

CHAPTER FOUR

FINDINGS

4.0 Introduction

The purpose of this chapter is to present the findings of the outlines of the procedures in conducting and developing this study, including the models that were used to test the hypotheses described in the previous chapter. The data was first analyzed using descriptive statistics to understand the characteristics of the respondents. Multiple regressions was then conducted to examine the impact of work-family conflict and other factors such as work-family demands, management support, and coping strategies on employee's well-being.

4.1 Profile of Respondents

The questionnaires addressed the factors that affect on employee's well-being. The researcher focused on some characteristics of respondents such as age, ethnicity, living circumstances, caring responsibilities, number of children, type of job, work experience, present position, current status, working hours in a week and monthly income level.

4.1.1 Age

Table 4.1 shows that most of the respondents were between 30 and 40 years old (39%), 34.6% are between 41 and 50 years old, 11.7% are below 30 years old, and the remaining 14.6% are 51 years old and above. These results indicate that the majority of the respondents had considerable working experience.

Table 4.1: Age Group

Age	Frequency	Percent (%)
21-30	37	11.7
31-40	123	39
41-50	109	34.6
51 or more	46	14.6
Total	315	100

4.1.2 Ethnicity

The result in table 4.2 shows that the most of the respondents were Malay (80%), 1% Chinese, 4.1% Indian, and the other races such as Arabs, Bangladesh, and Pakistan (14.9%). So, this result indicates that the majority of the respondents are Malays.

Table 4.2: Ethnicity

Ethnicity	Frequency	Percent (%)
Chinese	3	1
Indian	13	4.1
Malay	252	80
Others	47	14.9
Total	315	100

4.1.3 Living Conditions

Table 4.3 shows that the biggest percentage of the respondents live with spouses and children (58.7%), 10.8% represents the respondents who live with spouses, children and parents, 9.2% live with spouses only, 6.7% live with parents only, 6.3% live with children, 6% live with children and parents, and others are respondents who live with parents and spouse 2.2%. This result indicates that almost half of the respondents live with spouses and children.

Table 4.3: Living Conditions

Living Circumstances	Frequency	Percent (%)
With spouse	29	9.2
With parents	21	6.7
With children	20	6.3
With parents and spouse	7	2.2
With children and spouse	185	58.7
With children and parents	19	6.0
With spouse, children and parents	34	10.8
Total	315	100

4.1.4 Caring Responsibilities

Academic staffs with caring responsibilities care for children, older people, and disabled people. Table 4.4 shows that (49.2%) of respondents had some form of caring responsibilities to children, 22.9% of respondents have caring responsibilities to children and older people, 14.3% of respondents had caring responsibilities to disabled people, 5.7% of respondents had caring responsibilities to older people, and 7.9% of respondents do not have any caring responsibilities.

Table 4.4: Caring Responsibilities

Caring Responsibilities	Frequency	Percent (%)
Childcare	155	49.2
Care for elderly people	18	5.7
Childcare and care for older people	72	22.9
Care for disabled people	45	14.3
None	25	7.9
Total	315	100

4.1.5 Number of Children

Table 4.5 shows that 43.2% of the respondents had more than three children, about 20.3% of the respondents had two children, 24.1% had one child, and 12.4% of the respondents do not have any child.

Table 4.5: Number of Children

Number of Children	Frequency	Percent (%)
No Child	39	12.4
One child	76	24.1
Two children	64	20.3
Three or more children	136	43.2
Total	315	100

4.1.6 Type of Job

The result in Table 4.6 shows that more than half of the respondents teach and do researches (61.6%), 31.7% of the respondents teach, do research and have administrative tasks, and 6.7% of the respondents teach and work as administrators.

Table 4.6: Type of Job

Type of Job	Frequency	Percent (%)
Academic teaching and research only	194	61.6
Academic teaching and Administration	21	6.7
Academic teaching, research and administration	100	31.7
Total	315	100

4.1.7 Working Duration

Table 4.7 presents the number of years the respondents have been working at their university. It is observed that most of the respondents have been working at the university for more than 5 years (81.5%). A total of 18.4% of the respondents have been employed at the university for less than 5 years.

Table 4.7: Working Duration

Working Duration	Frequency	Percent (%)
Under 5 years	58	18.4
5-10 years	75	23.8
10-20 years	128	40.6
More than 20 years	54	17.1
Total	315	100

4.1.8 Present Position

As shown in Table 4.8, most of the respondents were senior lecturers (41.3 %), 38.7% were lecturers, 15.2% of the respondents were associate professors, and only a few of respondents were professors (4.8%).

Table 4.8: Present Position

Present Position	Frequency	Percent (%)
Professor	15	4.8
Associate professor	48	15.2
Senior lecturer	130	41.3
Lecturer	122	38.7
Total	315	100

4.1.9 Current Status

The result in table 4.9 shows that nearly two-third of the respondents are permanent staff (75.2%), 21.3% are working on a fixed term contract, 3.5% are part-time staff.

Table 4.9: Current Status

Current Status	Frequency	Percent (%)
Permanent staff	237	75.2
Part-time staff	11	3.5
Fixed term contract	67	21.3
Total	315	100

4.1.10 Working Hours in a Week

The results in table 4.10 show that more than 90% of the respondents worked more than 16 hours weekly. About 10.8% of the respondents worked less than 16 hours weekly, 11.1% worked between 16 and 34 hours weekly, 32.7% of the respondents worked between 35 and 44 hours weekly, 23.8% of the respondents worked between 45 and 49 hours weekly, 14.9% of the respondents worked between 50 and 59 hours weekly, and 6% of the respondents worked more than 60 hours weekly.

Table 4.10: Working Hours in a Week

Working Hours in a Week	Frequency	Percent (%)
Less than 16 hours	34	10.8
16-34 hours	35	11.1
35-44 hours	103	32.7
45-49 hours	75	23.8

50-59 hours	47	14.9
More than 60 hours	21	6
Total	315	100

4.1.11. Hoping to be a Promoted

Table 4.11 shows that two-third of the respondents hope to be promoted within the next two years (75.9%), and 24.1% of the respondents answered no.

Table 5.11: Hoping to be a Promoted

Hoping to be a Promoted	Frequency	Percent (%)
Yes	239	75.9
No	76	24.1
Total	315	100

4.1.12 Monthly Income Level

The results in Table 4.12 show that more than 70% of the respondents earn more than RM5000 monthly. About 28.6% of the respondents earn less than RM5000 monthly, 40.3% earn between RM5001 and RM7000 monthly, 22.9% of the respondents earn between RM7001 and RM9000 monthly, 4.8% of the respondents earn between RM9001 and RM11000 monthly, and 3.5% of the respondents earn more than RM11000 monthly.

Table 4.12: Monthly Income Level

Monthly Income Level	Frequency	Percent (%)
Bellow RM5000	90	28.6
RM5001-RM7000	127	40.3
RM7001-RM9000	72	22.9
RM9001-RM11000	15	4.8
Above RM11000	11	3.5
Total	315	100

4.2 Descriptive Statistics

In order to address the main characteristics of the data, the descriptive statistic provides a general overview of the numerical technique used to describe the data. It is important to mention that the dependent and independent variables are dichotomous in nature.

4.2.1 Independent Variables:

The researcher used three independent variable in this study namely, work-family demands, work-family conflict and management/supervisory support. Table 4.13 reports the descriptive statistics for these variables in terms of minimum, maximum, mean and standard deviations.

4.2.2 Dependent Variables

The dependent variable “well-being” in the present study was assessed by using self-administered questionnaire. The questionnaire comprise nine questions with five Likert

scales 1 = strongly disagree and 5 = strongly agree. This variable shows a mean 32.95 and a standard deviation 5.5, which in this case means that the participants are more likely to avoid practicing the manipulation of accounting figures.

4.6 Factor Analysis

Factor loading values were obtained using varimax rotation. Table 4 presents the results of the reliability statistics and exploratory factor analysis. As a result, most of the factor loading for each instrument exceeded 0.55, meeting the essentially significant level of convergent validity. Scale reliability greater than .70 is considered reliable (Hair *et al.*, 1998). Furthermore, the research instrument was tested for reliability using Cronbach's coefficient an-estimate, as reported in Table 4. The Cronbach's a-values for all dimensions ranged from 0.70 to 0.91, exceeding the minimum of 0.6 (Hair et al., 1998), thus the constructs measures were deemed reliable. Consequently, all items were retained.

Table 5.13: Factor Analysis for Work-Family Conflict

Factor	Items	Rotated Factor Loading	Alpha (α)
Work-family conflict	The demands of my work interfere with my home and family life.	.712	.912
	The amount of time my job takes up makes it difficult to fulfill family responsibilities.	.781	
	Things I want to do at home do not get done because of the demands my job puts on me.	.768	
	My job produces strain that makes it difficult to fulfill family duties.	.759	
	Due to work-related duties, I have to make changes to my plans for family activities.	.627	
	The demands of my family or spouse/partner		

interfere with work related activities.	.650
I have to put off doing things at work because of demands of my time at home.	.617
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	.698
Family-related strain interferes with my ability to perform job related duties.	.740

Factor loading values were obtained using varimax rotation. Table 4.13 presents the results of the reliability statistics and exploratory factor analysis for work-family conflict. As a result, most of the factor loading for each instrument exceeded 0.55, meeting the essentially significant level of convergent validity.

Table 4.14: Factor Analysis for Well-being

Factor	Items	Rotated Factor Loading	Alpha (α)
Well-being	Generally speaking, I am very satisfied with my job.	.629	.838
	I am generally satisfied with the kind of work I do in my job. Things I want to do at home do not get done because of the demands my job puts on me.	.602	
	Generally speaking, I am very satisfied with my family.	.626	
	In most ways, my life is close to my ideal.	.643	
	The conditions of my life are excellent.	.771	
	I am completely satisfied with my life.	.689	
	So far I have gotten the most important things I want in life.	.655	
	If I could live my life over, I would change nothing.	.665	

Factor loading values were obtained using varimax rotation. Table 4.14 presents the results of the reliability statistics and exploratory factor analysis for well-being. As a result, most of the factor loading for each instrument exceeded 0.55, meeting the essentially significant level of convergent validity.

Table 4.15: Factor Analysis for Supervisory/Management Support

Factor	Items	Rotated Factor Loading	Alpha (α)
Supervisory/ Management Support	In the event of a conflict, managers understand when employees have to put their family first.	.652	.913
	Management in this organization generally encourages heads of department/dean to be sensitive to employees' family and personal concerns.	.669	
	In general, managers in this organization are quite accommodating of family-related needs.	.677	
	This organization encourages employees to set limits on where work stops and home life begins.	.619	
	Managers in this organization are sympathetic toward employees' childcare responsibilities.	.623	
	This organization is supportive of employees who want to switch to less demanding jobs for family reasons.	.621	
	Managers in this organization are sympathetic toward employees' responsibilities for the care of older people.	.678	
	In this organization, employees are encouraged to strike a balance between their works and family lives.	.554	
	My supervisor is supportive when family problems arise.	.768	
	My supervisor gives advice on how to handle my work and family responsibility.	.656	
My supervisor allows for flexibility in my working arrangements to enable me to handle my family responsibility.	.687		

Factor loading values were obtained using varimax rotation. Table 4.15 presents the results of the reliability statistics and exploratory factor analysis for Supervisory/Management Support. As a result, most of the factor loading for each instrument exceeded 0.55, meeting the essentially significant level of convergent validity.

Table 4.16: Factor Analysis for Work-Family Demands

Factor	Items	Rotated Factor Loading	Alpha (α)
Work-family demands	I often feel that I am being run ragged.	.704	.817
	I have to work very hard.	.616	
	In my job, I have too much to do.	.703	
	The number of hours I work in a week is too much.	.658	
	My family’s responsibilities make me feel tired out.	.623	
	The time that I spend on home/family related activities such as taking care of children or others is too little that I can’t meet.	.559	

Factor loading values were obtained using varimax rotation. Table 4.16 presents the results of the reliability statistics and exploratory factor analysis for work-family demands. As a result, most of the factor loading for each instrument exceeded 0.55, meeting the essentially significant level of convergent validity.

Table 4.17: Factor Analysis for Religious Coping Strategies

Factor	Items	Rotated Factor Loading	Alpha (α)
Religious Coping Strategies	Religion is important to me because it helps me to cope with life events.	.848	.928
	Religion is important to me; because it answers many questions about the meaning of my life.	.883	
	Religion is important to me, because it teaches me how to deal with life events.	.904	
	I try to use my religion into practice for dealing in life challenges.	.938	
	Religion is important to me, because it teaches me to help others.	.877	
	If any bad thing happens to me, I believe it is a test from Allah to examine me in my life (Ibtilaa).	.782	
	When something bad happens I pray to Allah SWT to give me guidance and peace of mind.	.831	
	While making a serious decision in my life, "asking what is best and proper from Allah, the Merciful" (Istikhara).	.708	
	The primary purpose of prayer is to achieve satisfaction.	.861	
	The primary purpose of prayer is to achieve happiness.	.903	
The primary purpose of prayer is to reduce stress.	.891		

Factor loading values were obtained using varimax rotation. Table 4.17 presents the results of the reliability statistics and exploratory factor analysis for religious coping strategies. As a result, most of the factor loading for each instrument exceeded 0.55, meeting the essentially significant level of convergent validity.

Scale reliability greater than .70 is considered reliable (Hair *et al.*, 1998). The Cronbach's α -values for all dimensions ranged from 0.81 to 0.92, exceeding the minimum of 0.6 (Hair *et al.*, 1998), thus the constructs measures are deemed reliable. Consequently, all items are retained.

4.7 Reliability Results

Table 4.18: The result of reliability is as Tabled below:

Variables	Number of item	Alpha
Work-family conflict	9	.912
Work-family demands	7	.817
Management Support	14	.913
Coping strategies	11	.928
Well-being	9	.838

The reliability test was conducted. Coefficient Cronbach's Alpha is a measure of reliability or internal consistency. A value of Cronbach's Alpha of .50 or above is consistent with the recommended minimum values stated by Nunnally (1967). Cronbach's alpha indicating reliability for each variable as seen in Table 1.1: work-family conflict: .912, work-family demands: .817, management support: .913, coping strategies: .928, and well-being: .838. Therefore, as related by Nunnally (1978), the research results can be accepted.

4.8 Correlation Analysis

Cohen has written extensively on this topic. In his well-known book he suggested, a little ambiguously, that a correlation of 0.5 is large, 0.3 is moderate, and 0.1 is small (Cohen, 1988). The usual interpretation of this statement is that anything greater than 0.5 is large, 0.5-0.3 is moderate, 0.3-0.1 is small, and anything smaller than 0.1 is insubstantial, trivial, or otherwise not worth worrying about. His corresponding thresholds for standardized differences in means are 0.8, 0.5 and 0.2. He did not provide thresholds for the relative risk and odds ratio. Cohen (1988) provides a guideline to explain the strength of the relationship between two variables (r) as shown in Table 4.19.

Table 4.19: Guideline of Cohen for Correlation Strength

r value	Relationship Strength
$.10 < r < .29$ or $-.10 > r > -.29$	Small
$.30 < r < .49$ or $-.30 > r > -.49$	Moderate
$.50 < r < 1.0$ or $-.50 > r > -.10$	Large

Table 4.20: Correlation Matrix

	(1)	(2)	(3)	(4)	(5)
WFC (1)	1				
WFD (2)	.562**	1			
MANSUPP (3)	-.308**	-.256**	1		
R.COPINGSTR (4)	-.002	.179**	.247**	1	
WELL-BEING (5)	-.333**	-.185**	.475**	.329**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.20 exhibits the correlation coefficients among all variables. Not all independent variables are correlated significantly with well-being. The correlation is significant at the 0.01 level (2-tailed). The criterion used for the level of significance was set a priori. The relationship must be at least significant at $**P < 0.01$. Table 4.20 shows that there is a strong positive significant correlation between work-family demands and work-family conflict, ($r=0.562$, $p=0.000 < 0.01$). There is also significant correlation between work family demands and well-being, ($r= -0.185$, $p=0.001 < 0.05$). Therefore, there is a moderate negative significant correlation between work-family demands and well-being. There is a negative correlation between work-family conflict and well-being, ($r= -.333$, $p=.000 < 0.001$). Therefore, there is a significant correlation between work-family conflict and well-being.

There is a negative correlation between supervisory/ management support and work-family conflict, ($r= -.308$, $p=.000 < 0.001$). Therefore, there is a significant correlation between supervisory/ management support and work-family conflict. There is a negative correlation between religious coping strategies and work-family conflict, ($r= -.002$, $p=.976 \geq 0.005$). Therefore, there is no significant correlation between religious coping strategies and work-family conflict. There is a positive correlation between supervisory/ management support and well-being, ($r=.475$, $p=.000 < 0.001$). Therefore, there is a significant correlation between management support and well-being. There is a positive correlation between religious coping strategies and well-being, ($r=.329$, $p=.000 < 0.001$). Therefore, there is a significant correlation between religious coping strategies and well-being.

The result in Table 4.19 shows no multicollinearity between independent variables because the Pearson correlation indicators for all independent variables are less than 0.8. As mentioned earlier, there are other methods to test multicollinearity between the independent variables such as Tolerance Value and Variance Inflation Factor (VIF). According to Hair *et al.* (2006), the common cut off threshold is a tolerance value of .10, which corresponds to a VIF value less than 10. Table 4.21 provides the Tolerance and VIF values for independent variables.

Table 4.21: Tolerance Value and the Variance Inflation Factor (VIF)

Independent Variables	Collinearity statistics	
	Tolerance	(VIF)
(constant)		
Work-family conflict	.652	1.533
Work-family demands	.820	1.220
Management Support	.632	1.582
Religious Coping Strategies	.872	1.146

The result in Table 4.21 indicates that multicollinearity does not exist among all independent variables because the Tolerance values are more than .10 and VIF values are less than 10. The result suggests that the current study does not have any problem with multicollinearity.

4.9 Methods of Multiple Regressions

Multiple Regression is a technique and method that can be used to examine the relationship between one continuous dependent variable and many independent variables. Generally, there are several methods of multiple regression analysis such as standard regression, hierarchical or sequential, and stepwise regression (Pallant, 2001). In the standard multiple regression, all of the independent variables are entered into the equation simultaneously (Pallant, 2001) and assumed to be of equal importance (Tabachnick & Fidell, 2007). In this study a standard regression method has been conducted in order to test the relationships between all independent variables and dependent variable because all independent variables are assumed to be of equal importance.

4.10 Linearity, Homoscedasticity, and Normality

To this point, assumptions underlying regression analysis should be checked. These assumptions are normality, linearity, and homoscedasticity (Hair *et al.*, 2006). The first assumption, linearity, will be evaluated through an analysis of residuals and partial regression plots. The result of testing linearity through scatter plot diagrams is shown in Figure 5.1, which shows no evidence of nonlinear pattern to the residuals. The residuals in the Normal Probability Plot below (Figure 5.1) follow a straight line, which indicates they are normally distributed.

Normal P-P Plot of Regression Standardized Residual

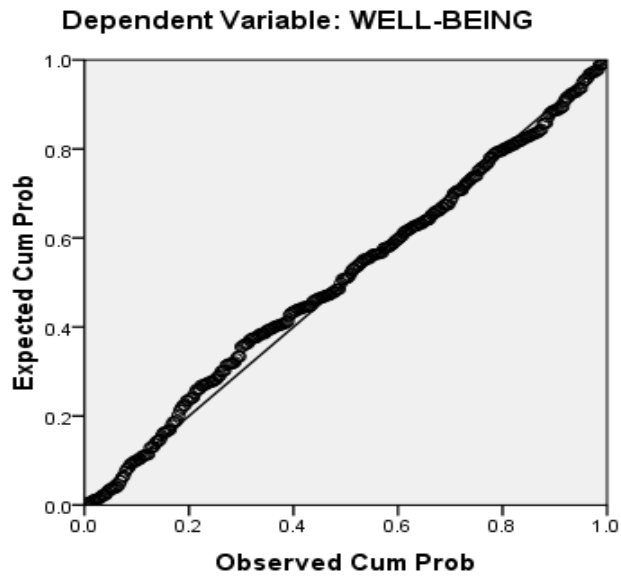


Figure 4.1 **Linearity test for Well-Being**

Likewise, Figure 4.2 illustrates the result of homoscedasticity test. The finding of the homoscedasticity test through scatter-plot diagrams of standardized residual shows that homoscedasticity exists in the set of independent variables and the variance of dependent variable.

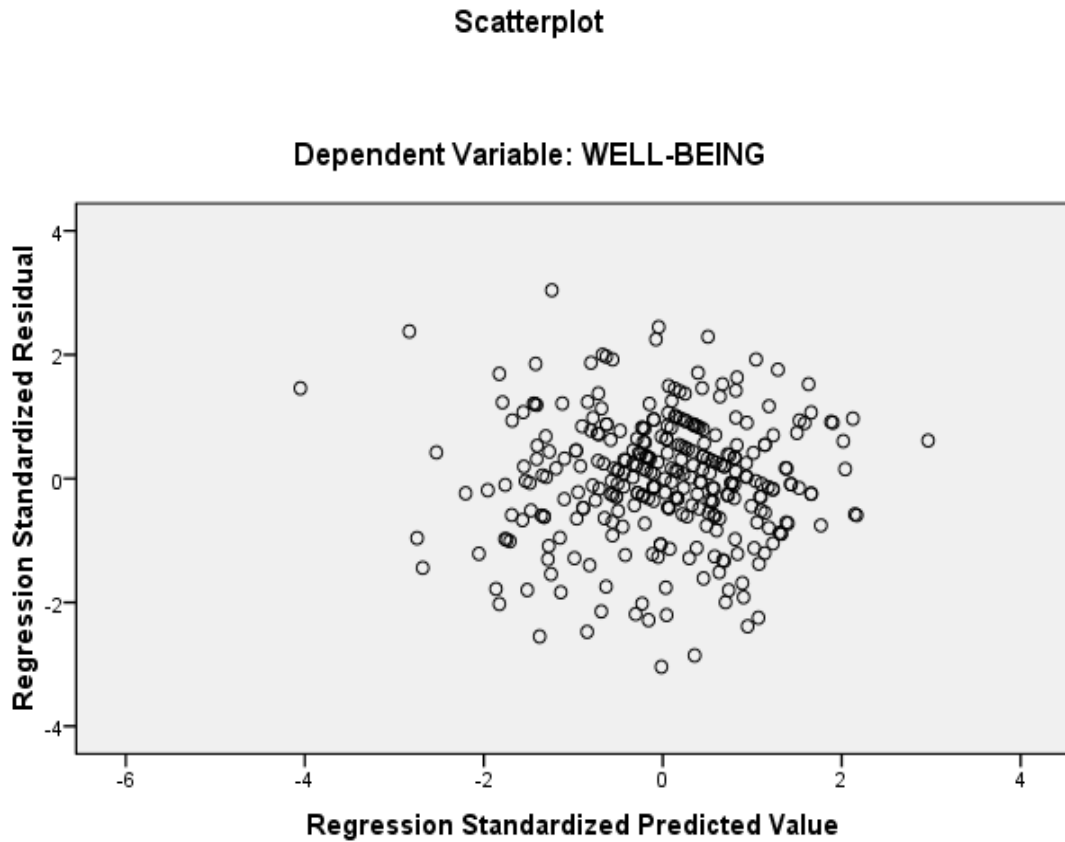


Figure 4.2 **Homoscedasticity test for Well-Being**

The final assumption to be checked is the normality of the error term of the variate with a visual examination of the normal probability plots of the residuals. In order to test the normality, skewness and Kurtosis values were used. Normality exists when standard errors for skewness and Kurtosis ratios are between ± 2 at the significance level of .05 (Hair et al., 1998). As shown in Table 4.22, all of the skewness and Kurtosis ratios are between the normal distribution ± 2 . Consequently, the assumption of normality is met. Also if skewness is less than -1 or greater than $+1$, the distribution is highly skewed. If skewness

is between -1 and $-\frac{1}{2}$ or between $+\frac{1}{2}$ and $+1$, the distribution is moderately skewed and if skewness is between $-\frac{1}{2}$ and $+\frac{1}{2}$, the distribution is approximately symmetric.

With a skewness of -1.456 , the sample data for religious coping strategies are highly skewed, but the sample data for other variables are approximately symmetric. As shown in Table 4.22, the sample data for work-family conflict is $.194$, well-being $-.385$, work-family demands $.021$, and supervisory/ management support is $-.614$.

Table 4.22: Statistic Values of Skewness and Kurtosis Ratios

Variables	Min.	Max.	Mean	Std. Dev	Sekwness	Kurtosis
Work-family conflict	9	45	25.09	7.59	0.194	-0.375
Well-being	17	45	32.95	5.50	-0.385	-0.222
Work-family demands	7	35	22.67	4.82	.021	.137
ManagSupp	17	70	47.02	8.42	-.387	0.614
Coping strategies	11	55	48.00	7.79	-1.456	2.599

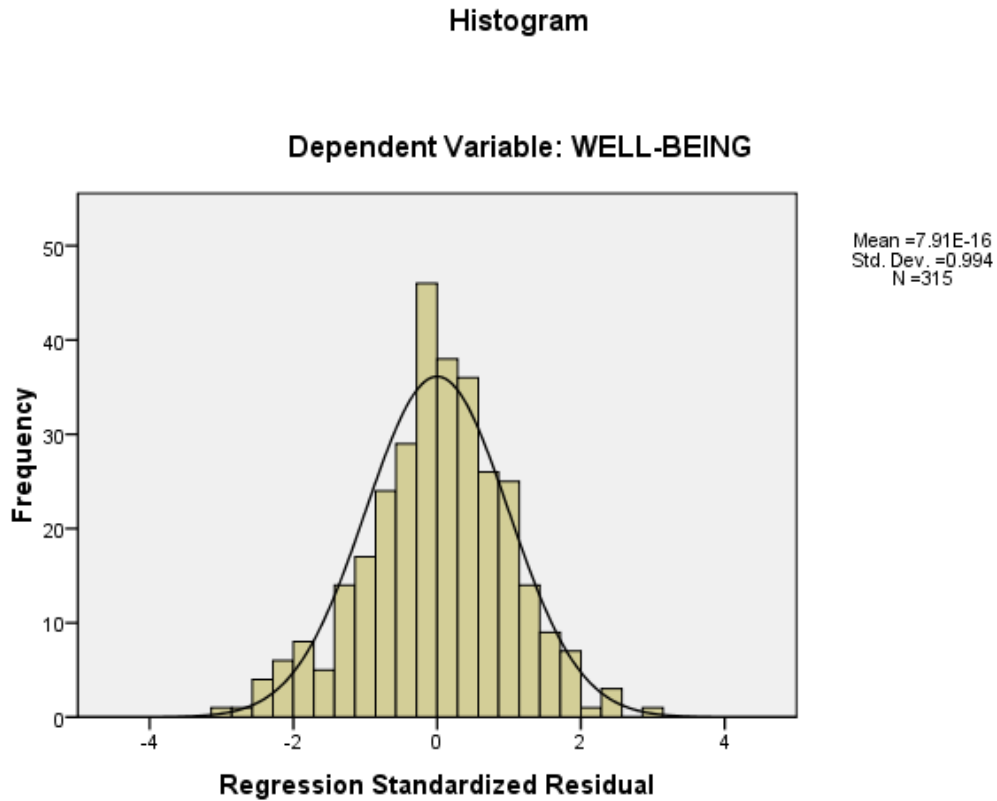


Figure 4.3 Normality test for Well-Being

The histogram explains the model with normal distribution, mean of 7.91E-16 and Standard Deviation of 0.994, N= 315 (Figure 4.3). Moreover, Figure 4.1 shows the linearity of equation between observed cumulative probability and expected cumulative probability and the normal P-P plot of regression standardized residual of well-being. Basically, If the data are normally distributed, then residuals should be normally distributed around each predicted dependent variable score, and if the data (and the residuals) are normally distributed, the residuals scatter plot will show the majority of residuals at the center of the plot for each value of the predicted score, with some residuals straggling off symmetrically from the center.

All figures 4.1, 4.2, and 4.3 have displayed the results of linearity, homogeneity and normality tests for well-being. Overall the results suggest that the assumptions of linearity, homogeneity, and normality of data are met. Similarly, the normality, linearity, and homoscedasticity tests were conducted on well-being. The result of homoscedasticity test through scatter plot diagrams in Figure 4.2 shows no evidence of nonlinear pattern to the residuals.

4.11 Evaluating Each of the Independent Variables

In this part, the researcher aims to identify and compare the strength of prediction of the independent variables on the dependent variable (well-being). On the other hand, this study aims to identify which variable in the model contributed to the prediction of the dependent variable using Beta value. In this study, the researcher is interested to compare the contribution of each independent variable in the model. The results in Table 4.22 show that religious coping strategies significantly and positively contributed to well-being, but work-family conflict significantly and negatively contributed to well-being. Work-family demands do not significantly contribute to the well-being, Supervisory/ Management support has the highest contribution on well-being amongst the independents variables ($b = .342$).

The standard value for R^2 is 1 which means that there is a perfect linear relationship between the dependent and independent variables. On the contrary, R^2 value equal to 0 indicates that there is no linear relationship between the dependent and independent variables. In this model, R^2 value for the first stage of analysis regression model is .320 (refer to Table 4.22), which means that the contingency factors (work-family demands,

supervisory/ management support, work-family conflict, and religious coping strategies) explain 32.0 per cent of the variance in the well-being. As shown in Table 4.23 the Multiple Regression R for the relationship between all the set of independent variables and the dependent variable (well-being) is 0.565, which would be characterized as strong using the rule of thumb than a correlation less than or equal to 0.20 is characterized as very weak; bigger than 0.20 and less than or equal to 0.40 is weak; bigger than 0.40 and less than or equal to 0.60 is moderate; bigger than 0.60 and less than or equal to 0.80 is strong; and bigger than 0.80 is very strong, so, for the model of this study characterized as a moderate ((Aiken and West 1991; Hair, Anderson et al. 1998; Tabachnick & Fidell, 2000). Also $R^2 = 0.32$. This means the model, expressed as a percentage, explains 32% of the variance in textbook alignment preferences.

4.12 Multiple Hierarchical Regression Analysis

Hierarchical regression is used to evaluate the relationship between a set of independent variables and the dependent variable, controlling or taking into account the impact of a different set of independent variables on the dependent variable. As opposed to conventional regression analysis, where all variables are entered at the same time, hierarchical regression reveals the effects each variable or block of variables additionally exerts (Tabachnick & Fidell, 2000). It therefore allows the determination of the relative importance of each independent variable or block of variables (Hair, Anderson, Tatham and Black, 1998). SPSS shows the statistical results (Model Summary, ANOVA, Coefficients, etc.) as each block of variables is entered into the analysis.

The researcher in this study followed a common hierarchical regression procedure that specifies three blocks of variables: a set of control variables entered in the first block; a set of predictor variables entered in the second block to measure the main effects; and in a third block, interaction terms to test the relationship proposed in Hypotheses. Support for a hierarchical hypothesis would be expected to require statistical significance for the addition of each block of variables. However, the effect of blocks of variables previously entered into the analysis need to be excluded, whether or not a previous block was statistically significant. The analysis is interested in obtaining the best indicator of the effect of the predictor variables. The statistical significance of previously entered variables is not interpreted.

To use multiple hierarchical regression analysis, a minimum sample size is required for the results to be significant. If the sample is too small, then the results are also specific to the underlying sample and thus lacking generalizability (Hair et al., 1998). Thus, an acceptable level of statistical power has to be reached in every study. In other words, the probability of the test to reject a false null hypothesis should not be in-significantly small. A rule of thumb for the minimal required sample size to run a regression analysis is to have 4 to 5 times more cases in the sample than independent variables (Aiken & West, 1991; Hair et al., 1998; Tabachnick & Fidell, 2000).

The null hypothesis for the addition of each block of variables to the analysis is that the change in R^2 (contribution to the explanation of the variance in the dependent variable) is zero. If the null hypothesis is rejected, then the interpretation indicates that the variables in

block 2 had a relationship to the dependent variable, after controlling the relationship of the block 1 variables to the dependent variable.

Table 4.23: Results of Multiple Regression (Model Summary)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.565 ^a	.320	.311	4.57341	1.748

a. Predictors: (Constant), coping strategies, work-family conflict, management support, work-family demands

b. Dependent Variable: well-being

The probability of the F statistic (36.435) (Table 4.23) for the overall regression relationship is <0.001, less than or equal to the level of significance of 0.05. The null hypothesis that there is no relationship between the set of independent variables and the dependent variable ($R^2 = 0$) is rejected. The research hypothesis that there is a statistically significant relationship between the set of independent variables and the dependent variable is supported. Table 4.23 also shows that the model of this study is accepted.

Table 4.24: Results of Multiple Regression (ANOVA)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3048.299	4	762.075	36.435	.000 ^a
	Residual	6483.987	310	20.916		
	Total	9532.286	314			

a. Predictors: (Constant), coping strategies, work-family conflict, management support, work-family demands

b. Dependent Variable: well-being

For the independent variable work-family conflict, the probability of the t statistic (-3.736) for the b coefficient is <0.001 which is less than or equal to the level of significance of 0.05. The null hypothesis that the slope associated with work-family conflict is equal to zero ($b = 0$) is rejected and conclude that there is a statistically significant relationship between strength of affiliation and frequency of attendance at religious services.

Table 4.25: Results of Multiple Regression (Coefficients)

Model	Coefficients				Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
.(Constant)	18.487	2.452		7.538	.000		
WORK-FAMILY CONFLICT	-.157	.042	-.217	-3.736	.000	.652	1.533
MANAGEMENT SUPPORT	.224	.034	.342	6.613	.000	.820	1.220
WORK-FAMILY DEMANDS	-.022	.067	-.019	-.331	.741	.632	1.582
COPING STRATEGIES	.175	.035	.248	4.936	.000	.872	1.146

a. Dependent Variable: Well-Being

In the present study, a hierarchical regression analysis was used to test the hypotheses that religious coping strategies moderate the relationship between work family conflict and well-being. All variables were entered into the regression equation as recommended by Rose et al. (2004). In step1, work family conflict were entered, this model was statistically significant, $F(1, 313) = 39.167$, $p < .001$, $R^2 = .111$. In step 2, religious coping strategies was entered, the resulting model R^2 was significantly greater than zero, $F(1, 312) =$

43.042, $p < .001$, $R^2 = .219$, and in step 3 multiplications of religious coping strategies and work family conflict were entered and well-being was entered as a dependent variable, $F(1, 311) = 11.530$, $p = .001 < .005$, $R^2 = .247$ (see appendix E). The results of the moderator analyses were presented in table 4.26. Results revealed that, religious coping strategies strengthens the relationship between work family conflict and well-being; thus religious coping strategies play an important role, as the moderator between work family conflict and in developing well-being in Muslim working women academicians.

Table 4.26: Results of Multiple Regression (Model Summary)

Variable	(β)	R^2	Adj. R^2	F	R^2 .Change	P
D.V: Well-being						
Step1:						
Work-Family Conflict	.633	.111	.108	39.167	.111	.000
Step2:						
Religious coping strategies	.677	.219	.214	43.042	.108	.000
Step3:						
WFC*R.Coping Strategies	-.018	.247	.240	11.530	.028	.001

* $p < .05$, ** $p < .01$

4.13 Hypotheses Testing

The following are research questions to be answered in the current study.

- 1- Is there any effect of work-family demands and management/supervisory support on work-family conflict?
- 2- Does work-family conflict mediate the relationship between work-family demands, management/supervisory support and well-being?
- 3- Does religious coping strategy moderate the relationship between work-family conflict and employees' well-being?
- 4- What is the relationship between coping strategies and well-being?
- 5- Is religious coping strategies related more strongly to work-family conflict?
- 6- To what extent the effect of work-family conflict on employees' well-being?

4.13.1 Hypothesis 1

Work-family conflict will be negatively related to well-being

The result in Table 4.25 shows a negative and significant relationship between work-family conflict and well-being ($t = -3.736, p = .000 < .05$). The result suggests that for each unit increase in the work-family conflict, there is an expected decrease of $-.157$ in the well-being. Therefore, hypothesis 1 is supported.

4.13.2 Hypothesis 2

Supervisory/ Management support will be positively related to well-being

The result in Table 4.25 shows a positive and significant relationship between supervisory/ management support and well-being ($t = 6.613$, $p = .000 < .05$). The result suggests that for each unit increase in the supervisory/ management support, there is an expected increase of .224 in the well-being. Therefore, hypothesis 2 is supported.

4.13.3 Hypothesis 3

Work-family demands will be negatively related to well-being.

The result in Table 4.25 shows a negative and not significant relationship between work-family demands and well-being ($t = -.331$, $p = .741 > .05$). Therefore, hypothesis 3 is rejected.

4.13.4 Hypothesis 4

Religious coping strategies will be positively related to well-being.

The result in Table 4.25 shows a positive and significant relationship between religious coping strategies and well-being ($t = 4.936$, $p = .000 < .05$). The result suggests that for each unit increase in the religious coping strategies, there is an expected increase of .175 in the well-being. Therefore, hypothesis 4 is supported.

4.13.5 Hypothesis 5

Work-family demands will be positively related to work-family conflict.

The result in Table 4.20 shows a positive and significant relationship between work-family demands and work-family conflict ($r = .562, p = .000 < .05$). The result suggests that when the work-family demands increase, there is an expected increase in the work-family conflict. Therefore, hypothesis 5 is supported.

4.13.6 Hypothesis 6

Supervisory/ Management support will be negatively related to work-family conflict.

The result in Table 4.20 shows a negative and significant relationship between work-supervisory/ management support and work-family conflict ($r = -.308, p = .000 < .05$). The result suggests that when the supervisory/ management support increase, there is an expected decrease in the work-family conflict. Therefore, hypothesis 6 is supported.

4.13.7 Hypothesis 7

Religious coping strategies will be negatively related to work-family conflict.

The result in Table 4.20 shows a negative and not significant relationship between religious coping strategies and work-family conflict ($r = -.002, p = .976 > .05$). Therefore, hypothesis 7 is rejected.

4.13.8 Hypothesis 8

Religious coping strategies will moderate the relationship of work-family conflict and well-being

The result in Table 4.25 shows that the model was statistically significant, $F(1, 311) = 11.530, p = .001 < .005, R^2 = .247$, this result supports the presence of moderating effect, or

in other words, the moderating effect of religious coping strategies explains 24.7% of variance in well-being. Therefore, hypothesis 8 is supported.

This chapter has reported the main findings of the current research. To recap, this study intended to examine the effect of religious coping strategies on the relationship between work-family conflict and employees' well-being. In the end, eight main hypotheses were developed and tested. These eight hypotheses H1, H2, H4, H5, H6, and H8 were all supported, while H3 and H7 were rejected. Table 4.26 summarizes the results of the hypotheses testing.

Table 4.27 Summary results of hypotheses testing.

Hypothesis	Assumption of hypothesis
H1	Supported
H2	Supported
H3	Rejected
H4	Supported
H5	Supported
H6	Supported
H7	Rejected
H8	Supported

As being hypothesized, work-family conflict negatively influences well-being. On the contrary, as being hypothesized well-being is positively associated with supervisory/management support and religious coping strategies. However, there is no significant relationship between work-family demands and well-being.

The results also show that, supervisory/ management support and religious coping strategies have negative relationship with work-family conflict, but work-family conflict is positively associated with work-family demands. However, religious coping strategies have moderate effect to the relationship between work-family conflict and well-being.

5.14 Summary

This chapter discusses the findings of this research. The findings are obtained from descriptive, factor analysis, correlation, linear regression and multiple regression analyses. The reliability of variables, hypotheses testing, and measurement are also provided. Each finding is related to research questions and objectives. Furthermore, in this chapter, the factor analysis was conducted in order to test the construct validity for all interval scale variables. Reliability was also tested for all interval scale variables to see how free it is from random error. Furthermore, the researcher tested the assumptions of linearity, normality, and homoscedasticity and the results show that the assumptions were generally met. This chapter presented the questions of the research and the results of the hypotheses testing for this study. Multiple regression analyses supported most of the relationships among the variables - except work-family demands and well-being do not have significant relationship-in the hypothesized model derived from the six research questions.

First, results from the study demonstrated that, supervisory/ management support and religious coping strategies are positively and significantly associated to well-being. Work-family conflict and work-family demands are negatively and significantly related to well-being. Second, results from the study demonstrated that, work-family demands are

positively and significantly related to work-family conflict. Supervisory/ management support has negative and significant relationship with work-family conflict, but religious coping strategies also have positive relationship with work-family conflict but are not significant. Third, results from the study illustrated that, religious coping strategies as a moderator play a role in the relationship between work-family conflict and employees' well-being. As a result, all hypotheses H1, H2, H4, H5, H6, and H8 are supported, while except H3 and H7 are rejected.