Do Young Employees Satisfy Their Job Under Work Stress and Work-Family Conflict? Evidence from Resorts in Macau

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Abstract

Young employees currently face vast work stress in their careers triggering conflict between work and family. This paper target to examine how work-family conflict affects job satisfaction and turnover intentions through work stress for younger employees. 450 questionnaires were collected from young dealers who work at six casinos in Macau. The findings show that work-family conflict (WFC) and family-work conflict (FWC) positively affect work stress and turnover intention, but do not directly influence job satisfaction. Work stress negatively affected job satisfaction and positively affected turnover intention, fully negatively mediated WFC and FWC towards job satisfaction, and part positive mediated WFC and FWC towards turnover intention. Work stress can directly influence turnover intention, and job satisfaction partially mediated work stress toward turnover intention. Finally, WFC and FWC will affect turnover intention through work stress on job satisfaction. We also proposed suggestions to improve job satisfaction for young dealers in casino management.

Keywords: *Young Employee, Work-Family Conflict, Work Stress, Job Satisfaction, Turnover Intention, Macau.*

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A. INTRODUCTION

The rapid expansion of the Macau gambling industry in recent decades has created a large labor requirement and attracted more students dropping out the school to work in this sector. A survey disclosed young employment that young employment intentions in Macau jobs in casinos or gaming-related industries (Lu & Liu, 2007). One of the characteristics of the gaming industry is that the business is open 24 hours /365 days a year. Accordingly, the staff needs to work shifts and often work on weekends and public holidays. Long-standing service during the shift is also one of the job requirements (Tate, 2001). Working overtime and irregular schedules have become the norm for the gaming industry staff (Hashimoto et al., 1996; Kim, et al., 2009). In addition, in the gaming industry, employees are required to face-to-face communication with the guests and provide their inquiries with quick responses (Back et al, 2010). This causes the staff to frequently work under stress, and it brought some issues in family relationships, friendships, and personal health (Wan & Chan, 2013). In today's fast-paced social environment, the gaming industry is facing competition from globalization, the problems of employee turnover, tiring

work, and low job satisfaction (Lv et al., 2017). Therefore, the problem that young employees are faced with a sharp increase in pressure at work should attract the attention of social systems (Lv & Liu, 2017).

There is a bundle of extant studies on the relationship between work-family conflict, work stress, and work satisfaction (Bruck et al., 2002; Boyar et al., 2003). Among the relationship between work and family studies, Frone et al. (1992) first proposed a seminal research framework on work-family conflict. Their research is focused on the effect of work-family conflict on depression. Kossek and Ozeki (1998) only tested the work-family conflict (WFC) on job satisfaction. Subsequently, Boyar et al. (2003) argue that it is necessary to distinguish the influence of the WFC from that of family-work conflict (FWC). Few studies have focused on the mediation role of work stress between work-family conflict and job satisfaction, turnover intention, and related paths of the relationship, especially in the gaming industry (Feng, 2018; Zhou & Zhou, 2013).

Young employees are especially prone to negative impacts on their work in high-pressure work environments (Noe, 1996). In particular, the problems of job adaptation, less than average work experience, uncertain career development goals, and the low level of physical and mental health of young employees result in some negative effects (d 'Haute Serre, 2000). Particularly in the case of young dealers, lack of adequate training and experience, and non-recognition of their work by society and family, become a common problem (Anderson et al., 2002). Work-family conflicts mostly occur among employees under the age of 35 in casinos (Zhou & Zhou, 2013). Young employees are prone to a negative impact on their work resulting from work-family conflict (Zhou & Zhou, 2013). In the current literature on work-family conflict, only some groups of certain population variables are used, such as employees who are married with children (Greenhouse et al.,2001), and some studies only consider employees from dual-career families, and even unmarried employees and single-parent employees are excluded (Huyghe, 1997). A small amount of literature focuses on young employees (Mihail, 2008). Hence, there is a research gap on the relationship between work-family conflict, work stress, and job satisfaction for young employees in casinos.

Based on the current situation of work-family conflicts among young employees in the gaming industry, this paper aims to examine the proposed model of work-family conflict, work stress, job satisfaction, and turnover intention. It also examines the mediating role of work stress between work-family conflict, job satisfaction, and turnover intention. And corresponding strategies will propose to control and improve the conflict level of work-family for young dealers in Macau. Further, it looks to reduce work stress and increase work efficiency. Its finding will add one piece the supplement to the theory of organizational management.

B. LITERATURE REVIEW AND HYPOTHESES

1. Work-Family Conflict and Job Satisfaction and Turnover Intention

A work-family conflict is a form of role conflict. Individuals generally play two roles each day and it may be hard to cope when one role requires more involvement than another. The conflict will occur when the two roles in the field of work and family are in some ways incompatible (Greenhaus & Beutell, 1985). Work-family conflict is a two-way concept and can be divided into two situations: family interference with work (FIW), and work interference with family (WIF) (Gutek et al., 1991; Michel et al., 2011). In general, it can be classified into three main conflicts: time conflict, stress conflict, and behavior conflict (Greenhaus & Beutell, 1985). Whiston & Cinamon (2015) further summarize the influencing factors of work-family conflicts and employees' career development.

Job satisfaction refers to the feeling or emotional reaction of employees to their role in the organization (Vroom & Yetton, 1973). It is a psychological cognition that represents the overall attitude of employees toward work (Robbins & Coulter, 2002). Employees can balance their satisfaction and dissatisfaction at different levels to form overall job satisfaction (Kalleberg, 1977), which is an important variable affecting employees' behavioral intention (Cronin et al., 2000). Previous studies have shown that WFC significantly impacts employees' work and life (Stella et al., 2002; Michelet al., 2009), and WFC has a negative correlation with job satisfaction, while it has a positive correlation with depression and physical discomfort (Grandey et al., 2005; Thomas & Ganster, 1995). Similarly, in a study of a group of college graduates, Wiley (1987) stated that there is a negative correlation between family-work conflict and job satisfaction. In addition, Bacharach (1991) also found that the impact of involvement in work on the family would lead to a decrease in satisfaction. Furthermore, Allen (2001) proposes that WFC can produce job-related outcomes, which include job satisfaction. Wright and Abendschein (2014) confirmed that family-work conflict could significantly predict job satisfaction.

Turnover intention can explain an employee's psychological motivation to find another job, without any actual behavior toward leaving the organization. However, the employees may decide to resign if they take a holistic assessment of relevant issues before acting (Allen et al., 1999). The main impactors on employee turnover include job-related, personal, and external issues (Cotton & Tuttle, 1986). Job-related issues include salary, performance, organizational commitment, and job satisfaction. Among them, job satisfaction and organizational commitment have gained the attention of most researchers, because they directly and strongly affect the turnover rate (Futrell & Parasuraman, 1984). In addition, WFC is also one of the important factors affecting the turnover intention of employees. When the work led to conflict with the family role, the most direct consequence is to cause the employee to leave and find another job to balance the requirements of the WFC (Anderson et al., 2002). The findings of previous studies show a positive relationship between WFC and turnover intention, in that there is a significant relationship between WFC, job satisfaction, and turnover intention. Both WFC and FWC can predict absenteeism,

sabotage, turnover intention, and work interruptions due to family reasons (Farquharson et al., 2012; Goff et al., 1990). The findings of hotel employees' studies demonstrate that if front-line employees experience a high level of WFC, they would be more willing to leave the organization (Karatepe, 2013; Yavas et al., 2008).

Front-line staff in the gaming industry often face work stress in a demanding environment, such as long working hours, excessive workload, aggressive customer behavior, and gamblers' lack of emotional control. Those negative work scenarios cause various kinds of job insecurity for employees. In addition, dealers are prone to personal emotional dissonance and exhaustion when faced with long hours, irregular and inflexible work schedules, and demands to communicate with difficult customers. A consequence will increase the WFC (Karatepe & Aleshinloye, 2009; Karatepe & Olugbade, 2009; Karatepe & Uludag, 2008; Wong & Ko, 2009), under such a situation, the staff may find it hard to balance the conflict between their work and family roles (Deery, 2008; Karatepe & Ouludag, 2009; Magnini, 2009). Furthermore, a large number of young people abandon school to join the gaming industry, and young dealers may face work with inadequate training and lack of experience, as well as the biased perception of society and their families toward their occupation. Hence, young dealers are more prone to encountering WFC (Anderson et al., 2002). Based on the above review, combined with the unique working environment of young dealers, hypotheses are proposed as below.

H1a: There is a negative relationship between WFC and job satisfaction
H1b: There is a negative relationship between FWC and job satisfaction
H2a: There is a positive relationship between WFC and turnover intention
H2b: There is a positive relationship between FWC and turnover intention

2. WFC and Work Stress

Work stress is a non-specific psychological and physiological response mode, which is not only expressed as mental stress but also reflects the non-specific response of people to certain specific needs (Selye, 1956). Work stress has become a critical issue in the management of many front-line employees (Law et al., 1995). Once employees face high levels of WFC, they will encounter high levels of work stress (Netemeyer et al., 2004). Stress tolerance is influenced by an individual's attitude or perception towards stress and fed back by the person's cognitive system. And the result of this feedback is the individual's cognitive assessment of stress (Lazarus & Launier, 1978). Therefore, the essence of stress is the result of the interaction between individual characteristics and environmental requirements, which leads to the emergence of anxiety, and has physical, behavioral, and organizational consequences (Blix, 1994; Munz et al., 2001). Previous studies proved that a high level of WFC results in high psychological burnout and low job satisfaction (Burke, 1988). Non-standard work hours and irregular work shifts have a positive association with the WFC (Henly & Lambert, 2014; Mauno et al., 2015).

In a survey of casino employees, 75% of them believe that job dissatisfaction is caused by job pressure, and 50% of them feel "a lot" to "moderate" work stress, which

can also lead to alcohol and drug abuse, excessive eating, and gambling behavior (Wu & Wong, 2008). Therefore, working in casinos, employees need a strong driving force to restore balance and reduce their attitudes and behavior disorders (Jennifer et al., 2013). In addition, young employees lack the skills to deal with the related high level of work stress (Leiter, 1990), they cannot dependently control their emotions in the face of traumatic work experiences, and thereby they will feel high work stress and turnover intention (Holloway & Walllnga, 1990).

In general, the above discussion suggests that there is a relationship between WFC, job satisfaction, and turnover intention. Young employees work in an environment full of work interference with family conflict. Therefore, hypothesis three is developed:

H3a: There is a positive relationship between WFC and work stress

H3b: There is a positive relationship between FWC and work stress

3. Work Stress, Job Satisfaction, and Turnover Intention

Most previous studies supported that work stress negatively impacts job satisfaction. Work stress can be used as one of the predictors of job satisfaction, the lower the level of work stress, the higher the level of job satisfaction. Work stress is easy makes employees frustrated, and it thereby produces a feeling of dissatisfaction (Buonocore & Russo, 2013; Jamal, 1990; Kinicki & Kreitner, 2006; Zhou & Zhou, 2013).

Work stress affects turnover intentions and has also gained researchers' attention, which has been verified in the aspects of employee type and culture (Applebaum et al., 2010; Bhutan et al., 2005; Netemeyer et al., 2004). Work stress is positively related to turnover intention (Zhao et al., 2003; Aliya et al., 2019). There are various types of work stress, so there must be a significant difference in the relationship between work stress and job satisfaction. Brough et al. (2005) propose that emotional exhaustion is one of the main indicators of work stress, which is used to predict the voluntary resignation of employees. Similarly, in the study of hotel staff, Applebaum et al. (2010) find that work stress directly affects the turnover intention of front desk personnel. The greater the work stress, the higher the turnover intention, and work stress affects the employee's job satisfaction, leading to low efficiency and leaving the job.

Front-line gaming workers feel more stress than those in other industries. The work stress of a dealer in the gaming industry comes from their work characteristics, and the most vital pressure sources come from overtime at festivals and holidays, the inconsistent pace of work and family life, and the irregular job rotation (Eggers & Hsieh, 2011). In addition, the aggressive competition in the gaming industry in recent years forces enterprises to adopt the business model of increasing income and reducing expenditure, which in return, that raises increases the workload of employees, which requires them to undertake additional work and responsibilities. The consequence is an increase in work stress, dissatisfaction, and the turnover rate of employees (Lv et al., 2017). Therefore, the gaming industry needs to analyze its

direct and indirect factors for employee turnover (Wong, 2013). Based on the above literature review, we propose hypotheses four to five as follows:

H4: There is a negative relationship between work stress and job satisfaction

H5: There is a positive relationship between work stress and turnover intention

4. Work stress, WFC, and job satisfaction

Work stress is a vital multifaceted concept, acting as an antecedent, mediator, and dependent variable (Carlson, 1999; Edwards & Rothbard, 2000). In the service sector, job satisfaction is an available predictor of turnover intention (Hwang & Kuo, 2006). Similarly, McNall et al. (2010) and Valentine et al. (2010) proved that job satisfaction is the most effective predictor of turnover intention. Zhang et al. (2010) stated that there is a significant negative correlation between turnover intention and job satisfaction, the higher the employee's job satisfaction, the lower the turnover intention. Chen et al. (2011) demonstrated that WFC has progressive effects on turnover intention through work stress and job satisfaction. The conflict between work intervention with family is significantly higher than that between family intervention with work, and the conflict between work intervention and the family has an indirect effect on job satisfaction through work stress (Lu & Shi, 2002). Work stress fully mediates WFC toward turnover intention (Chelariu & Stump, 2011; Gao & Zhao, 2014). Based on the above literature review, hypotheses six to eight are proposed below:

H6a: WFC decreases job satisfaction toward work stress

H6b: FWC decreases job satisfaction toward work stress

H7a: WFC increases turnover intention toward work stress.

H7b: FWC increases turnover intention toward work stress.

H8a: WFC increases work stress toward job satisfaction and negatively affects turnover intention.

H8b: FWC increases work stress toward job satisfaction and negatively affects turnover intention.

C. METHODS

1. Scale

The scales of each construct were adopted from previous studies. The six items of work-family conflict and the six items of family-work conflict were selected from the studies of Carlson et al. (2000), Netemeyer et al. (1996), Grandey et al. (2005), and Chelariu and Stump (2011). The scales of work stress and turnover intention were referred to by Chelariu and Stump (2011). The four job satisfaction items were referred to in the study of Boonzaier et al. (2001). The 5-point Likert- type scale was adopted.

2. Data

The non-random convenience sampling method was chosen. The target sample was young dealers working at casinos from 18 to 35 years old. The pilot test

was conducted in December 2017 to ensure good reliability and validity of the questionnaire. The results confirmed that the items of each variable on the questionnaire were valid and reliable, as each of Cronbach's alpha values was higher than 0.7 (Creswell & Creswell, 2018). The self-administrate survey was conducted from January to March 2018 in the six casinos in Macau. A total of 550 questionnaires were distributed to the target samples, and 450 questionnaires were useable for the final analysis.

The gaming industry has been expanding rapidly in Macau, and labor is needed in a short period. The labor force is very scarce. The high salaries attract an increasing student who withdraws from school to work in the gaming industry. The demographic information is presented in Table 1.

Table 1 Demographic information of the participants

Gender	**Percentage %**	**Working companies**	**Percentage %**
Male	43.6	SJM Holdings Limited	23.1
Female	56.4	Galaxy Entertainment Group	14.7
Marital status	**Percentage %**	Venetian Macau	19.1
Married	59.7	Wynn Palace	15.3
Unmarried	37.6	Melco	14.0
Other	2.7	MGM Macau	13.8
Educational background	Percentage %	Working experiences	Percentage %
Middle school or below	27.8	2 years or below	32.4
High school	51.3	2.1 - 4 years	30.7
4-year university	18.7	4.1 - 6 years	19.6
postgraduate or above	2.2	6.1 years or above	17.3

Various statistical methods were employed to examine the relationships between the developed constructs. The software IBM SPSS 22 was used to summarize the demographic information of the samples and test the validity and reliability of the scales of each construct. A total of 23 scale items were formed in the survey, six items with low factor loading values were below 0.65 on their corresponding construct and therefore were discarded during the reliability analysis. Then, the Mplus 7.0 was applied to conduct confirmatory factor analysis (CFA) and structural equation modeling (SEM).

D. RESULTS

1. Confirmatory Factor Analysis

Composite reliability (CR) was used to examine the reliability of constructs, in which CR is selected rather than Cronbach's Alpha by Peterson and Kim (2013) when Cronbach's Alpha is explored as “a lower bound” and hence may not be efficient to demonstrate true reliability in a multi-factor model. Therefore, CR is a popular alternative coefficient alpha, where it is usually calculated as part of SEM. A CR value of 0.7 or higher means good reliability (Churchill, 1979; Hair et al., 1998). In

this study, the CR values ranged from 0.75 to 0.84 (see Table 2), meaning that the reliability of constructs was high.

Table 2 Confirmatory Factor Analysis for the Measurement Model

Items	Factor Loadings	AVE	CR
WFC		0.474	0.78
The amount of time my job takes up makes it difficult to fulfill family responsibilities	0.700		
Because my work is so demanding when I am irritable at home.	0.641		
I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.	0.734		
After work, I come home too tired to do some of the things I'd like to do.	0.674		
FWC		0.562	0.84
Family-related strain interferes with my ability to perform job-related duties.	0.702		
Due to stress at home, I am often preoccupied with family matters at work.	0.754		
I'm so tired from all the things I have to do at home that it's hard to have the energy to do my job	0.818		
My home life interferes with my responsibilities at work.	0.720		
Work Stress		0.494	0.75
I sometimes feel weak all over	0.693		
I often "take my job home with me" in the sense that I think about it when doing other things	0.692		
I feel fidgety or nervous because of my job	0.722		
Job Satisfaction		0.579	0.80
Generally speaking, I am satisfied with this job.	0.791		
I seldom think of quitting this job.	0.642		
I am generally satisfied with this kind of work I do this job.	0.836		
Turnover Intention		0.539	0.78
I frequently think I would like to change my job situation	0.733		
I am constantly searching for a better alternative	0.751		
I often think about quitting my present line of work	0.717		

Discriminant validity results are presented in Table 3. Discriminant validity can be constructed when both maximum shared variance (MSV) and average shared squared variance (ASV) are lower than AVE for all constructs (Hair et al., 2006). Furthermore, the CFA result showed that the constructs measured are distinguishable from each other.

Table 3 Validity Test

	CR	AVE	MSV	ASV
WFC	0.782	0.474	0.272	0.065
FWC	0.837	0.562	0.272	0.082
WS	0.745	0.494	0.169	0.125
JS	0.803	0.579	0.299	0.156
TI	0.778	0.539	0.299	0.099

CR - composite reliability; AVE - average variance explained; MSV - maximum shared variance; ASV - average shared squared variance; WFC –work-family conflict; FWC–family-work conflict; WS – work stress; JS –job satisfaction; TI – turnover intention

Table 4 presents the value of the mean, standard deviation, and correlation coefficient for each variable. As a result, the correlation coefficient means significant correlations between each construct. WFC is positively related to work stress (r=.37, p<0.01), and turnover intention (r=.20, p<0.01), and negatively associated with job satisfaction (r=-.15, p<0.01). FWC is also positively associated with work stress (r=.35, p<0.01), and turnover intention (r=.14, p<0.01), and negatively related to job satisfaction (r=-.23, p<0.01). Finally, job satisfaction had a significant negative correlation with turnover intention (r=-.55, p<0.01).

Table 4 Mean, SD and Correlations [a]

	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Gender	0.56	0.50	(--)									
2. Age	2.03	0.77	-.07	(--)								
3. Marital status	2.09	0.94	.02	.55**	(--)							
4. Education	1.95	0.74	.00	-.33**	-.28**	(--)						
5. Tenure	2.22	1.08	- .02	.43**	.31**	-.19**	(--)					
6. WFC	3.31	0.80	.03	-.13**	-.08	.04	-.09	(0.78)				
7. FWSC	3.05	0.82	-.06	-.13**	-.02	-.03	-.08	.52**	(0.84)			
8.Work stress	3.32	0. 75	-.01	-.22**	-.11*	-.01	-.09	.37**	.35**	(0.75)		
9.Job satisfaction	3.0 9	0.69	.06	.20**	.17**	-.03	.00	-.15**	-.23**	-.28**	(0.80)	
10.Turnover intention	3.44	0.82	-.11*	-.28**	-.31**	.05	-.12**	.20**	.14**	.41**	-.55**	(0.78)

[a] n = 450; reliability coefficients for the scales are in parentheses along the diagonal.
* p < 0.05; ** p < 0.01

2. Hypotheses Test

To explore the relationships between work-family conflict, family-work conflict, work stress, job satisfaction, and turnover intention, the SEM method was used to examine the proposed model, where common method bias was examined via a common latent factor. We conducted the CFA model with the common latent factor and calculated the ratio of the common latent factor to the total variance (Williams et al., 1989). We found the ratio of the common latent factor to total variance was 2.02%, was less than 25%. Thus, there was no obvious common method bias in this model.

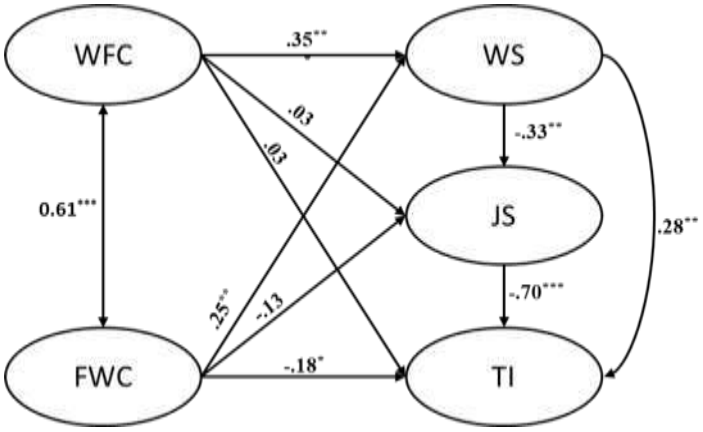
CFA results indicated that the hypothesized 5-factor measurement model has well fit data with $\chi 2$ (109) =330.91, p<.001, comparative fit index (CFI)=.93, Tucker-Lewis index (TLI)=.91, root mean square error of approximation (RMSEA)=.067, standardized root-mean-square residual (SRMR)=0.050. All indicators loaded significantly on their corresponding factors (P<.001). Furthermore, to compare this hypothesized 5-factor measurement model, 10 possible 4-factor models were formed by combining any 2 of the 5 focal factors. The results demonstrated that the hypothesized measurement model had better fit data than all 4-factor models ($92.14 \leqslant \Delta\chi 2$ [Δdf = 4] $\leqslant$ 571.48, P<.001) (see Table 5). Thus, these results provided support for the distinctiveness of the focal constructs.

Table 5 Model Fit Results for Confirmatory Factor Analyses [a]

Models	χ^2	*df*	$\Delta\chi^2(\Delta df)$	CFI	TLI	RMSEA	SRMR
1. Hypothesized 5-factor model	330.91	109	—	0.93	0.91	0.067	0.050
2. 4-factor model (combine WFC and FWC)	545.73	113	214.82(4)	0.86	0.83	0.092	0.063
3. 4-factor model (combine WFC and WS)	529.30	113	198.39(4)	0.86	0.83	0.090	0.071
4. 4-factor model (combine WFC and JS)	855.52	113	524.61(4)	0.75	0.70	0.121	0.122
5. 4-factor model (combine WFC and TI)	858.33	113	527.42(4)	0.75	0.70	0.121	0.113
6. 4-factor model (combine FWC and WS)	588.35	113	257.44(4)	0.84	0.80	0.097	0.083
7. 4-factor model (combine FWC and JS)	902.39	113	571.48(4)	0.74	0.68	0.125	0.124
8. 4-factor model (combine FWC and TI)	900.64	113	569.73(4)	0.74	0.68	0.124	0.127
9. 4-factor model (combine WS and JS)	611.54	113	280.63(4)	0.83	0.80	0.099	0.089
10. 4-factor model (combine WS and TI)	573.07	113	242.16(4)	0.85	0.82	0.095	0.086
11. 4-factor model (combine JS and TI)	423.05	113	92.14(4)	0.90	0.88	0.078	0.054

[a] N = 450. All alternative models were compared with the hypothesized four-factor model. All $\Delta\chi 2$'s are significant at p < .001. Abbreviations: CFI is the comparative fit index. RMSEA is the root-mean-square error of approximation. SRMR is the standardized root-mean-square residual. TLI is the Tucker-Lewis index. WFC–work-family conflict; FWC–family-work conflict; WS–work stress; JS –job satisfaction; TI–turnover intention

The SEM results are presented in Figure 1. The RMSEA value was 0.052 below the cut-off point (0.08) which indicates a good model fit (Hair et al., 1998). The $\chi 2$/df ratio value is 2.217 ($\chi 2$= 392.48; df = 177) locked between 1 and 3. That indicates a good adjustment of the sensitivity of the chi-square with a large sample size (Bentler, 1995). CFI is 0.931, and TLI is 0.914, which is higher than the cut-off point (0.9) (Hu & Bentler, 1999). Therefore, the measurement model presented satisfactory goodness-of-fit indices.



***p < 0.001; **p < 0.01; *p < 0.05; Chi-square = 392.48; p-value = .000; degree of freedom = 177; Chi-square/degree of freedom = 2.217; CFI = .931; TLI = .914; RMSEA = .052.
WFC –work-family conflict; FWC–family-work conflict; WS – work stress; JS –job satisfaction; TI – turnover int

Figure 1. Structural Path Coefficients

The hypothesis test results are shown in Table 6, where H1a, H1b, H2a, and H2b are not supported and the other 10 hypotheses are statistically significant. As a result, work stress is fully mediated by both the influence of work-family conflict and family-work conflict on job satisfaction, but work-family conflict and family-work conflict do not directly influence job satisfaction. However, job satisfaction is partially mediated by both the influence of work-family conflict and family-work conflict toward turnover intention via work stress. Work stress can directly influence turnover intention. Besides, family-work conflict can influence turnover intention directly. For the following mediating effects, the ranges of the standardized estimated value ranged from 0.059 to 0.179 with significant p-values ($p < 0.1$) that proved the theorized links between work-family conflict/family-work conflict → work stress → job satisfaction/turnover intention Based on the results, it is confirmed that there were mediating effects between these factors. Table 6 also shows the results of the mediating effect.

Table 6 Results of hypothesis tests

Hypotheses (Hs)	Standard Regression weight	Support
H1a: WFC→JS	0.032	No
H1b: FWC→JS	-.129	No
H2a: WFC→TI	0.026	No
H2b: FWC→TI	-0.183*	No
H3a: WFC→WS	0.35***	Yes
H3b: FWC→WS	0.25**	Yes
H4: WS→JS	-0.33**	Yes
H5: WS→TI	0.28**	Yes
H6a: WFC→WS→JS	-0.116*	Yes
H6b: FWC→WS→JS	-0.084†	Yes
H7a: WFC→WS→TI	0.098*	Yes
H7b: FWC→WS→TI	0.072†	Yes
H8a: WFC→WS→JS→TI	0.081*	Yes
H8b: FWC→WS→JS→TI	0.059†	Yes

WFC –work-family conflict; FWC–family-work conflict; WS – work stress; JS –job satisfaction; TI – turnover intention. † p<0.1, * p<0.05, ** p<0.01

E. DISCUSSION

The research results show that the work-family conflict of young employees has a significant positive relationship with work stress, which supports the conclusion of Holloway and Wallonia (1990), indicating that the conflict of the work-family generates work stress in young employees, and fully proves that the pressure of young employees comes from the sacrifice of their family and personal life (Cleveland & Laroche, 2007; Karatepe, 2013). Work stress had a significant negative impact on job satisfaction, which is consistent with the research conclusions of Zhou & Zhou (2013), but only a unilateral negative relationship. Work stress had a significant positive impact on turnover intention, which supports the conclusions of Netemeyer et al. (2004), Bhutan et al. (2005), and Applebaum et al. (2010). Therefore, special work stress may cause young employees to choose to quit. The research results showed that work stress had a mediating role in the work-family conflict affects individual job satisfaction and turnover intention, in the group of young employees, work stress can fully mediate the work-family conflict with a negative impact on job satisfaction, partially mediating the work-family conflict with the positive impact on turnover intention. This indicates that the greater the work-family conflict faced by young employees at work, the greater the action stress of individuals will be, and the lower the job satisfaction and the higher the turnover.

In this study, a new finding showed that there is no significant correlation between work-family conflict and job satisfaction; without being mediated by work stress, and there was a negative relationship between work-family conflict and turnover intention, which does not online with previous studies demonstrated that work-family conflict has a significant impact on job satisfaction, and positively correlates the turnover intention. But those previous studies were not distinguished the employees' age groups in their research (Zhou & Zhou, 2013). As a result of the above analysis, the current situation of young people in Macao is that they are leaving school and joining the gambling industry at an early age. This may result in young employees being satisfied with their jobs with high incomes in the gambling sectors and ignoring the impact of conflicts between work and family. Part of this might be explained as follows. Firstly, due to the local protection policy, there is no competition for the dealer position, because this position is not allowed to provide non-permanent Macau residents and there are no higher education requirements. Besides the high salary, casino operators provide sufficient organizational support to reduce work stress. Furthermore, the mediation of the role of work stress did not negatively affect the relationship between work-family conflict and turnover intention. This can be explained as work stress increases turnover intention, but work-family conflict can weaken turnover intention. Job dissatisfaction is just one reason for leaving (Karatepe & Sokmen, 2006). In addition, there is a shortage of manpower to fill the dealer positions in Macau. Therefore, the salary is high for this position and it attracts more young people. Moreover, work-family conflict can directly affect the psychological health of employees, so work-family conflict should be treated as a social problem (Cooklin et al., 2016), and the psychological disturbance

of employees plays a mediating role between work-family conflict and alcoholism behavior (Wolff et al., 2013). Other studies have found that group norms and workplace culture may encourage gambling, and young dealers are more likely to have gambling problems because gambling can reduce work stress (Hing & Breen, 2008). Work-family conflict may make young employees more willing to work in a gambling environment to reduce the discomfort caused by such conflict and thus reduce turnover.

Moreover, the findings presented that the turnover intention of young employees is very complex, and the work-family conflict can partially buffer turnover intention, and leave is influenced by other factors. In addition, job dissatisfaction is not only caused by the working environment but also related to personal preferences (Sturges, 2002), as well as other organizational factors and the career plans of young employees (Sturges et al., 2005).

In addition, the work-family conflict had more impact than family-work conflicts. This indicates that the work impact on family conflict is relatively high, while the family impact on work conflict is relatively low in the gaming industry. This finding supports the results of Lu & Shi (2002). The gender, marital status, educational background, and length of work of the young dealers have no significant difference in the conflict between working and family, but there is a significant difference among the age groups.

Young female dealers had a higher level of job satisfaction than young male dealers, and there is no significant difference between their educational background, organization, and working experience. In terms of age and marriage, young dealers, who are married and have children, had higher job satisfaction, which supports the results of Zhou & Zhou (2013). The young dealers between 21-25 years old had the lowest job satisfaction, followed by those 26-30 years old group dealers. Due to the characteristics of young employees' life stages and careers, they were more sensitive and concerned about issues such as work remuneration and promotion prospect, and their job satisfaction was more likely to fluctuate under the influence of external factors.

The younger the age, the stronger the turnover intention, which is consistent with the results of Cho et al. (2009), and there is no significant difference between gender and educational background. Among them, 21-25 years old showed the most significant turnover intention, followed by 26-30 years old. The turnover intention of unmarried and married without children was higher than that of married ones with children, and unmarried ones were the most prominent. The turnover intention of dealers of MGM mirage was significantly higher than that of dealers of Melco. The left level of 2-4 years of working experience was high, and the turnover intention decreased with the increase of age, which is consistent with the results of Bluedorn (1982), and Fochsen et al (2005). The findings of the study were also consistent with the principle of 2-3-2, which means young employees will leave after working for 2 years. The implication of the results indicates that the more experienced the employees are, the less willing to leave. The younger employees had a strong

turnover rate (Mohsin et al, 2013). The young dealers may not have a career plan, so it is important to cultivate a sense of organizational belonging for the young employees and establish an appropriate organizational support system (Claes & Ruis-Quintanilla, 1998).

F. CONCLUSION

The proposed model of work-family conflict, work stress, job satisfaction, and turnover intention has been examined. Considering the influence of the working situation on family life, the organization should develop a plan of work-family balance for young employees at the initial stage of their career, taking appropriate measures to coordinate the relationship between the individual, family life, and professional work (Raabe et al., 2007). Reducing work-family conflicts can relieve work stress, improve job satisfaction, and avoid the turnover rate of employees.

This study only focused on a single dimension of job satisfaction, in the future, it is better to conduct multi-dimensions of job satisfaction, such as internal satisfaction and external satisfaction. Similarly, turnover intention was studied as a single dimension, and personal and external factors could be added in future research to make the study more comprehensive. In terms of the research scale, this study adopted the research scale developed by previous researchers and carried out partial correction. Due to the unique working environment and characteristics of the gambling industry in Macao, it is suggested that future researchers could consider the characteristics of the research object and develop a more appropriate research scale.

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