Work-Family Conflict and Job Satisfaction on Youth Dealers: The Moderating Roles of Work Stress

Jinquan Zhou

Abstract: Work-family conflict was generally considered a negative effect on young employees’ job satisfaction especially for some jobs with high work stress. In this paper, we examined Macau youth dealers’ balance of work and family through the evidence among work-family conflict, work stress and job satisfaction using a survey with 450 questionnaires. The results revealed that the work-family conflict had a positive effect on work stress and turnover intention. Especial finding in this paper was not online with outcomes from major researches that there was no significant relationship between job satisfaction and work-family conflict. Work stress had a negative impact on job satisfaction and had a positive effect on turnover intention; work stress had a negative completely intermediary effect among work-family conflict and job satisfaction work and turnover intention; work stress issued from work-family conflict had a positive effect on turnover intention via job satisfaction. Finally, the corresponding measures were put forward to improve young employees’ job satisfaction.

Keywords: Macau; Youth Dealers; Work family Conflict; Work Stress; Job Satisfaction; Turnover Intention

Introduction
Macao is the highest population density regime in the world with only 370,000 local employees to support Macau’s gambling rapid expansion after the liberalization of its gambling industry. Labor resource was extremely scarce complying huge demand for development of the gambling industry, which young people were attracted to drop out of school for the high-income job in the gambling industry (Luo, J, 2008). Meanwhile. Career education development in Macau seriously lagged behind the economic development and was gradually becoming worsens (Wang, 2008). A survey of Impact of Macau Adolescent Employment Intention after Gambling Industry Liberalization, which disclosed that teenagers had gradually accepted to work in a casino or gambling industry by Youth Research Association of Macau and Chinese Student Association of Macau in 2007. However, youth dealers would get physical and mental health diseases coursed by the negative effects of the problems of work adaptation, lack work experience, and an uncertain career development goal. In addition, the work-family conflicts cold lead their family inharmonious and the job dissatisfaction as their work stress increasing, which would bring some negative effects to themselves and their enterprises, especially most work-family conflicts happened for those casino dealers were under 35 years old (Zhou, etc., 2013). Therefore, those work pressure issues of youth dealers rose sharply that should cause more concern from the community in Macau.

Our study attempts to investigate the current situation of Macau youth dealer’s work-family conflict. It has four main objectives which are to explore: (1) The relation between Macau youth dealer’s work-family conflict and work stress; (2) the relation between Macau youth dealers’ work-family conflict and job satisfaction and turnover intention; (3) the relation between youth dealers’ work stress and job satisfaction and turnover intention; (4) the intermediator role of youth dealers’ work stress between the work-family conflict and job satisfaction, turnover intention.
Some suggestion will be proposed for the Macau gaming industry to take human resource management strategies to control and regulate young dealer’s work-family conflict in a lower level, release work stress to improve their work efficiency and job satisfaction. To set the conceptual framework for current research, we first reviewed studies of work-family conflict, job satisfaction, turnover intention, the relationship among work family, work stress, job satisfaction, and turnover intention.

Work-family conflict, job satisfaction, and turnover intention
Work-family conflict as a special role conflict happened when individual's perception of stress on an incompatible balance between work and family role (Greenhaus & Beutell, 1985), which had attracted more researchers' interesting because it involved with most of the organizations and its employees (Allen, Herst, Bruck, Sutton, 2000). Gutek, et al (1991) and Greenhaus et al (1985) stated that work-family conflict was a bi-directional interference could be divided into work interference with family (WIF) and family interference with work (FIW). WIF was a conflict caused by work role requirements interfered family roles, and reverse FIW was. Furthermore, a work-family conflict was generally designed to time-based conflict, stress based conflict and behavioral based conflict, among which the most common form of work-family conflict was time-based conflict (Greenhaus and Beutell, 1985). Consequently, the latest work-family conflict research focused on emotional WF support and convinced evidence of its beneficial effects on employees’ job satisfaction (Allen et al., 2014).

Job satisfaction reflected employees' feelings or emotional reactions to their roles in their organization (Vroom & Yetton, 1973), which referred to employees’ overall attitude to their jobs (Robbins & Coulter, 2002). Staffs tried to balance their satisfaction and dissatisfaction on the dissimilarity dimension to build their overall satisfaction (Kalleberg, 1977), which was a key variable influencing employees' behavioral intention (Cronin et al., 2000). Much research had verified that work-family conflict had a significant impact on employees’ role of work and life (Stella et al., 2002), where job satisfaction was one of the important outcome variables (Grandey, Cordeiro & Crouter, 2005). The consequence, Allen, et al (2001) found that staff’s work-family conflicts were some results of their work situation related job satisfaction. Furthermore, Thomas and Ganster (1995) stated that work-family conflict was negatively correlated with job satisfaction and positively correlated with depression and physical discomfort. Wiley (1987) also confirmed that family work conflict was negatively correlated with job satisfaction for a sample of employed college graduate students. Bacharach, et al (1991) investigated nurses and engineers and revealed that their involvement in the work had an impact on involvement in the family that would deduce their job satisfaction. Mauno et al. (2015) proved that temporary workers perceived less work-family interface than permanent workers. Therefore, the negative relationship between family work conflict and job satisfaction had been confirmed in wide areas.

Turnover intention is described as a psychological motivation that employees wanted to transform another job, where the behavior to leave their organizational had not yet really happened. After a holistic assessed some issues such as looking for jobs, comparing other job opportunities and current leaving costs, and they perhaps selected actual retention or departure their organization (Allen, 1999). The main facts of turnover summarized as job-related factors, individual factors and external factors (Cotton & Tuttle, 1986). Job-related factors such as salary, performance, job satisfaction and organizational commitment, which were the most attractiveness.
act for them directly and strongly influence the turnover rate (Futrell & Parasuraman, 1984). Individual factors included employee’s gender, marital status, age, education level, salary, and position, etc., and the external factors included the situation about economic development level, labor market conditions, industry competition, labor system, and industry prejudice, etc. (Yang, 2004).

In addition, work-family conflict seriously affected the turnover intention of individuals, when work interfered with individual family life, the most direct consequence was that employees left and found another job to balance their needs of both work and family (Anderson et al., 2002). Vast empirical studies had explored the relationship between work-family conflict and turnover intention, which both FIW and WIF conflict could predict the phenomenon of absenteeism, work-neglect, work interruption and turnover intention caused by individual family problems (Goff, 1990). Karatepe & Sokmen (2006) had proved that first-tier employees in hotels in Turkey were more agreed to leave the organization after experiencing high-level work-family conflict. Gao & Zhao(2014) found that the stress caused by the overlap area of work and family was significantly impacted on their turnover intention and job satisfaction.

Generally, gambling industry had forced employees reluctantly sacrificing their family responsibilities and personal life guarantee (Cleveland & Laroche, 2007; Karatepe, 2008). Employees who worked in front-line service in the gaming industry faced work stress and overcritical work environments such as long working hours, excessive work demands, aggressive customer behavior, mood disorders and job insecurity, where they felt difficulty to manage the balance between work and family roles (Deery, 2008; Karatepe & Uludag, 2008; Magnini, 2009).

In addition, the casino employees’ work-family conflict resulted their emotional disorders and exhaustion when they faced with a long heavy workload, irregular and inflexible work schedules, and a mass of necessary communication with sentimental or lose temper gamblers (Karatepe & Aleshinloye, 2009; Karatepe & Olugbade, 2009; Karatepe & Uludag, 2008; Wong & Ko, 2009). The lack of adequate training and experience, as well as the possibility that their job unaccepted by the community and their family, which was a common challenge encountering those youth dealers in Macau (Anderson, 2007).

In all, Macao's gambling industry was facing not only the competition from the global gambling industry but also the employees’ resignation, neglect, and a decline in job satisfaction caused by this special work. Based on the literature analysis, combining with the young dealer’s unique working environment, we propose that youth dealer perceived work-family conflict is significant negative correlated to their job satisfaction and significantly positive correlated to their turnover intention.

**Work-family conflict and work stress**

Work stress was a non-specific reaction mode concentrated reflected both mental tension and specific needs of individuals (Selye, 1956), where their tolerance for these stress was influenced by their attitude or view towards the pressure, and feedback to the human cognitive system and formed the individual's assessment on percept stress from work (Lazarus & Launier, 1978). That stress in nature was the consequences of the individual’s features interacting with environmental requirements that produced personal anxiety and caused an unnecessary reaction to aspects of their body, behavior, and organization (Blix, 1994). It could be a special and emergency disease after continuously reciprocal action and interaction between an individual and the environment.
Work stress took a vital position in the front-line employee’s management system (Law, Pearce & Woods, 1995), as employees encountered height work-family conflict and consequently experienced a higher work stress (Netemeyer, Brashear Alejandro & Boles, 2004). Liu et al (2002) examined 195 employees in the areas of the bank, scientific research, high technology, and new technology enterprise, and found that workers felt significantly higher lever work interfered with family conflict than family interfered with work conflict, and work-family conflict had an indirect effect on job satisfaction via work stress. Meanwhile, the High-level work-family conflict brought a high psychological burnout and low job satisfaction was proved by Burke (1988) on the local policemen research.

A casino survey reported that 75 percent of entertainment workers felt work stress caused by job dissatisfaction and 50 percent who had faced a high level and middle-level work stress, which also cursed alcohol and drug abuse, overeating, and gambling behavior (Wu & Wong, 2008). Furthermore, only a few youth dealers worked with a positive energy, because they felt a difficult work under the pressure with a strict careful supervision, complying with the strict work regulation to ensure less serious mistakes such as the mistakes of misdistribution of the chip or forget some work procedure and steps, etc. (Wan & Pilkington, 2009). Casino staffs worked in poorly ventilated areas and environment with noisy including slot machines and tables, and talking between employees and customers, in essence, the nature of this work and the working environment were stressful (Tate, 2001). Working in a casino, staffs needed a strong driving force to restore balance and reduce the dissonance of their behaviors and attitudes (Jennifer, 2013). Youth employees had less skill and experience to deal with high levels work stress (Leiter, 1990), so they disability to control their emotions independently to meet a traumatic experience at such a work context that lead a higher working pressure and turnover intention (Holloway & Wallnga, 1990).

As above reviewing, youth dealers in Macau worked in an environment full of work-family conflict and work stress. Considering this point, we propose the following hypotheses:

**H1**: the perceived work-family conflict of youth dealers has a significant positive impact on work stress.

**Work stress, job satisfaction, and turnover intention**

The relationship between work stress and job satisfaction had always been concerned by academic researchers and industrial organizers (French & Caplan, 1972). As a result, work stress had a significant negative correlation with job satisfaction that could be one of the early warning indicators of job satisfaction (Jamal, 1990). However, there were various forms of work pressure sources could form significant differences in the relationship between work stress and job satisfaction. Job satisfaction itself was affected by other factors. Most empirical studies supported a negative correlation between work stress and job satisfaction, which staffs had a high-level job satisfaction when they felt low-level work stress (Kinicki & Kreitner2006). Jamal (1990) also proved that staff’s work stress was a significant factor to affect their job satisfaction, and there was a negative correlation between them. Furthermore, staffs felt the greater the work stress complying the lower level of personal job satisfaction, the lower level work stress complying the higher level job satisfaction. Employees injured easily by their work stress to produce frustration and dissatisfaction to the job. Jin (1996) revealed that work stress had a negatively correlated with job
satisfaction in her research on bank employees. Especially, in a survey of Macau casino dealers, Zhou et al. (2013) found that the work stress of Macau dealers had a significant negative impact on their job satisfaction.

In addition, more research attention has been paid to the relationship between work stress and turnover intention, and more evidence proved that work stress was positively related to turnover intention in terms of employee’s type and culture (Zhao, Liu & Zhang, 2003). Brough et al. (2005) verified that emotional exhaustion was one of the main indicators of work stress to predict employee’s turnover intention. While work stress directly affected the turnover intention of front-line employees, high-level staff’s work stress was complying with high-level turnover intention, also affected their job satisfaction to some extent lead to low performance and job turnover (Applebaum, et al., 2010). Similarly, Netemeyer et al. (2004) used three different samples to prove that employee’s work stress was positively correlated with their turnover intention. Bhutan (2005) also agreed that there was a positive correlation between a salesman's job stress and turnover intention.

Work stress on the gambling front-line staffs was extraordinary than other industries, where work stress sources are formed a special work operating feature itself. Except for common work stress sources in other industries, the main work stress sources of dealer’s were from the normal shift work in a festival holiday, the discordant pace of their work and family life and the irregular job rotation (Eggers & Hsieh, 2011). In addition, the increasing gambling industry competitive in recent years compelled casino operators adapting some human resources management tactics such as increasing staff workload, which would increase more staff’s work stress and work responsibility. Therefore, dealer’s work and family conflict increase their dissatisfaction and turnover rate under an increasing work stress. Considering this point, we propose the following hypotheses are proposed:

**H2**: the work stress of youth dealers has a significant negative effect on job satisfaction:

**H2**: the work stress of youth dealers has a significant negative effect on job satisfaction

**H3**: the work stress of youth dealers has a significant positive effect on the turnover intention.

**H4**: the work stress of youth dealers has a mediator impact between work-family conflict and job satisfaction

**H5**: the work stress of youth dealers has a mediator impact between work-family conflicts on turnover intention

The mediator role of work stress among work-family conflict and job satisfaction

Job satisfaction in the service industry had been found to be a very important factor to predict employee’s turnover intention (Hwang & Kuo, 2006). Tang (2008) investigated the relationship between job satisfaction and turnover intention of post-80s youth employees and found that their high level of the job satisfaction with a low-level turnover intention. So, employee’s job satisfaction was the most effective tool to predict their turnover intention (Valentine et al. 2010). Furthermore, in a survey to 251 young bank employees, the turnover intention had a significant negative correlation with job satisfaction, and the staffs’ management measures of motivation and job satisfaction could negatively predict their turnover intention significantly. The higher level the employee's job satisfaction companies a lower level turnover intention (Zhang et al. 2010). Mantell et al. (2010) found a significant negative correlation between staff’s job satisfaction and turnover intention after investigating 220 enterprise employees in hotels. Furthermore, for hotel
employees’ sample on the relationship between job satisfaction and turnover intention, other factors such as higher income and the better the working environment compared the weaker the employee's turnover intention. (Chen & Yang, 2010). Tang, Y. L. (2008) concluded that the job satisfaction of employees had a strong predictive ability for their turnover intention with an explanatory rate of 44.8%. Considering the above literature review, we propose the following hypotheses:

**H6**: the work stress caused by work-family conflict can influence the turnover intention through the partial mediator effect of job satisfaction.

**Research methods**

**Research instrument**

We used a 5-point Likert scale to measure the work-family conflict, work stress, job satisfaction, and turnover intention, with response categories ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Work-family conflict was measured by 12 items referring to the scale of Bacharach (1991), Netemeyer et al. (1996), Grandey et al. (2005) and He (2010). The 6 items of work inference with family conflicts are: (1) Because I have to invest a lot of time in work, I cannot assume the responsibilities of the family equally; (2) because of the shift work, I had to miss some family activities; (3) troubles at work make me easily irritable and even angry with my family or friends; (4) when I come home from work, I am often mentally tired and have no mind to take care of my family affairs; (5) effective practices at work are counterproductive at home; (6)When I came home from work, I couldn't do what I liked because of all the work stress. The 6 items of family inference with work conflicts are: (1) Since it takes a lot of time to take on family responsibilities, I have to miss some work activities; (2) The tension and anxiety in my family life often impair my ability to work; (3) due to various pressures from my family, I often think about things at home when I go to work; (4) the pressure of family affairs often makes it difficult for me to concentrate on my work; (5) effective and necessary practices at home are counterproductive at work; (6) because of heavy family affairs, it sometimes interferes with my performance of my duties.

We measured work stress 4 items referring the scale of House and Rizzo (1972): (1) I often feel heavy workload and heavy load; (2) problems at work often keep me awake; (3) my work often has a direct impact on my health; (4) I feel irritable and nervous because of my work.

Job satisfaction was measured referring to the scale of Boonzaier, Ficker & Rust (2001) including the following 4 items: (1) generally speaking, I am satisfied with my present occupation; (2) I seldom want to quit this job; (3) I am satisfied with my present job; (4) most people will be satisfied with the job I am engaged in.

Leave intention was measured referring scales of Singh, Verbeke, & Rhoads (1996) and Chen (2006) with followingv3 items: (1) if you have better development opportunity, willing to quit the job and defect to another job; (2) I will look for other job opportunities; (3) I often want to quit this job.

**Data collection**

In this study, six gambling companies in Macao were selected as the research samples, and non-random sampling method was used to obtain the required questionnaire data. A preliminary survey was conducted before the formal survey. 42 valid questionnaires were collected for preliminary analysis by IBM SPSS Statistics 19.0 for Cronbach's coefficient to ensure that the
questionnaire was suitable for formal questionnaire use. The Cronbach's α value in this study was all higher than 0.7, indicating that the reliability of this study scale was high. Then, formal 550 questionnaires were randomly distributed to youth dealers in six casino operators of Macau. The questionnaire survey conducted from January 2014 to March 2014 lasted 2 months. A total of 550 questionnaires were distributed, 450 valid questionnaires were collected with 82% effective recovery rate.

Data analysis
SPSS was used to conduct the data analysis. Data used for confirmatory factor analysis (CFA) to determine the reliability of the factors. The CFA calibration sample was used to confirm the factor structure, after which we analyzed the goodness of fit of the hypothesized model. Lastly, we used the correlation matrix to analyze the overall sample, using independent sample t-test and structural analysis for hypothesis testing.

Results
Overall, the collected 450 sample data could be describe as following: For gender, 43.6% of respondents were male and 56.4% were female; for ages, the respondents were all under 35 years old, and nearly 70% were over 30 years old; for marital status, unmarried accounts for 37.6%, married accounts for 59.8%, other cases account for 2.7%; for the working-years and 32.4% of the employees were under 2 years, 30.7% were between 2 and 4 years, 19.6% were between 4 and 6 years, and 17.3% were over 6 years; for the education, 27.8% were junior middle school students or below, 51.3% were senior high school students, 18.7% were college students and 2.2% were college students. From the distribution of demographic characteristic variables, the sample was well represented.

The results of the confirmatory factor analysis were presented in table 1. Basic model of four factors in the match to the original data (Chi-square = 156.585; Degree of freedom = 57; RMSEA = 0.062; CFI = 0.95; TLI = 0.93). Compared with this benchmark basic model, we tried 3 other alternative models: model 1 was a 3-factor model, which combined work stress and work-family conflict into one factor; Model 2 was another 3-factor model, which combined job satisfaction and resignation intention into one factor. Model 3 was a 2-factor model, combined work stress and work-family conflict into one factor, and combined job satisfaction and resignation intention into one factor. The fitting index supported the hypothesis four-factor model, indicating that the four constructs of work stress, work-family conflict, Job satisfaction, and turnover intention was distinguished from each other.

Table 1 Comparison of measurement models

<table>
<thead>
<tr>
<th>Model</th>
<th>Factor</th>
<th>χ²</th>
<th>df</th>
<th>Δχ²</th>
<th>RMSEA</th>
<th>CFI</th>
<th>TLI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model 0</td>
<td></td>
<td>2129.267</td>
<td>78</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic Model</td>
<td>4-factor</td>
<td>156.585</td>
<td>57</td>
<td>0.06</td>
<td>0.95</td>
<td>0.93</td>
<td></td>
</tr>
<tr>
<td>Model 1</td>
<td>3-factor:</td>
<td>248.650</td>
<td>60</td>
<td>92.065***</td>
<td>0.08</td>
<td>0.91</td>
<td>0.88</td>
</tr>
<tr>
<td>Model 2</td>
<td>3-factor:</td>
<td>217.634</td>
<td>60</td>
<td>61.049***</td>
<td>0.08</td>
<td>0.92</td>
<td>0.90</td>
</tr>
<tr>
<td>Model 3</td>
<td>2-factor:</td>
<td>300.409</td>
<td>62</td>
<td>143.824***</td>
<td>0.09</td>
<td>0.88</td>
<td>0.85</td>
</tr>
</tbody>
</table>

Note: ***p-value < 0.001

Following CFA, we further calculated the comprehensive reliability of each construct
measurement and average variance (AVE) to test to distinguish between construct validity (Table 2). Comprehensive reliability of work-family conflict was 0.724, and the AVE was 0.569. Comprehensive reliability of work stress was 0.776 and the AVE were 0.464. Comprehensive reliability of job satisfaction was 0.765, and the AVE was 0.468. Comprehensive reliability of resignation intention was 0.771, and the AVE was 0.532. The average variance extraction of each construct was above 0.46 and the comprehensive reliability was above 0.7, which provided a good basis for constructing the structural equation mode.

Table 2 CFA results

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Loading</th>
<th>Reliability</th>
<th>Cronbach’s α</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-family conflict</td>
<td>0.724</td>
<td>0.876</td>
<td>0.569</td>
<td></td>
</tr>
<tr>
<td>Work inference family</td>
<td>0.712</td>
<td>0.507</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family inference work</td>
<td>0.794</td>
<td>0.630</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work stress</td>
<td>0.776</td>
<td>0.775</td>
<td>0.464</td>
<td></td>
</tr>
<tr>
<td>Heavy workload and heavy load</td>
<td>0.693</td>
<td>0.480</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Problems at work</td>
<td>0.697</td>
<td>0.486</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work direct impact on health</td>
<td>0.613</td>
<td>0.376</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feel irritable and nervous</td>
<td>0.718</td>
<td>0.516</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.765</td>
<td>0.744</td>
<td>0.468</td>
<td></td>
</tr>
<tr>
<td>Satisfy with present occupation</td>
<td>0.796</td>
<td>0.634</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seldom want to quit this job</td>
<td>0.642</td>
<td>0.412</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfy with my present job</td>
<td>0.833</td>
<td>0.694</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People satisfy with the job</td>
<td>0.363</td>
<td>0.132</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover Intention</td>
<td>0.771</td>
<td>0.768</td>
<td>0.532</td>
<td></td>
</tr>
<tr>
<td>Willing to quit the job</td>
<td>0.696</td>
<td>0.484</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Look for other job opportunities</td>
<td>0.630</td>
<td>0.397</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Want to quit this job</td>
<td>0.846</td>
<td>0.716</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: p-value < 0.001; * Composite reliability

Correlation analysis

The mean value, standard deviation (SD) and correlation coefficient of each variable were presented in Table 3. The correlation coefficient of work family conflict, work stress and job satisfaction was significantly negative correlated, r (450) = -0.242, p<0.01; r (450) = -.315, p < 0.01; Work family conflict, work stress and turnover intention were significantly positive correlated, r (450) =.203, p<0.01; r (450) = .411, p < 0.01; Job satisfaction was significantly negatively correlated with turnover intention, r (450) =-.595, p<0.01).

Table 3 Mean score, standard deviation and Correlation matrix (CFA sample, N=450)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
<th>GE</th>
<th>AG</th>
<th>MA</th>
<th>ED</th>
<th>EM</th>
<th>WY</th>
<th>WFC</th>
<th>WS</th>
<th>JB</th>
<th>TI</th>
</tr>
</thead>
<tbody>
<tr>
<td>GE</td>
<td>1.56</td>
<td>0.50</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AG</td>
<td>2.03</td>
<td>0.77</td>
<td>-.045</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MA</td>
<td>2.09</td>
<td>0.94</td>
<td>.044</td>
<td>.546**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ED</td>
<td>1.95</td>
<td>0.74</td>
<td>-.031</td>
<td>-.333**</td>
<td>-.276**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EM</td>
<td>WY</td>
<td>WFC</td>
<td>WS</td>
<td>JB</td>
<td>TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----</td>
<td>----</td>
<td>----</td>
<td>-----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.60</td>
<td>2.22</td>
<td>3.22</td>
<td>3.32</td>
<td>3.08</td>
<td>3.44</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.83</td>
<td>1.08</td>
<td>0.65</td>
<td>0.75</td>
<td>0.70</td>
<td>0.82</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>β</td>
<td>-.115*</td>
<td>-.109*</td>
<td>-.139***</td>
<td>-.222**</td>
<td>.103*</td>
<td>-.089</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.120*</td>
<td>.432**</td>
<td>-.064</td>
<td>.061</td>
<td>.211**</td>
<td>-.276***</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.165**</td>
<td>.314**</td>
<td>-.190**</td>
<td>-.109*</td>
<td>.147**</td>
<td>-.309**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-.083</td>
<td>.058</td>
<td>-.016</td>
<td>-.006</td>
<td>-.020</td>
<td>.048</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: GE: gender; AG: age; MA: marital; ED: education; EM: employer; WY: Working years; WFC: Work family conflict; WS: Work stress; JS: Job satisfaction; TI: Turnover intention; *p-value < 0.05; **p-value < 0.01.

Testing the hypothesis
Following CFA, we adopted the final overall model (N=450) for structural analysis and hypothesis testing. The correlation between work-family conflict and the single variable of work stresses (r(450) = .465, p<0.01) provided preliminary evidence for hypothesis 1, indicating that there was a significant positive relationship between them. Hypothesis 2 and hypothesis 3 had also been preliminaries verified in the correlation analysis: work stress had a significant negative impact on job satisfaction (r(450) = -.315, p<0.01); work stress had a significant positive effect on turnover intention (r(450) = .411, p<0.01).

Hypothesis 4 and hypothesis 5 predicted work stress had a mediator impact between work-family conflict, job satisfaction, and turnover intention. Hypothesis 6 predicted that job satisfaction had a mediator impact on work stress caused by work-family conflict on turnover intention. We verified above 3 hypotheses with a series of nested model comparisons. The results were presented in table 4.

<table>
<thead>
<tr>
<th>Model and structure</th>
<th>χ²</th>
<th>df</th>
<th>Δχ²</th>
<th>RMSEA</th>
<th>CFI</th>
<th>TLI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model 1: WFC→WS→JS+TI</td>
<td>277.981</td>
<td>117</td>
<td>0.055</td>
<td>0.927</td>
<td>0.902</td>
<td></td>
</tr>
<tr>
<td>WFC→TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS→TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Model 2: WFC→WS→JS+TI</td>
<td>284.808</td>
<td>118</td>
<td>6.827**</td>
<td>0.056</td>
<td>0.924</td>
<td>0.899</td>
</tr>
<tr>
<td>JS→TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Model 3: WFC→WS→JS+TI</td>
<td>436.449</td>
<td>118</td>
<td>158.468***</td>
<td>0.077</td>
<td>0.855</td>
<td>0.808</td>
</tr>
<tr>
<td>WFC→TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Model 4: WFC→WS→JS+TI</td>
<td>276.338</td>
<td>116</td>
<td>1.643</td>
<td>0.055</td>
<td>0.927</td>
<td>0.902</td>
</tr>
<tr>
<td>WFC→JS+TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS→TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Model 5: WFC→WS→JS+TI</td>
<td>296.999</td>
<td>117</td>
<td>0.058</td>
<td>0.918</td>
<td>0.891</td>
<td></td>
</tr>
<tr>
<td>WS→TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS→TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Model 6: JS+TI→WS→WFC</td>
<td>345.139</td>
<td>124</td>
<td>0.063</td>
<td>0.899</td>
<td>0.873</td>
<td></td>
</tr>
<tr>
<td>Model 7: JS+TI→WFC→WS</td>
<td>381.330</td>
<td>124</td>
<td>0.068</td>
<td>0.883</td>
<td>0.852</td>
<td></td>
</tr>
<tr>
<td>Model 8: WS+ WFC→JS+TI</td>
<td>296.742</td>
<td>122</td>
<td>0.056</td>
<td>0.920</td>
<td>0.898</td>
<td></td>
</tr>
</tbody>
</table>

Note: WFC: Work family conflict; WS: Work stress; JS: Job satisfaction; TI: Turnover intention; **p-value <0.01
Model 1 was the basic model. We analyzed the following path from work-family conflict towards work stress and job satisfaction towards turnover intention, and we estimated the path directly from work-family conflict towards turnover intention and from job satisfaction towards turnover intention (table 4). All the indices were very good fitting, so the structural model was considered acceptable (chi-square = 277.981; Df= 117; RMSEA = 0.055; CFI = 0.927; TLI = 0.902).

We also tried three nested models compared to the baseline model 1. In model 2, we reduced a path from work-family conflict to turnover intention. In model 3, we reduced another path from job satisfaction to turnover intention. In model 4, we added a path from work-family conflict with job satisfaction. Therefore, models 2, 3, and 4 were tested in model 1(table 4). The chi-square value of Model 2 and model 3 and the comparison of model 1 was significant, means that it was worth to lose a degree of freedom to increase an estimated path. And all the fitting indices of model 1 were better than model 2 and 3. Therefore, model 1 was more matches with the data. The chi-square value for the comparison of the model 4 and 1 was not significant, means that it was not worth losing a degree of freedom to increase an estimated path, and all the fitting indices of model 1 were better than that of the model 4. Therefore, model 1 was more matches with the data.

We conclusive analyzed that work stress had completely mediator impact between work-family conflict and job satisfaction. And work stress had partial mediator impact between work-family conflict and turnover intention. Job satisfaction had a partial mediator impact between turnover intention and works stress caused by the work-family conflict.

Model 5-8 was an alternative model that was not tested in model 1-4. These alternative models aimed to examine the effect of the order of constructs. By comparing with model 1, all the fitting indices of model 1 exceed model 5-8, indicating that model 1 was the best match with data.

In summary, hypothesis 4, hypothesis 5, and hypothesis 6 was testing as a result presented in table 4. Figure 1 showed the coefficient of each path: work-family conflict towards work stress was positive significant (r (450) =0.76, p<0.01). Work stress’ towards job satisfaction (r (450) =-0.44, p<0.001) and turnover intention (r (450) =0.33, p<0.01) were also positively significant. Work-family conflict towards turnover intention (r (450) = -0.21, p<0.05). Job satisfaction towards turnover intention (r (450) =-0.58, p<0.001) was also negative significant. The only non-significant path coefficient was from work-family conflict with job satisfaction.

Figure 1 Structural model of the total sample (n=450)
Note: Chi-square = 277.981; Degree of freedom= 117; RMSEA = 0.055; CFI = 0.927; TLI = 0.902; WFC: Work family conflict; WS: Work stress; JS: Job satisfaction; TI: Turnover intention; *p-value < 0.05; **p-value < 0.01; *** p<0.001; n.f. = not significant

Discussion

An important finding of this research that it was unexpected against in the previous literature where work-family conflict there was a significant negative influence on job satisfaction, and work-family conflict towards turnover intention with a significant positive correlation. But in this paper, we found that: (1) there was no significant correlation between the work-family conflict and job satisfaction. As above previous analysis, the status of Macau youth left school early and joined gambling area showed that youth dealers had a high satisfaction for this kind of job in a casino, could ignore the impact from work-family conflict although they felt tremendous work stress for their dealer position. It could be explained for above conclusion that the Macao youth dealer had a high enough satisfaction for their job itself with low employment threshold (junior high school degree or above)and attractive high salary for them (the Macao SAR government regulations only local Macau residents could be engaged in this kind of job, it was an employment policy to protect local residents), rather than working content itself had a high enough satisfaction; The other reason was the support provided by the organization, which casino operators had provided a set of organization supports to reduce the dealer’s stress from the work content of dealers who hold this special job. This would bring a new research topic that besides family-work conflict, the organizational supports could be a new measurement for job satisfaction of Macau youth dealers; (2) there was a negative relationship between work-family conflict and turnover intention, which was not mediated by work stress. Youth dealer’s turnover intention didn’t have a positive impact toward work-family conflict without mediator effect under their work stress, which could be explained that dealers’ work stress increased their turnover intention but weakened by their work-family conflict. It is closely related to job satisfaction. Youth dealers’ job dissatisfaction was one of the reasons for their leaving the company, which was confirmed by hypothesis 6. Furthermore, the Macau gambling industry had a huge dealers vacancies, this could be one reason for Macau youth who was a particular group who tended to join the high-income industry. In addition, group norms and workplace culture might encourage gambling behavior, youth employees who worked in casinos ware the age group most likely to pathological gambling, and some youth dealers agreed that gambling could a release their work stress and had the motivation to be a gambler (Hing & Breen, 2008). Therefore, the work-family conflict might make them more willing to work in such an environment to reduce the discomfort caused by this conflict..

Conclusion

This paper addressed the complex relationship among work-family conflict with work stress, job satisfaction and turnover intention for casino dealers. Our first objective was to test the relationship of youth dealers' work-family conflict toward work stress, and it confirmed a significant positive correlation. These results were in line with research that conducted in Macau by Zhou et al. (2013). Macau youth dealers’ work stress had a mediator role influence between work-family conflict and individual job satisfaction and turnover intention. It confirmed that the more youthful dealers work-family conflict by a workplace, the greater pressure of the individual actions would produce, and thus reduced their job satisfaction with higher level turnover intention.
In addition, the results proved that in the youth dealers group, work stress had a total mediator effect on work-family conflict with the negative impact on job satisfaction, and a partial mediator effective work-family conflict with a positive impact on turnover intention.

**Suggestions**

Macau youth dealers dropped out school to choose to work at the age educated, which made a lot of teenagers lost the best opportunity to learn that would lead a lost a dominant position facing the market competition with poor infrastructure education development. We appeal here for Macau youth conducting the correct employment to avoid too many teenagers into human resources market before they graduate. Meanwhile, as the status of the labor force has also affected the long-term development of Macao's economic and community for a sustainable development, for those youth dealers choosing the job and stopping learning in school, Casino organization should encourage and support them by work training and identifying the value of work as a career development to accept the ideas of job and avoid turnover in future.

Macau youth dealers did not have a career development experience before they join the gambling industry. It is very important to cultivate youth dealers identify the meaning of their job, which requires the gambling operators establishing a good mechanism of management in organizational support to make youth dealers feel valued and personal belongings in the casino industry. Casino operators should also find out the existing problems through questionnaire survey for the Macau youth dealers, and human resource managers use the scientific method to help young employees to handle their work-family conflict.

At the start stage of the occupation of youth dealers, gambling enterprises should consider the influence of the working situation on family life to help them to develop a plan of work-family balance, take appropriate measures to coordinate the relationship between the individual family life and professional work, reducing the youth work-family conflict, alleviating their work stress, enhancing their job satisfaction, avoiding unnecessary loss of talent., and creating a united and harmonious working atmosphere with employees happy.

**Prospects**

In this study, we selected only a single dimension of job satisfaction as a scale, multi-dimensions of job satisfaction such as intrinsic satisfaction, extrinsic satisfaction could be considered to develop a diverse research on work-family in the future. Similarly, turnover intention as a multi-dimension could be added personal factors and external factors to make more hybrid research. For the measured scale in this paper, we used and corrected the scale developed by previous researchers according to local Macau’s gambling industry’ unique working environment, so we prospect that subsequent researchers can develop a more appropriate research scale considering the characteristics of the Macau gambling actually development in the future.

The influence of demographic variables on the relationship between family work conflict, work stress, and job satisfaction was not deeply discussed in this study. Future research can be carried out of these aspects that the youth dealer’ gender, working years and other factors may have a moderating effect on the relationship among those variables.

This study has accidentally detected a negative relationship between working family conflict and turnover intention in the Macau youth dealers group. Limited explanations in this study are not possible to conduct by the length and original data structure, where it will be a big challenge and contribution to explore this existence kind of abnormal phenomenon, It may require using
other research methods such as individual or group interviews to discover the reasons hiding in the mechanism for the work-family conflict.

**Founding**
Macau Polytechnic institute [grant number RP/OTHER-/2015]

**Reference**


He, W. B. (2010). Research on the relationship between work-family conflict and job satisfaction of young and middle-aged civil servants: taking a civil servant in an old urban district of Guangzhou as an example. (D), *Sun Yat-sen University*.
Jennifer, Y. M. L., Chan, K. W., & Lam, L.W. (2013). Defining who you are not: The roles of


