initial Model

	IFS	IPS	TOI	WFB	WLB
ICSF1	0.655				
ICSF2	0.710				
ICSF3	0.589				
ICSF4	0.708				
ICSP1		0.631			
ICSP2		0.689			
ICSP3		0.626			
ICSP4		0.700			
ISSF1	0.459				
ISSF2	0.487				
ISSF3	0.540				
ISSF4	0.455				
ISSF5	0.395				
ISSP1		0.555			
ISSP2		0.515			
ISSP3		0.567			
ISSP4		0.565			
ISSP5		0.414			
TOI1			0.888		
TOI2			0.893		
TOI3			0.923		
TOI4			0.872		
WFB1				0.890	
WFB2				0.938	
WFB3				0.941	
WFB4				0.937	
WFB5				0.889	
WLB1					0.917
WLB2					0.955
WLB3					0.956
WLB4					0.941
WLB5					0.917

Based on loading reflected in Figure 5.1 and Table 5.2, it is clear that most of the items for Informal Family Support and Informal Personal support were not achieving the cut of point of 0.7 for outer loading as suggested by Hair Jr et al. (2016).

5.6.1   Construct Reliability and Validity Initial Model

The AVE, reliability and validity statistics are presented in Figure 5.2 and Table 5.3 below.
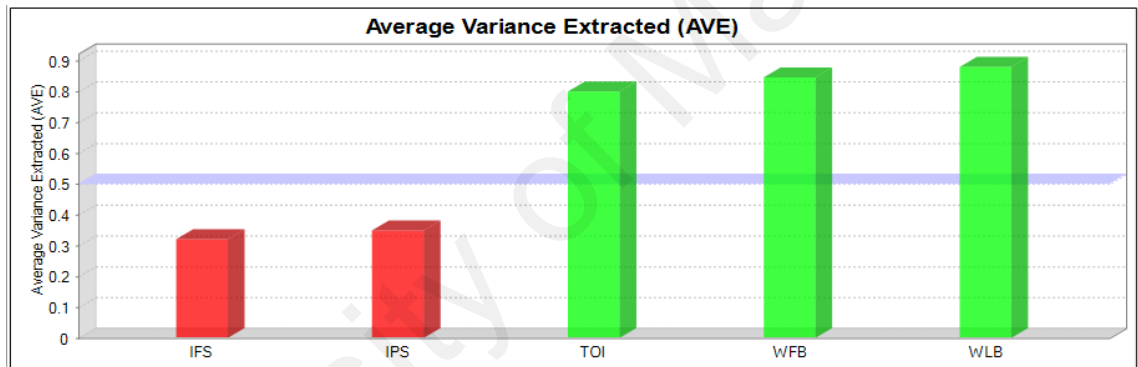
Figure 5.2: Construct Reliability and Validity Initial Model

Table 5.3: Construct Reliability and Validity Initial Model

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
IFS	0.769	0.772	0.803	0.320
IPS	0.787	0.793	0.825	0.349
TOI	0.916	0.917	0.941	0.799
WFB	0.954	0.959	0.965	0.845
WLB	0.965	0.969	0.973	0.879

5.6.1.1   Internal Consistency Reliability Initial Model

Bagozzi and Yi (1988) and Hair et al. (2012) suggested the use of "Composite Reliability" as a replacement of the traditional use of "Cronbach's Alpha". The Composite Reliability values should be larger than 0.7 (Latan & Noonan, 2017). The results in Table 5.3 shows high level of internal consistency reliability among all the five variables.

5.6.1.2   Convergent Validity Initial Model

Each variable's Average Variance Extracted (AVE) is evaluated in order to check the convergent validity. The Average Variance Extracted (AVE) values should be greater than the acceptable threshold of 0.5 (Hair et al., 2014). The results in Figure 5.2 and Table 5.3 show that the convergent validity is problematic for two constructs i.e. IFS and IPS.

According to Anderson and Gerbing (1988), convergent validity can be defined as the "degree to which different methods used to measure the same construct produce similar results". Convergent validity is used to check the loading of each observed indicators on their underlying latent construct. Convergent validity assesses the overall fit of the measurement model: the magnitude, direction, and statistical significance of the estimated parameters between latent variables and their indicators (Hair & Anderson, 2010). In SEM, the assessment of convergent validity begins by examining factor loadings through CFA and the correlation matrix. According to Fornell and Larcker (1981) convergent validity is adequate if composite reliability of each construct is greater than 0.80, the average variance extracted (AVE) by each construct is greater than 0.50, and the standardized factor loadings are greater than 0.70. In this study, all these assessments are performed to address the convergent validity of measures. The established criteria was not achieved in the case on Informal Family Support and Informal Life Support.

5.6.1.3 Discriminant Validity Initial Model

Discriminant validity is the extent to which a construct is truly distinct from other constructs (Hair & Anderson, 2010). High discriminant validity shows that a construct is unique and captures some phenomena other measures do not (Byrne, 2009). Relatively low correlations between constructs indicate the presence of discriminant validity. One way of assessing discriminant validity is by examining factor loadings and cross loadings between the individual indicators and the constructs to confirm that each indicator loads highly with its own construct than other constructs. According to Hair et al. (2006, p. 778) the better test for discriminant validity is "to compare the square root of each construct average variance extracted (AVE) to its correlation with other variables". In this study, all these assessments are performed to address the discriminant validity of measures.

Table 5.4: Fornel-Larcker Criterion Initial Model

	IFS	IPS	TOI	WFB	WLB
IFS	0.566				
IPS	0.810	0.591			
TOI	-0.361	-0.373	0.894		
WFB	0.417	0.387	-0.391	0.919	
WLB	0.393	0.380	-0.393	0.890	0.937

First, this study drew upon the suggestion of Fornell and Larcker (1981) in assessing discriminant validity. They suggested that the square root of each variable's AVE must be larger than other correlation values among the latent variables in order to establish discriminant validity. The results in Table 5.4 shows a severe problem for Informal Personal Support – Informal Family Support where correlation is larger than AVE square root (r=0.81).
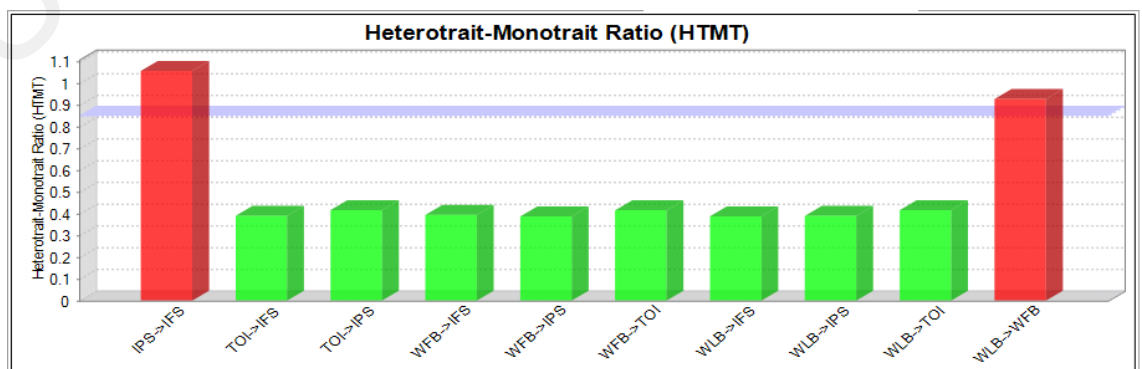
Figure 5.3: Heterotrait – Monotraits Ratio (HTMT) Initial Model

According to Hair Jr et al. (2016), even though the Fornell-Larcker criterion are accepted methods for assessing the discriminant validity of a PLS model, these methods have shortcomings. Thus, it is then checked further using HTMT, a recent technique in PLS based on Henseler, Ringle, and Sarstedt (2015) simulation studies. Henseler et al. (2015), Gold and Arvind Malhotra (2001) and Teo, Srivastava, and Jiang (2008) suggest that if the HTMT value is below 0.90, discriminant validity has been established between a given pair of reflective constructs. However, Clark and Watson (1995) and Kline (2015) use the more stringent cutoff of .85. Based on both cutoff, the result shows that Informal Personal Support – Informal Family Support and Work-Life Balance – Work-Family Balance do not establish discriminant validity. Between Informal Personal Support – Informal Family Support and Work-Life Balance – Work-Family Balance, Work-Life Balance – Work-Family Balance still demonstrate a well-fit model but not for Informal Personal Support – Informal Family Support. According to Hair Jr et al. (2016), in a well-fitting model, heterotrait correlations should be smaller than monotrait correlations, meaning that the HTMT ratio should be below 1.0.

Unfortunately, the results show that the scale for Informal Family Support and Informal Personal Support are lacks convergent validity and discriminant validity. Furthermore, the outer loading for this scale as presented earlier in Table 5.2 are below the acceptable threshold. Thus, the researcher decided to explore the data using the original scale categorization introduced by Bond et al. (1998). The original scale categorized informal support into two distinct categories -- Informal Supervisor Support and Informal Career Support. Hence, the subsequent analysis reverted to the original variable categorization rather than Informal Family Support and Informal Personal Support. The items for Informal Career (Family and Personal) were merged to represent

Informal Career Support. Similarly, items for Informal Supervisor Support (Family and

Personal) were merged to represent Informal Supervisor Support.
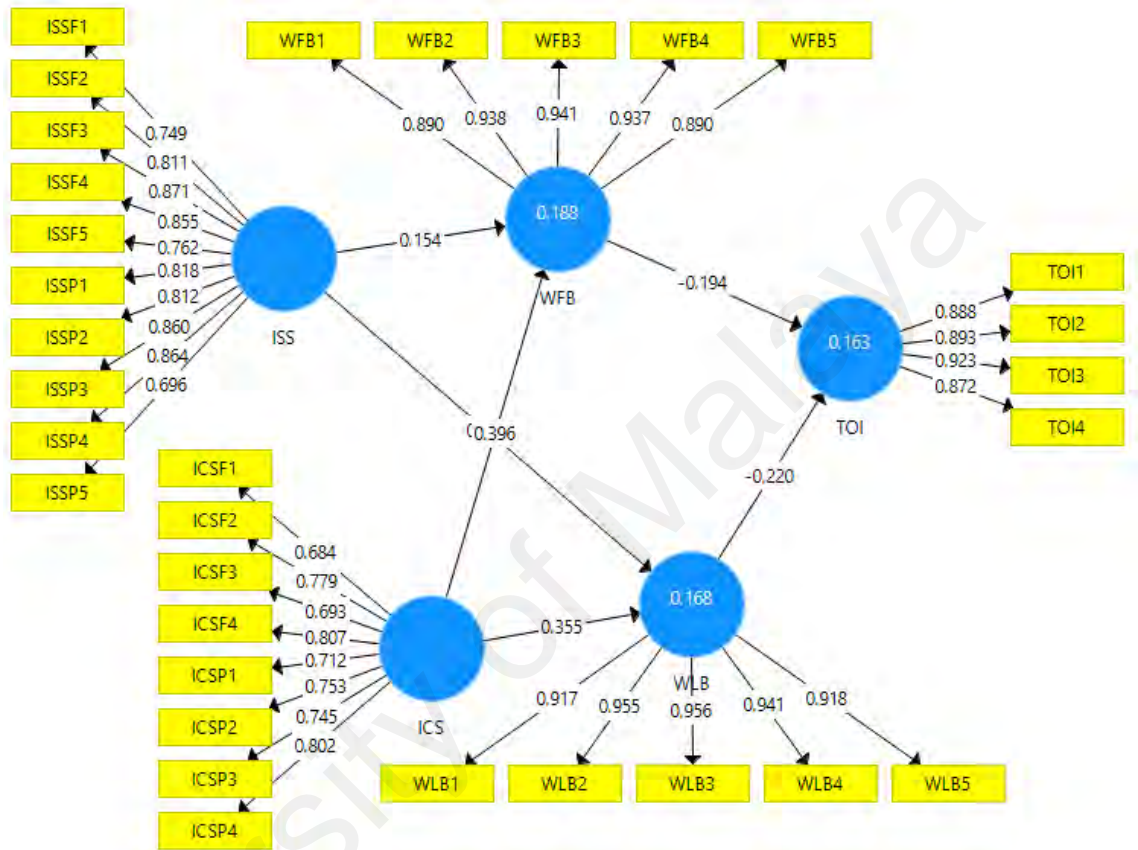
Figure 5.4: Assessing the PLS-SEM Revised Model Output (Reflective Measurement Model)

Table 5.5: Outer Loading Revised Model

	ICS	ISS	TOI	WFB	WLB
ICSF1	0.684				
ICSF2	0.779				
ICSF3	0.693				
ICSF4	0.807				
ICSP1	0.712				
ICSP2	0.753				
ICSP3	0.745				
ICSP4	0.802				
ISSF1		0.749			
ISSF2		0.811			
ISSF3		0.871			
ISSF4		0.855			
ISSF5		0.762			
ISSP1		0.818			
ISSP2		0.812			
ISSP3		0.860			
ISSP4		0.864			
ISSP5		0.696			
TOI1			0.888		
TOI2			0.893		
TOI3			0.923		
TOI4			0.872		
WFB1				0.890	
WFB2				0.938	
WFB3				0.941	
WFB4				0.937	
WFB5				0.890	
WLB1					0.917
WLB2					0.955
WLB3					0.956
WLB4					0.941
WLB5					0.918

Based on Base on Figure 5.4 and Table 5.6, it shows that all the items seem to have better loading whereby most of the items reached the cut of point. Thus, only a few of the items that show loadings below 0.7 must be deleted from the model.

5.6.2   Construct Reliability and Validity Revised Model

Figure 5.5: Construct Reliability and Validity Revised Model

Table 5.6: Construct Reliability and Validity Revised Model

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
ICS	0.888	0.898	0.910	0.560
ISS	0.942	0.966	0.951	0.659
TOI	0.916	0.917	0.941	0.799
WFB	0.954	0.959	0.965	0.845
WLB	0.965	0.969	0.973	0.879

5.6.2.1 Internal Consistency Reliability Revised Model

Bagozzi and Yi (1988) and Hair et al. (2012) suggested the use of "Composite Reliability" as a replacement of the traditional use of "Cronbach's Alpha". The Composite Reliability values should be larger than 0.8 (Fornell & Larcker, 1981). The results in Table 5.6 shows high level of internal consistency reliability among all the five variables.

5.6.2.2 Convergent Validity Revised Model

Each variable's Average Variance Extracted (AVE) is evaluated in order to check the convergent validity. The Average Variance Extracted (AVE) values should be greater than the acceptable threshold of 0.5 (Hair et al., 2014). The results in Figure 5.5 and Table 5.6 show that the convergent validity is not a problem anymore.

5.6.2.3 Discriminant Validity Revised Model

Table 5.7: Fornel-Lacker Criterion Revised Model

	ICS	ISS	TOI	WFB	WLB
ICS	0.748				
ISS	0.060	0.812			
TOI	-0.325	-0.228	0.894		
WFB	0.406	0.177	-0.391	0.919	
WLB	0.366	0.205	-0.393	0.890	0.937

Similar to what has been done earlier, first, this study examine Fornell and Larcker (1981) Criterion in assessing discriminant validity. It is suggested that the square root of each variable's AVE must be larger than other correlation values among the latent variables in order to establish discriminant validity. The results in Table 5.7 also does not show any problem of discriminant validity.
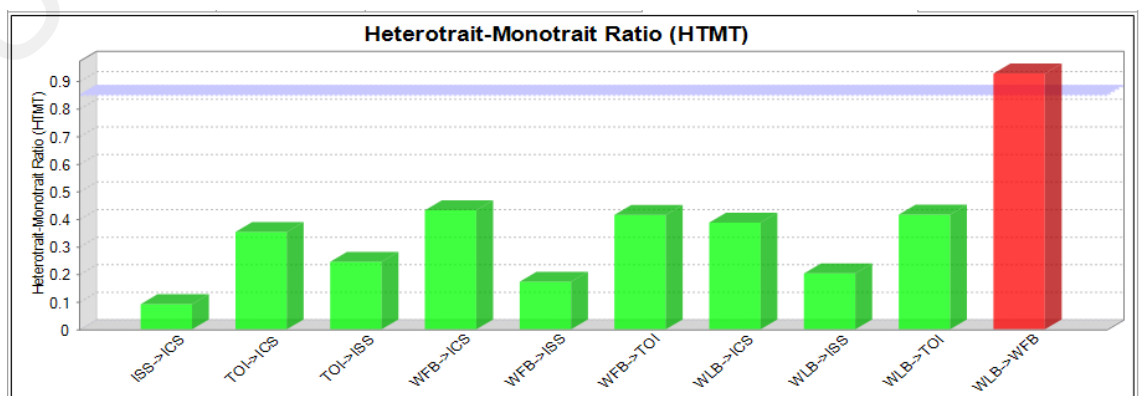
Figure 5.6: Heterotrait – Monotraits Ratio (HTMT) Revised Model

Further examination was done by checking the HTMT, a recent technique in PLS based on Henseler et al. (2015) simulation studies. Henseler et al. (2015), Gold and Arvind Malhotra (2001) and Teo et al. (2008) suggest that if the HTMT value is below 0.90, discriminant validity has been established between a given pair of reflective constructs. However, Clark and Watson (1995) and Kline (2015) use the more stringent cutoff of .85. Based on both cutoff, the result shows that Informal Supervisor Support – Informal Career Support has established discriminant validity. Work-Life Balance – Work-Family Balance still do not establish discriminant validity since the researcher did not do any modification. However, Work-Life Balance – Work-Family Balance still demonstrate a well-fit model with HTMT ratio show below 1.0.
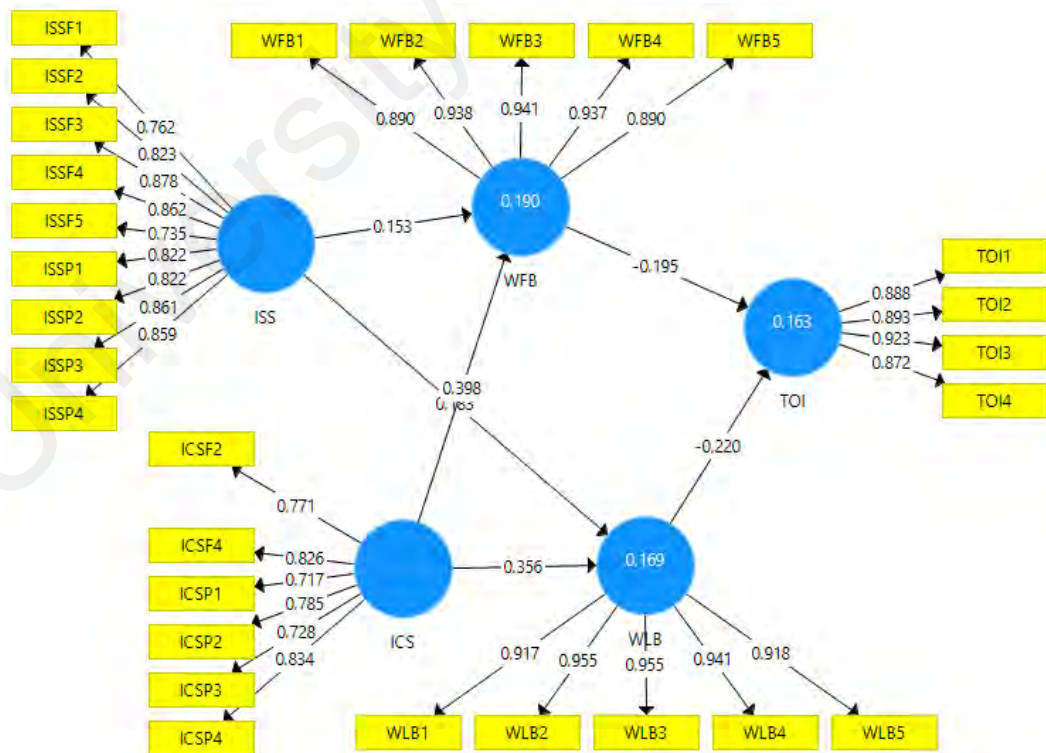
Figure 5.7: Assessing the PLS-SEM Final Model Output (Reflective Mesurement Model)

Table 5.8: Outer Loading Final Model

	ICS	ISS	TOI	WFB	WLB
ICSF2	**0.771**				
ICSF4	**0.826**				
ICSP1	**0.717**				
ICSP2	**0.785**				
ICSP3	**0.728**				
ICSP4	**0.834**				
ISSF1		**0.762**			
ISSF2		**0.823**			
ISSF3		**0.878**			
ISSF4		**0.862**			
ISSF5		**0.735**			
ISSP1		**0.822**			
ISSP2		**0.822**			
ISSP3		**0.861**			
ISSP4		**0.859**			
TOI1			**0.888**		
TOI2			**0.893**		
TOI3			**0.923**		
TOI4			**0.872**		
WFB1				**0.890**	
WFB2				**0.938**	
WFB3				**0.941**	
WFB4				**0.937**	
WFB5				**0.890**	
WLB1					**0.917**
WLB2					**0.955**
WLB3					**0.955**
WLB4					**0.941**
WLB5					**0.918**

After deleting ISSP5, ICSF1 and ICSF3, all outer loading increased to above 0.7 as shown in Figure 5.7. and Table 5.8. Thus, shows all items are already significant.

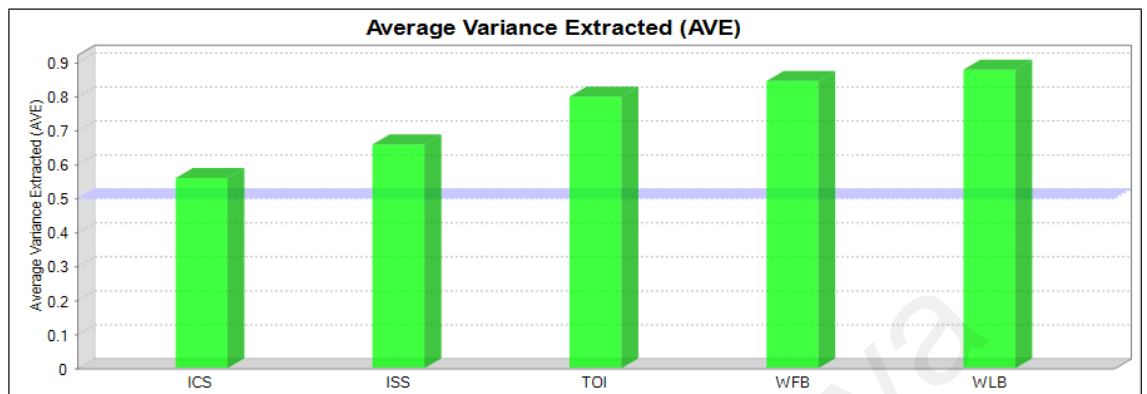### 5.6.3 Construct Reliability and Validity Final Model
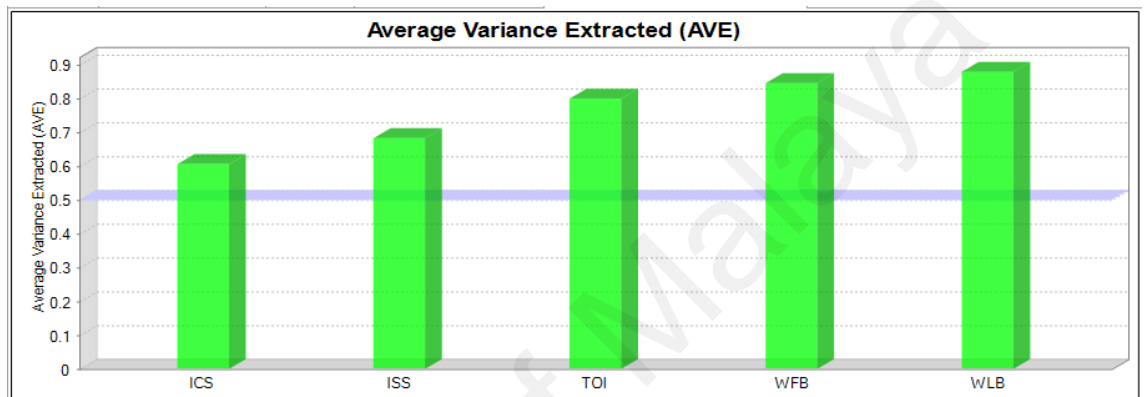
Figure 5.8: Construct Reliability and Validity Final Model

Table 5.9: Construct Reliability and Validity Final Model

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
ICS	0.870	0.881	0.902	0.606
ISS	0.942	0.964	0.951	0.682
TOI	0.916	0.917	0.941	0.799
WFB	0.954	0.959	0.965	0.845
WLB	0.965	0.969	0.973	0.879

5.6.3.1   Internal Consistency Reliability Final Model

Bagozzi and Yi (1988) and Hair et al. (2012) suggested the use of "Composite Reliability" as a replacement of the traditional use of "Cronbach's Alpha". The Composite Reliability values should be larger than 0.7 (Latan & Noonan, 2017)   . The results in Table 5.9 shows high level of internal consistency reliability among all the five variables.

5.6.3.2   Convergent Validity Final Model

Each variable's Average Variance Extracted (AVE) is evaluated in order to check the convergent validity. The Average Variance Extracted (AVE) values should be greater than the acceptable threshold of 0.5 (Hair et al., 2014). The results in Figure 5.8 and Table 5.9 show that the convergent validity is indeed not a problem.

5.6.3.3 Discriminant Validity Final Model

Table 5.10: Fornel-Lacker Criterion Final Model

	ICS	ISS	TOI	WFB	WLB
ICS	0.778				
ISS	0.069	0.826			
TOI	-0.334	-0.222	0.894		
WFB	0.408	0.180	-0.391	0.919	
WLB	0.368	0.207	-0.393	0.890	0.937

Similar to what has been done earlier, first, this study examine Fornell and Larcker (1981) Criterion in assessing discriminant validity. It is suggested that the square root of each variable's AVE must be larger than other correlation values among the latent variables in order to establish discriminant validity. The results in Table 5.10 also indeed does not show any problem of discriminant validity.
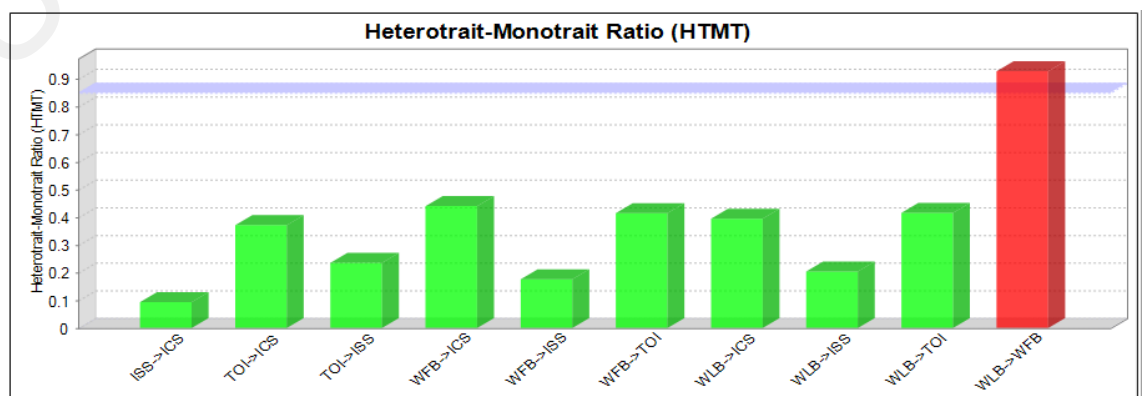
Figure 5.9: Heterotrait – Monotraits Ratio (HTMT) Final Model

Further examination was done by checking the HTMT, a recent technique in PLS based on Henseler et al. (2015) simulation studies. Henseler et al. (2015), Gold and Arvind Malhotra (2001) and Teo et al. (2008) suggest that if the HTMT value is below 0.90, discriminant validity has been established between a given pair of reflective constructs. However, Clark and Watson (1995) and Kline (2015) use the more stringent cutoff of .85. Based on both cutoff, the result shows that ISS − ICS has established discriminant validity. WLB-WFB still did not establish a strong discriminant validity. However, WLB-WFB still demonstrate a well-fit model with HTMT ratio show below 1.0 (Garson, 2016, p. 70).

5.6.3.4 Revised Model and Hypotheses

Based on measurement model analysis, the Informal Family and Informal Personal support did not emerge as distinct variables as expected. Although it was predicted that respondents should view the scales differently, it appears that respondents' perception was aligned with the original categorization of the variable. Hence, items from Informal Family Support (IFS) and Informal Personal Support (IPS) were extracted accordingly and merged to represent Informal Supervisor Support (ISS) and Informal Career Support (ICS) instead. As mentioned above, the items for Informal Career (Family and Personal) were merged to represent Informal Career Support. Similarly, items for Informal Supervisor Support (Family and Personal) were merged to represent Informal Supervisor Support. Thus, before the researcher could proceed to the next steps of the analysis, several other changes have to made to the earlier framework and hypotheses. Some of the

major aspect that would have to be changed are the research question, the research objectives, the research framework and the hypotheses.

Table 5.11: Initial and Revised Research Questions

Bil	Initial Research Questions	Revised Research Questions
1.	Does Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) affect Work-Family Balance (WFB) and Work-Life Balance (WLB)?	Does Informal Organizational Support (Informal Supervisor Support (ISS) and Informal Career Support (ICS)) affect Work-Family Balance (WFB) and Work-Life Balance (WLB)?
2.	How will marital status moderate the relationship between Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) and Work-Family Balance (WFB) / Work-Life Balance (WLB)?	- Cannot be justified as there is no strong basis for marital status to moderate the effect Informal Supervisor Support (ISS) and Informal Career Support (ICS).
3.	Does Work-Family Balance (WFB) and Work-Life Balance (WLB) have varying mediation role on the relationship between Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) and Turnover Intention (TOI)?	Does Work-Family Balance (WFB) and Work-Life Balance (WLB) have varying mediation role on the relationship between Informal Organizational Support (Informal Supervisor Support (ISS) and Informal Career Support (ICS)) and Turnover Intention (TOI)?
4.	How does Work-Family Balance (WFB) and Work-Life Balance (WLB) affects Turnover Intention (TOI)?	- No changes -
5	How will marital status moderate the relationship between Work-Family Balance (WFB) / Work-Life Balance (WLB) on Turnover Intention (TOI)?	- No changes -

Table 5.12: Initial and Revised Research Objectives

Bil	Initial Research Objectives	Revised Research Objectives
1.	To investigate the effect of Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) on Work-Family Balance (WFB) and Work-Life Balance (WLB).	To investigate the effect of Informal Organizational Support (Informal Supervisor Support (ISS) and Informal Career Support (ICS)) on Work-Family Balance (WFB) and Work-Life Balance (WLB).
2.	To examine the moderating role of marital status on the relationship between Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) on Work-Family Balance (WFB) and Work-Life Balance (WLB).	- Cannot be justified as there is no strong basis for marital status to moderate the effect Informal Supervisor Support (ISS) and Informal Career Support (ICS).
3.	To analyze the mediation role of Work-Family Balance (WFB) and Work-Life Balance (WLB) on the relationship between Informal Organizational Support (Informal Personal Support (IPS) and Informal Family Support (IFS)) and Turnover Intention (TOI).	To analyze the mediation role of Work-Family Balance (WFB) and Work-Life Balance (WLB) on the relationship between Informal Organizational Support (Informal Supervisor Support (ISS) and Informal Career Support (ICS)) and Turnover Intention (TOI).
4.	To investigate the effects of Work-Family Balance (WFB) and Work-Life Balance (WLB) on Turnover Intention (TOI).	- No changes -
5	To examine the moderating role of marital status on the relationship between Work-Family Balance (WFB) and Work-Life Balance (WLB) on Turnover Intention (TOI)	- No changes -

Figure 5.10: The Initial Research Model
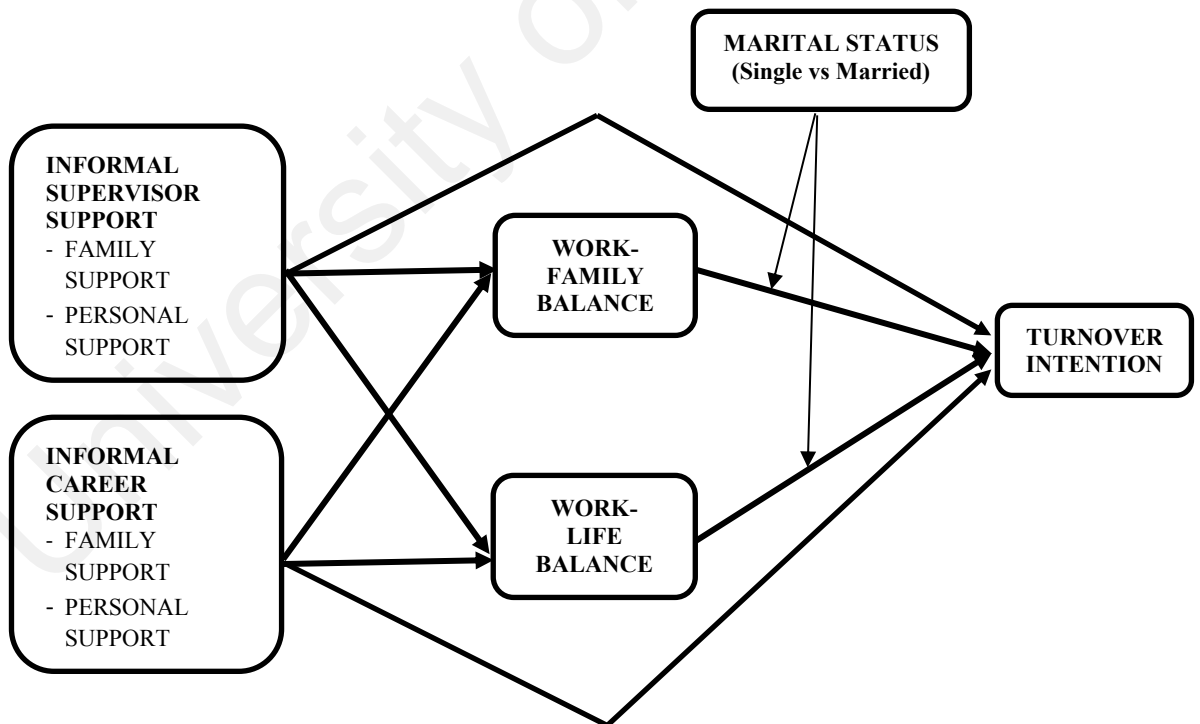
Figure 5.11: The Revised Research Model

Table 5.13: Summary of Initial and Revised Hypotheses

	Initial Hypotheses	**Revised Hypotheses**
H1	IFS will positively influence WFB.	ISS will positively influence WFB.
H2	IPS will positively influence WFB.	ICS will positively influence WFB.
H3	IFS will positively influence WLB.	ISS will positively influence WLB.
H4	IPS will positively influence WLB.	ICS will positively influence WLB.
H1a	The impact of IFS on WFB will be greater among individuals who are married compared to their counterparts who are single.	- Cannot be tested as there is no strong basis for marital status to moderate the effect Informal Supervisor Support (ISS) and Informal Career Support (ICS).
H2a	The impact of IPS on WFB will be lesser among individuals who are married compared to their counterparts who are single.	- Cannot be tested as there is no strong basis for marital status to moderate the effect Informal Supervisor Support (ISS) and Informal Career Support (ICS).
H3a	The impact of IFS on WLB will be lesser among individuals who are single compared to their counterparts who are married.	- Cannot be tested as there is no strong basis for marital status to moderate the effect Informal Supervisor Support (ISS) and Informal Career Support (ICS).

H4a	The impact of IPS on WLB will be greater among individuals who are single compared to their counterparts who are married.	- Cannot be tested as there is no strong basis for marital status to moderate the effect Informal Supervisor Support (ISS) and Informal Career Support (ICS).
H5	WFB will mediate the relationship between IFS and TOI.	WFB will mediate the relationship between ISS and TOI.
H6	WFB will mediate the relationship between IPS and TOI.	WFB will mediate the relationship between ICS and TOI.
H7	WLB will mediate the relationship between IFS and TOI.	WLB will mediate the relationship between ISS and TOI.
H8	WLB will mediate the relationship between IPS and TOI.	WLB will mediate the relationship between ICS and TOI.
H9	WFB will negatively influence TOI.	- No changes -
H10	WLB will negatively influence TOI	- No changes -
H9a	The impact of WFB on TOI will be greater among individuals who are married compared to their counterparts who are single.	- No changes -
H10a	The impact of WLB on TOI will be greater among individuals who are single compared to their counterparts who are married.	- No changes -

Note: ISS = Informal Supervisor Support; ICS = Informal Career Support;
WFB = Work-Family Balance; WLB = Work-Life Balance;
TOI = Turnover Intention.

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5.7 Common Method Variance Test

In self-report studies, one of the key issues regarding measurement validity is common method bias. Common method bias typically occurs since the key informant approach is utilized to gain measurement scores for the all constructs. Although several efforts have been conducted to reduce such bias during the instrument development stage, such as replacing outcome-related items with specific and more procedural items, modifying item wordings to avoid social desirability, the potential common method variance may not be completely eliminated.

Common method biases lead to problems because they are one of the main sources of measurement error which threaten the validity of conclusions about the relationships between variables being tested (Nunnally, 1978). In this study, many efforts were made to reduce common method bias and common method variance. However, it is worthwhile to assess whether common method bias is a problem in this study. Due to issue of CMV that may exist is a study may lead to wrong conclusion. Therefore, method bias in this study was assessed using Harman's single factor test that is performed using the exploratory factor analysis (Podsakoff et al., 2003). Harman's single factor test tests if the majority of variance is explained by a single factor.

To conduct this test, EFA was performed in SPSS on all the items with the number of factors constrained to 1 and the unrotated solution is analyzed. In a study that has significant common method bias, a single factor will account for majority of the variance (usually more than 50%) in the model (Podsakoff et al., 2003). In this study, as shown in Table 5.14, the percentage of variance was 35.991%. It is therefore concluded that the data is free from common method bias.

Table 5.14: Harman's Single Factor Test

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.437	35.991	35.991	10.437	35.991	35.991
2	5.671	19.556	55.547			
3	2.948	10.167	65.714			
4	2.203	7.597	73.311			
5	.742	2.558	75.869			
6	.671	2.314	78.183			
7	.623	2.149	80.332			
8	.548	1.891	82.224			
9	.521	1.797	84.021			
10	.484	1.669	85.689			
11	.414	1.427	87.117			
12	.388	1.340	88.456			
13	.381	1.315	89.771			
14	.365	1.260	91.031			
15	.333	1.149	92.181			
16	.309	1.065	93.246			
17	.262	.903	94.149			
18	.238	.820	94.969			
19	.222	.766	95.735			
20	.204	.703	96.438			
21	.177	.610	97.048			
22	.163	.560	97.608			
23	.152	.525	98.133			
24	.133	.460	98.593			
25	.113	.391	98.984			
26	.095	.327	99.311			
27	.080	.276	99.587			
28	.067	.229	99.816			
29	.053	.184	100.000			

Extraction Method: Principal Component Analysis.

5.8 Structural Model Assessment and Hypotheses Testing

In PLS path modeling, the structural model is assessed through estimating the path coefficients along with the R-Square (R²) value. While path coefficients show the strength of the associations among the predictor and criterion constructs, the R² value is a scale of the predictive intensity of a model for the criterion (dependent) constructs (Chin, Marcolin, & Newsted, 2003). The significance of path coefficients in the model lends support for hypothesized associations. SMARTPLS V3.0 was chosen to use a bootstrap resampling method (5000 resamples) to determine the significance of the paths within the structural model.
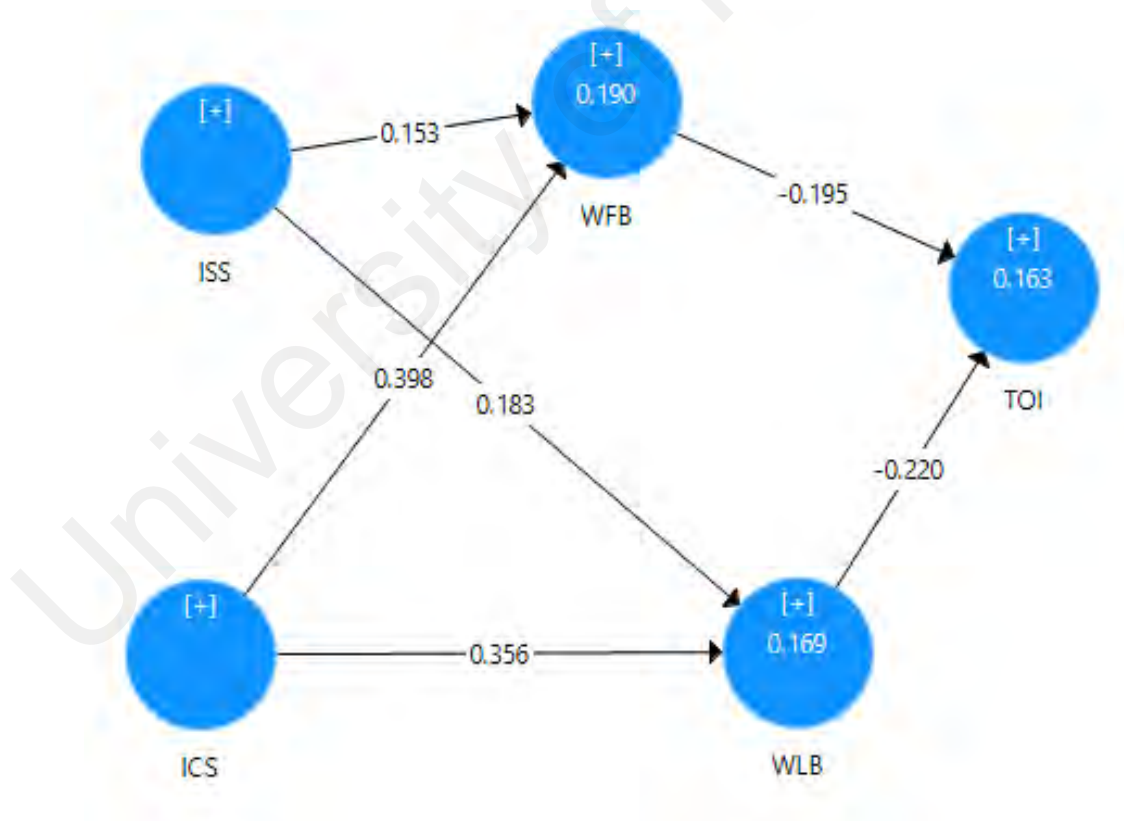
Figure 5.12: Structural Model Assessment with PLS Algorithm

For the target dependent variable variance, the coefficient of determination, R^2, is 0.19 for the WFB dependent variable and 0.169 for the WLB dependent variable. This means that ISS and ICS together explain 19.0% of the variance in WFB and 16.9% of the variance in WLB. The coefficient of determination, R^2, is 0.163 for the TOI dependent variable. This means that WFB and WLB together explain 16.3% of the variance in TOI. As expected, results show that all variables explain some of the variance in the dependent variable, and there may be other variables which could influence the TOI.

For the inner model path coefficient sizes and significance, the inner model suggests that ISS has slightly stronger effect on WLB (0.183) as compared to WFB (0.153). In other hand, ICS has slightly stronger effect on WFB (0.398) as compared to WLB (0.356). WLB has slightly stronger effect on TOI (-0.220) as compared to WFB effect of TOI (-0.195).
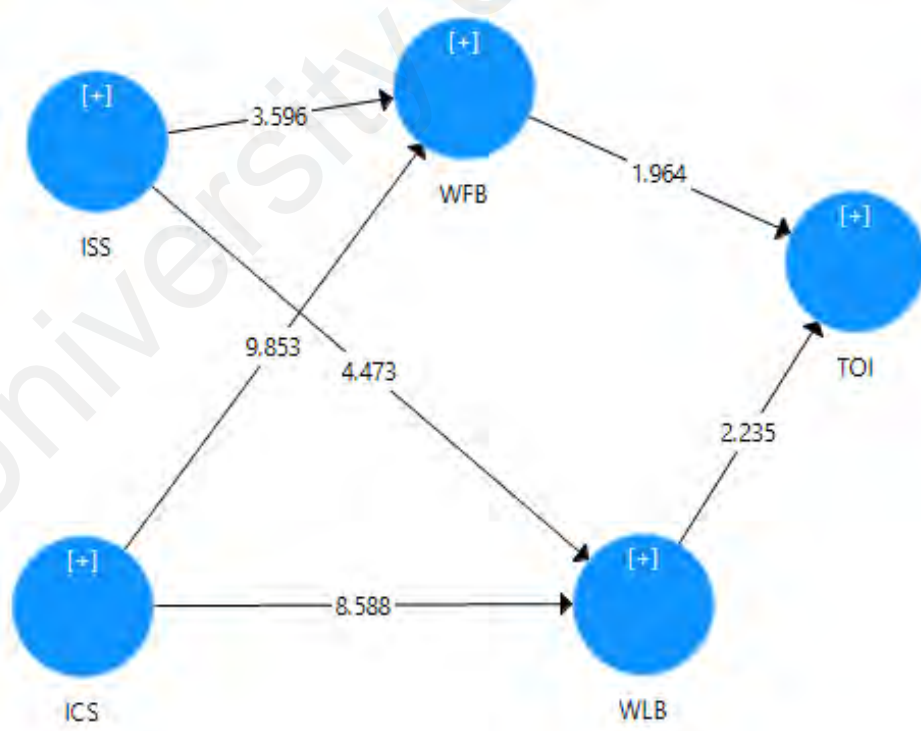
*N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000*

Figure 5.13: Structural Path Coefficient with PLS Bootstrapping

Table 5.15: Mean, Standard Deviation, T-statistic and P-values

Path	β	SE	t-value	p-values
ICS -> WFB	0.398	0.040	9.853	< 0.001
ICS -> WLB	0.356	0.041	8.588	< 0.001
ISS -> WFB	0.153	0.043	3.596	< 0.001
ISS -> WLB	0.183	0.041	4.473	< 0.001
WFB -> TOI	-0.195	0.099	1.964	< 0.05
WLB -> TOI	-0.220	0.098	2.235	< 0.05

*N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000*

5.8.1 Direct Relationship Analysis

Table 5.16: Summary of Direct Hypotheses Testing Results

Hypotheses	Relationship	Parameter Estimate	Standard Error	T-Statistic	Remarks
H1	ISS → WFB	0.153***	0,043	3.596	Supported
H2	ICS → WFB	0.395***	0.040	9.853	Supported
H3	ISS → WLB	0.185***	0.041	4.473	Supported
H4	ICS → WLB	0.356***	0.041	8.588	Supported
H9	WFB → TOI	-0.195*	0.099	1.964	Supported
H10	WLB → TOI	-0.220*	0.098	2.235	Supported

*N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000*

As shown in the Table 5.15, Table 5.16 and figure above, the initial analysis of the structural model examined direct hypotheses H1, H2, H3, H4, H9 and H10. The standardized coefficient of the effect of Informal Supervisor Support on Work-Family Balance and Work-Life Balance provides support for hypothesis **H1 and H3** respectively. Results show that Informal Supervisor Support has a positive impact on Work-Family Balance with a path coefficient of 0.153, t-value 3.596 and significant at $p < 0.001$. Similarly, there is a significant positive relationship between Informal Supervisor Support and Work-Life Balance with a path coefficient of 0.183, t-value 4.473 and significant at $p < 0.001$.

The standardized coefficient of the effect of Informal Career Support on Work-Family Balance and Work-Life Balance provides also support for hypothesis **H2 and H4** respectively. Results show that Informal Career Support has a positive impact on Work-Family Balance with a path coefficient of 0.398, t-value 9.853 and significant at $p < 0.001$. Similarly, there is a significant positive relationship between Informal Career Support and Work-Life Balance with path coefficient of 0.356, t-value 8.588 and significant at $p < 0.001$.

The study found a negative relationship between Work-Family Balance and Turnover Intention with a path coefficient of -0.195, t-value 1.964 and significant at $p < 0.05$. Thus, **H9** was supported. The study also found a statistically significant negative relationship between Work-Life Balance and Turnover Intention with a path coefficient of -0.220, t-value 2.235 and significant at $p < 0.05$. Thus, **H10** was supported.

5.8.2   Mediation Analysis

Mediation is frequently of interest to social science researchers (Iacobucci, Saldanha, & Deng, 2007). Mediation answers the questions of "how" and "why" an effect takes place (Baron & Kenny, 1986; Holbert & Stephenson, 2003). This study examined the mediating effect of Work-Family Balance and Work-Life Balance between Informal Organizational Support and Turnover Intention. Although there has been a change in how the independent variables have been categorized in the revised model, the underlying argument on how WFB and WLB is expected to mediate the relationship between Informal Organization Support and Turnover Intention remains the same. Hence, the study will proceed with the mediation analysis and discuss the results in the subsequent section.

5.8.2.1   The mediation role of Work-Family Balance and Work-Life Balance on the relationship between Informal Supervisor Support and Turnover Intention, and on the relationship between Informal Career Support and Turnover Intention.

The first mediation analysis in this study is to investigate mediation role of Work-Family Balance and Work-life Balance on the relationship between Informal Supervisor Support and Turnover Intention as well as on the relationship between Informal Career Support and Turnover Intention. In this relationship, Informal Supervisor Support and Informal Career Support are the independent variable, Work-Family Balance and Work-life Balance are the hypothesized mediators, and Turnover Intention is the dependent variable.
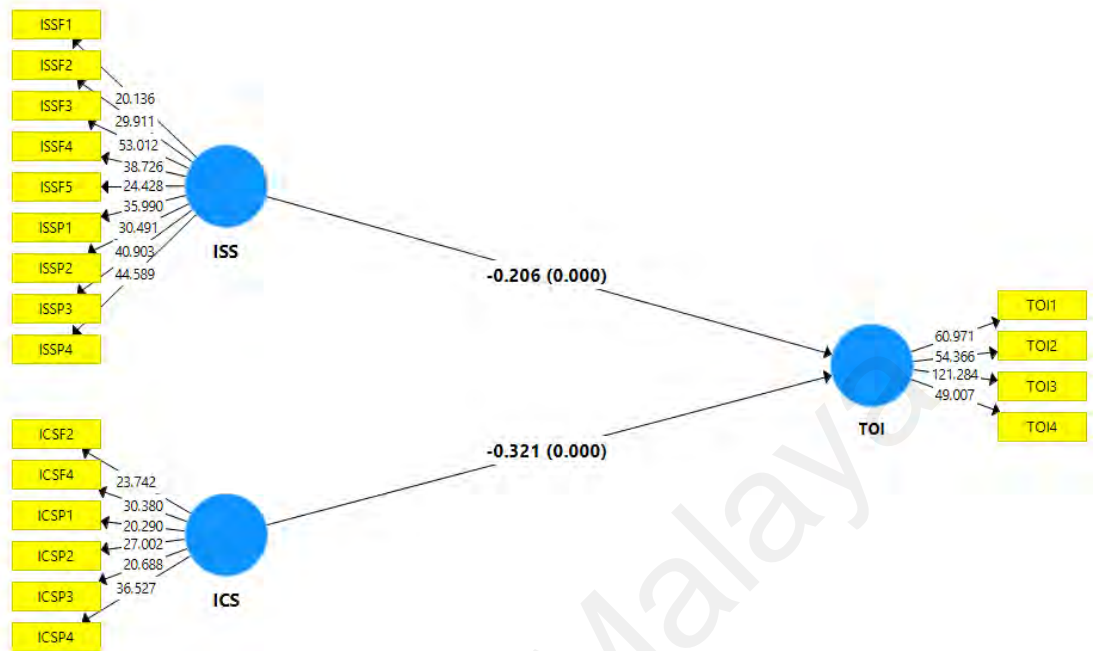
N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000

Figure 5.14: Research Model without mediation

Table 5.17: Standard Deviation, T-statistic and P-values Path Coefficient

Path	β	SE	t-value	p-values
ISS -> TOI	-0.206	0.046	4.506	< 0.001
ICS -> TOI	-0.321	0.042	7.696	< 0.001

N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000

Table 5.18: R Square and R Square Adjusted without mediator

	R Square	R Square Adjusted
TOI	0.154	0.15

(a) *Effect Size f [2]*

The changes in the R^2 value when a specified exogenous construct is omitted from the model can be used to evaluate whether the deleted construct has a basic impact on the endogenous constructs. This measure is called as the f^2 effect size. The effect size can be calculated as

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

Where R^2 included and R^2 excluded are the R^2 values of the dependent variable when a selected independent variable is included in or excluded from the model. Guidelines for assessing f^2 are that values of 0.02, 0.15, and 0.35, respectively, represent small, medium, and large effects of the exogenous latent variable (Cohen, 1988). Table 5.18 shows that the effect size of Informal Supervisor Support on Turnover Intention is small effect, and effect size of Informal Career Support on Turnover Intention are slightly medium effect.

Table 5.19: Results of effect size f [2] for all exogenous variables

Exogenous variables	f^2
ISS	0.050
ICS	0.121
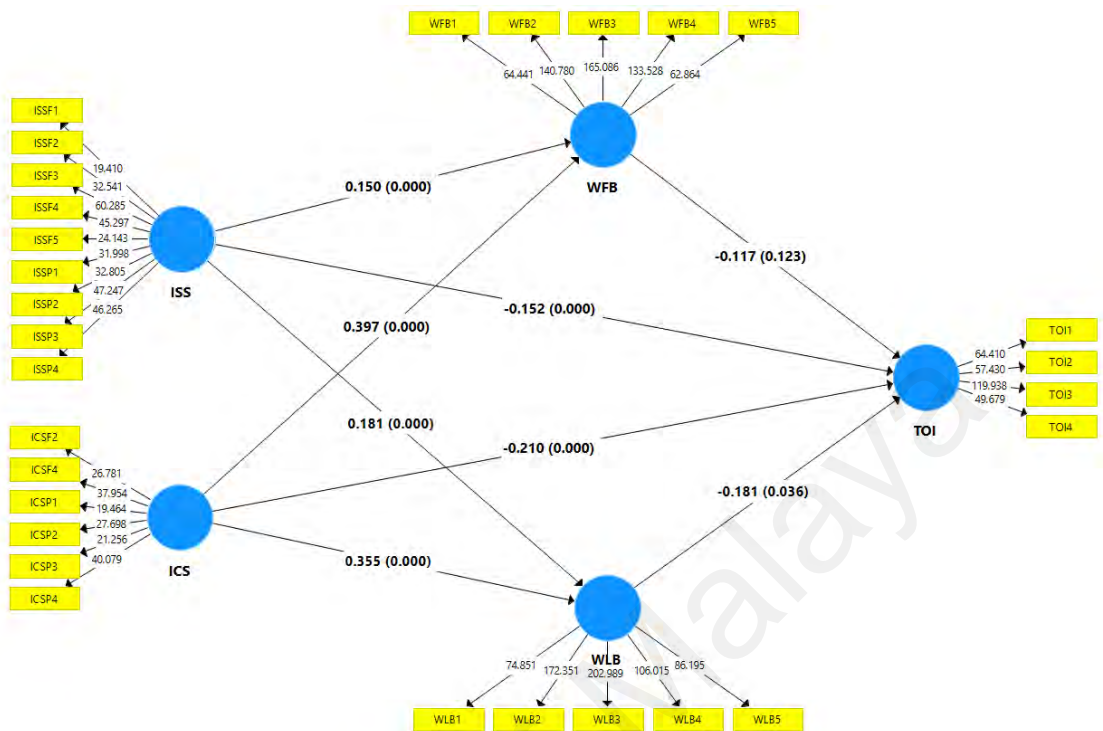
Figure 5.15: Research Model with Work-Family Balance and Work-Life Balance as mediator

Table 5.20: Standard Deviation, T-statistic and P-values in Indirect Effect (mediator)

	β	SE	t-value	p-values
Path a				
ISS -> WFB	0.150	0.045	3.379	<0.001
ICS -> WFB	0.397	0.043	9.313	<0.001
ISS -> WLB	0.181	0.042	4.281	<0.001
ICS -> WLB	0.355	0.043	8.337	<0.001
Path b				
WFB -> TOI	-0.117	0.101	1.160	0.123
WLB -> TOI	-0.181	0.100	1.805	0.036
Path c'				
ISS -> TOI	-0.152	0.045	3.394	<0.001
ICS -> TOI	-0.210	0.045	4.652	<0.001

N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000

Table 5.21: Test of the mediation effects using bootstrapping

Path	ab (indirect effect)	SE	t-value	p-value
ISS -> TOI	-0.050	0.015	3.402	< 0.001
ICS -> TOI	-0.111	0.023	4.735	< 0.001

N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000

Table 5.20 shows that the direct effect of Informal Supervisor Support towards Turnover Intention and the direct effect of Informal Career Support towards Turnover Intention were significant (p<0.001). Table 5.21 shows that the indirect effect of Informal Supervisor Support towards Work-Family Balance and Work-Life Balance were also significant (p<0.001). It also shows that the indirect effect of Informal Career Support towards Work-Family Balance and Work-Life Balance were significant (p<0.001).

According to Hair Jr et al. (2016) the mediation defined to three types of mediation as follow:

- Complementary mediation: the indirect effect and the direct effect both are significant and point in the same direction.
- Competitive mediation: the indirect and the direct effect both are significant and point in opposite directions.
- Indirect-only mediation: the indirect effect is significant but not the direct effect.

In addition, they characterize two types of nonmediation:

- Direct-only nonmediation: The direct effect is significant but not indirect effect.
- No-effect nonmediation: Neither the direct nor indirect effect is significant.

Therefore, in this study the result shows that all the mediation relationship is a complementary mediation. It can be concluded that Work-Family Balance partially mediated the effect of Informal Supervisor Support towards Turnover Intention as well as the effect of Informal Career Support towards Turnover Intention. It can be concluded that Work-Life Balance partially mediated the effect of Informal Supervisor Support towards Turnover Intention as well as the effect of Informal Career Support towards Turnover Intention. Thus, Hypothesis **H5**, **H6, H7** and **H8** are supported.

5.8.2.2 The mediation role of Work-Family Balance on the relationship between Informal Supervisor Support and Turnover Intention, and on the relationship between Informal Career Support and Turnover Intention.

The second mediation analysis in this study is to investigate mediation role of Work-Family Balance only on the relationship between Informal Supervisor Support and Turnover Intention as well as on the relationship between Informal Career Support and Turnover Intention. In this relationship, Informal Supervisor Support and Informal Career Support are the independent variable, Work-Family Balance is the hypothesized mediator, and Turnover Intention is the dependent variable.

Figure 5.16: Research Model with Work-Family Balance as mediator

Table 5.22: R Square and R Square Adjusted with Work-Family Balance as mediator

	R Square	R Square Adjusted
TOI	0.215	0.21
WFB	0.188	0.184

Table 5.23: Standard Deviation, T-statistic and P-values in Indirect Effect (mediator)

	β	SE	t-value	p-values
Path a				
ISS -> WFB	0.15	0.045	3.297	<0.001
ICS -> WFB	0.397	0.041	9.66	<0.001
Path b				
WFB -> TOI	-0.276	0.048	5.789	<0.001
Path c'				
ISS -> TOI	-0.162	0.044	3.665	<0.001
ICS -> TOI	-0.211	0.046	4.617	<0.001

N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000

Table 5.24: Test of the mediation effects using bootstrapping

Path	ab (indirect effect)	SE	t-value	p-value	VAF
ISS -> TOI	-0.041	0.014	2.857	< 0.01	16%
ICS -> TOI	-0.11	0.023	4.828	< 0.001	40.2%

*N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000*

Table 5.23 shows that the direct effect of Informal Supervisor Support towards Turnover Intention and the direct effect of Informal Career Support towards Turnover Intention were significant (p<0.001). Table 5.24 shows that the indirect effect of Informal Supervisor Support towards Work-Family Balance and the indirect effect of Informal Career Support towards Work-Family Balance were also significant (p<0.001). Therefore, even when the mediators are tested separately, it can still be concluded that Work-Family Balance partially. mediated the effect of Informal Supervisor Support towards Turnover Intention as well as the effect of Informal Career Support towards Turnover Intention. Thus, Hypothesis **H5** and **H6** are supported.

5.8.2.3 The mediation role of Work-Life Balance on the relationship between Informal Supervisor Support and Turnover Intention, and on the relationship between Informal Career Support and Turnover Intention.

The next mediation analysis in this study is to investigate mediating role of Work-Life Balance only on the relationship between Informal Supervisor Support and Turnover Intention, and on the relationship between Informal Career Support and Turnover

Intention. In this relationship, Informal Supervisor Support and Informal Career Support are the independent variable, Work-Life Balance is the hypothesized mediators, and Turnover Intention is the dependent variable.
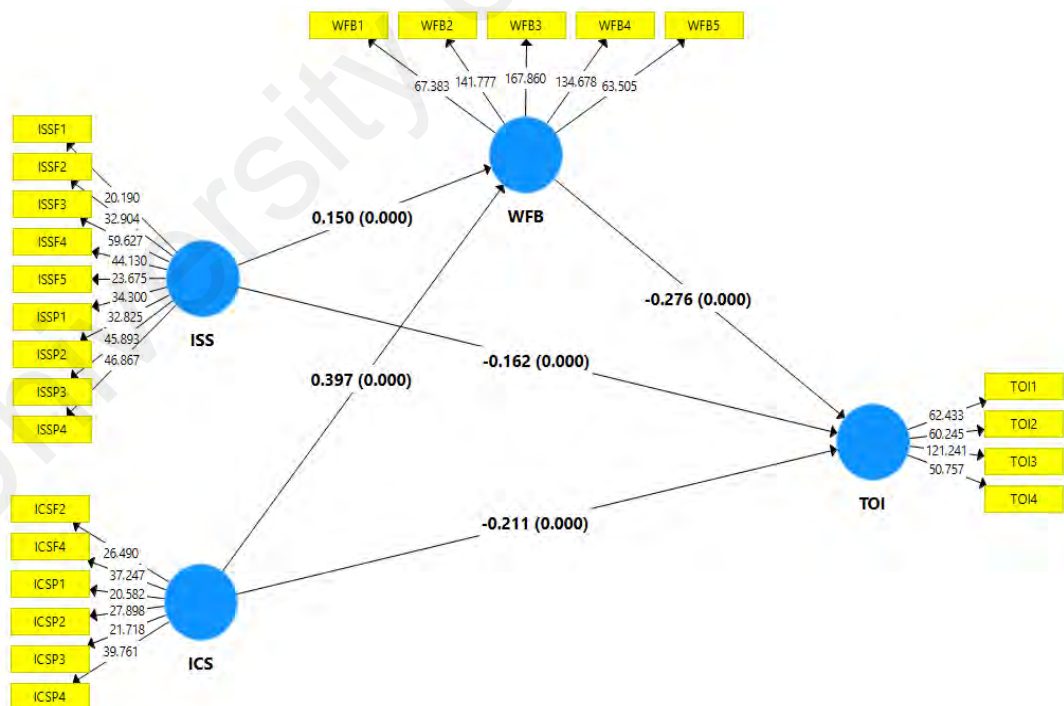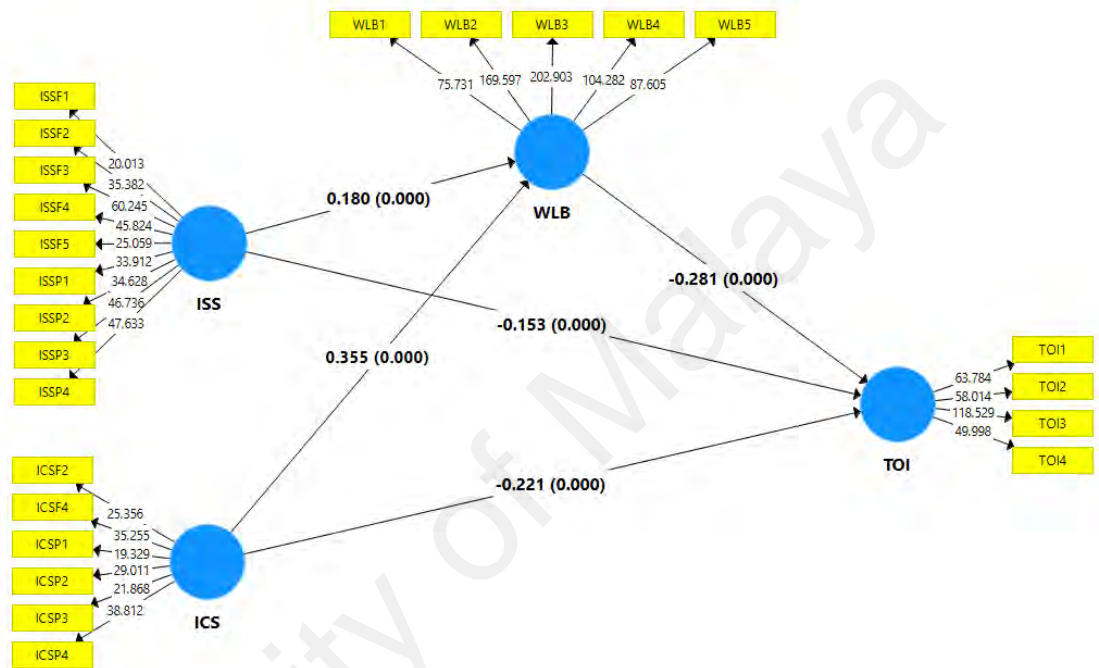
Figure 5.17: Research model with Work-Life Balance as mediator

Table 5.25: R Square and R Square Adjusted with Work-Life Balance as mediator

	R Square	R Square Adjusted
TOI	0.219	0.213
WLB	0.167	0.164

Table 5.26: Standard Deviation, T-statistic and P-values in Indirect Effect (mediator)

	β	SE	t-value	p-values
Path a				
ICS -> WLB	0.355	0.043	8.305	<0.001
ISS -> WLB	0.18	0.042	4.289	<0.001
Path b				
WLB -> TOI	-0.281	0.048	5.863	<0.001
Path c'				
ISS -> TOI	-0.221	0.045	4.905	<0.001
ICS -> TOI	-0.153	0.044	3.481	<0.001

*N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000*

Table 5.27: Test of the mediation effects using bootstrapping

| Path	ab (indirect effect)	SE	t-value	p-value	VAF
ISS -> TOI	-0.050	0.014	3.57	<0.001	18.4%
ICS -> TOI	-0.100	0.022	4.616	<0.001	39.5%

*N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000*

Table 5.26 shows that the direct effect of Informal Supervisor Support towards Turnover Intention and the direct effect of Informal Career Support towards Turnover Intention were significant (p<0.001). Table 5.27 shows that the indirect effect of Informal Supervisor Support towards Work-Life Balance and the indirect effect of Informal Career Support towards Work-Life Balance were also significant (p<0.001). Therefore, even when the mediators are tested separately, it can still be concluded that Work-Life Balance partially mediated the effect of Informal Supervisor Support towards Turnover Intention as well as the effect of Informal Career Support towards Turnover Intention. Thus, Hypothesis **H7** and **H8** are supported.

Table 5.28: Summary of Mediation Hypotheses Testing Results

Hypotheses	Relationship	Remarks
H5	ISS → WFB → TOI	Supported
H6	ICS → WFB → TOI	Supported
H7	ISS → WLB → TOI	Supported
H8	ICS → WLB → TOI	Supported

5.8.3   Moderation Analysis

Moderation usually is reflected in research where there are existences of individual differences or situational conditions that may influence the strength of the relationship between a predictor and an outcome. A moderating effect occurs when a third variable changes the effect of the relationship between the determinant and outcome constructs by

either reversing the direction or reduce the magnitude of the relationship (Baron & Kenny, 1986; Cohen, 1988; James & Brett, 1984). In this study, marital status was tested as the moderators' variables that influence the relationships between determinants and dependent variables. The subsample analysis is commonly used to detect the effects of categorical moderating variables (Hair et al., 2006). Thus, this study chooses the subsample analysis (i.e., multigroup) to detect the moderating effects for the categorical variables of marital status.

5.8.3.1 Measurement Invariance Test

Measurement invariance concerns how the items measure the latent construct across group (Heo, 2013; Yu & Shek, 2014). According to Jak (2014), in order to meaningfully compare test scores across groups, the test should be measurement invariant with respect to the group membership. It can be tested using Measurement Invariance of Composite Model test (MICOM). In SmartPLS, MICOM test are part of the output of the "Permutation' algorithm. The MICOM procedure is a three-step process, analyzing configural invariance (step 1), compositional invariance (step 2), and scalar invariance (step 3). If step 2 and step 3 both return findings of non-significant there is 'full measurement invariance', and if only step 2 returns findings of non-significant there is 'partial measurement invariance' (Henseler, Ringle, & Sarstedt, 2016).

Step 1 in establishing measurement invariance requires the establishment of Configurational invariance. In this study, the requirements for establishing configurational invariance as suggested by Henseler et al. (2015) was adhered to. Both groups (married and single) had the same number of constructs in the inner model and the same indicators in the outer model (Henseler et al., 2015). Furthermore, the indicators

and data in both groups were treated in the same manner, with similar algorithm options and settings. Besides that, "SmartPLS online documentation states, "Running MICOM in SmartPLS usually automatically establishes configural invariance" (Garson, 2016, p. 185).

"Step 2" is a test of the invariance of indicator weights for measurement (outer) paths between groups (Garson, 2016, p. 186). This is done to establish compositional invariance. With reference to Table 5.29 below, the insignificant permutation p-values indicate that compositional invariance may be assumed.

Table 5.29: Permutation – MICOM – Step2

	Original Correlation	Correlation Permutation Mean	5.0%	Permutation p-values
TOI	1.000	0.999	0.998	0.591
WFB	1.000	1.000	1.000	0.167
WLB	1.000	1.000	1.000	0.916

Finally, Step 3 involves establishing Scalar invariance (Garson, 2016). The MICOM output for Step 3 is shown in Table 5.30 below. The permutation p-value are non-significant for all but TOI. Since only Step 2 returns findings of non-significance, we conclude that there is "partial measurement invariance". The analysis will hence "proceed with MGA for purposes of comparing models in the sense of comparing structural paths across groups" (Garson, 2016, p. 187).

Table 5.30: Permutation – MICOM – Step3

	Mean - Original Difference (Single - Married)	Mean - Permutation Mean Difference (Single - Married)	2.5%	97.5%	Permutation p-Values	Variance - Original Difference (Single - Married)	Variance - Permutation Mean Difference (Single - Married)	2.5%	97.5%	Permutation p-Values
TOI	0.256	0.000	-0.186	0.190	0.016	0.259	-0.005	-0.203	0.178	0.012
WFB	0.013	0.001	-0.183	0.188	0.905	0.113	-0.003	-0.207	0.180	0.905
WLB	-0.043	0.001	-0.179	0.180	0.621	0.270	-0.004	-0.199	0.182	0.699

5.8.3.2 Multigroup Analysis (MGA)

(a) *The moderating role of Marital Status on the relationship between Work-Family Balance / Work-Life Balance and Turnover Intention.*

This section provides the detail of multi-group analysis focusing on the relationship among Work-Family Balance and Turnover Intention based on the different category of marital status consisted of single and married employees. Analyses on the moderating effect of the marital status on the relationships between Work-Life Balance and Turnover Intention were also conducted.

Table 5.31: Path Coefficient – Bootstrapping Results

Marital status	Path	β	SE	t-values	p-values
Married	WFB -> TOI	-0.277	0.127	2.178	0.015
	WLB -> TOI	-0.075	0.125	0.605	0.272
Single	WFB -> TOI	-0.152	0.149	1.018	0.154
	WLB -> TOI	-0.328	0.147	2.231	0.013

*N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000*

Table 5.32: Path Coefficient – Parametric Test

Path	β m - β s	t-values	p-values
WFB -> TOI	0.125	0.642	0.521
WLB -> TOI	0.252	1.32	0.188

*N=446, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resamples = 5000*

The findings summarized in Table 5.31 shows that marital status had some difference but when further evaluated at the parametric test in Table 5.32, it shows that marital status does not moderates the influence of Work-Family Balance on Turnover, and Work-Life Balance on Turnover. Therefore, **H9a** and **H10a** are not supported.

5.9   Summary of Hypotheses Testing Results

The research hypotheses were tested using SmartPLS3 and the results were explained in the different sections of the chapter. All direct relationships and all mediation roles were supported, consistent with the predictions of the researcher. However, all moderation roles were not supported. Table 5.33 summarizes the hypothesis testing results.

Table 5.33: Summary of Hypotheses Testing Results

No.		Hypotheses	Finding
1,	H1	ISS will positively influence WFB.	Supported
2.	H2	ICS will positively influence WFB.	Supported
3.	H3	ISS will positively influence WLB.	Supported
4.	H4	ICS will positively influence WLB.	Supported
5.	H5	WFB will mediate the relationship between ISS and TOI.	Supported
6.	H6	WFB will mediate the relationship between ICS and TOI.	Supported
7.	H7	WLB will mediate the relationship between ISS and TOI.	Supported
8.	H8	WLB will mediate the relationship between ICS and TOI.	Supported
9.	H9	WFB will negatively influence TOI.	Supported
10.	H10	WLB will negatively influence TOI	Supported

11.	H9a	The impact of WFB on TOI will be greater among individuals who are married compared to their counterparts who are single.	Not Supported
12.	H10a	The impact of WLB on TOI will be greater among individuals who are single compared to their counterparts who are married.	Not Supported

5.10 Control Variables

Control variables are applied to account fpr factors in addition to the variables of interest in theoretical model, which are potentially able to explain variance in dependent variable. The analysis for group mean differences among demographic variables, independent sample t-tests were performed for gender, age, marital status, income and education. The test was conducted to determine whether or not the subgroups within each demographic variables are significantly different in terms of their Turnover Intention.

Table 5.34 reports results of independent sample t-tests for the dependent variable of this study. In terms of gender, age, income and education, the subgroups within each of those demographic variables were not significantly different in terms of their Turnover Intention. Meanwhile, as expected for marital status, it was found that the mean differences between single and married employees were significant in terms of their Turnover Intention.

Table 5.34: Relationship of Turnover Intention (Dependent Variable) with Control Variables

Control Variable	Group	Mean	Std. Deviation	t	Sig. (2-tailed)
Gender	Male	14.6646	6.47104	.162	.871
	Female	14.5544	7.13018		
Age	Young	14.9530	6.93520	1.366	.173
	Mature	14.0400	6.96325		
Marital Status	Single	15.5340	7.30962	2.286	.007
	Married	13.7875	6.41917		
Income	Low	15.3741	7.23445	1.611	.108
	High	14.2410	6.71409		
Education	Low	14.0500	6.31771	-1.012	.312
	High	14.7945	7.09089		

5.11   Summary

This chapter elaborates the results of the analysis with the data obtain from a primary survey of employees who are working in private sector company. The results showed no significant moderation effects of marital status all relationships between Work-Family Balance and Turnover Intention as well as between Work-Life Balance and Turnover Intention. In terms of mediation role, the results showed significant mediation effects for all relationship; Work-Family Balance on the relationship between Informal Supervisor Support and Turnover Intention, Work-Family Balance on the relationship between Informal Career Support and Turnover Intention, Work-Life Balance on the relationship

between Informal Supervisor Support and Turnover Intention, and Work-Life Balance on the relationship between Informal Career Support and Turnover Intention. The research findings are discussed in Chapter 6. In addition, the chapter discusses the theoretical implications, managerial implications, and limitations of the study.

CHAPTER 6: DISCUSSION AND CONCLUSION

6.1   Introduction

From the very beginning it is important to understand that Work-Family Balance and Work-Life Balance does not mean to devote an equal amounts of time to paid work and non-paid roles; in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Lazar et al., 2010). The 'bottom line of Work-Family/Life Balance research' is whether we can improve working conditions and subsequent levels of work-life satisfaction in employees in order to attract, motivate and retain personnel (Kalliath & Brough, 2008a).

After the preliminary data analysis, there were some changes noted in the factor configuration for the independent variables of this study. The independent variables had to be reverted from Informal Family Support and Informal Personal Support to the original categorization which was Informal Supervisor Support and Informal Career Support. It is pertinent to emphasize here that the actual measurement was not changed significantly from the original scale. Items from the original scale representing Informal Supervisor and Career Support was adapted to represent Family or Life Focus. In this study, Informal Family Support represented interpersonal relationships and social interactions amongst members in an organization that support the family issues. The scale included both Supervisor and Career support items which were adapted to focus on family issue. On the other hand, Informal Personal Support referred to interpersonal relationships and social interactions amongst members in an organization that support the individual personal issues. As in the case of Informal Family Support, the items incorporated both Supervisor and Career support which was adapted to focus on personal issue.

However, the factor analysis indicated that the original categorization was more appropriate in this study. Hence, it is only appropriate to discuss about the definition of the new variables as compared to the previous variables that has been explained in chapter 3. By referring to the original scale developed by (Bond et al., 1998), Informal Supervisor Support refers to the relationship between the employees and their direct superior, either supervisor or manager. On the other hand, Informal Career Support refers to the relationship between employees and general organization members in their place of employment. Informal Supervisor Support and Informal Career support represent organizational phenomena that are not mandated or prescribed by formal organizational policies or program (Thompson et al., 1999).

According to Behson (2005), Informal Supervisor Support refers the employee's perception of how accommodating and understanding their immediate supervisor is, in dealing with work and family issues. Fundamentally, it is the informal support received through the employee-supervisor relationship. In conclusion, Behson (2005) argued that in the act to balance work and non-work matters often has more to do with employee-supervisor relationship than with blanket organizational policy. Informal Career Support was referred to as the degree to which the employee believes that organizational culture would not negatively affect their future when they try to balance work and non-work responsibilities. Basically, it is the informal support received among peers in the organization. Thus, for the purpose of this study Informal Supervisor support is defined as the informal support received from employee-supervisor relationship in an attempt to balance work and non-work (family and life) commitment. Informal Career Support is defined as organizational culture that is friendly toward an attempt to balance work and non-work (family and life) commitment.

6.2   The Research Findings

The objectives of this study were to investigate the effects of Informal Organizational Support on Work-Family Balance and Work-Life Balance as well as to study the effects of Work-Family Balance and Work-Life Balance on Turnover Intention. Research indicates that, Work-Family Balance and Work-Life Balance were treated as different variables by the individual with different marital status. Based on this premise, the relationships among all research variables were shown in the revised research model in Figure 5.11. The Work-Family Balance and Work-Life Balance were examined as mediating mechanism and marital status was examined as moderation mechanism that explains the relationship between Work-Family / Work-Life Balance. The main findings for this research are discussed in the following sub-sections.

6.2.1   Informal Organizational Support and Work-Family Balance / Life Balance (H1, H2, H3, H4)

Informal Supervisor Support and Informal Career Support were proposed as the antecedent of Work-Family Balance and Work-Life Balance. Informal Supervisor Support and Informal Career Support were found to positively influenced both Work-Family Balance and Work-Life Balance. Thus, the results supported Hypotheses 1, Hypotheses 2, Hypotheses 3 and Hypotheses 4. As expected, a supportive supervisor as well as culture plays a pertinent role in helping employees achieve Work-Family Balance and Work-Life Balance. In other words, when an employee perceived that they have support from the supervisor and from their place of employment, they are more likely to experience better Work-Family Balance and Work-Life Balance.

This finding support the proposition put forth by Maharshi and Chaturvedi (2015). They emphasized that due to the increased demands at work place, the interface between work and family/life would demand more support from the organization that suits their needs in order to avoid stress or burn out. Their research revealed that there are four factors which significantly affect the Work-Life Balance; personal commitment, job productivity and performance, work task and time management. They found that personal commitment is the most crucial factor as most of the employees perceived that they would have better balance of work and life if they are able to devote sufficient time to their family, health and hobbies. It is then followed by job performance and productivity factor whereby the employees need to have the organizational support in terms of recognition and incentive for their performance. Thus, they concluded that the organization should give better support to help employees fulfill their personal commitment and experience better Work-Family Balance or Work-Life Balance. Ultimately, better organizational support would lead to better organizational outcome.

Marcinkus et al. (2007b) suggested that organizations should continue to offer supportive organizational effort in balancing work and family. The research outcomes of the study by Blomme et al. (2010) also supports this claim. Their study stated that the organization should maintain a good organizational climate and offer the suitable support in order to improve the balance between work and family as well as between work and life when it comes to retaining highly educated employees.

This study is also consistent with Zheng et al. (2015) finding that organizations should focus more on employee wellbeing with recommendation that existing organizational support to be further re-evaluate and modify to be effective to meet the need of employees with different needs. The result of this study affirmed the assumption by Hamilton et al. (2006) that it is possible for employees without family obligation to have responsibilities

and commitments related to their non-work roles such as forgoing a business trip to attend a friend's wedding. Their findings suggest the need to expanding the work-life literature to explore life roles aside from traditionally included roles of parents and spouse. The results of this study also extended Waumsley et al. (2010) claim that employees without family commitment do experience conflict between work and life.

In summary, this study could be considered as an extended to the studies of Geurts and Demerouti (2003), Hamilton et al. (2006) and Waumsley et al. (2010) in terms of the need to consider the marital status in order to avoid alienation of never married employees in the execution of work-life policies and programs. Even though this study failed to provide evident that marital status is the moderating factor, but it is represented in terms of family obligation and personal obligation.

6.2.2 Informal Organizational Support, Turnover Intention and the Mediating Role of Work-Family / Life Balance (H5, H6, H7, H8)

It is posited that employees with family obligations need to have a good Work-Family Balance and employees with personal commitment need to have a good Work-Life Balance for them to remain with an organization (Babajide, 2010; Blomme et al., 2010; Prati & Zani, 2016; Sharma & Nambudiri, 2015). The results of this study support the mediating role of Work-Family Balance on the relationship between Informal Supervisor Support and Turnover Intention. It also supports the mediating role of Work-Family Balance on the relationship between Informal Career Support and Turnover intention. As shown in chapter 5, Hypotheses 5 and Hypotheses 6, this research revealed that employees seem to value more the family friendly organizational culture as compared to the relationships with their immediate supervisor. The result of this study affirmed

Marcinkus et al. (2007b) findings that there is an association of personal support with career accomplishment. Therefore, Marcinkus et al. (2007b) concluded that employees can benefit from their organizational support through supportive organizational culture. The result reveals that employees prefer support from a general and overall organizational culture as compared to just one-to-one relationship. Perhaps because the support in bigger scale would make them feel more convenient to deal with non-works commitment when it is necessary.

In terms of Work-Life Balance, the results of this study also support for the mediating role of Work-Life Balance on the relationship between Informal Supervisor Support and Turnover Intention. It also shows support for the mediating role of Work-Life Balance on the relationship between Informal Career Support and Turnover intention. As shown in chapter 5, Hypotheses 7 and Hypotheses 8, this research revealed that employees seem to value the personal relationships with their immediate supervisor more as compared to the family friendly organizational culture. The result of this study affirmed Cegarra-Leiva et al. (2012) conclusion that the availability of Work-Life Balance practices could be perceived by the employees as organizational support for their lives and, therefore, the employees may have more positive attitudes towards the organization. In other words, enhancing an organizational culture that is positive toward employees' balance in the organization has a positive effect on business outcomes.

This study also supported Benito-Osorio et al. (2014) claim that demographic changes have led to adaptations in individuals and organizations' behavior. Thus, they suggest that individuals' productive and personal sphere to be reconciled. They added that organizations would suffer the consequences of diminished commitment of employees if employees find it difficult to meet their different demands. They also propose companies

to introduce Work-Life Balance or family responsible practices, which require an appropriate corporate culture to be effective in achieving Work-Life Balance.

In summary, the results of this study has extended Tomazevic et al. (2014) conclusion that finding the right balance between the different spheres of life of an individual, especially in the case of balancing work and family, requires a variety of measures and good cooperation from all members in an organization. They added that a balance work and family/life has a number of positive consequences, while an imbalance will have negative consequences for both employees and the organizations and society in general (Perryer et al., 2010; Prati & Zani, 2016; Van Dick et al., 2004).

6.2.3 Work-Family / Life Balance, Turnover Intention and the Moderating Role of Marital Status (H9, H10, H9a, H10a)

Work-Family Balance and Work-Life Balance was proposed to have negative relationship with Turnover Intention. As expected, the results supported the proposed Hypotheses (H9 and H10). Fundamentally, individuals employed in jobs that allows them to strike a balance between work and non-work commitment, will naturally want to remain with the organization.

The result of this study affirmed the findings of the study by Pasewark and Viator (2006). Their findings show that work-family conflict is significantly related to turnover intentions, especially among women. Katherine et al. (2009) found strong correlations between work-life conflict and turnover intentions. Their respondents who were architect had to work long working hours and inadvertently suffered negative implications in their professional and personal well-being. Interestingly, Prati and Zani (2016) explained how manager can identify potential quitters with greater precision based on work-to family

conflict the employee is facing. This suggestion clearly implies that employees have higher turnover intentions when there is a lack of balance between work and non-work domains.

While the direct relationship between work-family and work-life balance was supported, the moderating role of marital status on the above-mentioned relationship could not be established. The results did not support the proposed moderator hypotheses (H9a and H10a).

There remains much to be investigated on why the marital status failed to moderate the relationship between work-family and work-life balance and turnover intention. Most of the literatures made a clear distinction between those with family/parental obligation and those without as well as the need to cater for their distinct needs. However, that distinction did not work as expected in the Malaysian context. This study appears to support the finding of Haar (2013). Haar (2013) found no difference in the influence of work-life balance on outcomes between parents and non-parents, and between married and single employees. While this study lacks empirical evidence to support this claim, it is believed that this finding could be attributed to the influence of culture on family dynamics.

Haar et al. (2014) have found strong and consistent support across all seven cultures that they examined for work-life balance to be associated with job outcomes. Spector et al. (2004), Spector et al. (2007) and Carteret (2011) highlighted an important distinction between nuclear family and extended family which could be used as the basis of explaining this finding. In Western cultures, families adopt the nuclear model which consist of parents and children (Carteret, 2011). On the contrary, collectivistic cultures adopt the extended family model which encapsulates responsibility towards parents, siblings, grandparents, aunts, uncles and so forth (Hassan, Dollard, & Winefield, 2010).

In term of national cultural values, Malaysia is relatively high in collectivism (Hassan et al., 2010, p. 32). Bearing this in mind, it appears that the distinction of family and life obligations by marital status or mere parental obligations in a collectivistic culture may be flawed. The singles respondents within the context of this study may also have responsibilities towards their aging parents or younger siblings, nieces or nephews.

Despite the finding of Hassan et al. (2010) that working conditions in Malaysia mirror those in Western countries in terms of working hours, workloads and increasing amounts of shift work, Hirschman (2016) found that present employees in Malaysia are caught in a dilemma between the modern challenges of life and traditions. They are still expected to be responsible for the family and to maintain the traditional perception of a family member (Abdullah, Noor, & Wok, 2008, p. 454).

Apparently, Geurts and Demerouti (2003), Hamilton et al. (2006) and Waumsley et al. (2010) have defined family as parents and children but employees in Malaysia is suspected to defined family in a more broader manner such as being a son, daughter or sibling. Thus, an employee may not be married but they still experience the family obligation and vice versa. However, it is believed that this study has established foundation in introducing Work-Family Balance and Work-Life Balance as separate variable.

6.3   The Research Implications

There are several theoretical and managerial insights that could be drawn from the research findings.

6.3.1 Theoretical Implication

This study contributes to Work-Life Balance research by proposing that individual personal background such family or personal commitment is related to different needs. In other words, this study posited that individuals' obligations (family or personal obligations) will determine whether they give priority to Work-Family Balance or Work-Life Balance. While the study was unable to establish the moderating effect of marital status, it does not mean family and life domains are the same in all context. It is pertinent to clearly distinguish life and family obligations based on specific context and individual expectations.

The researcher acknowledges that many prior study such as Clark (2001), De Cieri (2002), Roehling, Roehling, and Moen (2001) and Thompson et al. (1999) as well as recent studies such as Kaliannan et al. (2016), Roy (2016), Sardeshmukh and Srinivasan (2014) and Tomazevic et al. (2015) have examined Work-Family Balance or Work-Life Balance. Unfortunately, most of the studies were either in a limited scope of Work-Family Balance such as Burnett et al. (2010), Eikhof et al. (2007), (Kargwell, 2008) and Williams (2008) or in Work-Life Balance such as Hamilton et al. (2006), Huffman et al. (2013), Turner et al. (2009) and Waumsley et al. (2010) definitions. Some other studies were misleading in a way when they used the term Work-Life Balance but referred to family responsibilities instead. Some of such studies include Chimote and Srivastava (2013), Gregory, Milner, and Windebank (2013), Khan and Agha (2013) and Daipuria and Kakar (2013).

Next, this study proposed that marital status will moderate the relationship between Work-Family Balance / Work-Life Balance and Turnover Intention. The hypothesis was based on studies by researchers such as Hamilton et al. (2006) and Waumsley et al. (2010) who suggested that the relationship between work domain and non-work domain of an

employee could be broadened by examining both the married employees and never married employees to comprehend how these two groups of employees juggling life roles and work demand. However, the findings of this study were not in line with past studies. It appears that the separation of Work-Family Balance and Work-Life Balance variables might not necessary be influence by marital status. Instead, how respondents view "family" and "life" itself would have made a difference. This finding has contributed to the body of knowledge by highlighting the possible influence of culture on family dynamics and its implication on work-family and work-life balance.

The findings from this study would also reduce the relative paucity of literature on Work-Family Balance and Work-Life Balance. This study contributed to the literature by proposing that Work-Family Balance and Work-Life Balance can be separated into two variables, measuring it, providing evidence of its construct validity, and demonstrating its relationship to Turnover Intention. The findings supported Kossek and Ozeki (1998) opinion that the focus on parents would be a weakness of the work-family literature. Haar (2013) findings suggest that this focus may be too narrow and thus broader practices that generalize to all employees to enhance Work-Life Balance may be needed.

Another important theoretical implication contributed by this study is that when employees perceived that the organization is supportive, helpful, values their contributions and care about their well-being, they are likely to return the favor by not quitting (Baran et al., 2012; Gilley et al., 2015; Yew, 2011). The findings also proved that a healthy relationship between employer and employee is important in fulfilling the specific needs of different background of employees. As the result, it promotes higher positive attitudes towards the organization and instills the feeling of obligation to reciprocate by giving extra effort for the benefits of the organization (Baral & Bhargava, 2010; Eisenberger et al., 1986).

6.3.2   Managerial Implications

There were some practical implications from the result of the study. Informal Supervisor Support and Informal Career Support was found to be positively related with Work-Family Balance and Work-Life Balance. Hence, organizations that want to improve organizational outcomes should focus on the appropriate informal support that employees perceived they received from their organization because when employees feel and believed that their needs and concerns are addressed by their organizations, they would reciprocate with better attitude (Rasheed, Khan, & Ramzan, 2013; Saks, 2006). Casper et al. (2007) suggest that organizations can enhance positive outcomes by providing work-life programs that appeal to a wider array of employees.

Furthermore, managers in organizations should understand the importance of organizational support for better organizational outcomes. Accordingly, managers have to identify the appropriate forms of supports needed by employees that would bring about the sense of appreciation for them to respond with positive organizational outcomes (Hamilton et al., 2006; Waumsley et al., 2010). Considering the significant positive associations of Informal Supervisor Support with work domain and life domain as well as organizational outcomes, organizations may enhance the quality of employees' work and family/life by extending appropriate level of supervisor support (Baral & Bhargava, 2010). Managers can actively influence the factors causing employee's turnover intention. Thus, manager should enrich their understanding about which human resource practices are important for the organizations and which are not (Joarder et al., 2011). One such factor is the need to facilitate accomplishment of Work-Family and Work-Life Balance.

In summary, this study suggested that when employees perceived that their wellbeing was taken care off according to their specific needs; employees are likely to have low Turnover Intention. The findings highlighted need to establish a work-life organization culture and become more employee-focused in supporting the employees in order to meet better attitudinal outcomes in the workplace.

6.4   The Research Limitation

Notwithstanding the contribution made by this study towards knowledge and practice, as with any research work, there are some limitations involved that must be taken into consideration. One of the limitations is that this study used cross-sectional survey methodologies which limited inferences of causality about the relationships among the variables. For example, it is difficult to ensure if Informal Organizational Support was positively related to better Work-Family Balance and Work-Life Balance or the reverse. It could be that employees with better Work-Family Balance and Work-Life Balance will perceive Informal Organizational Support in a positive light. It also did not allow for the measurement of changing variables over time, which made it difficult to determine causal relationships between variables. Further support on the relationships among variables would be necessary by perusing longitudinal or experimental design to address issues of casualty.

Next, the research attempted to differentiate the family and life domains in the informal support and work-Family/Life constructs. The definition of the word 'family life' by Melehi (2014) and 'personal life' by (Benito-Osorio et al., 2014) were used to help respondents differentiate these two domains. The differentiation strategy did not work out as expected as the measure for family and life informal support could not be discriminated

statistically. This could be attributed to the collectivist cultural context where the extended family model is adopted. In such model, family and life are intertwined. The word 'family' seems to lead to two different meaning; first, the employee, spouse and children; second, the employee, parents and siblings. While this was not highlighted during the pilot study, it appears that family obligations in a collectivist context goes beyond spouses and children. Hence, even single employees may have family obligations to attend to. On the other hand, even married employee with parental obligations may be seeking some personal time to recharge. Clearly, a fine line exist between what constitutes family and life in collectivist culture such as in Malaysia.

Subsequently, this study has not been successful in demonstrating the different support needed by married versus never married employees. Although the study attempted to distinguish informal support extended to family or personal matters, the discriminant validity of the scale could not be established. Hence, hypotheses related to different forms of support could not be tested and validated.

Furthermore, the separation of Work-Family Balance and Work-Life Balance into two different variables is also not convincing enough. These two variables are related and are expected to have a higher HTMT ratio. Although it shows a well-fitting model whereby the HTMT ratio was still below 1.0 (Garson, 2016), the value was still slightly above the proposed threshold by 0.9 (Henseler et al., 2015). This indicates that the discriminant validity of the scale is not well established as expected.

6.5   Recommendations for Further Research

Essentially, there is a growing need for empirical research to enhance the understanding of the need to balance between work domain and life domain, not just for

married employees but also for single or never married employees. The finding of this study indicated that Informal Organizational Support has positive effects on both Work-Family Balance and Work-Life Balance. In today's intense global business scenario where competitiveness lies in retaining the competent employees, it is crucial that organizations understand about Work-Family Balance and Work-Life Balance. As such, organizations are recommended to practice the right support to the right employees to decrease the employees' Turnover Intention.

However, due to the lack of discriminant validity in the scale employed in this study, future studies should develop specific scales that can clearly distinguish support extended to personal and family matters. Studies employing such scale will allow organizations to determine the forms of support (supervisor or career) and the specific domain (family or life) the informal support should address.

Besides, in addressing the demographic changes and challenges of the organizational landscape, researchers have to update the knowledge about factors that could lead to adaptations in individuals and organizations' behavior (Benito-Osorio et al., 2014). Family dynamics in different cultural context should be given due consideration. Appropriate work-life policies which take into consideration all of these differences should be designed to facilitate employees' Work-Family Balance and Work-Life Balance, which in turn would bring about better organizational outcomes. These policies need to be customized to specific groups of employees with differing needs.

Instead of Informal Organizational Support, future research may also explore other antecedents of Work-Family/Life Balance. Future research may explore variables such as workplace culture, work conditions, job design, and the application of technology as antecedents of Work-Family/Life Balance. Future studies could also extend this study by identifying potential moderator effects for the relationship among Informal

Organizational Support, Work-Family/Life Balance and organizational outcomes. It may be worth investigating the condition under which moderator variables influence these relationships. Future research that includes moderator variables such as organizational climate, task independence, family size, and job designation may influence these relationships and would make a valuable contribution.

It would also be feasible to consider other mechanisms or types of mediators such as emotional exhaustion acting (Deery & Jago, 2015; Karatepe, 2013) and organizational pride (Mas-Machuca, Berbegal-Mirabent, & Alegre, 2016) that could improve prediction of Work-Family/Life Balance and organizational outcomes. Future studies could also extend this study by examining the relationships between Work-Family/Life Balance and other types of organizational outcomes. Dependent variable could include employee engagement, job involvement, job satisfaction and productivity.

As indicated in the research, this study had its limitation. This study was cross-sectional in design; as such a longitudinal research on Work-Family/Life Balance would confirm that the findings in this study are common, may establish the casualty of the relationships among the variable and generalize across the population. In addition, the itemized questionnaires may have limited the responses of the participants. As research on single or never married employees is still at the initial and fundamental stage, it would be beneficial to conduct an integrative method study comprising both qualitative and quantitative approaches. Hanson et al. (2005) advocate the importance of using multi-methods at the same time to enable researchers to capture the essential narratives through the qualitative approach and derive the needed statistical results through the quantitative approach for more definitive conclusion.

Finally, it would be interesting to explore whether the finding of this study can be replicated in other countries with different work values and cultural context. It is

anticipated that the finding of study in western countries would be different as compared to the study done in eastern countries. Thus, studies conducted in different cultures may indeed prove fruitful. In summary, future research should consider using a more rigorous approach to examine the relationships of the variables in this study.

6.6   Summary

The primary purpose of this study was to test the hypothesis that Informal Organizational Support had effects on Turnover Intention through Work-Family/Life Balance. Work-Life Balance had been the apprehension for many stakeholders including government, society, employees, as well as corporation. This study has shed light some in affirming that Informal Organizational Support had direct effects on Work-Family Balance and Work-Life Balance affirming that Informal Organizational Support had direct effects on Work-Family Balance and Work-Life Balance and subsequently able to reduce Turnover Intention.

In conclusion, the research outcomes have met the research objectives with cross-sectional findings. The research findings and tested research framework would contribute theoretical and practical insight for both academic literature and managerial needs. The findings also depicted that the management should offer the appropriate support to the appropriate employees on promoting Work-Family/Life Balance as it would ultimately benefit the organization.

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