

**INFLUENCE OF WORK-FAMILY CONFLICT ON TURNOVER INTENTIONS OF FEMALE STAFF: EVIDENCE FROM TAKORADI TECHNICAL UNIVERSITY**

**Elizabeth Amihere**

Takoradi Technical University  
P .O. Box 256, Takoradi, Ghana  
Assistant Registrar  
E-mail:elizabethamihere030@gmail.com

**Lydia Osei-Amankwah**

University of Education, Winneba  
P .O. Box 1277, Kumasi-Campus, Ghana  
Lecturer  
E-mail: leeamank@yahoo.com

**Mary Ophelia Amporful**

Takoradi Technical University  
P. O. Box 256, Takoradi, Ghana  
Lecturer  
E-mail: [mopheliaamporful@yahoo.com](mailto:mopheliaamporful@yahoo.com)

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**ABSTRACT:** *The main purpose of the study was to determine whether work-family conflict has statistically significant on influence on turnover intentions of female staff of Takoradi Technical University. Two research questions and one hypothesis were stated to guide the study. Descriptive survey design was adopted for the study. Stratified random sampling was used to select participants from four categories. A total of 125 female staff formed the sample size for the study. Data were gathered through questionnaire administration. The pre-test was analyzed using Cronbach Alpha and the test yielded reliability coefficient\ of 0.88. Data were analyzed using simple linear regression, means and standard deviations and the results were summarized into tables. The findings were discussed in relation to the literature. Findings revealed among others that the problem of balancing the needs of job with family issues was the common work-family conflict experienced by female staff. Female employees mostly had turnover intentions of asking people about new job opportunities. The study found statistically significant influence of work-family conflict on turnover intentions of female staff. It was recommended among others that Management of the University should organize workshop on management of work-family conflict to equip female staff with the requisite skills to balance home and work activities. The Ministry of Education should come out with a policy on “work from home” for specific job activities to enable female staff have time to manage home related issues and avoid quitting the job.*

**KEYWORDS:** work-family-conflict, turnover intentions, family-to-work conflict, work-family balance, bidirectional

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## INTRODUCTION

The success of every institution depends on the quality and strength of employees working in the institution. Every employee brings to bear a combination of characteristics such as abilities, skills, knowledge, expectations and behaviours on the job. These characteristics are mostly reflection of how well the work environment accommodates the unique characteristics of each employee (Reece & Brandt, 1999). Institutional objectives are achieved with efforts, endeavors and commitment of employees. The achievement of objectives becomes impossible when employees consider quitting the job. According to Ajaz, Mehmood and Kashif (2015), intent to quit is a negative attitude which may results to staff turnover. Staff turnover may have an unfavorable impact on performance of the institution (Balogun & Olowodunoye, 2012). Turnover is voluntary or involuntary act of leaving an institution and it is also the decision to quit current job. Turnover poses a major threat to regular co-ordination of activities in institutions. The quitters always remain a problem for the institution and existing employees since the institution bears extra cost for hiring, training of new staff and retraining of existing staff to fill vacancies created (Mitchell, Holtom, Lee & Grasko, 2001) as cited by (Ajaz et al., 2015). Turnover intentions of female staff are identified in the context of work-to-family conflict (Porter & Ayman, 2010).

Work-family conflict also known as work-family stress or work-family balance has become an issue of high interest in both research and practice (Piotrowski & Vodanovich, 2006). Work-family conflict is an inter-role conflict which occurs as a result of incompatible demands of both work and family lives (Netemeyer, Boles & McMurrian, 1996). Conflict between work and family occurs when individuals have to perform multiple roles as a worker, spouse and parent. Each of these roles requires time and energy in order to perform effectively (Senecal, Vallerand, & Guay, 2001). According to Erkmen and Esen (2014), work-family conflict occurs when work pressures interfere with the quality of family life, whereas family-work conflict occurs when family pressures interfere with responsibilities at work. As females perform dual responsibilities at homes and workplaces, they sometimes find it difficult to maintain a balance between work and family activities and this result in phenomenon of work-family conflict.

Home life and work life are two important fields affecting each other. Previous studies reveal that work life is affected by variables such as number of children, age of children and support of spouse while home life is affected by the requirements of work life (Greenhaus & Beutell, 1985; Kossek, Colquitt, & Noe, 2001).

Work can disturb family life (work-family conflict) while family can also impede work life (family-work conflict). Both conflicts lead to adverse results on work and family life. For instance, while work-family conflict reduces satisfaction with marriage, family-work conflict reduces job satisfaction. It is against this background that this paper was designed to investigate the effect of work-family conflict on turnover intentions of female staff of Takoradi Technical University.

### Statement of the Problem

Effective management of multiple roles is an essential tool that promotes efficiency and

effectiveness of staff. Unfortunately, this vital tool does not seem to be used effectively by female staff of Takoradi Technical University in relation to family issues and work activities. An interaction with female staff seems to reveal that they are unable to satisfy the demands of family issues and work activities and this appears to be a burden bothering them. Literature searched indicated that female staff experienced interference from work to family life and from family life to work (Senecal, Vallerand, & Guay, 2001). Demands from work and family domains result in conflict among staff (Porter & Ayman, 2010). Work-family conflict encourages employees to quit from current job and opt for jobs that offer better policies on work-life benefits (Haar, 2004). Based on these issues, the researchers were motivated to investigate the extent to which the phenomenon in question influences female staff turnover intentions in the University.

### **Justification of the study**

One of the gaps identified was lack of research on work-family conflict in Technical Universities of Ghana. Previous studies conducted focused on organizations, pharmaceutical companies and financial institutions (Haar, 2004; Aslam & Azhar, 2013; Ghayyur & Wassef, 2012). These studies overlooked Technical Universities. This study sought to fill this gap by using Takoradi Technical University as the area for study. Using work-family conflict to predict turnover intentions of female staff is non-existent in Ghanaian Technical University. This paper sought to fill this vacuum. One of the recommendations of Porter and Ayman's (2010) study was that future researchers should consider factors that affect employee turnover intentions. Based on Porter and Ayman's recommendation, the researchers considered turnover intentions as a variable in the present study.

### **Purpose of the Study**

The main purpose of the study was to examine whether work-family conflict has statistically significant influence on turnover intentions of female staff of Takoradi Technical University. The study was to identify work-family conflict commonly experienced by female staff of Takoradi Technical University. The study therefore, was to find out turnover intentions female staff of Takoradi Technical University mostly have.

### **Research Questions**

Based on the research objectives, the study sought to answer the following questions:

1. What work-family conflict is commonly experienced by female staff of Takoradi Technical University?
2. What turnover intentions do female staffs of Takoradi Technical University mostly have?

### **Hypothesis Testing**

H<sub>I</sub>: There is a statistically significant influence of work-family conflict on turnover intentions of female staff of Takoradi Technical University

H<sub>0</sub>: There is no statistically significant influence of work-family conflict on turnover intentions of female staff of Takoradi Technical University

## **METHODOLOGY**

### **The Design**

Descriptive survey design was used for the study since the researchers wanted to find out participants opinions on work-family conflicts and turnover intentions in Takoradi Technical University. Babbie (1999) has recommended the use of descriptive survey design for the purposes of generalizing from a sample to a population in order to make inferences about some characteristics of the population. Nevertheless, it is difficult to ensure that questions or statements to be answered are clear and not misleading since survey results can vary depending on the wording of questions (Fraenkel & Wallen, 2000). Despite this shortcoming, the researchers considered descriptive survey as useful in gathering data to find out whether work-family conflict has effect on turnover intentions of female staff of Takoradi Technical University.

### **Population**

The target population of the study was made up of female staff of Takoradi Technical University. Female employees were chosen because in recent times, there have been numerous complaints from female staff concerning completion of work assignments and family activities which results in conflict. Statistics from planning unit of the University puts the total number of female staff in February 2017 at 247. This comprised 41 senior-member non teaching, 87 senior-member teaching, 43 senior staff and 76 junior staff.

### **Sampling Technique**

The study employed stratified random sampling technique. This method was chosen because it was possible to form strata for the categories of female staff and they also perform different roles in the University. Therefore, the participants were grouped into four strata namely: senior members' non teaching, senior members teaching, senior staff and junior staff. Simple random technique was used to select 38 participants from each stratum. A sample size of 152 female' staff was used for the study.

### **Instrumentation**

Self administered questionnaire was the main instrument used to gather information from participants because the study used purely quantitative approach. Questionnaire was suitable for the study because participants were proficient in English and could answer the questions with little or no assistance from the researchers. Questionnaire enabled the researchers to cover a large population for a limited time and at a reasonable cost. It also prevents interference on the part of the researcher (Sarantakos, 1998). The items on the questionnaire were measured on a five-point Likert-type scale ranging from least satisfied = 1 to strongly satisfied = 5. Out of 152 questionnaires administered, only 125 were retrieved, putting the response rate at 82%.

### **Data Analysis**

The data were edited, coded and fed into the computer. Statistical Product and Service Solution (SPSS) version 21.0 was used to facilitate the processing of the data collected. Descriptive statistics such as means and standard deviations were used to analyze research questions one and two. The hypothesis was tested using simple linear regression.

## RESULTS

### Research Question 1: What work-family conflict is commonly experienced by female staff of Takoradi Technical University?

Answer to research question one was sought by calculating means of responses and comparing these means with the sample mean score. The mean scores calculated from the responses were then used to rate female staff to determine common work-family conflict experienced by them. The ratings are shown in Table 1 in ascending order.

**Table 1: Work-Family Conflict**

Items	Mean	Standard Deviation	Sample Mean Score
I have problem of balancing the needs of my job with family issues	3.81	0.913	3.75
My commitment to parental responsibilities impedes my work	3.74	0.950	3.75
I am preoccupied with family matters at work	3.72	1.013	3.75
I am unable to concentrate on my work due to problems I face at home	3.68	1.013	3.75
I have to make changes for family activities	3.66	1.025	3.75
I divide attention between work and home	3.60	1.129	3.75
There are tension and anxiety from work and home	3.57	1.065	3.75
I have the opportunity to perform my job well and able to perform home-related duties adequately	3.49	1.133	3.75

Source: Field Data, (2017).

Sample Mean Score= 3.75

As shown in Table 1, 'I have problem of balancing the needs of job with family issues' recorded the highest mean of 3.81 and the smallest standard deviation of 0.913. This item was above the sample mean of score of 3.75 on work-family conflict scale. The next highest mean (3.74) and standard deviation (0.950) were recorded by the item 'my commitment to parental responsibilities impedes my work' (M = 3.74, SD = 0.950). This was followed by 'I am preoccupied by family matters at work' (M=3.72, SD = 1.013), 'I am unable to concentrate on my work due to problems I face at work' (M=3.68, SD = 1.013), 'I have to make changes for family activities' (M= 3.66, SD = 1.025), 'I divide attention between work and home' (M= 3.60, SD= 1.129) and 'there are tension and anxiety from work and home' (M=3.57, SD= 1.065). It could be seen from the results that female staff of the university commonly have problem of balancing the needs of job with family issues.

However, the least item, 'I have the opportunity to perform my job well and able to perform home-related duties adequately' recorded the lowest mean of 3.49 and standard deviation of 1.133. This

item fell below the sample mean of score of 3.75 on work-family conflict scale. This means that female staff of the university least experience this factor.

### **Research Question 2: What turnover intentions do female have of Takoradi Technical University mostly have?**

In answering research question two, data for each of the indicators of turnover intension were analyzed using means and standard deviations and comparing these means with the sample mean score. The results are presented in Table 2 in ascending order.

**Table 2: Turnover Intentions of Female Staff**

Items	Mean	Standard. Deviation	Sample Mean Score
I intend to ask others about new job opportunities	3.14	1.395	2.34
I dream about getting another job that will better suit my family needs	3.02	1.301	2.34
Complaints from my family worry me therefore, I may quit	2.69	1.285	2.34
I feel like leaving the institution due to long working hours	2.67	1.384	2.34
I decided to work in this university for five years	2.64	1.422	2.34
I am frustrated when not given the opportunity at work to achieve my family and work related goals	2.54	1.273	2.34
I feel depressed from my work	1.99	1.059	2.34
My current job satisfies my home needs	1.97	0.888	2.34

Source: Field survey, (2017)

Sample Mean Score=2.34

As indicated in Table 2, among the indicators measuring turnover intentions of participants, 'I intend to ask others about new job opportunities' was rated high with a mean of 3.14 and the associated standard deviation of 1.395. This mean was above the sample mean score of 2.34. This implies that majority of the female staff intend to ask others about new job opportunities. The second highest mean, 3.02 with associated standard deviation of 1.301 was recorded by the item 'I dream about getting another job that will better suit my family needs'.

From Table 2, 'Complaints from my family worry me therefore I may quit' had (M=2.69, SD=1.285), 'I feel like leaving the institution due to long working hours' (M=2.67, SD=1.385), 'I feel depressed from my work' (M=2.64, SD= 1.422), 'I am frustrated when not given the opportunity at work to achieve my family and work-related goals' and 'I am frustrated when not given the opportunity at work to achieve my family and work-related goals' (M=2.64, SD=1.273) respectively were rated high on turnover intention scale. All these items were above the sample mean score of 2.34. The results mean that majority of female staff of the university mostly have the intention of asking others about new job opportunities. However, 'I feel depressed from my work' (M=1.99, SD=1.059) and 'My current job satisfies my home needs' (M=1.97, SD=0.888) were rated low on turnover intention scale. These items were below the sample mean score of 2.34. This means that female employees do not frequently have these two intentions to quit the institution.

### Hypothesis Testing

H<sub>1</sub>: There is a statistically significant influence of work-family conflict on turnover intentions of female staff of Takoradi Technical University?

H<sub>0</sub>: There is no statistically significant influence of work-family conflict on turnover intentions of female staff of Takoradi Technical University?

This hypothesis focused on the influence of work-family conflict on turnover intentions of female staff of Takoradi Technical University. Simple linear regression analysis was performed to establish the influence. The results are shown in Tables 3, 4 and 5.

Table 3 provides information on whether work-family conflict has a statistically significant composite influence on turnover intentions of female staff of Takoradi Technical University.

**Table 3: Model Summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.241 <sup>a</sup>	.058	.051	.64179

Source: Field data, 2017.

- a. Dependent variable: Turnover intentions
- b. Predictor: (Constant), Work-family conflict

Results in Table 3 show that there is significant, positive and weak relationship between work-family conflict and turnover intentions of female staff (R = 0.241). Work-family conflict explained nearly 6% of the variance in turnover intentions of female staff (R<sup>2</sup> = 0.058).

**Table 4: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.133	1	3.133	7.605	.000 <sup>b</sup>
	Residual	50.663	123	.412		
	Total	53.795	124			

Source: Field survey, 2017

- a. Dependent Variable: Turnover Intentions  
 b. Predictor: (Constant), Work-Family Conflict.

Results from ANOVA test presented in Table 4 on the influence of work-family conflict on turnover intentions of staff indicated that the value of F statistics was 7.605 and it was significant at  $p \leq .01$  because the significance value (.000) was well below .01. The degree of freedom had 124 groups. This means that there is less than 0.1% chance that an F- ratio would happen if the null hypothesis was true. Therefore, it could be said that the regression model better predicted turn over intentions than using ordinary means. That is, the regression model overall predicted turnover intentions significantly well at  $(F(1, 123) = 7.605, P \leq .01)$ .

**Table 5: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	3.258	.317			10.282	.000
Work- family conflict	-.234	.085	.241		-2.758	.000

Source: Field data, 2017.

- a. Dependent Variable: Turnover Intentions  
 b. Predictor variable: Work- family Conflicts

Finally, with work-family conflict as independent variable and turnover intentions as dependent variable, the results in Table 4 indicated that Beta coefficient of 0.241 was recorded. The t value of -2.758 was significant at .01. The results showed that work-family conflict has significant and positive influence on turnover intentions (Beta = 0.241, T= -2.758, Sig. = .000).

## DISCUSSION OF FINDINGS

Findings from work-family conflict and turnover intentions call for deliberations. On common work-family conflict experienced by female staff, findings indicated that female staff have problem of balancing the needs of job with family issues. From the five-point scale for this study, the mean for this factor was above the sample mean score. It could be deduced from the findings that 'the problem of balancing the needs of job with family issues is commonly experienced by female staff of the University. This implies that a lot of activities are left uncompleted by female staff at work because family issues are attended to at the expense of work activities and vice versa. This leads to struggling between two activities which may put female staff under stress. Completion of assigned tasks on time and meeting deadlines could be difficult to achieve. Female staff may be distracted and possibly commit more errors as they work and think about family issues at the same time. The quality of work may not be produced. Also, 'unable to balance work and home issues' affects maintenance of sanity at home. This finding is consistent with Ardayfio-Schandorf and Wrigley's (2011) finding that women are still responsible for a larger chunk of family and home responsibilities which tend to conflict with work life since they are usually under persistent pressure in attempting to balance home and work responsibilities. The finding of the



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study similarly supports Duxbury and Higgins (1991) and Voydanoff's (2004) findings that women reported higher work-family conflict than men. The finding is also in line with Aryee, Luk, Leung and Lo's (1999) finding that work-family conflict is a major problem for working mothers. However, 'the opportunity to perform my job well and able to perform home-related duties adequately' was the least conflict experienced by female staff. This means that female staff less experience this factor and it is not an issue among female staff of the university.

All the eight items on work and family conflict scale obtained small means and large standard deviations. It could be infer from the analysis that there are disparities between the views of female staff on work-family conflict experienced. This means that female staffs are not consistent in their views on work-family conflict they experience. On turnover intentions, it came out of the study that female staff mostly asked other people about new job opportunities elsewhere. This means that female employees are likely to leave the institution at anytime. This affects staff stability and influence mobility. The university's human resource planning will be affected since the correct numbers and skills projected for certain period of time cannot be guaranteed. The institution may incur some losses regarding finances since its needs to hire and train new staff to fill vacuum created for certain positions and skills. Staff with turnover intentions may not have stable mind and exhibit negative attitudes towards work which will not help the institution to achieve its stated objectives.

'Feeling depressed from work and current job satisfies my needs' was the least turnover intentions female employees had. This implies that female staff turnover intentions are less influenced by this factor. All the eight items recorded low means and large standard deviations. This shows that there were differences between the views of the female staff on turnover intention scale. This means that female employees are not consistent in their views on turnover intentions. It could therefore, be concluded from the findings that generally, female employees' intentions to quit the university are as a result of these factors. This finding is in agreement with Lee, Gerhart, Weller and Trevor's (2008) finding that there is a high turnover intention among women. The finding is in consonance with Emiroğlu, Akova and Tanrıverdi's (2015) finding from a t-test analysis that female staff had a higher turnover intention than males.

On influence of work-family conflict on turnover intentions, the study established statistically significant and positive influence of work-family on turnover intentions of female staff. Thus, it could be concluded that turnover intention of female staff is likely to increase if they should experience work-family conflict. The finding of the study supports Aslam, Shumaila, Azhar and Sadaqat's (2011) assertion that employees who experienced work-family conflict were inclined to turnover intention. Similarly, the finding is line with Haar's (2004) finding that work-family conflict had effect on turnover intentions. Moreover, the finding of the study confirms Ghayyur and Wassef's (2012) finding that work-family conflict was the reason why female employees had intention to leave the institutions.

## CONCLUSIONS

The findings of the study revealed that female staff of the university commonly have problem of balancing the needs of job with family issues. The opportunity to perform job well and able to perform home-related duties adequately was found to be the least work-family conflict experienced. From the findings, it can be concluded that work-family conflict is essential for interventions that seek to motivate female staff and reduce turnover intentions. It could thus, be concluded that female staff experience work-family conflict and therefore, they will be inclined to turnover intentions.

On turnover intentions, findings indicated that female staff mostly asked other people about new job opportunities. Feeling depressed from work and current job satisfies my needs were the least turnover intentions female employees had.

The study established statistically significant and positive influence of work-family conflict on turnover intentions of female staff of the University. It could be concluded that the likelihood of female staff leaving the university could be based on the presence of work-family conflict they experience.

### **Implications**

The findings have several implications regarding work-family conflict and turnover intentions of female staff of Takoradi Technical University. It was found from the study that female staff had problem of balancing the demands of job with that family issues, which was indicated by the study as the common work-family conflict experienced. The implication is that female staffs do not satisfy the demands of family and job at the same time. They possibly leave job and family activities uncompleted. This requires female staff to make judicious use of time by devoting much attention to job demands as well as family needs.

Female staff mostly had intentions of asking people about new job opportunities. The implication is that female staff interests in the job will be killed and may have the desire to work in different institutions where they could satisfy the demands of the both job and home life. Female staffs probably lack knowledge on how to manage dual roles. They need to be provided with information on how to apply appropriate strategy to manage dual roles to avoid the idea of quitting current job. The significant influence of work-family conflict on turnover intentions implies that the variable contributed more to the effects on female staff turnover intentions. Leadership of Technical Universities that wish to reduce turnover rate of staff may focus on minimizing work-family conflict that influence turnover intentions. Effective management of work-family conflict could help to explain changes in female staff turnover intentions which could sustain their interest on the job.

### **Policy Recommendations**

On the strength of the research findings and conclusions drawn, the following recommendations are made for policy consideration:

1. Management of the University should organize workshop on management of work-family conflict every academic year to equip female staff with the requisite knowledge to balance home and work activities.

2. The University should provide human resource department with adequate financial resources to effectively implement policy on management of conflict between work and family to prevent distraction of female staff attention on the job.
3. The Ministry of Education should come out with a policy on “work from home” for specific job activities to enable female staff have time to manage home related issues and avoid quitting the job.
4. Management should make available attractive motivational packages to female employees who may adequately manage work-family conflict such that it has no influence on their turnover intentions.

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