

The Effect of Work-Family Conflict and Work-Family Enrichment on the Affective Organizational Commitment among Faculty Clerical Staff in UTM Skudai

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Abstract - *The aims of this study is to identify the level of work-family conflict and work-family enrichment among faculty clerical staff in UTM Skudai. Furthermore the relationship between work-family conflict and affective organizational commitment and also between work-family enrichment and affective organizational commitment are also been determined. This research was conducted among faculty clerical staff grade N17, N22 and N26 of 13 faculties in UTM Skudai. Techniques of data analysis that has been used in this study including means and pearson analysis. The finding shows that the level of work-family conflict and work-family enrichment among the faculty clerical staff in UTM is moderate where the mean score are 3.05 and 3.60 respectively. In addition based on Pearson correlation work family conflict significant and positively related to affective organizational commitment. Meanwhile the result also shows positive correlation between work-family enrichment and affective organizational commitment but the strength of the relationship is week. Copyright © 2015 Penerbit Akademia Baru - All rights reserved.*

Keywords: Work-Family Conflict, Work-Family Enrichment, Affective Organizational Commitment

1.0 INTRODUCTION

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 [1]. 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 has negative consequences for both employees and organizations. Among the negative effects at home are domestic violence [2], poor physical activity [3, 4], decreased emotional well-being, and low level of life satisfaction [5]. As far as an organization is concerned, work-family conflict may lead to poor performance that may give negative impact to the organization.

Combining work and family roles does not necessarily bring conflict, but enrichment too. This is supported by Eby *et al.* [6], 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 [7] 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 [8].

According to Mark [7] 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 [9]. One's participation in work and family roles can also buffer individuals from distress on one of the roles. For example according to Sieber, [9] 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 [9].

Work-family conflict and work-family enrichment have a relationship with organizational commitment. 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 [10]. Committed employees are very important in bringing up the performance and also help to increase the efficiency and effectiveness of the organization.

2.0 WORK-FAMILY CONFLICT

Work-family conflict can be seen as an important issue in today's business world [11,12]. Some researchers used terms such as work-home interference [13] and work-non-work interference [14] interchangeably, which refers to work-family conflict. In recent years, there has been an increase in interest in studies about conflict in work and family life domains, where conflicts experienced by individuals between their roles in family and at work have been highlighted. Work and family can be seen as two interdependent domains which cannot be separated and affect each other in two-ways relationship [2,15]. However, both two-ways interaction, either work interfering with family or family interfering with work, act differently and can be clearly separated and are independent [16,17].

Work-family conflict is defined by role theory as an inter-conflict which happens when the role demand from one domain (family/work) interferes with the role from another domain (family/work) [18]. Furthermore Greenhaus and Beutell [18] suggested that work-family conflict as a consequence of inconsistent demands between roles in work and in family. In other words, work-family conflict is likely to occur when expectation in one role does not meet the requirement in another role, preventing efficient performance in the other role. Early researches define conflict between work and family as a one-dimensional direction, but later research by Frone *et al.* [17] discovered that there are two directions of interference. In the early research by Greenhaus and Beutell [18], work-family conflict is a conflict that occurs when an individual's role in work interferes with the role in the family, while family-work conflict is a conflict that occurs when an individual's role in the family interferes with the role

in workplace. Work-family conflict can be seen as bi-directional and multi-role phenomena. The multi role phenomena include time, strain, and behaviour-based conflicts for multiple roles that one has to be responsible for.

Multiple roles individuals have to perform and compete for a person's time. Generally, time spent on one activity cannot be devoted to activities within another role. Time-based conflict refers to the time that has been reduced to perform another role due to the one role that has been accomplished or time pressure to meet the demand of one role while struggling to meet the demand of the other role [18,19]. Time-based conflict is consistent with excessive work time and schedule conflict dimension suggested by Pleck *et al.* [20] and role overload by Kahn *et al.* [21]. Role overload can be defined as the demands of multiple roles that one has to accomplish that exceed available time and energy resources [22]. A study by Kim *et al.* [23] also suggested that long working hours and heavy duty work load were believed to have direct influence on work-family conflict. Long working hours and heavy duty load can also increase stress, tiredness and inefficient work by employees, which can contribute to work-family conflict.

Strain-based conflict occurs when one's role can hinder one's performance in another role [18]. According to Pleck *et al.* [20], strain-based conflict is consistent with fatigue when strain or irritability dimension exists when the strain in one role gives impact to the performance in another role. The roles are incompatible in the sense that the strain created by the ones that make it difficult to comply with the demands of another role. The forms of strain include anxiety, tension, fatigue, irritability, depression, low energy or apathy [18, 19,24].

Another form of work-family conflict is behaviour-based conflict. Behaviour-based conflict occurs when one domain impacts inappropriately towards another domain [18]. Specific pattern in role behaviour may be incompatible with the expectation regarding behaviour in another role. For example, high pressure environment in workplace will lead to inappropriate behaviours at home. Halbesleben *et al.* [25] suggested that most of the working employees with family responsibilities experienced the strain-based work-family conflict. All three types of conflicts have direct influence towards the employees.

Besides, the employees' motivation depends on problem related to work-family conflict that they experienced. Negative consequences such as low affective organizational commitment, employee burnout, frequent family interruptions, lateness and absenteeism, high turnover, decrease in job satisfaction, high level of job stress, and preference to work for a few hours, would probably occur due to work-family conflict. The interaction between work and family does not only bring conflict, but may also bring enrichment from one role to the other role, which refers to the positive side of balance; namely, work-family enrichment.

2.1 Work-Family Enrichment

Many researchers used a variety of terms to describe positive interaction between work and family roles, for example, work-family enrichment, facilitation, enhancement, engagement and positive spill over [26,27]. These terms have always been used interchangeably. However, scholars have found some differences between these labels [26]. According to Sieber [28], work-family enhancement refers to the acquisition of resources that are useful in several life challenges, while positive spill over refers to the transmission within-person across domains of positive emotions, moods, or thoughts [29]. The term work-family facilitation refers to improvements in the life system through resources gained in a specific sphere of life [30] and

finally, work-family enrichment refers to “the extent to which experiences in one role help to improve the quality of life in the other role”.

Enrichment can occur in two directions; work-to-family or family-to-work enrichment, and it is believe that the latter is stronger than the former [27]. 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 from family give positive effect in work role [27]. Work-to-family enrichment will promote better well-being to the family domain. Work-family enrichment predictors can be found in work domain factors, for example, work characteristics [31,32].

Furthermore, according to previous studies, researchers found two paths where the resource from one role can be used to promote high performance and positive effect in another role. The two paths are classified as instrumental path and affective path [26,27]. Instrumental enrichment occurs when resources such as ability, skills and values are transferred directly to another role and this will result in enhanced performance in the latter role. Affective enrichment occurs when resources generated in a role can produce positive effects, for example, mood and emotion within the role will produce high performance and positive outcome in another role.

Stoddard and Madsen [33] developed the following dimension of work-family enrichment, which includes development, affection, and capital. For example, in work-to-family direction, development occurs when participation in work results to the acquisition or refinement of skills, knowledge and behaviour or ways of viewing things that promote individuals to serve better in family domains. Affection refers to positive emotional state or attitude when involved in work helps an individual to be a better family member. Another dimension is capital, where participation in work promotes the level of psycho-social resources, such as sense of security, confidence, accomplishment or self-fulfilment that lead the individual to be a better family member. Work-family enrichment lead to positive consequences such a affective organizational commitment and increase job satisfaction [34].

2.2 Affective Organizational Commitment

Affective commitment is defined as the employee's positive emotional attachment to the organization. A research carried out by Sommer [35] defined commitment as the extent of an emotional attachment to an organization, and it can be measured by the acceptance of organization value and the willingness of an individual to stay in the organization. Individual with high effective commitment will act and behave at the organization's best interest. Strongly-affectively committed employee identifies with the goals of the organization and desires to remain as part of the organization. The study by Beck and Wilson [36] supported that members who are committed on an affective level remain in the organization because they view their personal employment relationship as congruent to the goals and values of the organization. Other early definition by Hall *et al.* [37] also defined that the affective component as the process by which the goals of the organization and those of the individuals become increasingly congruent. Besides, it is also viewed as a partisan, affective commitment to the goals and values of the organization, to one's role in relation to goals and values, and to the organization or its own sake, apart from its purely instrumental worth [38].

Kanter [39] defines affective organizational commitment as the attachment of an individual's fund of affectivity and emotion to the group. According to Sheldon [40], it was an attitude or an orientation towards the organization, which linked or attached the identity of the person to the organization. Gould [41] observed that some employees put effort into their work beyond what appears to be instrumentally required for the expected reward, and attributed this to the affective component of organizational commitment. Meyer and Allen [42] further indicated that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability. Affective commitment development involves identification of the organization and internalization of organizational values [43]. This employee commits to the organization because he or she "wants to".

According to [44], the antecedents of affective commitment can be divided into four categories, which are personal characteristics, structural characteristics (organizational), job-related characteristic, and work experiences. Various research studies have been conducted to link demographic characteristics such as age, tenure, gender, and education to commitment, but the relations were neither strong nor consistent. It can be stated that the reasons are many other variables, such as job status, work rewards, and work values that moderate the relationship. Among all the antecedents of affective commitment, the work experience variable has been found to correlate with affective commitment, which include equity in reward distribution [45], role clarity and freedom from conflict [46], supervisor consideration [46], fairness of performance-based rewards and job challenge [47], opportunity for advancement [48] and participation in decision making [45]. Current research also strongly suggests that work experiences play the largest role in employees' decisions to remain with an organization. When an individual's experience within the organization is consistent with their expectation, they tend to have stronger affective commitment.

2.3 Work-Family Conflict and Affective Organisational Commitment

The relationship between work-family conflict and affective organizational commitment can be explained through scarcity hypothesis. According to scarcity hypothesis, people have fixed psychological and physiological resources. Therefore, an individual cannot meet the expectations of both work and family, or else their function in work, family or both will be diminished. Consistent with scarcity hypothesis, success or satisfaction in one domain, for example work (family), may need sacrifices in the other domain, which is family (work) [49]. The finding is consistent with findings of the past studies by [8], which suggested that individuals involved in two conflicting roles will allocate more resources to one role and reduce resources for the other role. Overwhelmed, an individual's affective commitment to the organization will deteriorate.

Past studies indicate that individuals who have difficulties in handling work and family responsibilities will display low level of affective organizational commitment [50,51,52]. Past studies on the relationship between work-family conflict and affective organizational commitment across individual studies were highly inconsistent [50].

A study by Akintayo [53] examined the work-family role conflict and organizational commitment among industrial workers in Nigeria. The finding revealed that there was significant and negative relationship of work-family conflict to organizational commitment among the respondents. Attiya [54] studied the work-family role conflict and organizational commitment was consistent with Akintoyo's [53] finding, whereby there was a significant

relationship between work-family conflict and organizational commitment. However, this study was carried out among the higher education institutes in Khyber Pakhtunkhwa Province (KPK) of Pakistan. The effectiveness of managing the resources for goal achievement by the organization is an important factor as far as the career and continual commitment of the workers are concerned.

However, a study by Karatepe and Tekinkus [55] in Turkish retail banks stated that work-family conflict did not have significant but negative effect on affective organizational commitment. The above finding was consistent with a study carried out by [56], which also did not find any significant but negative effect between work-family conflict and affective organizational commitment among the frontline employees in 4- and 5-star hotels in Abuja, Nigeria. A research done by Balmforth and Gardner [57] in New Zealand organization also found no significant relationship between work-family conflict and affective organizational commitment. Another research by [58] did not find any negative relationship between work-family conflict and affective organizational commitment among Chinese managers from the Mainland of China. Balmforth and Gardner [57] hypothesized that work-family conflict is negatively related to affective organizational commitment. Nevertheless the finding shows that there are no significant relationship between work-family conflict and affective organizational commitment. Overall most study found negative relationship between work-family conflict and affective organizational commitment. Thus, it is hypothesised that:

H1: Work-family conflict is negatively related to affective organizational commitment among faculty clerical staff in UTM, Skudai

2.4 Work-Family Enrichment and Affective Organisational Commitment

Expansion and enhancement perspectives act as a background for positive interaction between work and family. Expansion and enhancement perspectives indicate that work and family roles may enhance benefits, which outweigh the difficulties or cost [49,59]. Marks [60] suggested that “some roles may be performed without any energy loss and they may even create energy for use in that role or in other role performance”. In addition, Barnett and Hyde [61] suggested that multiple roles are important in terms of mental, physical and relationship health. Past studies also showed that work-family enrichment can improve affective organizational commitment.

Aryee *et al.* [49] used samples of eight organizations located in five major cities in India including the financial services, manufacturing, and telecommunications industries. The findings revealed that work-family enrichment was related to affective organizational commitment. A study by Julie *et al.* [62], using sample of employees from an insurance company also found that work-family enrichment positively predicted affective organizational commitment. This is also supported by the findings of a study in an organisation in New Zealand by Balmforth and Gardner [57], where positive work and family interaction were significant and positively associated with affective organizational commitment.

Karatepe and Alheri [56] conducted a study regarding work-family enrichment among frontline employees in two luxury hotels in Nigeria and revealed the same findings, where enrichment between work and family roles enhanced affective organizational commitment corroborated by Aryee *et al.* [49]. The frontline hotel employees who have the ability to facilitate integration of their work and family responsibilities were likely to have higher affective organizational commitment to the organization. However, interestingly, this was contrary to a study conducted

by Karatepe and Kilic [63], where work-family enrichment among frontline hotel employees in Northern Cyprus was not significant and was negatively related to affective organizational commitment.

According to study done by Balmforth and Gardner [57] the hypothesis stated that work-family enrichment positively related to affective organizational commitment. This research finding supported the hypothesis. Karatepe and Alheri [56] hypothesized that work-family facilitation (enrichment) is negatively related to frontline employees' affective organizational commitment. The result that work-family facilitation had a significant positive effect on affective commitment where it supported the above hypothesis. Another study done by Karatepe and Kilic [63] hypothesized that work-family facilitation (enrichment) is positively related to frontline employees' affective organisational commitment. Nevertheless the finding is not congruent with the hypothesis proposed. Work-family facilitation (enrichment) is not significantly related to affective organisational commitment. In summary, most studies verified the positive relationship between work-family enrichment and affective organizational commitment. Thus it is hypothesised that:

H2: Work-family enrichment is positively related to affective organizational commitment among faculty clerical staff in UTM, Skudai

3.0 METHODOLOGY

The aim of this study was to examine the causal relationship between independent and dependent variables. In order to achieve this objective, the best design that suited the need of this study was causal (survey) research design. Causal research involves research question and hypothesis in where it will be tested using statistical tools [64]. Furthermore, the use of questionnaire as the tool to collect data is strongly suggested in this type of research and testing of hypothesis is allowed [64,65,66]. This study is a cross-sectional study or known as a one-spot study [65] where the data will be collected once throughout the entire research process.

In this study, questionnaire has been choose as the instrument for data collection. The questionnaire for work-family conflict is adapted from Carlson *et al.* [67], work-family enrichment is measured using nine items from Carlson *et al.* [26] and affective organizational commitment used questionnaire adapted from Meyer and Allen [42]. Based on the Likert Scale (1-5), respondents are required to choose the answers that have been set on each statement.

This research is based on population because it included a total of 194 faculty clerical staffs in UTM Skudai. Population is a collection of a group of individuals or measure specific objects whose attributes are studied [68]. Population will be used instead of sampling because the total numbers of the faculty clerical staffs were less than 200. To obtain data and information for research purposes, the researcher chose respondents from the faculty clerical staffs of grades N17, N22 and N26 who worked in UTM Skudai. The faculty clerical staffs of grades N17, N22 and N26 were chosen in this research because they shared the same job scopes and responsibilities, and at the same time, limited research had been done on this group of staffs. The distribution of the respondents according to the faculties is shown in Table 3.1. The data and information is taken from the Human Capital Management (HCM), UTM Skudai.

Table 3.1 Research population

Faculty		Population
1)	Faculty of Built Environment (FAB)	12
2)	Faculty of Civil Engineering (FKA)	20
3)	Faculty of Electrical Engineering (FKE)	18
4)	Faculty of Mechanical Engineering (FKM)	20
5)	Faculty of Computing (FK)	14
6)	Faculty of Science (FS)	20
7)	Faculty of Geoinformation and Real Estate (FGHT)	13
8)	Faculty of Management (FM)	16
9)	Faculty of Education (FP)	16
10)	Faculty of Islamic Civilization (FTI)	9
11)	Faculty of Bioscience and Bioengineering (FBB)	12
12)	Faculty of Biomedical Engineering and Health Science (FKBSK)	4
13)	Faculty of Petroleum and Renewable Energy Engineering (FPREE)	9
14)	Faculty of Chemical Engineering (FKK)	11
Total		194

To test the hypothesis from the data that has been collected, SPSS (Statistical Package for Social Science) version 18.0 has been used, Standard statistical procedures including descriptive were conducted. The descriptive statistic includes frequency, mean, and standard deviation. Meanwhile pearson correlation analysis has been used to identified the relationship between work-family conflict and affective organizational commitment and also between work-family enrichment and affective organizational commitment.

4.0 FINDINGS

A descriptive analysis was used to determine the level of work-family conflict among the faculty clerical staffs in UTM Skudai. In the distributed questionnaires, there were 9 questions related to work-family conflict and a 5-point Likert scale was used to measure the response from the respondents. Table 4.1 shows the detailed information on the mean and standard deviation for work-family conflict. Overall, the mean for work-family conflict is moderate, which is 3.05. It means that work-family conflict exists among the faculty clerical staffs in UTM but it could be managed effectively. The standard deviation shows that the responses were quite polarized. The standard deviation shows that the individual responses, on average, were less than 1 point away from the mean, except question number 8.

The descriptive analysis was used to determine the level of work-family enrichment among the faculty clerical staffs in UTM Skudai. In the distributed questionnaires, there were 9 questions related to work-family enrichment and a 5-point Likert scale was used to measure the response of the respondents. Table 4.2 shows the detailed information on the mean and standard deviation for work-family enrichment. Overall, the mean shows that the level of work-family enrichment is moderate, which is 3.60. This means that the faculty clerical staffs in UTM experienced moderate level of enrichment as there was positive experience at workplace spill over to family life at home. Furthermore, the standard deviation shows that the responses were quite polarized. The standard deviation shows that the individual responses, on average, were less than 1 point away from the mean. From the value of the standard deviation, it indicates that the respondents in work-family enrichment were more homogeneous compared to work-family conflict.

Table 4.1: Descriptive analysis summary of work-family conflict

Work-family conflict	Mean Score	Std. Deviation
1) The time I must devote to my job keeps me from participating equally in household responsibilities and activities.	3.30	.905
2) I have to miss family/life activities due to the amount of time I must spend on work responsibilities.	3.25	.947
3) The time I spend on family/life responsibilities often interferes with my work responsibilities.	3.05	.978
4) The time I spend with my family/life often causes me to not spend time in activities at work that could be helpful to my career.	2.96	.909
5) I have to miss work activities due to the amount of time I must spend on family/life responsibilities	2.85	.968
6) When I get home from work, I am often too frazzled to participate in family/life activities/responsibilities.	3.06	.908
7) I am often so emotionally drained when I get home from work that it prevents me from contributing to my family/life.	2.92	.961
8) Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.	3.12	1.057
9) My work keeps me from my family/life activities more than I would like.	2.92	.929
Average Mean Score	3.05 (Moderate)	

To confirm the first hypothesis of the study, Pearson correlation analysis was used. Table 4.3 below shows the correlation between work-family conflict and affective organizational commitment.

As shown in Table 4.3, work-family conflict had a significant correlation with affective organizational commitment; ($p < 0.01$). The strength of correlation is shown by the r value (.426) which shows positive relationship ($r > 0$) between work-family conflict and affective organizational commitment. The relationship between work-family conflict and affective organizational was moderate. It means that work-family conflict has moderate influence over affective organizational among the faculty clerical staffs in UTM, Skudai.

In order to confirm the second hypothesis of the study, pearson correlation analysis was used. Table 4.4 below shows the correlation between work-family enrichment and affective organizational commitment Table 4.4 shows that work-family enrichment had a significant correlation with affective organizational commitment; ($p < 0.05$). The strength of correlation is shown by the r value (.243) which showed positive relationship ($r > 0$) between work-family enrichment and affective organizational commitment. The relationship between work-family enrichment and affective organizational was weak. It means that work-family enrichment has little influence over affective organizational among the faculty clerical staffs in UTM, Skudai.

Table 4.2: Descriptive analysis summary of work-family enrichment

Work-family enrichment My involvement with work	Mean Score	Std. Deviation
1) Helps me to gain knowledge and this helps me to be a better family member.	3.75	.744
2) Helps me acquire skills and this helps me to be a better family member.	3.75	.687
3) Puts me in a good mood and this helps me to be a better family member.	3.68	.718
4) Makes me feel happy and this helps me to be a better family member	3.67	.753
5) Makes me cheerful and this helps me to be a better family member.	3.64	.704
6) Helps me feel personally fulfilled and this helps me to be a better family member	3.64	.659
7) Provides me with a sense of accomplishment and this helps me to be a better family member.	2.92	.961
8) Provides me with a sense of success and this helps me to be a better family member.	3.63	.706
9) Helps me to understand different viewpoints and helps me to be a better family member	3.73	.633
Average Mean Score	3.60 (Moderate)	

Table 4.3: Correlation between work-family conflict and affective organizational commitment

	WFC	AOC
Pearson Correlation	1	.426**
WFC Sig (2-tailed)		.000
N	100	100
Pearson Correlation	.426**	1
AOC Sig (2-tailed)	.000	
N	100	100

** . Correlation is significant at 0.01 level (2-tailed).

Table 4.4: Correlation between work-family enrichment and affective organizational commitment

	WFE	AOC
Pearson Correlation	1	.243*
WFE Sig (2-tailed)		.015
N	100	100
Pearson Correlation	.243*	1
AOC Sig (2-tailed)	.015	
N	100	100

*Correlation is significant at 0.05 level (2 tailed).

5.0 DISCUSSION

Based on Pearson correlation, there was a significant relationship between work-family conflict and affective organizational commitment but the relationship was positive. The strength of the relationship is moderate. Hence hypothesis 1 is not supported.

It means that although the individual was facing conflict between work and family, they still could show affective organizational commitment. According to Robins and DeCenzo [69], not all conflicts contribute to negative consequences. Conflict can contribute to positive or negative consequences. Some conflicts at the moderate level can enhance positive behaviour among the employees. This is also supported by Ungku *et al.*, [70] from the perspective of organization, where conflict can be categorized into two types; harmful conflict and constructive conflict. In this case, the faculty clerical staffs treat conflict in a positive way so that they would be able to face their conflict and express affective commitment towards their organization.

The findings from this research are parallel to the study conducted by Mian [58]. Mian [58] did not find any negative relationship between work-family conflict and affective organizational commitment. Nevertheless, the findings from this research contrasted with previous studies by Karatepe and Tekinkus [55] and Karatepe and Alheri [56]. The result shows that work-family conflict is positively related to affective organizational commitment and therefore hypothesis 1 is not supported.

In addition based on Pearson correlation, there was a significant relationship between work-family enrichment and affective organizational commitment. The result also showed that there was a positive relationship between work-family enrichment and affective organizational commitment but the strength of relationship is low. Therefore hypothesis 2 is supported.

Individuals who experience enrichment may likely to make cognitive attribution regarding the source of enrichment [71]. Work domain that provides enrichment to family domain is likely to be viewed as desirable and gave satisfaction. The social exchange theory by Blau [72] stated that employees who perceive that their organization would give something beneficial to them or their family are most likely to reciprocate their organization by showing attitude and behaviour that are consistent with the perceived benefit that they have received. Employees may express more positive feeling, for example, giving commitment to their organization. This is supported by Wayne *et al.*, [73], where individuals who experience work-family enrichment may develop a sense of satisfaction and will be attributed to the originating domain (work) leading to higher level of commitment to their job and also organization.

Similar results for the relationship between work-family enrichment and affective organizational commitment were reported by Balmforth and Gardner [57]. In another study done by Karatepe and Alheri [56] also found similar results. The same findings were obtained from [56] and Wayne *et al.*, [73] who found positive relationship between work-family enrichment and affective organizational commitment. This finding was proven to be consistent with the concept derived from the model designed by Greenhaus and Powell [27] and the social exchange framework devised by Blau [72]. The findings from this research support previous findings that claim work-family enrichment had been considered as an important factor to predict affective organizational commitment.

6.0 CONCLUSION

The faculty clerical staffs in UTM Skudai showed moderate level of work-family conflict. Work-family conflict exists among them but the level was not high and it could be managed by faculty clerical staffs. The level of work-family enrichment was also moderate but higher mean score than work-family conflict level. It meant that the faculty clerical staffs have more work-family enrichment than conflict. The finding also indicates that work-family conflict did not have any negative relationship with affective organizational commitment but work-family enrichment have positive relationship with affective organizational commitment.

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