

Work-Family Facilitation and Family Satisfaction as Mediators in the Relationship between Job Demands and Intention to Stay

Dr. Noraani Mustapha (Corresponding author)

Faculty of Entrepreneurship and Business, University Malaysia Kelantan
Locked Bag 36, Pengkalan Chepa, 16100 Kota Bharu, Kelantan, Malaysia
Tel: 60-9-771-7273 E-mail: noraani@umk.edu.my

Prof. Dr. Aminah Ahmad, Assoc. Prof. Dr. Jegak Uli & Assoc. Prof. Dr. Khairuddin Idris

Department of Professional Development and Continuing Education
Faculty of Educational Studies, University Putra Malaysia
43400 Serdang, Selangor, Malaysia

E-mail: aminah@ace.upm.edu.my, jegak@ace.upm.edu.my, kidin@ace.upm.edu.my

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Abstract

Employee turnover has been a major concern among researchers in human resource development (HRD) area since it has negative impact on organization. This study was conducted to test the mediating effects of work-family facilitation and family satisfaction on the relationship between job demands as the independent variable and intention to stay as the dependent variable. Data was collected from 240 middle age single mother employees by using self-administered research questionnaire. Samples were determined through simple random sampling method whereby six out of 24 single mother associations were selected to obtain research samples. Descriptive statistical analysis was conducted to describe the demographic characteristics of respondents. Pearson Product Moment Correlation was used to determine the relationships among variables and Structural Equation Modeling using AMOS version 16.0 was utilized for model testing and to verify the presence of mediation effects. Then the Sobel's z-test was used to examine whether the mediators carry the effect of the independent variable on the dependent variable. The findings indicated that there were positive relationships among variables. The results also established the presence of mediation effects between the independent and dependent variables. Organizations may utilize job demands factor, work-family facilitation and family satisfaction as mechanisms to promote longer retention among employees.

Keywords: Intention to stay, Work-family facilitation, Family satisfaction, Job demands, Single mother employee, Malaysia

1. Introduction

Employee turnover has been a major focus in human resource area as it can cause losses to an organization in terms of financial and loss of institutional memory (Shaw, Gupta & Delery, 2005) and affect the quality of products and services (Johnson, 1981). When workers exit, the organization has to incur the cost involved for training and orientation of new employees. According to Shaw, Gupta and Delery (2005); Meier and Hicklin (2008); hiring and training being a compulsory agenda after the employees' resignation, indicated that turnover was adversely correlated to performance, thus disrupting the process to meet organizational goals in both the public and private sectors.

Employee turnover intention is the behavior intention that precedes turnover. Firth, Mellor, Moore and Loquet (2004) define employee turnover as the individual who may be thinking about quitting a job. Based on this notion an individual who nurtures the thought of quitting his present profession is more likely to do so if the right condition exists, or if the adverse condition that warranted the thought of intent persists (Ajzen & Fishbein, 1980).

Intention to stay however is simply the converse of the turnover intention (Kim, Price, Mueller & Watson, 1996). According to Black and Stevens (1989) intention to stay was significantly negatively correlated with turnover. Since intention to stay is referred to as employee's willingness to stay with an organization (Tett & Meyer, 1993), it consistently demonstrated a stronger relationship with turnover than did other turnover precursors (Tett & Meyer, 1993). Therefore although the construct of the study was turnover intention, but the focus of investigation was from the perspective of intention to stay.

There are three reasons to explain this approach (Thompson & Terpening, 1983). First, using turnover as the ultimate endogenous variable required that the time elapses between the measurement of employee responses and the measurement of the related turnover activity. Employee perception might change between the date of measurement and the date of separation, thus resulting in measurement unreliability. Second, the use of archival data did not always specify why employees left their employers. Records that included only technical information about employees' exit activity did not sufficiently discriminate between voluntary and involuntary terminations (Thompson & Terpening, 1983). If termination records were unclear, the results of studies based on these records also became unclear because involuntary turnover activity was not dependent upon employer affective determinations in the same way as voluntary turnover. Third, reasons given as a cause for resignation might be false as employees may sugarcoat the facts that pushed them out (of the workplace) and might be due to other non-work factors which were not related to the decision to quit (Thompson & Terpening, 1983). As intention to stay was accepted as the single best predictor of turnover, the effort has to be concerted to understand the relationship between this predictor variable to other variables (Igharia & Greenhaus, 1992).

This study was meant to measure turnover intention among respondents. Specifically this study was conducted to test the relationships between independent (job demands), mediation (work-family facilitation and family satisfaction) and dependent (intention to stay) variables. The study was also meant to test the mediating effects of work-family facilitation and family satisfaction on the relationship between job demands and intention to stay among mid age single mother employees in Malaysia. Generally mid age women are represented as a significant important source of human capital for organizations as they have years of working experience and are experts in their own field. If these groups resigned, organizations have to incur the negative impact of manpower shortage and cost for the replacement. Despite having a good career and high social status, why should a woman considers leaving her job? Women in general despite significant entry into the workforce and frequently having career goals and demands equivalent to those of men, carry a traditional home maker title. According to Parkman (2004) women spent twice as many hours on average on home activities and family tasks as men. This situation creates different and unique challenges for women especially single mothers in terms of work and family obligations and responsibilities. Since single mothers have to smartly meet the demands from both domains, the study was really keen to investigate the interaction between positive and negative valences (intent to stay or intent to quit) and what will be the respondents' decision for their future. Specifically this research intended to unveil the challenges faced by this cohort of respondents and how job factors helped this group negotiate with both life demands and results in longer tenure with their employers.

2. Theoretical Framework

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

2.1 Conceptual overview and definition of intention to stay

Intention to stay mirrors the employee's level of commitment to his organization and the willingness to remain employed (Hewitt, 2004). It is sometimes referred to as the propensity to leave, intent to quit, intent to stay, behavioral commitment and attachment (Halaby, 1986; Mueller et al., 1999). Several studies have revealed that this concept whether it is called 'intent to stay' or 'propensity to leave', is clearly the most important determinant of turnover (Tett & Meyer, 1993; Igharia & Greenhaus, 1992). According to Steel and Ovalle (1984), Carsten and Spector (1987) and Iverson (1996) intention to stay had a strong negative relationship with turnover (-.50, -.47, -.57 respectively). Dalessio, Silverman and Shuck (1986) have emphasized that more concern should be given on intention to stay rather than turnover, as whenever an employee exit, an organization has to incur the cost of recruiting and maintaining another employee.

2.2 Social exchange theory as foundation of intention to stay

Social Exchange Theory (SET) developed by Thibaut and Kelley (1959) posited that good deeds should be reciprocated (Blau, 1964). Mossholder, Settoon and Henagan (2005) had pointed to Social Exchange Theory which proposed that individuals who felt that they had received benefits from others would later feel an

obligation and then compensate through effort and loyalty. Effort and loyalty usually could be seen from a sheer commitment to their job and strong intention to remain with the present employer. Employee's loyalty clearly fits within the framework of SET since it focused on citizenship behaviour whereby employees stopped looking for a new job elsewhere since they felt obligated to stay and repay the organization for support they had received (Rhoades & Eisenberger, 2002). SET provides an avenue of transaction between sense of obligation that had led to the sense of feeling responsibility in compensating what had been given by another party which in turn would motivate positive psychological responses as suggested by several researchers (e.g. Bunderson, 2001; Coyle-Shapiro & Kessler, 2000). Through this positive psychological responses employees would tend to be more committed and loyal to the organization and stop looking for a job elsewhere (Bunderson, 2001; Coyle-Shapiro & Kessler, 2000). Employees with high commitment and loyalty to their organization had a stronger intention to remain with their job and were less likely to resign (Rhoades & Eisenberger, 2002).

2.3 Conceptual overview and definition of work-family facilitation

Work-family facilitation explains the influence of an individual's involvement in one domain either family or work resulted to the change in performance and quality of life in the other domain (Greenhaus & Powell, 2006). These positive reciprocal relationships were conceptualized as: (a) positive work-family spillover (Grzywacz, 2000), (b) work-family facilitation (Frone, 2003; Grzywacz, & Butler, 2005), (c) work-family compatibility (Grzywacz & Bass, 2003), (d) work-family fit (Grzywacz & Bass, 2003; Voydanoff, 2002). For the purpose of the present study, work-family facilitation is defined as occurring when, by virtue of participation in one role (work), one's performance or functioning in another role (family) is enhanced. The study imposed theoretical attention on the topic of facilitation that brought to an explicit definition of the construct.

2.4 Theoretical foundation of facilitation

In this study, three complementary frameworks were integrated to build a theoretical foundation for facilitation called the Resource-Gain-Development (RGD) perspective proposed by Carlson, Kacmar, Wayne, & Grzywacz, (2007) consists of Positive Organizational Scholarship (POS) by Cameron, Dutton, Quinn & Wrzesniewski (2003), Ecological Systems Theory (EST) by Bronfenbrenner (1979) and Conservation of Resources Theory (COR) by Hobfoll (1989).

2.4.1 Positive Organizational Scholarship

Positive Organizational Scholarship (POS) emphasizes on the interactions between individuals and organizations in organizational settings and what both parties could benefit from these interactions (Cameron et al., 2003). Essentially, this transaction focuses on the individual's capabilities and organizational processes that contributed to positive organizational 'outcomes'. POS represents a perspective that including instrumental concern and emphasizes on positive idea and human potential. Facilitation clearly fits within the framework of POS since it focuses on an enhanced functioning within the work or family domain (Carlson et al., 2007). POS provides an explanation for the 'purpose' of facilitation and its potential for affecting 'outcomes' in social systems such as work and family. Positivity is viewed as functional because it activates a variety of forces that promotes individual and organizational strengths (Cameron et al., 2003; Fredrickson & Losada, 2005).

2.4.2 Ecological Systems Theory

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

2.4.3 Conservation of Resources Theory

Conservation of Resources (COR) theory (Hobfoll, 2001) provides a basis for identifying the specific type of resources. COR model defines resources as valued articles people seek to acquire and manage. Hobfoll (2001) defines resources as properties of the environment that can be utilized for a certain purpose. Resources might include personal characteristics, objects, conditions, energies, and support that serve as a means for the attainment of these objects (Hobfoll, 1989). Personal characteristics are those traits or skills that resulted from one's orientation to the world such as self-efficacy and internal locus of control. Objects are valued because of

their physical nature or the status obtained through their ownership such as one's car, home, clothes or other material goods. Energy resources, such as time, money, knowledge, and skills are those that aid in the acquisition of other resources such as time for work or family and opportunities for advancement. Conditions are resources that are sought after such as marriage, divorce, job characteristics, or seniority. Finally, support such as loyalty or intimacy preserves other types of resources (Carlson et al., 2007).

2.4.4 The Resource-Gain-Development Perspective

Positive Organizational Scholarship (Cameron et al., 2003), Ecological Systems Theory (Bronfenbrenner & Morris, 1998), and Conservation of Resources Theory (Hobfoll, 1998) are a cluster of theories that laid the foundation for understanding work-family facilitation. Simultaneously these theories were concerted together and served as research framework for the present study. Briefly, POS and EST consisted of theoretical notions that addressed why facilitation might occur. The basic premise of the RGD perspective was that individuals were dynamic and had the natural potential to grow, develop, and achieve the highest levels of functioning for themselves and the systems in which they had participated including families and organizations. Individuals having this natural tendency toward positivity and development, when engaged in a role, they will obtain resources that enable growth and development. When individuals utilized those available resources they would obtain positive gains. When gains from one domain were utilized, sustained, and reinforced in another domain (Kirchmeyer, 1992), it would improve system functioning.

3. Relationships between job demands, work-family facilitation, family satisfaction and intention to stay

The focus of the study was to examine the relationships between job demands and work-family facilitation and how this construct related to family satisfaction and intention to remain working among single mother employees in Malaysia. Karasek (1979) conceptualizes that job demands are work stressors emanated from the physical nature of work, such as physical exertion, as well as psychological aspects of the job, like repetitiveness and highly management supervision.

3.1 Relationship between job demands and work-family facilitation

Karasek's (1979), suggested that high job demand-high decision latitude could lead to the development of new behavior both on and off the job (Karasek, 1979). This new behavior pattern will link to job satisfaction, high self esteem and less intention to quit the job (Karasek, 1979). Literature has reported the correlation between work demands and work role quality and work-family facilitation. For example, research has shown that on days of high work stress, individuals were more prone to experience parent-child conflict (Crouter & Bumpus, 2001), and more family conflict (Crouter et al., 1989).

Voydanoff (2004a), in two different national surveys, examined the relationship between work demands and work-to-family facilitation. Women with rewarding jobs were protected from the negative mental health caused by troubled relationships with their children. Barnett et al. (1992) using the same sample of 409 women discussed above, looked at the job rewards to identify which factors mitigated the relationship between parent-role quality and psychological distress. They found that challenging work was the only job factor that mitigated parental stress. If employed mothers experienced higher reward from challenging work they reported less distress, regardless of their level of disaffection in their relationship with their children. If the reward from challenging work was low, employed mothers who were concerned about disaffection in their relationship with their children reported high psychological distress (Barnett et al., 1992). They suggested that perhaps women who enjoyed rewards from challenging work, experienced greater self-esteem and confidence which enabled them to cope with stressors in their relationships with their children (Barnett et al., 1992).

Research by Wayne et al. (2004) had shown that positive relationship between total work hours was significantly related to work-to-family facilitation. Similar results were reported by Wayne, Randel and Stevens (2003) in their examination of the relationship between organizational time demands, organization support (usage of family-friendly benefits), family supportive work culture, and work-to-family facilitation, reported that a supportive work culture and organizational time demands was positively predicted work-to-family facilitation. Based on theory and evidence the following hypothesis was tested.

Hypothesis 1: There is a positive linear relationship between job demands and facilitation.

3.2 Relationship between job demands and family satisfaction

Karasek (1979) labels high demand-high decision latitude jobs as 'active' and led to the development of new behavior pattern (Karasek, 1979). Grzywacz and Butler (2005); Grzywacz and Marks (2000); and Voydanoff (1988), suggest that high job demands is positively correlated to greater work-family conflict. Conceptually, high perceived workloads influenced employees' affective experiences at home because the affect experienced at

work is positively correlated work spills over onto the affect experienced at home (Edwards & Rothbard, 2000). Positive spillover from workplace to family members at home mirrors certain job characteristics that may enhance an employee's family satisfaction. Therefore this study suggests that:

Hypothesis 2: There is a positive linear relationship between job demands and family satisfaction.

3.3 Relationship between job demands and intention to stay

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

Hypothesis 3: There is a positive linear relationship between job demands and intention to stay.

4. Mediation effects of work-family facilitation on the relationship between job demands and intention to stay

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

Hypothesis 4: Facilitation mediates the relationship between job demands and intention to stay.

4.1 Mediation effects of family satisfaction on the relationship between job demands and intention to stay

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

Hypothesis 5: Family satisfaction mediates the relationship between job demands and intention to stay.

5. Materials and Methods

5.1 Sample and procedure

The subjects of the study were single mother employees attached either with government or private sectors. According to the Department of Statistics Malaysia (2000) single mothers was defined as (1) woman as the head of household; (2) widow or separated/divorced wife; and (3) unmarried woman that possess a child/children. In this study single mother was operationalized as a woman who was divorced and separated or a woman whom her husband had passed away. Record from the Ministry of Women, Family and Community Development showed that there were 24 registered single mother's associations in Selangor and Kuala Lumpur Federal Territory. Due to time and financial constraints along with the capability of researcher, only six out of 24 associations were selected through systematic random sampling to provide samples for the study. The selection process started by calculating the list of registered associations (24) divides the number of associations to be selected (6), equals 4, therefore the selection process was done by selecting every four associations to randomly represent the whole population of single mothers in both states. The selection process went through simple random sampling by selecting single mothers from all the six associations meeting the following criteria: currently employed, having at least one child and aged 45 years and below and voluntarily willing to participate in the research.

5.2 Measurement

5.2.1 Job demands

Job demands was measured by using the Job Content Questionnaire developed by Karasek, Brisson, Kawakami, Houtman, Bongers and Amick (1998). Job demands were measured using 12 items (e.g., My job requires working very hard). All of the items comprising the scales reported below were measured using a 7-point response scale from strongly disagree (1) to strongly agree (7). A seven response option was included for respondents to indicate their agreeableness to each statement. For the current study the reliability coefficient value is 0.70.

5.2.2 Work-Family Facilitation

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

5.2.3 Family Satisfaction

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

5.2.4 Intention to stay

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

6. Statistical analysis

In this study four types of statistical analyses were utilized. (i) SPSS for Windows, (ii) Pearson's Product Moment Correlation, (iii) Analysis of Moment Structures (AMOS) and, (iv) The Sobel's z-test.

(i) SPSS for Windows which is a system that accesses and analyzes data (Norusis, 1977) to calculate many of the descriptive statistics: mean, standard deviations, percentage, range, reliability coefficients and zero order correlations. Descriptive analysis was also used to report demographic data and to check the level of all independent, mediator and dependent variables. Frequency measures such as percentage, mean and standard deviation were used in this process.

(ii) The second analysis was to determine the linear relationships between two quantitative variables between dispositional characteristics, work-family facilitation, family satisfaction and intention to stay. For this purpose Pearson's Product Moment Correlation was chosen.

(iii) Analysis of Moment Structures (AMOS) Program Version 16.0 (a graphic and statistical analyses tool embedded inside SPSS) was the third analysis, which was used for Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) or path analysis, to examine the goodness of fit of the proposed model, and subsequently to estimate the structural coefficients pertaining to the hypothesized path model. The Structural Equation Modeling (SEM) was also used to verify the hypothesized relationships between job autonomy, work-family facilitation, family satisfaction and intent to stay in the organization. This technique is allowed for the estimation of causal relations among variables as well as mediating effects (Kline, 2005) of direct and indirect effects of mediator variables in the relationships between independent variables and the dependent variable.

(iv) The Sobel's z-test was then conducted to test equation of z-value to examine whether the mediators carried the effect of the independent variables on the dependent variable.

7. Results

The respondents' age ranged from 29 to 45 years ($M=39.6$, $SD=3.63$). About half of the total respondents (47%) aged between 30 to 40 years old and majority of the respondents (89.5%) were below 44. The study also revealed that 42.9% of the respondents had working experience of ten years and below, 35.4% of the total respondents had experience between 11 to 14 years and about 20% of the respondents (19.6%) had work experience between 15 to 20 years ($M=12.26$, $SD=4.38$) (Table 1). The income received by the respondents ranged from RM700–RM4000 ($M=RM1682.17$, $SD=RM692.72$). Most respondents (60.0%) earned between RM1001 to RM2000, with a very small number (5.4%) of respondents took the largest amount of income of between RM3001 to RM4000 a month. Single mothers who were qualified to participate in the study must have at least one child. From the study, there were about 60.0% of the respondents had one and two children and about 18.0% had more than four children ($M=2.48$, $SD=1.34$). The mean score for variables on a seven-point scale was as follow: Job demands 4.06, ($SD=0.63$), work-family facilitation 4.55 ($SD=0.99$), family satisfaction 4.92 ($SD=0.90$) and intention to stay 4.40 ($SD=0.94$) (Table 2).

7.1 Correlation Analyses

Correlation analyses results revealed that job demands was positively related ($r = 0.082$ to $r = 0.332$) to work-family facilitation, family satisfaction and intention to stay. The findings from data analysis as presented in Table 2 shows that as the level of job demands of single mothers increased, their level of facilitation increased ($r = 0.332$, $p = 0.001$). The result of the data analysis as presented in Table 2 also shows that as the level of job demands of single mothers increased, their level of family satisfaction ($r = 0.177$, $p = 0.001$), and intention to stay ($r = 0.082$, $p = 0.001$) increased.

7.2 Mediation Analyses

Mediation analysis was conducted to test the effect of work-family facilitation and family satisfaction as mediators in the relationship between job demands and intention to stay.

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

Table 3 shows that the direct effect of job demands [Demand] on intention to stay [Stay] was significant ($pc = 0.047$, $p < 0.05$) the indirect effects were estimated by products of direct effects. Thus, the indirect effect of job demands [Demand] on intention to stay [Stay] via work-family facilitation [Facilitation] was estimated by the product of the effect of job demands [Demand] on work-family facilitation [Facilitation] and the effect of the work-family facilitation [Facilitation] on intention to stay [Stay] which was $(0.156^{**})(0.186^{**}) = 0.029^{**}$. The indirect effect (0.029^{**}) was weaker than the direct effect (0.047). This means that indirect effect of job demands [Demand] on intention to stay [Stay] was partially mediated by work-family facilitation [Facilitation]. The Sobel's z-test indicated that the indirect effect of the independent value on the dependent value via the mediator was significantly different from zero ($z = 3.319$; $p < .001$). In other words, work-family facilitation was partially mediated the relationship between job demands and intention to stay. The result indicated that job demands could increase the work-family facilitation of single mothers which in turn would increase intention to stay with organization. Job demands explained 16% of the variance in work-family facilitation and 5% of the variance in intention to stay.

7.2.2 Job demands and intention to stay via family satisfaction

Table 3 shows that the direct effect of job demands [Demand] on intention to stay [Stay] was significant ($pc = 0.045$, $p < 0.05$) the indirect effects were estimated by products of direct effects. Thus, the indirect effect of job demands [Demand] on intention to stay [Stay] via family satisfaction [Family] was estimated by the product of the effect of job demands [Demand] on family satisfaction [Family] and the effect of the family satisfaction [Family] on intention to stay [Stay] which was $(0.060^{**})(0.482^{**}) = 0.029^{**}$. The indirect effect (0.029^{**}) was weaker than the direct effect (0.045^{*}). This means that indirect effect of job demands [Demand] on intention to stay [Stay] was partially mediated by family satisfaction [Family]. The Sobel's z-test indicated that the indirect effect of the independent value on the dependent value via the mediator was significantly different from zero ($z = 1.225$; $p < .001$). In other words, family satisfaction partially mediated the relationship between job demands and intention to stay. The result indicated that job demands could increase the family satisfaction of single mothers which would in turn increase intention to stay with organization. Job demands explained 16% of the variance in family satisfaction and 5% of the variance in intention to stay.

8. Discussion

8.1 Correlation Analyses

The correlation coefficients among job demands and work-family facilitation, family satisfaction and intention to stay derived from the data analyses indicated that there were linear relationships among variables. The correlation coefficient among variables were from 0.082 to 0.550 which indicated that the relationships among variables were varies from small to moderate.

8.2 Mediation Analyses

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

9. Implication of the study

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

First, from the field of human resource development (HRD) this study has established an additional insight about the relationships between work-family facilitation, family satisfaction and intention to stay among employees in Malaysia. This study concerted several theories and assumptions including Social Exchange Theory (Thibaut & Kelley, 1959), Positive Organizational Scholarship (POS) (Cameron et al., 2003); Ecological Systems Theory (EST) (Bronfenbrenner, 1979); Conservation of Resources Theory (COR) (Hobfoll, 1989) in a single model. Second, job demands was tested as an antecedent variable in the relationships to work-family facilitation and family satisfaction on intention to stay. By testing the importance of job demands to an individual employee, new insights emerged regarding the work-family arrangement in general and work-family facilitation specifically. Third, this study utilized the constructs of work-family facilitation and family satisfaction as mediating variables between job demands and intention to stay; the factor that had not been well explored in education. These mediating constructs have proven to have influence on the employees' decision to remain working with the present employers. Understanding work-family facilitation and family satisfaction provide value to family and work domain and it is crucial to understand how these constructs help motivate workers to remain loyal to their present employers.

10. Conclusion

The primary focus of this research was to examine the level of intention to stay and its independent variable employed in the study with the intervention of mediating variables. Moving towards answering all the research questions and hypotheses, the study has been designed to examine the relationships of its exogenous and endogenous variables. Work-family facilitation was examined as the first mediating variable and how this mediating variable influenced single mothers' job demands to make decision on their intention to remain working with organization. Family satisfaction follows the same path and has been examined its function as another mediating variable and how this mediating variable have influence single mothers' job demands to make decision on their intention to stay with organization. The first and second mediators bridged the chain of correlation between the antecedent variable to the research outcome: intention to stay that lastly results in loyalty and cohesion among employees towards their organizations.

Our findings suggest the importance of the job characteristic through job demands and provide actionable elements to alter to increase facilitation and satisfaction between work and family. A deeper understanding of the work-family arrangement will not be fully utilized until researchers devote as much energy and attention to facilitation as has been devoted to conflict.

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Table 1. Distribution of Respondents by Demographic Characteristics

Demographic Characteristics	M	SD	Frequency n=240	Percentage
Age	39.6	3.63		
Below 30 years old			1	0.4
30 – 35 years old			15	6.2
36 – 39 years old			98	40.8
40 – 45 years old			126	52.5
Working experience	12.26	4.38		
Below 5 years			14	5.8
5 – 10 years			89	37.1
11–14 years			85	35.4
15– 20 years			47	19.6
21– 24 years			4	1.7
25 years and above			1	0.4
Income per-month	1682.17	692.72		
RM 1000 and below			42	17.5
RM 1001 – RM 2000			144	60.0
RM 2001 – RM 3000			41	17.1
RM 3001 – RM 4000			13	5.4
Number of children	2.48	1.34		
1			50	20.8
2			91	37.9
3			55	22.9
4			9	12.1
5 and above			15	6.3
Total			240	100.0

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

(n = 240)

Variable	M	SD	Demand	WFF	FSat	ITS
Demand Pearson Correlation	4.06	0.63	0.70			
Sig.value						
WFF Pearson Correlation	4.55	0.99	0.332**	0.84		
Sig.value			.000			
FSat Pearson Correlation	4.92	0.90	0.177**	0.550**	0.85	
Sig.value			.003	.000		
ITS Pearson Correlation	4.40	0.94	0.082	0.443**	0.369**	0.74
Sig.value			.101	.000	.000	

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

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

Cronbach Alpha reliabilities are shown in bold. **M** = Mean, **SD** = Standard Deviation, **Demand** = Job Demands, **WFF** = Work-Family Facilitation, **F Sat** = Family Satisfaction, **ITS** = Intention to Stay.

Table 3. Direct and Indirect Effects of the relationship between job demands and intention to stay

Dimension of Job Characteristics	Direct Effect	Indirect effect via work-family facilitation	Sobel’s Z-test	Result of Mediation
Job Demands	0.047	0.029	3.319	Partial
		via family satisfaction		
Job Demands	0.045	0.029	1.225	Partial