

**INVESTIGATION ON JOB INVOLVEMENT, ROLE
AMBIGUITY, JOB DEMAND AND WORK-FAMILY
CONFLICT: MODERATING BY SOCIAL SUPPORT**

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By

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**Dissertation Submitted to
Othman Yeop Abdullah Graduate School of Business,
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ABSTRACT

Past research has pointed out that the employee with the problem of work-family conflict is disadvantageous to the individual and the organization. This is because the work-family conflict in the workplace is considered as disadvantageous, more than a few factors have been recommended to get the better understanding about the reasons why the employees usually easily involved with work-family conflict. There are many predictors to determine the work-family conflict among employees and one of the significant predictor is related to the organization. In spite of, these empirical studies inform that the literature indicate that there are fewer concentration has been focused on the influence of job involvement, role ambiguity, job demand and social support towards the work-family conflict. Thus, the present study fill in the gap by investigating the relationship between job involvement, role ambiguity, job demand, social support and work-family conflict among the administrative staff in University Utara Malaysia (UUM), Kedah which is the public university by use the multiple regression analysis technique. There is two hundred of administrative staff in UUM, whom working in the Malaysian public university were participated in this study. The job involvement and social support show the negative and significant relationship related to the work-family conflict and supported the hypothesis. Then, job demand is significantly and positively related to the work-family conflict and the hypothesis is supported. Next, the role ambiguity is positively related to the work-family conflict, but not significant and the hypothesis is not supported. Besides that, the social support as a moderator between the job involvements, job demand and role ambiguity towards the work-family conflict is supported and significantly related. The practical implications of the finding have been discussed.

Keywords: Work-Family Conflict, Job Involvement, Role Ambiguity, Job Demand, Social Support, Malaysian University

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DEDICATION

To my father, Tharmalingam s/o Arumugam and my mother Saraswathy d/o
Mariappen.

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LIST OF ABBREVIATIONS

R^2	R-squared values
SPSS	Statistical Package for the Social Sciences
UUM	University Utara Malaysia
β	Beta
Std.	Standard

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF STUDY

Nowadays, the Work-Family Conflict appears in the life of most people without their knowledge. Work-Family Conflict which takes place in the human's daily life generate problem in their work performance where in this era of globalization most of the people engaged in conflict. This may affect the employees, which make them unable to concentrate on their work or family activities. Work-Family Conflict has been described as two ways of relationship between work interference family and family interface work task (Frone, Russell & Cooper, 1992). Moreover, the work-family conflict occur because there are conflict appear between work roles and family roles (Beutell, 2013).

Previous researches have shown that there are increased in the turnover intention, parental discussion, lower the job satisfaction, trim down the organizational commitment and the family satisfaction transmit work-family conflict. This statement is supported since the similar investigation has been done through the employees where they reflect the several of occupations, for example the hotel employees, social workers, college professors and software workers (Karatepe & Kilie, 2007).

Besides, the co-worker turnover might be one of the issues to be handled by the management, but the other workers also will be quitting if the job, having high

pressure on the employees (Holtom, Mitchell, Lee & Eberly, 2008). According to O'Driscoll and colleagues (2004), have described that the coworkers have moderate the relationship of the job satisfaction and work-family conflict. Besides that, there is strong support this evidence where the similar research has done to determine the work-family conflict by using the perceived coworkers support as the moderator and found that significantly related towards the work-family conflict and job satisfaction (Ng & Sorensen, 2008).

Partners also play an important role in contributing towards the Work-Family Conflict. A partner whom contributes to the smaller amount in conducting the household duties or does not highly reflect to the decision making and might produce mental illness (Canivet, Ostergen, Lindeberg, Choi, Karasek, Moghaddassi & Isacson, 2010). Work life and the family life might familiarly and frequently happen among the women and men where it interfaced in the Work Family Conflict (Canivet et al., 2010).

On the other hand, the researches founded that women employees carry towards the high number of people involved in the work and family roles (Aminah & Noryati, 2009). The largest part of single mothers whom cross the threshold the working area are stated as holding the highest percentage to be involved in the work-family conflict (Jackson, Tal & Sullivan, 2003). Statistical survey (2010), Malaysian people whom are married stand for 59.6 percent and the single people are representing 35.1 percent. Besides that, the males proportions which stated

are 59.8 percent and the females represent 59.4 percent which were listed as married. Besides, 4.5 percent was stated as widowed people and 0.8 percent are divorced in the total amount of employed people (Alvin, 2013). There is statistical show the divorced among Muslim people about 210,326 people and 41,507 people are non-Muslim in Malaysia mostly estimated to be the influence of the work and family problem (Poobalan, 2013).

Robbins and Judge (2013) have discussed about the link that appears in the interpersonal relationship and the work which deserve the goal of the individual. Furthermore, employees will contribute less time to their family members if their workload is heavy and this will create problem within their family members such as the crisis in the relationship within the husband and wife. In order to reduce the negative effect which appear from the Work-Family Conflict, employees in all level management need to manage the sources of conflict consistently towards their family roles and work roles. The employees can reduce their work burdens by partition their work accordingly, which creates a harmonious situation and they can use some strategies to conduct their task in the organization (Ashfaq, Mahmood & Ahmad, 2013). Because of its incidence and disadvantage effects to both work and family, further studies needed to be understood in the work-family conflicts factors which give some ideas to people to manage themselves equally towards the work and family role.

1.2 PROBLEM STATEMENT

Conflict occurs almost among in everyone's life, hence there are psychologists suggesting to better understanding regarding the reasons why the employees may lead them into work-family conflict, despite the conflict received from the organizational environment (Rau & Foster, 2000; Michael & Ramsay, 2011; Donais, 2006; Lebedun 1998; Chartered Institute of Personnel and Development, 2008; Gatlin, Wysocki & Kepner, 1983; Algert, 1996).

One of the significant predictors of work-family conflict is related to the time-based conflict, strain-based conflict and behavior-based conflict influence the people and employees daily sense of duty or life because the people may avoid from the problem (Greenhaus & Beutell, 1985). As part as strongly acknowledge, there might create problems for the employees in UUM if they fail to manage all these predictors of work-family accordingly. This is supported by Robbins and Judge (2013), they described details about the negative and positive impact that occur from the Work-Family Conflict with the framework support as the evidence to approve. Furthermore, there is a lack of study has been conducted to identify the behavior of the employees and their involvement throughout their works (Greenhaus & Beutell, 1985).

There are limited studies were found to create the awareness among the staff to stimulate about the Work-Family Conflict. All factors in conflict need to focus by the employees and if they fail to do so, it will be a waste of time and there

might give some impact to the health problem and create stress to employees. As stated by Cooper, Dewe and Driscoll (2001), the sources of conflict will lead to stress for the employees and affect the strain factor which will cause negative impact towards the Work-Family Conflict.

Furthermore, some of the organizational-related factors that have been considered include job involvement (Chughtai, 2008; Shragay & Tziner, 2011; Ueda, 2012; Ho, Oldenbury, Day & Sun, 2012), role ambiguity (Singh, 1993; Wood, 2010; Vanishree, 2014), Job demand (Harenstam, 2008; Demerouti & Blanc, Bakker, Schoufeli, Hox, 2008), Job satisfaction (Hellman, 1997; Koys, 2001; Mobley, 1977) and social support (Corneil & Wayne, 2011; Scott, 2001). In general, these studies found that adverse work environment as reflected by the lack of job involvement, indistinct role ambiguity and higher job demand at the workplace mostly have significant influence towards the work-family conflict.

Despite the aforementioned empirical studies based on the role of the employees in estimating the work-family conflict, literatures point was generated only in small portions on job involvement, role ambiguity, job demand and work-family conflict. Hence, there is a need to inspect the relationship between the job involvement, role ambiguity and job demand, social support and work-family conflict. Continuously, this statement can be related to the study on the UUM staff, where can use to examine the role of the staff and their involvement and demand towards their work performance.

Furthermore, literature review points out that despite many studies on the influence of individual ability and organizational factors in predicting the work-family conflict. However, most of these studies were conducted largely in hotel industry (Mulvaney, O'Neill, Cleveland, & Crouter, 2006; Cleveland, O'Neill, Harrison, Crouter & Drago, 2007; Karatepe, Sokmen, Yavas & Babakus, 2010; Kim, 2010; Choi & Koi, 2012), bank sector (Emslie, Hunt & Macintyre, 2004; Karatepe & Tekinkus, 2006; Muzhumathi & Rani, 2012; Ahmed, Muddasar & Perviaz, 2012; Salam, 2014) and hospital sector (Fub, Nubling, Hasselhorn, Schwappach & Rieger, 2008; Anafarta, 2011; Zulfiqar, Kundi, Qureshi & Khan, Akhtar, Sadozai, Khan, 2014) thereby not concentration much to the university sector. Thus, work-family conflict is worth of the further investigation in Malaysia because the findings of previous studies may not be generaliazable to Malaysian context.

The reason to see the appearance of work-family conflict as an issue in education (UUM) side is to identify the problem which might appear among the employees. Since the UUM policy is considered as high expectation to be achieved, this creates problem to the staff to conduct with good improvement of themselves where they need to support UUM policy to get it achieve in future. This makes the employee's workload become more than usual. For example, UUM policies such as the employees always need to instill awareness is sustaining the environment for future generation and inculcate good values and practices that allow individuals to lead others. Since, this two policy need to be achieve in

UUM, the staff need to be eager and ready in knowing the changes that happen in their policy to make sure policy are achieved.

1.3 RESEARCH QUESTIONS

This study intends to identify University Utara Malaysia (UUM) administration staff regarding the Work-Family Conflict. The following important research questions were developed by the researcher to conduct this study. Below are three questions which have been formulated:

- a) What is the relationship between Job Involvement and Work-Family Conflict?
- b) What is the relationship between Role Ambiguity and Work-Family Conflict?
- c) What is the relationship between Job Demand and Work-Family Conflict?
- d) Do the Social Support moderating between the independent variables
(Job Involvement, Role Ambiguity, Job Demand) and Work-Family Conflict?

1.4 RESEARCH OBJECTIVES

The objectives of this study are to identify the level of work-family conflict among University Utara Malaysia (UUM) administration staff. In addition, this study looks for whether there are significant relationship appear between the Job Involvement, Role Ambiguity and Job Demand on the Work-Family Conflict among the UUM administration staff. The following research questions were developed by the researcher for this study:

- a) To examine the relationship between Job Involvement and Work-Family Conflict;

- b) To investigate the relationship between Role Ambiguity and Work-Family Conflict;
- c) To examine the relationship between Job Demand and Work-Family Conflict;
- d) To determine the relationship of Social Support between the independent variable (Job Involvement, Role Ambiguity, Job Demand) and Work-Family Conflict.

1.5 SIGNIFICANCE OF STUDY

This study has expected to supply towards the general body of knowledge on both sides of hypothetical and practical aspects. From the theoretical perceptive, various theories have been found out to inspect the work-family conflict. In the present study, the researcher determined the relationship between the dependent and independent variables.

Consequently, if the findings of the current study hold, there will present the empirical evidence on the relationship between the Job Involvement, Role Ambiguity, Job Demand and Work-Family Conflict. Numerous studies have been recognized in presenting the different predictors manipulate the work-family conflict (Edwards & Rothbard, 2000; Parasuraman & Greenhaus, 2002; Gahan & Abeysekera, 2009). Even though the research in existing empirical studies has determined the various factors conflict towards the work-family conflict, yet, most of these studies concentrate on such variables as job stress, job satisfaction, perceived involvement, psychological distress, family satisfaction.

This implies that other organizational factors have contributed less few attentions. Thus, this study will fills in the gap by adding in other organizational resolve of the employee's work-family conflict based on job involvement, role ambiguity, job demand and moderated by social support.

Furthermore, as noted previously a comprehensive review of literature on job attitudes indicates that despite many studies on the influence of the organizational factors in predicting employee work-family conflict, however, most of these studies were conducted largely in hotel industry (Mulvaney, Neil, Cleveland, & Crouter, 2006; Cleveland, Neil, Harrison, Crouter & Drago, 2007; Karatepe, Sokmen, Yavas & Babakus, 2010; Kim, 2010; Choi & Koi, 2012), bank sector (Emslie, Hunt & Macintyre, 2004; Karatepe & Tekinkus, 2006; Muzhumathi & Rani, 2012; Ahmed, Muddasar & Perviaz, 2012; Salam, 2014) and hospital sector (Fub, Nubling, Hasselhorn, Schwappach & Rieger, 2008; Anafarta, 2011; Zulfiqar, Kundi, Qureshi & Khan, Akhtar, Sadozai, 2014) thereby paying less attention to the education industry. Therefore, the present study contributes to the literature on the work-family conflict by inspecting the relationship between job involvement, role ambiguity, job demand, social support and work-family conflict among administrative staff in public university located in Sintok, Kedah Darul Aman, in order that the findings of this study can be generalized to the Malaysian context.

From the practical perspective view, the present study will also be very important in particular for the management and university administration in numerous ways. Firstly, the work-family conflict is disadvantageous to both individual and the organizational factors which is job involvement, role ambiguity and job demand towards the work-family conflict will help the management and administration minimize the increase rate of employees which involve work-family conflict.

1.6 SCOPE OF THE STUDY

The reason of this study is to examine the relationship between job involvement, role ambiguity, job demand, moderated by social support and work-family conflict among the administrative staff in University Utara Malaysia (UUM) located in Sintok, Kedah Darul Aman. The present study employed quantitative cross-sectional research design. As a result, the population for this study will be 1961 administrative staff in UUM and the unit of analysis is the individual person of administrative staffs in UUM. The data collection for this study has been started since April, 2014 and lasted of the one month. There are two hundred of respondents which is the administrative staff of the UUM have been answered the questionnaire.

1.7 ORGANIZATION OF STUDY

This research consists of five chapters. Chapter one from this research, discuss the background of the research, problem statement, research objectives, research

questions, scope of study and significance of the study. Besides, chapter two consists the revision of literature review, which related to this research variables, discuss of hypotheses formulated and the framework developed for this research. Furthermore, in Chapter three focuses on research methodology. This also covers the research design, instrument of measurement, population, sample, data collection and questionnaire. Moreover, in the chapter four is the findings of this research which collect from the data collection. The demographic profile of the respondents, interpretation of analysis, and hypothesis testing results are included. Finally, Chapter five represents summaries of the findings and some discussion will be presented to show the relationship among the variables. As a conclusion, the recommendation on the implications and limitations of the research followed by the implication for the future research and recommendation part.

1.8 CONCLUSION

This first chapter providing an overview of this research, the background of the research, problem statement, research objective, research question, scope, significance of study has been written in this part. On the other hand, the first chapter is used to explain more about the variables that used in this research and to provide better understanding regarding the research for the user.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The purpose of this chapter is to review the previous work related to the present study as well as related theories in order to validate the research framework in chapter three. The chapter started by reviewing the literature on a dependent variable which is Work-Family Conflict, followed by the independent variable which is Job Involvement, Role Ambiguity and Job Demand and the moderator which is Social Support.

2.2 WORK-FAMILY CONFLICT

According to Robbins and Judge (2013), stated that the conflict is the process where one person can identify about another person who negatively affected by the work performance. Task conflict can be defined as the organization achievement and the way to achieve the objective of the organization which can lead the people with some conflict where it looked detail towards the interpersonal relationship (Robbins & Judge, 2013).

Work-family conflict normally will be stated as a two way of study regarding the category of conflict (Zhang, Griffeth & Fried, 2012). This statement is supported by Henssey (2005). Besides that, work-family conflict delay their family

performance since they need to manage with the work compulsion which obstruct the capability to provide the sufficient manage among the child care (Zhang et. al). Boles, Howard and Donofrio (2001) stated that work-family conflict is reflecting the individual ability to perform their works with a lot of demand carry out by them towards their work performance and their home or family activity. The individual familiar with the high number of suffering in the function that obtain the interference in the work-family conflict (Ford, Heinen, Langkamer, 2007; Frone, Russell, Cooper, 1992; 1997).

According to Greenhaus and Powell (2006), the work-family conflict will affect the work and family roles which in term of the high expectation towards the demand in every role besides decreasing the performance level of the employees. A large number of researchers argued that Work-Family Conflict relates to some of the factors such as the burnout (Burke & Greenglass, 2001), stress (Killien, 2004), intentional turnover among the workers (Simon, Kummerling, Hasselhorn, 2004) and fatigue (Demerouti, Geurts, Bakker & Euwema, 2004). According to Anderson, Coffey and Byerly (2002), present that the main factor which create the high possibility to stress in employees is the work-family conflicts. For example, the employees need to have the interpersonal relationship to support them to be strong in conducting their work and manage their family roles.

There are various types of conflict might impact the work-family conflict and in this study there are mainly three categories of conflict been used to conduct this study. According to Greenhaus and Beutell (1985) stated that time, strain and behavior related to the work-family conflict. According to Eby, Casper, Locwood, Bordeaux and Brinley (2005), there are relationship within the level of job involvement that affects the work-family conflict in terms of two domains which is the work roles and family roles and an immense investigation has been done as a support.

Based on Ashfaq, Mahmood and Ahmad (2013), they stated that the work-life conflict contribute to the working hour of an employee's where at here most of the people who work around have family members and there are women with small babies involve in the working environment, so that they need to divide the working hour equally to their work and family.

There are several of emotions and behavior appears in the human's life which leads the people to the work-family conflict (Frijda, 1986; Roseman, Wiest & Swartz, 1994; Tangney, 1991; Tangney, Stuewig, & Mashek, 2007). Next, is the strain conflict which influences the Work-Family conflict and can be viewed by the psychological and emotional exhaustion among the role conflict (Grzywacz, Arcury, Marín, Carrillo, Burke, Coates & Quandt (2007).

The employees need to manage their time equally towards their works and strain that influence the employees, which make them hard to fulfill their task and they need to have good behavior to motivate towards balance in work-family life conflict. For example, the strain conflict will increase the stress and make people imbalance emotional between their roles in work and family. Moreover, the behavior conflict also will give impact towards the Work-Family Conflict if the person does not work effectively and does not play their role appropriately within the work and family role which will create to the low effectiveness (Greenhaus, 2006).

There have been identified some of the research findings said that the ending of work involvement or job involvement include the work role conflict, work role overload and work-role ambiguity and all of the variables is considered as effecting Work-Family Conflict (Razak, et al. 2001). Besides that, there is cross-sectional study conducted in previous studies describe the work-family conflict might be decreased if there are differences in the working area and the scholar estimated it correct (Kelly et al. 2008).

To date, some of the factors that have been considered include Job Involvement (Greenhaus, Parasuraman & Collins, 2001; Adams, King & King, 1996), Role Ambiguity (Frone, Yardley, & Markel, 1997; Li & Bagger, 2008), Job Demand (Jones & Butler, 1980; Frone, 2000) and Social Support, among others (Shinn, Wong, Simko & Ortiz-Torres, 1989; Stephens & Sommer, 1995; Voydanoff,

2004). Despite the above mentioned empirical studies, even though there are a small portion of the studies conducted to investigate the influence of the time conflict, strain conflict and behavior conflict on work-family conflict. Hence, these factors are selected to be studied in the present research.

2.3 JOB INVOLVEMENT

Job involvement has been mentioned by Kanungo (1982) as "psychological identification with a job"(p. 97). Similarly, according to Ahmad (2008), the involvement of the high percentage of women towards the job area is increasing the study within the family and work roles. The people might show for themselves where they used to attach to their life role and this will create to Work-Family Conflict (Frone, Russell & Cooper, 1992; Greenhaus & Beutell, 1985). The increase in job involvement may create the job look after their own part of working environment should have a conceited on their work (Chang, 2002). Besides, role overload and role conflict or factor of work-involvement and authority of the work-family conflict are related to the work-family conflict (Carlson & Kacmar, 2000; Razak et al., 2011).

As suggested by Greenhaus and Beutell (1985), if the people are involved with the high level of involvement in conducting their role or work, it may raise up their inter-role conflict which is work-family conflict in both of the work role and family role. According to Razak, Yunus and Nasurdin (2011), the high level of involvement in any of the roles either work or family role will reduce their

time devoted to that role and this will lead to the failure to fulfill their expectation level with the other role. It's followed by the reason where most of the people have high involvement in any of the work or family role may infect with the mental torture and burden them even though they try physically to get their demand with other role done (Razak et al., 2011).

On the other hand, the job involvement has stated there is relationship occur towards absenteeism (e.g., Blau, 1986; Farrell & Stamm, 1988; Shore, Newton, & Thornton, 1990; Scott & McClellan, 1990) and the job involvement also related to the turnover or the aim to leave (e.g., Baba & Jamal, 1991; Huselid & Day, 1991; Ingram, Lee, & Lucas, 1991; Shore, et al., 1990). While as said by Martire, Stephens & Townsend (2000), women whom relate to the high job involvement might get burden to continue their work with some other roles which they need to be conducted with.

According to the above statement, the employees, mostly will involve themselves indirectly with the work related stress and Work-Family Conflict as said by Frone (1992), Greenhaus & Beutell (1985), Greenhaus (1989). For example, most of the medical people are highly involved with their jobs and they are considered being the tidiest people and emotionally demanded as said by Swanson and Power (1998). According to Adams, King and King (1996), they have mentioned that job involvement is one of the variables which relate towards the work and might give impact to the Work-Family Conflict.

As stated by Frone, Russell and Cooper (1992), other factors such as the family stress, job stress and family involvement which relate towards the job involvement that might contribute to the Work-Family Conflict. “The role family involvement play in work-family conflict, family involvement must be more inclusive allowing for both the number and salience of various constraints to be considered” (Boyar et al., 2003). Besides, family involvement also compulsion to the way which is formally and informally authorized family members (Boyar & Colleagues, 2003). There are some researchers said that the job involvement is positively related to the Work-Family Conflict (Frone et al., 1997; Carlson & Frone, 2003).

There are prior researches have been established a theoretical statement from the past research’s shows that there are relationship within the job involvement and Work-Family Conflict (Fox & Dwyer,1999; Gutek, Searle & Klepa, 1991; Kanungo, 1982; Greenhaus & Beutell, 1985; Frone & Rice, 1987; Korabik, Lero & Ayzam, 2003; Chang, 2002; Razak, Yunus & Nasurdin, 2011; Narayanan & Savarimuthu, 2013; Poelmans, 2001; Lawrence, 2013).

There are several studies have shown that there are positive relationship between the job involvement and the work-family conflict as stated continuously. Specifically, Witzel (2008) examined that work attitudes and well-being among virtual workers conducted on the one of the leading plastics and chemical company in North America. The study being conducted among 278 people and

collected towards the survey based on virtual workers which are sales employees. The result shows that the job involvement was positively and significantly related to work-family conflict.

Besides, Darcy and McCarthy (2007) conducted study to examine the relationship between the differential effects of child's age on work-family conflict. This study, conducted among 22 hotels in the Irish hotel sector, which in Ireland and the respondents is considered as employed people. This study shows the significant and positive relationship among the Job Involvement and Work-Family Conflict. In addition, the study conducted by Frone and Rice (1987) is to examine about the job and family involvement influence work-family conflict among 141 non teaching professional employees at northeastern United States. The study shows there is a significant and positive relationship between Job Involvement and Work-Family Conflict. Michel, Kotrba, Mitchelson, Clark and Baltes (2010), conducted a meta-analytic study on the antecedents of work-family conflict and it is found to be a positive relationship among job involvement and work-family conflict. In a sample of 142 studies contain 178 samples which reported 1080 sizes used in doing their analyze.

There are several studies have shown that there is a negative relationship between the job involvement and the work-family conflict. Razak, Yunus and Nasurdin (2011) mentioned about work overload and job involvement towards the work-family conflict. This study involved 391 local doctors whom working

for full time in nine public hospitals in Peninsular Malaysia and found not to be significant relation or negative relationship between job involvement and work-family conflict. Besides, Luk and Shaffer (2002), shows that the non-significant relationship between job involvement and work-family conflict in their study. The sample of this study is 248 employees in Hong Kong, where the respondents are Chinese couples.

According to Lawrence (2013), the work involvement and family involvement and work-family conflict was found to be not significant and negative relationship. This study analyzed samples of 200 non professional Igbo workers from University of Nigeria, Nsukka and Nsukka Local Government Secretariat in Enugu State. Hence, this study shows that there is negative relationship between job involvement and work-family conflict. Narayanan and Savarimuthu (2013) reported a negative and not significant relationship between child age on the work-family conflict. In a sample of 196 working mothers employed in Information Technology Industries in Bengaluru, India. The results showed the job involvement was not significantly related to the work-family conflict.

2.4 ROLE AMBIGUITY

According to GregBon, Wendell and Aono (1994) role is said as a set of hopes which influence the employee's ability to relate with the organizational limitations. Ambiguity nearly means that the unestimated outcomes of people behavior (Pearce, 1981). The individual insecurity of degree in their job

anticipation is called as role ambiguity (Baral & Bhargava, 2010; Epie, 2009; Fayankinnu & Alo, 2007; Akanji, 2012). Role ambiguity has been described by Kahn, Wolfe, Quinn, Snock and Rosenthal (1964) “the single or multiple roles that confront the role incumbent, which may not be clearly articulated in terms of behaviors or performance levels”. This statement is supported by (Spector, 1997, p. 39; Bolat, Bolat & Yuksel, 2011; House and Rizzo, 1972), where they described that role ambiguity is the condition of doubtless when conducting the work by employees.

The employers put more hope on their employees in the working area and the employees need to come upon the customers different needs and fulfill their top management requirement which might lead them to the role ambiguity (Soltani, Hajatpour, Khorram & Nejati, 2013). Besides, the role ambiguity occurs when there is low salient and the information based on the work that is less known to be adopted by the individual in their role (Beard, 1996).

There is theoretical framework which concludes two types of role ambiguity where at the first type the employees unable to understand actually what they wanted to do with and which to give the priority too. The second type of role ambiguity is the employees, mostly cannot predict or evaluate about the responsibility (Doherty & Hoyer, 2011; Sakires, Doherty & Misener, 2009). The third type of role ambiguity is the person need to know about the consequence of the role which they have recital to others, themselves and towards the

organization (Beard, 1996; Bolat, Bolat & Yuksel, 2011; Dierdorff & Rubin, 2007; Ghorpade, Lackritz & Singh, 2011; Thiagarajan, Chakrabarty, Lueg, Taylor, 2007; Deluga, 1989; Tidd, McIntyre & Friedman, 2004).

Based on Verbeke, Dietz and Verwaal (2011), the role ambiguity is an indivisible part of the work environment and it points out an untrustworthy and ambiguous work circumstance (Cicero, Pierro & Knippenberg, 2010) besides in place of the job simplicity or intricacy amount (Cordery, Morrison, Wright & Wall, 2010). While, Verbeke et al., (2011) stated that there are confusions occur in work and family roles when the individual does not able to predict their own duty. There are causes of role ambiguity which occur in the work area such as the lack of supervising, poor communication, lack of instruction and on purpose retention by the co-worker and supervisor (Pekdemir, Kocoglu & Gurkan, 2013).

Moreover, the role ambiguity affects a person by creating the disappointment within their role, nervousness, worry, concern, deform reality and execute less effectively (Rizzo, House & Lirtzman, 1970, p. 151). On the other hand, there is some impact from the role ambiguity if the people do not able to manage it probably. The people will feel worry, tension and stress from the unpredictable role when they are involved in their work (Pekdemir et al., 2013). Illustrate that, if the organization needs to have well prepared job descriptions and by this, they can make a good decision without any confusion in their job (Judeh, 2011).

A substantial amount of the past studies has shown that the Role Ambiguity practices are related to a variety of Work-Family Conflict (Carlson, Kacmar, & Williams, 2000; Greenhaus, Bedeian, & Mossholder, 1987; Bacharach et al., 1991; Burke, Weir, & DuWors, 1980; Frone et al., 1997). There are several studies have shown that there are positive relationship between the role ambiguity and the work-family conflict. In particular, Netermeyer, Boles and Murrian (1996) examined the validation of work-family conflict and family-work conflict among 162 small business owners in a large Southeastern City. The result shows that there are significantly and positively related among role ambiguity and work-family conflict. Voydanoff (1988) have conducted study on role ambiguity and work-family conflict was founded the significant and positive relationship between both variables. The respondents are 757 married men and 270 married women.

Specifically, Thiagarani, Chakrabarty, Lueg and Taylor (2007) have conducted study on work family role strain among 381 respondents from the marketing research firms in the US, Alaska and Hawaii. As a result there are significant and positive relationship between the role ambiguity and work-family conflict. Ryan, Ma and Ku (2009), conducted study on role conflict, role ambiguity and work-family conflict among university food service managers among members of the National Association of College and University Food Services (NACUFS). The sample of this study is around 392 based on web and 65 surveys among different managerial roles. Carlson (2000) stated that there is a significant positive

relationship between the role ambiguity and work-family conflict. The sample for this study was 225 workers from the colleagues in Midwestern City and separated into 83 male and 14 female workers.

Chin, Ismail, Ahmad and Kuek (2012), conducting research on the impact of job stress on workforce, which showed there are significant and positive relationship between role ambiguity and work-family conflict. The sample of this study is 96 of academic and not academic staff in Kuching, Sarawak, Malaysia. Another study by Nabavi and Shahryari (2012), have found there is significantly and positively related between role ambiguity and work-family conflict. In a sample of 368 married employees in office of Ahwaz.

There are several studies have shown that there is negative relationship between the role ambiguity and the work-family conflict. Beige, Ershadi and Shirmohammadi (2012), have conducted study of the work-family conflict among Iranian operating room personnel. The sample of the study is 333 nurses from the 10 Iranian hospitals, which are 96 of them are male and 230 are female. The result of this study stated that there is non-significant relationship between the role ambiguity and work-family conflict. Besides that, Carlson, Kacmar and William (2000), study on work-family in organization and found the result is not significant and negatively related to role ambiguity and work-family conflict. The sample of this study is 314 state government employees in the southeast was divided into 194 is male and 116 is female respondents.

2.5 JOB DEMAND

Job demand can be known as the burden occurs from the workload towards the employees where they need to raise up the organization output and lead to job hectic and got changes in psychologically on the employees (Karasek, 1979). The latest definition said that job demand is seen widely and more focused towards the social and they view it towards the organization's work perspective (Ojha, 2011). Mauno, Kinnunen and Ruokolainen (2006) mentioned that, “physical, psychological, social or organizational features of the job, requiring physical or psychological effort and energy from an employee and are consequently related to psychological and psychological costs (i.e., strain)” (p.212). This statement is supported by Hockey(1997).

Furthermore, in one of the study the author have mentioned the literature contribute regarding job demand in the call center work department shows the high commitment towards their regular work target and the monthly targets which they need to be finish in the limited time (Ramadass,2013). Most of the employees related with the job demands are unable to handle with the conflict from the work either family role, these create the emotional exhaustion (Karatepe, 2013).

Besides, there are some prior researches have take place to inform about job demand included some element such as long working hours, shift work and the physical or psychological supply to the job strain which have been identified as

the role overload and feeling besieged and results in work-family conflict (Burke, Weir & DuWors, 1980; Grzywacz, Arcury, Marin, Carrillo, Burke, Coates & Quandt, 2007; Katz & Piotrkowski, 1983; Mazerolle, Bruening & Casa; Staines & Pleck, 1983; Thomas & Ganster, 1995; Thomas & Ganster, 1995; Thompson, Kirk & Brown, 2005; Voydanoff, 1988). This entire author's have briefly explained about the job demands and its relationship towards work-family conflict.

Moreover, there are stated that the professional people whom works for long time period can be said as productive workers and they mentioned that the long period of time they involve with work, and will contribute to the high level of job demand among the employees (Jacobs & Winslow, 2004). Furthermore, the chances to gain more knowledge based on the job has been inspected and recognized as the factor to reduce the work-family conflict (Voydanoff, 2004). Burke and Greenglass (2001) concluded that there are high relationship among the work demands and job stressors towards work-family conflict. By working for a long period the employees need to reduce their time, which they suppose need to spend with their family and by this they can involve themselves in the work-family conflict (Yildirim & Aycan, 2008).

There will be more dependable for the time and effort from the employees to contribute to the organization and will make them less focused towards their family and lead to high work-family conflict since they are related towards

higher job demand (Shimazu, Bakker, Demerouti & Peeters, 2010). There are some symptoms such as lack of resources and mentally tired take place in the employee's life when they involved with job demand besides there will be more restless if the employees back home. There are some finding shows the relationship between work demand and work-family conflict is better in China than the United States (Yang, Chen, Choi & Zou, 2000; Yang, 2005).

Past research described there is relationship between the job demand and work-family conflict (Duxbury & Higgins, 1991; Mauno, Kinnunen & Ruokolainen, 2006; Rice, Frone & McFarlin, 1992; Higgins and Duxbury, 1992; Spector, Allen, Poelmans, Lapierre, Cooper, O'Driscoll, Sanchez, Abarca, Alexandrova, Beham, Brough, Ferreiro, Fraile, Qin, Lu, Velazquez & Pagon, 2007). There are several studies have shown the positive relationship between the job demand and work-family conflict. In particular, Yildirim and Aycan (2007) conducted study on nurses work demands and work-family conflict with a sample of 243 participants which is 106 (academic nurses) and 137 (clinical nurses) in Istanbul, Turkey. The result suggested that the job demand is positively related to the work-family conflict.

Boyar, Maertz, Mosley and Carr (2008) showed significant and positively related to the job demand and work-family conflict. A sample of 698 respondents of university employees in African, American, Latino and Native American being used in this research. Besides that, Bakker, Dollar and Demerouti (2008)

conducted studies among 168 couples whom known as parents in the Netherlands. The results show there is a significant and positive relationship between job demand and work-family conflict. Lu, Kao and Chang (2008), suggested that job demand was positively related to work-family conflict. The sample for this study is 1122 respondents from the Taiwanese employees involve in 40 countries in the world and found the positive relationship among job demand and work-family conflict. Biggart, Corr, O'Brien and Cooper (2009) reported a significant and positive relationship between job demand and work-family conflict among 179 employed fathers in the United Kingdom.

Regarding the influence of job demand and work-family conflict, Hall, Dollard, Tuckey, Winefield and Thompson (2010) study showed that among 257 Australian (Victorian) police officers. The result suggested that job demand is positively related to work-family conflict. Shimozu, Bakker, Demerouti and Peeters (2010) suggested that the job demand is positively related to the work-family conflict. The sample for this study is 196 working parents with preschool children living in Higashi-Hiroshima City, Japan. Recently, Bakker, Brummelhuis, Prins and Heijden (2011) conducted studies and found there is a significant and positive relationship between job demand and work-family conflict. The sample for this study is 230 medical residents and their partners from the Medical Registration Committee as being in training in the Netherlands. Beham, Drobic and Prag (2011) also conducted study on the job demand and work-family conflict among 199 employees in German from the IT, retail and

healthcare industry. They found the job demand significant and positively related to work-family conflict. As stated by Vries (2013) there are positively related to the job demand and work-family conflict. The sample for this study is 130 doctors of Dr. Soetomo Surabaya General Hospital were found that there is significant and positively related among job demand and work-family conflict.

2.6 SOCIAL SUPPORT

According Cobb (1976) stated that social support can be said as the caring, love and the need to communicate with others socially for an individual. Schumaker and Browell (1984) mention social support as “exchange of resources between at least two individuals perceived by the provider or recipient to be intended to enhance the well-being of the recipient” (P.13). Social support refers to a social network’s provision of psychological and material resources intended to benefit an individual’s ability to cope with stress (Cohen, 2004, p. 676). The theoretical viewpoint based on social support research point out the availability of the social support, donates to the comfort (Lakey & Cohen, 2000).

The social support is divided into the supervisor support, coworkers support, organizational support and family support. As suggested by Hammer et al. (2009), meaning of supervisor support which include in the work-family conflict where at this stage they used to care about the individual work-family and they involve in helping behavior to manage or solve the problem that occur in the work-family conflict. As stated by Grandey, Cordeiro & Michael (2007), some of

the sources of the work environment such as time and encouragement which related to the strain factor and influence the work-family conflict. There are findings said that the social support are involved with the strain conflict where it gives a strong impact towards the life domain and the influence of the strain conflict towards the work-family conflict (Westman & Etzion, 2005).

As suggested by Bellavia & Frone (2005), the effect of the partner in support by the supervisor or co-workers where they used to reduce the influence on the work towards family conflicts. Some of the research said that the working women are strongly influenced by the environment factor and they are less influence by the social support towards the stressors and strain conflict which will play roles in creating the small impact to the work-family conflicts (Cohen & Wills, 1985, Van Daalen et al. 2006).

According to the Allen (2001), they have mentioned that the work-family conflict will influence by social support, but emphasize about the job demands which occur from the stress factor besides helps to influence on the work and family performance. According to Noraini (2006), stated that social support is increasing the harmony and can manage the psychological distress when they involved with the stressful environment because the employees are well prepared about the impact of the work-family conflict.

Social support used to be viewed in the social source where they have found the influence on the Work-Family Conflict (Adam et al., 1996; Erdwins, Buffardi, Casper & O'Brien, 2001). There are lack studies which conduct the social support as the moderator that gives affects to the work support and work-family conflict (Dormann & Zapf, 1999). There are previous study describe about the social support as the interpreter for the work-family conflict (Frone, Russel & Cooper, 1997; Barrera, 1986; Burke, 1988; Anderso, Coffey & Byer, 2002; Goff, Mount & Jamison, 1990; Wadsworth & Owens, 2007).

Social support is well establishing factor that influence the several attitude and behavior including Job Performance (Beehr, Jex, Stacy & Murray, 2000; AbuAlRub, 2004; Amarneh, Al-Rub & Al-Rub, 2009; Rees & Freeman, 2009; Schreurs, Emmerik, Gunter & Germeys, 2012; Wang, Lin & Tsai, 2012; Krishnan, Ismail, Samuel & Kachymalay, 2013; Baumgartner, 2013), Stress (Dumont, Prouost, 1999; Larocco, House & French, 1980; Cosley, McCoy, Saslow & Epel, 2010), Turnover Intention (Um & Harrison, 1998; Nissly, Mor Barak, & Levin, 2005; Pienar, Seiberhagen & Mostert, 2007; Kim & Stoner, 2008; Nohe & Sonntag, 2014; Lobburi, P., 2012) and Health(Uchino, 2009; Kroll & Lampert, 2009; Gibney & McGovern, 2011; DuPertuis, Aldwin & Bosse, 2001).

There have been identified the negative relationship between the social support and work-family conflict. In particular, Thomas and Ganster (1995), shows the

significant indirect or negative effect towards the social support and work-family conflict. The sample study is 398 nurses in 45 health facilities in Nebraska. Neilson, Calson and Lankau (2001), suggested the negative and non-significant relation among the social support and work-family conflict. The sample of this study is 502 employees from western universities and northeastern university. O'Driscoll, Poelmans, Spector, Kalliath, Allen, Tammy, Cooper & Sacherz (2003) stated that there is negative relationship between the social support as the moderator influence work-family conflict among 355 managers in New Zealand. Daalen, Willemsen and Sanders (2006) reported that there are studies among 444 households which are 271 men and 173 women in Dutch which shows the negative relation between social support and work-family conflict. Karatep and Kilie (2007), showed the negative relationship within social support and work-family conflict which shows the sample of 886 hotel management employees in Northern Cyprus.

Seiger and Wiese (2009) have conducted study to examine the relationship between social support and work-family conflict. The sample size for this study is 107 working mothers in newspaper field and magazines in Zurich, Switzerland. They have stated the social support as a moderator in predicting the job strain and work-family conflict. The latest study by Kossek, Pichler, Bodner and Hammer (2011), conducted a meta-analysis study among 115 sample respondent from 85 studies include the 72,507 employees then compared with

the three types of social support which result negatively between the social support and work-family conflict.

2.7 RESEARCH FRAMEWORK

This research framework shows that the conception of the research that describe the relationship among the independent variables, moderating variable and dependent variable. Thus, the research framework for this study as depicted in Figure 2.1 shows the relationship between the independent variables (Job Involvement, Role Ambiguity and Job Demand) and the moderator which is Social Support and the dependent variable is Work-Family Conflict.

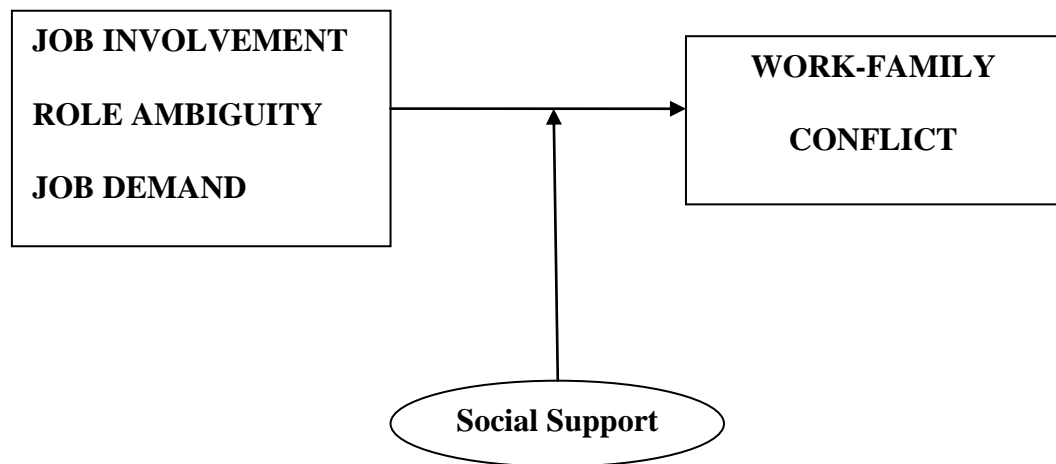


Figure 2.1 Research Framework

2.8 HYPOTHESES DEVELOPMENT

The research framework for this study is a product of extensive review of the literature by the researcher and it based on theoretical perspectives, namely: the

role theory (Kahn, Wolfe, Quinn, Snoek & Rosental, 1964) were used to put the role ambiguity, social exchange theory (Homans, 1958, 1974; Blau 1964; Claeman, 1972; Emerson, 1976; Goulder, 1960) used to job involvement and job demand and self-discrepancy theory (Higgins et al.,) to take the social support.

2.8.1 Job Involvement and Work-Family Conflict

Job Involvement is identified as negatively related towards the work-family conflict. Razak, Yunus and Nasurdin (2011) conducted study on work overload and job involvement towards the work-family conflict. This study involved 391 local doctors whom working for full time in nine public hospitals in Peninsular Malaysia and found no significant relation or negative relationship between job involvement and work-family conflict. The latest study by Lawrence (2013), has investigated the work involvement and family involvement and work-family conflict was found to be not significant and negative relationship. This study, conducted sample of 200 non professional Igbo workers from University of Nigeria, Nsukka and Nsukka Local Government Secretariat in Enugu State. Hence, this study shows the negative relationship between job involvement and work-family conflict.

Recent evidence (Narayanan and Savarimuthu, 2013) reported a negative and not significant relationship between the job involvement and work-family conflict. In a sample of 196 working mothers employed in Information Technology Industries in Bengaluru, India. The hypothesis show's in advanced:

H1: Job Involvement negatively related with to Work-Family Conflict.

2.8.2 Role Ambiguity and Work-Family Conflict

Role ambiguity has been identified to be related to the work-family conflict positively. Following with the recent study, which by Soltani, Hajatpour, Khorrom and Nejati (2013), conducted study on the role conflict and role ambiguity on role work-family conflict. The sample for this study is 118 employees in Iran's central insurance and the result shows that there are significant and positive relationship within the role ambiguity and work-family conflict. Furthermore, the research by Ryan, Ma and Ku (2009) conducted study on role conflict, role ambiguity and work-family conflict among university food service managers among members of the National Association of College and University Food Services (NACUFS). The sample of this study is around 392 based on web and 65 surveys among different managerial roles.

Specifically, Thiagararan, Chakrabarty, Lueg and Taylor (2007) have conducted study on work family role strain among 381 respondents by the marketing research firm in the US, Alaska and Hawaii. As a result, there are significant and positive relationship between the role ambiguity and work-family conflict, lead to the following hypothesis:

H2: Role Ambiguity positively related to Work-Family Conflict.

2.8.3 Job Demand and Work-Family Conflict

The job demand is identified to influence positively work-family conflict and contribute some effect on work-family conflict. Shimozu, Bakker, Demerouti and

Peeters (2010) suggested that the job demand is positively related to the work-family conflict. The sample for this study is 196 working parents with preschool children living in Higashi-Hiroshima City, Japan. Recently, Bakker, Brummelhuis, Prins and Heijden (2011) conducted study and found there is a significant and positive relationship between job demand and work-family conflict.

Besides that, Bakker, Dollar and Demerauti (2008) conducted study among 168 couples whom are parents in the Netherlands. The result shows there is a significant and positive relationship between job demand and work-family conflict, according to the below hypothesis:

H3: Job Demand is positively related to Work-Family Conflict.

2.8.4 Social Support and Work-Family Conflict

Therefore, the social support has identified to link with the work-family conflict to improve the relationship. The use of this social support is to strengthen the relationship between the independent variables and the dependent variable. There have been identified there is negative relationship between the social support and work-family conflict. In particular, Thomas and Ganster (1995), shows the significant indirect or negative effect towards the social support and work-family conflict. The sample study is 398 nurses in 45 health facilities in Nebraska. Neilson, Calson and Lankau (2001), suggested the negative and non-significant

relation among the social support and work-family conflict. The sample of this study is 502 employees from western universities and northeastern university.

A recent study by Selvarajan, Cloninger and Singh (2013) to investigate the relationship between social support and work-family conflict which results negatively. The sample for this study is collected among 2 samples which are 1130 respondents from (MIDUS) study of health conduct by University of Wisconsin research Center and 2769 respondents (NSCW) National study of Changing Workforce at United States. The results show there are negatively related between social support and work-family conflict in this study. Below is the hypothesis created for social support:

H4: Social Support negatively related to Work-Family Conflict.

H5: Social Support moderate the relationship between Job Involvement and Work-Family Conflict.

H6: Social Support moderate the relationship between Role Ambiguity and Work-Family Conflict.

H7: Social Support moderate the relationship between Job Demand and Work-Family Conflict.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter concise about the contexts and factors which will help to answer the research questions and to make a clear understanding and consciousness of the participants towards the subject of study in question. Each research needs to follow a certain methodology, where in this topic the researcher will focus in certain ways to systematically observe, investigate, collect data and analyze the collected data. The methodology will be effected to conduct the research and help the researcher to the accomplishment of the research objectives with answer to research problems.

There are some stride to be followed in this methodology part and been applied in this research. Firstly, the research objective needs to be clearly defined, developing questionnaires that related to research objective and the data collected from the target sample which is University Utara Malaysia staff. Moreover, in this chapter will be discuss about the research design and method which contain the research overview, population, data gathering instrument and the research procedure. Next, the data which collected need to be analyzed and finalize with the conclusion of this chapter.

3.2 RESEARCH DESIGN

The purpose of this study is to investigate the relationship between the job involvement, role ambiguity, job demand, social support and work-family conflict among Malaysian administrative staff. The study adopts cross-sectional research design. The unit of analysis is the individual person of administrative staff in the public university which located in Sintok, Kedah Darul Aman.

3.3 UNIT OF ANALYSIS

The unit of analysis in this research is mentioned as an individual of the administrative staff in University Utara Malaysia (UUM), Kedah. Unit of analysis can be stated as the major entity that is being analyzed in a study. The questionnaire will be distributed to all the UUM administrative staff to get the respond. The reason to choose the administrative staff as the respondents and not the academic staff is because they are mostly involved with the high workload and need to obey the rules of UUM. But the academic staff (lecturer) is consider does not involve much with the rules because they able to attend the class according to their own timetable and not compulsory all the academic staff must be in campus according to the office hour such as the administrative staffs.

3.4 TIME HORIZON

Before the research was conducted, the formal letter was sent to all the office in University Utara Malaysia (UUM) to get their permission to collect data from the administration staff that working at UUM. After getting the approve from the higher people in the office's, the respected people will call up the researcher to

allow them for distributing the questionnaire among the administrative employees in UUM. Next is after the employees done the questionnaire, they will make a call to us to collect it back from them.

3.5 POPULATION OF THE STUDY

According to Sekaran and Bougie (2010), population refer to the specific group of people where they used to describe or shares the same set of characteristic that the researchers hope to investigate. The population of this study consists of 1961 sample administrative staff's in University Utara Malaysia (UUM) located in Sintok, Kedah Darul Aman, Malaysia as respondent, whose names are listed in University in the year 2014.

3.6 SAMPLE SIZE AND SAMPLING TECHNIQUES

According to Krejcie and Morgan's (1970), to resolve the required sample size for the present study, there is a sample size willpower procedure was used. Hence, following Krejcie and Morgan's (1970) the sample size determination procedure, a sample size of 322 would be required for a population of 1961 people. However, the convenience sampling technique used because the sample frame does not exist which is non-probability sampling technique have been implied in conducting this research. This technique of sampling used in collecting the data and preliminary information in a quick and inexpensive way (Canvana, Delahaye & Sekaran, 2001).

The questionnaire was collected from different department which is from the Student Affairs Department, Co-Curriculum Centre, Sultanah Bahiyah Library, International Student Department, Career Development Center, Cultural and Art Centre, Counseling Centre, Alumni Centre, U-ASSIST, Student Accommodation Centre (Dpp Proton, Dpp Tradewinds and Dpp TNB), Chancellery, Registrar's Department, Academic Affairs Department, Academic Schools, Business Management, Computing Center, Economics, Finance and Banking, Education and Modern Languages, Islamic Business School, Graduate School Othman Yeop Abdullah Graduate School of Business, Ghazali Shafie Graduate School of Law, Government and International Studies. This entire department is used to collect the questionnaires from to conduct this research.

The researcher can reach to the respondents quickly by conducting this convenience sampling procedure. According to Spector (2008), convenience sampling is method refers to collection of subjects that are accessible or self selection of respondents willing to participate in this study. Overall, there are 400 questionnaires were distributed among all the staff in UUM and gain back result from 200 of the respondents and used in conducting this research. The below Table 3.1 by Krejcie and Morgan's (1970) support that the population for this study is around 1961 people and according to that table if the population is around 2000 people, just need to take 322 people as the sample in the study. Thus, the study has gained around 62.11% of the overall sample where the researchers use to get 200 valid questionnaires.

Table 3.1: Sample Size for a Given Population Size

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	26	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	53	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note: N= population size and S= sample size

3.7 DATA COLLECTION METHOD

In this method of collecting data the researcher will use two types of data which are primary data and secondary data. The self-administered questionnaire was considered as a suitable method of data collection in the present study because it enables the researcher to assess some information from the research participants in the short time where its depend to the employees free time without influence their productivity (Saunders, Lewis & Thornhill, 2009; Sekaran & Bougie, 2010; Zikmund, Babin, Carr & Griffin, 2009).

3.71 PRIMARY DATA

Primary sources may also be used to collect data and facts related to the study like surveys or questionnaire with close-ended questions may consider in this regard. The information will be collected from the employees of University Utara Malaysia, according to each variable in this study. All of the employees will give their answer in the questionnaire based on their experience and this information will be used to complete this study.

3.72 SECONDARY DATA

The study intends to source for data majorly from secondary sources like from the various journals, literatures, website, magazine, newspaper and books.

3.8 QUESTIONNAIRE PREPARATION MEASUREMENT SCALE

The Likert scaling technique was used in the questionnaire. The questionnaire that has been used in the research is based on the previous researches. There is some instrument will be used to measure the job involvement, role ambiguity, job demand effect the Work-Family Conflict and moderated by Social Support. A five-point Likert-scale used and anchored by “strongly agree” (1) to “strongly disagree” (5) which was adopted from Rahim et al. (2012).

In section A will request respondents to fill out the demographic information. Section B, C and D request respondents to rate or grading each item based on the 5 point rating scale. Besides that, section B will collect data which related to the Job Involvement, Role Ambiguity and Job Demand. In section C, will collect data regarding Social Support variable and section D are used to collect information about Work-Family Conflict.

Likert scale which is a psychometric will be used in the questionnaire. The rating scale from 1 to 5 was used as followed:

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

3.9 MEASUREMENT OF VARIABLES

In this part, all the variables in this study will be measured according to the past study items which have been developed by the prior researchers in their study. Below shows that the items display by which author and the items adopted for each variable are stated below. The questionnaire for each variable is attached in Appendix.

Table 3.2: Descriptive of Questionnaire

Section 1	This section contained a demographic profile of the respondent, such as gender, age, marital status, race, education level and working experience.
Section 2	This section contained 5 items measuring the work-family conflict, 16 items measuring social support, 5 items measuring the job involvement, 4 items measuring role ambiguity and 4 items measuring the job demand.

3.9.1 Work-Family Conflict

There are five items were adapted to measure the work-family conflict from the prior research (Boles, Howard & Donofrio, 2001; Netermeyer, Boles & McMurrian, 1996). Items in this scale are: (1) “The demands of my work interfere with home, family and social life.”, (2) “ Because of my job, I cannot involve myself as much as I would like in maintaining close relations with my family, spouse or partner, or friends.”, (3)“Things I want to do at home do not get done because of the demands my job puts on me.”, (4) “ I often have to miss important family and social activities because of my job.”, (5) “ There is a conflict between my job and the commitments and responsibilities I have to my family, spouse/ partner or friends. Participants were asked to respond to

questions on the work-family conflict scale using a 5-point Likert scale ranged from 1(strongly disagree) to 5(strongly agreed).

3.9.2 Job Involvement

To assess job involvement items construct, five items adopted from Lodahl and Kejner (1965). Sample items in this scale are: (1) “The major satisfaction in my life comes from my work”, (2) “ My life goals are mainly work oriented”, (3) “ The most important things that happen to me involve my work”, (4) “ My work is a large part of my life”, (5) “When I am working, I forget everything else around me”. Participants were asked to respond to questions on the job involvement scale using a 5-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agreed).

3.9.3 Role Ambiguity

In order to measure the role ambiguity construct, four items were adapted from the measurement make by Rizzo, House and Lirtzman (1970). Sample items in this subscale are: (1) “There are clear, planned goals and objectives for my job”, (2) “I know that I have divided my time properly”, (3) “I know exactly what is expected of me”, and (4) “I know what my job responsibilities are”. Participants were asked to respond to questions on the role ambiguity scale using a 5-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agreed).

3.9.4 Job Demand

In the present study, the Job demand were assessed by using four item developed by Boyar, Carr, Mosley and Carson (2007). The four items was: (1) “My job requires all of my attention”, (2) “I feel like I have a lot of work demand”, (3) “I feel like I have a lot to do at work”, (4) “My work requires a lot from me”. Participants were asked to respond to questions in the job demand scale using a 5-point Likert scale ranged from 1(strongly disagree) to 5(strongly agreed).

3.9.5 Social Support

In order to measure the social support construct, sixteen items were adapted from the measurement adopted by Parasuraman and Greenhaus (1992). The sixteen items was: (1) “My supervisor goes of his/ her way to make my life easier”, (2) “It is easy to talk with supervisor”, (3) “My supervisor can be relied on when things get tough for me at work”, (4) “ My supervisor is willing to listen to my personal problems”, (5) “ My supervisor respects me”, (6) “ My supervisor appreciates the work that I do”, (6) “ My supervisor appreciates the work that I do”, (7) “ My co-workers go out of their way to make my life easier”, (8) “ It is easy to talk with co-workers”, (9) “ My co-workers can be relied on when things get tough for me at work”, (10) “ My co-workers are willing to listen to my personal problems”, (11) “ My co-workers respect me”, (12) “ My co-workers appreciate the work I do”, (13) “ My family goes out of its way to make my life easier for me”, (14) “ It is easy to talk with my family”, (15) “My family can be relied on when things get tough for me at work”, (16) “My family is willing to

listen to my personal problems”. Participants were asked to respond to questions in the social support scale using a 5-point Likert scale ranged from 1(strongly disagree) to 5(strongly agreed).

3.10 DATA ANALYSIS

This research uses the Statistical Package for the Social Science (SPSS) Version 19 to analyze the data collected from the respondents. All of the items and variables in the questionnaire were coded before distributed to the respondents. Few statically methods will be used in data analysis when analyze the data in chapter four. The collected data will be tested by the SPPS as follows the researcher can find out the frequency distribution, descriptive statistics and the correlation analysis using the reliability test. In this study, the data will be collected from the respondent through the questionnaire and will be filtered and test by using the SPSS software for the result of analysis.

The sources of work-family conflict will be conducted by the reliability of analysis, which in the SPSS data sort system. The Cronbach's Alpha will be used in this study to test where it specially to make sure that how accurate the respondent answer the questionnaire and to view the items that occur in the questionnaire how much they interrelated in order to determine the reliability of the instrument (Hayes, 1998). Furthermore, the Cronbach's alpha will describe the item's ability in the set of variable are positively correlated to each other. The Cronbach's alpha also calculated and computed variable in the average intercorrelations within among the items which measured each of the concepts. The ability tests with the cutoff point the 0.70 stated as the suitable probability said by Kline (1999).

Frequency distributions were collected by from the respondent personal data (classification variable). The collected frequencies were computed for the analysis of the respondent's demographic factors of gender, age, marital status, race, education level and working experience. By this, the researcher can do the demographic analysis towards their respondent's answers which related to the work-family conflict.

The hypothesis testing was analyzed by the Regression analysis with the acceptable Cronbach Alpha values of 0.60 and above can be used. The item with low Cronbach Alpha values which is less than 0.59 will be excluded from the analysis process because not valid.

Regression analysis will be used to measure the several variables which they focused on the relationship between the dependent variable and one or more than one independent variable as used in the study. Basically, Regression analysis makes the researchers easily understand about the value of the dependent variable changes when any one of the independent variable is fluctuate but the other independent variable is used to be fixed. Multiple regression analysis used to identify the moderating effect towards the dependent variable and independent variables.

3.11 CONCLUSION

This chapter focus of the methodology part of this research. The methodology of this consisted of the study, measurement, questionnaire design, data collection and the data analysis. Furthermore, this chapter will help to the findings of this research and will be helpful to conduct the chapter four by the researcher. The researcher will get a clear view about the method that will be used in conducting the research.

CHAPTER FOUR

RESULTS

4.1 INTRODUCTION

This chapter represents the result of the multiple regression analysis is the Statistical Package for the Social Science (SPSS). At the first stage, the response rate for the questionnaires exists and recorded to display in this part. Besides that, all the results of the descriptive statistics in these study variables are reported. Followed by, presenting the results in the present study, which will include the correlation analysis and the regression analysis.

4.2 RESPONSE RATE

To conduct this study, have distributed around four hundreds self-administered questionnaires were sent to the administrative staffs in University Utara Malaysia (UUM) whom were identified as the staff in UUM, 2014. From these four hundred questionnaires only two hundred of valid questionnaires was gained among the respondents. The other questionnaires were returned either the questionnaire was returned as blank without not even single questions was answered or some of the questionnaire was left blank in certain portion of questionnaires. Thus, with 200 returned and valid questionnaires out of 400 questionnaires is considered as the valid response rate around 62.11%. Consequently, the amount of 62.11% is considered as the sufficient result for the key analysis in the present study. According to Sekaran (2003), affirm that a

response rate of 30% can be considered as an appropriate result for a cross-sectional research. So that, in this study the response rate is considered as the valid rate.

4.3 RESPONDENTS PROFILE

A total of two hundred administration staff considers as they participated in this study. The descriptive statistics have stated as helpful to the researcher to explain about the frequency of the characteristic such as gender, age and race (Kendrick, 2005). Similarly, the demographic profile is including all this characteristic such as the age, race, gender and so on to be studied as what have explain by Kendrick. As seen in Table 4.1, of 200 participants, 80 people representing 40% were male respondent while the balance respondents around 120 were female (60%). One hundred one of the target respondents were less than 31 years old (50.5%), 67 of them were between 31-40 years old (33.5%). The remaining 27 respondents were around 41-50 years old which contribute to (13.5%) and 51-60 years old represent around 5 respondents that similarly to 2.5 percentages.

The respondent marital status represents 74 respondents is considered as single (37%), around 124 respondents are stated as married people (62%), and the other marital status is estimated to be 2 respondents which represent 1.0 %. The respondent's race in UUM shows the results that the majority of respondents were Malay which represents 193 people (96.5%), around 4 respondents represents the Indian respondent (2%). There is 1 Chinese respondent which

represents (0.5) and the others race contributes 2 people which display 1%. The religion in UUM respondents is among 195 Muslim people (97.5%), Buddhist respondent has contributed to 0.5% and Hindu respondents stand with 4 people (2%).

As shown is Table 4.1 represent the education level of the respondent and the majority of the respondents hold degree with them, which is around 128 people (64%). Followed by the degree level education of employees, which represent around 43 people (21.5%) and 29 respondents with spm or stpm or diploma level education (14.5%).

Moreover, 100 respondents have been working for around 1-5 years in UUM and represent 50%. Around 47 of the target respondents have job experience within 6-10 years (23.5%), 25 (12.5%) have been working in their profession between 11-15 years and 16 respondents (8.0%) have been working for 16-20 years. Around 11 respondents (5.5%) gain working experience between 21-25 years and 1 person (0.5%) have been working around 26-30 years. All this description have been done according to the Table 4.1 below and attached in Appendix B.

Table 4.1
Respondent Profile

	Frequency	Percentage
Gender		
Male	80	40.0
Female	120	60.0
Age		
Less than 31	101	50.5
31-40	67	33.5
41-50	27	13.5
51-60	5	2.5
Marital Status		
Single	74	37.0
Married	124	62.0
Others	2	1.0
Race		
Malay	193	96.5
Chinese	1	.5
Indian	4	2.0
Others	2	1.0
Religion		
Muslim	195	97.5
Buddhist	1	.5
Hindu	4	2
Education Level		
Degree	128	64.0
Master/PhD	43	21.5
Spm/ Stpm/ Diploma	29	14.5
Working Experience		
1-5	100	50.0
6-10	47	23.5
11-15	25	12.5
16-20	16	8.0
21-25	11	5.5
26-30	1	.5

4.4 RELIABILITY TEST

The reason to conduct the reliability test is to determine the inner uniformity of the developed instruments. Cronbach's alpha shows the positive relationship correlated and estimates how much the independent and moderator variable is related to the dependent variables. The dependent variable is the Work-Family Conflict, the moderator variable is the Social Support and the independent variables are Job Involvement, Role Ambiguity and Job Demand. The reliability test shows to the degree of which test is reliable and constant in gauge what have been intended to be measured (Cavana et al., 2001).

The result shows the value of the Cronbach's Alpha is 0.90 which is strongly reliable and the Work-Family Conflict can be stated as the strong reliability coefficient variable as a display in Table 4.2 below. The social support variable shows the Cronbach's Alpha value which is 0.91 which is strongly reliable and higher than the minimum level of the acceptance which is 0.60 and the job involvement variable also mention as reliable because contain 0.75 Cronbach Alpha. Followed by two more variables which is role ambiguity with 0.81 Cronbach Alpha and Job Demand with 0.68 Cronbach Alpha shows that both of this variables also reliable. The minimum acceptable value for Cronbach Alpha is 0.60 reported by Robinson, Shaver and Wrightsman (1991).

Table 4.2
Reliability Statistics of the Study Variables

Variable	No. of Items	Cronbach Alpha
Work-Family Conflict	5	.90
Job Involvement	5	.75
Role Ambiguity	4	.81
Job Demand	4	.68
Social Support	16	.91

4.5 DESCRIPTIVE STATISTICS OF THE STUDY VARIABLES

Mean and the standard deviations calculated based on the variables as shown in the Table 4.3. For the five point scale which is represent the variables in this study (Job Involvement, Role Ambiguity, Job Demand, Social Support and Work-Family Conflict), explain regarding the means ranged from 2.39 to 3.63, and the standard deviations ranged from 0.53 to 0.77.

Table 4.3
Descriptive Statistics of the Study Variables

Variable	Mean	Std. Deviation
Work-Family Conflict	3.30	.77
Job Involvement	2.57	.61
Role Ambiguity	2.39	.60
Job Demand	3.30	.57
Social Support	3.63	.53

4.6 HYPOTHESIS TESTING

In conducting the hypothesis testing the study have adopted from the Pearson Correlation and multiple regression statistical tests. As mentioned by Sekaran (2003), Pearson Correlation matrix makes use of to exhibit the direction and

strengthen of the relationship between the variables which have measured by using the internal scale. In the meantime, the multiple regressions have been used to test the hypothesis which have been developed at the beginning of the study.

4.61 Pearson Correlation

Pearson Correlation is used to gauge the items which are designed with one dichotomous variable and another one continuous variable (Pallant, 2005). The reason for using this Pearson Correlation analysis is as the precondition for multiple regression analysis. There are two types of sign which is the positive and negative symbol that display in front of the correlation (r) value that shows the relationship and not much focusing on the strength of the relationship.

4.62 Regression analysis

There are three types of multiple regression analysis have been conducted to find the relationship between the independent variable, moderator and dependent variable. Firstly, the standard or simultaneous analysis second is the hierarchical or sequential analysis and the third want is the stepwise analysis can be used in multiple regressions (Pallant, 2005). In this study the standard analysis of the multiple regression have been conducted to implement and get the result.

Besides, in this study have been conducted the moderation analysis of social support to predict the relationship among the independent variables and the dependent variable. The moderation was reviewed by conduct the computing

variable an interaction term between the social support and independent variables. Subsequently, a multiple regression analysis was conducted then able to predict the result of a social support effect towards the independent variables (job involvement, role ambiguity and job demand) and the work-family conflict interaction. The variables were mean-centered to previous analysis to avoid the difficulties with the multicollinearity. All the analysis was conducted based on the SPSS version 18.

4.7 CORRELATIONAL ANALYSIS

There are six correlations results which consider as significant among the study's variables are represented in Table 4.4 below. As noted in the table below, the job involvement was strongly significantly and negatively related to the work-family conflict ($r = -0.38, p < .05$) And the role ambiguity also illustrates positively and significantly related to job involvement ($r = 0.19, p < 0.1$). Accordingly, job demand negatively related and shows the significant relation with the role ambiguity ($r = -.25, p < .01$). Furthermore, the social support shows the significant and positive relationship between three variables. First of all, social support significantly influence the work-family-conflict ($r = .15, p < .05$) and followed by the influence towards job involvement by social support shows significant and negatively related ($r = -.67, p < .01$). Finally, social support also display that there are significantly related towards the role ambiguity and shows the negative relation ($r = -.24, p < .01$). For the hypothesis consideration the

regression analysis will be better result to be used to estimate whether the hypothesis is acceptable or not acceptable for this study.

Table 4.4
Correlations for Study Variables

Variable	1	2	3	4	5
1 Work family Conflict	1				
2 Job Involvement	-.38**	1			
3 Role Ambiguity	-.04	.19**	1		
4 Job Demand	.06	.07	-.25**	1	
5 Social Support	.15*	-.67**	-.24**	.02	1

Note. * $p < .05$ ** $P < .01$ (one tailed test)

This is because the correlation analysis only gives information based on the cause and effect, it is relevant to the research to make a decision based on the regression analysis and confirmed the hypothesis whether it is supported or not supported. Moreover, to discover the contribution of the predictor variables in giving details on the work-family conflict and the regression analysis was executed.

4.8 DATA SCREENING

According to Hair, Black, Babin and Anderson (2010) and Tabachnick and Fidell (2007) said that past regression analysis have met more than a few assumptions, including the assumption of outliers, linearity, normality assumption and multicollinearity assumption. Besides, the actual analysis, the data collected for this study has been screened to ensure that it is fit for the regression analysis.

Specifically, data were screened missing value, detection of outlier, normality test, multicollinearity test regarding the missing value, no data point was found to have any missing value (Appendix C). As mentioned earlier the data was also tested for the outlier. To standardize this score was used to check for the possible outliers. No outliers were detected in the data set. Normal probability plot was also used to test for the normality. As shown in Appendix C, the assumption of normality has not been violated and for only one item was above 3 for Skewness and above 7 for the Kurtosis (Hair et al., 2010). In this study found, there was no data present more than above 3 for the Skewness and no item represent about the above 7 for the Kurtosis which mean that the data is normal.

Finally, variance inflation factor (VIF) and tolerance to check whether one or two of the independent variables are highly correlated. The results of this analysis are attached in Appendix C which suggests that the independent variables used in this study are not highly correlated. The results of multicollinearity (Table 4.5), showed that the VIF value has ranged from 1.09 (job demand) to 1.88 (social support) and the tolerance value ranged from 0.53 (social support) to 0.92 (job demand). Hence, the assumption of multicollinearity has not been violated can be seen in Table 4.5 below and the guidelines for testing multicollinearity (Hair, Sarstedt, Ringle & Mena, 2012; $VIF < 5$ / tolerance > 0.20 ; condition index < 30).

Table 4.5***Multicollinearity Statistics***

Variable	Collinearity Statistics	
	Tolerance	VIF
Job Involvement	.54	1.86
Role Ambiguity	.88	1.14
Job Demand	.92	1.09
Social Support	.53	1.88

4.9 REGRESSION ANALYSIS

The reason of multiple regression analysis is to resolve the aggregate effect of each independent variable (job involvement, role ambiguity and job demand), moderator (social support) and dependent variable (work-family conflict). As pointed out in Table 4.6, it's shown that there is 17.5% of the variance in work-family conflict which shows the R^2 value of 0.175. There is supported by evidence from the past researcher which informed that even though the R^2 value is around 1.5% (0.015) can be used in determining the relationship of the variables (Falk & Miller, 1992). So that, the r^2 value even though it shows the amount of 17.5% contribution of work-family conflict in this study, this result can be used as said by Falk and Miller, 1992.

The regression analysis shows the results in Table 4.7 which involve with four predictor variables (i.e., job involvement, role ambiguity, job demand, and social support) collectively supply to work-family conflict. The result for t-value in the multiple regression analysis is used to estimate the one tail relationship or the hypothesis can be find whether it's supported or not, thus the t-value should be

above 1.64 can be stated as supporting towards the hypothesis (Lind, Marchal & Wathen, 2013; Kumar, Talib & Ramayah, 2013).

Table 4.6: Multiple Regression Analysis (Work-Family Conflict)
Model Summary of R²

Model	R	R Square
1	0.418	0.175

Table 4.7
Result of the Multiple Regression Analysis (Work-Family Conflict as Dependent Variable)

Hypotheses	Variable	Beta	Std. Error	T-value	P-value	Findings
H1	Job Involvement	-.67	.11	-5.95	.00	Supported
H2	Role Ambiguity	.05	.09	.58	.28	Not supported
H3	Job Demand	.15	.09	1.60	.06	Supported
H4	Social Support	-.29	.13	-2.23	.01	Supported
H5	Job Involvement x Social Support	-.37	.01	-2.53	.01	Supported
H6	Role Ambiguity x Social Support	.40	.19	2.08	.02	Supported
H7	Job Demand x Social Support	.51	.18	2.78	.00	Supported

Note: *p<0.10, **p<0.05, ***p<0.01. (one tailed test)

To test the hypothesis 5, 6 and 7 which include the moderator, each variable for the independent were centered mean and this will make every variable display the zero mean. By this can lead to the minimize collinearity within the product variable and element in components, hence this can be the better way to detect the interaction effect as a moderator (Tabachnick & Fidell, 2011).

In particular, *Hypothesis 1* have describe that the job involvement variable is positively and significantly related to the work-family conflict. As display in Table 4.7 above, there are negative and significant relationship were found within the job involvement and work-family conflict ($\beta = -.67$; $t = -5.95$; $p < 0.01$) after conducting regression analysis. Thus, representing support for this hypothesis 1.

Furthermore, *Hypothesis 2* prospect that the role ambiguity positively influences the work-family conflict. As shown in the Table 4.7 the results point out that there are no significant relationship between role ambiguity and work-family conflict ($\beta = .05$; $t = .58$, $p > .10$). Hence, Hypothesis 2 was not support, such that the role ambiguity did not give the big impact or did not contribute to the work-family conflict.

Moreover, *Hypothesis 3* proposed that the job demand is positively related to the work-family conflict. This hypothesis were also experienced by using the multiple regressions which as stated in Table 4.7. It shows the relationship among job demand and work-family conflict which is positive and significant relationship ($\beta = .15$; $t = 1.6$, $p < .06$). Consequently, the Hypothesis 3 is considered as supported.

Hypothesis 4 stated that the social support and work-family conflict is negatively related to the work-family conflict. Examinations of results in Table

4.7 represent the social support is significantly related and negatively influences the work-family conflict ($\beta = -.29$; $t = -2.23$, $p < 0.01$). Thus, the hypothesis 4 was supported, such that the higher the social support contributes to the work-family conflict, it will reduce the level of work-family conflict problem.

As the first step, need to find the product variable for the job involvement where the original value of computed variable of the job involvement need to be minus with the mean such as [$C_{\text{job involvement}} = \text{job involvement} - \text{mean}$ (2.57)]. The next step is needed to take the product variable for the job involvement and times with product variable of social support [$\text{Job Involvement} \times \text{Social support} = C_{\text{job involvement}} \times C_{\text{social support}}$] and the interaction term can be gain at here. The results show that significant and negative relationship of moderator among job involvement and work-family conflict [$\beta = -.37$; $t = -2.53$; $p < 0.01$].

Specifically, **Hypothesis 5** mentions that the social support was moderator within the job involvement and work-family conflict. As seen in Table 4.7 above, shows negative and significant relationship has been identified between the social support towards job involvement and work-family conflict ($\beta = -0.37$; $t = -2.53$; $p < 0.01$). Thus, indicating support for this hypothesis 5, the social support can be used as a moderator in the relationship between job involvement and work-family conflict because the support from others will reduce the work burden and reduce the work-family conflict.

From the beginning, need to find the product variable for the role ambiguity where the original value of computed variable of the role ambiguity need to be minus with the mean such as $[C_role\ ambiguity = role\ ambiguity - mean(2.39)]$. The next step is needed to take the outcome product variable for the role ambiguity and times with an outcome product variable of social support $[Role\ ambiguity \times Social\ support = C_role\ ambiguity \times C_social\ support]$ and the interaction term can be gained at here. The result shows that significant and positive relationship of moderator between role ambiguity and work-family conflict $[\beta = .40; t = 2.08; p < 0.05]$.

Moreover, ***Hypothesis 6*** said that the relationship between social support as a moderator among role ambiguity and work-family conflict. This has been identified as a positive relationship and can be used the social support as a moderator in estimating the relationship between role ambiguity and work-family conflict $(\beta = .40; t = 2.08; p < 0.05)$ as stated in Table 4.7. Therefore, the result shows that the hypothesis 6 was supported. The information from the supervisor or coworkers can reduce the role ambiguity which appears among the employees and by this the work-family conflict can be decreased.

As the first step, need to find the product variable for the job demand where the original value of computed variable of the role ambiguity need to be minus with the mean such as $[C_role\ ambiguity = role\ ambiguity - mean(3.30)]$. The

next step is needed to take the outcome product variable for the role ambiguity and times with outcome product variable of social support [Job Demand x Social support = C_Job demand x C_social support] and the interaction term can be gained at here.

The result shows that significant and positive relationship of moderator between role ambiguity and work-family conflict [$\beta=.51$; $t=2.78$; $p<0.01$]. Lastly, *Hypothesis 7* describe that the social support as a moderator between job demand and work-family conflict. As shown in the Table 4.7 above, there are significant and positive relationship between social support as a moderator for the job demand variable and work-family conflict varies ($\beta=.51$; $t=2.78$; $p<0.01$). As a result, indicating support for this hypothesis 7, such that the high influence of social support to the job demand can make lower work-family conflict to the employees and hypothesis 7 is supported.

4.10 SUMMARY OF FINDINGS

Table 4.8 represents all the results which display the regression analysis and the test of the significant differences and the conclusion of the overall of the hypothesis which have been tested in this study.

Table 4.8
Summary of Hypothesis Testing

Hypothesis	Statement	Finding
H1:	Job Involvement negatively related to Work-Family Conflict.	Supported
H2:	Role Ambiguity positively related to Work-Family Conflict.	Not Supported
H3:	Job Demand is positively related to Work-Family Conflict.	Supported
H4:	Social Support moderate negatively with Work-Family Conflict.	Supported
H5:	Social Support moderate between Job Involvement and Work-Family Conflict.	Supported
H6:	Social Support moderate between Role Ambiguity and Work-Family Conflict.	Supported
H7:	Social Support moderate between Job Demand and Work-Family Conflict.	Supported

4.11 CONCLUSION

This chapter verified the findings of analysis related to the independent variable (job involvement, role ambiguity and job demand), moderator (social support) and dependent variable (work-family conflict). The analysis includes the demographic analysis, reliability analysis, descriptive statistic, correlation coefficient analysis and multiple regression analysis to show the result for this study besides explanation about the hypothesis statement.

CHAPTER FIVE

DISCUSSION & CONCLUSION

5.1 INTRODUCTION

The present study has examined the relationship between job involvement, role ambiguity, job demand, social support and work-family conflict among the administrative staff in University Utara Malaysia (UUM) in Malaysian public hospitals. In this chapter will report regarding the discussion of the research findings, theoretical part and the practical insinuation or management and university administrators. In addition, the limitation and the future research direction have been discussed in this chapter.

5.2 DISCUSSION

This study is based on the exploration towards the relationships between job involvement, role ambiguity, job demand, social support and work-family conflict among the administrative staff in Malaysian public university. The next section is about the discussion on the findings towards the independent and dependent variable based on the research objectives of the study.

5.2.1 Research Question 1: What is the relationship between Job Involvement and Work-Family Conflict?

Research Objective 1: To examine the relationship between Job Involvement and Work-Family Conflict.

The first hypothesis forecast that job involvement is negatively related to work-family conflict. This hypothesis was strongly supported with the acuity of job involvement is significantly and negatively related to the work-family conflict. This finding has been proven by the support of the past study where have stated that there are significant and negative relationship between job involvement and work-family conflict (Razak et al., 2011; Luk & Shaffer, 2002; Lawrence, 2013; Narayanan & Savarimuthu, 2013). This result shows the negative relationship within job involvement and work-family conflict among the administrative staff in University Utara Malaysia (UUM). Since, the employees in UUM mostly involved with the high job involvement and their job was already planned accordingly, by this it will minimize their work burden and reduce the work-family conflict which might occur.

5.2.2 Research Question 2: What is the relationship between Role Ambiguity and Work-Family Conflict?

Research Objective 2: To investigate the relationship between Role Ambiguity and Work-Family Conflict

The second hypothesis is actually not supported. As expected, role ambiguity positively related to work-family conflict, but it's not significantly related to each other. Even though, the result shows a positive relationship among role ambiguity and work-family conflict (Chie et al., 2012; Nabavi & Shahryari, 2012; Ryan et al., 2009; Carlson, 2000). As noticed the result after analysis

shows there were not significantly related within the role ambiguity and not supported the hypothesis according to the research result. The reason why the role ambiguity is practice less in UUM is because the employee's responsibilities are divided equally and practice correctly without any doubt based on their work. In order that, the single person will not involve with a bunch of work where there are division of work among the employees according to the work schedule. So that, the result shows there are not supported to the hypothesis and no significant relationship towards the role ambiguity and work-family conflict.

5.2.3 Research Question 3: What is the relationship between Job Demand and Work-Family Conflict?

Research Objective 3: To examine the relationship between Job Demand and Work-Family Conflict.

The third hypothesis was supported such as stated that the job demand is positively related to work-family conflict. Similarly to the past study (Boyar et al., 2008; Bakker et al., 2008; Lu et al, 2008; Biggart et al, 2009; Hall et al, 2010; Bakker et al., 2011; Beham et al., 2011; Shimozu et al., 2010), shows that the results of the present study present the strong support for the third hypothesis. As determine, after the regression analysis, there are positive relationship among job demand and work-family conflict.

This result display that the administration staff at UUM does not lead themselves with the strain factor which might create stress for them and the working environment was estimated to be less tension, less worry and happening, so that the employees feel happy with their work. Besides that, might be the employees gain the solution to their problem easily and there are plenty of resources given to them such as the motivational seminar, group outing and free learning class for any new technology which applied in UUM.

5.2.3 Social Support as Moderator

The fourth hypothesis was significantly and negatively supported by social support related to the work-family conflict. This hypothesis was fully supported with the perception of social support significantly and negatively related to work-family conflict. This was supported by the prior researcher that founded the negative relationship between the social support and work-family conflict (Thomas & Ganster, 1995; Neilson et al., 2001; O'Oriscoll et al., 2003; Daalen et al., 2006; Karatep & Kilie, 2007; Seiger & Weise, 2009; Kossek et al, 2011). This shows that social support plays an important role to reduce the work-family conflict where the support from their supervisor, coworkers and family members give the employees the power to resolve their problem and reduce the work-family conflict. By this the help which offered by their coworker, supervisor and family member can increase the harmony and manage the psychological distress when they involve with the stressful environment because the employees are well prepared about the impact of the work-family conflict (Noraini, 2006).

In this study, the social support has been used as a moderator to predict the strength within the independent variables and dependent variable and does the social support is contributing to strengthen the relationship or not will be identified. Social support as a moderator which link between the job involvement and work-family conflict is the fifth hypothesis. This hypothesis is founded that there is a significant relationship of moderator has been estimated among the job involvement and work-family conflict. After run analysis, founded that the results display that the hypothesis is supported and shows a significant relationship appear which support the hypothesis. Consistent with a moderating clarification represent that the high level of job involvement and the partaker with high levels of social support, sustain towards the low level of work-family conflict. It shows that the social support as moderator can be used to strengthen the relationship within job involvement and work-family conflict among UUM staff and this statement that the social support as moderator does not tested in the prior research.

Besides, the social support able to function as moderator between role ambiguity and work-family conflict and there are significant relationship to work-family conflict where it strengthens the relationship of role ambiguity and work-family conflict. Thus, the sixth hypothesis are considered as supported in this study. The reason why social support plays role among the UUM staff is the coworkers, supervisor and family members of the employees are stated as supportive person.

Since, the hypothesis two is rejected, which stated that the role ambiguity does not show the positive and founded no significant relationship with the work-family conflict among the staff in UUM. Consequently, the employee known well regarding their job task and with the help, support and information gain from their supervisor or coworkers, the staff will involve less in the work-family conflict. The social support is playing important role where to create, the less stress workplace with the helpful members and understanding family members. The hypothesis 6 is supported. It shows that the social support as moderator does not tested in the past research which link to the role ambiguity and work-family conflict.

On the other hand, the last hypothesis or the seventh hypothesis which stated that the social support moderate between the job demand and work-family conflict is positively and significantly supported. So that, the social support is estimated can be used as a moderator between the job demand and work-family conflict and shows the social support is strongly strengthened the relationship between job demand and work-family conflict. The study has found the seventh hypothesis was supported after the analysis conducted. In UUM, the administrative staffs are highly related to the job demand where they used to get overload work from their job which lead them to the lack of time to be spent with their family member's which create the work-family conflict and by using this social support as the moderator it can significantly strengthen the relationship within the job demand and work-family conflict. There is research which stated the similar result that

the moderator (social support) is significant and positive related job demand and work-family conflict (Baron & Kenny, 1986).

By this the social support play role as moderator among all the independent variables in this study as stated in hypothesis 5, 6 and 7. Our best knowledge is the social support has never been tested before among the independent variables which are job involvement and job demand and work-family conflict. Hence, this result shows the significant relationship for the social support among all the independent variables (job involvement, role ambiguity and job demand) and work-family conflict for this study in UUM, Kedah.

5.3 IMPLICATIONS OF THE STUDY

Commonly, most of the present study that conducted will display their theoretical and practical implications.

5.3.1 Theoretical Implications

The work - family conflict appears in an employee's life and there will be helpful are the people having understanding regarding the work-family conflict and the causes. The literature about the work-family conflict can drive some knowledge to the people. There are some literature show the consistent result based on the work-family conflict and its obligation to the work-family conflict contribution to the future research. Furthermore, there are a validation of the theory within the past theory and the present study. Besides that, the independent variables (job involvement, role ambiguity and job demand) which have been used in the present study were founded to give impact on work-family conflict.

From this study, the job involvement variable has stated as strengthen the organizational performance, and work-family conflict, hence the past study describe the job involvement also affect the work-family conflict. This can be stated that according to the present research, if the job involvement is high there will be less of work-family conflict and the hypothesis is supported. Next is the job demand variable which has been used in the present study show there are significant and positive relation which strengthen the relationship between work-family conflict. This shows the high in job demand lead to higher in work-family

conflict. There are prior finding shows that the similar and consistent relationship appears among the job demand and work-family conflict which show the significant and positive relation. At last, the social support as moderator among the independent variables (job involvement, role ambiguity and job demand) shows the significant relationship between work-family conflict in the present study. Where at here can be stated that the social support playing a big role to strengthen the relationship among the independent variables (job involvement, role ambiguity and job demand) among work-family conflict.

5.3.2 Practical Implications

As affirmed in the beginning of this chapter in this paper, the work-family conflict common, and this work-family conflict might have a significant value towards the organizations. Moreover, the basic understanding of the causal factors which influence the administrative staff's with work-family conflict to leave has important practical insinuation for the management and the university administrators. This decision is critical since the management side is recently influence by the challenges such as work-family conflict, diminution in job satisfaction, stress in the workplace and psychosomatic effect. Based on the present study, the job involvement, role ambiguity and job demand are some of the interpreter to work-family conflict among the administrative staff in University Utara Malaysia (UUM).

As verified by the past research, the high level of job involvement in the organization is allied with the low level of work-family conflict (Razak et al., 2011; Luk & Shaffer, 2002; Lawrence, 2013; Narayanan & Savarimuthu, 2013). Secondly, the role ambiguity does not give the significant value towards the work-family conflict among UUM staff. Similarly, the employees, mostly related to higher job demand towards their work and this explains the reduction in work-family conflict (Hall et al., 2010; Shimozu et al., 2010; Bakker et al., 2011; Beham et al., 2011). Apart from that, the social support increase shows that there are less in work-family conflict appears among the employees (Seiger & Weise, 2009; Kossek et al., 2011; Karatep & Kilie, 2007; Daalen et al, 2006).

On the other hand, the social support as moderator plays an important role among the independent variable and dependent variable. The social support as a moderator in job involvement and work-family conflict is stated as negative relationship and shows significant value, so that its explain that the social support can be used as a moderator. In addition, the social support as a moderator among role ambiguity and work-family conflict shows significant relationship and supported result in this relationship. Additionally, social support as moderator among the job demand and work- family conflict display the finding result that the moderator is significantly and positively related, thus the social support can be used as a moderator in this situation. By getting to know this finding based on the UUM staff, they able to prepare themselves with appropriate and approach to manage the conflict which might appear among them.

Furthermore, UUM management can provide flexible hour for the administrative staff in conducting their work such as the management can provide a longer period of time in having their break. By this, the staff can handle their work and manage their family routine such as the people who need to pick their children's from the school and drop them at home. By this, the staff can avoid themselves to involve in work-family conflict. Moreover, UUM staffs have provided the family day where the staff can bring their family members together to enjoy their family day and not only consider about the work, but got time to spend together with their family members and working people. For example, family day or family trip also can be launched in UUM to make the staff enjoy in conducting their work roles and family roles.

5.4 LIMITATIONS AND FUTURE RESEARCH DIRECTION

There are several limitations have been identified in this research which investigate regarding the work-family conflict in university administration staff and management people. Firstly, the study has been done by conducting the cross-sectional design which represents the data collection made at one point of time. Consequently, it can recognize that by considering adopting a longitudinal design in the future research, the data will be collected at disparity points in time, which give the researchers to draw a better conclusion based on the population and founded the methodological limitation.

Moreover, the present study conducted with the target participants, which particularly focused to the administrative staff in public university that positioned at Sintok, Kedah. By this, it's founded that it not probable to generalize the results of the present study. It's suggested that the future study need handle with the collection of data from the various populations of people such as the private university administrative staff can be used as a sample for the future study to examine the result and able to make comparison with the past research.

Furthermore, the present study has been conducted with the small number in sample of respondents to be tested in getting the result from the administration staff in UUM. The sample for this study is recognized as small since the employees are busy and it's hard to get the information from them. It's suggested that, for the future study the large sample of respondents needed to be tested to gain the best result or finding, so that the result can be acknowledged as accurate value.

Next challenges for the present study is among 101 employees whom have answered the questionnaire is estimated at less than 31 years old is consider as young and there are 100 employees with experience in working environment in between 1-5 years which represent that they are newly involve themselves in the working area. Hence, for the future research, the researchers can conduct their study with the experienced people than young people and choose more

respondents whom more familiar with the working environment to get the best result and findings.

5.5 CONCLUSION

This study is an effort to explore about the work-family conflict among the administrative staff in UUM, besides that to recognize the influences of the job involvement, role ambiguity and job demand on work-family conflict and investigate the effect of a moderator between the independent variables and a dependent variable. The finding of this study is to provide a superior understanding of the outcome of the implication of job involvement, role ambiguity, job demand and social support on work-family conflict among the administrative staff in public university (UUM). By this, the work-family conflict can be avoided if the employer's practice the awareness in manage their time, strain and behavior equally to manage the appearance of conflict in their life. The employees need to dramatically reduce the level of work-family conflict, if not it will affect their work by creating less job satisfaction, lead to stress and most of the time the employees be disturbed mentally.

There is some information can be gained or adopted from the finding and result based on the work-family conflict among administration staff in UUM, Sintok, Kedah which can contribute to the future researchers. Moreover, the employees can have a look on the “Wall Street Journal and Business Week” where these articles are weekly launched and dedicated towards the issues of work-family

(e.g., Brady, 2004; Shellenbarger, 2004). Finally, the employees also can focus to the books which related to the work-family conflict and stated as the academic reader (e.g., Jacobs & Gerson, 2005; Moen & Roehling, 2005).

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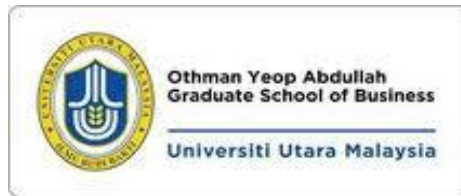
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Appendix A

Research Questionnaire



Dear respected respondent:

Thanks you for sparing your time responding to this questionnaire. You are invited to participate in this research on study entitled “Investigation on Job Involvement, Role Ambiguity, Job Demand and Work-Family Conflict: Moderating by Social Support”. As a participant in a scientific investigation, you have the right for:

Confidentiality of responses

Your survey questionnaire is to be answered anonymously so that your identity is protected. Once you return the questionnaire, there is no way in which to identify any study participant. Additionally, all data from the study will be reported in numerical form using aggregated categories.

Please respond to every item in this questionnaire following the instruction in every section. Your participation is voluntary and there is no right or wrong answers. Therefore, please answer as honestly as possible. I realize that you are busy and thus, I have designed this questionnaire so that it should not take you longer than fifteen minutes to answer.

Once again, thank you for your time and consideration.

Sincerely yours,

Sobanah Dhevi D/O Tharmalingam 814098

M.Sc. Management

Section A: Demographic profile

(This section intends to get information on the respondents' demographic background) Please fill the empty space and mark “√” in the appropriate box.

1. What is your gender?

☐ Male ☐ Female

2. Your age: _____ years old

3. Marital status

☐ Single ☐ Married ☐ Others (Please state): _____

4. Race

☐ Malay ☐ Chinese ☐ Indian ☐ Others (Please state): _____

5. Religion

☐ Islam ☐ Christian ☐ Buddhist

☐ Hindu ☐ Others (please state): _____

6. What is your current education level?

☐ Degree ☐ Master/PhD ☐ Sm/ Stpm/ Diploma

7. Length of working in current job:

<input type="checkbox"/> 1-5 years	<input type="checkbox"/> 1-25 years
<input type="checkbox"/> 6-10 years	<input type="checkbox"/> 6-30 years
<input type="checkbox"/> 11-15 years	
<input type="checkbox"/> 16-20 years	

Section B: Job Involvement, Role Ambiguity, Job Demand (Independent Variables)

Please review each of the following statements and circle the item that best represents you.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

N0	Descriptive Item	1	2	3	4	5
	Job Involvement					
1	The major satisfaction in my life comes from my work.	1	2	3	4	5
2	My life goals are mainly work oriented.	1	2	3	4	5
3	The most important things that happen to me involve my work.	1	2	3	4	5
4	My work is a large part of my life.	1	2	3	4	5
5	When I am working, I forget everything else around me.	1	2	3	4	5
	Role Ambiguity					
1	There are clear, planned goals and objectives for my job.	1	2	3	4	5
2	I know that I have divided my time properly.	1	2	3	4	5
3	I know exactly what is expected of me.	1	2	3	4	5
4	I know what my job responsibilities are	1	2	3	4	5
	Job Demand					
1	My job requires all of my attention.	1	2	3	4	5
2	I feel like I have a lot of work demand.	1	2	3	4	5
3	I feel like I have a lot to do at work.	1	2	3	4	5
4	My work requires a lot from me.	1	2	3	4	5

Section C: Social Support (Moderator)

Please review each of the following statements and circle the item that best represents you.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

N0	Social Support	1	2	3	4	5
1	My supervisor goes out of his/her way to make my life easier.	1	2	3	4	5
2	It is easy to talk with supervisor.	1	2	3	4	5
3	My supervisor can be relied on when things get tough for me at work.	1	2	3	4	5
4	My supervisor is willing to listen to my personal problems.	1	2	3	4	5
5	My supervisor respects me.	1	2	3	4	5
6	My supervisor appreciates the work that I do.	1	2	3	4	5
7	My co-workers go out of their way to make my life easier.	1	2	3	4	5
8	It is easy to talk with co-workers.	1	2	3	4	5
9	My co-workers can be relied on when things get tough for me at work.	1	2	3	4	5
10	My co-workers are willing to listen to my personal problems.	1	2	3	4	5
11	My co-workers respect me.	1	2	3	4	5
12	My co-workers appreciate the work I do.	1	2	3	4	5
13	My family goes out of its way to make my life easier for me.	1	2	3	4	5
14	It is easy to talk with my family.	1	2	3	4	5
15	My family can be relied on when things get tough for me at work.	1	2	3	4	5
16	My family is willing to listen to my personal problems.	1	2	3	4	5

Section D: Work-Family Conflict (Dependent Variable)

Please review each of the following statements and circle the item that best represents you.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

N0	Work-Family Conflict	1	2	3	4	5
1	The demands of my work interfere with home, family and social life.	1	2	3	4	5
2	Because of my job, I cannot involve myself as much as I would like in maintain close relations with my family, spouse/partner or friends.	1	2	3	4	5
3	Things I want to do at home do not get done because of the demands my job puts on me.	1	2	3	4	5
4	I often have to miss important family and social activities because of my job.	1	2	3	4	5
5	There is a conflict between my job and the commitments and responsibilities I have to my family, spouse/partner or friends.	1	2	3	4	5

Thank you for your kind cooperation and valuable time.

Appendix B

Respondents' Profile

Frequencies

		Statistic						
		Gender	Age	Marital	Race	Religion	Education	Experience
N	Valid	200	200	200	200	200	200	200
	Missing	0	0	0	0	0	0	0

Frequencies Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	80	40.0	40.0	40.0
	Female	120	60.0	60.0	100.0
	Total	200	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 31	101	50.5	50.5	50.5
	31-40	67	33.5	33.5	84.0
	41-50	27	13.5	13.5	97.5
	51-60	5	2.5	2.5	100.0
	Total	200	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	74	37.0	37.0	37.0
	Married	124	62.0	62.0	99.0
	Others	2	1.0	1.0	100.0
	Total	200	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	193	96.5	96.5	96.5
	Chinese	1	.5	.5	97.0
	Indian	4	2.0	2.0	99.0
	Others	2	1.0	1.0	100.0
	Total	200	100.0	100.0	

Religion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Muslim	195	97.5	97.5	97.5
	Buddhist	1	.5	.5	98.0
	Hindu	4	2.0	2.0	100.0
	Total	200	100.0	100.0	

Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	128	64.0	64.0	64.0
	Master or PhD	43	21.5	21.5	85.5
	Others	29	14.5	14.5	100.0
	Total	200	100.0	100.0	

Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	100	50.0	50.0	50.0
	6-10	47	23.5	23.5	73.5
	11-15	25	12.5	12.5	86.0
	16-20	16	8.0	8.0	94.0
	21-25	11	5.5	5.5	99.5
	26-30	1	.5	.5	100.0
	Total	200	100.0	100.0	

Appendix C
Data Screening Output
Descriptive Statistics

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
WFC01	-.159	.172	.353	.342
WFC02	-.301	.172	-.355	.342
WFC03	-.117	.172	-.345	.342
WFC04	-.096	.172	-.475	.342
WFC05	-.094	.172	-.373	.342
JI01	.430	.172	-.110	.342
JI02	.200	.172	-.281	.342
JI03	.345	.172	.015	.342
JI04	.248	.172	-.259	.342
JI05	.490	.172	.324	.342
RA01	-.189	.172	-.139	.342
RA02	.001	.172	.025	.342
RA03	.057	.172	-.336	.342
RA04	-.191	.172	-.163	.342
JD01	-.319	.172	.603	.342
JD02	-.224	.172	.040	.342
JD03	-.027	.172	-.310	.342
JD04	-.496	.172	.353	.342
SS01	-.202	.172	-.170	.342
SS02	-.323	.172	-.218	.342
SS03	-.345	.172	.015	.342
SS04	-.248	.172	-.259	.342
SS05	-.490	.172	.324	.342
SS06	-.396	.172	.081	.342
SS07	-.341	.172	.462	.342
SS08	-.434	.172	.396	.342
SS09	-.333	.172	.562	.342
SS10	-.257	.172	.154	.342
SS11	-.310	.172	.305	.342
SS12	-.415	.172	.418	.342
SS13	-.593	.172	.981	.342
SS14	-.506	.172	.103	.342
SS15	-.405	.172	-.093	.342
SS16	-.468	.172	-.146	.342
Valid N (listwise)				

Charts

