Family-Work Conflict and the Intention to Quit among Hotel Employees in Sabah

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Abstract

The purpose of this study is to examine the relationship between family-work conflict and intention to quit among employees of 5-star hotels in the surrounding area of Kota Kinabalu, Sabah, while discovering the mediation effect of organizational commitment. A total of 138 respondents collected for the statistical data requirement through questionnaires form to targeted respondents. Bootstrapping was conducted and data collected showed the result of mediating effects between family-work conflict, organizational commitment and intention to quit. However, it was found that most of the direct relationships between the researched variables were significantly supported. Convergent validity, discriminant validity, and hypothesis testing was conducted in matter to examine and justify the findings.

Keywords: *family-work conflict, organizational commitment, intention to quit*

1   Introduction

At the office, one may be an accountant, a lecturer or an office clerk. However, outside the office one may play another role as a mother, a father or a child contributing to the house chores. Additionally, one may also play a role as club president, a spiritual teacher or even a badminton player. The challenge that lies ahead is to be able to balance the multiple roles and responsibilities that are being undertaken by one person. Thus it is inevitable that one needs to have some kind of balance in carrying out their roles and duties as after all, everyone only has the same amount of time a day all 24 hours. It is therefore prevalent that in today's fast moving realm, that the issue of balance between work and life takes centre stage in this research along with the effects it has in the organizational sense.

In the latest years, there is a rise in struggle between demands for both at home and at work amongst employees which partly result from demographic and workplace developments such as an ageing workforce, increasing numbers of female employees as well as longer work hours and refined levels of technology. As mentioned by Beauregard and Henry (2009), as a result of the increased pressures received from such conflicts, top management of organizations are urged to put into practice balancing policies to assist workers in satisfying both their work-related and private responsibilities.

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In the opinion of Lockwood (2003), family-work conflict has diverse connotations concerning the setting in which it is used. There are different terms that can be used in regards to work-life conflict such as work-family, work-family struggle, family-friendly advantages, work-life programme, work-life creativities as well as work-family ethos. As for this research, family-work conflict is being focused as an influencing factor that causes employees' intention to quit.

According to Deery (2008), in the event that employees are unable to achieve work life balance, physiological setbacks such as burnout and emotional fatigue as well as more physical limitations such as the inability to bodily invest time with the family and keep up with social obligations may occur which will lead to the workers' intention to leave their employment at their current organization. However, intention to leave only brings about an idea and in that sense, differs from the actual turnover notion caused by job satisfaction. Thus, this study looks to further investigate into the relationship between family-work conflict and intention to quit.

In addition, a third variable is being considered in this research which is the employees' organizational commitment. Past studies have found that employers' initiatives in organizations to help employees find stability between work and life commitments such as flexible work schedules were shown to positively influence the organizational commitment of employees while also working to reduce the intention to leave of employees in organizations as mentioned by Beauregard and Henry (2009). Hence in this research, organizational commitment is regarded as the mediating factor that links the cause that is the work life balance with its effect which is an employee's job satisfaction.

Family-work conflict contributes to an employee's intention to quit. According to Varatharaj and Vasantha (2012), more than 60 per cent of the professionals surveyed stated that were not able to discover stability between their private and professional lives which eventually affected their emotional attachment with the employer. This in turn led to the intention to quit as a result of family-work imbalance and low personal work satisfaction. This situation generally motivated researchers to conduct studies on the effect that work-life conflict may have over employees' intention to leave. Additionally, organizational commitment has also being scrutinized in this relationship as it is shown to have an effect towards influencing the intention to quit.

Moreover, work life balance is increasingly being studied as the trend and has been found to be one of the causes of intention to quit which may further translate into turnover. This situation generally motivates the researchers to conduct studies on the effect that work-family conflict as it may have the connections to employees' intention to quit. Mohd Noor (2011) mentioned that work life balance is all about

efficaciously managing and altering financially compensated job with other activities that hold significant values to individuals such as members of the family, communal activities, unpaid work, personal growth and relaxation. Those who are unable to find the balancing point between work and life may have the higher tendency rate of leaving their professional career.

The problem of manpower scarcity has been highlighted by the Malaysian's Ministry of Human Resource in which they have claimed that the increased turnover rates of employees in a number of organizations in Malaysia is now becoming an alarming issue. The Malaysian Human Resources Ministry claimed that there are shortages of manpower in all sectors. It was further stated that there was an increasing need to retain talent in Malaysia in order to achieve the targeted rate of growth (The Star, 2010).

2   Work Life Balance

Family-work conflict can be defined in various ways; the option of which definition to use will ultimately depends on the scholar's approach in reference to the subject. Work life balance may refer to the situation where employees possess the ability to fulfil both their work and personal life roles (Deery, 2008). Furthermore, Russell et al. (2009) held a more economic view to their interpretation, describing work life balance as the support by companies to their employees to attain such a balance between work and personal life as it will result in advantages towards the organization such as a higher level of staff retention (Sefah et al., 2012).

By relating family-work conflict to organizational commitment, the variable conceived can be used to predict the level of employees' intention to leave in the company. A study by Malone and Issa (2013) outlined factors that made working with the employees' current employer most gratifying as well as the least satisfying and identified reasons as to why workers wished to maintain employment at their current organization. It was concluded that one of the least satisfying factors affecting their current employment was a high family-work conflict. Additionally, the study also explored the most frequently chosen answers regarding why employees chose to stay with their current employer; it is the flexibility in time where there is a reasonable balance between work and personal lives at present was being listed amongst the top five.

Moreover, Lockwood (2003) mentioned that work and family were identified as the foremost life roles for most employed people, regardless of gender in the modern society which can either help or damage one another, given the amount of

time invested in both as well as the impact that they have on other people's lives. However, by looking at the major occupancy both roles hold over an employee's life, it can be inferred that it is possible for them to come to blow and this conflict of roles is known as family-work conflict, the opposite of work life balance.

Lockwood (2003) argued that balancing work and life has several meanings with regards to the different context in which they are used, and focused to a more specified scale. There are various terms that can be used in regards to work life balance such as work or family, work or family struggle, family-friendly advantages, work-life programmes, work-life inventiveness as well as cultural view for work or family. However this research will only focus on the definition of work life balance on a larger general scale.

Family-life conflict occurs when the expectancy supplemented with one dimension is mismatched with the requirements linked to the other and represents discrepancies between work and family roles stemming from limited resources, namely, an individual's time and energy (Greenhaus & Beutell, 1985). The existence of this conflict was also proven to affect an employee's intention to leave. In a study conducted by Noor and Maad (2008), it was discovered that work life conflict has a substantial positive relationship with turnover intentions because of job satisfaction.

According to Bird (2006), work life balance can benefit not only the employees but the overall workplace by improving organizational stress, increasing levels of employee commitment as well as enhancing co-operation and communication amongst workers. The effectiveness of work life balance policies mainly depends on the support received in the workplace. Sefah et al. (2006) continued the notion where if these policies received no support from the workforce, it will not be beneficial. In relation to this problem, a usability measure was introduced by Eaton (2001) to examine supportiveness in a workplace. Findings from the study indicated that work life balance policies only maintained a positive link with organizational commitment if they were perceived as 'usable' based on the measures.

Moreover, conflict between work and non-work responsibilities has been found to result in negative outcomes to both an employee and an organization as studies have shown that employees suffering from high degrees of both work-to-life and life-to-work conflicts tend to have lesser intensities of job contentment and organizational commitment (Beauregard & Henry, 2009). Halpern (2005) found that the use of work schedule flexibility can lead to higher organizational commitment and lower degree of intention to quit amongst employees.

Consequently, certain studies implied that the levels of conflict between work and family may be moderated by the established support level given to employees, the personal features they carry to the job, the industry standards as well as the way all these components are managed in the workplace (Deery, 2008). It is further argued that these components will also affect job satisfaction and organizational commitment, in due course leading to having an effect on employees' turnover.

3   Family-Work Conflict

In the earlier years, work-family conflict was seen as a basic construct (Greenhaus & Beutell, 1985). Nevertheless, other scholars sees it as a two dimensional construct which does not only focuses on the effects of work towards the family but also what are the effects that family brings towards work. On this note, several past researchers have studied on how work hinders with the family matters and vice versa. Hence, one of the most prominent scales in measuring work-family conflict and family-work conflict was the brainchild of Netemeyer et al. (1996).

These scholars ascertained that the work-family conflict is referred to as a system of inter-role clashes that is happening due to the general loads and stress created by the work or job that was meddling with a person's capability to carry out family related duties (Netemeyer et al., 1996). The authors developed two scales with each containing five items in an attempt of trying to assess the work-family and family-work conflict concepts. Boyar et al. (2006) cited several studies that utilized both five-item scales in their research. Further, by employing the scale in a study that examined the work linked products of work-family conflict in samples of American, Puerto Rican, and Romanian workers, Netemeyer et al. (2004) found varied outcomes for the relationship between work-family conflict and job satisfaction.

Boyar et al. (2006) further stated that none of the previous studies have been engaged in all-inclusive processes that took into consideration of the psychometric properties of the items in both scales measuring work-family conflict and family-work conflict. Thus, Boyar et al. (2006) research has taken into consideration and filled in the gaps that they have identified in the model by Netemeyer et al. (1996) and targeted at reducing the items needed to assess work-family and family-work conflict. All things aside, this study will attempt to utilize the original scale recommended by Netemeyer et al. (1996) to be tested in this research.

4   Intention to Leave

It has been mentioned that intention to leave has been studied for the past few decades and has greatly assisted in research connected to the encouraging and undesirable aspects of turnover (Mohd Noor, 2011). On the other hand, Tarmizi (2008) referred to the term intention to leave as an individual's plan to leave their existing employment which implied a contravention in the relationship between individuals and the organization while Adenguga et al. (2013, p. 31) defined intention to leave as "a conscious and deliberate willingness to leave the organization"

Intention to leave was in fact acting as a mental variable of the propensity to leave that is closely interconnected to turnover; however it does not necessarily mean that it equates to being one of the same (Adenguga et al., 2013). The act of turnover refers to the act of workers actually withdrawing participation from the organization, whereas intention to leave is merely an employee's perception towards leaving (Lee et al., 2013). However, Adenguga et al. (2013) citing several other researchers stated that it was the orthodox extrapolative measure of turnover to be considered a variable in an employee's overall decision to leave.

Intention to leave the organization has been positively interrelated with other factors such as age, employment period, educational level, caseload intricacy, self-esteem, organizational culture and job satisfaction (Kennedy, 2006). Although some the aforementioned studies indicated that all these factors hold considerable significance in regard to an employee's intention to leave, it has also been contended that there was no solitary variable that can be pinpointed as the primary cause.

Traditionally, researches into the precursors of labour turnover have focused on the impact that job attitudes such as job satisfaction and organizational commitment have on an employee's intention to leave (Deery, 2008; Deery & Jago 2009). Both factors have been independently compared and contrasted in regards to their effect on intention to leave; it was discovered that organizational commitment had a more reflective relationship with turnover intentions than job satisfaction even when both of these factors contributed independently to the prediction of intention to leave (Shore & Martin, 1989).

Adenguga et al. (2013) supported the notion in which it was also found that if employee's commitment towards the organization exists, turnover and absenteeism rates will be lower than that of the standard. Contrastingly, job and extra-role performance will increase as a result of this. Certain past literatures are also to be viewed as proponents to this view and have also comparably found that there seems to be an important correlation between organizational commitment and intention to leave (Shore & Martin, 1989).

5   Organizational Commitment

Based on previous studies, organizational commitment can be inferred to as an individual's affection towards the organization he or she is employed under, and understood as the overall strength of an individual's recognition and association within the organization they are working for. It takes into account an employee's personal characteristics such as age, gender, and educational level (Hunt et al., 1985) as well as psychological factors such as conflict in roles and role ambiguity (Meyer et al., 1991). According to Allen and Meyer (1990), there are three proportions of organizational commitment that is affective, normative and continuance commitment.

Tarmizi (2008) included the argument that affective commitment is basically the emotional affection employees feel towards their employing firm as well as the identification and involvement that an employee has with its organizations and goals. As for Kennedy (2006), affective commitment is characterized based on three factors; a firm conviction in and reception of the organization's values and goals, a keenness to put forth effort into aiding the organization's grasp of its goals as well as a desire to maintain membership in the organization.

Normative commitment is related to the employees' feelings of responsibility to stay with the organization (Allen & Meyer, 1990). Additionally, normative commitment also denotes to the extent of how the employee feels a sense of duty and responsibility towards the organization. Here, employees feel that staying put with the organization is the correct and appropriate act (Hasselhorn et al., 2003).

Continuance commitment is the result of the required effect of term and lack of alternatives in the workplace (Tarmizi, 2008). Continuance commitment is based on the price that an employee links with parting the organization, such as a drop in salary, annuity, benefits, or amenities (Meyer & Allen, 1984). Therefore, it can be deduced that within each type of commitment, there are altering motivations as to why an employee may choose to maintain employment with their current organization.

Certain studies have pointed out that the deployment and contentment derived from flexible working schedules have been linked with increased level of organizational commitment as well as reduced feelings of intention to leave (Beauregard et al., 2009). According to Jang et al. (2010), nurses in an Israeli hospital where scheduling control has been proven to be effective in perceiving the mindsets and attitudes of workers towards organizational commitment as divergent to the actual amount of working hours, thus displaying that a hands-on inventiveness in this direction from the employers was favourable to the organization.

In a recent study by Malone et al. (2013), it was discovered that one of the factors that ranked at the top in terms of effect towards organizational commitment was job flexibility and equilibrium between work and personal time. Also, several studies have shown that the presence of such initiatives suggested that the relationship between work-life conflicts with intention to quit is most likely to be positive. Additionally, the positive relationship also spills over, affecting the employees' emotions in regards to intention to quit.

Therefore, many studies have been carried out to explore the relationship between the entire construct of organizational commitment and the employee's intention to quit from an organization. Based on the research conducted by Salleh et al. (2012) and Mathieu and Zajac (1990), it has been deduced that both concepts are negatively correlated. Despite that, much of the present-day researches concentrated on the emotional construct of organizational commitment with previous researches showing that there seems to be a contrary relationship between an individual's affective commitment and intention to quit. Hence, these results can be taken as indication that organizational commitment acts as a mediating component in an employee's intention to quit from an organization.

6   Research Framework

For this research, all three constructs were used and tested. This research has adapted the frameworks designed by Mohd Noor (2011) and Boyar et al. (2006) which were aimed to test the relationship between family-work conflict and intention to quit with organizational commitment as a mediator in the proposed research framework. The purpose of this study is to investigate whether the attribute of family-work balance will have a positive relationship effect towards the employee's intention to leave amongst employees in the executive level of 5-star rated hotels in Kota Kinabalu, Sabah.
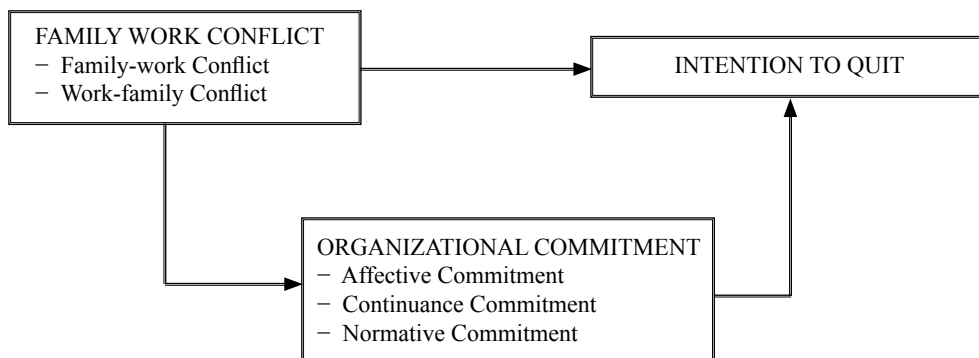
Figure 1 Research framework

Based on the theoretical framework in Figure 1 and the objective of this study, the research hypotheses were developed by taking into consideration the previous findings of past literatures in the field of work-life conflict and intention to quit such (such as Shore & Martin, 1989; Allan & Meyer, 1990; Lockwood, 2003; Hudson, 2005; Deery, 2008; Beauregard & Henry, 2009; Mohd Noor, 2011).

7   Research Design

This study is a causal explanatory study by using collected primary data in order to analyze the relationship between family-work conflict, organizational commitment and intention to quit in the hotel industry in Kota Kinabalu, Sabah. The full set of measurement items of this study are shown in the appendix.

The method used for determining the sample size was by adapting the approach used by Roscoe (1975), in which the sample size should be quite a few times (if possible ten times or more) as big as the numbers of variables in the study. Therefore, according to this method, it is reliable if the researcher distributes approximately a total of 60 or more sets of questionnaire. The main reason as to the reason Roscoe (1975) method is referred to in determining the sampling size due to the researcher's inability to gauge the exact number of employees employed in the selected hotels as this information is considered confidential information for these hotels.

The questionnaires were distributed to four selected 5-star hotels within the area of Kota Kinabalu, Sabah as listed in the Sabah Tourism Board Official website. It was also noted that this study also focuses on examining the variables studied in the proposed framework by gaining information from operational employees of the hotel industry, namely employees from the housekeeping, front office as well as sales and marketing department. In general, the population of the research are the 5-star rated hotels in Kota Kinabalu, Sabah and the sample used for this research are the operational employees in these hotels.

The 5-star rated hotels are chosen as the research population as these establishments are considered more professional with standard operating procedures as well as procedures and policies in place to guide their daily operations if compared to lower star rated categories of hotels. They are also considered for this study as they are more concerned in their standards of services, again if compared to lower rated star hotels. The sample size is assumed to be at least four hotels within the vicinity of Kota Kinabalu, Sabah which meets the standards of a 5-star rated hotel. Thus, the area of Kota Kinabalu was chosen due to the availability of 5-star rated hotels in this area, being the capital city of Sabah. As depicted in Table 1, the listed 5-star hotels are provided by the Sabah Tourism Board, thus justifying the selection of the said hotels.

Table 1 List of 5-star rated hotels in Kota Kinabalu, Sabah

No.	Hotel
1.	Hyatt Regency Kinabalu
2.	Le Meridien Kota Kinabalu
3.	Shangri-la Hotel Tanjung Aru
4.	Sutera Harbour Resort

Source: Sabah Tourism Board Official Website (2013)

The Statistical Package for Social Science (SPSS) and Partial Least Squares Structural Equation Model (PLS-SEM) was utilized for data entry in order to develop data administration and to perform the analysis. A total of 240 sets of questionnaires were distributed using random convenient sampling method. Only 138 sets were returned while 60 missing and 42 was incomplete data and cannot be used.

8   Data Analysis

Descriptive Statistics

Based on the questionnaires and respondents' information detail that obtained from the questionnaires, the respondents' profile was tabulated in Table 2. A total number of 138 respondents were included in the final sample. The analysis of respondents showed 50.7 per cent were female while 49.3 per cent were male. Majority of the respondents are in the age of 30 to 39 years old and the minority are in the age of 20 to 29 years old. For those who are at the age of 40 and above only consists of 25.4 per cent with a total of 35 respondents. For the education level, majority of the respondents are Bachelor's Degree and Diploma holders with 33.3 per cent each (46 respondents) separately followed by STPM holder with 4.3 per cent, Master holders with 1.4 per cent and PhD holder with 0.7 per cent.

Table 2 Profile of respondents

Demographic Variables	Categories	Frequency	Percentage
Gender	Male	68	49.3
	Female	70	50.7
Age	20 to 30	52	37.7
	31 to 40	52	37.7
	41 to 50	28	20.3
	51 and above	6	4.3
Education	PhD	1	0.7
	Master	2	1.4
	Degree	46	33.3
	Diploma	46	33.3
	STPM	6	4.3
Position	Executive	81	58.7
	Assistant Manager	22	15.9
	Manager	32	23.2
	Director	3	2.2
No. of Children	None	60	43.5
	1 to 3	60	43.5
	4 and above	18	13.0
Experience (Years)	10 and below	78	56.5
	11 to 20	41	29.7
	21 to 30	15	10.9
	31 and above	4	2.9

The respondents' designations stated as position currently hold majority at the Executive level with 58.7 per cent, followed by Manager level with 23.2 per cent, Assistant Manager level with 15.9 per cent and 2.2 per cent from Director's level. The number of children are also included into the demographic profile in this research and was found that most of the respondents who took part in the questionnaires were those who has no child with 43.5 per cent, followed by those who has 2 children with 20.3 per cent, 1 child with 12.3 per cent, 3 children with 10.9 per cent, and more with less than 10 percent only. Finally, the years of experience demographic reported the most percentage of working experience is majority with 10 years of experience with 9.4 per cent, followed by 5 years of work experience with 8.7 per cent and fresh graduates with at least one year of work experience with 8 per cent. The rest of the respondents showed less frequency as their percentage were less than 9 per cent ranging from 11 to 35 years of working experience in total.

Measurement Model

This study has applied the Reflective Measurement Model. Figure 2 shows R^2 values 0.487 after algorithm calculation with mediator effect of organizational commitment were added. The result shows that no mediating effect of organizational commitment between the relationship of independent variable and dependent variable.
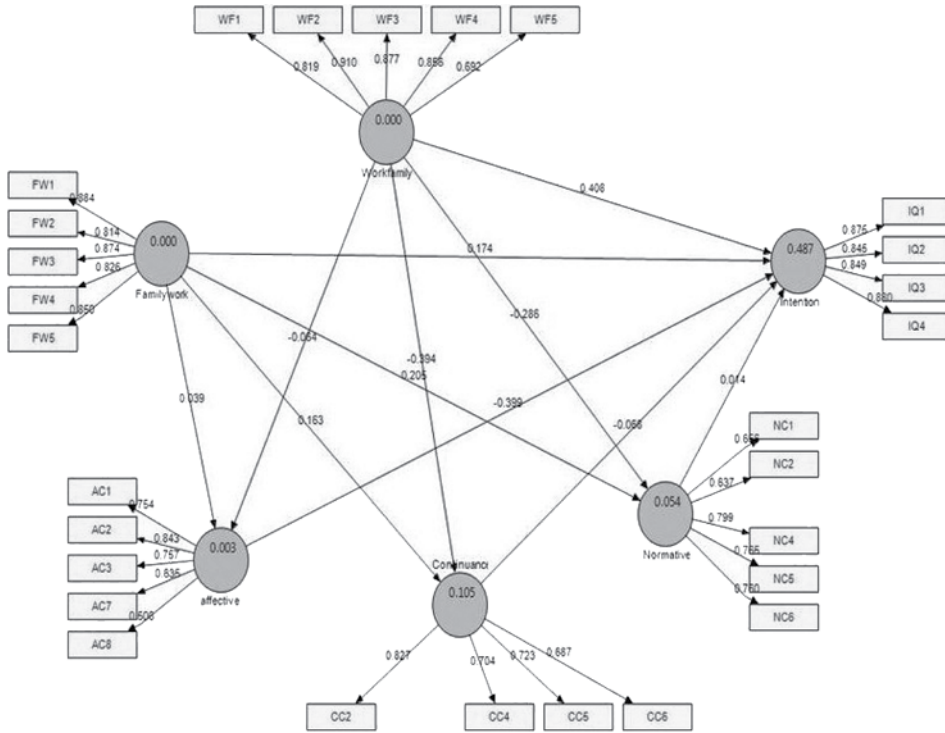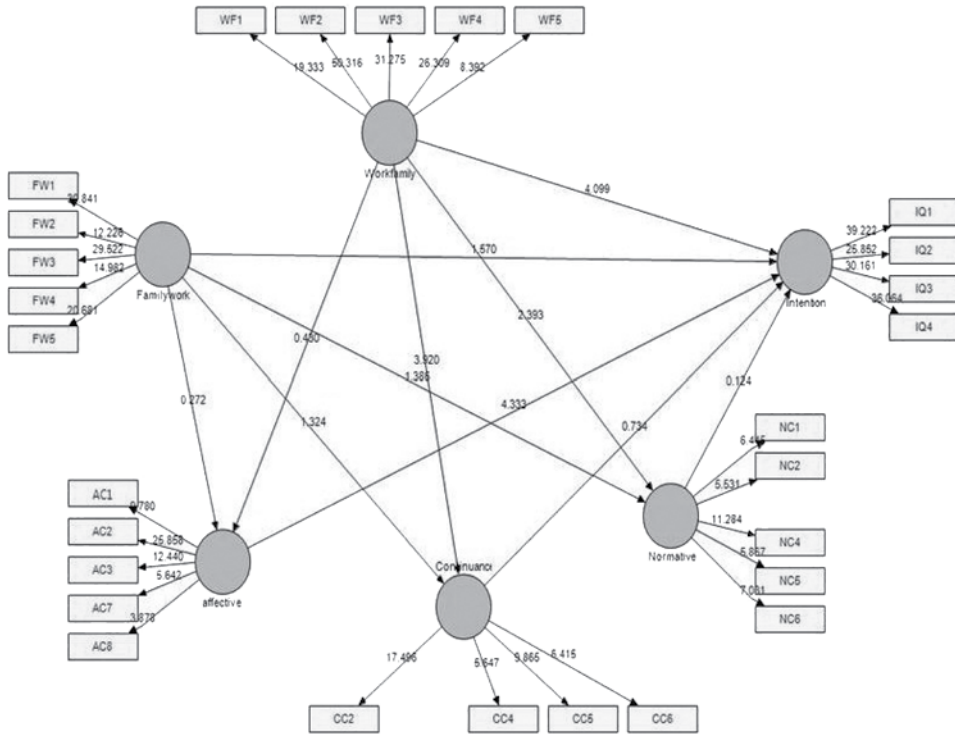
Figure 2 PLS Model graph (algorithm)

Figure 3 shows t-value after bootstrap calculation to see the result on the significant standard coefficient beta (β) whether independent variable has a significant relationship with dependent variable.

Figure 3 PLS Model graph (bootstrap)

The measurement model that is constructed with regard to test the reliability, convergent validity and discriminant validity, prior to test the hypothesized model. From the Table 3 it shows all loading were higher than 0.600 as suggested by Hair et al. (2012) with the constructed Average Variance Extracted (AVE) exceeded 0.50 (Bagozzi et al. 1981).

Table 3 Measurement model

Construct	Measurement Items	Loading Range	CR[b]	Cronbach's Alpha
Affective	AC1, AC2, AC3, AC7, AC8	0.506 – 0.843	0.831	0.747
Continuance	CC2, CC4, CC5, CC6	0.687 – 0827	0.826	0.722
Family-work	FW1, FW2, FW3, FW4, FW5	0.814 – 0.884	0.929	0.905
Intention to Quit	IQ1, 1Q2, IQ3, IQ4	0.845 – 0.880	0.921	0.885
Normative	NC1, NC2, NC4, NC5, NC6	0.637 – 0.799	0.847	0.773
Work-family	WF1, WF2, WF3, WF4, WF5	0.692 – 0.910	0.919	0.888

Convergent and Discriminant Validity

Table 4 shows the entire constructed have Average Variance Extracted (AVE) value ranging from 0.582 to 0.729, which exceeded the average recommend threshold value of 0.5. This result projected an adequate convergent validity for this study measurement model. Also found in Table 4, all the non-highlighted values were found to be lower than square roots of AVE, representing an acceptable convergent validity and discriminant validity.

Table 4 AVE value and discriminant validity

Construct	AVE	1	2	3	4	5	6
1. Continuance	0.542	**0.737**					
2. Family-work	0.722	−0.072	**0.850**				
3. Intention to Quit	0.743	−0.343	0.423	**0.862**			
4. Normative	0.527	0.678	0.034	−0.357	**0.726**		
5. Work-family	0.696	−0.296	0.598	0.546	−0.164	**0.834**	
6. Affective	0.502	0.379	0.001	−0.432	0.662	−0.041	**0.709**

Hypothesis Testing

To validate the proposed hypotheses, the structural model was performed. The acceptable value for the significant hypothesis is at least at the 0.05 level, in which is expected to have a positive and consistent path coefficient value.

Table 5 Hypothesis testing

Hypothesis	Relationship	Std. Beta	Std. Error	T-value	Result
H1	Continuance > Intention	−0.068	0.092	0.734*	Not Supported
H2	Family-work > Continuance	0.163	0.123	1.324*	Not Supported
H3	Family-work > Intention	0.174	0.111	1.570*	Not Supported
H4	Family-work > Normative	0.205	0.148	1.386*	Not Supported
H5	Family-work > Affective	0.039	0.142	0.272	Not Supported
H6	Normative > Intention	0.014	0.112	0.124	Not Supported
H7	Work-family > Continuance	−0.394	0.100	3.920**	**Supported**
H8	Work-family > Intention	0.408	0.100	4.099**	**Supported**
H9	Work-family > Normative	−0.286	0.120	2.393**	**Supported**
H10	Work-family > Affective	−0.064	0.148	0.430	Not Supported
H11	Affective > Intention	−0.399	0.092	4.333**	**Supported**

$**p < 0.01$ (2.33); $*0.05$ (1.645) or t-value > 1.65 ($p < 0.05$); t-value > 2.33** ($p < 0.01$)*

The result reflected from Table 5 stated that there are no relationships that found in H1 to H6, and H10. Unlike H7, H8, H9 and H11, all these hypotheses are supported which indicated the relationships between work-family conflict and continuance commitment, intention, normative and affective are supported with the t-value =

3.920; p < 0.05 (H7); t-value = 4.099, p < 0.05 (H8); t-value = 2.393, p < 0.05 (H9), and t-value = 4.333; p < 0.05 (H11) respectively.

As indicated in Table 6, there are no mediating effects of organizational commitment (i.e. affective, continuance and normative) on the relationship between family-work conflict and the intention to quit among hotel employees in Sabah.

Table 6 Mediation significance (UL and LI)

Relationship	Beta (ß) * Std Err (SE)	Confidence Interval (UL & LL)	Result
Family-work > Affective > Intention	0.0092	UL = 0.1169; LL = –0.1151	**No Mediation**
Family-work > Continuance > Intention	0.002	UL = 0.039; LL = –0.038	**No Mediation**
Family-work > Normative > Intention	0.0001	UL = 0.061; LL = –0.061	**No Mediation**
Work-family > Affective > Intention	0.00154	UL = 0.121; LL = –0.118	**No Mediation**
Work-family > Continuance > Intention	0.001	UL = 0.077; LL = –0.075	**No Mediation**
Work-family > Normative > Intention	0.002	UL = 0.076; LL = –0.076	**No Mediation**

9   Discussions

This section converses the discoveries to retort the issues of the study which are: (a) the relationship between family-work conflict and intention to quit; (b) the relationship between family work and organizational commitment; (c) the relationship between organizational commitment and intention to quit, and finally (d) the mediating effects of organizational commitment between family-work conflict and intention to quit.

From the result of the study that was explained earlier showed that there was a substantial connection between family-work conflict and intention to quit. This was supported by Natemeyer et al. (1996) and Boyar et al. (2006) in their studies as official work commitment is not the only activity that put workers to have high commitment with as family and other social activities became more to the employees interest and willing to sacrifice their working time to be part of such non-work related activities. However, result also showed that there were no mediating effects of organizational commitment between the independent and dependent variables among hotel employees in Kota Kinabalu, Sabah.

The finding shows that family-work conflict does not have any relations intention to quit as most of the respondents are able to adapt with the working hours as they are mostly able to find the balance between family and work. Aside from that, the finding also proven that the relationship between family-work conflict and organizational commitment was a negative respond, due to the employees reactions

towards organizational commitment was not encouraging. This gave the impression that employers within the industry, in general, may be lacking in promoting loyalty programme or activities among employees which in this case an essential approach to ensure long-term commitment and employment.

There were two sub-itemized of work-family conflict and organizational commitment measurement that supported the relationship such as continuance commitment and normative commitment. It is believed that this is due to the fact that respondents who positively respond to the links mainly because of the priority setting from each of the individual. Hence, those who are more work-oriented tend to respond strongly towards the continuance and normative commitment during their employment.

The findings of this study also pointed out that the respondents negatively react towards the relationship between organizational commitment and intention to quit as their commitment level does not reflects or can be the only reason why employees in this industry tend to leave from their employment. Therefore, many more possible reasons that the researchers suggest to target on in the future study.

The statistical data and from the observations made stated that in Kota Kinabalu, organizational commitment is lacking since employers were not exactly encouraging their employees to be committed emotionally and socially but mainly because of financial reason. This explain their commitment level was not seen as long-term commitment but more to short-term employment engagement as the tendency to switch to another employment was high, in another word, as soon as better opportunities and offer in a new environment were offered, employees will quit their job.

10   Conclusion

The main goal of the study was to explore the association between family-work conflict and intention to quit and the mediation effects of organizational commitment among employees in the executive level and above in 5-star hotels in Kota Kinabalu, Sabah. This study found several correlations that reinforce the role of family-work conflict and organizational commitment on its intention to quit. The findings of this study suggest a strong relationship between the two dimensions of family-work conflict and organizational commitment can determine the intention to quit of their employees. The result of this study suggests, with some strength, initiative from the organizations to compromise those who needed flexible working hours for example may be suggested to lower the percentage of manpower turnover rate. These results should be viewed

with some prudence, as it did not include the qualitative aspects. Family-work conflict and organizational commitment do have strong potential for influencing success in the corporate environment for further research in the future.

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Appendix

Work-Family Conflict (Netemeyer *et al.*, 1996)

(a) Family-Work Conflict
— The demands of my family or spouse/significant other interfere with work-related activities.
— I have to put off doing things at work because of demands on my time at home.
— Things I want to do at work don't get done because of the demands of my family or spouse/significant other.
— My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
— Family-related strain interferes with my ability to perform job-related duties.

(b) Work-Family Conflict
— The demands of my work interfere with my home and family life.
— The amount of time my job takes up makes it difficult to fulfil family responsibilities.
— Things I want to do at home do not get done because of the demands my job puts on me.
— My job produces strain that makes it difficult to fulfil my family duties.
— Due to work-related duties, I have to make changes to my plans for family activities.

Organizational Commitment (Mayer & Allen, 2007)

(a) Affective Commitment
— I am very happy being a member of this organization.
— I enjoy discussing about my organization with people outside it.
— I really feel as if this organization's problems are my own.
— I think that I could easily become as attached to another organization as I am to this one.
— I do not feel like 'part of the family' at my organization.
— I do not feel 'emotionally attached' to this organization.
— This organization has a great deal of personal meaning for me.
— I do not feel a 'strong' sense of belonging to my organization.

(b) Continuance Commitment
— I worry about the loss of investments I have made in this organization.
— If I wasn't a member of this organization, I would be sad because my life would be disrupted.
— I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically.
— I often feel anxious about what I have to lose with this organization.
— Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member.
— I am dedicated to this organization because I fear what I have to lose in it.

(c) Normative Commitment
— I feel that I owe this organization quite a bit because of what it has done for me.
— My organization deserves my loyalty because of its treatment towards me.
— I feel I would be letting my co-workers down if I wasn't a member of this organization.
— I am loyal to this organization because my values are largely its values.
— This organization has a mission that I believe in and am committed to.
— I feel it is 'morally correct' to dedicate myself to this organization.

Intention to Quit (Boyar *et al.*, 2006)
—As soon as I get another acceptable job, I will quit.
—I want to leave this organization very much.
—I intend to quit this organization someday soon.
—I think about quitting all the time.