

**THE EFFECT OF WORK-FAMILY CONFLICT AND WORK-FAMILY ENRICHMENT
ON AFFECTIVE ORGANIZATIONAL COMMITMENT AMONG FACULTY CLERICAL
STAFF IN UTM SKUDAI**

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ENRICHMENT ON AFFECTIVE ORGANIZATIONAL COMMITMENT AMONG
FACULTY CLERICAL STAFF IN UTM SKUDAI

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ABSTRACT

This research investigated the level of work-family conflict and work-family enrichment among faculty clerical staff in UTM Skudai. Besides the relationship between work-family conflict and work-family enrichment on affective organizational commitment had been identified. Next, the role of social support from work and family had also been studied in moderating the relationship between work-family conflict and work-family enrichment on affective organizational commitment. The research was conducted among 13 faculties in UTM Skudai, including faculty clerical staff grade N17, N22 and N26. In this study, the data analysis techniques include means, pearson analysis, multiple regression and hierarchical multiple regression. There are four main results in this study. First, the mean score analysis was higher in the level of work-family enrichment compared to the level of work-family conflict among the faculty clerical staff in UTM Skudai. Second, the Pearson showed that there was a significant and positive relationship between work-family conflict and affective organizational commitment. Meanwhile, work-family enrichment also had significant and positive relationship with affective organizational commitment. The multiple regression analysis showed that work-family conflict was more influence on affective organizational commitment compared to work-family enrichment. Lastly, the hierarchical multiple regressions showed that social support from family moderated the relationship between work-family conflict and affective organizational commitment. Social support from both work and family moderated the relationship between work-family enrichment and affective organizational commitment.

ABSTRAK

Kajian ini adalah berkenaan dengan tahap konflik kerja-keluarga dan pengayaan kerja keluarga di kalangan staff fakulti bertempat di UTM Skudai. Selain itu hubungan antara konflik kerja-keluarga dan pengayaan kerja-keluarga ke atas komitmen afektif organisasi dikenalpasti. Seterusnya peranan sokongan sosial dari tempat kerja dan keluarga turut dikaji dalam menguatkan atau menyederhanakan hubungan antara konflik kerja-keluarga dan pengayaan kerja-keluarga ke atas komitmen afektif organisasi. Penyelidikan ini dijalankan terhadap staf fakulti gred N17, N22 dan N26 bertempat di UTM Skudai. Dalam kajian ini teknik analisis data yang digunakan meliputi min, analisis pearson, analisis regresi berganda dan analisis regresi berperingkat. Terdapat empat keputusan utama dalam kajian ini. Pertama analisis skor min menunjukkan tahap pengayaan kerja-keluarga lebih tinggi dari tahap konflik kerja-keluarga di kalangan kerani staf fakulti. Kedua analisis pearson menunjukkan terdapat hubungan yang signifikan antara konflik kerja-keluarga dan pengayaan kerja-keluarga ke atas komitmen afektif organisasi. Analisis regresi berganda menunjukkan konflik kerja-keluarga mempunyai hubungan yang positif dengan komitmen afektif organisasi dan pengayaan kerja-keluarga juga mempunyai hubungan yang positif dengan komitmen afektif organisasi. Akhir sekali analisis regresi berperingkat menunjukkan sokongan sosial dari tempat kerja dan keluarga menyederhanakan hubungan antara konflik kerja-keluarga dan pengayaan kerja-keluarga ke atas komitmen afektif organisasi.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATIONS	ii
	ACKNOWLEDGEMENT	iii
	ABSTRACT	iv
	ABSTRAK	v
	TABLE OF CONTENT	vi
	LIST OF TABLES	ix
	LIST OF FIGURES	xii
1	INTRODUCTION	
1.1	Introduction	1
1.2	Background of the Study	4
1.3	Problem Statement	9
1.4	Research Questions	15
1.5	Objectives of the Study	17
1.6	Significance of the Study	17
1.7	Scope of the Study	19
1.8	Limitation of the Study	20
1.9	Conceptual and Operational Definitions	20
1.9.1	Work-Family Conflict	20
1.9.2	Work-Family Enrichment	21
1.9.3	Affective Organizational Commitment	22
1.9.4	Social Support	23
1.9.4.1	Work Support	23
1.9.4.2	Family Support	24

1.10	Conclusion	24
2	LITERATURE REVIEW	
2.1	Introduction	26
2.2	Work-Family Conflict	26
2.3	Work-Family Enrichment	29
2.4	Organizational Commitment	31
2.4.1	Development of Organizational Commitment	32
2.5	Work-Family Conflict and Affective Organizational Commitment	37
2.6	Work-Family Enrichment and Affective Organizational Commitment	39
2.7	Social Support	40
2.7.1	Work Support	41
2.7.1.1	Supervisor Support	42
2.7.1.2	Co-workers Support	43
2.7.1.3	Management Support	43
2.7.2	Family Support	44
2.7.2.1	Spouse Support	44
2.7.2.2	Family Members	45
2.8	Social Support Work-Family Conflict	45
2.9	Social Support and Work-Family Enrichment	49
2.10	Social Support and Affective Organizational Commitment	52
2.11	Social Support as a Moderator in the Relationship between Work-Family Conflict and Work Family Enrichment on Affective Organizational Commitment	54
2.12	Theories related to Work-Family Conflict, Work-Family Enrichment and Affective Organizational Commitment	55
2.12.1	The Role Theory	55
2.12.2	The Spill Over Theory	56
2.12.3	The Conservation of Resources Theory	57
2.12.4	The Social Exchange Theory and Organizational Support Theory	59

2.13	Research Framework	60
2.14	Conclusion	62
3	RESEARCH METHODOLOGY	
3.1	Introduction	63
3.2	Research Design	64
3.3	Research Instrument	65
3.3.1	Part A: Demographic Information	66
3.3.2	Part B: Work-Family Conflict and Work-Family Enrichment	67
3.3.3	Part C: Social Support (Work Support and Family Support)	68
3.3.4	Part D: Affective Organizational Commitment	68
3.4	Study Population	69
3.5	Data Collection Procedure	70
3.6	Data Analysis Techniques	70
3.7	Validity of the Instrument	77
3.8	Reliability of the Instrument	77
3.9	Pilot Study	78
3.10	Summary of Data Analysis Techniques	79
3.11	Conclusion	81
4	DATA ANALYSIS	
4.1	Introduction	82
4.2	Reliability Test	82
4.3	Demographic Analysis	83
4.4	Descriptive Analysis – Mean Score	86
4.5	Correlation Analysis	90
4.6	Multiple Linear Regression Analysis	92
4.7	Hierarchical Regression Analysis	95
4.8	Conclusion	97

5 DISCUSSION AND CONCLUSION

5.1	Introduction	99
5.2	Demographic Distribution of Respondent	99
5.3	Discussion of Research Questions	101
5.4	Hypothesis Testing Results	106
5.5	Implications for Practice	107
5.6	Limitation of the Study	108
5.7	Suggestion for Future Research	109
5.8	Conclusion	110

REFERENCES	111
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APPENDICES

APPENDIX A: Scatterplot on the relationship between work-family conflict and affective organizational commitment

APPENDIX B: Scatterplot on the relationship between work-family enrichment and affective organizational commitment

APPENDIX C: Questionnaire

LIST OF TABLES

TABLE NO.	TITLE	PAGE
3.1	Score of Likert scale in questionnaire	63
3.2	Classification of the questions in the questionnaire	65
3.3	Research population	66
3.4	A 3- level mean score scale	68
3.5	Interpretation for correlation coefficient	69
3.6	The value of Cronbach's Alpha	75
3.7	Types of hypothesis and analysis	77
4.1	Cronbach alpha values of the construct	80
4.2a	Distribution of frequencies and percentages by gender and age	84
4.2b	Distribution of frequencies and percentages by faculty	85
4.2c	Distribution of frequencies and percentages academic qualification designation, and number of years of service	86
4.3	Descriptive analysis summary of work-family conflict	87
4.4	Descriptive analysis summary of work-family enrichment	88
4.5	Descriptive analysis summary of affective organizational commitment	89
4.6	Correlation between work-family conflict and affective organizational commitment	90
4.7	Correlation between work-family enrichment and affective organizational commitment	91
4.8	Skewness and Kurtosis value	92
4.9	Tolerance and VIF test for multicollinearity	93
4.10	Multiple regression of independent variable (model summary)	94

4.11	Multiple regression of independent variable (coefficient)	94
4.12	Moderating effect of work support on the relationship between work-family conflict and affective organizational commitment	95
4.13	Moderating effect of family support on the relationship between work-family conflict and affective organizational commitment	96
4.14	Moderating effect of work support on the relationship between work-family enrichment and affective organizational commitment	97
4.15	Moderating effect of family support on the relationship between work-family enrichment and affective organizational commitment	97
5.1	Summary of hypothesis results based on pearson correlation and hierarchical multiple regression	106

LIST OF FIGURES

FIGURE NO.	TITTLE	PAGE
2.1	The research framework for work-family conflict, work-family enrichment, work support, family support and affective organizational commitment	57
4.1	Three steps of analyse moderator variable (work support) for work-family conflict	95
4.2	Three steps of analyse moderator variable (family support) for work-family conflict	95
4.3	Three steps of analyse moderator variable (work support) for work-family enrichment	97
4.4	Three steps of analyse moderator variable (family support) for work-family enrichment	97

CHAPTER 1

INTRODUCTION

1.1 Introduction

Work and family are two important domains which are inter-related. Factors in work domain may affect family life and vice versa (Boyar and Mosley, 2007). Work's impact on the family and the family exerts important influences on the workplace. The relationship is considered as interdependent and dynamic (Huang *et al.*, 2004). Balancing between work and family life is important and it is considered a challenge in an individual's life. Multiple roles with limited available resources, such as time and energy, make employees struggle in order to balance between work and family roles (Kahn *et al.*, 1964). The increasing number of women entering the workforce, dual earner-couple and single-parent families increases the importance of balancing between work and family demands (Ellen *et al.*, 2011).

Work-family balance has been recognized as an important issue to be highlighted in work-family related researches. Work-family balance deals with potentially conflicting demands of individual career, child care, elder care and other personal life issues. A growing number of researches suggest successful balancing in work and family requires minimum conflict and maximum benefits between work and family, where it contributes to work related outcomes (Frone, 2003; Grzywacz

and Marks, 2000) and non-work related outcomes. Some examples of work-related outcomes are increased organizational commitment (Roehling *et al.*, 2001), reduced turnover intentions (Berg *et al.*, 2003) and lower level of absenteeism (Dalton and Mesch, 1990). Meanwhile, non-work related outcomes include personal and health-related outcomes. This is supported by Allen *et al.* (2000), who suggested that work-family balance is associated with better marital and family satisfactions that leads to greater family performance. Success in balancing between work and family can avoid conflict.

Work-family conflicts exist when the demands of roles in both domains are incompatible in some aspects, so one's participation in a role is more difficult because of participation in another role (Voydanoff, 2005). Empirical evidence suggests that work-family conflict gives negative impact to affective organizational commitment (Geurts *et al.*, 2005; Hill, 2005). Interaction between work and family can lead to work-family enrichment. It is a positive outcome in managing both work and family roles based on enrichment theory by Greenhaus and Powell (2006).

Work-family enrichment refers to experiences in one role that helps to improve the quality of life in the other role (Greenhaus and Powell, 2006). An employee's ability in dealing with work and family demands may not only help to balance between work and family, but also may lead to work-family enrichment. For example, work-family enrichment provides synergistic effect, positive spill-over and increases the ability to handle multitasks between work and family domains (Kirchmeyer, 1992; Ruderman *et al.*, 2002). Work-family conflict and work-family enrichment can effect affective organizational commitment.

A committed employee can contribute to higher performance and productivity, and lower the level of absenteeism and tardiness (Cohen, 2003). An employee with high level of commitment tends to give greater effort to perform in the organization. Affective organizational commitment will make the employee to have the feeling of affiliation, attachment and citizenship behaviour, which tend to

improve the organizational efficiency and effectiveness. Employee who shows affective organizational commitment will be attached positively and emotionally to the organization and thus, accept the organization values by being willing to stay in the organization and acting and behaving in the best interest of the organization. Past studies showed that social support could affect the interaction between work and family.

Social support is an interpersonal transaction that involves emotional concern, instrumental aid, information or appraisal (Carlson and Perrew, 1999). The role of social support can be seen as an important factor that can influence the existence of work-family conflict and work-family enrichment. Social support may come from work, for example, from supervisor, co-workers and management. Another source of social support is family support, which may include spouse and family members. Work support is one of the crucial elements that may help an individual to achieve job satisfaction. Low job satisfaction will display low levels of affective organizational commitment (Karatepe and Sokmen, 2006; Netemeyer *et al.*, 2004). Family support may also help an employee to gain balance between work and family by reducing work-family conflict (Carlson and Perrew, 1999).

This research focused on the level of work-family conflict, work-family enrichment and affective organizational commitment among faculty clerical staffs grade N17, N22 and N26 in UTM Skudai. Besides this research also studied the relationship between work-family conflict and work-family enrichment on affective organizational commitment. In this research, work support and family support have been identified as moderators for the relationships between work-family conflict and work-family enrichment with affective organizational commitment.

1.2 Background of the Study

Work and family can be considered as two major important domains in a person's life and many studies have been done by researchers all over the world regarding the relationship between work and family. Social scientists in the field of human resource (HR) and organizational behaviour (OB) have showed interest in understanding how a person's role in workplace can affect his/her family life and vice versa. It can be seen that there is a need to fulfil the balance and integration between family needs and career requirement (Sturges and Guest, 2004). Changes in societal trends, combined with economy that requires dual income to support life, can be seen as a major factor that contributes to the increase in research in the area of work-family balance which includes work-family conflict and work-family enrichment.

Work-family conflict is defined as the difficulties faced when balancing between work and family (Frone, 2003; Greenhaus and Beutell, 1985; Kinnunen and Mauno, 2008). Based on "scarcity hypothesis" (Goode, 1960), an individual has a fixed sum of energy to expand in various roles. Therefore, the time and energy devoted in one role will reduce the amount of time and energy that can be used in the other role.

Imbalance or work-family conflict exists when there is inadequate time or energy desired to function at both workplace and home to the extent of that an individual prefers and to the extent that family members and employers prefer. Family role strain happens when attention and time are needed, for example to take care of the young, while work role strain may occur because of work overload and not having enough resources to carry out the required task. Currently, literatures related to work-family researches focus more on work-family conflict, and recently the concept of work-family enrichment has become an interest by most researchers (Zimmerman and Hammer, 2010).

Work-family conflict has negative consequences for both employees and organizations. Among the negative effects at home are domestic violence (Trachtenberg, 2008), poor physical activity (Eva *et al.*, 2007, Roos *et al.*, 2006), decreased emotional well-being, and low level of life satisfaction (Lambert, *et al.*, 2006). As far as an organization is concerned, work-family conflict may lead to poor performance that may give negative impact to the organization.

Work-family conflict is common among workers, especially in industrialized country, including the US. According to Schiemen *et al.* (2009), 70 percent of American male and female employees reported some interference between work and non-work responsibilities. The US is believed to suffer the highest rate of work-family conflict compared to other advanced countries because Americans work longer hours than other countries, including Japan (OECD Stat Extracts, 2007). The conflict includes time strains, missed work or family activities, and spill over of stress from work to home.

Similar to Western countries, work-family conflict issues have been recognized as critical workplace issues for Asian countries. A profitable organization in South Korea reported that work-family conflict causes job stress to employees and also gives impact to workplace productivity and performance in general (Choi *et al.*, 2007). In addition, according to Sakamoto and Spink (2008), similar cases have been found in other Asian countries. For example, a study done by Ahmad and Skitmore (2003) aimed to investigate the existence of work-family conflict and the type of conflict among workers in Singapore, revealed that the highest type of conflict is the behaviour-based conflict, followed by time-based conflict and strained-based conflict.

According to the study done by Seto *et al.* (2004), Japanese working women living with young children are more prone to experience work-family conflict and at the same time, have more depressive syndrome. However, in the study of western countries, it is shown that work is good for psychological well-being of women.

Working women tend to have lower level of anxiety and depression than non-working women. Work can protect women from becoming depressed by enhancing their self-esteem and increasing the social network. In Japan, the context where women living with young children may be a burden and this may cause work overload, role conflict and other concerns that may lead to increased chances of getting depressive syndrome.

Hence, combining work and family roles does not necessarily bring conflict, but enrichment too. This is supported by Eby *et al.* (2005), where there is an extended research towards work family paradigm that includes the positive side of work-family interface rather than the negative side. Based on role enhancement theory, Marks (1977) suggested that individual will get benefits from the commitment in multiple roles and resources from one domain, which then can be used to fulfil the demand in another role. Work-family enrichment, also known as work-family facilitation, can be understood as a relationship between work and family, where experience and participation in one role may help to increase the performance in another role (Greenhaus and Powell, 2006).

According to Mark 1977 participation in one role produce energy that can use to enhance experience in another role. Resources acquired in role may be reinvested in another role. Individuals personalities may be enhance when performing in different roles. Individuals may learn to be tolerant and flexible in adjusting to the demands of diverse roles (Sieber, 1974). One's participation in work and family roles can also buffer individuals from distress on one of the roles. For example according to Sieber, 1974 diversity of roles in a portfolio buffers individuals from having distress from one particular role. It much likes a diverse financial portfolio that can protect individual's financial well-being from declining performance. Role accumulated by individual compensate for failure in one role by falling back on gratification in another role (Sieber, 1974).

Work-family enrichment, as well as work-family conflict, may occur from work to family and also from family to work (Frone, 2003; Greenhaus and Beutell, 1985; Zimmerman and Hammer, 2010). Work-family enrichment and work-family conflict have a relationship with organizational commitment. Studies also found that work-family conflict has negative correlation with organizational commitment (Lu *et al.*, 2008; Shahnawaz and Ali, 2007). A study done by Haar (2008) among New Zealand employees regarding work-family conflict stated that work-family conflict has a negative relationship with job satisfaction and organizational commitment. Individual who experience conflict between work-and family will most likely perceived that their organization are not supportive and therefore not obligated to reciprocate their organizational with commitment (Rhoades and Eisenberger, 2002). In contrast, work-family enrichment has positive relationship with organizational commitment. The ability for employees to integrate between work and family roles enhance one emotional response to the work role leading to positive job outcomes for example job satisfaction and affective organizational commitment (Orthner and Pittman, 1986).

Early researches on organizational commitment stated that it is an affective attachment to an organization if employees are willing to accept organizational goals and value, give extra effort to the organization, and have the desire to stay with the organization (Mowday *et al.*, 1982). Committed employees are very important in bringing up the performance and also help to increase the efficiency and effectiveness of the organization. To promote the commitment, successful balance between work and family is an important factor, and successful work-family balance needs support.

Support from all levels of management and family is important to assist an employee in reducing work-family conflict and contributing to work-family enrichment. Social support may come in terms on emotional and instrumental support. In work environment, social support may come from supervisor, co-workers and also from management. According to Voydanoff (2002), support from the organization, either from supervisor or co-workers, is an important element to

achieve work-family balance. In addition, in achieving work-family balance, support from supervisor, co-workers and the management is important to work-family enrichment because social support can reduce work-related tension and strain (Aryee *et al.*, 2005; Baral and Bhargava, 2010; Beutell and Wittig-Berman, 2008; Lapierre and Allen, 2006; Wadsworth and Owens, 2007; Vismesvaran *et al.*, 1999).

For example, co-workers can assist in emotional support by mitigating the stress associated with work-family conflict. Instrumental support includes offering assistance by emailing or delivering work materials when an employee has to work from home to attend to a sick child. Support from supervisor may also be in the form emotional and instrumental support, where they may be emotionally empathetic and sensitive towards work-family conflict issue and concern for the well-being of employees and their families. Instrumental support may include offering advice in meeting family responsibilities, providing direct assistant to accomplish work task, making scheduling changes, and also giving encouragement to employee to use family-friendly policy that has been established by the organization. According to Edwards and Rothbard (2000), support from supervisor helps to reduce work-related concerns, which may help employees to participate in family activities effectively. Management support is related to the policy and benefits that stress out the importance of work-family balance and give opportunities for employees to use the policy that will help to balance between work and family lives. Besides, management can also give support by encouraging family-supportive work culture. Colton (2004) suggested that management support leads to positive spill-over between work and family.

On the other hand, support from family comes from outside of the work environment, including spouse and other family members. Two forms of supports from spouse are emotional and instrumental supports. Some examples of emotional support include emphatic understanding and listening, affirmation of affection, advice, and concern for the welfare of each other. Instrumental support is related to assistance from partners in household chores and childcare (Aycan and Eskin, 2005). Conservation of resources (COR) theory by Hobfoll (2001) stated that employees

actively preserve, protect and build resources. Resources may include social support, autonomy and others which can be used to solve problems (Greenhaus and Powell, 2006). In this case of using the COR theory, it is assumed that an employee who received support from co-workers and partners can acquire resources that may help them to balance work and family demands, which would lead to employee satisfaction in both family and work domains.

1.3 Problem Statement

In Malaysian context, continuous effort to establish gender equality has seen great progress achieved by women in various socio-economic developments since the country gained independence in 1957. Participation of women in the work force has also increased since 1957, where more women are involved in almost all source jobs that sum up to 34.7 percent of the total employment in 2000, compared to 24.5 percent during the early years of independence. According to the Department of Statistic Malaysia (2011), the participation of women labour force has increased steadily from 44.7% in 1995 to 46.1% in 2010. Statistics indicated that more than half of the women who participated in the labour force were married as there was an increase in percentage, from 57.5% in 2002 to 60.7% in 2010 (Department of Statistic Malaysia, 2011).

Malaysian Family Life Survey (MFLS-1) and Fourth Malaysian Population and Family Survey (MPFS-4), conducted by the National Population and Family Development Board (NPFDB), revealed that between year 1978 to 2004, there had been a significant increase in the proportion of working women in formal sectors such as professional, technical, clerical and sales workers. There was a change in the government policy due to the world's economic situation in early 1970s. Malaysian industrialization has shifted from import-oriented industrialization (IOI) to an export-oriented industrialization (EOI). Thus, this situation led to the emergence of foreign

owned multinational companies that were mostly based on the electric and electronic industry. Both women and men had been given the same opportunity to contribute in the working sector and most opportunities were based on academic qualification and merit rather than gender. The culture of dual working parents in Malaysia has been increasing since then, and therefore, it is important to understand how the integration of work and family responsibilities will influence each other (Subramaniam, 2010).

By 2020, Malaysia aspires to become a developed nation. In the seventh challenge of Vision 2020, it is stated that: ‘to establish a fully caring society and a caring culture, a social system in which society will come before self, in which the welfare of the people will revolve not around the state or the individual, but around a strong and resilient family system’(Mohamed, 1991). This seventh challenge of Vision 2020 emphasized on strong and resilient family system, which makes caring society an important element for Malaysia to become a developed nation. This directly makes work-family conflict and work-family enrichment important issues in Malaysia.

According to Meyer and Allen (1997), affective organizational commitment relates to an employee who is positive and emotionally attached to the organization, strongly identifies with the organization goals and desires to remain as part of the organization. Affective organizational commitment is important for an individual and organization. It has a relationship with absenteeism, turnover, burnout, job satisfaction, and individual and organizational performances. For example, employees who show high level of affective organizational commitment work harder than those without affective organizational commitment (Meyer and Allen, 1997). A number of studies also show that affective organizational commitment is related to work effort and work performance. Affective organizational commitment is negatively related to absenteeism, intention to leave and turnover (Alexandrov *et al.*, 2007; Loi *et al.*, 2006; Paré and Tremblay, 2007). This is supported by Cohen (2003) who asserts where employees with affective organizational commitment will contribute to higher performance and productivity and also reduce the level of absenteeism and tardiness.

One of the factors that determine affective organizational commitment among employees is the existence of work-family conflict and work-family enrichment. Generally, the past studies found that work-family conflict is negatively related to affective organizational commitment while work-family enrichment is positively related to affective organizational commitment.

Work-family conflict refers to inter-role conflict between multiple roles whereby individuals have to perform with limited amount of resources. Work-family conflict occurs when an individual fails to balance between work and family where work may interfere with family life and family life interferes with other outcomes such as organizational commitment, job satisfaction and turnover (Akintoyo, 2010).

The Bernama News (2007) reported that a survey conducted among 10,000 Malaysian (28% Chinese, 22% Indian and 18% Malay) about feeling of strain stated that one among five Malaysians felt very stressful and faced difficulty to ensure they could manage their work and family life at the same time. The survey also revealed that two-third of the respondents prioritized their family, while others were still struggling to balance between work and family life. Apart from being employees, they still need to occupy other roles, such as husbands, wives, fathers, mothers, sons and daughters. The Integrity Perspective Index National Research (IPIN), conducted by IIM since 2010 until 2013 to 160,000 respondents all over Malaysia, revealed that family institution is becoming loose because of several factors, and one of the factors is dual working parents do not have enough time to spend with their children. IIM President, Datuk Dr. Mohd. Tap Salleh stated that even though most Malaysian parents are busy with their work, they should not neglect their family and at the same time, they need to balance between work and family life (IPIN, 2007).

Many studies have suggested that work-family conflict contributes to work, personal/family and health related outcomes. A study done by Aminah (1997) among 120 married female secretaries in Selangor reported that work-family conflict issue led to lower job satisfaction, as well as family dissatisfaction. Furthermore, job and

family satisfactions were significantly related to life satisfaction. In the study conducted by Siti Aishah *et al.* (2012), work-family conflict was highly correlated with stress and psychological strain. The study was conducted among academic staffs from three research universities in Malaysia, which are Universiti Teknologi Malaysia, Universiti Sains Malaysia and Universiti Kebangsaan Malaysia. Another study done by Elisa Ezura (2006) regarding the relationship between work and family conflict towards job burnout in Sarawak Economic Development Corporation (SEDC), found that there was a significant relationship between work and family conflict and job burnout. Work-family conflict also has relationship with affective organizational commitment.

Most of the studies done by previous researchers showed that work-family conflict has a significant and negative relationship with affective organizational commitment. For example, a study by Akintoyo (2010) among industrial workers in Nigeria, found that work-family conflict has a significant relationship with affective organizational commitment. The relationship between work-family conflict and affective organizational commitment is negative where work-family conflict would decrease affective organizational commitment. Another study done by Attiya (2011) found a significant relationship between work-family conflict and affective organizational commitment. A study conducted by Karatepe and Tekinkus (2006) among frontline bank employees in Turkey, showed that there were no significant relationship between work-family conflict and affective organizational commitment but the relationship was still heading towards negative direction. Similar study done among frontline employees in 4 and 5 star hotels in Abuja, Nigeria also showed similar finding as the study above (Karatepe and Alheri, 2008).

Besides work-family conflict, the increasing number of dual parents working also has increased the possibilities of having positive spill-over, known as work-family enrichment. According to Greenhaus and Parasuraman (1999), a few studies have been conducted a decade ago, revealed that some have acknowledged the possibility of work and family that brought positive effect on one another. In general, the enrichment process occurs when resources from either work or family may be

used to solve problems and enabled to improve the performance in the other role effectively. Work-family enrichment explains the positive spill over from work to family, including instrumental, affective and capital dimension. Knowledge, skill (instrumental), moods, attitudes (affective) and security, self-esteem (capital) may spill over from work to family.

In Malaysia, work-family enrichment is measured in terms of job satisfaction, family satisfaction and marriage satisfaction (Tam, 2008; Uma, 2007; Emilda, 2002). According to Safidah and Rozumah (2001), Malaysian married professional women were satisfied with their jobs and have good relationship with their employees. Another study done among Malay professional women indicated that 90% of them were satisfied with their work (Erneza, 1996). Besides satisfaction, work can give working women a form of motivation, self-improvement, control, and also autonomy and power, where they can give benefits to both domains, which are work and family (Nooraini, 2006). In addition, a study carried out by Rozumah (1999) indicated that child academic performance has a significant relationship with the level of mother's education and knowledge. This is supported by the studies done in the western countries, whereby a mother's involvement in work environment could enrich the environment at home, which can lead to successful child development (Parcel *et al.*, 1994). Positive spill over from work to family can also lead to affective organizational commitment.

A study conducted by Aryee *et al.*, (2005) and Julie *et al.*, (2006) showed that work family enrichment has a positive relationship with affective organizational commitment. Another study conducted by Balmforth and Gardner (2006), Karatepe and Alheri (2008) found significant and positive relationship between work-family enrichment and affective organizational commitment.

Most studies conducted in Malaysia regarding work and family issues were focused on women and paid little attention to male employees (Nooraini, 2006; Samad, 2006). However, this research focused on both men and women in

investigating issues related to work and family since this issue concerns both gender in these recent years (Hassan *et al.*, 2010). This has been supported by the changing definition of fatherhood (Winslow, 2005), which suggests the increase in responsibilities for men, as well as women, that may lead to work-family conflict. Therefore, it can be concluded that both women and men may experience work-family conflict.

Social support from work and family, which includes instrumental and affective, leads to affective organizational commitment. Social support in both work place and family can be seen as an issue regarding work-family balance. In some cases in workplace, there are no social supports for the work environment, especially from supervisor, co-workers and management. Some supervisors only give attention and stressed on work-related matters and performance rather than their subordinate problems, which are related to personal and family. Support from co-workers depends on their attitude towards each other, if they are willing and feel responsible to help other workers. Some co-workers intend to be individualistic and do not have the spirit of cooperation.

At higher level, some management authorities do not give support in context of establishing policy to help workers balance between work and family. Managements are not aware of their responsibility to provide workers with family-friendly benefit, which can assist workers in juggling between work and family demands. Besides, there are also weaknesses in management structure and policy when creating a certain position where it can only be filled by one expert. In case he/she has an emergency and needs to leave the job, nobody can replace their work. Therefore, the urgency of work will be interrupted. This will cause poor performance for the work and also give negative impact to the overall performance of the organization. Some employees also have problems with unsupportive spouse regarding work and family related matters.

A study done by Meera (2006) amongst 116 Malaysian dual career employees (faculty and staffs) from three universities suggested that work-family conflict and sources of supports, namely spousal and organizational supports, were strongly related to work satisfaction. Employee with higher level of work satisfaction will contribute to affective organizational commitment.

According to Social Exchange Theory and Organizational Support Theory, social support from work could increase employee affective organizational commitment. A study conducted by Wendy *et al.*, (2007) shows that support from work has a positive relationship with affective organizational commitment. Furthermore, personal social support can be seen as an important factor to increase affective organizational commitment. Another study done by Vincent and Caroline (2010) in a Canadian health care organization found that supervisor support and co-worker support have significant and positive relationship with affective organizational commitment.

Social support from work and family can decrease work-family conflict, increase work family enrichment and contribute to affective organizational commitment. A research carried out by Julie *et al.*, (2006) about work-family support on work-family enrichment and affective organizational commitment among insurance company in the south eastern US revealed that emotional support from family enhances work-family enrichment and provides positive relationship with affective organizational commitment.

1.4 Research Questions

Based on the problem statements, these are the research questions that needed to be answered throughout the research:

- 1) What are the level of work-family conflict, work-family enrichment and affective organizational commitment among the faculty clerical staffs in UTM Skudai?
- 2) What is the relationship between work-family conflict and affective organization commitment among the faculty clerical staffs in UTM Skudai?
- 3) What is the relationship between work-family enrichment and affective organization commitment among the faculty clerical staffs in UTM Skudai?
- 4) Which factor mostly influences affective organizational commitment?
- 5) What are the moderating effects of work support and family support on the relationship between work-family conflict and affective organizational commitment?
- 6) What are the moderating effects of work support and family support on the relationship between work-family enrichment and affective organizational commitment?

Based on the research questions, the following hypotheses had been formulated. Statistical test was performed based on the data collected from the questionnaire distributed to the faculty clerical staffs in UTM Skudai.

Hypothesis1: Work-family conflict is negatively related to affective organizational commitment.

Hypothesis2: Work-family enrichment is positively related to affective organizational commitment.

Hypothesis3: Work support moderates the relationship between work-family conflict and affective organizational commitment.

Hypothesis4: Family support moderates the relationship between work-family conflict and affective organizational commitment.

Hypothesis5: Work support moderates the relationship between work-family enrichment and affective organizational commitment.

Hypothesis 6: Family support moderates the relationship between work-family enrichment and affective organizational commitment.

1.5 Objectives of the Study

- 1) To identify the level of work-family conflict, work-family enrichment and affective organizational commitment among the faculty clerical staffs in UTM Skudai.
- 2) To identify the relationship between work-family conflict and affective organizational commitment among the faculty clerical staffs in UTM Skudai.
- 3) To identify the relationship between work-family enrichment and affective organizational commitment among the faculty clerical staffs in UTM Skudai.
- 4) To determine which factor mostly influences affective organizational commitment among the faculty clerical staffs in UTM Skudai.
- 5) To determine the moderating effects of work support and family support on the relationship between work-family conflict and affective organizational commitment among the faculty clerical staffs in UTM Skudai.
- 6) To determine the moderating effects of work support and family support on the relationship between work-family enrichment and affective organizational commitment among the faculty clerical staffs in UTM Skudai.

1.6 Significance of the Study

This study is important for employers to determine the level of work-family conflict and work-family enrichment. The ability of employees to meet work and family demands not only reduce work-family conflict, but contribute to work-family

enrichment. Successful balance between work and family leads to affective organizational commitment and gives good impact to overall performance of the organization. Implementation of policy and support from employers and families is important to assist the employees to balance between these two domains. Employees who fail to balance between work and family may experience work-family conflict that will give negative effects related to health, work and the family itself.

The findings from this research would explain the importance of reducing work-family conflict and to enhance work-family enrichment to achieve affective organizational commitment. This research would confirm the existence and the level of work-family conflict and work-family enrichment among the faculty clerical staffs in UTM. The relationship between work-family conflict and work-family enrichment to affective organizational commitment could be understood and the effects of social support as a moderator would be able to explain this relationship further.

At the end of this study, the finding would help UTM to create, improve and maintain policies in order to assist employees in reducing work-family conflict and help to achieve work-family enrichment. Positive interaction between work and family can produce highly committed staffs that can achieve key performance index and at the same time, successfully contribute to the goals targeted by UTM. The UTM management unit can also come up with effective methods and steps to motivate their employees in the workplace, which would help to increase employee work performance.

Besides, the policy maker, “Kementerian Pengajian Tinggi” (Ministry of Higher Education) would be able to design and decide the best policy to be implemented, particularly in a university with the status of Research University. Other higher learning institution with self-autonomy status too could create better environment and policy that would suit to the needs of their staffs towards better work-family interaction that will boost affective organizational commitment among the university staffs. Furthermore, this study can be used as an initial potential

reference to students and future researchers interested in the area of work-family interrelationship in different work scope and this research can be expanded by associating this relationship with other variables. Lastly, this research would be able to compare the findings obtained from this research with the findings gained from previous studies.

1.7 Scope of the Study

This research explains the work-family conflict, work-family enrichment, affective organizational commitment and social support among the faculty clerical staffs in UTM. The respondents were the faculty clerical staffs in UTM Skudai of grades N17, N22 and N26, that made a total of 100 people.

There are many factors that could contribute to affective organizational commitment. Nevertheless, the researcher focused on work-family conflict and positive spill-over in interrelationship between work and family, known as work-family enrichment. The respondents; the faculty clerical staffs of grades N17, N22 and N26, were selected to understand the relationship towards affective organizational commitment. Besides, the researcher would identify the effects of social supports, including work support, as well as family support. All the information about the respondents was only based on the feedback obtained from the questionnaire.

Variables that were used as independent variables were the work-family conflict and work-family enrichment. The affective organizational commitment was chosen as the dependent variable. The moderators in this relationship were the social support in two different domains; work domain and family domain. Support from

work domain includes supervisor, co-worker and management, while family domain includes spouse and other family members.

1.8 Limitation of the Study

This research only focused on the faculty clerical staffs of grade N17, N22 and N26 in UTM Skudai. Only the faculty clerical staffs of grade N17, N22 and N26 were included in this research as they shared the same portfolio. This research was conducted within a certain time frame and it was only accurate for the time of the research being conducted. The findings of this research could be used for future researches but they cannot be represented by the same organization due to the time factor. This research should be referred to and re-conducted according to the new applied policy.

1.9 Conceptual and Operational Definitions

1.9.1 Work-Family Conflict

According to Flippo (2005), work-family conflict is a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some aspects. The conflict occurs when the individual extends their efforts to satisfy their work demands at the expense of their family demands or vice versa (Cole, 2004). Other definition by Greenhaus and Beutal, 1985 stated that work-family conflict exist as a consequences of inconsistent demand between family and work role. Work-family conflict may likely to occur when expectation in one role

does not meet the demand in another role preventing efficient performance in other role. Early researchers (Greenhaus and Beutell, 1985; Kahn *et al.*, 1964) considered work-family conflict as a one-dimensional construct. However, subsequent studies have treated the construct as a bigger construct consisting of two related factors known as bi-dimensional (Frone *et al.*, 1992; Frone, 2003; Gilboa *et al.*, 2008). Conflict between work and family/family and work may appear in two directions, which is work-to-family conflict and family-to-work conflict. Work-to-family conflict is a conflict that arises when work interferes with family life, such as working overtime to meet job demands, while family-to-work conflict arises when family interferes with work life, such as the need to take care of sick family members. There are significant amount of researches suggest that work-family conflict and family-work conflict are related but have distinct constructs (Ajiboye, 2008).

In this research, work-family conflict refers to the inconsistent demand between roles where expectation in one role does not meet the requirement for another role preventing efficient performance in other role. This research focused on one direction of conflict between work and family which is work family conflict.

1.9.2 Work-Family Enrichment

Greenhaus and Powell (2006) define work-family enrichment as the extent to which experience in the work or family role improves the quality of life in the other role. Similar to work-family conflict, work-family enrichment is also bi-directional, which consists of work-to-family enrichment (WFE) and family-to-work enrichment (FEW) (Carlson *et al.*, 2006). Work-to-family enrichment can be seen as experience, skills and opportunities gained or developed at workplace that enhance family life, while family-to-work enrichment occurs when positive mood, behaviour, sense of accomplishment, and support or resources received or generated in the family give

positive impact towards work (Greenhaus and Powell, 2006). Although researchers argue that work experience often enriches family domain (Greenhaus and Powell, 2006), the impact of work-to-family enrichment (WFE) on work outcome has captured much attention among employees and human resource management in both developed and developing countries (Karatepe and Kilic, 2009).

In this study work family conflict refer to the experience in one role help to improve quality of life in another role. This study focused on experience, skill and opportunities that gain at workplace that can enrich family life.

1.9.3 Affective Organizational Commitment

Early researchers define organizational commitment as affective attachment to an organization by accepting the goals and values of an organization, willing to make extra effort for the organization, and have a tendency to stay in the organization (Mowday *et al.*, 1982). Organizational commitment can be identified as the most important factor to predict turnover behaviour, tendency to withdraw and the behaviour of the organization citizen (Sinclair *et al.*, 2005). It is measured by the employee's willingness to work hard to improve the company they are working for, the suitability of values between both employer and employees and the attitude of pride and loyalty towards their company (Maume, 2006). Organizational commitment is considered to be a multidimensional concept and can be divided into affective, continuance and normative components (Meyer and Allen, 1997).

In this research, only one component of organizational commitment was studied, which was the affective organizational commitment, where affectively organization commitment had been defined as the extent of an emotional attachment

to an organization and can be measured by the acceptance of organization value and the willingness of individual to stay in the organization (Sommers, 1995).

1.9.4 Social Support

Early definition of social support is defined by Hobfoll and Stokes (1988) as social interaction or relationship that provides individuals with assistance or feeling attached to a group or person, which is perceived as caring or loving. It also includes informational support such as providing advice and guidance. Social support has been seen as an important resource to reduce strain (Demerouti *et al.*, 2004), and therefore, can lower conflict and enhance enrichment. Social support also assists individuals to retain the existing resources and obtain new resources (Seiger and Wiese, 2009). Resources are used to meet work and family demands. According to Grzywacz and Marks (2000), social support from either work or family domains helps to generate positive effect in the source domain and increase the quality of life in another domain. There are different sources of social support and this study focused on the supports from work and family. Support from work comes from supervisor, co-workers and management, while family support includes spouse and other family members.

1.9.4.1 Work Support

Work support is one of the elements of social supports that contribute to the ability of employee to balance between role and responsibility at work and home. Work support includes support from supervisor, co-workers and the management. According to Jahn *et al.* (2003), social support at workplace is assumed as part of

work-family balance policies and practices. Formal support refers to management that can give support by creating policy that can give employees more flexibility in handling work and family at the same time. Informal supports include mental and emotional supports, which may come from supervisors and co-workers.

1.9.4.2 Family Support

Family support can be identified as informal support that an individual can receive from the family domain. For dual income earners, family support may come from spouse/partner and also from other family members. While for single parent families, source of family support includes other family members. Social support from family includes instrumental and emotional supports that will help an individual in dealing with work and family-related demands in order to achieve satisfaction in work-family relationship. According to Carlson and Perrewe (1999) and Greenhaus and Parasuram (1994), support from outside of work domain can give positive impact to work-family relationship by reducing work-family conflict.

1.10 Conclusion

Overall, this chapter discussed the background of the study, problem statements, research questions, research goals and objectives, the significance of the study, scope of the study, limitations of the study, and followed by the operational definitions. This research was carried out to identify the level of work-family conflict work-family enrichment and affective organizational commitment among the faculty clerical staffs in UTM and the relationship between work-family conflict and work-family enrichment on affective organizational commitment, in terms of employee

involvement and loyalty to UTM. The faculty clerical staffs in UTM Skudai were chosen as the respondents of the study. Next, the factor that mostly predicted the affective organizational commitment was identified. Lastly, the effects of both the work and family supports as moderators in the relationship between work-family conflict and work-family enrichment with affective organizational commitment were also studied.

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