WORK FAMILY CONFLICT AND FAMILY TO WORK CONFLICT TOWARD
ORGANIZATIONAL COMMITMENT AMONG UTM CLERICAL STAFF GRADE N17.

MOHAMED SAEED MOHAMED

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DEDICATION

TO MY FAMILY:

Especially to my father and mother, my trusted brothers and sisters

I want to thank you all the efforts and struggle to raise me, Mr. Mohamed

Can't be reciprocated with money till the end of my life.

Thanks for all the love, care and support.

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Thank you for giving me this opportunity to learn so much from you.

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ABSTRACT

For a long time men worked to earn money while women took care of the household responsibilities. However, the changes in socio-economic pattern led both men and women to join the work force, which resulted in work-life Imbalance. Researchers started to study the concept of work-life balance to ensure employees wellbeing at work. In this regard, the current study aims to examine the impact of work-family conflict on organizational commitment among the clerical staff members in Universiti Teknologi Malaysia. This research has identified factors that influenced the work-life balance of employees. Broadly, the researcher has tried to explain the impact of the work-family conflict and family to work conflict towards organizational commitment. The population of this study was clerical staff grade N17 at University Teknologi Malaysia (UTM). A sample of 150 clerical staff was chosen through multi stage sampling. A self-administered questionnaire was designed to collect data. The results showed that both work family conflict and family to work conflict were negatively related with organizational commitment. It was further found that they were also affecting work-life balance. It is therefore suggested that at individual level, clerical staff in UTM should get awareness about causes and consequences of work-family conflict, while the management of UTM should provide a conducive workplace to its employees to avoid the negative effect of work-family conflict. In this way individual commitment, work life balance of employees and overall productivity of university could be enhanced.

ABSTRAK

Sekian lama, orang lelaki bekerja untuk mendapatkan wang sementara wanita mengambil tugas kerja-kerja di rumah.Bagaimana pun, perubahan dalam pola sosio -ekonomi telah menyebabkan lelaki dan wanita sama-sama bekerja dan mengakibatkan berlakunya ketidakseimbangan kerjaya-kehidupan. Para penyelidik mula mengkaji konsep Keseimbangan Kerjaya-Kehidupan untuk mengekalkan kesejahteraan pekerja di tempat kerja. Dalam hal ini, kajian ini dijalankan dengan tujuan untuk mengkaji impak konflik kerjaya-keluarga ke atas Komitmen Organisasi dalam kalangan kalangan kakitangan perkeranian di Universiti Teknologi Malaysia. Kajian ini telah mengenal pasti faktor-faktor yang mempengaruhi keseimbangan kerjaya-kehidupan pekerja. Secara am, pengkaji telah cuba menerangkan kesan konflik kerjaya-keluarga dan konflik keluarga-kerjaya ke atas komitmen organisasi.Populasi bagi kajian ini adalah staf perkeranian gred N17 di Universiti Teknologi Malaysia (UTM).Seeramai 150 staf perkeranian telah dipilih sebagai sampel melalui persampelan pelbagai berperingkat.Soal selidik kendiri dibangunkan untuk mengumpul data.Hasil kajian menunjukkan bahawa kedua-dua konflik kerjaya-keluarga dan konflik keluarga-kerjaya mempunyai hubungan negatif dengan komitmen organisasi.Kajian ini juga mendapati ia memberi kesan kepada keseimbangan kerjaya-kehidupan.Oleh itu, adalah dicadangkan bahawa di peringkat individu, kerani di UTM perlu sedar tentang sebab-sebab dan akibat konflik kerjaya-keluarga, manakala pengurusan UTM perlu menyediakan tempat kerja yang kondusif kepada pekerjanya untuk mengelak kesan buruk konflik kerjaya-keluarga. Melalui cara ini komitmen individu , keseimbangan kerjaya-kehidupan pekerja dan produktiviti keseluruhan universiti dapat dipertingkatkan

CHAPTER 1

Introduction

1.1   Introduction

This is the first chapter of the thesis. It is started with background of the study, followed by the background of the organization and problem statement. This chapter has been closed by presenting the research questions, objectives, hypotheses and important definitions.

1.2   Back ground of Study

In today's modern organizations, the concepts of work conflict and organizational commitment are of great interest to the researchers, because in spite of the technological advancement, which provided better and easier work, people still need better conditions that can help them satisfy their family-life, own life and social relations. It is all due to the dual nature of working life, the employees have to balance both work and family lives, which could result in work performance degradation and low commitment. Thus, researchers are trying to formulate innovate and adaptable technique for ensuring work life balance inside organization, which will ultimately guarantee high degree of employees commitment with their jobs.

Greenhaus & Beautell (1985) defined work family conflict as the inter role conflict that occur when there is an imbalance between family and work domains. The imbalance will resultantly diminish the commitment of employees towards the organization and will reduce their productivity. Therefore, work family conflict can be costly to organizations. It is important for employer to manage their daily tasks, so that employees do not face work life imbalanced. In this way the organizations could be saved from distressing effects of workplace conflict.

A group of authors including Carlson & Kacmar (2000), Eagle, Icenogle, & Maes (1998), Eagle, Miles & Icenogle (1997), Frone, Yardley & Markel (1997), Greenhaus and Powell, (2003); Gutek, Searle, Klepa, (1991); Matsui, Ohsawa, and Onglotco (1995); Netemeyer, Boles, and McMurrian (1996); Williams and Alliger, (1994) agreed that conflict in the work-family interface has a bidirectional nature in two forms of work to family conflict and family to work conflict. These authors have also found that conflict occurring as a result of demands from work and family can lead to decrease in satisfaction, commitment, motivation and overall performance. These authors strongly suggested that employers should try to provide a favorable working environment to its employees so that they could be saved from devastating effects of different type of work place conflicts.

Work-family conflict and family-work conflict are a result of conflicting roles that employees perform at work. For instance, conflict may occur when employee requires more hours at work that reduces the hours at home with the family. On the other hand, if employees participate in the family activity that interferes with work activity (Carlson & Perrewe, 1999). These conflicts have various negative job outcomes. Specifically, work-family conflict has been shown to have a negative impact on the quality of family life, while family-work conflict has been linked to lower job satisfaction and commitment (Williams & Alleger, 1994). That is why in the last two decades; a great deal of attention has been focused on learning about work-family conflict and its influence on job outcomes. Researchers are suggesting that both individuals and organizations need to be concerned about workplace conflict because it might affect the individual well being and overall performance of the organizations (Powell, 2010).

Greenhaus & Beutell, (1985) and Boyar, Maertz, Pearson & Keough (2003) conceptualized work-family conflict as a type of inter-role conflict where both work and family issues exert pressures on an individual, creating a situation where compliance with some set of pressures (family matters) increases the difficulty of compliance with the other set of pressures (work matters). Harris (2004) further pointed out that work-to-family conflict exists from work factors like role ambiguity, role conflict and role workload. All these conflict may create imbalanced work life quality, which affects individual and organizational performance (Fu & Shaffer, 2000).

1.3　Back ground of the Organization

In the current study the Universiti Teknologi Malaysia (UTM) has been selected as an organization for this study. Universiti Teknologi Malaysia (UTM) is a leading university in Malaysia that has earned a respectable reputation as the premier university of engineering and technology According to (UTM website). It is a prestigious institution that continuously makes an impact in the scientific and technological field through the unified and concerted efforts of its dynamic and proactive staff and students. Through its reputation in innovative education and cutting-edge research, UTM became the forefront of engineering and technological university in Malaysia.

UTM is an institution which is under ministry of education in Malaysia where its main campus located in Johor Skudai, UTM was known before as a college and officially upgraded to a university in the year of 1975. Besides that, this institution has its own functions and departments that are always ready to ensure its staff and students get the best academic lecture period of studying until the end of their studies, to ensure to enlighten the level of education and their knowledge. So that I wish to conduct my studies in this institution in order to obtain a unique result about work life balance for the clerical staffs.

Moreover since UTM is one of the leading engineering Universiti in Asia there are 13 faculties who also offers different area of specialization such as the Faculty of Management and Human Resource Development The faculty comprises of three departments, namely Department of Management, department of Human Resource Development, and Department of marketing and Accounting, the faculty offers a wide range of academic programs from bachelor degree to PhD level. Mostly students find it to be a good place to study in order to expose their level of academic background and want further their studies to find out a suitable career for the future. Thus employees will have more work to do and spend hours in the office compare to other institutions in order to keep the best for UTM and this will lead to spend very short time for their families and children. Resultant they will experience role ambiguity, role conflict and role workload, which may negatively affect their job commitment and performance.

1.4 Research Problem Statement

Work life balance is striking phenomenon, which focus at attaining ideal balance between the professional and personal lives (Clark, 2000). There is no universal definition of work life balance, however generally researchers have agreed that work life balance should ensure stability between the workplace and social activities. It should be further kept in mind that such balance may differ from person to person. Many empirical studies showed that work and family conflicts have negative effects on the employees. For example, Jessica *et.al* (2001) pointed out that high levels of conflict and burnout are negatively associated with work life balance. The high level of conflict ultimately causes low marital satisfaction, low life satisfaction and overall low contentedness with working life.

According to New Sunday Times newspaper (29th December 2013) almost 70 percent of Malaysian employees put in additional two to five hours at work every day, with 63 percent admitted that they don't spend enough time with their family due to the long hours and high expectations by their employers. Similarly, a recent survey across various industries in Malaysia revealed that nearly 54 percent of the respondents didn't even get the chance to finish their annual leave entitlement. This survey further revealed that majority of employees are staying late in their offices, due to the increasing demands of their work. The worst thing is that such employees cannot convey their unhappiness to their superiors due to multiple social and economic constraints.

Thus, it is a critical time for both employers and employees in Malaysia to do something about the work life balance of employees before it is too late and set forth devastating effects in shape of lower performance, commitment and productivity in Malaysian organizations. Based on these issues discussed, this research intends to study work-life balance in the higher institutions of Malaysia. For this purpose University Teknologi Malaysia (UTM) has been selected as special case. In fact the UTM is passing from an age of transition, where it has to shift from traditional university to modern entrepreneurial

university, so that the technological and economic needs of country could be successful met through generation of updated Teknologi and well educated personnel.

Due to this development, the employees inside UTM are expected to have double tasks in terms of their office work, serving & guiding the students and performing other administrative duties. The workload on the clerical staff members is further increased because the numbers of international students have gradually increased since past few years. The staff members of UTM have to fully understand the culture and other needs of international students. Resultantly, the workload and work conflict on staff members is expected to increase enormously. Once the level of such stressors is escalated, then it is also expected that the job performance, commitment and satisfaction level of staff members in UTM might decrease.

Keeping in view the above mentioned facts, the current study will investigate the problem of work life imbalance in UTM. Initially, it will find out the level of work-family work conflict, family-work conflict and organizational commitment among the staff members of UTM. Later on, this study will investigate the negative relationship between work conflict and organizational commitment among the staff members of UTM. The findings of current study will generate important individual and organizational level implications, which could be helpful in attaining work life balance among the staff members of UTM.

1.5. Research Questions

On the basis of problem statement, the following research questions will be investigated:

RQ1: What is the level of work-family conflict, family-work conflict and organizational commitment among the grade n17 clerical staff members of UTM?

RQ2: What is the relationship between family-work conflict and organizational commitment among the grade N17 clerical staff members of UTM?

RQ3: What is the relationship between work-family conflict and in organizational Commitment among the grade N17 clerical staff members of UTM?

1.6.   Objectives of the Study

The research questions will be answered by working upon following research objectives:

RO1: To determine the level of work-family conflict, family-work conflict and organizational commitment among the staff members of UTM.

RO2: To know the relationship between family-work conflict and organizational commitment among the staff members of UTM.

RO3: To find the relationship between work-family conflict and in organizational Commitment among the staff members of UTM.

1.7   Purpose of the Study

The purpose of this research is to study the relationship between of work-family conflict, family-work conflict and organizational commitment among the clerical staff members of UTM. In this regard, through review of literature has been done and different theoretical model have been studied. On the basis of which a research frame work has been developed. The findings of current study will produce significant implications both at individual and organizational levels, which could be helpful in attaining work life balance among the staff members of UTM.

1.8   Hypothesis

To find answer for the research questions, the following hypotheses will be tested:

H1: There is a significant negative relationship between work family conflict and organizational commitment.

H2: There is a significant negative relationship between family work conflict and organizational commitment.

H3: There is a significant positive relationship between family to work conflict and work family conflict

1.9 Scope of the Study

The scope of this study limited to the study of work-family conflict and family-work conflict and its relationship with the organizational commitment. Respondent will only be selected from UTM. The respondents are the clerical staff members, married one and from both genders. Finally, the researcher will find any possible solution and recommendation only related to above selected variables of the study.

1.9.1 Significance of the Study.

The significance of current study is three fold. The findings of this study will be significant to researchers, administration of UTM and policy makers in the higher education sector of Malaysia. Theoretically, the concepts of work-family conflict and family-work conflict and organizational commitment were previously tested mostly in western countries. The empirical testing of such variables in eastern culture of Malaysia will reveal new findings regarding their nature and effect on workplace. In this way the researchers can understand the dynamics of workplace conflict in Malaysia. Apart from the researchers, the management of UTM can be given useful suggestions for the improvement of workplace in UTM, so that the staff members could be saved from the negative effects of workplace conflict. Similarly, the policy makers in the higher education sector of Malaysia could also be given suggestion regarding the problem of workplace conflict and its effects. The policy makers can devise favorable policies for tackling the problem of workplace conflict in universities of Malaysia.

1.9.2 Limitation of the Study

Due to time, cost and physical access constraints the current study has been limited to Universiti Teknologi Malaysia Johor. Within UTM, only clerical staff members who are involved in the management of postgraduate students were selected. Moreover, this study is descriptive cross sectional in nature; therefore no longitudinal and causal investigations will be carried out.

1.10   Definitions of Concepts.

Following are the important definitions of the study:

1.10.1 Conceptual Definitions

A conceptual definition is a part of the scientific research process that describes the meaning of a word with respect to a specific discipline. It may be difficult to understand due to its strict and conceptual uses. Conceptual Definition is very vital especially during content analysis. Therefore in this there are many definitions of WFC, FWC and organizational commitment derived by various authors and researchers; however the researcher of this study will state some of it below.

1.10.2 Operational Definitions

An operational definition is results of the process of operationalize to define the concept and the ideas that researcher is acquired during the period of the research regarding to this study.

1.10.3   Workload

Workload is characterized by a sense of pressure when one has too many things to do and do not have enough time (Frone, Yardley and Markel 1997). According to Phillips, Sen and McNamee, (2007) work load is the main stressor, which causes work-life imbalance.

1.10.4 Family and Spouse Support

Spousal support may serve within the work environment and family environment Tatman, (2001).Large families are likely to be more demanding than small families, resulting in higher levels of work-family conflict. Younger children (infant or those of pre-school age) are likely to demand more of their parents' time, leading to greater parental demands compared to older children (Major et al.,2002; Parasuraman and Simmers, 2001).However, a study by Kim and Ling(2001) illustrated that having adolescent or children can also induce greater work family conflict. Although findings on the influence of parental demands seem to be mixed, it would be logical to expect that the more children one has who are directly dependent on the parents, the greater would be the family-to-work interference experienced by parents.

1.10.5 Family to work conflict

Family to work conflict happens when family life spills over to work and creates a conflict (Carlson et al.,2000). In family-work conflict the typical demands include childcare or the care of aging parents that interfere with work demands.

1.10.6 Conflict

Conflict is basically assumed as negative thoughts. According to Wallace and Masters (2006), conflict can be defined as differing opinion caused by opposing attitudes, behaviors, idea, needs, wants and goals. Besides that, conflict also can arise when a person faces unpleasant situation.

1.10.7 Organizational Commitment

According to Mowday et.al (1974) organizational commitment can be defined as the involvement of individuals in the organization. Organization commitment refers to the extent to which an employee feels sense of belonging in the organization (McLean Parks, Kidder, and Gallagher, 1998). Meyer (1997) asserted that in general organizational commitment

reflects the employee's relationship with the organization and that it has implications for his or her decision to continue membership in the organization.

1.10.8 Family

According to Zedeck (1992), a family can be defined as a group of people who have social interacted. Who have strong relationship each other such as parents and children's. Therefore families provide children with a sense of belonging and a unique identity Families are or should be a source of emotional support and comfort, warmth and nurturing, protection and security. Family relationships provide children with a critical sense of being valued and with a vital network of historical linkages and social support. Within every healthy family there is a sense of reciprocity a giving and taking of love and empathy by every family member.

Families are much more than groups of individuals. Hence they have their own goals and aspirations for family plans or gathering visiting places where every child and adult should feel that he or she is special and be encouraged to pursue his or her own dreams a place where everyone's individuality is permitted to increase.

Although every family has conflicts, all the family members should feel as though they can express themselves openly, share their feelings, and have their opinions listened to with understanding. In fact, conflicts and disagreements are a normal part of family life and are important insofar as they permit people to communicate their differences and ventilate their feelings. Family instructs children and gives guidance about personal values and social behavior. It instills discipline and helps them learn and internalize codes of conduct that will serve them.

1.10.9 Work family conflict

According to Greenhaus and Buetell (1985), work-family conflict can be defined as inter role conflict, where the role pressure shift from the work to family matters. It can arise as a result of demands at work, which are associated with the family. Tasks related to family can include childcare, the care of an aging parent, household responsibilities, as well as additional responsibilities that may arise as a result of one's role within the family. Work related tasks encompass hours of paid work, and can additionally include overtime work, work related travel, and work obligations that are fulfilled at home.

1.11 Outline of thesis

The current thesis has following chapters:

The chapter one is about the initiation phase of the research. This chapter includes information on issues of employees work life conflict, which was adapted to propound a research problem for this study. This chapter contains background, problem statement, research questions, significance limitations and important definitions.

Chapter two is consisted of the literatures review. The review of related literature helped the researcher to obtain an adequate understanding and support for the study. It also provided a suitable framework by modifying the model given by Saks (2006).

Chapter three is consisted of the research methodology and design. Here, questionnaire design, pilot study, sampling method, data collection was conducted.

Chapter four present the results and findings. Data was analyzed with use of statistical package for social sciences (SPSS version 18.0), where descriptive statistics and multiple regressions were employed for the analysis.

Last chapter five presents the summary, conclusions and recommendations, as final parts of the thesis.

1.12 Conclusions

Generally, this chapter gives you an overview for background of this study, research problem, purpose of the study, its objectives, scope and limitation of the study and significance of it. Finally, it covers the conceptual frame work and operational definitions.

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