

THE MODERATING EFFECTS OF JOB DEMAND BETWEEN  
JOB RESOURCES, WORK-LIFE ENRICHMENT, AND CORE  
SELF-EVALUATIONS ON WORK ENGAGEMENT AMONG  
ACADEMICS IN MALAYSIAN PUBLIC UNIVERSITIES

NG LEE PENG

DOCTOR OF BUSINESS ADMINISTRATION  
UNIVERSITI UTARA MALAYSIA

April 2015

**THE MODERATING EFFECTS OF JOB DEMAND BETWEEN JOB  
RESOURCES, WORK-LIFE ENRICHMENT, AND CORE SELF-  
EVALUATIONS ON WORK ENGAGEMENT AMONG ACADEMICS IN  
MALAYSIAN PUBLIC UNIVERSITIES**

**By**

**NG LEE PENG**

**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
In Partial Fulfillment of the Requirement for the Doctor of Business Administration**

## **PERMISSION TO USE**

In presenting this dissertation/project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah DarulAman

## ABSTRACT

The purpose of this research is to examine the relationship between job resources (i.e. perceived organisational support, immediate superior support, colleague support, autonomy, recognition, job prestige, and perceived external prestige), work-life enrichment and core self-evaluations on work engagement among academics in Malaysian public universities. In addition, this study also examined the moderating effects of job demands on these relationships. The survey questionnaire was designed to elicit responses from the participants. A total of 756 questionnaires were distributed to the academics from 18 public universities in Peninsular Malaysia. Three hundred eighty five (385) usable questionnaires were returned, yielding a response rate of 50.9%. The data were analysed using multiple regression analysis. The results indicated that immediate superior support, perceived external prestige, work-to-personal life enrichment, personal life-to-work enrichment, and core self-evaluations were positively related to work engagement. On the other hand, colleague support was found to be negatively related to work engagement. Result from hierarchical regression analysis showed that job demands only moderate the relationship between work-to-personal life enrichment and work engagement. This means the effect of work-to-personal life enrichment and work engagement is strengthened when academic staff is confronted with high job demands. This study shows that systematic training programs are needed to enhance more supportive supervisory practices. To reduce the adverse impact of colleague support on work engagement, academics should be exposed to how communication content can have profound influence on both emotional and instrumental functions of different sources of support. The management should recruit and develop academics with positive core self-evaluation. Besides, efforts to promote prestige image of the universities is likely to bear fruitful results in enhancing the work engagement. In addition, the management should assist employees in achieving greater balance between their work and personal life through work life policies and programs. Last but not least, the limitations of the present study and some suggestions for future research are discussed as well.

**Keywords:** work engagement, job resources, job demands, work-life enrichment, core self-evaluation

## ABSTRAK

Kajian ini bertujuan untuk menganalisa hubungan antara sumber-sumber kerja (persepsi sokongan daripada organisasi, sokongan penyelia, sokongan rakan sekerja, autonomi, pengiktirafan, prestij kerja, dan persepsi prestij luaran), pengayaan kerja-kehidupan peribadi, dan penilaian utama diri terhadap penglibatan kerja. Selain itu, peranan permintaan kerja sebagai penyerhana di antara pembolehubah-pembolehubah tersebut turut dikaji selidik. Sebanyak 756 borang kaji selidik telah diedarkan kepada para akademik daripada 18 buah univesiti kerajaan di Semenanjung Malaysia. Seramai 385 akademik telah memulangkan soal selidik yang boleh digunakan, jadi kadar maklum balas adalah sebanyak 50.9%. Data yang diperolehi telah dianalisa melalui regresi berbilang. Keputusan daripada analisa tersebut menunjukkan sokongan penyelia, persepsi prestij luaran, pengayaan kerja-kepada-kehidupan peribadi, pengayaan kehidupan peribadi-kepada-kerja dan penilaian utama diri mempunyai hubungan positif dengan penglibatan kerja. Selain itu, sokongan rakan kerja menunjukkan hubungan negatif dengan penglibatan kerja. Keputusan regresi hirarki berbilang menunjukkan hanya permintaan kerja mengantara antara hubungan pengayaan kerja-kepada-kehidupan peribadi dan penglibatan kerja. Ini bermaksud kesan pengayaan kerja-kepada-kehidupan peribadi dan penglibatan kerja meningkat apabila staf akademik menghadapi permintaan kerja yang tinggi. Program latihan yang sistematik diperlukan untuk meningkatkan amalan-amalan penyelia yang menunjukkan lebih banyak sokongan terhadap pekerja. Untuk mengurangkan kewujudan kesan negatif daripada sokongan rakan sekerja, para akademik perlu didedahkan terhadap bagaimana kandungan komunikasi yang disampaikan terhadap seseorang boleh mempengaruhi fungsi emosi dan instrumental daripada sumber di mana sokongan diberikan. Pengurusan universiti adalah digalakkan untuk merekrut dan membentuk para akademik yang mempunyai penilaian diri yang positif. Selain itu, usaha yang lebih diperlukan untuk mempromosikan imej baik universiti. Usaha ini akan membuahkan hasil yang berkesan dalam meningkatkan penglibatan kerja para akademik. Tambahan pula, pihak pengurusan patut membantu pekerja untuk mengecapi keseimbangan antara kerja dan kehipupan persendirian melalui polisi dan program yang berkaitan. Limitasi dan cadangan untuk kajian masa akan datang turut dibincangkan.

**Kata kunci:** penglibatan kerja, sumber-sumber kerja, permintaan kerja, pengayaan kerja-kehidupan peribadi, penilaian utama diri

## ACKNOWLEDGEMENTS

First and foremost, I would like to express my appreciation and gratitude to my supervisor, Professor Dr. Hassan Ali, for his consistent guidance and support throughout the writing of this dissertation. It has been a privilege and honour to work with him and have him as my supervisor. Thanks for the patience that he had showed me throughout this process despite of his extremely busy schedule.

In addition, I would like to express my deepest appreciation to my husband, Kuar Lok Sin, who provides me with endless supports and constant encouragement. Besides, I wish to extend my gratitude to Associate Professor Dr. Lim Hock Eam, Associate Professor Dr. Cheng Wei Hin, and Assistant Professor Dr. Wye Chung Khain for their assistance, invaluable advices and comments. In addition, I also would like to express my sincere thanks to Dr. Chandrakantan Subramaniam, Associate Professor Dr. Husna bt Johari, and Associate Professor Dr. Nur Naha bt Abu Mansor who have provided me with useful and constructive feedback. Next, I take this opportunity to express my gratitude to all my family members and my good friend, Ms. Teoh Sok Yee, who have given me encouragement throughout this research process. Thanks to all my colleagues, friends and other people who have lent their hands to me directly or indirectly in my research. This dissertation is impossible to be completed without the participation and assistance from all the respondents from various public universities. Thus, I would like to express my appreciation to all of you who have participated in this survey.

## TABLE OF CONTENT

<b>TITLE PAGE</b>	i
<b>CERTIFICATION OF DISSERTATION WORK</b>	ii
<b>PERMISSION TO USE</b>	iv
<b>ABSTRACT</b>	v
<b>ABSTRAK</b>	vi
<b>ACKNOWLEDGEMENT</b>	vii
<b>TABLE OF CONTENT</b>	viii
<b>LIST OF APPENDICES</b>	xv
<b>LIST OF TABLES</b>	xvi
<b>LIST OF FIGURES</b>	xviii
<b>LIST OF ABBREVIATIONS</b>	xix

### **CHAPTER ONE BACKGROUND OF THE RESEARCH**

1.1	Introduction	1
1.2	Research Background	2
1.3	The Critical Role of Work Engagement among Academic Staff of the Universities	6
1.4	Problem Statement	15
1.5	Research Questions	28
1.6	Research Objectives	28
1.7	Research Scope	29

1.8	Significance of the Study	30
1.9	Definitions of Key Terms	34
1.10	Organisation of Dissertation	36

## **CHAPTER TWO LITERATURE REVIEW**

2.1	Introduction	38
2.2	Work Engagement: Introduction and the Background of the Concept	38
2.2.1	Distinction of Work Engagement from Other Concepts	43
2.2.2	Antecedents and Consequences of Work Engagement	46
2.3	Underpinning Theories: Conservation of Resources Theory and Job Demand-Resources Model	50
2.3.1	Conservation of Resources Theory	50
2.3.2	The Job Demands-Resources (JD-R) Model of Work Engagement	52
2.4	Overview of the Functions of Job Resources in Predicting Work Engagement	56
2.4.1	Perceived Organisational Support	57
2.4.1.1	Perceived Organisational Support and Work Engagement	60
2.4.2	Immediate Superior Support	61
2.4.2.1	Immediate Superior Support and Work Engagement	62
2.4.3	Colleague Support	64



2.4.3.1	Colleague Support and Work Engagement	65
2.4.4	Autonomy	66
2.4.4.1	Autonomy and Work Engagement	67
2.4.5	Recognition	69
2.4.5.1	Recognition and Work Engagement	70
2.4.6	Job Prestige	70
2.4.6.1	Job Prestige and Work Engagement	72
2.4.7	Perceived External Prestige	72
2.4.7.1	Perceived External Prestige and Work Engagement	74
2.5	Work-Life Enrichment: Introduction and the Development of the Concept	76
2.5.1	Implications of Work-Life Enrichment	81
2.5.2	Work-Life Enrichment and Work Engagement	83
2.6	Core Self-Evaluations: Definition and Background	85
2.6.1	Implications of Core Self-Evaluations	87
2.6.2	Core Self-Evaluations and Work Engagement	89
2.7	Job Demands and Outcomes	92
2.8	Job Demands as Moderator	94
2.8.1	Job Demands as Moderator between Job Resources and Work Engagement	95
2.8.2	Job Demands as Moderator between Work-Life Enrichment and Work Engagement	97
2.8.3	Job Demands as Moderator between Core Self-evaluations and	

	Work Engagement	98
2.9	Summary of Hypotheses Development	101
2.10	Theoretical Framework	103
2.11	Summary	108
<b>CHAPTER THREE RESEARCH METHODOLOGY</b>		
3.1	Introduction	109
3.2	Research Design and Research Philosophy	109
3.3	Research Instrument	112
3.4	Measurement of Independent Variables, Moderator and Dependent Variable: Operational Definitions	115
	3.4.1 Work Engagement	115
	3.4.2 Job Resources	116
	3.4.3 Core Self-Evaluations	119
	3.4.4 Work-Life Enrichment	119
	3.4.5 Job Demands	120
3.5	Population	122
3.6	Sampling Design	124
3.7	Pilot study	127
3.8	Data Collection Process for the Main Study	130
3.9	Data Analysis	131
	3.9.1 Factor Analysis	131

3.9.1.1	Justifications for the Use of EFA	133
3.9.2	Reliability Analysis	136
3.9.3	Descriptive Analysis	136
3.9.4	Pearson Correlation Coefficient	136
3.9.5	Multiple Regression Analysis	137
3.9.6	Hierarchical Multiple Regression Analysis	138
3.10	Summary	139

## **CHAPTER FOUR FINDINGS**

4.1	Introduction	140
4.2	Response Rate for the Survey	140
4.3	Examining Construct Validity through Exploratory Factor Analysis	141
4.3.1	Factor Analysis for Work Engagement (Dependent variable)	143
4.3.2	Factor Analysis for Work-Life Enrichment (Independent Variables)	147
4.3.3	Factor Analysis for Core Self-Evaluations (Independent Variable)	151
4.3.4	Factor Analysis for Job Resources (Independent Variables)	153
4.3.5	Factor Analysis for Job Demands (Moderating Variable)	158
4.4	Reliability Analysis	159
4.5	The Characteristics of the Sample	160
4.6	Descriptive Analysis of Variables	164

4.7	Assessing Statistical Assumptions	165
4.7.1	Multicollinearity	166
4.7.2	Linearity	167
4.7.3	Normality Test	168
4.7.4	Homoscedasticity	169
4.7.5	Independence of Errors	170
4.7.6	Outliers	170
4.8	Inter-correlation of Variables	171
4.9	Multiple Regression Analysis: Direct Effects	174
4.10	Hierarchical Multiple Regression Analysis: Moderating Effects of Job Demands	176
4.11	Summary of Type of Analysis Used for Each Research Question	182
4.12	Additional Hierarchical Regression Analysis (Type of University as Control Variable)	183
4.13	Additional Hierarchical Regression Analysis (Job Demands as Moderator and Type of University as Control Variable)	187
4.14	Additional Analyses: Independent Sample T-test – Compare Job Demands and Work Engagement between Academics from Research and Non-research Universities	190
4.15	Summary of Results and Chapters	191

<b>CHAPTER FIVE</b>	<b>DISCUSSION,</b>	<b>IMPLICATIONS</b>	<b>AND</b>
	<b>CONCLUSION</b>		
5.1	Introduction		193
5.2	Discussions		193
5.2.1	Direct Effects: The Relationship between Independent Variables and Work Engagement		194
5.2.1.1	Perceived Organisational Support and Work Engagement		195
5.2.1.2	Immediate Superior Support and Work Engagement		195
5.2.1.3	Colleague Support and Work Engagement		196
5.2.1.4	Autonomy, Recognition, Job Prestige and Work Engagement		199
5.2.1.5	Perceived External Prestige and Work Engagement		201
5.2.1.6	Work-Life Enrichment and Work Engagement		201
5.2.1.7	Core Self-Evaluations and Work Engagement		202
5.2.2	Moderating Effects of Job Demands		203
5.3	Overview of the Discussion		205
5.4	Theoretical and Practical Implications		207
5.5	Limitations and Directions for Future Research		211
5.6	Conclusion		214
	<b>REFERENCES</b>		216
	<b>APPENDICES</b>		284

## LIST OF APPENDICES

		Page
Appendix 1	Sample of Questionnaire	284
Appendix 2	Reliability Results for Pilot Test	293
Appendix 3	Reliability Results for Actual Study	295
Appendix 4	Correlation Matrix for Key Variables	297
Appendix 5	Multiple Regression Analysis on the Main Effects of Job Resources, Work-life Enrichment, and Core Self-Evaluations on Work Engagement	298
Appendix 6	Hierarchical Multiple Regression Analysis on the Moderation Effects of Job Demands between Job Resources, Work-Life Enrichment, and Core Self-Evaluations on Work engagement	300
Appendix 7	Multiple Regression Analysis on the Effect of Work-to-Personal Life Enrichment on Work Engagement When Job Demands are Low	304
Appendix 8	Multiple Regression Analysis on the Effect of Work-to-Personal Life Enrichment on Work Engagement When Job Demands are High	305
Appendix 9	Distribution of Respondents by Level of Job Demands	306
Appendix 10	Table of Chi-square Statistics	307
Appendix 11	Hierarchical Regression Results on the Influences of Job Resources, Work-Life Enrichment, and Core Self-Evaluations on Work Engagement (Type of University as Control Variable)	308
Appendix 12	Hierarchical Regression Results for the Moderating Effect of Job Demands between Job Resources, Work-life Enrichment, Core Self-Evaluations on Work Engagement (Type of University as Control Variable)	309
Appendix 13	Independent Sample T-test – Compare Job Demands and Work Engagement between Academics from Research and Non-research Universities	312
Appendix 14	Literature Reviews Summary Table	314

## LIST OF TABLES

		Page
Table 1.1	Malaysian Public Universities Rankings in QS University Rankings (2013 & 2014)	9
Table 3.1	Summary of Measures Used for Present Study	121
Table 3.2	Population and Sample Size of Academic Staff from Different Universities Based on Stratified Random Sampling	125
Table 3.3	Distribution of Respondents Based on University for Pilot Study	128
Table 3.4	Summary of Reliability Results for the Study Variables for Pilot Study	129
Table 4.1	KMO Measure of Sampling Adequacy, Bartlett's Test, Eigenvalue, Variance Explained, Factor (or Component) Loading, Means and Standard Deviation for Work Engagement Scale	144
Table 4.2	KMO Measure of Sampling Adequacy, Bartlett's Test, Eigenvalue, Variance Explained, Factor (or Component) Loading, Means and Standard Deviation for Work-Life Enrichment Scale	149
Table 4.3	KMO Measure of Sampling Adequacy, Bartlett's Test, Eigenvalue, Variance Explained, Factor (or Component) Loading, Means and Standard Deviation for Core Self-Evaluations Scale	151
Table 4.4	KMO Measure of Sampling Adequacy, Bartlett's Test, Eigenvalue, Variance Explained, Factor (or Component) Loading, Means and Standard Deviation for Job Resources	156
Table 4.5	KMO Measure of Sampling Adequacy, Bartlett's Test, Eigenvalue, Variance Explained, Factor (or Component) Loading, Means and Standard Deviation for Job Demands	158
Table 4.6	Summary of Reliability Results for the Study Variables	159
Table 4.7	Respondents' Profile	160
Table 4.8	Summary of Descriptive Statistic for Key Variables in the Study	164
Table 4.9	Tolerance Value and the Variance Inflation Factor (VIF)	167
Table 4.10	Test of Normality	169
Table 4.11	Breusch-Pagan / Cook-Weisberg Test for Heteroskedasticity	170
Table 4.12	Inter-correlation Matrix among Variables	173
Table 4.13	Result of the Multiple Regression Analysis for the Direct Relationship between the Independent Variables of the Study and Work Engagement	174
Table 4.14	Hierarchical Regression Results for the Moderating Effect of Job Demands between Job Resources, Work-life Enrichment, and Core Self-Evaluations on Work Engagement	176

Table 4.15	Results of the Multiple Regression Analysis on the Effect of Work-to-Personal Life Enrichment on Work Engagement When Job Demands are Low	181
Table 4.16	Results of the Multiple Regression Analysis on the Effect of Work-to-Personal Life Enrichment on Work Engagement When Job Demands are High	181
Table 4.17	Research Questions and Type of Analysis	182
Table 4.18	Hierarchical Regression Results on the Influences of Job Resources, Work-Life Enrichment, and Core Self-Evaluations on Work Engagement (Type of University as Control Variable)	185
Table 4.19	Hierarchical Regression Results for the Moderating Effects of Job Demands between Job Resources, Work-life Enrichment, and Core Self-Evaluations on Work Engagement (Type of University as Control Variable)	187
Table 4.20	Mean and Standard Deviation of Work Engagement and Job Demands for Academics from Research and Non-Research Universities	190
Table 4.21	Independent Sample T-test: Differences in Work Engagement and Job Demands based on Type of University	190
Table 4.22	Summary of Results from Hypotheses Testing	191



## LIST OF FIGURES

	Page	
Figure 2.1	Dual Process of JD-R Model	55
Figure 2.2	The JD-R Model of Work Engagement	56
Figure 2.3	Proposed Theoretical Framework	103
Figure 3.1	Elements of Research Process	110
Figure 4.1	Scatter Plot	167
Figure 4.2	Normal P-P Plot	168
Figure 4.3	Histogram	168
Figure 4.4	Plot of Interaction Effect between Job Demands and Work-to-Personal Life Enrichment on Work Engagement	180

## LIST OF ABBREVIATIONS

COR	Conservation of Resources
CSE	Core Self-Evaluations
CSES	Core Self-Evaluations Scale
HEI	Higher Education Institution
JD	Job Demands
JD-R	Job Demands-Resources
KMO	Kaiser-Meyer-Olkin
MSA	Measure of Sampling Adequacy
MRA	Multiple Regression Analysis
NHESP	National Higher Education Strategic Plan
PEP	Perceived External Prestige
POB	Positive Organisational Behaviour
PLWE	Personal Life-to-Work Enrichment
QS	Quacquarelli Symonds
THE	Times Higher Education
UWES	Utrecht Work Engagement Scale
WPLE	Work-to-Personal Life Enrichment

# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

Quite a number of researches in organisational behaviour have explained that enhancing human potential is very important in improving organisational performance (e.g. Luthans & Youssef, 2007; Bakker & Schaufeli, 2008). The increased attention on positive organisational behaviour, such as work engagement inspires scholars to continuously emphasize on theory building and perform relevant research in relation to this area. Such efforts would enable more effective application of positive traits and behaviour among employees in the work place (Luthans & Youssef, 2007).

In view of today's competitive and dynamic environment, various organisations are facing with greater challenges in attracting and retaining talented employees, which are critical in determining an organisation's performance and sustainable competitive advantage. Besides, it is also equally important for an organisation to prepare an avenue that allows employees to unleash their full potential and be engaged in their work. The above issues not only concern the corporate sector, but also the higher education institutions (HEIs), particularly the universities. No doubt, human resources would be a crucial factor to enable the universities to produce competent graduates and enhance the institutions' position internationally.

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Abualrub, R. F., & Al-Zaru, I. M. (2008). Job stress, recognition, job performance and intention to stay at work among Jordanian hospital nurses. *Journal of Nursing Management*, 16(3), 227-236. doi:10.1111/j.1365-2834.2007.00810.x
- Adams, D. (1998). Examining the fabric of academic life: An analysis of three decades of research on the perception of Australian academics about their roles. *Higher Education*, 36, 421-435. doi:10.1023/A:1003423628962
- Agarwal, U. A. (2014). Linking justice, trust and innovative work behavior to work engagement. *Personnel Review*, 43 (1), 41 – 73. doi: 0.1108/PR-02-2012-0019
- Aguinis, H., Henle, C.A., & Ostroff, C. (2001). Measurement in work in work and organisational psychology. In Anderson, N., Ones, D.S., Sinangil, H. K., & Viswesvaran,, C. (Eds.). *Handbook of Industrial, Work & organizational psychology: Volume 1: Personnel psychology* (pp. 10-26). Thousand Oaks, California: SAGE Publications
- Ahmad, A. R., & Farley, A. (2013). Federal government funding reforms: Issues and challenges facing Malaysian public universities. *International Journal of Asian Social Science*, 3(1), 282-298.
- Ahmad, A. R., Farley, A., & Naidoo, M. (2012). An examination of the implementation federal government strategic plans in Malaysian public universities. *International Journal of Business and Social Science*, 3(15), 290-301.
- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Thousand Oaks, CA: SAGE Publications.

- Alarcon, G. M. (2011). A meta-analysis of burnout with job demands, resources, and attitudes. *Journal of Vocational Behavior*, 79, 549-562. doi:10.1016/j.jvb.2011.03.007
- Ali Jolae, Khalil Md Nor, Naser Khani, & Rosman Md Yusoff (2014). Factors affecting knowledge sharing intention among academic staff. *International Journal of Educational Management*, 28(4), 413 - 431. doi:10.1108/IJEM-03-2013-0041
- Allis, P., & O'Driscoll, M. (2008). Positive effects of non-work-to-work facilitation on well-being in work, family and personal domains. *Journal of Managerial Psychology*, 23(3), 273-291. doi:10.1108/02683940810861383
- Aminuddin Hassan, Tymms, P. & Habsah Ismail (2008). Academic productivity as perceived by Malaysian academics. *Journal of Higher Education Policy and Management*, 30(3), 283-296. doi: 10.1080/13600800802155184
- Anderson, D., Richard, J., & Saha, L. (2002). *Changes in Academic Work: Implications for Universities of the Changing age Distribution and Work roles of Academic Staff*. Retrieved from <http://trove.nla.gov.au/work/153102143?q&versionId=166855630>
- Andreassi, J. K., & Thompson, C. A. (2008). Work-family culture: Current research and future direction. In Korabik, K., Lero, D. S. & Whitehead, D. L. (Eds.). *Handbook of work-family integration: Research, theory, and best practices* (pp. 331 – 351). Amsterdam: Academic Press.
- Ang, S. H. (2014). *Research design for business & management*. Los Angeles: SAGE Publications.
- Anisah, S. (2014, 13 May). In latest rankings, Malaysian public varsities lose out to Singapore, Hong Kong. Retrieved from <http://www.themalaysianinsider.com>

- Aon Hewitt (2012). *Trends in global employee engagement*. Retrieved from [http://www.aon.com/attachments/human-capital-consulting/2012\\_TrendsInGlobalEngagement\\_Final\\_v11.pdf](http://www.aon.com/attachments/human-capital-consulting/2012_TrendsInGlobalEngagement_Final_v11.pdf)
- Appelbaum, S. H., & Kamal, R. (2000). An analysis of the utilization and effectiveness of non-financial incentives in small business. *The Journal of Management Development*, 19(9/10), 733–763. doi:10.1108/02621710010378200
- Arif Hassan & Ahmad, F. (2011). Authentic leadership, trust and work engagement. *International Journal of Human and Social Sciences*, 6(3), 164-170.
- Arif Hassan & Junaidah Hashim (2011). Role of organizational justice in determining work outcomes of national and expatriate academic staff in Malaysia. *International Journal of Commerce and Management*, 21(1), 82-93. doi:10.1108/10569211111111711
- Arokiasamy, A. R. A. (2010). *The impact of globalisation on higher education in Malaysia*. Retrieved from [www.nyu.edu/classes/keefer/waoe/aroka.pdf](http://www.nyu.edu/classes/keefer/waoe/aroka.pdf)
- Arshadi, N. (2011). The relationships of perceived organizational support (POS) with organizational commitment, in-role performance, and turnover intention: Mediating role of felt obligation. *Procedia - Social and Behavioral Sciences*, 30, 1103 – 1108. doi:10.1016/j.sbspro.2011.10.215
- Aryee, S., Srinivas, E. S., & Tan, H. H. (2005). Rhythms of life: Antecedents and outcomes of work-family balance in employed parents. *The Journal of Applied Psychology*, 90(1), 132-146. doi:10.1037/0021-9010.90.1.132
- Asian Development Bank (2012). *Access without Equity? Finding a better balance in higher education in Asia*. Mandaluyong, Philippines: Asian Development Bank.

- Attree, M. (2005). Nursing agency and governance: Registered nurses' perceptions. *Journal of Nursing Management*, 13(5), 387-396. doi:10.1111/j.1365-2834.2005.00553.x
- Aubert, B. A., & Kelsey, B. L. (2003). Further understanding of trust and performance in virtual teams. *Small Group Research*, 34(5), 575-618. doi:10.1177/1046496403256011
- Aubé, C., Rousseau, V., & Morin, E. M. (2007). Perceived organizational support and organizational commitment: The moderating effect of locus of control and work autonomy. *Journal of Managerial Psychology*, 22(5), 479-495. doi:1108/02683940710757209
- Auerbach, S. M., Martelli, M. F., & Mercuri, L. G. (1983). Anxiety, information, interpersonal impacts, and adjustment to a stressful healthcare situation. *Journal of Personality and Social Psychology*, 44(6), 1284-1296. doi:10.1037//0022-3514.44.6.1284
- Azeem, S. M., & Nazir, N. A. (2008). A study of job burnout among university teachers. *Psychology and Developing Societies*, 20(1), 51-64. doi:10.1177/097133360702000103
- Aziz, S., & Zickar, M. J. (2006). A cluster analysis investigation of workaholism as a syndrome. *Journal of Occupational Health Psychology*, 11(1), 52-62. doi:10.1037/1076-8998.11.1.52
- Babbie, E. (2007). *The practice of social research* (11<sup>th</sup> ed.). Belmont, CA: Thompson Learning.



- Babcock-Roberson, M. E., & Strickland, O. J. (2010). The relationship between charismatic leadership, work engagement and organizational citizenship behavior. *The Journal of Psychology*, 144(3), 313-326. doi:10.1080/00223981003648336
- Babin, B. J., & Boles, J. S., (1996). The effects of perceived co-worker involvement and supervisor support on service provider job stress, performance and job satisfaction. *Journal of Retailing*, 72(1), 57-75. doi:10.1016/S0022-4359(96)90005-6
- Bakker, A. B. (2009). Building engagement in the workplace. In R.J. Burke & C.L. Cooper (Eds.), *The peak performing organization* (pp. 50 -72). Oxford: Routledge.
- Bakker, A. B., & Bal, P.M. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83, 189-206. doi:10.1348/096317909X402596.
- Bakker, A. B., Deremouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management*, 43(1), 83-104. doi:10.1002/hrm
- Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2005). The crossover of burnout and work engagement among working couples. *Human Relations*, 58(5), 661-689. doi: 10.1177/0018726705055967
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328. doi:10.1108/02683940710733115
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209-223. doi: 10.1108/02683940910939313

- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JD-R Approach. *The Annual Review of Organizational Psychology and Organizational Behavior*. Doi:10.1146/annurev-orgpsych-031413-091235
- Bakker, A. B., & Geurts, S. (2004). Toward a dual-process model of work-home interference. *Work & Occupations*, 31(3), 345–366. doi:10.1177/0730888404266349
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274-284. doi:10.1037/0022-0663.99.2.274
- Bakker, A. B., & Leiter, M. P. (2010). Where to go from here: Integration and future research on work engagement, In Bakker, A. B. & Leiter, M. P. (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 181-196). New York: Psychology Press.
- Bakker, A.B., & Schaufeli, W.B. (2008). Positive organizational behaviour: Engaged employees in flourishing organisations. *Journal of Organizational Behavior*, 29(2), 147-154. doi:10.1002/job.515
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, 22(3), 187-200. doi:10.1108/13620430810870476
- Bakker, A. B., Van Veldhoven, M., & Xanthopoulou, D. (2010). Beyond the demand-control model: Thriving on high job demands and resource. *Journal of Personnel Psychology*, 9 (1), 3 -16. doi: 10.1027/1866-5888/a0006
- Balducci, C., Fraccaroli, F., & Schaufeli, W. B. (2010). Psychometric properties of the Italian version Utrecht Work Engagement Scales (UWES-9): A cross-cultural

- analysis. *European Journal of Psychological Assessment*, 26(2), 143-149. doi: 10.1027/1015-5759/a000020
- Balmforth, K., & Gardner, D. (2006). Conflict and facilitation between work and family: Realizing the outcomes for organizations. *New Zealand Journal of Psychology*, 35(2), 69-76.
- Baral, R., & Bhargava, S. (2010). Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes. *Journal of Managerial Psychology*, 25(3), 274-300. doi:10.1108/02683941011023749
- Baranik, L. E., Roling, E. S., & Eby, L. T. (2010). Why does mentoring work? The role of perceived organizational support. *Journal of Vocational Behavior*, 76, 366–373. doi:10.1016/j.jvb.2009.07.004
- Barkhuizen, N., & Rothmann, S. (2006). Work engagement of academic staff in South African higher education institutions. *Management Dynamics*, 15(1), 38-46. doi: 10.1002/smi.2520
- Barnes, L. L. B., Agago, M. O., & Coombs, W. T. (1998). Effects of job-related stress on faculty intention to leave academia. *Research in Higher Education*, 39(4), 457-469. doi:10.1023/A:1018741404199
- Barnett, R. C. (2008). On multiple roles: Past, present and future. In K. Korabik, D. S. Lero, & D. L. Whitehead (Eds.), *Handbook of work-family integration: Research, theory, and best practices* (pp.75-93). London: Elsevier.
- Barnett, R. C., & Hyde, J. S. (2001). Women, men, work and family: An expansionist theory. *The American Psychologist*, 56(10), 781–796. doi:10.1037/0003066X56.10.781

- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182. doi:10.1037/0033-295X.86.5.452
- Bartels, J., Douwes, R., De Jong, M., & Pruyn, A. (2006). Organizational identification during a merger: Determinants of employees' expected identification with the new organization. *British Journal of Management*, 17(S1), s49–s67. doi:10.1111/j.1467-8551.2006.00478.x.
- Bartels, J., Pruyn, A., De Jong, M., & Joustra, I. (2007). Multiple organizational identification levels and the impact of perceived external prestige and communication climate. *Journal of Organizational Behavior*, 28(2), 173-190. doi:10.1002/job.420
- Beehr, T. A. (1976). Perceived situational moderators of the relationship between subjective role ambiguity and roles strain. *Journal of Applied Psychology*, 61(1), 35-40. doi:10.1037//0021-9010.61.1.35
- Beehr, T. A., Bowling, N. A., & Bennet, M. M. (2010). Occupational stress and failures of social support: When helping hurts. *Journal of Occupational Health Psychology*, 15(1), 45-49. doi:10.1037/a0018234
- Beehr, T. A., Farmer, S. J., Glazer, S., Gudanowski, D. M. & Nair, V. N. (2003). The enigma of social support and occupational stress: Source congruence and gender role effects. *Journal of Occupational Health Psychology*, 8(3), 220-231. doi:10.1037/1076-8998.8.3.220

- Beehr, T. A., King, L. A., & King, D. W. (1990). Social support and occupational stress: Talking to supervisors. *Journal of Vocational Behavior*, 36, 61–81. doi:10.1016/0001-8791(90)90015-T
- Bentley, P., Coates, H., Dobson, I., Goedegebuure, L. & Meek, V. L. (2013). Factors associated with job satisfaction amongst Australian university academics and future workforce implications. In P. J. Bentley, H. Coates, I. Dobson, L. Goedegebuure, & V. L. Meek (Eds.), *Job satisfaction around the academic world* (pp. 29-54). Retrieved from <http://www.lhmartininstitute.edu.au/documents/publications/pre-publicationintlacademicjobsatisfactionchapter3australia.pdf>
- Beri, G. C. (2010). *Business statistics* (3<sup>rd</sup> ed.). New Delhi: Tata McGraw Hill.
- Best, R. G., Stapleton, L. M. & Downey, R. G. (2005). Core self-evaluations and job burnout: The test of alternative models. *Journal of Occupational Health Psychology*, 10(4), 441-451. doi:10.1037/1076-8998.10.4.441
- Beutell, N. J. (2010). Work schedule, work schedule control and satisfaction in relation to work-family conflict, work-family synergy, and domain satisfaction. *Career Development International*, 15(5), 501-518. doi:10.1108/13620431011075358
- Beutell, N. J., & Wittig-Berman, U. (2008). Work-family conflict and work-family synergy for generation X, baby boomers, and matures: Generational differences, predictors, and satisfaction outcomes. *Journal of Managerial Psychology*, 23(5), 507-523. doi:10.1108/02683940810884513
- Bilgin, N., & Demirer, H. (2012). The examination of the relationship among organizational support, affective commitment and job satisfaction of hotel

- employees. *Procedia - Social and Behavioral Sciences* 51, 470–473. doi:10.1016/j.sbspro.2012.08.191
- Bhargava, S., & Baral, R. (2009). Antecedents and consequences of work–family enrichment among Indian Managers. *Psychological Studies*, 54,213–225.
- Blackmore, P., & Kandiko, C. B. (2011): Motivation in academic life: A prestige economy. *Research in Post-Compulsory Education*, 16(4), 399-411. doi:10.1080/13596748.2011.626971
- Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley.
- Bonebright, C. A., Clay, D. L., & Ankenmann, R. D. (2000). The relationship of workaholism with work-life conflict, life satisfaction, and purpose in life. *Journal of Counseling Psychology*, 47(4), 467-477. doi:10.1037//0022-0167.47.4.469
- Bono, J. E., & Judge, T. A. (2003). Core self-evaluations: A review of the trait and its role in job satisfaction and job performance. *European Journal of Personality*, 17(S1), S5-S18. doi:10.1002/per.481
- Boyar, S. L., & Mosley, D. C. Jr. (2007). The relationship between core self-evaluations and work and family satisfaction: The mediating role of work-family conflict and facilitation. *Journal of Vocational Behavior*, 71(2), 265-281. doi:10.1016/j.jvb.2007.06.001
- Boz, M., Martínez, I., & Munduate, L. (2009). Breaking negative consequences of relationship conflicts at work: The moderating role of work family enrichment and supervisor support. *Journal of Work and Organizational Psychology*, 25(2), 113-121. doi:10.4321/S1576-59622009000200002

- Brake, T. H., Bouman, A. M., Gorter, R., Hoogstraten, J. & Eijkman, M. (2007). Professional burnout and work engagement among dentists. *European Journal of Oral Science*, 115 (3), 180 -185. doi: 10.1111/j.1600-0722.2007.00439.x
- Bryman, A. & Bell, E. (2007). *Business research methods* (3<sup>rd</sup> ed.). Oxford: Oxford University Press.
- Brown, S. P. (1996). A meta-analysis and review of organizational research on job involvement. *Psychological Bulletin*, 120(2), 235-255.
- Brun, J. P. & Dugas, N. (2008). An analysis of employee recognition: Perspectives on human resources practices. *The International Journal of Human Resource Management*, 19(4), 716–730. doi:10.1080/09585190801953723
- Brunborg, G. S. (2008). Core self-evaluations: A predictor variable for job stress. *European Psychologist*, 13(2), 96-102. doi:10.1027/1016-9040.13.2.96
- Brunetto, Y., Teo, S. T. T., Shacklock, K., & Farr-Wharton, R. (2012). Emotional intelligence, job satisfaction, well-being and engagement: Explaining organisational commitment and turnover intentions in policing. *Human Resource Management Journal*, 22(4), 428-441. doi:10.1111/j.1748-8583.2012.00198.x
- Burke, M. J., Borucki, C. C., & Hurley, A. E. (1992). Reconceptualizing psychological climate in a retail service environment: A multiple-stakeholder perspective. *Journal of Applied Psychology*, 77(5): 717-729. doi:10.1037/0021-9010.77.5.717
- Burke, R. J., & El-Kot, G. (2010). Work engagement among managers and professionals in Egypt: Potential antecedents and consequences. *African Journal of Economic and Management Studies*, 1(1), 42-60. doi:10.1108/20400701011028158

- Burns, N., & Grove, S. K. (1997). *The practice of nursing research conduct, critique & utilization* (3rd ed.). Philadelphia: W.B.
- Byrne, Z.S. (2005). Fairness reduces the negative effects of organizational politics on turnover intentions, citizenship behavior and job performance. *Journal of Business and Psychology*, 20(2), 175-200. doi: 10.1007/s10869-005-8258-0
- Caplan, R. D., Cobb, S., French, J. R. P., van Harrison, R., & Pinneau, S. R. (1975). *Job demands and worker health*. Ann Arbor: University of Michigan, Institute for Social Research.
- Carlson, D. S., Kacmar, K. M., Wayne, J. H., & Grzywacz, J. G. (2006). Measuring the positive side of the work-family interface: Development and validation of a work-family enrichment scale. *Journal of Vocational Behavior*, 68(1), 131-164. doi:10.1016/j.jvb.2005.02.002
- Carlson, D. S., & Grzywacz, J. G. (2008). Reflections and future directions on measurement in work-family research. In K. Korabik, D. S. Lero, & D. L. Whitehead, (ed.), *Handbook of work-family integration: Research, theory, and best practices* (pp.57-73). Amsterdam: Elsevier.
- Carmeli, A. (2004). The link between organizational elements, perceived external prestige and performance. *Corporate Reputation Review*, 6(4), 314-331. doi:10.1057/palgrave.crr.1540002
- Carmeli, A. (2005). Perceived external prestige, affective commitment, and citizenship behaviours. *Organization Studies*, 26(3), 443-464. doi:10.1177/0170840605050875



- Carmeli, A., & Freund, A. (2004). Work commitment, job satisfaction, and job performance: An empirical investigation. *International Journal of Organization Theory and Behavior*, 7(3), 289-309.
- Casper, W. J., Martin, J. A., Buffardi, L. C., & Erdwins, C. J. (2002). Work-family conflict, perceived organizational support and organizational commitment among employed mothers. *Journal of Occupational Health Psychology*, 7(2), 99-108. doi:10.1037/1076-8998.7.2.99
- Cattell, R. B. (1978). *The scientific use of factor analysis in behavioral and life sciences*. New York: Plenum.
- Chang, C. H., Ferris, D. L., Johnson, R. E., Rosen, C. C., & Tan, J. A. (2012). Core self-evaluations: A review and evaluation of the literature. *Journal of Management*, 38(1), 81-128. doi:10.1177/0149206311419661
- Chapman, K. (2014a, October 5). Varsities not among top 400. *The Star Online*. Retrieved from <http://www.thestar.com.my>
- Chapman, K. (2014b, March 9). Local unis not among top 100. *The Star Online*. Retrieved from <http://www.thestar.com.my>
- Chen, J. C., & Silverthorne, C. (2008). The impact of locus of control on job stress, job performance and job satisfaction in Taiwan. *Leadership & Organization Development*, 29(7), 572-582. doi:10.1108/01437730810906326
- Chen, P. Y., Popovich, P. M., & Kogan, M. (1999). Let's talk: Patterns and correlates of social support among temporary employee. *Journal of Occupational Health Psychology*, 4(1), 55-62. doi:10.1037/1076-8998.4.1.55

- Chen, S. H., Yang, C. C., Shiau, J. Y., & Wang, H. H. (2006). The development of an employee satisfaction model for higher education. *The TQM Magazine*, 18(5), 484-500. doi: 10.1108/09544780610685467.
- Chew, Y. T., & Wong, S. K. (2008). Effects of career mentoring experience and perceived organisational support on employee commitment and intention to leave: A study among hotel workers in Malaysia. *International Journal of Management*, 25(3), 692-700.
- Chiaburu, D.S., & Harrison, D.A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of Applied Psychology*, 93(5), 1082–1103. doi:10.1037/0021-9010.93.5.1082
- Child, D. (2006). *The essential of factor analysis* (3<sup>rd</sup> ed.). New York: Continuum International Publishing Group.
- Chin, C. (2004, May 18). Overworked and underpaid USM specialists leaving for greener pastures. *The Star Online*. Retrieved from <http://www.thestar.com.my>
- Choi, H. J., & Kim, Y.T. (2012). Work-family conflict, work-family facilitation, and job outcomes in the Korean hotel industry. *International Journal of Contemporary Hospitality Management*, 24 (7), 1011-1028. doi:10.1108/09596111211258892
- Choi, S. L., Lee, Y., Wan Khairuzzaman Wan Ismail & Ahmad Jusoh (2012). Leadership styles and employees turnover: Exploratory study of academic staff in a Malaysian college. *World Applied Sciences Journal*, 19(4), 575-581.
- Chong, C. W., Yuen, Y. Y., Gan, G. C. (2014). Knowledge sharing of academic staff. *Library Review*, 63 (3), 203 – 223. doi:10.1108/LR-08-2013-0109

- Christian, M. S., Garza A. S., & Slaughter J. E. (2011). Work engagement: a quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64:89–136. doi: 10.1111/j.1744-6570.2010.01203.x
- Christian, M. S., & Slaughter, J. E. (2007). Work engagement: A meta-analytic review and directions for research in an emerging area. *Academy of Management Proceedings*, Philadelphia, 1, 1-6. doi:10.5465/AMBPP.2007.26536346
- Chung, N.G. & Angeline, T. (2010). Does work engagement mediate the relationship between job resources and job performance of employees? *African Journal of Business Management*, 4(9), 1837-1843.
- Chughtai, A. A., & Buckley, F. (2008). Work engagement and its relationship with state and trait trust: A conceptual analysis. *Journal of Behavioral and Applied Management*, 10(1), 47-71. Retrieved from: [http://www.ibam.com/pubs/jbam/articles/vol10/no1/JBAM\\_10\\_1\\_3.pdf](http://www.ibam.com/pubs/jbam/articles/vol10/no1/JBAM_10_1_3.pdf)
- Cohen, J. (1988). *Statistical power analysis for the behavioural sciences* (2nd ed.). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Cohen, J., & Cohen, P. (1983). *Applied multiple regression/correlation analysis for the behavioral sciences* (2nd Ed.). Hillsdale, NJ: Erlbaum.
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioural sciences* (3<sup>rd</sup> ed.). Mahwah, NJ: Lawrence Erlbaum Associates.
- Cohen, L., Manion, L. & Morrison, K. (2007). *Research methods in education* (6<sup>th</sup> ed.). Abingdon, Oxon: Routledge.

- Cohen, S., & McKay, G. (1984). Social support, stress, and the buffering hypothesis: A theoretical analysis. In A. Baum, J. E. Singer, & S. E. Taylor (Eds.), *Handbook of psychology and health*, Volume IV (pp. 253-267). Hillsdale, NJ: Erlbaum.
- Comrey, A. L. (1988). Factor-analytic methods of scale development in personality and clinical psychology. *Journal of Consulting and Clinical Psychology*, 56(5), 754-761.
- Conway, J. M., & Huffcutt, A. I. (2003). A review and evaluation of exploratory factor analysis practices in organizational research. *Organizational Research Methods*, 6(2), 147-168. doi:10.1177/1094428103251541
- Cooper, C. L., Dewe, P. J., & O'Driscoll, M. P. (2001). *Organizational stress: A review and critique of theory, research, and applications*. Thousand Oaks, California: SAGE Publications.
- Costello, A. B., & Osborne, J. W. (2005). Best practices in exploratory factor analysis: four recommendations for getting the most from your analysis. *Practical Assessment Research & Evaluation*, 10(7), 1-9. Retrieved from: <http://pareonline.net/getvn.asp?v=10&n=7>
- Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), 834-848. doi:10.1037/a0019364
- Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88(1), 160-169. doi:10.1037/0021-9010.88.1.160

- Crossman, A. & Abou-Zaki, B. (2003). Job satisfaction and employee performance of Lebanese banking staff. *Journal of Managerial Psychology*, 18(4): 368-376. doi: 10.1108/02683940310473118
- Crotty, M. (1998). *The foundations of social research: Meaning and perspective in the research process*. London: SAGE Publications.
- Crouter, A. C. (1984). Spillover from family to work: The neglected side of the work-family interface. *Human Relations*, 37(6), 425-441.
- Crowther, D. & Lancaster, G. (2008). *Research methods: A concise introduction to research in management and business consultancy*. London: Butterworth-Heinemann.
- Cuyper, N. D., Mauno, S., Kinnunen, U., Witte, H. D., Mäkikangas, A., & Nätti, J. (2010). Autonomy and workload in relation to temporary and permanent workers' job involvement: A test in Belgium and Finland. *Journal of Personnel Psychology*, 9(1), 40–49. doi:10.1027/1866-5888/a000004
- Da, W. C. (2007). Public and private higher education institutions in Malaysia: Competing, complementary or crossbreeds as education providers. *Kajian Malaysia*, 25(1), 1-14.
- Danish, R. Q., & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International Journal of Business and Managemnet*, 5(2), 159-167.
- Dawley, D. D., Andrews, M. C. & Bucklew, N. S. (2008). Mentoring, supervisor support, and perceived organizational support: What matter most? *Leadership &*

- Organization Development Journal*, 29(3), 235-247. doi:10.1108/01437730810861290
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands–resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512. doi:10.1037/0021-9010.86.3.499
- Demerouti E., & Bakker, A. B. (2011). The job demands-resources model: Challenges for future research. *Journal of Industrial Psychology*, 37(2), 1- 9. doi: 10.4102/sajip.v37/974
- Denton, D. A., Newton, J. T., & Bower, E. J. (2008). Occupational burnout and work engagement: a national survey of dentists in the United Kingdom. *British Dental Journal*, 205(7), 382-383. doi: 10.1038/sj.bdj.2008.890.
- DeVellis, B. M., & Blalock, S. J. (1992). Illness attributions and hopelessness depression: The role of hopelessness expectancy. *Journal of Abnormal Psychology*, 101(2), 257-264. doi:10.1037/0021-843X.101.2.257
- DeVellis, R. F. (2012). *Scale development: Theory and applications* (3<sup>rd</sup> ed.). Thousand Oaks, California: SAGE Publications.
- Digman, J. M. (1990). Personality structure: Emergence of the five-factor model. *Annual Review Psychology*, 41, 417-440. doi:10.1146/annurev.ps.41.020190.002221
- DiLalla, D., & Dollinger, S. J. (2006). Cleaning up data and running preliminary analysis. In F. T. L. Leong & J. T. Austin (Eds.), *The psychology research handbook: A guide for graduate students and research assistants* (pp. 241-253). London: SAGE Publications.

- Don: Many of us left because we feel unappreciated (2014, May 20). *The Star Online*. Retrieved from <http://www.thestar.com.my>
- Dorio, J. M., Bryant, R. H., & Allen, T. D. (2008). Work related outcomes of the work-family interface: Why organizations should care. In K. Korabik, D. S. Lero, & D. L. Whitehead (Eds.), *Handbook of work-family integration: Research, theory, and best practices* (pp. 157-176). London: Elsevier.
- Doyle, C., & Hind, P. (2002). Occupational stress, burnout and job status in female academics. *Gender, Work & Organization*, 5(2), 67-82. doi:10.1111/1468-0432.00047
- Ducharme, L. J., & Martin, J. K. (2000). Unrewarding work, co-worker support, and job satisfaction. *Work and Occupation*, 27(2), 223-243. doi:10.1177/0730888400027002005
- Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. *Administrative Science Quarterly*, 39(2), 239-263.
- Dwyer, D. J., Schwartz, R. H., & Fox, M. L. (1992). Decision-making autonomy in nursing. *Journal of Nursing Administration*, 22(2), 17-23.
- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brindley, A. (2005). Work and family research in IO/OB: Content analysis and review of the literature (1980-2002). *Journal of Vocational Behavior*, 66, 124-97. doi:10.1016/j.jvb.2003.11.003
- Eder, P., & Eisenberger, R. (2008). Perceived organizational support: Reducing the negative influence of coworker withdrawal behavior. *Journal of Management*, 34(1), 55-68. doi:10.1177/0149206307309259

- Edmondson, D. R., & Boyer, S. L. (2013). The moderating effect of the boundary spanning role on perceived supervisory support: A meta-analytic review. *Journal of Business Research*, 66(11), 2186-2192. doi:10.1016/j.jbusres.2012.01.010
- Eisenberger, R., Cummings, J., Armeli., S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*, 82(5), 812-820.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D., (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507. doi:10.1037/0021-9010.71.3.500
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87, 565–573. doi: 10.1037//0021-9010.87.3.565
- Elizabeth, Z. (2014, March 6). Malaysian varsities again fail to be placed in global higher education survey. *The Malaysian Insider*. Retrieved from <http://www.themalaysianinsider.com/malaysia/article/malaysian-varsities-again-fail-to-enter-global-higher-education-survey#sthash.IuLTX0xi.dpuf>
- Endres, G. M., & Mancheno-Smoak, L. (2008). The human resource craze: Human performance improvement and employee engagement. *Organization Development Journal*, 26(1), 69-78.
- Erez, A., & Judge, T. A. (2001). Relationship of core self-evaluations to goal setting, motivation and performance. *Journal of Applied Psychology*, 86(6), 1270-1279. doi: 10.1037//0021-9010.86.6.1270.



- Ethington, C. A., Thomas, S. L., & Pike, G. R. (2002). Back to the basics: Regression as it should be. In J. C. Smart (Eds.), *Higher education: Handbook of theory and research*, (Vol. XVII, pp. 263-294). Dordrecht: Kluwer Academic Publisher.
- Everitt, B. S. (1975). Multivariate analysis: The need for data, and other problems. *British Journal of Psychiatry*, 126, 237-240.
- Eyupoglua, S. Z., & Saner, T. (2009). The relationship between job satisfaction and academic rank: A study of academicians in Northern Cyprus. *Procedia Social and Behavioral Sciences*, 1, 686–691. doi:10.1016/j.sbspro.2009.01.120
- Fauziah Noordin & Kamaruzaman Jusoff (2009). Levels of job satisfaction amongst Malaysian academic staff. *Asian Social Science*, 5(5), 122-128.
- Ferguson, E. & Cox, T. (1993). Exploratory factor analysis: A user's guide. *International Journal of Selection and Assessment*, 1(2), 84–94.
- Ferris, G. R., Treadway, D.C., Kolodinsky, R. W., Hochwarter, W.A., Kacmar, C.J., Douglas, C., & Frink, D.D. (2005). Development and validation of the political skill inventory. *Journal of Management*, 31(1), 126-152. doi:10.1177/0149206304271386
- Finn, C.P. (2001) Autonomy: An important component for nurses' job satisfaction. *International Journal of Nursing Studies*, 38(3), 349–357.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/non-work interference and enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456. doi:10.1037/a0016737

- Fowler, G. (2005). An analysis of higher education staff attitudes in a dynamic environment. *Tertiary Education and Management*, 11, 183-197. doi: 10.1007/s11233-005-0367-9
- Frazier, P. A., Tix, A. P., & Barron, K. E. (2004). Testing moderator and mediator effects in counseling psychology research. *Journal of Counseling Psychology*, 51(1), 115-134. doi: 10.1037/0022-0167.51.1.115
- Frese, M. (1999). Social support as a moderator of the relationship between work stressors and psychological dysfunctioning: A longitudinal study with objective measures. *Journal of Occupational Health Psychology*, 4(3), 179–192. doi:10.1037/1076-8998.4.3.179
- Friedman, S. D., & Greenhaus, J. H. (2000). *Work and family – allies or enemies? What happens when business professionals confront life choices*. New York: Oxford University Press. doi:10.1093/acprof:oso/9780195112757.001.0001
- Frone, M. R. (2003). Work-family balance. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 143-162). Washington, DC: American Psychological Association.
- Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*, 77(1), 65–78. doi:10.1037/0021-9010.77.1.65
- Fu, C.K., & Shaffer, M.A. (2001). The tug of work and family: Direct and indirect domain-specific determinants of work-family conflict. *Personnel Review*, 30 (5), 502-522. doi: 10.1108/EUM0000000005936

- Fuller, J.B., Hester, K., Barnett, T., Frey, L. & Relyea, L.F.C. (2006). Perceived organizational support and perceived external prestige: Predicting organizational attachment for university faculty, staff, and administrators. *The Journal of Social Psychology*, 146(3), 327-34.
- Furr, R. M. & Bacharach, V. R. (2014). *Psychometrics: An introduction* (2<sup>nd</sup> ed.). Thousand Oaks, California: SAGE Publication.
- Gallup (2013). State of the American workplace: Employee engagement insights for U.S. *Business Leaders*. Retrieved from <http://www.gallup.com/strategicconsulting/163007/state-american-workplace.aspx>
- Ganster, D. C., Schaubroeck, J., Sime, W. E., & Mayers, B. T. (1991). The nomological validity of the type A personality among employed adults. *Journal of Applied Psychology*, 76, 143-168.
- Gardner, D. G., & Pierce, J. L. (2010). The core self-evaluation scale: Further construct validation evidence. *Educational and Psychological Measurement*, 70(2), 291–304. doi:10.1177/0013164409344505
- Gassman-Pines, A. (2007). *The relationship between maternal job characteristics, maternal mood, mother-child interaction, and child behaviour in low income families: A daily diary study* (Doctoral dissertation). Available from ProQuest Dissertations and Thesis database. (UMI No. 3283354).
- George, J. M., Reed, T. F., Ballard, K. A. Collin, J., & Feiding, J. (1993). Contact with AIDS patients as a source of work-related distress: Effects of organizational and social support. *Academy of Management Journal*, 36(1), 157-171.

- Ghorpade, J., Lackritz, J., & Singh, G. (2007). Burnout and personality: Evidence from academia. *Journal of Career Assessment*, 15(2), 240-256. doi:10.1177/1069072706298156.
- Gilbert, A. C. (2001). Work absorption: Causes among highly educated workers and consequences for their families (Unpublished doctoral thesis). University of California, Berkeley.
- Gini, A. (1998). Working ourselves to death: Workaholism, stress, and fatigue. *Business and Society Review*, 100/101, 45-56.
- Givon, M. M., & Shapira, Z. (1984). Response to rating scales: A theoretical model and its application to the number of categories problem. *Journal of Marketing Research*, 21, 410-419.
- Gmelch, W. H., Wilke, P. K., & Lovrich, N. P. (1986). Dimensions of stress among university faculty: Factor-analytic results from a national study. *Research in Higher Education*, 24(3), 266-286. doi:10.1007/BF00992075
- Goode, W. J. (1960). A theory of role strain. *American Sociological Review*, 25(4), 483-496.
- Gomez, J. (2014, June 19). Malaysian public varsities fail to make top 100 Asian universities ranking. *The Malaysian Insider* Retrieved from <http://www.themalaysianinsider.com/malaysia/article/malaysian-public-varsities-fail-to-make-top-100-asian-universities-ranking#sthash.I4boy8rU.dpuf>
- Gorsuch, R. L. (1983). *Factor analysis* (2<sup>nd</sup> ed.). Hillsdale, NJ: Lawrence Erlbaum Associates.

- Gorter, R. C. & Freeman, R. (2011). Burnout and engagement in relation with job demands and resources among dental staff in Northern Ireland. *Community Dentistry and Oral Epidemiology*, 39(1), 87-95.
- Gorgievski, M.J., & Hobfoll, S.E. (2008). Work can burn us out or fire us up: Conservation of resources in burnout and engagement. In Halbesleben, J.R.B. (Eds.) *Handbook of stress and burnout in health care* (pp.7-22). New York: Nova Science Publishers.
- Grant-Vallone, E. J., & Ensher, E. A. (2001). An examination of work and personal life conflict, organizational support, and employee health among international expatriates. *International Journal of Intercultural Relations*, 25, 261-278.
- Gray, D. E. (2014). *Doing research in the real world*. London: SAGE Publications.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76-88. doi:10.5465/AMR.1985.4277352
- Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31(1), 72-91. doi:10.5465/AMR.2006.19379625
- Gursoy, D., Uysal, M., Sirakaya-Turk, E., Ekinici, Y., & Baloglu, S. (2014). *Handbook of scales in tourism and hospitality research*. Oxfordshire: CABI.
- Grzywacz, J. G. (2000). Work-family spillover and health during midlife: Is managing conflict everything? *American Journal of Health Promotion*, 14, 236-243. doi: 10.4278/0890-1171-14.4.236

- Grzywacz, J. G., & Bass, B. L. (2003). Work, family, and mental health: Testing different models of work-family fit. *Journal of Marriage and Family*, 65(1), 248–261. doi:10.1111/j.1741-3737.2003.00248.x
- Gutek, B. A., Searle, S., & Klepa, L. (1991). Rational versus gender role explanations for work-family conflict. *Journal of Applied Psychology*, 76(4), 560-568. doi:10.1037/0021-9010.76.4.560
- Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *The Journal of Applied Psychology*, 60, 159-170. doi:10.1037/h0076546
- Hair, J., Money, A., Page, M., & Samouel, P. (2007). *Research methods for business*. West Sussex: John Wiley & Sons.
- Hair, J. F. Jr., Black, W. C., Babin, B. J. Anderson, R. E., & Tatham, R.L. (2006). *Multivariate data analysis* (6<sup>th</sup> ed.). New Jersey: Prentice Hall.
- Hairuddin Mohd Ali & Musah, M. B. (2012). Investigation of Malaysian higher education quality culture and workforce performance. *Quality Assurance in Education*, 20(3), 289 – 309. doi:10.1108/09684881211240330
- Hakanen, J. J., Bakker, A. B., & Demerouti, E. (2005). How dentists cope with their job demands and stay engaged: The moderating role of job resources. *European Journal of Oral Sciences*, 113(6), 495-513. doi:10.1111/j.1600-0722.2005.00250.x
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of School Psychology*, 43, 495-513. doi:10.1016/j.jsp.2005.11.001

- Hakanen, J. J., & Lindbohm, M. L. (2008). Work engagement among breast cancer survivors and their referents: The importance of optimism and social resources at work. *Journal of Cancer Survivorship*, 2, 283-295. doi:10.1007/s11764-008-0071-0
- Hakanen, J. J., Perhoniemi, R., & Toppinen-Tanner, S. (2008a). Positive gain spirals at work: From job resources to work engagement, personal initiative and work-unit innovativeness. *Journal of Vocational Behavior*, 73, 78-91. doi:10.1016/j.jvb.2008.01.003
- Hakanen, J. J., & Roodt, G. (2010). Using the job demands-resources model to predict engagement: Analysing a conceptual model. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp.85-101). New York: Psychology Press.
- Hakanen, J. J., Schaufeli, W. B., & Ahola, K. (2008b). The job demands-resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work & Stress*, 22(3), 224-241. doi:10.1080/02678370802379432
- Halbesleben, J. R. B. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources and consequences. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp.103-117). New York: Psychology Press.
- Hall, A. T., Royle, M. T., Brymer, B. A., Perrewe', P. L., Ferris, G. R., & Hochwarter, W. A. (2006). Relationships between felt accountability as a stressor and strain reactions: The neutralizing role of autonomy across two studies. *Journal of Occupational Health Psychology*, 11(1), 87-99. doi:10.1037/1076-8998.11.1.87

- Hallberg, U. E., Johansson, G., & Schaufeli, W. B. (2007). Type A behavior and work situation: Associations with burnout and work engagement. *Scandinavian Journal of Work, Environment and Health*, 48, 135-142. doi:10.1111/j.1467-9450.2007.00584.x
- Hallberg, U. E., & Schaufeli, W. B. (2006). “Same same” but different? Can work engagement be discriminated from job involvement and organizational commitment. *European Psychologist*, 11(2), 119-127. doi:10.1027/1016-9040.11.2.119
- Hamzah, B. A. (2015, January 4). The need for quality education. *The Star Online*. Retrieved from <http://www.thestar.com.my>
- Hanson, G. C., Hammer, L. B., & Colton, C. L. (2006). Development and validation of a multidimensional scale of perceived work-family positive spillover. *Journal of Occupational Health Psychology*, 11, 249-265.
- Hargreaves, L. (2009). The status and prestige of teachers and teaching. In L. J. Saha & A. G. Dworkin (Eds.), *International Handbook of Research on Teachers and Teaching* (Vol. 1, pp. 217 – 229). New York: Springer.
- Hariati Azizan, Lim, R., & Loh, J. (2012, November 30). The KPI dilemma, *The Star Online*. Retrieved from <http://thestar.com.my>
- Harkness, J. A., Villar, A., & Edwards, B. (2010). Translation, adaptation, and design. In J. A. Harkness, M. Braun, B. Edwards, T. P. Johnson, L. E. Lyberg, P. Ph. Mohler, B-E. Pennell & T. W. Smith (Eds.), *Survey methods in multinational, multicultural and, multiregional contexts* (pp. 117-140). Hoboken, NJ: John Wiley & Sons.
- Harman, G. (2001). Academics and institutional differentiation in Australian higher education. *Higher Education Policy*, 14, 325-342. doi:10.1016/S0952-8733(01)00023-X



- Harman, G. (2003). Australian academics and prospective academics: Adjustment to a more commercial environment. *Higher Education Management and Policy*, 15(3), 105-177. doi:10.1787/hemp-v15-3-en
- Harris, K. J., Harvey, P. & Kacmar, K. M. (2009). Do social stressors impact everyone equally? An examination of the moderating impact of core self-evaluations. *Journal of Business Psychology*, 24(2), 153-164. doi:10.1007/s10869-009-9096-2
- Harrington, D. (2008). *Confirmatory factor analysis*. New York: Oxford University Press.
- Hart, C. (1998). *Dong literature review: Releasing the social science research imagination*. London: SAGE Publications.
- Harter, J. K., Schmidt, F. L., & Hayes, T. I. (2002). Business-unit relationship between employee satisfaction, employee engagement and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279. doi:10.1037//0021-9010.87.2.268
- Harter, J. K., Schmidt, F. L., & Keyes, C. L. M. (2003). *Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies*. Retrieved from <http://media.gallup.com/DOCUMENTS/whitePaper--Well-BeingInTheWorkplace.pdf>
- Haynes, C. E., Wall, T. D., Bolden, R. I., Stride, C., & Rick, J. E. (1999). Measures of perceived work characteristics for health services research: Test of a measurement model and normative data. *British Journal of Health Psychology*, 4, 257–275.

- Hecht, T. D., & Boies, K. (2009). Structure and correlates of spillover from non-work to work: An examination of non-work activities, well-being, and work outcomes. *Journal of Occupational Health Psychology, 14*(4), 414-426. doi:10.1037/a0015981
- Henkel, M. (2005). Academic identity and autonomy in a changing policy environment. *Higher Education, 49*, 155–176. doi:10.1007/s10734-004-2919-1
- Henny, J., Anita, A.R., Hayati, K. S., & Rampal, L. (2014). Prevalence of burnout and its associated factors among faculty academicians. *Malaysian Journal of Medicine and Health Sciences, 10*(1), 51- 59.
- Herrbach, O., Mignonac, K. & Gatignon, A. (2004). Exploring the role of perceived external prestige in managers' turnover intentions. *International Journal of Human Resource Management, 15*(8), 1390-1407. doi:10.1080/0958519042000257995
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist, 44*, 513-524. doi:10.1037/0003-066X.44.3.513
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology: An International Review, 50*, 337–370. doi:10.1111/1464-0597.00062
- Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of General Psychology, 6*(4), 307-324. doi:10.1037/1089-2680 .6.4.307
- Hobfoll, S. E. (2010). Conservation of resources theory: Its implication for stress, health, and resilience. In S. Folkman & P. E. Nathan (Eds.), *The Oxford handbook of stress, health, and coping* (pp. 127–147). New York: Oxford.

- Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology*, 84, 116–122. doi:10.1111/j.2044-8325.2010.02016.x
- Hobfoll, S. E., Johnson, R. J., Ennis, N., & Jackson, A. P. (2003). Resource loss, resource gain and emotional outcomes among inner city women. *Journal of Personality and Social Psychology*, 84, 632-643. doi:10.1037/0022-3514.84.3.632
- Holman, D., Martinez-Iñdigo, D., & Totterdell, P. (2008). Emotional labor, well-being, and performance. In C. L. Cooper & S. Cartwright (Eds.), *The Oxford handbook of organizational well-being* (pp. 331–355). New York, NY: Oxford University Press.
- Hopwood, C.J., & Donnellan, M. B. (2010). How should the internal structure of personality inventories be evaluated? *Personality and Social Psychology Review*, 14(3), 332 – 346. doi: 10.1177/1088868310361240
- Houston, D., Meyer, L. H., & Paewai, S. (2006). Academic staff workloads and job satisfaction: Expectations and values in academe. *Journal of Higher Education Policy and Management*, 28(1), 17-30. doi:10.1080/13600800500283734.
- HrmAsia (2012, November 12). *Malaysia helping graduates to get job*. Retrieved from <http://www.hrmasia.com>
- Huang, E., & Chen, F. (2011). *Electronic payment use and legal protection use and legal protection*. In Ariwa, E. & El-Qawasmeh, E. (Eds), *Proceedings in Digital Enterprises and Information Systems: International Conference, DEIS 2011, London, UK July 20 - 22, 2011*. London: Springer.

- Hunter, E. M., Perry, S. J., Carlson, D. S., & Smith, S. A. (2010). Linking team resources to work-family enrichment and satisfaction. *Journal of Vocational Behavior*, 77, 304-312. doi:10.1016/j.jvb.2010.05.009
- Hurley, A. E., Scandura, T. A., Schriesheim, C. A., Brannick, M. T., Seers, A.,...Williams, L. J.(1997). Exploratory and confirmatory factor analysis: Guidelines, issues, and alternatives. *Journal of Organizational Behavior*, 18, 667-683.
- Ismail Hussein Amzat & Abdul Rahman Idris (2012). Structural equation models of management and decision-making styles with job satisfaction of academic staff in Malaysian research university. *International Journal of Educational Management*, 26 (7), 616 – 645. doi:10.1108/09513541211263700
- Jaga, A., Bagram, J., & Williams, Z. (2013). Work-family enrichment and psychological health. *SA Journal of Industrial Psychology*, 39(2), 1143-1153. doi:10.4102/sajip.v39i2.1143
- James, J.B., Mckechnie, S., & Swanberg, J. (2011). Predicting employee engagement in an age-diverse retail workforce. *Journal of Organizational Behavior*, 32(2), 173–196. doi: 10.1002/job.681
- Javed, M., Rafiq, M., Ahmed, M., & Khan, K. (2012). Impact of HR practices on employee job satisfaction in public sector organizations of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(1), 348-363. doi: 10.5829/idosi.mejsr.2013.16.01.11638
- Ji, Y. (2013, July 13). Close to half of Malaysian graduates either jobless or employed in mismatched fields. *The Star Online*. Retrieved from <http://www.thestar.com.my/>

- Johnsrud, L. K. & Heck, R. H. (1998). Faculty worklife: Establishing benchmarks across groups. *Research in Higher Education*, 39(5), 539-555. doi:10.1023/A:1018749606017
- Joo, B.-K., Jeung, C.-W., & Yoon, H. J. (2010). Investigating the influences of core self-evaluations, job autonomy, and intrinsic motivation on in-role job performance. *Human Resource Development Quarterly*, 21(4), 353-371. doi:10.1002/hrdq.20053
- Judge, T. A. & Bono, J. E. (2001). Relationship of core self-evaluations traits - self-esteem, generalized self-efficacy, locus of control, and emotional stability - with job satisfaction and job performance: A Meta-analysis. *Journal of Applied Psychology*, 86(1), 80-92. doi:10.1037//0021-9010.86.1.80
- Judge, T. A., Bono, J. E., & Locke, E. A. (2000). Personality and job satisfaction: The mediating role of job characteristics. *Journal of Applied Psychology*, 85(2), 237-249. doi:10.1037//0021-9010.85.2.237
- Judge, A. J., Bono, J. E., Erez, A., & Locke, E. A. (2005). Core self-evaluations and job and life satisfaction: The role of self-concordance and goal attainment. *Journal of Applied Psychology*, 90(2), 257-268. doi:10.1037/0021-9010.90.2.257
- Judge, T. A., Erez, A., & Bono, J. E. (1998). The power of being positive: The relation between positive self-concept and job performance. *Human Performance*, 11, 167-187. doi:10.1080/08959285.1998.9668030
- Judge, T. A., Erez, A., Bono, J. E., & Thoresen, C. J. (2002). Are measures of self-esteem, neuroticism, locus of control and generalized self-efficacy indicators of a common core construct? *Journal of Personality and Social Psychology*, 83(3), 693-710. doi: 10.1037/0021-9010.62.4.446

- Judge, T. A., Erez, A., Bono, J. E., & Thoresen, C. J. (2003). The core self-evaluation scale: Development of a measure. *Personnel Psychology*, 56, 303-313. doi:10.1111/j.1744-6570.2003.tb00152.x
- Judge, T. A., Locke, E. A., & Durham, C. C. (1997). The dispositional causes of job satisfaction: A core evaluation approach. *Research in Organizational Behavior*, 19, 151-188.
- Judge, T. A., Van Vianen, A. E. M., & De Pater, I. E. (2004). Emotional stability, core self-evaluations, and job outcomes: A review of the evidence and an agenda for future research. *Human Performance*, 17(3), 325-346. doi:10.1207/s15327043hup1703\_4.
- Kacmar, K. M., Collins, B. J., Harris, K. J., & Judge, T. A. (2009). Core self-evaluations and job performance: The role of the perceived work environment. *Journal of Applied Psychology*, 94(6), 1572-1580. doi:10.1037/a0017498
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39(1), 31-36.
- Kammeyer-Mueller, J. D., Judge, T. A. & Scott, B. A. (2009). The role of core self-evaluations in the coping process. *Journal of Applied Psychology*, 4, 177-195. doi: 10.1037/a0013214
- Kang, B., Twigg, N. W., & Hertzman, J. (2010). An examination of social support and social identify factors and their relationship to certified chefs' burnout. *International Journal of Hospitality Management*, 29, 168-176. doi:10.1016/j.ijhm.2009.08.004

- Kanste, O. (2011). Work engagement, work commitment and their association with well-being in health care. *Scandinavian Journal of Caring Studies*, 25(4), 754-761. doi:10.1111/j.1471-6712.2011.00888.x
- Karasek, R., Baker, D., Marxer, F., Ahlbom, A., & Theorell, T. (1981). Job decision latitude, job demands, and cardiovascular disease: a prospective study of Swedish men. *American Journal of Public Health*, 71(7), 694-705. doi:10.2105/AJPH.71.7.694
- Karatepe, O. M. (2012). The effects of coworker and perceived organizational support on hotel employee outcomes: The moderating role of job embeddedness. *Journal of Hospitality & Tourism Research*, 36, 495-516. doi:10.1177/1096348011413592
- Karatepe, O. M., & Olugbade, O. A. (2009). The effects of job and personal resources on hotel employees work engagement. *International Journal of Hospitality Management*, 28, 504-512. doi:10.1016/j.ijhm.2009.02.003
- Katz, M. H. (2006). *Multivariable analysis: A practical guide for clinicians*. Cambridge: Cambridge University Press.
- Kaur, S. (2009, September 6). Playing a numbers game. *The Star Online*, retrieved from <http://thestar.com.my>
- Kay-Eccles, R. (2012). Meta-Analysis of the relationship between coworker social support and burnout using a two-level hierarchical linear model. *Western Journal of Nursing Research*, 34(8), 1062-1063. doi:10.1177/0193945912453684
- Keeney, J., Boyd, E. M., Sinha, R., Westring, A., & Ryan, A. M. (2013). From “work-family” to “work-life”: Broadening our conceptualization and measurement. *Journal of Vocational Behavior*, 82(3), 221-237. doi:10.1016/j.jvb.2013.01.005

- Koen, C. (2003). Academics. *Human Resource Development Review*, 501-517. Retrieved from [www.http://hrdwarehouse.hrsc.ac.za/hrd/academics/academics.pdf](http://hrdwarehouse.hrsc.ac.za/hrd/academics/academics.pdf)
- Khairunneezam Mohd Noor (2011). Work-life balance and intention to leave among academics in Malaysian public higher education institutions. *International Journal of Business and Social Science*, 2(11), 240-248.
- Khowaja, K., Merchant, R. J., & Hirani, D. (2005). Registered nurses perception of work satisfaction at a Tertiary Care University Hospital. *Journal of Nursing Management*, 13(1), 32-39. doi:10.1111/j.1365-2834.2004.00507.x
- Kidd, J. M., & Smewing, C. (2001). The role of supervisor in career and organizational commitment. *European Journal of Work and Organisational Psychology*, 10(1), 25-40. doi:10.1080/13594320042000016.
- Kim, H. J., Shin, K. H., & Swanger, N. (2009). Burnout and engagement: A comparative analysis using the Big Five personality dimensions. *International Journal of Hospitality Management*, 28, 96-104. doi:10.1016/j.ijhm.2008.06.001
- Kim, J. H., Ritchie, J. R. B., & McCormick, B. (2012). Development of a scale to measure memorable tourism experiences. *Journal of Travel Research*, 51(1), 12-25. doi:10.1177/0047287510385467
- King, W. R., & Teo, T. S. H. (1996). Key dimensions of facilitators and inhibitors for the strategic use of information technology. *Journal of Management Information Systems*, 12(4), 35-53. Retrieved from <http://www.bschool.nus.edu.sg/staff/bizteosh/KingTeoJMIS1996.pdf>



- Kirchemeyer, C. (1992). Perceptions of non-work-to-work spillover: Challenging the common view of conflict-ridden domain relationships. *Basic and Applied Social Psychology*, 13, 231-249.
- Kline, P. (1979). *Psychometrics and psychology*. London: Academic Press.
- Koay, L. S. (2010). *HRM practices and employees turnover intention of private higher education institutions (PHEIs) in Penang: The mediating roles of workplace well-being* (Master's thesis). Retrieved from [http://eprints.usm.my/23982/1/HRM\\_PRACTICES\\_AND\\_EMPLOYEES\\_TURNOVER\\_INTENTION\\_OF\\_PRIVATE\\_HIGHER\\_EDUCATION\\_INSTITUTES\\_PHEIS\\_IN\\_PENANG\\_THE\\_MEDIATING\\_ROLES\\_OF\\_WORKPLACE\\_WELL\\_BEING.pdf](http://eprints.usm.my/23982/1/HRM_PRACTICES_AND_EMPLOYEES_TURNOVER_INTENTION_OF_PRIVATE_HIGHER_EDUCATION_INSTITUTES_PHEIS_IN_PENANG_THE_MEDIATING_ROLES_OF_WORKPLACE_WELL_BEING.pdf)
- Kopelman, R. E., Greenhaus, J. H., & Connolly, T. F. (1983). A model of work, family, and interrole conflict: A construct validation study. *Organizational Behavior and Human Performance*, 32, 198–215. doi:10.1016/0030-5073(83)90147-2
- Korunka, C., Kubicek, B., Schaufeli, W. B., & Hoonakker, P. (2009). Work engagement and burnout: Testing the robustness of the job demands - resources model. *The Journal of Positive Psychology*, 4(3), 243-255. doi:10.1080/17439760902879976
- Kouzes, J. M., & Posner, B. Z. (1999). *Encouraging the heart: A leader's guide to rewarding and recognizing others*. San Francisco, CA: Jossey-Bass Publishers.
- Koyuncu, M., Burke, R. J., & Fiksenbaum, L. (2006). Work engagement among women managers and professionals in a Turkish bank: Potential antecedents and consequences. *Equal Opportunities International*, 25(4), 299-310. doi:10.1108/02610150610706276

- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Krosnick, J. A., & Presser, S. (2010). Question and questionnaire design. In J. D. Wright & P. V. Marsden (Eds.), *Handbook of survey research* (2<sup>nd</sup> ed.). Wagon Lane, Bingley: Emerald Group.
- Lackritz, J. R. (2004). Exploring burnout among university faculty: Incidence, performance, and demographic issues. *Teaching and Teacher Education*, 20, 713-729. doi:10.1016/j.tate.2004.07.002
- Lacy, F. J., & Sheehan, B. A. (1997). Job Satisfaction among academic staff: An international perspective. *Higher Education*, 34(3), 305-322.
- Lafferty, G., & Fleming, J. (2000). The restructuring of academic work in Australia: Power, management and gender. *British Journal of Sociology of Education*, 21(2), 257-267. doi:10.1080/713655344
- Lait, J., & Wallace, J. E. (2002). Stress at work: A study of organizational-professional conflict and unmet expectations. *Industrial Relations*, 57(3), 463-487.
- Lance, C. E., Butts, M. M., & Michels, L. C. (2006). The sources of four commonly reported cutoff criteria: What did they really say? *Organizational Research Methods*, 9(2), 202-220. doi:10.1177/1094428105284919
- Langelaan, S., Bakker, A. B., Van Doornen, I. J. P., & Schaufeli, W. B. (2006). Burnout and work engagement: Do individual differences make a difference? *Personality and Individual Differences*, 40, 521-532. doi:10.1016/j.paid.2005.07.009

- Langford, C. P., Bowsher, J., Maloney, J. P., & Lillis, P. P. (1997). Social support: A conceptual analysis. *Journal of Advanced Nursing*, 25(1), 95-100. doi: 10.1046/j.1365-2648.1997.1997025095.x
- Langford, P. H. (2010). Benchmarking work practices and outcomes in Australian universities using an employee survey. *Journal of Higher Education Policy and Management*, 32(1), 41–53. doi:10.1080/13600800903440543
- Langfred, C. W., & Moye, N. A. (2004). Effects of task autonomy on performance: An extended model considering motivational, informational, and structural mechanisms. *Journal of Applied Psychology*, 89(6), 934–945. doi:10.1037/0021-9010.89.6.934
- Lee, M. N. N. (2000). The impacts of globalization on education in Malaysia. In N. P. Stromquist, & K. Monkman (Eds.), *Globalization and education: Integration and contestation across cultures* (pp. 315-332). Oxford: Rowman & Littlefield.
- Lee, M. N. N. (2003). The academic profession in Malaysia and Singapore: Between bureaucratic and corporate culture. In Altbach, P. G. (Eds.), *The decline of the guru: The academic profession in developing and middle-income countries* (pp.135-166). New York: Palgrave Macmillan.
- Lee, M. N. N. (2004). Global trends, national policies and institutional responses: Restructuring higher education in Malaysia. *Educational Research for Policy and Practice* (2004), 3(1), 31–46. doi:10.1007/s10671-004-6034-y
- Lee, M. N. N. (2015). Educational reforms in Malaysia: Towards equity, quality and efficiency. In Weiss, M. L. (Eds.), *Routledge Handbook of Contemporary Malaysia* (pp. 302- 311). Oxon: Routledge.

- Lee, P. C. B. (2004). Social support and leaving intention among computer professionals. *Information & Management*, 41(3), 323–334. doi:10.1016/S0378-7206(03)00077-6
- Lee, R. T., & Ashforth, B. E. (1993). A further examination of managerial burnout: Toward an integrated model. *Journal of Organizational Behavior*, 14, 3-20.
- Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81, 123–133
- Leiter, M. P., & Bakker, A. B. (2010). Work engagement: Introduction. In A. B. Bakker, & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp.1-9). New York: Psychology Press.
- Leiter, M. P., & Maslach, C. (2004). Areas of worklife: A structured approach to organizational predictors of job burnout. In P. L. Perrewe & D. C. Ganster (Eds.), *Research in occupational stress and well-being*, (Vol. 3, pp. 91-134). Oxford: Elsevier.
- Leon, A. C., Davis, L. L., & Kraemer, H. C. (2011). The role and interpretation of pilot studies in clinical research. *Journal of Psychiatric Research*, 45(5), 626-629. doi:10.1016/j.jpsychires.2010.10.008
- Leuty, M. E. & Hansen, J. C. (2011). Evidence of construct validity for work values, *Journal of Vocational Behavior*, 79, 379–390. doi:10.1016/j.jvb.2011.04.008
- Lew, T. Y. (2011). Understanding the antecedents of affective organizational commitment and turnover intention of academics in Malaysia: The organizational support theory perspectives. *African Journal of Business Management*, 5(7), 2551-2562.

- Lewig, K. A., Xanthopoulou, D., Bakker, A. B., Dollard, M. F., & Metzger, J. C. (2007). Burnout and connectedness among Australian volunteers: A test of job demands-resources model. *Journal of Vocational Behavior*, 71(3), 429-445. doi:10.1016/j.jvb.2007.07.003
- Lewis, S. (1997). Family friendly employment policies: a route to changing organizational culture or playing about at the margins? *Gender, Work and Organization*, 4 (1), 13-23.
- Liao, H., Joshi, A., & Chuang, A. (2004). Sticking out like a sore thumb: Employee dissimilarity and deviance at work. *Personnel Psychology*, 57, 969–1000. doi:10.1111/j.1744-6570.2004.00012.x
- Lim, D. H., Choi, M., & Song, J. H. (2012). Work-family enrichment in Korea: Construct validation and status. *Leadership & Organization Development Journal*, 33(3), 282-299. doi:10.1108/01437731211216470
- Llorens, S., Bakker, A. B., Schaufeli, W. B., & Salanova, M. (2006). Testing the robustness of the job demands-resources model. *International Journal of Stress Management*, 13, 378-391. doi:10.1037/1072-5245.13.3.378
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1349). Chicago: Rand-McNally.
- Lockwood, N. R. (2007). Leveraging employee engagement for competitive advantage: HR's strategic role. *SHRM Research Quarterly*. Retrieved from <http://www.shrm.org/Research/Articles/Articles/Documents/07MarResearchQuarterly.pdf>

- Lodahl, T. M., & Kejner, M. (1965). The definition and measurement of job involvement. *Journal of Applied Psychology, 49*, 24-33.
- Loher, B. T., Noe, R. A., Moeller, N. L., & Fitzgerald, M. P. (1985). A meta-analysis of the relation of job characteristics to job satisfaction. *Journal of Applied Psychology, 70*, 280–289. doi: 10.1037/0021-9010.70.2.280
- Loehr, J. (2005). Become fully engaged. *Leadership Excellence, 22*(2), 14.
- Lu, C. Q., Siu, O. L., Chen, W. Q., & Wang, H. J. (2011). Family mastery enhances work engagement in Chinese nurses: A cross lagged analysis. *Journal of Vocational Behavior, 78*, 100-109. doi:10.1016/j.jvb.2010.07.005
- Lu, L. (2011). A Chinese longitudinal study on work/family enrichment. *Career Development International, 16*(4), 385 - 400. doi: 10.1108/13620431111158797
- Luthans, F. (2002). Positive organizational behavior (POB): Developing and managing psychological strengths. *Academy of Management Executive, 16*(1), 57-72. doi: 10.1177/0149206307300814
- Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of Management, 33*(3), 321-49. doi:10.1177/0149206307300814
- Luxmi & Yodav, V. (2011). Perceived organizational support as a predictor of organizational commitment and role stress. *Paradigm (Institute of Management Technology), 15* (1/2), 39.
- Lynch, P. D., Eisenberger, R., & Armeli, S. (1999). Perceived organizational support: Inferior versus superior performance by wary employees. *Journal of Applied Psychology, 84*(4), 467-483. doi:10.1037/0021-9010.84.4.467

- Lyons, S. T. (2003). *An exploration of generational values in life and at work* (Doctoral thesis, Carleton University). Retrieved from <http://disexpress.umi.com> Catalogue #:AAT NQ94206.
- Lyons, S. T., Higgins, C. A., & Duxbury, L. (2010). Work values: Development of a new three-dimensional structure based on confirmatory smallest space analysis. *Journal of Organizational Behavior*, 31, 969-1002. doi:10.1002/job.658
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13, 103-123. doi:10.1002/job.4030130202
- Maetz, C. P., & Boyar, S. L. (2011). Work-family conflict, enrichment, and balance under “Levels” and “Episodes” approaches. *Journal of Management*, 37(1), 68-98. doi:10.1177/0149206310382455.
- Manion J. (2009). *Managing the multi-generational nursing workforce: Managerial and policy implications*. Jean-Marteau, Geneva: International Centre for Human Resources in Nursing (ICHRN). Retrieved from [http://memberfiles.freewebs.com/67/27/85462767/documents/managing\\_nursing\\_workforce-2.pdf](http://memberfiles.freewebs.com/67/27/85462767/documents/managing_nursing_workforce-2.pdf)
- Marks, S. P. (1977). Multiple roles and role strain: Some notes on human energy, time and commitment. *American Sociological Review*, 42, 921-936.
- Maslach, C., & Leiter, M. P. (1997). *The truth about burnout*. San Francisco, CA: Jossey-Bass.
- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498-512. doi:10.1037/0021-9010.93.3.498

- Maslach, C., Schaufeli, W. B. & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422. doi:10.1146/annurev.psych.52.1.397
- Masson, R. C., Royal, M. A., Agnew, T. G., & Fine, S. (2008). Leveraging employee engagement: The practical implications. *Industrial and Organizational Psychology*, 1, 56-59. doi:10.1111/j.1754-9434.2007.00009.x
- Masuda, A. D., McNall, L. A., Allen, T. D., & Nicklin, J. M. (2012). Examining the constructs of work-to-family enrichment and positive spillover. *Journal of Vocational Behavior*, 80, 197–210. doi:10.1016/j.jvb.2011.06.002
- Mauno, S., Kinnunen, U. & Roukolainen, M., (2007). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior*, 70(1), 149-171. doi:10.1016/j.jvb.2006.09.002
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 11, 11-37.
- Mayer, R. C. & Shoorman, F. D. (1998). Differentiating antecedents of organizational commitment: A test of March and Simon's model. *Journal of Organizational Behavior*, 19, 15-28. doi:10.1002/(SICI)1099-1379(199801)19:1<15::AID-JOB816>3.0.CO;2-C
- McIntyre, L. J. (2005). *Need to know: Social science research methods*. Boston: McGraw-Hill.
- McMillan, L. H. W., O'Driscoll, M. P., & Burke, R. J. (2003). Workaholism: a review of theory, research and new directions. In C. L. Cooper & I. T. Robertson (Eds.),



- International review of industrial and organizational psychology* (pp. 167–190).  
New York: John Wiley.
- McNall, L. A., Masuda, A. D., & Nicklin, J. M. (2010). A Meta-analytic review of the consequences associated with work–family enrichment. *Journal of Business Psychology, 25*, 381–396. doi:10.1007/s10869-009-9141-1
- Mesmer-Magnus, J., & Viswevaran, V. (2009). The role of the coworker in reducing work–family conflict: A review and directions for future research. *Pratiques Psychologiques, 15* (2), 213–224. doi:10.1016/j.prps.2008.09.009
- Meyers, L. S., Gamst, G. & Guarino, A. J. (2006). *Applied multivariate research: Design and interpretation*. Thousand Oaks, California: SAGE Publications.
- Michel, R. D. J., & Michel, C. E. J. (2012). Faculty satisfaction and work-family enrichment: The moderating effect of human resource flexibility. *Procedia - Social and Behavioral Sciences, 46*, 5168 – 5172. doi:10.1016/j.sbspro.2012.06.402
- Michel, J. S., & Clark, M. A. (2009). Has it been affect all along? A test of work-to-family and family-to-work models. *Personality and Individual Differences, 47*, 163–168. doi:10.1016/j.paid.2009.02.015
- Mignonac, K., Herrbach, O., & Guerrero, S. (2006). The interactive effects of perceived external prestige and need for organisational identification on turnover intentions. *Journal of Vocational Behavior, 69*, 477-493. doi:10.1016/j.jvb.2006.05.006
- Miller, J. (2003). Critical incident stress debriefing and social work: Expanding the frame. *Journal of Social Service Research, 30*(2), 7-25.

- Miller, K. I., Elis, B. H. & Lyles, J. S. (1990). An integrated model of communication, stress and burnout in the workplace. *Communication Research*, 17(3), 300-326. doi: 10.1177/009365090017003002
- Ministry of Higher Education Malaysia, MoHE (2012a). *Chapter 1: Public higher education institutions. Malaysia.* Retrieved from [http://www.mohe.gov.my/web\\_statistik/perangkaan2011/BAB1-IPTA.pdf](http://www.mohe.gov.my/web_statistik/perangkaan2011/BAB1-IPTA.pdf)
- Ministry of Higher Education Malaysia, MoHE (2012b). *Chapter 2: Private higher education institutions. Malaysia.* Retrieved from [http://www.mohe.gov.my/web\\_statistik/perangkaan2011/BAB2-IPTS.pdf](http://www.mohe.gov.my/web_statistik/perangkaan2011/BAB2-IPTS.pdf)
- Ministry of Higher Education Malaysia, MoHE (2013). *National Higher Education Strategic Plan (NHESP).* Retrieved from <http://www.mohe.gov.my/portal/en/info-kementerian-pengajian-tinggi/pelan-strategik.html>
- Ministry of Education Malaysia (2015). *Public institutions of higher educations.* Retrieved from <http://www.moe.gov.my/v/ipta>
- Mohd Kamel Idris (2011). Over Time Effects of Role Stress on Psychological Strain among Malaysian Public University Academics. *International Journal of Business and Social Science*, 2(9), 154-161.
- Montgomery, A. J., Peeters, M. C. W., Schaufeli, W. B., & Ouden, M. D. (2003). Work-home interference among newspaper managers: Its relationship with burnout and engagement. *Anxiety, Stress and Coping*, 16(2), 195-211. doi:10.1080/1061580021000030535

- Morshidi Sirat (2010). Strategic planning directions of Malaysia's higher education: university autonomy in the midst of political uncertainties. *Higher Education*, 59, 461-473. doi: 10.1007/s10734-009-9259-0
- Moses, I. (1986). Promotion of academic staff: Reward and incentive. *Higher Education*, 15(1/2), 135-149. doi:10.1007/BF00138097
- Mostert, K., & Rathbone, A. D. (2007). Work characteristic, work-home interaction and engagement of employees in the mining industry. *Management Dynamics*, 16(2), 36-52.
- Munn, E. K., Barber, C. E. & Fritz, J. J. (1996). Factors affecting the professional well-being of child life specialists. *Children's Health Care*, 25(2), 71-91. doi: 10.1207/s15326888chc2502\_1
- Mukherji, P., & Albon, D. (2010). *Research methods in early childhood: An introductory guide*. London: SAGE Publications.
- Nakata, A., Haratani, T., Takahashi, M., Kawakami, N., Aritoa, H., Kobayashic, F., & Araki, S. (2004). Job stress, social support, and prevalence of insomnia in a population of Japanese daytime workers. *Social Science & Medicine*, 59(8), 1719–1730. doi:10.1016/j.socscimed.2004.02.002
- Nelson, D. L., & Simmons, B. L. (2003). Health psychology and work stress: A more positive approach. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 97-119). Washington, DC: American Psychological Association,
- Netemeyer, R. G., Bearden, W. O., & Sharma, S. (2003). *Scaling procedures: Issues and applications*. Thousand Oaks, CA: Sage Publications.

- Neumeister, J. R. (2007). *This new whole: An exploration into the factors of self-authorship in college students* (Master's thesis). Available from ProQuest Dissertations & Theses database. (UMI No. 1448735).
- Newton, R. R., & Rudestam, K. E. (1999). *Your statistical consultant: Answers to your data analysis questions*. Thousand Oaks, California: SAGE Publications.
- Ng, L. P., Kuar, L. S., & Lai, K. F. (2013). *The impact of job demands, supervisor support and job control on work-to-personal life conflict among the employed workers*. Proceedings of the International Conference on Social Science Research (pp. 628-647). Penang, Malaysia.
- Ng, M. L. Y., & See, C. M. (2012). The fundamental lifestyle of a university community: A case study of higher education in a Malaysian Institution. *The Professional Counselor*, 2(3), 178-191. doi:10.15241/mna.2.3.178
- Ng, S. F., Ahmad, A., & Omar, Z. (2014). Role of work-family enrichment in improving job satisfaction. *American Journal of Applied Sciences*, 11(1), 96-104. doi:10.3844/ajassp.2014.96.104
- Ng'ethe, J. M., Iravo, M. E., & Namusonge, G. S. (2012). Determinants of academic staff retention in public universities in Kenya: Empirical review. *International Journal of Humanities and Social Science*, 2 (13), 205-212.
- Ngui, K. W., Hong, K. S., Gan, S. L., Usop, H. H., & Mustafa, R. (2010). Perception of senior executive leadership behaviour and effectiveness in Malaysian public universities. In M. Devlin, J. Nagy, & A. Lichtenberg, (Eds.), *Research and development in higher education: Reshaping higher education*, 33 (pp. 515-527). Melbourne.

- Nilufar Ahsan, Zaini Abdullah, Yong, D. G. F., & Syed Shah Alam (2009). A study of job stress on job satisfaction among university staff in Malaysia: Empirical study. *European Journal of Social Sciences*, 8(1), 121-131.
- Norzaini Azman, Morshidi Bin Sirat and Mohd Ali Samsudin (2013). An academic life in Malaysia: A wonderful life or satisfaction not guaranteed? In Bentley, P. J., Coates, H., Dobson, I., Goedegebuure, L., & Meek, V. L. (Eds.). *Job satisfaction around the academic world* (pp. 166 -186).Dordrecht, New York: Springer.
- Norušis, M. J. (2005). *SPSS 13.0 Statistical Procedures Companion*. Chicago: SPSS, Inc.
- Nunnally, J. C. (1978). *Psychometric Theory*. New York: McGraw Hill.
- O'Connor, J. P., & Kinnane, J. F. (1961). *A factor analysis of work values*, 8(3), 263-267.
- Odle-Dusseau, H. N., Britt, T. W., & Green-Shortridge, T. M. (2012). Organisational work-family resources as predictors of job performance and attitudes: The process of work-family conflict and enrichment. *Journal of Occupational Health Psychology*, 17(1), 28-40. doi:10.1037/a0026428
- O' Driscoll, M. P., Ilgen, D. R., & Hildreth, K. (1992). Time devoted to job and off-job activities, interrole conflict, and affective experiences. *The Journal of Applied Psychology*, 77, 272-279. doi:10.1037/0021-9010.77.3.272
- O'Driscoll, M. P., & Randall, D. M. (1999). Perceived organizational support, satisfaction with rewards, and employee job involvement and organizational commitment. *Applied Psychology: An International Review*, 48(2), 197-209. doi:10.1111/j.1464-0597.1999.tb00058.x

- Okpara, J. O., Squillace, M., & Erondy, E. A. (2005). Gender differences and job satisfaction: A study of university teachers in the United States. *Women in Management Review*, 20(3), 177-190. doi: 10.1108/09649420510591852
- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal*, 39(3), 607–634. doi:10.2307/256657
- O’Muircheartaigh, C., Krosnick, J. A., & Helic, A. (2000). *Middle alternatives, acquiescence, and the quality of questionnaire data*. Working paper series of the Irving B. Harris Graduate School of Public Policy Studies. Retrieved from [http://www.ukgeographics.co.uk/Doc/Middle\\_Alternatives\\_Acquiescence\\_and\\_The\\_Quality\\_of\\_Questionnaire\\_Data.pdf](http://www.ukgeographics.co.uk/Doc/Middle_Alternatives_Acquiescence_and_The_Quality_of_Questionnaire_Data.pdf)
- Oshagbemi, T. (1997). Job satisfaction and dissatisfaction in higher education. *Education + Training*, 39(9), 354–359.
- Pallant, J. (2013). *SPSS survival manual: A step by step guide to data analysis using SPSS* (4<sup>th</sup> ed.). Berkshire: Open University Press.
- Paré, G., & Tremblay, M. (2007). The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions. *Group & Organization Management*, 32, 326-357. doi:10.1177/1059601106286875
- Pati, S. P., & Kumar, P. (2010). Employee engagement: Role of self-efficacy, organizational support & supervisor support. *The Indian Journal of Industrial Relations*, 46(1), 126-37.

- Pazy, A., & Ganzach, Y. (2008). Pay contingency and the effects of perceived organizational and supervisor support on performance and commitment. *Journal of Management*, 35(4), 1007-1025. doi: 10.1177/0149206307312505
- Pedhazur, E. J., & Schemelkin, L.P. (1991). *Measurement, design, and analysis, An integrated approach*. New Jersey: Lawrence Erlbaum Associates.
- Pienaar, C., & Bester, C. (2009). Addressing career obstacles within a changing higher education work environment: Perspectives of academics. *South African Journal of Psychology*, 39(3), 376-385.
- Pienaar, J., & Willemsse, S. A. (2008). Burnout, engagement, coping and general health of service employees in the hospitality industry. *Tourism Management*, 29(6), 1053-1063. doi:10.1016/j.tourman.2008.01.006
- Pilie, Z. A. L., Sadeghi, A. & Elias, H. (2011). Analysis of head of departments leadership styles: Implication for improving research university management practices. *Procedia - Social and Behavioral Sciences*, 29, 1081 – 1090. doi:10.1016/j.sbspro.2011.11.341
- Podsakoff, P. M., MacKenzie, S. B., Lee, J., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88, 879-903. doi:10.1037/0021-9010.88.5.879
- Poelmans, S., Stepanova, O., & Masuda, A. (2008). Positive spillover between personal and professional life: Definitions, antecedents, consequences and strategies. In K. Korabik, D.S. Lero, & D. L. Whitehead (ed.), *Handbook of work-family integration: Research, theory, and best practices*. Amsterdam: Academic Press.

- Pratt, M. G. (1998). To be or not to be? Central questions in organizational identification. In D. A. Whetten & P. C. Godfrey (Eds.), *Identities in organizations: Building theory through conversations* (pp. 171-207). Thousand Oaks: SAGE Publications.
- QS Quacquarelli Symonds University Rankings (2015). Retrieved from <http://www.topuniversities.com/asian-rankings>
- Ramachandran, S. D., Siong, C. C., & Hishamuddin Ismail (2011). Organisational culture. *International Journal of Educational Management*, 25 (6), 615 - 634. doi:10.1108/09513541111159086
- Ramamoorthy, N., Flood, P. C., Slattery, T., & Sardesai, R. (2005). Determinants of innovative work behaviour: Development and test of an integrated model. *Creativity & Innovation Management*, 14(2), 142-150. doi:10.1111/j.1467-8691.00337.x
- Rantanen, J. (2008). *Work-family interface and psychological well-being: A personality and longitudinal perspective*. Marja-Leena Tynkkynen: University of Jyväskylä, Retrieved from <https://jyx.jyu.fi/dspace/bitstream/handle/123456789/19200/9789513934255.pdf?sequence=1>
- Rashid Aziz , Sharif Mustaffa, Narina A.Samah, & Rosman Yusof (2014). Personality and happiness among academicians in Malaysia. *Procedia - Social and Behavioral Sciences 116*, 4209 – 4212. doi: 10.1016/j.sbspro.2014.01.918
- Rattary, J., & Jones, M. C. (2007). Essential elements of questionnaire design and development. *Journal of Clinical Nursing*, 16(2), 234-243. doi: 10.1111/j.1365-2702.2006.01573.x



- Ravichandran, K., Arasu, R., & Kumar, A. (2011). The impact of emotional intelligence on employee work engagement behavior: An empirical study. *International Journal of Business and Management*, 6(11), 157- 169. doi:10.5539/ijbm.v6n11p157
- Repeti, R. L., & Cosmas, K. A. (1991). The quality of the social environment at work and job satisfaction. *Journal of Applied Social Psychology*, 21(10), 840-854. doi: 10.1111/j.1559-1816.1991.tb00446.x
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. doi:10.1037//0021-9010.87.4.698
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organisation support. *Journal of Applied Psychology*, 86(5), 825-836. doi: 10.1037//0021-9010.86.5.825
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635. doi: 10.5465/AMJ.2010.51468988
- Richardson, A. M., Burke, R. J., & Martinussen, M. (2007). Work and health outcomes among police officers: The mediating role of police cynicism and engagement. *International Journal of Stress Management*, 13(4), 555–574. doi:10.1037/1072-5245.13.4.555
- Riggle, R. J., Edmondson, D. R., & Hansen, J. D. (2009). A meta-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research. *Journal of Business Research*, 62, 1027-1030. doi:10.1016/j.jbusres.2008.05.003

- Robbinson, D., Perryman, S., & Hayday, S. (2004). *The Drivers of Employee Engagement*. Brighton: Institute for Employment Studies (IES). Retrieved from <http://www.employment-studies.co.uk/summary/summary.php?id=408&style=print>
- Romainville, M. (1996). Teaching and research at university: A difficult pairing. *Higher Education Management*, 8, 135–144.
- Roscoe, J. T. (1975). *Fundamental research statistics for the behavioural sciences* (2<sup>nd</sup> ed.). New York: Holt Rinehart & Winston.
- Ros Intan Safinah Munir, Ramlee Abdul Rahman, Ariff, Md. Ab. Malik, & Hairunnisa Ma'amor (2012). Relationship between transformational leadership and employees' job satisfaction among the academic staff. *Procedia - Social and Behavioral Sciences*, 65, 885 – 890.
- Rosseau, V., & Aubé, C. (2010). Social support at work and affective commitment to the organization: The moderating effect of job resource adequacy and ambient condition. *The Journal of Social Psychology*, 150(4), 321-340. doi: 10.1080/00224540903365380.
- Rothman, S., & Joubert, J. H. M. (2007). Job demands, job resources, burnout and work engagement of managers at a platinum mine in the North West Province. *South Africa Business Management*, 38(3), 49-61.
- Rowley, J. (1996). Motivation and academic staff in higher education. *Quality Assurance in Education*, 4(3), 11-16. doi:10.1108/09684889610125814
- Ruderman, M. N., Ohlott, P. J., Panzer, K., & King, S. N. (2002). Benefits of multiple roles for managerial women. *Academy of Management Journal*, 45, 369-386. doi:10.2307/3069352

- Sabharwal, M., & Corley, E. A. (2009). Faculty job satisfaction across gender and discipline. *The Social Science Journal*, 46, 539-556. doi:10.1016/j.soscij.2009.04.015
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619. doi:10.1108/02683940610690169.
- Salanova, M., Agut, S., & Peiro', J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217-1227. doi:10.1037/0021-9010.90.6.1217
- Salanova, M., & Schaufeli, W. B (2008). A cross-national study of work engagement as a mediator between job resources and proactive behaviour. *The International Journal of Human Resource Management*, 19(1), 116-131. doi:10.1080/09585190701763982
- Sanders, G. F. & Walters, J. (1985). Life satisfaction and family strengths of older couples. *Lifestyles*, 7(4), 194-206.
- Sanderson, K. (2012). Academic expatriation: An investigation into the importance of connections when entering expatriate life. In N. Brown, S. M. Jones, & A. Adam (Eds.), *Research and development in higher education: Connections in higher education*, 35 (pp. 260 – 270). Hobart, Australia: Higher Education Research and Development Society of Australasia.
- Santhapparaj, A. S. & Syed Shah Alam (2005). Job satisfaction among academic staff in private universities in Malaysia. *Journal of Social Science*, 1(2), 72 - 76. Retrieved from [thescipub.com/PDF/jssp.2005.72.76.pdf](http://thescipub.com/PDF/jssp.2005.72.76.pdf)

- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research methods for business students* (6<sup>th</sup> ed.). New Jersey: Prentice Hall.
- Sawang, S. (2012). Is there an inverted U-shaped relationship between job demands and work engagement: The moderating role of social support? *International Journal of Manpower*, 33(2), 178-186. doi:10.1108/01437721211225426
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315. doi: 10.1002/job.248
- Schaufeli., W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker & M. P. Leiter (Eds.). *Work engagement: A handbook of essential theory and research* (pp.10-24). New York: Psychology Press.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66, 701-716. doi:10.1177/0013164405282471
- Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W. (2009). How changes in job demands predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior*, 30, 893-917. doi:10.1002/job.595
- Schaufeli, W. B., & Salanova, M. (2011). Work engagement: On how to better catch a slippery concept. *European Journal of Work and Organizational Psychology*, 20(1), 39-46. doi:10.1080/1359432X.2010.515981

- Schaufeli, W. B., Salanova, M., González-Romá, V. G., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92. doi:10.1023/A:1015630930326
- Schaufeli, W. B., Taris, T. W., & Van Rhenen, W. (2008a). Workaholism, burnout and engagement: Three of a kind or three different kinds of employee well-being? *Applied Psychology: An International Review*, 57, 173-203. doi:10.1111/j.1464-0597.2007.00285.x
- Schaufeli, W. B., Taris, T. W., & Bakker, A. B. (2008b). It takes two to tango. Workaholism is working excessively and working compulsively. In R. J. Burke & C. L. Cooper (Eds.), *The long work hours culture: Causes, consequences and choices* (pp. 203–226). Bingley, UK: Emerald.
- Schmitt, N. (1994). Method bias: The importance of theory and management. *Journal of Organizational Behavior*, 15, 393-398. doi: 10.1037/0021-9010.88.5.879
- Schmidt, E. K., & Langberg, K. (2008). Academic autonomy in a rapidly changing higher education framework: Academia on the Procrustean bed? *European Education*, 39(4), 80-94. doi:10.2753/EUE1056-4934390406
- Scott, K. S., Moore, K. S., & Miceli, M. P. (1997). An exploration of the meaning and consequences of workaholism. *Human Relations*, 50(3), 287-314.
- Sekaran, U., & Bougie, R. (2009). *Research methods for business: A skill building approach* (5<sup>th</sup> ed.). West Sussex: John Wiley & Sons.
- Seligman, M. E. P. (2003). Positive psychology: Fundamental assumptions. *The Psychologist*, 16, 126–127.

- Seligman, M. E. P., & Csikszentmihalyi, M. (2000). Positive psychology: an introduction. *American Psychologist*, 55, 5-14. doi:10.1037//0003-066X.55.1.5
- Sharma, S., Durand, R. M. & Gur-arie, O. (1981). Identification and analysis of moderator variables. *Journal of Marketing Research*, 18, 191-300.
- Shein, J., & Chen, C. P. (2011). *Work-family enrichment: A research of positive Transfer*. Rotterdam: Sense Publishers.
- Shimazu, A., Demerouti, E., Bakker, A., Shimada, K., & Kawakami, N. (2011). Workaholism and well-being among Japanese dual career earner couples: A spillover-crossover perspective. *Social Science & Medicine*, 73, 399-409. doi:10.1016/j.socscimed.2011.05.049
- Shimazu, A., Schaufeli, W. B., Kosugi, S., Suzuki, A., Nashiwa, H., Kato, A., ... Kitaoka-Higashiguchi, K. (2008). Work engagement in Japan: Development and validation of the Japanese version of the Utrecht Work Engagement Scale. *Applied Psychology: An International Review*, 57(3), 510-532. doi:10.1111/j.1464-0597.2008.00333.x
- Shimazu, A., Schaufeli, W. B., Kubota, K., & Kawakami, N. (2012). Do workaholism and work engagement predict employee well-being and performance in opposite directions? *Industrial Health*, 50, 316-321.
- Sieber, S. (1974). Toward a theory of role accumulation. *American Sociological Review*, 39(4), 567-578.
- Simpson, M. R. (2009). Engagement at work: A review of the literature. *International Journal of Nursing Studies*, 46(7), 1012-1024. doi:10.1016/j.ijnurstu.2008.05.003

- Smidts, A., Pruyn, A. T. H., & van Riel, C. B. M. (2001). The impact of employee communication and perceived external prestige on organization identification. *The Academy of Management Journal*, 44(5), 1051-1062.
- Song, J. H., Kolb, J. A., Lee, U. H., & Kim, H. K. (2012). Role of transformational leadership in effective organizational knowledge creation practices: Mediating effects of employees' work engagement. *Human Resource Development Quarterly*, 23(1), 65-101. doi: 10.1002/hrdq.21120
- Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: A new look at the interface between non-work and work. *Journal of Applied Psychology*, 88(3), 518-528.
- Sonnentag, S., Dormann, C., & Deremouti, E. (2010). Not all days are created equal: The concept of state work engagement. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp.25-38). New York: Psychology Press.
- Spector, P. E. (1986). Perceived control by employees: A meta-analysis of studies concerning autonomy and participation at work. *Human Relations*, 39, 1005–1016. doi:10.1177/001872678603901104
- Spector, P. E. (1994). Using self-report questionnaires in OB research: A comment on the use of a controversial method. *Journal of Organizational Behavior*, 15(5), 385-392. doi: 10.1002/job.4030150503
- Srivastava, A., Locke, E. A., Judge, T. A., & Adams, J. W. (2010). Core self-evaluations as causes of satisfaction: The mediating role of seeking task complexity. *Journal of Vocational Behavior*, 77, 255–265. doi:10.1016/j.jvb.2010.04.008

- Stairs, M. (2005). Work happy: Developing employee engagement to deliver competitive advantage. *Selection & Development Review*, 21(5), 7-11.
- Stamper, C. L., & Johlke, M. C. (2003). The impact of perceived organizational support on the relationship between boundary spanner role stress and work outcomes. *Journal of Management*, 29(4), 569–588. doi:10.1016/S0149-2063(03)00025-4
- Stinglhamber, F., & Vandenberghe, C. (2004). Favorable job conditions and perceived support: the role of organizations and supervisors. *Journal of Applied Social Psychology*, 34, 1470–1493. doi:10.1002/job.192
- Storm, K., & Rothman, I. (2003). A psychometric analysis of the Utrecht Work Engagement Scale in the South African police service. *South African Journal of Industrial Psychology*, 29, 62-70. doi:10.4102/sajip.v29i4.129
- Sundin L., Hochwalder, J., Bildt, C., & Lisspers, J. (2007). The relationship between different work-related sources of social support and burnout among registered and assistant nurses in Sweden: A questionnaire survey. *International Journal of Nursing Studies*, 44, 758-769. doi:10.1016/j.ijnurstu.2006.01.004
- Super, D. E. (1970). *Work values inventory*. Boston: Houghton Mifflin.
- Swanberg, J. E., McKechnie, S. P., Ojha, M. U., & James, J. B. (2011). Schedule control, supervisor support and work engagement: A winning combination for workers in hourly jobs? *Journal of Vocational Behavior*, 79, 613-624. doi:10.1016/j.jvb.2011.04.012
- Sweetman, D., & Luthans, F. (2010). The power of positive psychology: Psychological capital and work engagement. In A. B. Bakker & M. P. Leiter (Eds.), *Work*



- engagement: A handbook of essential theory and research* (pp. 54-68). New York: Psychology Press.
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics* (6<sup>th</sup> ed.). Upper Saddle River, New Jersey: Pearson.
- Takawira, N., Coetzee, M., & Schreuder, D. (2014). Job embeddedness, work engagement and turnover intention of staff in a higher education institution: An exploratory study. *SA Journal of Human Resource Management* 12(1), 1-10.  
<http://dx.doi.org/10.4102/sajhrm.v12i1.524>
- Taipale, S., Selander, K., Anttila, T., & Nätti, J. (2011). Work engagement in eight European countries: The role of job demands, autonomy, and social support. *International Journal of Sociology and Social Policy*, 31(7/8), 486-504, doi: 10.1108/01443331111149905
- Taris, T. W., Schaufeli, W.B., & Shimazu, A. (2010). The push and pull of work: The differences between workaholism and work engagement. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp.39-53). New York; Psychology Press.
- Taris, T. W., Schreurs, P. J. G., & Silfhout, I. J. V. (2001). Job stress, job strain, and psychological withdrawal among Dutch university staff: Towards a dual-process model for the effects of occupational stress. *Work & Stress*, 15(4), 283-296.  
doi:10.1080/02678370110084049
- Thompson, B. (2004). *Exploratory and confirmatory factor analysis: Understanding concepts and applications*. Washington: American Psychological Association

- Times Higher Education (2015). *World and Asia university rankings 2014*. Retrieved from <http://www.timeshighereducation.co.uk/>
- Tinsley, H. E. A., & Tinsley, D. J. (1987). Uses of Factor Analysis in Counseling Psychology Research. *Journal of Counseling Psychology*, 34(4), 414-424.
- Thoits, P. A. (1982). Conceptual, methodological, and theoretical problems in studying social support as a buffer against life stress. *Journal of Health and Social Behavior*, 23, 145-159.
- Thompson, H. B., & Weiner, J. M. (1997). The impact of role conflict/facilitation on core and discretionary behaviours: Testing a mediated model. *Journal of Management*, 23(4), 583-601. doi:10.1177/014920639702300405
- Thompson, C. A., Beauvais, L. L., Laura, L. & Lyness, K. S. (1999). When work-family benefits are not enough: The influence of work-family culture on benefit utilization, organisational attachment and work-family conflict. *Journal of Vocational Behavior*, 54(3), 392-415. doi:10.1006/jvbe.1998.1681
- The Research Advisors (2006). *The Sample Size Table*. Retrieved from <http://research-advisors.com/tools/SampleSize.htm>
- Toker, B. (2011). Job satisfaction of academic staff: An empirical study on Turkey. *Quality Assurance in Education*, 19(2), 156-169. doi 10.1108/09684881111125050
- Towers Perrin (2008). *2008 Towers Perrin global workforce study*. Retrieved from [http://www.towersperrin.com/tp/getwebcachedoc?webc=HRS/USA/2008/200802/GWS\\_handout\\_web.pdf](http://www.towersperrin.com/tp/getwebcachedoc?webc=HRS/USA/2008/200802/GWS_handout_web.pdf).

- Universities UK (2007). *Talent wars: the international market for academic staff*. Retrieved from <http://www.universitiesuk.ac.uk/highereducation/Documents/2007/TalentWars.pdf>
- Universities UK (2007). *Recruitment and retention of staff in higher education 2008*. Retrieved from <http://www.universitiesuk.ac.uk/highereducation/Documents/2009/RecruitmentRetention.pdf>
- Van der Heijden, B. I. J. M., Kümmerling, A., Van Dam, K., Van der Schoot, E., Estryn-Béhar, M., & Hasselhorn, H. M. (2010). The impact of social support upon intention to leave among female nurses in Europe: Secondary analysis of data from the NEXT survey. *International Journal of Nursing Studies*, 47(4), 434-445. doi:10.1016/j.ijnurstu.2009.10.004
- Vecina, M. L., Chacón, F., Sueiro, M., & Barrón, A. (2012). Volunteer Engagement: Does engagement predict the degree of satisfaction among new volunteers and the commitment of those who have been active longer? *Applied Psychology: An International Review*, 61(1), 130-148. doi:10.1111/j.1464-0597.2011.00460.x
- Vogt, W. P., & Johnson, R. B. (2011). *Dictionary of Statistics & Methodology: A Nontechnical Guide for the Social Sciences* (4<sup>th</sup> ed.). Thousand Oaks, California: SAGE Publications.
- Wainaina, L., Iravo, M., & Waititu, A. (2014). Workplace spirituality as a determinant of organizational commitment amongst academic staff in the private and public universities in Kenya. *International Journal of Academic Research in Business and Social Sciences*, 4(12), 280 – 293. doi: 10.6007/IJARBSS/v4-i12/1362

- Wang, Z., Li, X., & Shi, K. (2010). The relationship among transformational leadership, work engagement and emotional labor strategy. *IEEE Symposium on Web Society Proceedings*, Beijing, China, 554-558. doi:10.1109/SWS.2010.5607387
- Warner, R. M. (2012). *Applied statistics: From bivariate through multivariate technique* (2<sup>nd</sup> ed.). Thousand Oaks, California: SAGE Publications.
- Wayne, J. H., Grzywacz, J. G., Carlson, D. S., & Kacmar, K. M. (2007). Work-family facilitation: A theoretical explanation and model of primary antecedents and consequences. *Human Resource Management Review*, 17(1), 63-76. doi:10.1016/j.hrmr.2007.01.002
- Wayne, J. H., Musisca, N., & Fleeson, W. (2004). Considering the role of personality in the work-family experience: Relationships of the big five to work-family conflict and facilitation. *Journal of Vocational Behavior*, 64, 108-130. doi:10.1016/S0001-8791(03)00035-6
- Wayne, J. H., Randel, A. E., & Stevens, J. (2006). The role of identity and work-to-family support in work-to-family enrichment and its work-related consequences. *Journal of Vocational Behavior*, 69(3), 445-461. doi:10.1016/j.jvb.2006.07.002
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40(1), 82-111. doi:10.2307/257021
- Weer, C. H., Greenhaus, J. H., & Linnehan, F. (2010). Commitment to non-work roles and job performance: Enrichment and conflict perspectives. *Journal of Vocational Behavior*, 76, 306-316. doi:10.1016/j.jvb.2009.07.003

- Wegener, D. T., & Fabrigar, L. R. (2004). Constructing and evaluating quantitative measures for social psychological research: Conceptual challenges and methodological solutions. In Sansone, C., Morf, C. C., & Panter, A. T. (Eds.), *The Sage Handbook of Methods in Social Psychology* (pp.145-172). Thousand Oaks, California: SAGE Publications.
- Wei, S., Shujuan, Z., & Qibo, H. (2011). Resilience and social support as moderators of work stress of young teachers in engineering college. *Procedia Engineering*, 24, 856-860. doi: 10.1016/j.proeng.2011.12.415
- Weimer, M. (2010). *Inspired college teaching: A career-long resource for professional growth*. San Francisco: John Wiley.
- Weinberg, S. L. & Abramowitz, S. K. (2002). *Data Analysis for the Behavioral Sciences Using SPSS*. Cambridge: Cambridge University Press.
- Welbourne, T. (2007). Employee engagement: Beyond the fad and into the executive suite. *Leader to Leader*, 44, 45-51.
- Wilson C. (2006) Why stay in nursing. *Nursing Management*, 12(9), 24–32. doi:10.7748/nm2006.02.12.9.24.c2043
- Winefield, A. H., Boyd, C. M., Saebel, J., & Pignata, S. (2008). *Job stress in university staff: An Australian research study*. Bowen Hills, Queensland: Australian Academic Press.
- Winefield, A. H., Gillespie, N., Stough, C., Dua, J., Hapuarachchi, J., & Boyd, C. (2003). Occupational stress in Australian university staff: Results from a national survey. *International Journal of Stress Management*, 10(1), 51–63. doi:10.1037/1072-5245.10.1.51

- Winefield, A. H. & Jarrett, R. (2001). Occupational stress in university staff. *International Journal of Stress Management*, 8(4), 285-298. doi:10.1023/A:1017513615819
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007a). The role of personal resources in the job demands-resources model. *International Journal of Stress Management*, 14, 121-41. doi:10.1037/1072-5245.14.2.121
- Xanthopoulou, D., Bakker, A. B., Dollard, M. F., Demerouti, E., Schaufeli, W. B., Taris, T. W., & Schreurs, P. J. G. (2007b). When do job demands particularly predict burnout? The moderating role of job resources. *Journal of Managerial Psychology*, 22(8), 766-786.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Reciprocal relationship between job resources, personal resources and work engagement. *Journal of Vocational Behavior*, 74(3), 235-244. doi:10.1016/j.jvb.2008.11.003
- Xanthopoulou, D., Bakker, A., & Fischbach, A. (2013). Work engagement among employees facing emotional demands: The role of personal resources. *Journal of Personnel Psychology*, 12(2), 74–84. doi:10.1027/1866-5888/a000085
- Xanthopoulou, D., Bakker, A. B., Heuven, E., Demerouti, E., & Schaufeli, W. B. (2008). Working in the sky: A diary study on work engagement among flight attendants. *Journal of Occupational Health Psychology*, 13(4), 345–356. doi:10.1037/1076-8998.13.4.345
- Xanthopoulou, D., Bakker, A. B., Kantas, A., & Demerouti, E. (2012). Measuring burnout and work engagement: Factor structure, invariance, and latent mean

- differences across Greece and the Netherlands. *International Journal of Business Science and Applied Management*, 7(2), 40-52.
- Yahya, K. K., Mansor, F. Z., & Warokka, A. (2012). An empirical study on the influence of perceived organisational support on academic expatriates' organizational commitment. *Journal of Organizational Management Studies*, 1-14. doi:10.5171/2012.565439
- Yeh, C.-C. R., Lin, C.-Y., & Chen, S.-Y. (2014). From West to East: Adoption of Western measurement scales in Taiwan's organizational research. *Asia Pacific Management Review*, 19(3), 1- 19.
- Yildirim, I. (2008). Relationships between burnout, sources of social support and sociodemographic variables. *Social Behavior and Personality*, 36(5), 603-616. doi:10.2224/sbp.2008.36.5.603
- Yi-Wen, Z. & Yi-Qun, C. (2005). The Chinese Version of the Utrecht Work Engagement Scale: An examination of reliability and validity. *Chinese Journal of Clinical Psychology*, 13, 268-270.
- Yoon, J., & Lim, J. (1999). Organizational support in the workplace: The case of Korean hospital employees. *Human Relations*, 52(7), 923-945. doi:10.1023/A:1016923306099
- Yoon, J., & Thye, S. (2000). Supervisor support in the work place: Legitimacy and positive affectivity. *The Journal of Social Psychology*, 140(3), 295-316. doi:10.1080/00224540009600472
- Yzerbyt, V. J., Dumont, M., Mathieu, B., Gordijn, E., & Wigboldus, D. (2006). Social comparison and group-based emotions. In Guimond, S. (Eds.) *Social comparison*

*process and levels of analysis: Understanding cognition, intergroup relations and culture* (pp. 174-205). Cambridge: Cambridge University Press.

Zacher, H., & Winter, G. (2011). Eldercare demands, strain, and work engagement: The moderating role of perceived organizational support, *Journal of Vocational Behavior*, 79(3), 667–680. doi:10.1016/j.jvb.2011.03.020

Zainudin Awang, & Junaidah Hanim Ahmad (2010). Modelling job satisfaction and work commitment among lecturers: A case of UiTM Kelantan. *Proceedings of the Regional Conference on Statistical Sciences 2010 (RCSS'10) June 2010, 241-255*

Zikmund, W. G. (2003). *Business research methods* (7<sup>th</sup> ed.). Mason, Ohio: Cengage Learning.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). *Business research methods* (8<sup>th</sup> ed.). Mason, Ohio: Cengage Learning.

Zhou, J. (1998). Feedback valence, feedback style, task autonomy, and achievement orientation: Interactive effects on creative performance. *Journal of Applied Psychology*, 83(2), 261-276. doi:10.1037/0021-9010.83.2.261