CHAPTER 5

RESULTS

5.1 Introduction

This chapter presents the results of this study. It reports the demographics profile of the respondents, as well as the results of the normality tests, item-total correlations analysis and the exploratory measurement assessment which includes exploratory factor analysis (EFA) and internal consistency tests. Besides, additional statistical analyses were conducted using independent sample t-tests and one-way analysis of variance (ANOVA). The confirmatory factor analysis (CFA) was used to confirm the true indicators for each of the factors or latent variables that were identified in the EFA. Results from the two-step structural equation modelling (SEM) approach (to detect the fitness of the proposed research model) are also reported in this chapter. They include the process of validating the measurement model through the assessment of fit and fitting the full structural model. The unidimensionality and construct validity of the measurement and comparison of the alternative models for testing the mediation effects are also reported in this chapter. This is followed by a discussion of hypotheses testing results and the evaluation of the final hypothesised structural model.

5.2 Demographic Characteristics of Respondents

The demographic characteristics of the respondents in this study are shown in Table 5.1.

Table 5.1

Demographic Characteristics of 893 Respondents

Demographic variables		Frequency	Percentage (%)
Gender	Male	212	23.7
	Female	681	76.3
Race	Malay	535	59.9
	Chinese	86	9.6
	Indian	230	25.8
	Others	42	4.7
Age (years)	Less than 20	62	6.9
	20 – 29	483	54.1
	30 – 39	184	20.6
	40 – 49	117	13.1
	50 or more	47	5.3
Marital status	Single	501	56.1
	Married	392	43.9
Academic qualification	Primary school	23	2.6
	Secondary school	374	41.9
	Diploma or certificate	399	44.7
	Bachelor degree	77	8.6
	Postgraduate degree	9	1.0
	Professional qualification or others	11	1.2
Gross monthly income	RM1000 or less	225	25.2
	RM1001 – RM2000	403	45.1
	RM2001 – RM3000	169	18.9
	RM3001 – RM4000	52	5.8
	RM4001 – RM5000	24	2.7
	RM5001 or more	20	2.2
Tenure in organisation	Less than 1 year	391	43.8
	1 – 3 years	276	30.9
	4 – 6 years	104	11.6
	7 – 9 years	82	9.2
	10 years or more	40	4.5
Job designation level	Frontline/customer service/sales	601	67.3
	Clerical/back office /support	192	21.5
	Supervisor/officer/executive	80	9.0
	Manager/ head of department	20	2.2
Work Status	Standard (i.e. permanent full-time)	669	74.9
	Non-standard (i.e. part-time, contract, or temporary)	224	25.1
Work Schedule	Standard (e.g. 9 am to 5 pm)	130	14.6
	Non-standard (e.g. night or rotating shift/split hours/flexitime/compressed work week)	763	85.4
Organisation type	Restaurants	206	23.1
	Banks	178	19.9
	Hospital	405	45.4
	Hotel	89	9.9
	Supermarket	15	1.7

Table 5.1 depicts the demographic characteristics of sample employees who participated in the survey. Out of 893 employees, 681 (76.3 per cent) were females. The majority of the respondents were Malays (59.9 per cent). This was a fair representation of employees that were generally engaged in the services sector in Malaysia. In terms of age distribution, the respondents were predominantly ranged from 20 to 29 years old (54.1 per cent), followed by the age group ranging from 30 to 39 years old (20.6 per cent), and those aged between 40 to 49 years old (13.1 per cent). The data shows that most of the employees were young individuals who served the Malaysian services sector. Therefore, it was not surprising that a large proportion (56.1 per cent) of the employees were singles.

With regard to academic qualifications, about 45 per cent of the respondents had completed diplomas or certificates and about 42 per cent have only secondary school's qualifications. In terms of gross monthly income, 45 per cent of them earned a gross income of between RM1,001 and RM2,000 per month. About 44 percent of the respondents had worked in their organisations for less than one year. One possible reason for these fairly low incomes could be the predominantly younger aged respondents who were still in the early stage of their careers. Moreover, about 67 per cent of them worked in low level of organisational hierarchy as frontline, customer service or sales staff.

Most of the respondents were standard employees, i.e. permanent full-timers (75 per cent) and 25 per cent of them were non-standard employees, comprising of contract or temporary staff (16 per cent) and part-timers (9 per cent). In addition, the majority (85 per cent) of the total respondents had non-standard work schedules, such as working on rotating shifts, split hours, flexi-time or compressed work week arrangements. Although

standard employees (i.e. permanent full-timers) formed the majority of the respondents, most of them were working on a non-standard work schedule. Hence these results were appropriate for one of the objectives of this study, i.e. to assess the work status congruence which was defined as the degree to which an employee's work status (i.e. full-time, part-time, contract or temporary) and work schedule, shift, and hours, match or congruent with his or her preferences (Holtom et al., 2002).

Additionally, past researchers studying the effects of non-standard employment arrangements had a similar proportion of standard and non-standard employees as per this study. For example, in Maynard et al.'s (2006) study, 88 percent of their sample size was standard workers and 12 per cent were non-standard employees. Other examples of studies that had been conducted with samples comprising of less than 30 percent non-standard employees were Armstrong-Stassen et al. (1998) with 15 per cent; Van Dyne and Ang (1998) with 29 per cent; McGinnis and Morrow (1990) with 29 percent; and Eberhardt and Shani (1984) with 27 per cent. Furthermore, the results of this study might be reflective of the real proportion of standard and non-standard employees in the Malaysian employee population which statistics were not made available to the public by Malaysian authorities like the Department of Statistics.

To further analyse whether there is a significant difference in the working schedule (either standard or non-standard) among standard and non-standard employees, a cross-tabulation analysis was conducted between work status and work schedule as summarised in Table 5.2. About 15 per cent of standard workers were working standard schedule, while 85 per cent were working non-standard schedule. For non-standard employees, about 18 per cent of them were working standard schedule and 82 per cent were working non-standard schedule.

Table 5.2

Cross-tabulation of Work Status versus Work Schedule

		Work Schedule						Pearson χ^2	p-value
		Standard		Non-Standard		Total			
Work Status	Standard	90	(14.5%)	572	(85.5%)	669	(100%)	1.457	.227
	Non-Standard	40	(17.9%)	191	(82.1%)	224	(100%)		
	Total	130	(15.3%)	763	(84.7%)	893	(100%)		

Table 5.2 also shows the result of p-value that was higher than .05 (χ^2 = = 1.457). For that reason, there were no significant differences between standard and non-standard employees in terms of whether their working standard or non-standard schedule. Nonetheless, the significant differences between standard and non-standard employees in terms of this study's variables were further analysed in the later sub-sections.

5.3 Data Screening

The data of this study were screened to ensure that they were correctly entered in the data file. The frequencies of all cases for each item were inspected to detect data anomalies and any out-of-range values in the data file were replaced with the correct values. The questionnaires with missing data were discarded. The normality of each observed variable was also examined to ensure that the distribution of these variables were normal. Skewness and kurtosis revealed the extent to which their distributions vary from normal distribution.

Malhotra (2010) recommended that variables with univariate skewness and kurtosis indices of above two and seven respectively, should be avoided because they indicate severe non-normality problem. Table 5.3 shows the skewness and kurtosis of all observed variables. The data of this study had normal distributions as all indices of skewness and kurtosis were within the acceptable range. Therefore, the normality assumptions for all observed variables in this study were met.

Table 5.3

Skewness and Kurtosis of All Variables

Variable	Skewness	Kurtosis
Work status congruence	-.43	.42
Satisfaction with work-life balance	-.81	.76
Job satisfaction	-.73	.64
Affective commitment	-.51	.45

At this early stage of the analysis, the data set for this study seemed error-free and there was no severe violation of normality. Each measurement scale was then evaluated by the results from the item-total correlations computations, exploratory factor analysis (EFA), reliability analysis, and correlation analysis. The results are reported in the following sub-sections.

5.4 Item-total Correlations Analysis

Item-total correlations analysis was used to evaluate all the items included in the study and to improve the internal consistency of the scales by eliminating ill-fitting items (Zikmund et al., 2009). Hair et al. (2009) suggested that the corrected item-total correlation (CITC) for each item should be .50 or greater. Table 5.4 shows the CITC for all the measurement items.

Table 5.4

Corrected Item-Total Correlation (CITC)

Construct	Item statement	
Work status congruence	WSC1. It is my choice to work full-time, part-time, contract or temporary	**.48**
	WSC2. The person in charge of my schedule works hard to fit my work schedule with my other responsibilities	**.49**
	WSC3. I generally work my preferred schedule	**.46**
	WSC4. I generally do not choose how many hours I work per week (R)	.50
	WSC5. The person in charge of my schedule works hard to get me the hours I need each week	**.49**
	WSC6. I often work a shift that is not convenient for me (R)	**.13**
	WSC7. I like the shift I typically work	.52
Satisfaction with work-life balance	WLB1. I am successful in balancing my work and non-work life	.74
	WLB2. I am satisfied with the balance between my job and non-work life	.82
	WLB3. I am satisfied with the way I divide my time between work and non-work life	.84
	WLB4. I am satisfied with the way I divide my attention between work and non-work life	.83
	WLB5. I am satisfied with how well my work life and my non-work life fit together	.82
	WLB6. I am satisfied with my ability to balance the needs of my job with those of my non-work life	.76
	WLB7. I am satisfied with the opportunity I have to perform my job well and yet be able to perform non-work related duties adequately	.71
Job satisfaction	JS1. In general, I like my work	.71
	JS2. I feel fairly satisfied with my present job	.70
	JS3. I find real enjoyment in my work	.69
Affective commitment	AC1. I would be very happy to spend the rest of my career with this organisation	.60
	AC2. I really feel as if this organisation's problems are my own	.60
	AC3. I do not feel a strong sense of 'belonging' to my organisation (R)	.64
	AC4. I do not feel 'emotionally attached' to this organisation (R)	**.46**
	AC5. I do not feel like 'part of the family' at my organisation (R)	.56
	AC6. This organisation has a great deal of personal meaning for me	**.45**

Note. (R) denotes reverse-coded item. CITC ≤.50 are in boldface and underline.

The CITC ranged from .13 to .84. Items WSC1, WSC2, WSC3, WSC5, WSC6, AC4 and AC6 have CITC below the threshold value of .50. As the CITC for items WSC1, WSC2, WSC3, WSC5, AC4 and AC6 were just slightly below .50, they were retained for subsequent analyses. Furthermore, according to Blunch (2013), often a minimum of .40 is used as a rule of thumb for CITC. However, the CITC for one item, WSC6, was dropped from further analyses as it was only .13. The decision to drop this item was

supported by Carr et al. (2010) who only utilised five out of seven original measure of work status congruence in their study among full-time employees. Furthermore, the item WSC6 was assessing similar particulars as compared with another item, WSC7. In WSC6, (reverse coded), the respondents were asked whether working shift was convenient for him or her and in WSC7, the respondents were asked whether he or she liked the shift that he or she typically worked.

From the initial 23 items, one item was removed (i.e. WSC6). The remaining 22 items have indicated acceptable CITC scores which ranged from .45 to .84 and hence, were retained for subsequent analyses. Exploratory factor analysis (EFA) was also used to further refine the measurement items. The results of EFA were reported in the following section.

5.5 Exploratory Factor Analysis

A sample size of 893 cases for a total 22 measurement items in the study exceeded the desired cases-to-item ratio of 5:1 recommended by Hair et al. (2009). Exploratory factor analysis (EFA) was performed on the 22 items to assess the factor structure of the scales based on the Malaysian samples. To assess the convergence and divergence among these items, principal component analysis (PCA) of factor extraction with varimax rotation was used to capture the greatest portion of total variance in a set of data with the minimum number of factors or components (Hair et al., 2009). The varimax orthogonal rotation was chosen to reduce the data to a set of uncorrelated measures to be subsequently used in other multivariate techniques (Hair et al., 2009).

Bartlett's test of sphericity and the Kaiser-Meyer-Olkin measure of sampling adequacy were used to determine the appropriateness of using the EFA. The factorability is assumed when the Bartlett's test of sphericity is large and significant, and the Kaiser-Meyer-Olkin measure of sampling adequacy is greater than .60 (Coakes & Ong, 2011). According to Hair et al. (2009), items with loadings .50 or greater on one factor are practically significant. Based on their suggestions, in this study, only items that loaded highly (i.e. .50 or higher) on the intended factor were retained for further analyses.

The results of Barlett's test of sphericity was large and significant in this study (8414.971; df = 231; p = .000), and the Kaiser-Meyer-Olkin measure of sampling adequacy for the all measures was .92. Therefore, factorability for these measures was assumed (Coakes & Ong, 2011). Results from the PCA with varimax rotation showed that four factors had eigenvalues greater than 1. Table 5.5 depicts that these factors accounted for about 61 per cent of the total variance. The first component (satisfaction with work-life balance) accounted for the greatest variance in the data (23.84 per cent); the second component (work status congruence) accounted for 13.25 per cent of the variance; the third component (affective commitment) accounted for 12.13 per cent; and the fourth component (job satisfaction) accounted for 11.83 per cent.

Table 5.5 shows that each item had a loading greater than .50 on the intended factor. The detailed EFA results for the all measures in this study are shown in Appendix C. In summary, all 22 items were retained for subsequent analyses. The reliability analysis was then performed to determine the internal consistency of each scale. The results of this analysis are reported in the following sub-section.

Table 5.5

Factor Loadings for Exploratory Factor Analysis with Varimax Rotation

Factor/Scale		Factor Loading
Work status congruence		
WSC1.	It is my choice to work full-time, part-time, contract or temporary	.63
WSC2.	The person in charge of my schedule works hard to fit my work schedule with my other responsibilities	.69
WSC3.	I generally work my preferred schedule	.63
WSC4.	I generally do not choose how many hours I work per week (R)	.72
WSC5.	The person in charge of my schedule works hard to get me the hours I need each week	.69
WSC7.	I like the shift I typically work	.65
Satisfaction with work-life balance		
WLB1.	I am successful in balancing my work and non-work life	.82
WLB2.	I am satisfied with the balance between my job and non-work life	.85
WLB3.	I am satisfied with the way I divide my time between work and non-work life	.87
WLB4.	I am satisfied with the way I divide my attention between work and non-work life	.86
WLB5.	I am satisfied with how well my work life and my non-work life fit together	.83
WLB6.	I am satisfied with my ability to balance the needs of my job with those of my non-work life	.80
WLB7.	I am satisfied with the opportunity I have to perform my job well and yet be able to perform non-work related duties adequately	.75
Job Satisfaction		
JS1.	In general, I like my work	.73
JS2.	I feel fairly satisfied with my present job	.75
JS3.	I find real enjoyment in my work	.76
Affective commitment		
AC1.	I would be very happy to spend the rest of my career with this organisation	.51
AC2.	I really feel as if this organisation's problems are my own	.68
AC3.	I do not feel a strong sense of ‘belonging’ to my organisation (R)	.71
AC4.	I do not feel 'emotionally attached' to this organisation (R)	.59
AC5.	I do not feel like 'part of the family' at my organisation (R)	.57
AC6.	This organisation has a great deal of personal meaning for me	.61

Note. (R) denotes reverse-coded item.

5.6 Internal Consistencies of the Scales

This study used Cronbach's coefficient alphas, one of the most widely used correlation coefficient (Sekaran & Bougie, 2010), to determine the internal consistencies of each scale. Table 5.6 shows the means, standard deviations, and corrected item-total correlations (CITC) for each measurement item, as well as reliabilities for all scales.

Table 5.6

Means, Standard Deviations, CITC, and Reliabilities of Variables

Variable	*M*	*SD*	CITC	*α*
Work status congruence (*M = 4.54)*				.78
WSC1. It is my choice to work full-time, part-time, contract or temporary	4.69	1.65	.51	
WSC2. The person in charge of my schedule works hard to fit my work schedule with my other responsibilities	4.60	1.64	.58	
WSC3. I generally work my preferred schedule	5.00	1.43	.49	
WSC4. I generally do not choose how many hours I work per week (R)	4.33	1.56	.53	
WSC5. The person in charge of my schedule works hard to get me the hours I need each week	4.16	1.57	.49	
WSC7. I like the shift I typically work	4.43	1.61	.55	
Satisfaction with work-life balance (*M = 5.14)*				.94
WLB1. I am successful in balancing my work and non-work life	5.19	1.45	.74	
WLB2. I am satisfied with the balance between my job and non-work life	5.11	1.38	.82	
WLB3. I am satisfied with the way I divide my time between work and non-work life	5.21	1.25	.84	
WLB4. I am satisfied with the way I divide my attention between work and non-work life	5.18	1.31	.83	
WLB5. I am satisfied with how well my work life and my non-work life fit together	5.03	1.31	.82	
WLB6. I am satisfied with my ability to balance the needs of my job with those of my non-work life	5.09	1.30	.76	
WLB7. I am satisfied with the opportunity I have to perform my job well and yet be able to perform non-work related duties adequately	5.23	1.33	.71	
Job Satisfaction (*M = 5.07)*				.84
JS1. In general, I like my work	5.10	1.37	.71	
JS2. I feel fairly satisfied with my present job	5.08	1.38	.70	
JS3. I find real enjoyment in my work	5.03	1.42	.69	
Affective commitment (*M = 4.65)*				.77
AC1. I would be very happy to spend the rest of my career with this organisation	4.75	1.57	.60	
AC2. I really feel as if this organisation's problems are my own	4.57	1.52	.60	
AC3. I do not feel a strong sense of 'belonging' to my organisation (R)	4.44	1.53	.64	
AC4. I do not feel 'emotionally attached' to this organisation (R))	4.73	1.40	.46	
AC5. I do not feel like 'part of the family' at my organisation (R)	4.68	1.46	.56	
AC6. This organisation has a great deal of personal meaning for me	4.74	1.60	.45	

Note. (R) denotes reverse-coded item.

The internal consistency for work status congruence scale was .78 and this is slightly better than the Cronbach's alpha of .72 that Carr et al. (2010) reported for the same scale. With means scores ranging from 4.16 to 5.00, it showed that the employees slightly agreed that their work statuses, schedules, shift, and hours were considerably congruent with their preferences. The satisfaction with work-life balance scale reported a high internal consistency of .94, which was comparable with the Cronbach's alpha of .93 reported by Valcour (2007). The mean scores for satisfaction with work-life balance items were between 5.03 and 5.23. Overall, the respondents slightly agreed that they were satisfied with their work-life balance.

The job satisfaction scale in this study displayed high reliability of internal consistency of .84. This was higher as compared to the internal consistency of .80 that was reported by McNall et al. (2010). The mean scores for the items in this scale ranged between 5.03 and 5.10 indicating that employees slightly agreed that they were satisfied with their jobs. Lastly the affective commitment scale yielded an internal consistency of .77 which was quite similar to the Cronbach's alpha (.75) reported by Felfe et al. (2008). The mean scores for affective commitment ranged between 4.44 and 4.75. Even though two of the items' CITC (i.e. AC4 and AC6) were slightly lower than .50, they were retained since the EFA results for these two items were more than the acceptable value of .50. Moreover, this scale was adopted from the study of prominent affective commitment's scholars, Meyer et al. (1993).

Table 5.6 shows that all the scales had acceptable internal consistencies, and the CITC of the 22 items ranged from .45 to .84. The EFA and internal reliability analysis had provided sufficient support for the unidimensionality and reliability of each measurement scale and they could be used in subsequent analyses (Byrne, 2010).

5.7 Correlation Analysis

Table 5.7 presents the means, standard deviations, correlations and reliabilities for all variables. The table shows that the correlations between the work status congruence and satisfaction with work-life balance were positively significant with correlation coefficients of .23, although not so strong in the expected direction. The table also shows that work status congruence was positively and significantly correlated with both variables of work-related attitudes, i.e. job satisfaction and affective commitment, with moderate correlation coefficients of .34 and .36, respectively.

Table 5.7

Summary of Means, Standard Deviations, Correlations, and Reliabilities (n=893)

Variable	*M*	*SD*	1	2	3	4
1. Work status congruence	4.54	1.06	*(.78)*			
2. Satisfaction with work-life balance	5.14	1.13	.23**	*(.94)*		
3. Job satisfaction	5.08	1.18	.34**	.51**	*(.84)*	
4. Affective commitment	4.66	1.01	.36**	.45**	.59**	*(.77)*

Note. Coefficients alpha are in parentheses. *$p < .05$ **$p < .01$

Similarly, as predicted, satisfaction with work-life balance was positively and significantly correlated with job satisfaction, and affective commitment, with also moderate correlation coefficients of .51 and .45, respectively. On the other hand, the positive and significant correlation between job satisfaction and affective commitment was quite strong with correlation coefficient of .59. As the correlation analysis revealed only the direct associations between the research variables, structural equation

modelling (SEM) was used to test direct and indirect causal relationships among the variables. The following sections report the relationship between the demographic and the study variables.

5.8 The Relationship Between Demographic and the Study Variables

To further analyse the group mean differences among the demographic variables, independent sample t-tests were perform for gender, marital status, work status and work schedule. The other technique of one-way analysis of variance (ANOVA) was conducted on age, job designation level and organisation type. The independent sample t-test compares a dependent variable across two groups and one-way ANOVA is used whenever the number of groups is more than two. These tests were conducted to determine whether or not the subgroups within each demographic variable are significantly different in terms of their perceptions towards all the variables, i.e. work status congruence, satisfaction with work-life balance, job satisfaction, and affective commitment.

Table 5.8 reports the results of independent sample t-test for all the constructs of this study. In terms of gender, it was found that the mean differences between male and female employees' opinions were significant in all but one of the variables. In terms of work status congruence, it appeared that the male employees had more favourable feelings on the congruency of their work status, schedule, shift, and hours than their female colleagues. Similarly, the male staff had significantly higher job satisfaction and affective commitment than the female staff. However, the current study suggested no differences between the genders in their satisfaction with work-life balance.

For marital status, it was found that the mean differences between single and married employees' opinions were only significant in terms of satisfaction with work-life balance. It was found that the married employees were more satisfied with their work-life balance as compared with their single colleagues. In terms of standard and non-standard work status, there were significant mean differences in all study variables except for work status congruence. Standard employees (i.e. full-timers) were found to have favourable perceptions about their satisfaction with work-life balance, job satisfaction, and affective commitment, compared to that of the non-standard employees (i.e. part-time, contract, and temporary employees).

Table 5.8

Independent Sample t-tests for Gender, Marital Status, Work Status, and Work Schedule

Demographic variables (*M*)		Work status congruence	Satisfaction with work-life balance	Job satisfaction	Affective commitment
Gender	Male	4.67	5.22	5.26	4.80
	Female	4.50	5.12	5.02	4.61
	t-value	1.99*	1.12	2.58*	2.43*
Marital Status	Single	4.54	5.00	5.01	4.64
	Married	4.55	5.32	5.16	4.68
	t-value	.26	.4.22**	1.93	.50
Work Status	Standard employee	4.58	5.22	5.15	4.71
	Non-standard employee	4.44	4.91	4.85	4.50
	t-value	1.64	3.51**	3.26**	2.71**
Work Schedule	Standard schedule	5.53	5.15	5.05	4.60
	Non-standard schedule	4.64	5.11	5.22	4.99
	t-value	1.12	.35	1.49	4.03**

Note. Demographic variables were represented by means scores (*M*) which higher scores represent greater agreement with the attributes. *$p < .05$.**$p < .01$.

Further, employees who were working on non-standard schedule (e.g. flexitime, rotating shift, reduced hours) were found to have significant differences in terms of their affective commitment only, as they were having more favourable opinions than employees who were working on standard or normal work schedule. Next, a one-way

ANOVA was computed to compare the mean differences in responses concerning the four variables in this study based on the five age groups, four job designation level groups, and five organisation type groups as shown in Table 5.9.

Table 5.9

One-way ANOVA for Age, Job Designation Level, and Organisation Type

Demographic variables(*M*)		Work status congruence	Satisfaction with work-life balance	Job satisfaction	Affective commitment
Age (years)	a. Less than 20	4.54	5.09	5.02	4.72
	b. 20 – 29	4.54	4.99	5.01	4.64
	c. 30 – 39	4.37	5.23	5.02	4.54
	d. 40 – 49	4.92	5.48	5.36	4.88
	e. 50 or more	4.37	5.54	5.37	4.71
	F-value	5.38**	6.66**	3.05	2.22
	Group comparison (Scheffe)	b < d c < d	b < d b < e	-	-
Job designation level	a. Frontline/customer service/sales	4.53	5.08	5.03	4.67
	b. Clerical/back office/ support	4.73	5.18	5.15	4.65
	c. Supervisor/officer/ executive	4.33	5.46	5.21	4.60
	d. Manager/ head of department	4.00	5.24	5.25	4.68
	F-value	4.96*	2.77*	1.09	.12
	Group comparison (Scheffe)	c < b d < b	a < c d < c	-	-
Organisation (type)	a. Restaurants	4.79	4.97	4.38	4.43
	b. Banks	4.87	5.18	3.85	4.14
	c. Hospital	4.72	5.14	4.37	4.21
	d. Hotel	4.63	5.63	4.53	4.71
	e. Supermarket	4.57	5.37	5.42	5.00
	F-value	.99	2.07	3.48**	7.06**
	Group comparison (Scheffe)	-	-	b < a b < c	b < e c < e

Note. Demographic variables were represented by mean scores (*M*) which higher scores represent greater agreement with the attributes. Dashes represent data that were not applicable.*$p < .05$.**$p < .01$.

Table 5.9 indicates that there were significant differences among age groups in two out of four variables. The variables were work status congruence and satisfaction with work-life balance. To test the significant differences between groups, the post-hoc test using Scheffe was performed. The results indicated that the mean differences could be found among various age groups with regard to work status congruence ($F = 5.38$, $p<$

.01). Employees who were from 40 to 49 years old were found to have a significantly higher work status congruence (M = 4.92) than those who were between 20 to 29 years old (M = 4.54), and between 30 to 39 years old (M = 4.37).

With respect to the satisfaction with work-life balance, the results show that age was also found to be significant (F = 6.66, p< .01). From the Scheffe's post-hoc test results, respondents who were between 20 to 29 years old had a significantly lower mean value (M = 4.99) as compared with those who were between 40 to 49 years old (M = 5.48), and above 50 years of age (M = 5.54).

Alike age groups, the one-way ANOVA results showed that the mean differences among groups based on their job designation level were significant among two study variables, i.e. work status congruence (F = 4.96, p< .05), and satisfaction with work-life balance (F = 2.77, p< .05). With regard to work status congruence, post-hoc test found that clerical, back office, or support staffs were having significantly more favourable opinions about their work status congruence (M = 4.73) as compared with two groups of supervisor, officer, or executive (M = 4.33), and manager or head of department (M = 4.00).

For satisfaction with work-life balance, the mean scores were found to be significant between the subgroups based on their job designation level (F=2.77, p< .05). After the Scheffe post hoc test was performed, it was found that the group of supervisor, officer, or executive were more satisfied with their work-life balance (M = 5.46), as compared to the group of frontline, customer service, or sales staff (M = 5.08), and the group of manager or head of department (M = 5.24).

While for organisation type, Table 5.9 shows that there were significant differences among groups based on organisation type in groups in two out of four variables. The variables were job satisfaction and affective, thus indicating organisation type would not be different in terms of work status congruence and satisfaction with work-life balance. To test the significant differences between groups, the post-hoc test using Scheffe was performed. The Scheffe results showed that the mean differences could be found among two types of organisation with regard to job satisfaction ($F = 3.48$, $p < .01$). Respondents who were working in the surveyed two banks were found to have a significantly lower job satisfaction ($M = 3.85$) than those who were working in the studied two restaurants ($M = 4.38$), and the hospital ($M = 4.37$).

With respect to affective commitment, the ANOVA results indicates that organisation type was also found to be significantly different ($F = 7.06$, $p < .01$). From the Scheffe's post-hoc test results, respondents who were working in the examined supermarket had a significantly higher mean value ($M = 5.00$) as compared with those who were working in the banks ($M = 4.14$), and the hospital ($M = 4.21$). The following sections report the results of SEM analyses.

5.9 The Structural Equation Modelling (SEM)

This study utilised structural equation modelling (SEM) as it is a powerful analytical statistical technique (Shook, Ketchen, Hult, & Kacmar, 2004). In order to ensure usefulness of SEM, the examination of data was conducted to ascertain fulfilment and non-violations of the assumptions of SEM in terms of the required of adequate sample size, multivariate normal distributions, and absence of collinearity problems. The examination of the data is analysed in the following sub-sections.

5.9.1 Sample Size and Data Normality

According to Kline (2010), a sample size below 200 is considered as too small for a model with over ten variables because it could result in unstable parameter estimates. In this study, the sample size was 893 for a 20 items, thus, meeting Kline's (2010) minimum requirement of 200 cases for a typical SEM analysis. Furthermore, as explained in the earlier sub-section of exploratory factor analysis (EFA), the sample size exceeded the desired cases-to-variables ratio of 5:1 as suggested by Hair et al. (2009). In addition, as shown in the earlier sub-section of data screening, this study data has met the normality assumption since all skewness and kurtosis were within the acceptable range.

5.9.2 Collinearity among Variables

Extreme collinearity problem occurs when the observed variables in a study are measuring the same thing (Kline, 2010). According to Kline, the presence of very high correlations (i.e. usually above .90) between two observed variables indicates that they were the same variable, and it may cause the results to be statistically unstable. Table 5.7 shows that the highest correlation coefficients was between job satisfaction and affective commitment (i.e. .59), thus there was no extreme collinearity problem in this study.

Collinearity among variables was also examined by collinearity diagnostics in SPSS programme. According to Kline (2010), variance inflation factors of more than 10 and a tolerance value of lower than 0.10 indicate severe collinearity problems. Table 5.10

shows that all variance inflation factors were far below 10, and all tolerance were greater than 0.10. The results indicated that there were no serious collinearity problems in this study.

Table 5.10

Collinearity Test Results

Variable	Variance inflation factors	Tolerance
Work status congruence	1.16	.87
Satisfaction with work-life balance	1.27	.79
Job satisfaction	1.45	.69
Affective commitment	1.37	.73

5.10 Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) was used to assess the quality of the measurement model. A large chi-square (χ^2) value generally indicates that the model does not adequately fit the data. Models are generally accepted when their chi-square ratios (i.e. chi-square divided by degrees of freedom) are less than three (Hair et al., 2009). A cut-off value close to .95 for the Tucker-Lewis Index (TLI) and the Comparative Fit Index (CFI), a cut-off value close to .90 for the Goodness-of-Fit Index (GFI), and a cut-off value close to .06 for the Standardised Root Mean Squared Error of Approximation (RMSEA), are needed to support that there is a relatively good fit between the hypothesised model and the observed data (Hu & Bentler, 1999).

Like other SEM adopters, the more stringent criteria proposed by Hu and Bentler (1999) for approximate fit indices were adopted in this study. Likewise, based on Anderson and Gerbing's (1998) recommendation for a two-step approach to SEM, the validity of

measurement model was first tested. Figure 5.1 shows that there are four latent factors and 22 indicators in the measurement model.

The estimation of the initial measurement model (referred to as Model 1), yielded a χ^2 value of 942.31, with 203 degrees of freedom, a *p* value of .000, a CFI of .92, a TLI of .91, a GFI of .91, and a RMSEA of .06. The ratio of chi-square to degrees of freedom was 4.64, which was above cut-off value of three. The goodness-of-fit indices indicated that the data fit was not entirely adequate. The values of CFI and TLI fell slightly below the recommended value of .95 (Hu & Bentler, 1999). However, the GFI and RMSEA were well within the recommended range of acceptability (Byrne, 2010). Table 5.11 shows the summary of the estimations of the measurement models.

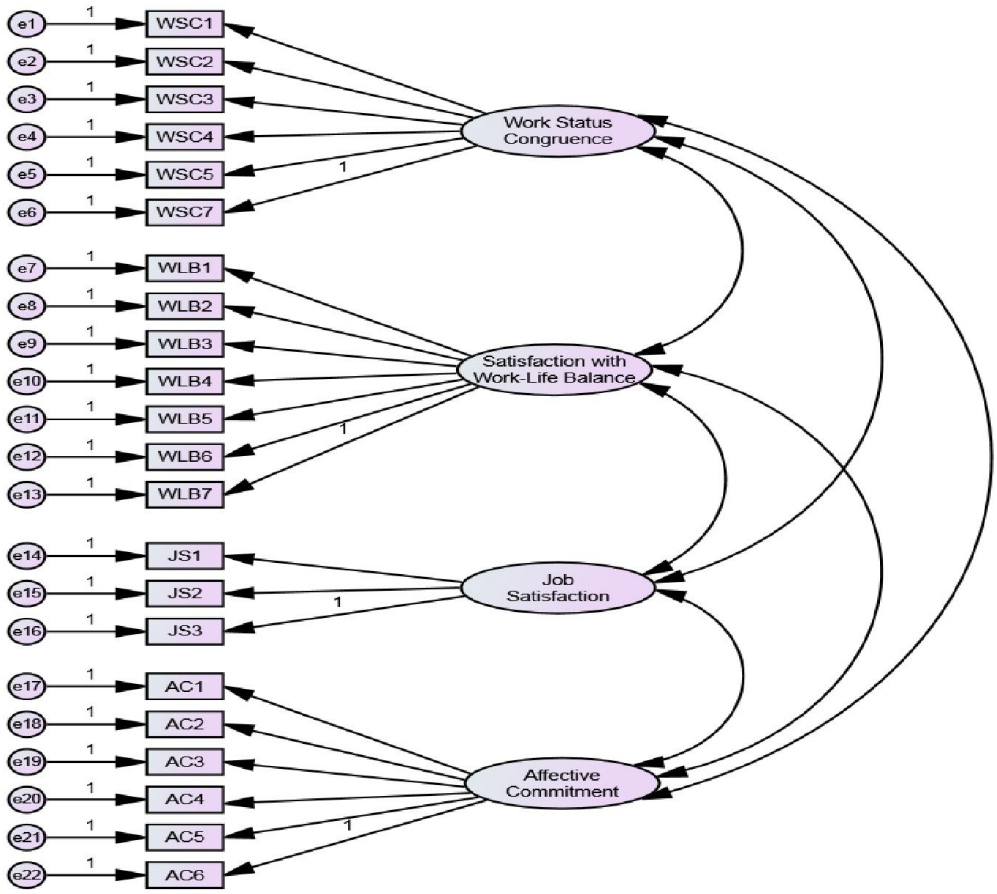


*Figure 5.1.*The initial measurement model (Model 1).

Table 5.11

A Summary of Goodness-of-fit Statistics for Measurement Models

CFA Model	Model Fit Measures								Modification Indices (MI) Covariance of error terms
	χ^2	*Df*	*p*	Ratio	CFI	TLI	GFI	RMSEA	
Model 1	942.31	203	.000	4.64	.92	.91	.91	.06	e2 with e5 (MI = 111.97; Par Change = .65)
Model 2	823.17	202	.000	4.08	.94	.93	.92	.06	e12 with e13 (MI = 77.73; Par Change = .24)
Model 3	736.06	201	.000	3.66	.94	.94	.93	.06	e7 with e8 (MI = 57.93; Par Change = .18)
Model 4	675.93	200	.000	3.38	.95	.95	.94	.05	Nil

Note. CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; GFI = Goodness-of-Fit index; RMSEA = Root Mean Square Error of Approximation.

It was apparent that some model modifications were needed in order to identify one which would represent the sample data better. The modification indices (MI) help researchers to improve their measurement models (Hair et al., 2009). The largest MI was identified in the model, and the error terms for items with high MI were allowed to covary as they represent the mis-specified error covariances.

The largest MI in the initial hypothesised measurement model was 111.97 for the covariance of the error terms of items WSC2 and WSC5 (i.e. e2 with e5). The error terms for these items were allowed to covary. They were essentially asking the same question, even though they were worded differently. For instance, item in WSC2, the participants were asked whether the person in charge of their schedule worked hard to fit their work schedule with their other responsibilities.

Whereas, item in WSC5, the participants were asked whether the person in charge of their schedule worked hard to get them the hours they needed each week. Therefore, both items were asking about the support of the person in charge of gthe employees' scheduling arrangements. The revised model (i.e. Model 2) provided a better fit to the

data, with a CFI of .94; TLI of .93; and GFI of .92 (χ^2 = 823.17; *df* = 202; ratio = 4.08; RMSEA = .06).

Again, the large MI in this re-specified model was identified to improve the measurement model. The largest MI was 77.73 for the covariance of the error terms of items WLB6 and WLB7 (i.e. e12 with e13). The error terms for these items were allowed to covary. Both items were asking similar question although phrased differently (i.e. WLB6 was asking about the balance ability, whereas WLB7 was asking about balance opportunity). The CFA fit statistics for this model (i.e. Model 3) were; χ^2 was 736.06 with 201 degrees of freedom, and a normed chi-square of 3.66. The CFI was .94, TLI was .94, and GFI was .93 with RMSEA of .06. All the measurements were within the acceptable range that was associated with good fit.

Lastly, another large MI in this re-specified model was identified further to improve the measurement model since TLI and CFI were still below targeted cut-off .95 (Hu & Bentler, 1999). The largest MI was 57.93 for the covariance of the error terms of items WLB1 and WLB2 (i.e. e7 with e8). The error terms for these items were allowed to covary. They were essentially asking the same question, even though they were worded differently. For instance, item in WLB1, the participants were asked about their successfulness in balancing their work and non-work life.

Whereas, in item WLB2, the participants were asked about their satisfaction over the same thing. The revised model (i.e. Model 4) provided the best fit to the data, with a CFI of .95; TLI of .95; and GFI of .94 (χ^2 = 675.93; *df* = 200; ratio = 3.38; RMSEA = .05) (see Figure 5.2).

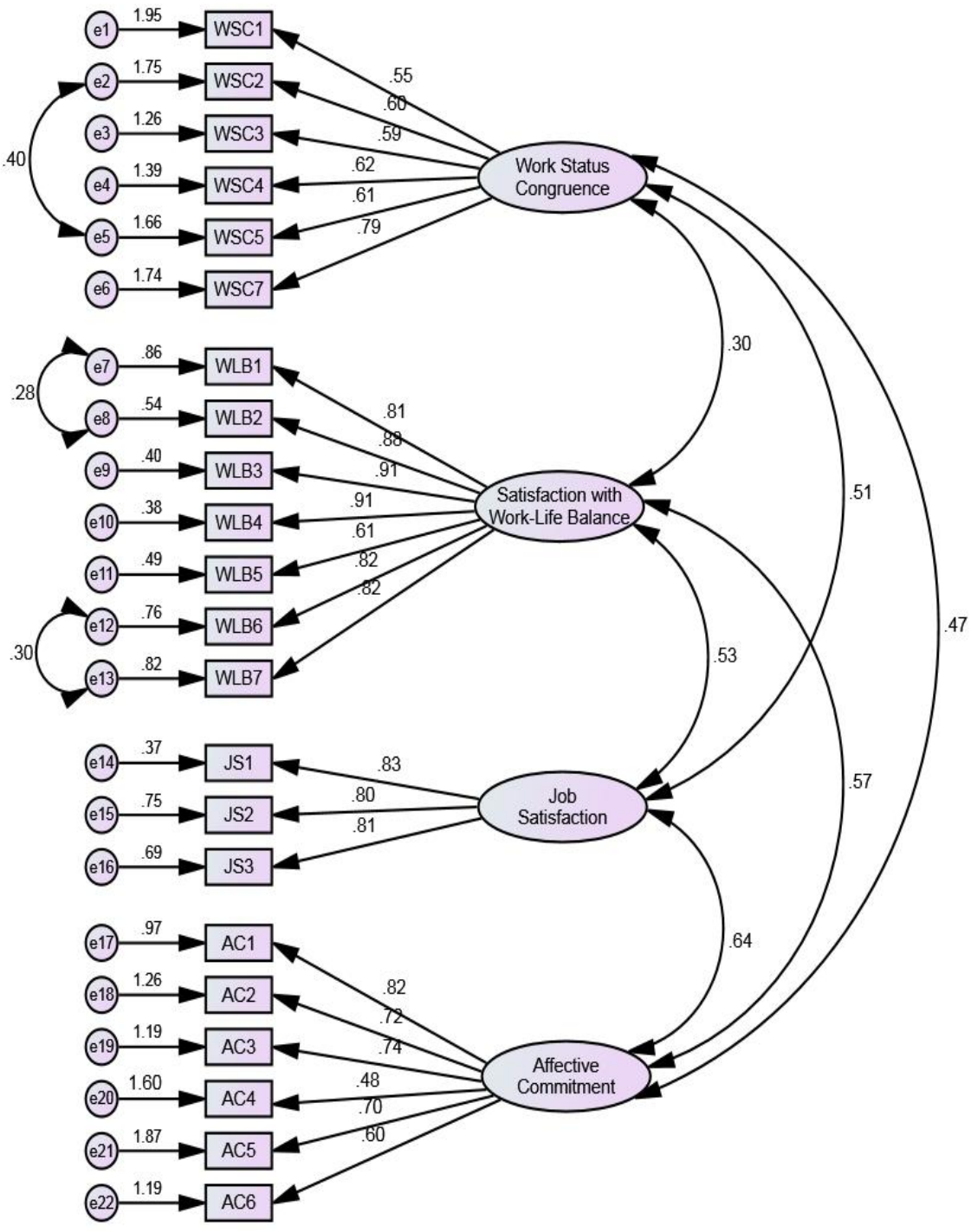


Figure 5.2. Revised measurement model (Model 4).

Although the chi-square value of Model 4 was still significant and the ratio was slightly above the criterion of three, other fit indices such as CFI, TLI, GFI and RMSEA were all within the accepted levels and it represented the best fit to the data. Therefore, no further modifications were made. The selected SEM results for the final measurement model (i.e. Model 4; four-factor model) are provided in Appendix D.

5.11 Construct Validity of the Measurement Model

Prior to testing the structural model, the measurement model must not only provide adequate fit but it also has to show evidence of construct validity (Hair et al., 2009). The construct validity was assessed by examining the convergent validity and discriminant validity of the data. Convergent validity is demonstrated when, "...measures of the same construct 'hold together' or converge on the intended construct" (Mathieu & Taylor, 2006, p. 1036). It could be observed by examining the factor loadings of all indicators on their underlying construct (Anderson & Gerbing, 1988). The factor should have loading estimates of at least .50 (Hair et al., 2009).

Table 5.12 summarises the CFA results of measurement model. It shows that the relationship between each item and its respective variable was statistically significant, with all the indicator loadings exceeding .50 except for item AC4, which had a loading of .48; slightly below the required criterion. However, the item of AC4 was retained since the item was adopted from an established scale by Meyer et al. (1993). Additionally, despite retaining this item, the revised measurement model, as assessed upon CFA still represented the data well within acceptable fit indices (i.e. CFI of .95; TLI of .95; GFI of .94; RMSEA = .05). The table also depicts that the critical ratios for

all items exceeded ±1.96, therefore indicated that the parameter items were necessary to the model (Byrne, 2010).

Table 5.12

Factor Loadings for the CFA of Measurement Scales

Latent construct	Item	Item statement	Critical Ratio	Standardised factor loading
Work status congruence	WSC1	It is my choice to work full-time, part-time, contract or temporary	15.67	.55
	WSC2	The person in charge of my schedule works hard to fit my work schedule with my other responsibilities	17.94	.61
	WSC3	I generally work my preferred schedule	17.12	.59
	WSC4	I generally do not choose how many hours I work per week (R)	18.36	.62
	WSC5	The person in charge of my schedule works hard to get me the hours I need each week	17.94	.61
	WSC7	I like the shift I typically work		.79
Satisfaction with work-life balance	WLB1	I am successful in balancing my work and non-work life	30.99	.81
	WLB2	I am satisfied with the balance between my job and non-work life	36.33	.88
	WLB3	I am satisfied with the way I divide my time between work and non-work life	38.64	.91
	WLB4	I am satisfied with the way I divide my attention between work and non-work life	39.01	.91
	WLB5	I am satisfied with how well my work life and my non-work life fit together	37.46	.89
	WLB6	I am satisfied with my ability to balance the needs of my job with those of my non-work life	37.33	.82
	WLB7	I am satisfied with the opportunity I have to perform my job well and yet be able to perform non-work related duties adequately		.82
Job satisfaction	JS1	In general, I like my work	30.15	.83
	JS2	I feel fairly satisfied with my present job	28.57	.80
	JS3	I find real enjoyment in my work		.81
Affective commitment	AC1	I would be very happy to spend the rest of my career with this organisation	28.54	.82
	AC2	I really feel as if this organisation's problems are my own	23.63	.72
	AC3	I do not feel a strong sense of ‘belonging’ to my organisation (R)	24.63	.74
	AC4	I do not feel 'emotionally attached' to this organisation (R)	14.30	.48
	AC5	I do not feel like 'part of the family' at my organisation (R)	22.97	.70
	AC6	This organisation has a great deal of personal meaning for me		.60

Note. (R) denotes reverse-coded item

Convergent validity was also examined through the measure of variance extracted (V.E.) and construct reliability. According to Kline (2010), V.E. is the amount of variance captured by the construct in relation to the amount of variance due to measurement error. The average V.E. should be .50 or more as the measures should account for at least 50 per cent of the variance in their corresponding constructs (Kline, 2010). In addition, a construct reliability of at least .70 is considered desirable (Bernstein et al., 2011). Table 5.13 summarises the results of the average V.E. and construct reliability for all constructs.

Table 5.13

Variance Extracted and Construct Reliability

Construct	Average Variance Extracted	Construct Reliability
1. Work status congruence	.51	.78
2. Satisfaction with work-life balance	.74	.94
3. Job satisfaction	.52	.84
4. Affective commitment	.70	.77

Table 5.13 shows that the average V.E. for each latent construct exceeds .50, thus demonstrating convergent validity of the measurement scales (Zikmund et al., 2009). The construct reliability of all constructs ranged between .77 and .94. All constructs exceeded the benchmark of .70 as recommended by Bernstein et al. (2011). Thus, there was statistical evidence of convergent validity.

The discriminant validity of the scales was examined further by using the chi-square difference test. It was used to compare a sequence of nested models with the hypothesised 4-factor model (Byrne, 2010). Four nested models, ranging from the hypothesised 4-factor model (four variables under study i.e. work status congruence,

satisfaction with work-life balance, job satisfaction, and affective commitment were discriminant with each other) to 1-factor model were computed (all variables under study were equal and not discriminant with each other).

Table 5.14 portrays the fit indices for all the models. Table 5.14 shows that the 4-factor model provided the best fit to the data. The other competing factor models (i.e. 3-factor, 2-factor, and 1-factor) were a worse fit to the data. The chi-square value for the 4 factor was significantly lower than 1-factor model (i.e. difference of 175.85), lower than 2-factor model (i.e. difference of 162.86), and lower than 3-factor model (i.e. difference of 108.67). The fit indices also showed a better fit for the 4-factor model (CFI = .95; RMSEA = .05) relative to all other alternative models.

Table 5.14

Goodness of Fit Statistics for Measurement Models

Model	χ^2	*df*	Ratio	CFI	RMSEA	$\Delta\chi^2$	Δdf
1. One-factor	851.77	206	4.13	.93	.06	175.85**	6
2. Two-factor	838.79	203	4.13	.93	.06	162.86**	3
3. Three-factor	784.60	201	3.90	.94	.06	108.67**	1
4. Four- factor	675.93	200	3.38	.95	.05	-	-

Note. Dashes represent data that were not applicable. CFI = Comparative Fit Index; RMSEA = Root Mean Square Error of Approximation; The one-factor model combines work status congruence, satisfaction with work-life balance, job satisfaction, and affective commitment as one factor. The two-factor model combines satisfaction with work-life balance, job satisfaction, and affective commitment as one factor. The three-factor model combines job satisfaction and affective commitment as one factor.
** $p < .01$

Therefore, the results supported the 4-factor model and indicated the distinctiveness of the four constructs used in this study. In summary, the CFA results offered clear support of the construct validity for all the latent variables in the study. As the measurement model had fulfilled the proper specifications, the hypothesised structural model shall then be assessed by using the SPSS AMOS 18.0 programme.

5.12 Structural Model

The hypothesised structural model fit was evaluated in the following sub-sections. The structural model should meet the goodness-of-fit based on the same set of fit statistics used in assessing the measurement model.

5.12.1 Structural Model Assessment

Figure 5.3 shows the structural model for this study considering certain modifications made upon some variables during assessment of measurement model. The modifications of allowing certain error terms to covary were retained in the structural model assessment so that there is consistency in the results. Hence, the overall fit for the hypothesised complete partially mediated structural model reveals a χ^2 value of 675.93 with 200 degrees of freedom and a normed chi-square value of 3.38. The CFI was .95, TLI was .95, GFI was .94 and RMSEA was .05. The CFI, TLI and GFI results have met the recommended value of .95 for CFI and TLI, and .90 for GFI. Thus a model re-specification was not considered.

5.12.2 Mediation Analysis

Byrne (2010) recommended that any proposed model that included a mediated relationship should be tested against the alternative models such as the fully mediated and non-mediated models. Just as this study hypothesised two mediating variables of satisfaction with work-life balance and job satisfaction, there were also other alternative partially mediated models.

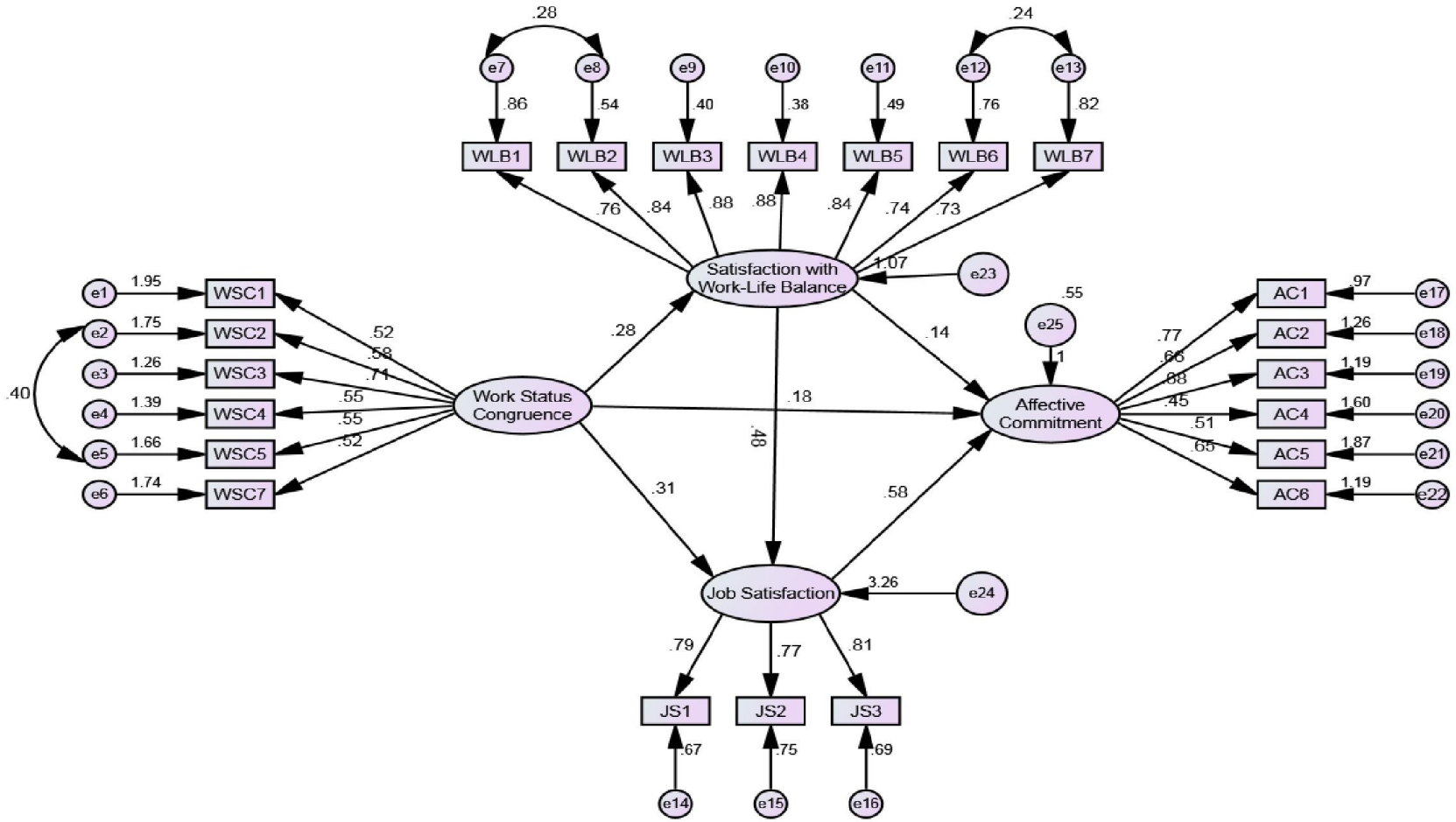


*Figure 5.3.*The complete partially mediated structural model with all significant pathways.

To make direct comparisons across the models, it is important to all other partially mediated, fully mediated and non-mediated models nested within the hypothesised complete partially mediated model in this study. In other words, all models should have the same number of variables as the hypothesised complete partially mediated model. Figure 5.4 delineates the graphical representation of alternative models for comparison purposes.

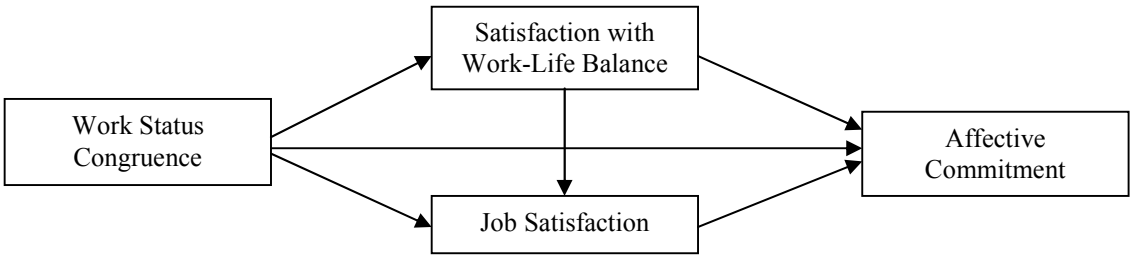
Following procedures for mediation tests by using SEM by Kelloway (1995), the hypothesised complete partially mediated model (i.e. Model 1) was compared with non-complete partially mediated model (i.e. Model 2), fully mediated model (i.e. Model 3), non-complete fully mediated model (i.e. Model 4), and non-mediated model (i.e. Model 5). Table 5.15 shows the goodness of fit statistics for the hypothesised complete partially mediated model (i.e. Model 1) and all other competing or alternative models; i.e. non-complete partially mediated model (i.e. Model 2), complete fully mediated model (i.e. Model 3), non-complete fully mediated model (i.e. Model 4), and non-mediated model (i.e. Model 5). The table pointed out that the complete partially mediated model (i.e. Model 1) was best fitted to the observed data.

Table 5.15

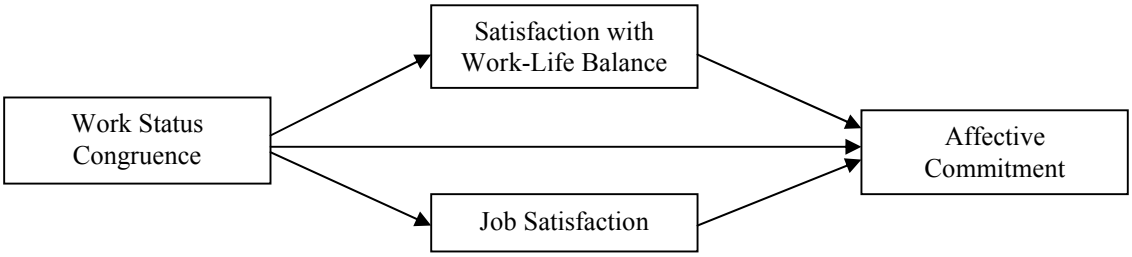
The Goodness-of-Fit Statistics for the Structural Models

Model	χ^2	*df*	Ratio	CFI	TLI	GFI	RMSEA	$\Delta\chi^2$	Δdf
Model 1	675.93	200	3.38	.95	.95	.94	.05	-	-
Model 2	858.82	201	4.27	.93	.93	.90	.06	182.90	1
Model 3	696.25	201	3.46	.94	.94	.92	.05	20.32	1
Model 4	875.88	202	4.34	.93	.93	.90	.06	199.95	2
Model 5	1077.28	203	5.31	.91	.91	.86	.07	401.36	3

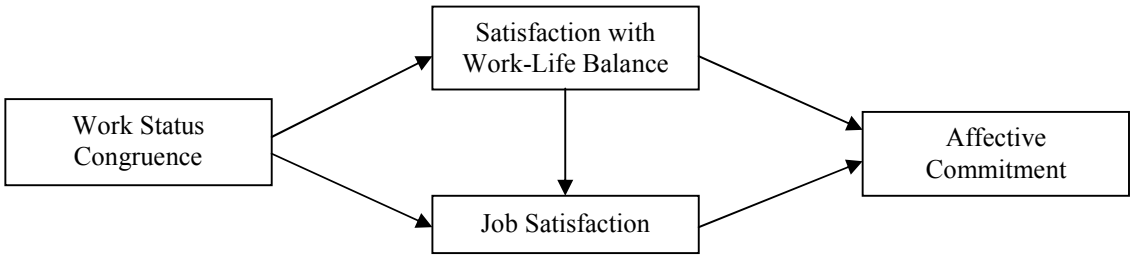
Note. CFI = Comparative Fit Index; CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; GFI = Goodness-of-Fit Index; RMSEA = Root Mean Square Error of Approximation



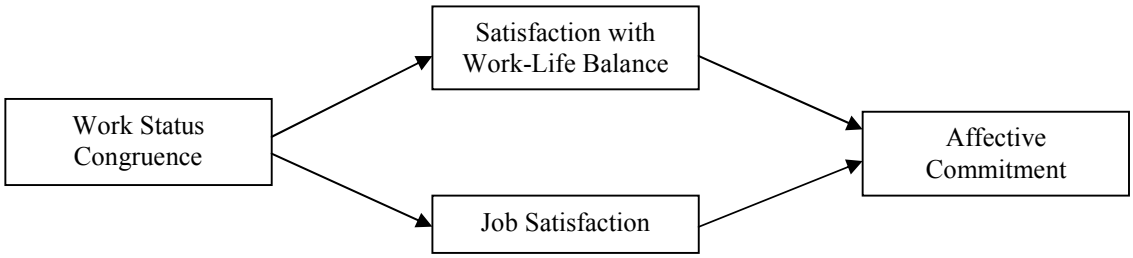
Model 1: Complete Partially Mediated Model



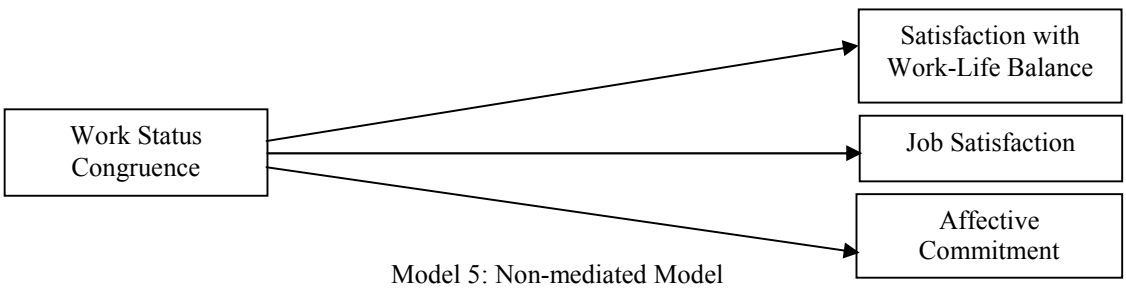
Model 2: Non-complete Partially Mediated Model



Model 3: Complete Fully Mediated Model



Model 4: Non-complete Fully Mediated Model



Model 5: Non-mediated Model

*Figure 5.4.*Graphical representations of alternative models.

First, the hypothesised complete partially mediated model (i.e. Model 1) was compared with non-complete partially mediated model (i.e. Model 2). The non-complete partially mediated model did not have a direct path from the first mediating variable (i.e. satisfaction with work-life balance) to the second mediating variable (i.e. job satisfaction). This model was of a poorer fit than the hypothesised complete partially mediated model. This indicated the importance of the direct relationship between first mediator and second mediator of the research model in this study.

Next, the hypothesised complete partially mediated model (i.e. Model 1) was compared with the complete fully mediated model (i.e. Model 3). Unlike the complete partially mediated model, the complete fully mediated model did not have direct paths from the antecedent (i.e. work status congruence) to the final or absolute outcome of this study (i.e. affective commitment) although it still included a direct path from first mediating variable of this study (i.e. satisfaction with work-life balance) to the second mediating variable (i.e. job satisfaction). This model was of a poorer fit than the hypothesised complete partially mediated model. This showed the importance of the direct relationship between the antecedent and the absolute outcome of this study.

The hypothesised complete partially mediated model (i.e. Model 1) was also compared with the non-complete fully mediated model (i.e. Model 4). The non-complete fully mediated model was similar to Model 3, which did not have direct paths from the antecedent (i.e. work status congruence) to the absolute outcome of this study (i.e. affective commitment). However, the non-complete fully mediated model also did not have any pathway between the first and second mediators (i.e. between satisfaction with work-life balance to the second mediating variable of job satisfaction). This model was also of a poorer fit than the hypothesised complete partially mediated model. This

exhibited the importance of the direct relationship between the antecedent and absolute outcome; as well as between the first and second mediators as hypothesised.

Lastly, the hypothesised complete partially mediated model (i.e. Model 1) was compared with the non-mediated model (i.e. Model 5). In the non-mediated model, the pathways between the antecedent (i.e. work status congruent) and mediators were omitted; instead, they had direct links with the outcomes of satisfaction with work-life balance, job satisfaction, and affective commitment. This model was also of a poorer fit than the hypothesised model. This highlighted the importance of the mediating pathways. The results from testing the research hypotheses are reported in the following sub-section.

5.13 Hypotheses Testing Results

The research hypotheses were tested based on the complete partially mediated model that was found to be the best fitting model compared to the four other alternative models; i.e. non-complete partially mediated, complete fully mediated, non-complete fully mediated, and non-mediated models. The examination was also conducted on the significance, directions, and the magnitude of the relationships among latent constructs. The results were depicted in Figure 5.3 and summarised in Table 5.16. Figure 5.3 displayed all significant pathways for the complete partially mediated model.

As predicted in Hypothesis 1, work status congruence was found to have significant and positive direct relationship with satisfaction with work-life balance ($\beta = .28$, $p < .001$). Thus, Hypothesis 1 was supported. Hypothesis 2 was also supported as work status congruence was significantly and positively associated with job satisfaction ($\beta = .31$, $p <$

.001). The selected SEM results for the final structural model (i.e. Model 1; complete partially mediated model) are provided in Appendix E.

In relation to Hypothesis 3, work status congruence was reported to be positively linked to affective commitment, with $\beta = .18$ and $p < .001$. Thus, Hypothesis 3 was supported. Hypotheses 4 and 5 were also supported as satisfaction with work-life balance was significantly and positively related to job satisfaction and affective commitment, with $\beta = .48$, $p < .001$ and $\beta = .14$, $p < .001$, respectively. As expected, job satisfaction was significantly and positively related to affective commitment ($\beta = .58$, $p < .001$). Hence, Hypothesis 6 was supported.

As the hypothesised complete partially mediated model was found as the best fit to the data, satisfaction with work-life balance was found to partially mediate the relationship between work status congruence and job satisfaction, as well as the relationship between work status congruence and affective commitment. Thus, Hypotheses 7 and 8 were supported. In addition, Hypotheses 9 and 10 were supported as job satisfaction was also found to partially mediate the relationships between work status congruence and affective commitment, as well as between satisfaction with work-life balance and affective commitment.

Since all variables were found to be positively and significantly related in this study and the complete partially mediated model was confirmed as the best model as compared to all competing models, Hypothesis 11 was also supported. Therefore, job satisfaction partially mediated the whole relationship between work status congruence, satisfaction with work-life balance, and affective commitment.

5.14 Summary

This chapter described the results from analysing the data obtained from a primary survey of services employees. The research hypotheses were tested using AMOS and the results were explained in the different sections of the chapter. Table 5.15 summarises the hypothesis testing results.

Table 5.16

Summary of Hypothesis Testing Results

		Hypotheses	Result
Hypothesis 1	:	Work status congruence is positively related to satisfaction with work-life balance.	Supported
Hypothesis 2	:	Work status congruence is positively related to job satisfaction.	Supported
Hypothesis 3	:	Work status congruence is positively related to affective commitment.	Supported
Hypothesis 4	:	Satisfaction with work-life balance is positively related to job satisfaction.	Supported
Hypothesis 5	:	Satisfaction with work-life balance is positively related to affective commitment.	Supported
Hypothesis 6	:	Job satisfaction is positively related to affective commitment.	Supported
Hypothesis 7	:	Satisfaction with work-life balance mediates the relationship between work status congruence and job satisfaction.	Supported Partially
Hypothesis 8	:	Satisfaction with work-life balance mediates the relationship between work status congruence and affective commitment.	Supported Partially
Hypothesis 9	:	Job satisfaction mediates the relationship between work status congruence, and affective commitment.	Supported Partially
Hypothesis10	:	Job satisfaction mediates the relationship between satisfaction with work-life balance, and affective commitment.	Supported Partially
Hypothesis11	:	Job satisfaction mediates the relationship between work status congruence, satisfaction with work-life balance, and affective commitment.	Supported Partially

The results showed significant mediation effects of satisfaction with work-life balance in the relationships between work status congruence and affective commitment, as well as between work status congruence and job satisfaction, the significance mediation effects of job satisfaction in the relationship between work status congruence and affective commitment as well as between work status congruence, satisfaction with work-life balance and affective commitment. In this study, Hypotheses 1, 2, 3, 4, 5, and 6 (direct relation) as well as Hypotheses 7, 8, 9, 10, and 11 (partial mediation) were supported. The research findings are discussed in Chapter 6.