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# WORK-FAMILY CONFLICT AND ORGANISATIONAL COMMITMENT IN MALAYSIA

A thesis  
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## ABSTRACT

This study examined the relationship between work-family conflict (WFC) and organisational commitment, and considered gender and number of dependents as moderators. Participants were self-defined full time working adults from various work forces in Malaysia and were recruited via email, telephone and social media. The questionnaire was available online (n=93) and in printed form (n=109) with a final response rate of 72.4%. Two main sections in the questionnaire measured WFC and organisational commitment. Work-family conflict consisted of four measures: strain-based work interfering with family (WIF), time-based work interfering with work, strain-based family interfering with work (FIW) and time-based family interfering with work. Affective commitment and continuance commitment were assessed. Exploratory factor analysis, correlations and hierarchical regressions were conducted on the variables in this study. Results revealed negative relationships for both strain-based and time-based WIF with affective commitment. In regards to continuance commitment, the relationship was positive for strain-based WIF but not significant for time-based WIF. No relationship was found between strain-based and time-based FIW with affective commitment. The relationships between strain-based and time-based FIW and continuance commitment were positive. Gender moderated the relationship between time-based WIF and affective commitment, whereby the relationship was negative for female employees only. Additionally, the relationship between time-based FIW and affective commitment was negative for male employees. The number of dependents employees had did not moderate any relationships in this study.

Collectivism, the self-concept theory and paternalistic roles present in organisational superiors in Malaysia are among the possible reasons for the relationships found in this study. This study has contributed to gaps in the literatures on work-family conflict and organisational commitment in Malaysia. In terms of practical implications, the results may serve as guidelines in the development of family-friendly policies for Malaysian organisations or multi-national companies (MNC) operating in Eastern cultures.

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# CHAPTER ONE

## Introduction

The nature of work has changed over the past few decades. Among the major changes observed in the workforce today are the growing number of women in the workplace and the increase in dual-earner couples (Fuwa, 2014). When both married men and women are working, the family role expectations change as both men and women try to balance the conflicting demands of work and family. For example, when a woman is forced to deal with overwhelming job-related demands, her partner could be more involved with family responsibilities (Duxbury & Higgins, 1991). Additionally, with technological advancements, employees are able to work anywhere and anytime. With this advantage, employees are given the opportunity to work at home or even complete their job tasks after office hours. However, this may not fully benefit the employees as they are more likely to experience conflict between the work and family domain (O'Driscoll, Brough, & Kalliath, 2004). In other words, the boundaries between work and family have been blurred. Conflicting demands and blurred boundaries between work and family are known as work-family conflict (WFC).

Some organisational interventions focus on the problems and needs of employees and this is not limited to the issue of work-family conflict (Cox, Taris, & Nielsen, 2010). Research findings have shown that there are potentially serious dysfunctional outcomes of work-family conflict, which include emotional exhaustion and lower life satisfaction (Zhang, Griffeth, & Fried, 2012), low marital and family satisfaction, depression and poor physical health (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005; Mesmer-Magnus & Vismesvaran, 2005). High work-family conflict was also linked to work-related consequences such as reduced organisational commitment (Allen, Herst, Bruck & Sutton, 2000; Lyness & Thompson, 1997; Netemeyer, Boles & McMurrin, 1996). Reduced organisational commitment eventually results in job turnover or absenteeism (Morrow, 2011), lowered job performance and desirable work behaviours (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Some studies included gender (Casper, Harris, Taylor-Bianco & Wayne, 2011; Casper, Martin, Buffardi & Erdwins, 2002) and dependents (Grover & Crooker, 1995; Iverson & Buttigieg, 1999) as moderators in the relationship. However, studies on these relationships in the Malaysian context are limited. Malaysians, like many other ethnicities of collectivistic countries (e.g., China, Korea and Japan), view work as a way of supporting the family instead of a means of improving oneself (Lu, Gilmour, Kao, & Huang, 2006). Furthermore, family members of collectivistic cultures are usually more accepting of work being conducted in the home environment compared to family members of individualistic cultures. Immediate and extended family members would sometimes provide instrumental or emotional assistance as means of support and encouragement to working family members. Hence, work obligations are seldom perceived as a disturbance to family life (Hassan, Dollard, & Winefield, 2010). Due to these cultural values, the relationship between work-family conflict and organisational commitment could differ from previous studies.

## Research Purpose

The aim of this research was to examine the relationships between work-family conflict and organisational commitment, with gender and number of dependents as moderators. The sample for this research was full-time Malaysian employees from various workforces, namely accountants, engineers, teachers and administrative officers. The theoretical model of this research is depicted in Figure 1.

Frone (2003) suggested that work-family conflict (WFC) is bidirectional in nature, meaning conflict may arise when the demands of one's work role interfere with one's family role (WIF), or when the demands of family interfere with performance of the work role (FIW). Both directions of WFC were included in this research. According to Greenhaus and Beutell (1985, p. 77), WFC is defined as "a form of inter role conflict, in which the demands of work and family roles are incompatible in some respect, so that participation in one role is more difficult because of participation in the other role". Also mentioned by them are the three forms of WFC, namely time-based conflict, strain-based conflict and

behaviour-based conflict. Time-based conflict occurs when time devoted to one role makes it difficult to participate in another role. Strain-based conflict happens when the strain experienced from one role overflows into the participation in another role. Lastly, behaviour-based conflict occurs when specific behaviours required in one role are incompatible with behavioural expectations in another role. Time-based conflict and strain-based conflict have been typically examined in most research and have substantial empirical evidence compared to behaviour-based conflict (Dierdorff & Ellington, 2008; Greenhaus & Beutell, 1985). Furthermore, behaviour-based conflict does not indicate how the intensity of demands in one role prevents participation in the other role (Lapierre, et al., 2005). Hence, behaviour-based conflict was not included in this research.

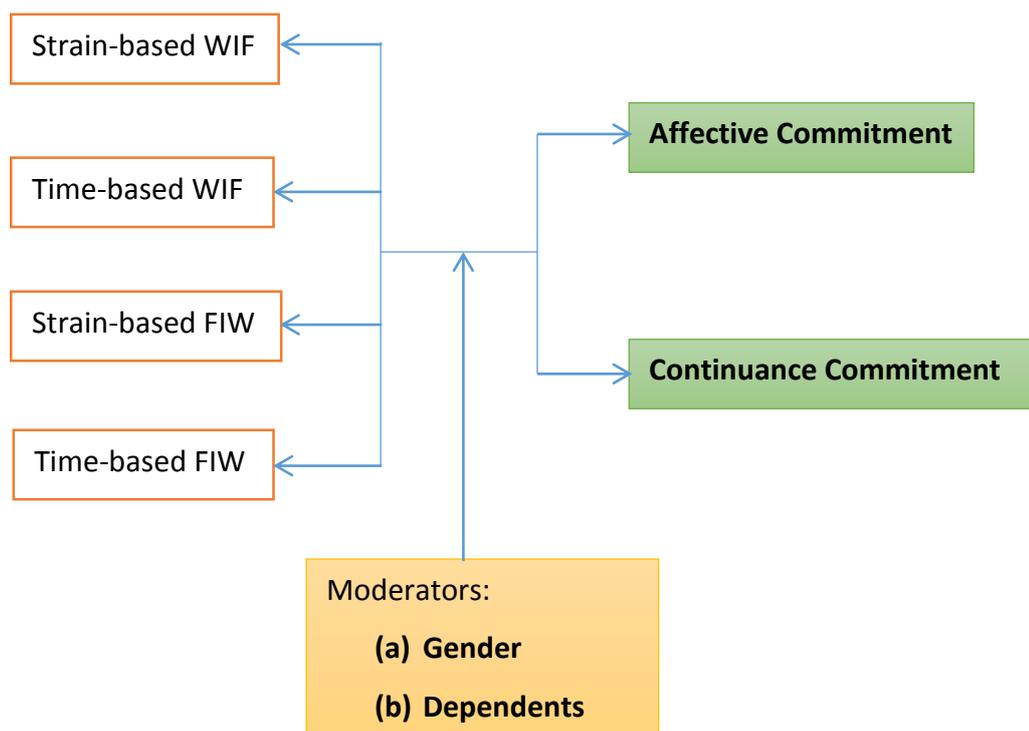


Figure 1. Theoretical model of the relationship between work-family conflict and organisational commitment.

The two directions of WFC [work interfering with family (WIF) and family interfering with work (FIW)] and two forms of WFC conflict (strain-based conflict

and time-based conflict) were combined in this study, resulting in four types of WFC (Figure 1, p. 3), which are strain-based WIF, time-based WIF, strain-based FIW and time-based FIW.

Meyer and Allen (1997) identified three types of organisational commitment: affective commitment, continuance commitment and normative commitment. Affective commitment reflects an employee's desire to maintain membership in the organisation and is mainly a result of work experiences that create feelings of comfort and personal competence. Some of the antecedents of affective commitment include organisational characteristics, person characteristics (i.e., demographic variables and dispositional variables) and work experiences. Continuance commitment reflects an employee's need to remain in the organisation as a result of recognising the costs associated with leaving. Economic costs (i.e., pension accruals) and social costs (i.e., friendship ties with co-workers) are costs associated with leaving the organisation. In order to determine if these costs are enough to stay with an organisation, employees must take into account the availability of alternatives (i.e., other organisations), disruption to personal relationships and other consequences that would occur from leaving their organisation. Lastly, normative commitment refers to the obligation of an employee to remain in his or her organisation resulting from internalisation of a loyalty norm and/or the receipt of favours that require repayment. Normative commitment was excluded from this research as past research found it to be highly related to affective commitment (Meyer & Allen, 1997; Morrow, 1993), while other research found work-family conflict to be unrelated to normative commitment (Casper et al., 2002; Lyness & Thompson, 1997).

Two moderators were present in this study – gender and dependents. Based on literature reviews discussed in the latter part of this chapter, these moderators were hypothesised to increase or reduce the strength of the relationships between WFC and OC.

## Work-family Conflict and Organisational Commitment

### *Work Interfering with Family (WIF) and Organisational Commitment*

Allen et al. (2000) and Netemeyer et al. (1996) reported a negative relationship between WIF and affective commitment. Lyness and Thompson (1997) reported that WIF was negatively related to affective commitment and positively related to continuance commitment. The reason for the lower level of affective commitment is that employees experience difficulties integrating their work and family roles. When they experience too much pressure from work (strain-based WIF) or are required to spend too much time working (time-based WIF), they would feel less committed towards the organisation. Hence, two hypotheses were proposed:

Hypothesis 1 (a): There will be a negative relationship between strain-based WIF and affective commitment.

Hypothesis 1 (b): There will be a negative relationship between time-based WIF and affective commitment.

Casper et al. (2002) stated that individuals with high WIF are expected to have less emotional attachment towards their organisation and the continuation of their jobs is more of a necessity than a choice. Streich, Casper and Salvaggio (2008) also found a positive relationship between WIF and continuance commitment. In both studies, the positive relationship was related to the self-concept theory (Thoits, 1991). Thoits (1991) explained that role-identities are self-conceptions in terms of one's position in the social structure. As Malaysians are collectivistic, in which family is highly valued, individuals have the self-concept that they are highly responsible for the welfare of their family. Hence, even when work interferes with family, the employees' self-concept persists and they feel obligated to continue working in order to provide for their family. Based on these findings, the following hypotheses were proposed:

Hypothesis 2 (a): There will be a positive relationship between strain-based WIF and continuance commitment.

Hypothesis 2 (b): There will be a positive relationship between time-based WIF and continuance commitment.

### *Family Interfering with Work (FIW) and Organisational Commitment*

Netemeyer et al. (1996) reported a negative relationship between FIW and affective commitment while other studies found no relationship (Casper et al., 2002). However, relationships between FIW and commitment might still exist based on the social identity theory (Casper et al., 2011). As Malaysians place higher values on family roles, it would be more likely for them to invest heavily in their family roles rather than work roles. Interference with the work role happens when more emotion, time, energy and thought are invested into the family role. When family interferes with work, these individuals would want to work less and it would be more likely for them to invest less emotion, energy or time at work. Hence, their affective commitment is low. This theory suggests that the relationship between FIW and affective commitment is negative.

Hypothesis 3 (a): There will be a negative relationship between strain-based FIW and affective commitment.

Hypothesis 3 (b): There will be a negative relationship between time-based FIW and affective commitment.

Additionally, when the family role demands are high, particularly among people who put high value on their families, they may feel obligated to stay in the organisation. Individuals who are providers to their families are unable to simply quit their jobs without having another source of income lined up for them. There could also be a possibility that family restrictions may make it harder for these individuals to change jobs or succeed in a new job (Casper et al., 2011). For example, there could be a possibility that the new job may have higher workload or longer working hours, causing them to make some sacrifice in the time they would love to spend with their family members or even family responsibilities (i.e, childcare). Thus, continuance commitment for these individuals would be higher as they must and need to stay in the job to provide

for their families. This suggests that the relationship between FIW and continuance commitment is positive.

Hypothesis 4 (a): There will be a positive relationship between strain-based FIW and continuance commitment.

Hypothesis 4 (b): There will be a positive relationship between time-based FIW and continuance commitment.

## Moderators

### *Gender*

Duxbury and Higgins (1991) stated that the traditional or core roles for women are family roles while men are viewed as the breadwinners for their family. Thus, both men and women would naturally prioritise their core roles. When the non-traditional role overpowers the core-role, conflict could occur. However, Perrone, Webb and Blalock (2005) found no significant gender differences in ideal role participation as both men and women indicated that they would ideally spend most time in the parenting role. However, there were significant gender differences in actual role participation of men and women in their study. Women actually spend more time on the traditional role of parenting and housework, while men spend time on career and leisure activities. This finding indicates that the traditional gender role theory exists but may be less prominent today.

In terms of organisational commitment, Meyer and Allen (1997) reported that gender differences are mostly attributed to different work characteristics and experiences. However, gender role theory states that as each child is added to the family, women reduce their time commitment to paid work and increase their level of household labour, while men increase their paid working hours (Konrad & Yang, 2012).

Stephen and Sommer (1996) found that female respondents experienced greater strain-based conflict compared to males. Similarly, Wallace (1999) reported that despite having fewer working hours per week, female lawyers experienced greater work overload compared to male lawyers. Gutek, Searle and

Klepa (1991) reported similar findings, stating that women reported higher work interference with family even when both men and women had the same number of working hours. Barnes, Wagner and Ghumman (2012) suggested that the logic behind these findings is that it might be easier for men to trade off work and family obligations compared to women because women probably have a minimum level of time that they must dedicate to family. In other words, women believe that they have primary responsibility for the home and family. This concept applies even more to Asian women, including Malaysian women, as Asian countries have a stronger belief in traditional gender roles (Hofstede, 1980).

Thus, when greater strain-based and time-based WIF are experienced, female employees are more likely to make some sacrifices in their career so that they would be able to focus more on non-work obligations (i.e. family). These sacrifices include spending less time and effort on the job, which means having less affective commitment towards the organisations they are working for. The following hypotheses were proposed:

Hypothesis 5 (a): The negative relationship between strain-based WIF and affective commitment will be stronger among female employees compared to male employees.

Hypothesis 5 (b): The negative relationship between time-based WIF and affective commitment will be stronger among female employees compared to male employees.

Wahn (1998) found that women had higher levels of continuance commitment compared to men as they feel more tied to an organisation and have the need to stay. The need to remain in the organisation may be attributed to the absence of alternatives and/or benefits (e.g., pension) associated with keeping one's current position in the organisation. Moreover, Wallace (1998) stated that women who experience more strain at work would continue working as the income provided to them by the organisation would make it possible for them to purchase goods and services which then helps to compensate for their

reduced family roles. Similar reasoning can be applied to time-based WIF. Hence, the following hypotheses were proposed:

Hypothesis 6 (a): The positive relationship between strain-based WIF and continuance commitment will be stronger for female employees compared to male employees.

Hypothesis 6 (b): The positive relationship between time-based WIF and continuance commitment will be stronger for female employees compared to male employees.

When men become highly involved in non-traditional family roles, role conflict may happen as colleagues and supervisors might perceive them as being less committed to their job. Furthermore, organisations have the expectation for men to subordinate their family needs to the job, making it harder for them to balance both work and family demands (Duxbury & Higgins, 1991). It is, however, more common for women to subordinate their work to their family needs. Hence, when family demands are high, it is more likely for men to experience higher conflict compared to women. This in turn could affect the emotional attachments they have towards the organisations they are working for.

Hypothesis 7 (a): The negative relationship between strain-based FIW and affective commitment will be stronger for male employees compared to female employees.

Hypothesis 7 (b): The negative relationship between time-based FIW and affective commitment will be stronger for male employees compared to female employees.

Based on gender role theory, men are viewed as the breadwinners and hence they have the responsibility to provide for their families (Duxbury & Higgins, 1991). This responsibility becomes heavier when the family role increases because there would be a greater need for a stable income. Thus, the

main reason to continue working would be to fulfil the financial needs (Iverson & Buttigieg, 1999). Based on this, the next hypotheses were proposed:

Hypothesis 8 (a): The positive relationship between strain-based FIW and continuance commitment will be stronger among male employees compared to female employees.

Hypothesis 8 (b): The positive relationship between time-based FIW and continuance commitment will be stronger among male employees compared to female employees.

### *Dependents*

Work-family conflict was found to increase when an employee's obligations to the family expand through marriage and the arrival of children (Darcy & McCarthy, 2007). This is because parents need greater work flexibility in order to deal with unforeseen problems such as children's illness or general medical visits. A similar case can be applied to employees with elderly dependents. Hence, it is more likely for employees with dependents to feel more overwhelmed at work (both time-based and strain-based) compared to employees without dependents.

In terms of organisational commitment, Grover and Crooker (1995) found that parents of young children had more affective commitment to the organisation compared to non-parents. Also, parents with the most commitment were parents of small children who were eligible for family-responsive benefits, particularly child care assistance (e.g., referral service, on-site or off-site day care centers). This was due to the fact that these parents benefited from family-responsive benefits given by the organisations they are working for. Hence they had positive attitudes toward the organisation, which in turn led to higher levels of affective organisational commitment. However, Grover and Crooker's (1995) study had only shown that the theory was significant for parents of young children who were provided with sufficient work-life initiatives from the organisations they were working for. Malaysian organisations may not provide similar work-life initiatives as work-life initiatives are developed in different ways

in different cultures (Kossek, Lewis, & Hammer, 2010). Furthermore, Malaysian organisations are still in the early stage of work-family policy development and work-family employment practice is still new and uncommon in the country (Abdul Mutalib, Aminah, & Zoharah, 2011). Thus, in general, it could still be easier for employees with dependents (child or elderly) to feel more overwhelmed at work as they are also required to tend to the needs of their dependents. This could prevent them from being affectively committed towards the organisation. The following hypotheses were proposed:

Hypothesis 9 (a): The negative relationship between strain-based WIF and affective commitment will be stronger for employees with dependents compared to employees without dependents.

Hypothesis 9 (b): The negative relationship between time-based WIF and affective commitment will be stronger for employees with dependents compared to employees without dependents.

Employees with dependents would rely more on the organisation for financial needs (Iverson & Buttigieg, 1999). In order to provide for their family members, these employees would continue to work for the organisation despite experiencing strain-based and time-based WIF. These employees are unable to leave the organisation as they cannot afford to lose their income and the benefits provided by the organisation. The following hypotheses were proposed:

Hypothesis 10 (a): The positive relationship between strain-based WIF and continuance commitment will be stronger for employees with dependents compared to employees without dependents.

Hypothesis 10 (b): The positive relationship between time-based WIF and continuance commitment will be stronger for employees with dependents compared to employees without dependents.

O'Driscoll, Brough and Kalliath (2006) mentioned that the presence of dependents increases the levels of both work-family conflict and psychological

strain. Additionally, the number of children in a family was linearly associated with the desire for both parents to reduce their working hours to spend more time with their children. Kinnunen and Mauno (1998) found that having more children in the family would result in a higher level of FIW. Similarly, Kossek, Colquitt and Noe (2001) reported significant relationships between the number of children living at home and FIW. Iverson and Buttigieg (1999) mentioned that employees with greater kinship responsibilities (number of dependents) are more reliant on the organisation to fulfil their financial needs. They also found that employees with increased family obligations displayed lower moral obligations to remain in the organisation.

Employees with dependents are normally required to invest more time and energy in their family compared to work. Due to these overpowering family roles, it is more likely for them to have less affective commitment towards the organisation they are working for. Hence, the following hypotheses were proposed:

Hypothesis 11 (a): The negative relationship between strain-based FIW and affective commitment will be stronger for employees with dependents compared to employees without dependents.

Hypothesis 11 (b): The negative relationship between time-based FIW and affective commitment will be stronger for employees with dependents compared to employees without dependents.

Additionally, employees with high family obligations are more likely to stay in the organisation when they perceive few alternative employment opportunities. They are tied to the organisation due to financial reasons. Thus, they rely on the organisation as a means of fulfilling important kinship obligations (Iverson & Buttigieg, 1999). The final two hypotheses for this study were:

Hypothesis 12 (a): The positive relationship between strain-based FIW and continuance commitment will be stronger for employees with dependents compared to employees without dependents.

Hypothesis 12 (b): The positive relationship between time-based FIW and continuance commitment will be stronger for employees with dependents compared to employees without dependents.

## Summary

This chapter provided an overview of literature related to this study. It has provided the definitions of work-family conflict and organisational commitment, as well as theories related to the relationships and moderators present in this study. Also included are the research aims, detailed descriptions of the theoretical framework and research hypotheses. The following chapter focuses on the methodology of the study.

## CHAPTER TWO

### Method

#### Participants

The participants in this study were self-defined full-time working adults from various work forces in Malaysia. The Malaysia Employment Act (1955) defines work weeks of 48 hours as full-time, with a maximum of eight hours per day and six working days. Full-time employees are entitled to benefits that are not typically offered to part-time employees, such as health and sickness benefits and retirement benefits.

A total of 202 employees participated in this study, of whom 39% were males and 61% were females, aged between 22 and 63 ( $M = 35$  years,  $SD = 11.9$ ). A majority of the sample were Chinese (69%), 15% were Malay, 7% were Indian and the remaining 7% were of other ethnicities (Bidayuh, Iban, Ceylonese, Eurasian, Kenyah, Melanau and Sino Kadazan). Most employees (37%) reported having one to two dependents, 35% had no dependents, and 22% had three to four dependents. Six percent had five to six dependents and only 1% had more than six dependents. Job titles held by these respondents were accountants (7%), managers (7%), bankers (6%), teachers (6%), HR executives (5%), audit assistants (5%), engineers (5%) and executive officers (5%). Three respondents did not state their job title.

#### Procedure

The participants were recruited via email, telephone and social media. The questionnaire was available online and in hard-copy version. The advantages of utilising online questionnaires were to preserve participants' anonymity, to allow participants to complete the questionnaire in their own time and at their own pace and also to economically reach a large number of respondents who are geographically dispersed (Sue & Ritter, 2007). Using online questionnaires also often leads to higher response rates among young people as computers may have special relevance for younger groups (Van Selm & Jankowski, 2006). Thus, in order to reach out to a wider spread of age groups, copies of the

questionnaire were also printed and handed to organisations. Paper questionnaires are also convenient for respondents who do not have access to computers or internet connection.

Eight department managers and small business owners (e.g., state forestry department, hotel accounting department, engineering companies) were approached and all agreed to have their employees participate in this study. A total of 150 questionnaires were handed out to these employees. The questionnaires were collected within a week after distribution. A total of 109 completed questionnaires were collected, giving a response rate of 73%. The link to the online questionnaire was posted on social media (Facebook) at least twice a week for two months. Friends were allowed to re-post the link on their Facebook page in order to gain more respondents. The link was visited 129 times and only 93 participants completed the questionnaire, giving a response rate of 72%. The questionnaire was available in two languages, English and Bahasa Malaysia. An introductory page (see Appendix A, p. 54) was included to inform participants of the purpose of the study and the approximate time needed to complete the questionnaire.

Upon completion of the questionnaire, participants were thanked for their participation and were provided with information on how they could receive a summary of the findings if they were interested in the results from this research (see Appendix B, p. 55). The research summary was given to all department managers and small business owners who were approached for this study.

## Measures

The questionnaire contained 29 self-report items (see Appendix C, p. 56), which measured the two main constructs of this research: work-family conflict and organisational commitment. Respondents were required to indicate whether they agreed with each item on a 5-point Likert type scale where 1= strongly disagree, 2= disagree, 3 = neutral, 4= agree and 5 = strongly agree. The factor structure of these measures was assessed through factor analysis, which is described in this chapter.

The final section of the questionnaire contained five demographic-related questions. Participants were asked to state their gender, age, ethnicity, number of dependents and occupation.

### *Work-family Conflict*

The Carlson, Kacmar and Williams' (2000) multidimensional measure of work-family conflict was used in this study. The original questionnaire measures the six dimensions of conflict which are a combination of three forms of work-family conflict (time, strain and behaviour) and two directions of work-family conflict (work interference with family (WIF) and family interference with work (FIW)). As mentioned in Chapter 1, the study was only inclusive of time-based and strain-based conflict for WIF and FIW. Hence, only items measuring time-based and strain-based conflict for WIF and FIW were utilised in this research.

In total, there were twelve items measuring time-based and strain-based conflict for work interfering with family (WIF) and family interfering with work (FIW). Specifically, three items measure time-based conflict and three items measure strain-based conflict for WIF and FIW. Examples of items measuring time-based conflict were "My work keeps me from my family activities more than I would like" and "The time I spend on family responsibilities often interfere with my work responsibilities". Items measuring strain-based conflict were for instance "When I get home from work I am often too frazzled to participate in family activities/responsibilities" and "Due to stress at home, I am often preoccupied with family matters at work". The coefficient alphas for all four dimensions were: time-based WIF = 0.87, time-based FIW = 0.79, strain-based WIF = 0.85 and strain-based FIW = 0.87 respectively (Carlson, Kacmar, & Williams, 2000).

Factor analyses were conducted using Principal Axis Factoring (PAF) with Oblique (Direct Oblimin) rotation on work interfering with family (WIF) and family interfering with work (FIW) items. The Kaiser-Meyer Olkin index verified the sampling adequacy for the analyses, KMO = 0.81 for the WIF items and KMO = 0.80 for the FIW items ['meritorious' according to George and Mallery (2011)].

The Bartlett's test of sphericity was,  $p < .001$  for both analyses. Hence, the items can be analysed using factor analysis.

Two factors from work interfering with family (WIF) items were retained for rotation as both had eigenvalues of more than one and explained a total variance of 76% (refer to scree plot, Figure E in Appendix E, p. 62). Factor loadings after rotation were shown in Table E (Appendix E, p. 62). Factor loadings of 0.4 and above were regarded as the index of a significant loading. Factor 1 loaded on to items 1, 2 and 3 while Factor 2 loaded on to items 7, 8 and 9. Factor 1 had items measuring time-based WIF while factor 2 had items measuring strain-based WIF. The correlation between the two factors was 0.61. Cronbach's internal alpha reliability value was 0.87 for time-based WIF and 0.81 for strain-based WIF.

One factor from family interfering with work (FIW) items had an eigenvalue of more than one. The second component had an eigenvalue close to one (0.98) and thus was also retained for rotation. The best fitting line drawn on the scree plot (Figure F in Appendix F, p. 63) confirmed the two factors. Factor loadings after rotation were shown in Table F (Appendix F, p. 63). Factor 1 loaded on items 4, 5 and 6, while Factor 2 loaded on items 10, 11 and 12. Items on Factor 1 were items measuring time-based FIW and items on Factor 2 measure strain-based FIW. The correlation was 0.60 between the two factors. Cronbach's internal alpha reliability value was 0.71 for time-based FIW and 0.86 for strain-based FIW.

### *Organisational Commitment*

Sixteen items from the original Organisational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1997) were used to measure affective commitment and continuance commitment. Also included was an item measuring continuance commitment which was introduced in the revised version of the OCQ. The item was "If I had not already put so much of myself into this organisation, I might consider working elsewhere". Therefore, in total, there were 17 items measuring organisational commitment, with eight items measuring affective commitment and nine items measuring continuance

commitment. Examples of items included: (a) affective commitment – “I really feel as if this organisation’s problems are my own”, “I think I could easily become as attached to another organisation as I am to this one”; and (b) continuance commitment – “It would be very hard for me to leave my organisation right now, even if I wanted to”, “Right now, staying with my organisation is a matter of necessity as much as desire”. Meyer & Allen (1997) reported that the median reliabilities for Affective Commitment Scales and Continuance Commitment Scales are 0.85 and 0.79 respectively.

Factor analysis was initially conducted on all 17 organisational commitment items. The results were however inconclusive. Items 14, 16, 21, 24 and 28 were dropped from this study as they were items in the original Organisational Commitment Questionnaire (OCQ) which were omitted in the revised version of the OCQ. According to Culpepper (2000) and Jaros (2007), items 21 and 24 fail to reflect the continuance factor, while item 16 had the lowest factor coefficient. Therefore, factor analysis was conducted only on the remaining 12 items that were included in the revised version of the OCQ.

Factor analysis was conducted using Principal Axis Factoring (PAF) with Oblique (Direct Oblimin) rotation. The Kaiser-Meyer Olkin measure verified the sampling adequacy for the analysis,  $KMO = 0.73$  [‘middling’ according to George and Mallery, (2011)] and Bartlett’s test of sphericity was  $p < .001$ . Hence, the items can be analysed using factor analysis.

A 2-factor solution was applied in this analysis in order to have two factors loadings – (a) Items measuring Affective Commitment; and (b) Items measuring Continuance Commitment. The total variance explained was 46%. Factor loadings are shown in Table G (Appendix G, p. 64). Factor 1 loaded onto all six items measuring affective commitment. Items 23 and 25 were retained under factor 2 as they had factor loadings close to .40. In total, there were five items measuring continuance commitment. Correlation between factors was  $-.01$ , and Cronbach’s internal alpha reliability value was 0.80 for affective commitment items and 0.65 for continuance commitment items.

## Data Analysis

The skewness and kurtosis of scales were identified using descriptive statistics. Missing data imputation was done using the within-person mean substitution method (Roth, Switzer, & Switzer, 1999). Five missing scores were imputed using this method.

As the majority of the sample was Chinese (69%), a *t*-test was conducted between ethnicities (Chinese and Others) in order to examine mean differences. Results of the *t*-test confirmed no evidence of mean differences.

The next chapter further reports the data analysis and hypotheses testing for this study. Pearson's correlation analysis was conducted to test the relationship between work-family conflict and organisational commitment (hypotheses 1, 2, 3 and 4). In order to test for moderation effects in hypotheses 5 to 12, hierarchical regression analysis was used.

## CHAPTER THREE

### Results

This chapter reports the data analyses of the study. Descriptive statistics for strain-based WIF, time-based WIF, strain-based FIW, time-based FIW, affective commitment and continuance commitment are reported in the first part of the chapter. The next part reports the results of the *t*-tests which were conducted on all six measures in order to determine if there were any mean differences between Chinese employees and employees of other ethnicities. Correlations between measures and results of the hierarchical regression analyses are summarised in three tables. Finally, this chapter reports the results of the hypotheses tested in this study.

#### Descriptive Statistics

Table 1 reports the means, standard deviations, skewness and kurtosis of the measures used in this study. On a 5-point scale, the mean values for strain-based WIF ( $\bar{x} = 3.01$ ) and time-based WIF ( $\bar{x} = 3.06$ ) were moderate, while the mean values were lower for strain-based FIW ( $\bar{x} = 2.39$ ) and time-based FIW ( $\bar{x} = 2.48$ ). Mean values for affective commitment ( $\bar{x} = 3.28$ ) and continuance commitment ( $\bar{x} = 3.24$ ) were also moderate. Standard deviations for all six measures were small ( $< 1$ ), indicating that scores were generally close to the mean values. Overall, the skewness for all measures was between 1.0 and -1.0, while the kurtosis was between 2.0 and -1.0. Data transformation was not required as the skewness values were no greater than 3, and kurtosis values were below 8 (Kline, 2011).

Table 1

*Mean, Standard Deviation, Skewness and Kurtosis of Measures*

|                        | Mean | Std. Deviation | Skewness | Kurtosis |
|------------------------|------|----------------|----------|----------|
| Strain-based WIF       | 3.01 | 0.87           | -0.02    | -0.38    |
| Time-based WIF         | 3.06 | 0.90           | 0.15     | -0.63    |
| Strain-based FIW       | 2.39 | 0.73           | 0.35     | -0.24    |
| Time-based FIW         | 2.48 | 0.68           | 0.42     | -0.02    |
| Affective Commitment   | 3.28 | 0.66           | -0.93    | 1.15     |
| Continuance Commitment | 3.24 | 0.63           | 0.16     | -0.56    |

Std. Error of Skewness = 0.17, Std. Error of Kurtosis = 0.34 for all measures

Scales for Items above: 1= Strongly Disagree, 5 = Strongly Agree

### Comparison of Mean between Chinese Employees and Employees of Other Ethnicities

The majority of the sample was Chinese employees (69%) while the remaining 31% were employees of other ethnicities (Malay, Indian, Bidayuh, Iban, Ceylonese, Eurasian, Kenyah, Melanau and Sino Kadazan). An independent samples *t*-test was conducted on all six measures in order to test for mean differences which may occur between Chinese employees and employees of other ethnicities. In conducting the test, all Chinese employees were categorised into a group and labelled as “Chinese”, while employees of other ethnicities were combined into another group, labelled as “Others”. The means and standard deviations of measures for both groups are presented in Table 2. The mean value between Chinese and Others did not differ greatly and standard deviation values were small, thus equal variance was assumed. Results from the *t*-test are also reported in Table 2. There were no significant differences between the two groups of employees ( $p > .05$ ). Hence, the need for ethnicity to be a controlled variable for further analysis was not required.

Table 2

*Mean and Standard Deviations of Measures According to Ethnicity and t-Values*

|                        | Ethnicity | Mean | Std. Deviation | t     |
|------------------------|-----------|------|----------------|-------|
| Strain-based WIF       | Chinese   | 2.96 | 0.84           | -1.33 |
|                        | Others    | 3.14 | 0.94           |       |
| Time-based WIF         | Chinese   | 3.00 | 0.88           | -1.55 |
|                        | Others    | 3.20 | 0.94           |       |
| Strain-based FIW       | Chinese   | 2.40 | 0.73           | -0.03 |
|                        | Others    | 2.40 | 0.73           |       |
| Time-based FIW         | Chinese   | 2.47 | 0.68           | -0.35 |
|                        | Others    | 2.51 | 0.70           |       |
| Affective Commitment   | Chinese   | 3.29 | 0.63           | 0.45  |
|                        | Others    | 3.25 | 0.73           |       |
| Continuance Commitment | Chinese   | 3.19 | 0.58           | -1.82 |
|                        | Others    | 3.36 | 0.71           |       |

Degree of freedom = 199, Equal variances assumed  
All t-values were non-significant,  $p > .05$

### Correlation between Measures

Table 3 reports the correlations between all six measures (strain-based WIF, time-based WIF, strain-based FIW, time-based FIW, affective commitment and continuance commitment) used in this study.

### Relationship between Work Interfering with Family (WIF) and Organisational Commitment

Four hypotheses were tested using Pearson correlation. Hypothesis 1 (a) proposed that there would be a negative relationship between strain-based WIF and affective commitment. The hypothesis was supported as correlation results showed a significant negative relationship between strain-based WIF and affective commitment,  $r = -.28$ ,  $p < .01$ . Hypothesis 1 (b) proposed that the relationship between time-based WIF and affective commitment would be

negative. Correlation results showed a significant negative relationship between time-based WIF and affective commitment,  $r = -.16, p < .05$ , thus the hypothesis was supported. This suggests that as work-related pressure is experienced (strain-based WIF), or when work time interferes with family matters (time-based WIF), the affective commitment employees have towards the organisation would decrease.

Table 3

*Correlations between Measures*

|                           | 1.      | 2.     | 3.     | 4.     | 5.    | 6.   |
|---------------------------|---------|--------|--------|--------|-------|------|
| 1. Strain-based WIF       | 0.81    |        |        |        |       |      |
| 2. Time-based WIF         | 0.51**  | 0.87   |        |        |       |      |
| 3. Strain-based FIW       | 0.29**  | 0.17*  | 0.86   |        |       |      |
| 4. Time-based FIW         | 0.31**  | 0.31** | 0.53** | 0.71   |       |      |
| 5. Affective Commitment   | -0.28** | -0.16* | -0.09  | -0.09  | 0.80  |      |
| 6. Continuance Commitment | 0.23**  | 0.06   | 0.17*  | 0.25** | -0.09 | 0.65 |

N = 202, Cronbach's Alpha values on the diagonal

\*\* . Correlation is significant at the .01 level (1-tailed)

\* . Correlation is significant at the .05 level (1-tailed)

Hypothesis 2 (a) proposed that the relationship between strain-based WIF and continuance commitment would be positive. The hypothesis was supported as correlation results showed a significant positive relationship between strain-based WIF and continuance commitment,  $r = .23, p < .01$ . This suggests that despite experiencing pressure from work, employees continue working for the organisation as they may view their jobs as more of a necessity than a choice. Hypothesis 2 (b) proposed that there would be a positive relationship between time-based WIF and continuance commitment. The hypothesis was rejected as the relationship was non-significant,  $r = .06$ . This finding suggests that when time spent on work-related matters interferes with time spent on family-related matters (time-based WIF), the continuance commitment employees have towards the organisation may not be affected.

## Relationship between Family Interfering with Work (FIW) and Organisational Commitment

Four hypotheses were tested using Pearson correlation. Hypothesis 3 (a) proposed that there would be a negative relationship between strain-based FIW and affective commitment. The relationship was found to be non-significant ( $r = -.09$ ), thus, the hypothesis was rejected. Hypothesis 3 (b) proposed that the relationship between time-based FIW and affective commitment would be negative. The hypothesis was also rejected as the relationship was non-significant ( $r = -.09$ ). The results suggest that despite experiencing family- or home-related pressure (strain-based FIW), or having family-related time interfering with work (time-based FIW), the level of affective commitment employees have towards the organisation may not be affected.

Hypothesis 4 (a) proposed that there would be a positive relationship between strain-based FIW and continuance commitment. Correlation results showed a positive and significant relationship,  $r = .17, p < .05$ . Hence, the hypothesis was accepted. The next hypothesis, hypothesis 4 (b), was also supported as the relationship between time-based FIW and continuance commitment was positive and significant,  $r = .25, p < .01$ . These results suggest that continuance commitment to the organisation may increase when employees experience family-related pressure or when the time devoted to family matters interferes with work.

## Relationship between Work-family Conflict (WFC) and Organisational Commitment with Gender as Moderator

Eight hypotheses were tested using hierarchical regression analysis with gender as a moderator. Although Hypotheses H2 (b), H3 (a) and H3 (b) were rejected, regression analyses were conducted on the remaining hypotheses which were related to the three hypotheses in order to determine if any moderating effects exist. Table 4 (affective commitment) and Table 5 (continuance commitment) summarise the results of the regression analyses.

Table 4

*Hierarchical Regression Results for Work-family Conflict and Affective Commitment with Gender as Moderator*

| Model |                           | $R^2$ | $\Delta R^2$ | $F$     | $\beta$ | $t$     |
|-------|---------------------------|-------|--------------|---------|---------|---------|
| 1     | <i>Step 1</i>             | 0.13  |              | 15.22** |         |         |
|       | Strain-based WIF          |       |              |         | -0.28   | -4.20** |
|       | Gender                    |       |              |         | -0.23   | -3.49** |
|       | <i>Step 2</i>             | 0.13  | 0.00         | 10.12** |         |         |
|       | Strain-based WIF          |       |              |         | -0.34   | -1.43   |
|       | Gender                    |       |              |         | -0.23   | -3.48** |
|       | Strain-based WIF x Gender |       |              |         | 0.07    | 0.27    |
| 2     | <i>Step 1</i>             | 0.09  |              | 9.78**  |         |         |
|       | Time-based WIF            |       |              |         | -0.19   | -2.72** |
|       | Gender                    |       |              |         | -0.26   | -3.77** |
|       | <i>Step 2</i>             | 0.13  | 0.04         | 9.57**  |         |         |
|       | Time-based WIF            |       |              |         | 0.46    | 1.98*   |
|       | Gender                    |       |              |         | -0.25   | -3.68** |
|       | Time-based WIF x Gender   |       |              |         | -0.67   | -2.90** |
| 3     | <i>Step 1</i>             | 0.07  |              | 6.89**  |         |         |
|       | Strain-based FIW          |       |              |         | -0.10   | -1.39   |
|       | Gender                    |       |              |         | -0.24   | -3.48** |
|       | <i>Step 2</i>             | 0.09  | 0.02         | 6.19**  |         |         |
|       | Strain-based FIW          |       |              |         | -0.57   | -2.45   |
|       | Gender                    |       |              |         | -0.24   | -3.54** |
|       | Strain-based FIW x Gender |       |              |         | 0.50    | 2.13*   |
| 4     | <i>Step 1</i>             | 0.06  |              | 6.80**  |         |         |
|       | Time-based FIW            |       |              |         | -0.09   | -1.33   |
|       | Gender                    |       |              |         | -0.24   | -3.48** |
|       | <i>Step 2</i>             | 0.07  | 0.01         | 4.71**  |         |         |
|       | Time-based FIW            |       |              |         | -0.26   | -1.09   |
|       | Gender                    |       |              |         | -0.24   | -3.48** |
|       | Time-based FIW x Gender   |       |              |         | 0.18    | 0.74    |

Criterion variable: Affective Commitment

Degree of freedom for  $F = 199$ , Degree of freedom for  $t = 198$

\*\* . Significant at the .01 level (1-tailed) \* . Significant at the .05 level (1-tailed)

Table 5

*Hierarchical Regression Results for Work-family Conflict and Continuance Commitment with Gender as Moderator*

| Model |                           | $R^2$ | $\Delta R^2$ | $F$    | $\beta$ | $t$    |
|-------|---------------------------|-------|--------------|--------|---------|--------|
| 1     | <i>Step 1</i>             | 0.06  |              | 6.36** |         |        |
|       | Strain-based WIF          |       |              |        | 0.23    | 3.37** |
|       | Gender                    |       |              |        | 0.08    | 1.10   |
|       | <i>Step 2</i>             | 0.07  | 0.01         | 5.21** |         |        |
|       | Strain-based WIF          |       |              |        | 0.63    | 2.55*  |
|       | Gender                    |       |              |        | 0.07    | 1.08   |
|       | Strain-based WIF x Gender |       |              |        | -0.41   | -1.67  |
| 2     | <i>Step 1</i>             | 0.01  |              | 1.10   |         |        |
|       | Time-based WIF            |       |              |        | 0.07    | 0.96   |
|       | Gender                    |       |              |        | 0.09    | 1.23   |
|       | <i>Step 2</i>             | 0.01  | 0.00         | 0.77   |         |        |
|       | Time-based WIF            |       |              |        | 0.15    | 0.59   |
|       | Gender                    |       |              |        | 0.09    | 1.25   |
|       | Time-based WIF x Gender   |       |              |        | -0.08   | -0.33  |
| 3     | <i>Step 1</i>             | 0.04  |              | 3.62   |         |        |
|       | Strain-based FIW          |       |              |        | 0.17    | 2.43*  |
|       | Gender                    |       |              |        | 0.09    | 1.22   |
|       | <i>Step 2</i>             | 0.04  | 0.00         | 2.69   |         |        |
|       | Strain-based FIW          |       |              |        | 0.34    | 1.58   |
|       | Gender                    |       |              |        | 0.09    | 1.23   |
|       | Strain-based FIW x Gender |       |              |        | -0.22   | -0.91  |
| 4     | <i>Step 1</i>             | 0.07  |              | 7.45   |         |        |
|       | Time-based FIW            |       |              |        | 0.25    | 3.68** |
|       | Gender                    |       |              |        | 0.09    | 1.27   |
|       | <i>Step 2</i>             | 0.08  | 0.01         | 5.46   |         |        |
|       | Time-based FIW            |       |              |        | 0.53    | 2.20*  |
|       | Gender                    |       |              |        | 0.09    | 1.29   |
|       | Time-based FIW x Gender   |       |              |        | -0.29   | -1.20  |

Criterion variable: Continuance Commitment

Degree of freedom for  $F = 199$ , Degree of freedom for  $t = 198$

\*\* . Significant at the .01 level (1-tailed) \* . Significant at the .05 level (1-tailed)

Hypothesis 5 (a) proposed that the negative relationship between strain-based WIF and affective commitment would be moderated by gender, in the sense that the relationship would be stronger among female employees compared to male employees. In stage one of the analysis, strain-based WIF and gender contributed significantly to the regression model,  $F(2,199) = 15.22$ ,  $p = .00$  and accounted for 13% of the variation in affective commitment. The

interaction between strain-based WIF and gender was added in stage two of the analysis. The interaction was not significant as  $\Delta R^2 = .00$ ,  $\Delta F(3,198) = .08$ ,  $\beta = .07$ ,  $t(198) = .27$ ,  $p = 0.78$ . Hence, the moderation effect of gender was not present in this relationship and the hypothesis was rejected. This implies that the negative relationship between strain-based and affective commitment is not affected by gender differences. Hence, male and female employees may report the same decrease on affective commitment when they are experiencing pressure from work (strain-based WIF).

Hypothesis 5 (b) proposed that the negative relationship between time-based WIF and affective commitment would be stronger among female employees compared to male employees. In stage one, time-based WIF and gender accounted for 9% of the variation in affective commitment,  $F(2,199) = 9.78$ ,  $p = .00$ . The interaction between time-based WIF and gender was included in the second stage of the analysis and the result was significant,  $\Delta R^2 = .04$ ,  $\Delta F(3,198) = 8.42$ ,  $\beta = -0.67$ ,  $t(198) = -2.90$ ,  $p < .01$ . An interaction plot (see Figure 2) was drawn with 'high' and 'low' levels of one standard deviation above and below the mean value of the moderator respectively. The interaction plot showed a significant negative relationship between time-based WIF and affective commitment for female employees,  $b = -.25$ ,  $t = -3.54$ ,  $p < .01$ . However, the relationship was not significant for male employees,  $b = .24$ ,  $t = 0.57$ ,  $p = 0.57$ . Hence, the hypothesis was partially supported. This suggests that the affective commitment female employees have towards the organisation may decrease when they experience time-based WIF.

Hypothesis 6 (a) proposed that the positive relationship between strain-based WIF and continuance commitment would be moderated by gender, in the sense that the relationship would be stronger for female employees compared to male employees. In the first stage of the hierarchical regression analysis, strain-based WIF and gender were included and these variables accounted for 6% of the variance in continuance commitment,  $F(2,199) = 6.36$ ,  $p = .00$ . The interaction between strain-based WIF and gender was then added to the regression model, but was non-significant,  $\Delta R^2 = .01$ ,  $\Delta F(3,198) = 2.80$ ,  $\beta = -.41$ ,  $t(198) = -1.67$ ,  $p = .10$ . A moderation effect was not present in this relationship,

thus the hypothesis was rejected. This implies that gender differences do not affect the positive relationship between strain-based WIF and continuance commitment. Both male and female employees may experience the same amount of increase in continuance commitment when pressure is experienced at work.

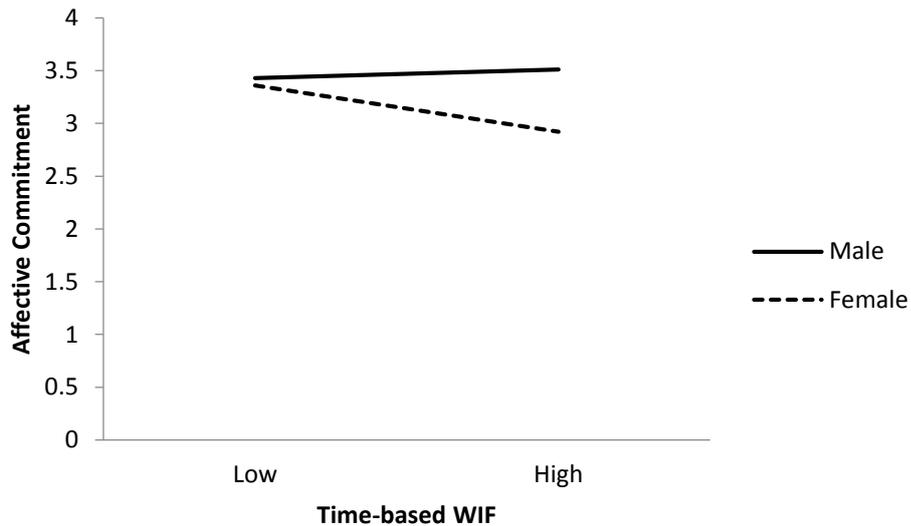


Figure 2. Interaction between time-based WIF and gender on affective commitment.

Hypothesis 6 (b) suggested that the positive relationship between time-based WIF and continuance commitment would be stronger for female employees compared to male employees. The overall relationship had earlier been found to be non-significant in hypothesis 2 (b). However, in order to test for a moderation effect, hierarchical regression analysis was conducted on these variables. The interaction effect between time-based WIF and gender was not significant,  $\Delta R^2 = .00$ ,  $\Delta F(3,198) = .11$ ,  $\beta = -.08$ ,  $t(198) = -.33$ ,  $p = 0.74$ . Thus, the hypothesis was rejected, implying that there is no relationship between time-based WIF and continuance commitment for both male and female employees.

Hypothesis 7 (a) proposed that the negative relationship between strain-based FIW and affective commitment would be stronger for male employees compared to female employees. The overall relationship was found to be non-

significant in hypothesis 3 (a). Hierarchical regression analysis was conducted and the results reported significant interaction effect between strain-based FIW and gender,  $\Delta R^2 = .02$ ,  $\Delta F(3,198) = 4.55$ ,  $\beta = 0.50$ ,  $t(198) = 2.13$ ,  $p < .05$ . An interaction plot (see Figure 3) was drawn with 'high' and 'low' levels of one standard deviation above and below the mean value of the moderator, respectively. The interaction plot showed a significant negative relationship between strain-based FIW and affective commitment for male employees,  $b = -.25$ ,  $t = -2.74$ ,  $p < .05$ . However, the relationship was non-significant for female employees,  $b = .02$ ,  $t = .19$ ,  $p = 0.85$  (see Figure 3). Hence, this hypothesis was partially supported. The affective commitment male employees have towards the organisation decreases when they experience family-related pressure (strain-based FIW).

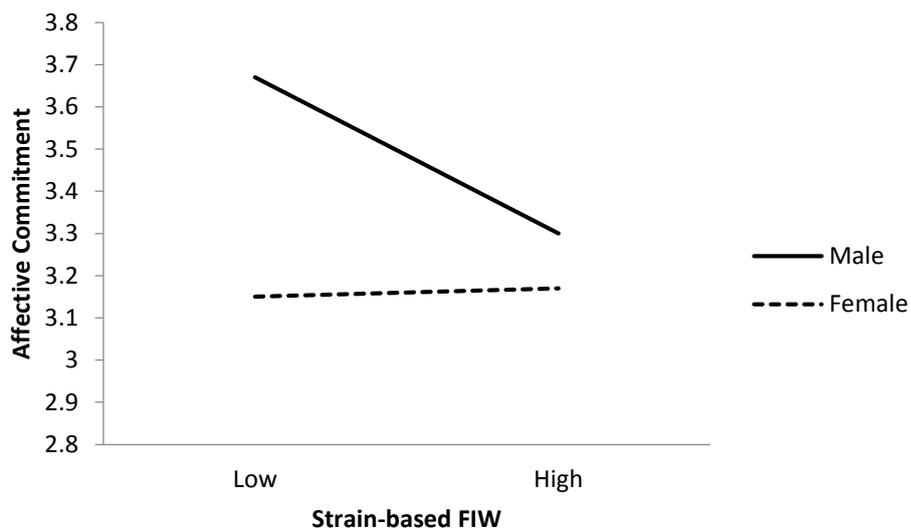


Figure 3. Interaction between strain-based FIW and gender on affective commitment.

Hypothesis 7 (b) proposed that the negative relationship between time-based FIW and affective commitment would be stronger for male employees compared to female employees. The relationship between the two variables was not significant (hypothesis 3 (b)) and hierarchical regression analysis reported no moderation effect,  $\Delta R^2 = .00$ ,  $\Delta F(3,198) = 0.55$ ,  $\beta = .18$ ,  $t(198) = 0.74$ ,  $p = .46$ .

Hence, there was no relationship between time-based FIW and affective commitment for both male and female employees in this study.

Hypothesis 8 (a) suggested that the positive relationship between strain-based FIW and continuance commitment would be moderated by gender, such that the relationship would be stronger for male employees compared to female employees. In the first stage of the hierarchical regression analysis, strain-based FIW and gender accounted for 4% of variance in continuance commitment,  $F(2,199) = 3.62, p = .03$ . In the second stage of the analysis, the interaction between strain-based FIW and gender was included but the result was non-significant,  $\Delta R^2 = .00, \Delta F(3,198) = 0.83, \beta = -.22, t(198) = -0.91, p = .36$ . Hence, a moderation effect did not exist and the hypothesis was rejected. This indicates that the increase of continuance commitment with strain-based FIW may be similar for both male and female employees.

Hypothesis 8 (b) proposed a stronger positive relationship between time-based FIW and continuance commitment among male employees compared to female employees. In the first stage of the hierarchical regression analysis, time-based FIW and gender accounted for 7% of the variation in continuance commitment,  $F(2,199) = 7.45, p = .00$ . The interaction between the two variables was then added to the second stage of the regression analysis and the result was non-significant,  $\Delta R^2 = .01, \Delta F(3,198) = 1.44, \beta = -.29, t(198) = -1.2, p = .23$ . There was no moderation effect in the relationship, thus the hypothesis was rejected. This implies that when time spent on family-related matters interferes with work, both male and female employees may report the same increase in continuance commitment.

### **Relationship between Work-family Conflict (WFC) and Organisational Commitment with Number of Dependents as a Moderator**

Eight hypotheses were tested using hierarchical regression analysis with number of dependents as a moderator. Prior to performing the regression analyses, the scores for strain-based WIF, time-based WIF, strain-based FIW, time-based FIW and number of dependents were standardised in order to create

equivalent scores. Similar to the previous section, regression analysis was conducted on all hypotheses despite the rejection of hypotheses 2 (b), 3 (a) and 3 (b). Table 6 (affective commitment) and Table 7 (continuance commitment) summarise the results of the regression analyses.

Table 6

*Hierarchical Regression Results for Work-family Conflict and Affective Commitment with Number of Dependents as a Moderator*

| Model |                                | $R^2$ | $\Delta R^2$ | $F$     | $\beta$ | $t$     |
|-------|--------------------------------|-------|--------------|---------|---------|---------|
| 1     | <i>Step 1</i>                  | 0.13  |              | 14.58** |         |         |
|       | Strain-based WIF               |       |              |         | -0.29   | -4.37** |
|       | NDependents                    |       |              |         | 0.22    | 3.32**  |
|       | <i>Step 2</i>                  | 0.13  | 0.00         | 9.75**  |         |         |
|       | Strain-based WIF               |       |              |         | -0.29   | -4.36** |
|       | NDependents                    |       |              |         | 0.22    | 3.27**  |
|       | Strain-based WIF x NDependents |       |              |         | -0.03   | -0.45   |
| 2     | <i>Step 1</i>                  | 0.07  |              | 7.22**  |         |         |
|       | Time-based WIF                 |       |              |         | -0.15   | -2.24*  |
|       | NDependents                    |       |              |         | 0.21    | 3.04**  |
|       | <i>Step 2</i>                  | 0.08  | 0.01         | 5.38**  |         |         |
|       | Time-based WIF                 |       |              |         | -0.14   | -1.96   |
|       | NDependents                    |       |              |         | 0.22    | 3.16**  |
|       | Time-based WIF x NDependents   |       |              |         | 0.09    | 1.29    |
| 3     | <i>Step 1</i>                  | 0.06  |              | 6.12**  |         |         |
|       | Strain-based FIW               |       |              |         | -0.12   | -1.70   |
|       | NDependents                    |       |              |         | 0.23    | 3.26**  |
|       | <i>Step 2</i>                  | 0.06  | 0.00         | 4.20**  |         |         |
|       | Strain-based FIW               |       |              |         | -0.12   | -1.65   |
|       | NDependents                    |       |              |         | 0.23    | 3.31**  |
|       | Strain-based FIW x NDependents |       |              |         | -0.04   | -0.63   |
| 4     | <i>Step 1</i>                  | 0.06  |              | 5.93**  |         |         |
|       | Time-based FIW                 |       |              |         | -0.11   | -1.60   |
|       | NDependents                    |       |              |         | 0.22    | 3.22**  |
|       | <i>Step 2</i>                  | 0.06  | 0.00         | 4.09**  |         |         |
|       | Time-based FIW                 |       |              |         | -0.11   | -1.61   |
|       | NDependents                    |       |              |         | 0.22    | 3.22**  |
|       | Time-based FIW x NDependents   |       |              |         | 0.05    | 0.65    |

Criterion variable: Affective Commitment, NDependents – Number of dependents

Degree of freedom for  $F = 199$ , Degree of freedom for  $t = 198$

\*\* . Significant at the .01 level (1-tailed) \* . Significant at the .05 level (1-tailed)

Table 7

*Hierarchical Regression Results for Work-family Conflict and Continuance  
Commitment with Number of Dependents as a Moderator*

| Model |                                | $R^2$ | $\Delta R^2$ | $F$    | $\beta$ | $t$    |
|-------|--------------------------------|-------|--------------|--------|---------|--------|
| 1     | <i>Step 1</i>                  | 0.28  |              | 8.38** |         |        |
|       | Strain-based WIF               |       |              |        | 0.23    | 3.35** |
|       | NDependents                    |       |              |        | 0.15    | 2.24*  |
|       | <i>Step 2</i>                  | 0.29  | 0.01         | 6.13** |         |        |
|       | Strain-based WIF               |       |              |        | 0.23    | 3.34** |
|       | NDependents                    |       |              |        | 0.15    | 2.14*  |
|       | Strain-based WIF x NDependents |       |              |        | -0.09   | -1.26  |
| 2     | <i>Step 1</i>                  | 0.03  |              | 3.00   |         |        |
|       | Time-based WIF                 |       |              |        | 0.06    | 0.87   |
|       | NDependents                    |       |              |        | 0.16    | 2.31*  |
|       | <i>Step 2</i>                  | 0.03  | 0.00         | 1.99   |         |        |
|       | Time-based WIF                 |       |              |        | 0.06    | 0.86   |
|       | NDependents                    |       |              |        | 0.16    | 2.23*  |
|       | Time-based WIF x NDependents   |       |              |        | 0.00    | 0.06   |
| 3     | <i>Step 1</i>                  | 0.05  |              | 4.94** |         |        |
|       | Strain-based FIW               |       |              |        | 0.15    | 2.13*  |
|       | NDependents                    |       |              |        | 0.14    | 2.01*  |
|       | <i>Step 2</i>                  | 0.05  | 0.00         | 3.80*  |         |        |
|       | Strain-based FIW               |       |              |        | 0.14    | 2.03*  |
|       | NDependents                    |       |              |        | 0.13    | 1.82   |
|       | Strain-based FIW x NDependents |       |              |        | 0.09    | 1.23   |
| 4     | <i>Step 1</i>                  | 0.08  |              | 8.60** |         |        |
|       | Time-based FIW                 |       |              |        | 0.23    | 3.42** |
|       | NDependents                    |       |              |        | 0.13    | 1.95   |
|       | <i>Step 2</i>                  | 0.08  | 0.00         | 5.82** |         |        |
|       | Time-based FIW                 |       |              |        | 0.24    | 3.43** |
|       | NDependents                    |       |              |        | 0.13    | 1.93   |
|       | Time-based FIW x NDependents   |       |              |        | -0.04   | -0.56  |

Criterion variable: Continuance Commitment, NDependents – Number of dependents

Degree of freedom for  $F = 199$ , Degree of freedom for  $t = 198$

\*\* . Significant at the .01 level (1-tailed) \* . Significant at the .05 level (1-tailed)

Hypothesis 9 (a) proposed that the negative relationship between strain-based WIF and affective commitment would be moderated by the number of dependents each employee has, such that the relationship would be stronger for employees with dependents compared to employees without dependents. In stage one of the analysis, strain-based WIF and number of dependents

contributed significantly to the regression model,  $F(2,199) = 14.58, p = .00$  and accounted for 13% of the variation in affective commitment. The interaction between strain-based WIF and number of dependents was added in stage two of the analysis. The interaction was non-significant as  $\Delta R^2 = .00, \Delta F(3,198) = .20, \beta = -.03, t(198) = -.45, p = 0.66$ . Hence, the moderation effect of number of dependents was not present in this relationship and the hypothesis was rejected. This result suggests that as employees experience pressure from work, there may be an equal decrease in affective commitment towards the organisation for employees with and without dependents.

Hypothesis 9 (b) proposed that the negative relationship between time-based WIF and affective commitment would be stronger for employees with dependents compared to employees without dependents. In the first stage of the hierarchical regression analysis, time-based WIF and number of dependents accounted for 7% of the variation in affective commitment,  $F(2,199) = 7.22, p = .00$ . The interaction between time-based WIF and number of dependents was included in the second stage of the analysis and the result was non-significant,  $\Delta R^2 = .01, \Delta F(3,198) = 1.66, \beta = .09, t(198) = 1.29, p = .2$ . The moderation effect was not present in this relationship, thus the hypothesis was rejected. This result suggests that the number of dependents an employee has may not affect the decrease of affective commitment he or she has towards the organisation when work-time interferes with family-related activities.

Hypothesis 10 (a) proposed that the positive relationship between strain-based WIF and continuance commitment would be stronger for employees with dependents compared to employees without dependents. In the first stage of the hierarchical regression analysis, strain-based WIF and number of dependents accounted for 8% of variance in continuance commitment,  $F(2,199) = 8.38, p = .00$ . The interaction between strain-based WIF and number of dependents was added to the second stage of the regression model, but was not significant,  $\Delta R^2 = .01, \Delta F(3,198) = 1.58, \beta = -.09, t(198) = -1.26, p = .21$ . The moderation effect was not present in this relationship, thus the hypothesis was rejected. This implies that both employees with and without dependents may have similar

increase in the need to continue working for the organisation as they experience pressure from work.

Hypothesis 10 (b) proposed that the positive relationship between time-based WIF and continuance commitment would be stronger for employees with dependents compared to employees without dependents. Referring to hypothesis 2 (b) earlier, the relationship between time-based WIF and continuance commitment was not significant. In the hierarchical regression analysis, the interaction effect between time-based WIF and number of dependents was not significant,  $\Delta R^2 = .00$ ,  $\Delta F (3,198) = .00$ ,  $\beta = .00$ ,  $t (198) = .06$ ,  $p = 0.95$ . Hence, the hypothesis was rejected, suggesting that continuance commitment towards the organisation may not necessarily increase with time-based WIF for employees with or without dependents.

Hypothesis 11 (a) proposed that the negative relationship between strain-based FIW and affective commitment would be stronger for employees with dependents compared to employees without dependents. The relationship between strain-based FIW and affective commitment was not significant in hypothesis 3 (a). Furthermore, hierarchical regression analysis reported a non-significant interaction effect between strain-based FIW and number of dependents,  $\Delta R^2 = .00$ ,  $\Delta F (3,198) = .40$ ,  $\beta = -.04$ ,  $t (198) = -0.63$ ,  $p = 0.53$ . The hypothesis was rejected, implying the relationship between strain-based FIW and affective commitment remains non-significant for employees with and without dependents.

Hypothesis 11 (b) proposed that the negative relationship between time-based FIW and affective commitment would be stronger for employees with dependents compared to employees without dependents. The relationship was found to be non-significant in hypothesis 3 (b). The interaction effect between time-based FIW and number of dependents was tested in the hierarchical regression analysis and was not significant,  $\Delta R^2 = .00$ ,  $\Delta F (3,198) = .43$ ,  $\beta = .05$ ,  $t (198) = 0.65$ ,  $p = 0.51$ . There was no moderation effect, thus the hypothesis was rejected. This finding suggests that as the time spent on family-related matters interferes with work, the affective commitment of employees, with or without dependents, may not necessarily decrease.

Hypothesis 12 (a) proposed that the positive relationship between strain-based FIW and continuance commitment would be moderated by the number of dependents, such that the relationship would be stronger for employees with dependents compared to employees without dependents. In the first stage of the hierarchical analysis, strain-based FIW and number of dependents accounted for 5% of variance in continuance commitment,  $F(2,199) = 4.94, p = .01$ . In the second stage of the analysis, the interaction between strain-based FIW and number of dependents was included but the result was not significant,  $\Delta R^2 = .01, \Delta F(3,198) = 1.51, \beta = .09, t(198) = 1.23, p = .22$ . Hence, the moderation effect did not exist and the hypothesis was rejected. This implies that as family-related pressure increases, the increase in continuance commitment to the organisation may be similar for employees with or without dependents.

Finally, hypothesis 12 (b) proposed that the positive relationship between time-based FIW and continuance commitment would be stronger for employees with dependents compared to employees without dependents. For the first stage of the hierarchical regression analysis, time-based FIW and number of dependents accounted for 8% of the variation in continuance commitment,  $F(2,199) = 8.61, p = .00$ . The interaction between time-based FIW and number of dependents was added to the second stage of the regression analysis and the result was not significant  $\Delta R^2 = .00, \Delta F(3,198) = .31, \beta = -.04, t(198) = -0.56, p = 0.58$ . The hypothesis was rejected as a moderation effect does not exist in this relationship. This finding suggests that both employees with and without dependents may experience the same amount of increase in continuance commitment to the organisation when time-based FIW increases.

## Summary

This chapter provides the results for the hypotheses tested in this study. In summary, the relationship between strain-based and time-based work-interfering with family (WIF) with affective commitment was negative. A positive relationship existed between strain-based WIF and continuance commitment, while there was no significant relationship between time-based WIF and continuance commitment. The relationship between strain-based and time-

based family interfering with work (FIW) with affective commitment was non-significant. There were positive relationships between strain-based and time-based FIW with continuance commitment.

Gender moderated two relationships in this study. The relationship between time-based WIF and affective commitment was negative for female employees. Furthermore, the non-significant relationship between time-based FIW and affective commitment was moderated by gender, whereby the relationship was negative for male employees. Finally, the number of dependents employees have did not serve as a moderator for any relationships in this study.

The next chapter further discusses the results and implications of this study, the strengths and limitations of this research, directions for future research and the conclusion of the study.

## CHAPTER FOUR

### Discussion

The aim of this research was to examine the relationship between work-family conflict (WFC) and organisational commitment with gender and number of dependents as moderators. Four types of work-family conflict were measured in this research, namely strain-based work interfering with family (WIF), time-based work interfering with family, strain-based family interfering with work (FIW) and time-based family interfering with work. The two types of organisational commitment studied were affective commitment and continuance commitment. The research was conducted among self-defined full-time working adults from various work forces in Malaysia. Participants were required to complete a questionnaire measuring their levels of work-family conflict and organisational commitment.

This chapter discusses the main findings of the study together with their implications, and the limitations of the research. Also included are suggestions for future research, practical implications and a conclusion to summarise the study and its findings.

### Main Findings and Implications

The study had a total of 24 hypotheses. Overall, five hypotheses were fully supported as relationships were significant, while two moderator hypotheses were partially supported. The remaining 17 hypotheses were rejected due to non-significant relationships or non-existing moderator effects.

#### *Relationship between Work-family Conflict and Organisational Commitment*

The present findings showed a negative relationship between strain-based and time-based WIF with affective commitment. Similar to findings by Allen et al. (2000) and Netemeyer et al. (1996), these results imply that when work roles interfere with family roles, employees would have less emotional attachment towards the organisation. A possible reason for this is that when employees experience WIF, they may attempt to compensate for the loss of

family role by using the time, energy and emotion they have. The pressure from work together with the attempt on compensating for the loss of family role may leave employees feeling less affectively committed towards the organisation.

The relationship between strain-based WIF and continuance commitment was positive. This supports the idea that when employees experience pressure from work, the continuation of their jobs would be viewed as more of a necessity than a choice (Casper et al., 2002). Casper et al. (2002) and Streich, Casper and Salvaggio (2008) suggested that the nature of this positive relationship could be related to the self-concept theory (Thoits, 1991). The theory postulates that role-identities are self-conceptions in terms of one's position in the social structure. When individuals have the self-concept that they are responsible for the welfare of their family, they may feel obligated to continue working in order to provide for the family despite the pressure from work. Furthermore, most individuals, especially individuals of a collectivistic culture, view work activities as a necessity for enhancing the financial welfare and social status of the family rather than as a means to enhancing their own careers (Bagger, Reb, & Li, 2014; Lu et al., 2006).

No relationship was found between time-based WIF and continuance commitment. However, the relationships between time-based and strain-based FIW with continuance commitment were significant and positive. Voydanoff (2005) suggested that having high family role demands may be the cause of FIW. When family role demands are high, especially for these employees who value family over work, they may feel unable to leave the organisation because the opportunity to change jobs and/or perform well in a new job may be limited by their family demands. Additionally, it could also be possible that employees remain working for the organisation in order to continue enjoying employee benefits such as bonuses, health-care initiatives for employee and family members, as well as work-family initiatives (e.g., child-care, flexible working hours).

The relationships between strain-based FIW and time-based FIW with affective commitment were not significant. These results suggest that having family pressure or family-time interfering with work may not affect the level of affective commitment employees have towards the organisation. Hassan et al.

(2010) suggested that superiors in Malaysia play a paternalistic role in the organisation, whereby they are the “father or mother” figure that not only takes care of the professional issues but also the personal issues of employees. They are more likely to offer their support to employees when needed. With this support, employees may feel understood and belong to the organisation. Thus the affective commitment they have may not be affected. The results may also suggest the possibility that employees may take FIW and its effects on affective commitment for granted. Family roles may often be viewed more as a responsibility rather than interference, especially in collectivistic cultures. Hence, employees may not perceive FIW as something that could influence their affective commitment towards the organisation.

#### *Relationship between Work-family Conflict (WFC) and Organisational Commitment with Gender as Moderator*

Further analysis tested the relationships between work-family conflict and organisational commitment, with gender as a moderator. Results showed that gender did not moderate the negative relationship between strain-based WIF and affective commitment. There could be a possibility that female employees in Malaysia may not fully adopt the traditional gender role theory. Both male and female employees may be equally engaged in their careers and may share family-related responsibilities at home. Thus, these employees may report having the same decrease in affective commitment when they are experiencing pressure from work.

The relationship between time-based WIF and affective commitment was negative for female participants but was non-significant for male participants. Barnes et al. (2012) and Klepa (1991) suggested that women are more likely to dedicate a minimum level of time for family-related matters. When they perceive that their work-time is interfering with the time they want to spend on family roles, they may tend to trade off their work obligation, thus explaining the lower level of affective commitment towards the organisation.

The positive relationship between strain-based WIF and continuance commitment was not moderated by gender. This implies that both male and

female employees may report having the same amount of increase in continuance commitment when they are experiencing work-related pressure or when work-time interferes with family-time. This result contradicts findings by Wahn (1998) and Wallace (1999), as they stated that women feel more tied to the organisation and need to continue working in order to compensate for the reduced family role which happens when work interferes with family. However, in this study, it is possible that both men and women may have this perception. Gender also did not moderate the relationship between time-based WIF and continuance commitment. Thus, the relationship remained non-significant for both male and female employees.

The relationship between strain-based FIW and affective commitment was negative for male participants while the relationship remained non-significant for female participants. Duxbury and Higgins (1991) proposed that male employees are more likely to experience role conflict when they are required to be involved in non-traditional family roles. Also, due to organisational expectations for men to subordinate their family needs to the job, it may be harder for them to balance both work and family demands compared to women. Hence, the emotional attachments male employees have towards the organisation could be negatively affected.

Findings in this study confirmed that there was no relationship between time-based FIW and affective commitment for both male and female participants. As mentioned earlier in regards to the relationship between time-based FIW and affective commitment, there is a possibility that superiors in Malaysia play a paternalistic role in the organisation. This could result in employees feeling supported and understood by the organisation, especially in situations when family-related matters interfere with work-time (Hassan et al., 2010). There may also be a possibility that work-family initiatives provided by the organisations the participants were working for were effective in terms of assisting their employees with time-based FIW.

The relationships between strain-based and time-based FIW with continuance commitment were not moderated by gender. These results suggest that both male and female employees may feel that they are equally responsible

to provide for their families, especially when there is an increase in family role demands. Furthermore, Hassan et al. (2010) reported that it is common for Malaysian women to allocate significant amounts of their salary to their families in order to assist in improving the family's well-being. However, this statement could possibly be true for both male and female employees in this study. Due to this obligation, both men and women may report equal increases of continuance commitment in the presence of strain-based and time-based FIW.

#### *Relationship between Work-family Conflict (WFC) and Organisational Commitment with Number of Dependents as a Moderator*

The final analysis tested the relationships between work-family conflict and organisational commitment, with number of dependents as a moderator. Overall, results in this study indicated that none of the proposed relationships were moderated by the number of dependents participants had. There was no moderator effect on the relationships between strain-based and time-based WIF with affective commitment. These findings imply that employees with or without dependents may report a decrease in affective commitment when they experience strain-based or time-based WIF. A possible reason to why the relationship between WIF and affective commitment may not be more negative for participants with dependents is that work is often viewed as an important means for family survival, and even more so for individuals of collectivistic cultures. Hence, family members may be more accepting when work-related matters interfere with family roles (Hassan et al., 2010). Additionally, it is normal for immediate or extended family members to offer their assistance, especially in terms of care-giving or babysitting duties. This in turn helps reduce employees' family roles (Samad, 2006). For example, grandparents normally assist by babysitting their grandchildren when both parents are working. Acquiring additional household services such as domestic workers could also help reduce family roles. Hence, the presence of dependents may not augment the negative relationship of WIF and affective commitment for participants.

The positive relationship between strain-based WIF and continuance commitment was not moderated by the number of dependents participants had.

Employees could possibly have the self-concept that they are responsible for the welfare of their family, thus they would feel obligated to continue working in order to provide for the family despite the pressure from work. Furthermore, having a secure job would enable them to make payment for additional household services such as domestic workers or child care services. Acquiring these additional services would compensate for the loss of family role demands. Results also indicated that the relationship between time-based WIF and continuance commitment remained non-significant with the presence of this moderator.

The relationship between strain-based and time-based FIW with affective commitment was non-significant with the presence of the moderator. In a collectivistic culture, employees may receive support from family members and perhaps their own organisational superiors at times when family-matters interfere with their work (Hassan et al., 2010). Family members, including extended members, would normally provide household support such as child or elderly care-giving duties. It is also possible that superiors are more understanding when it comes to employees' family matters interfering with work and to offer their support when they could.

Finally, the positive relationships between strain-based and time-based FIW with continuance commitment was unaffected by the presence of number of dependents as a moderator. These results may imply that family obligations are prioritised by all employees and even more so by individuals of collectivistic cultures (Bagger et al., 2014; Casper et al., 2011; Hassan et al., 2010). One possible reason for why the moderator did not affect these relationships is the presence of shared family duties and support from family members. Furthermore, providing family support is more of an obligation than a voluntary action in collectivistic cultures (Hassan et al., 2010). Hence, the relationship between FIW and continuance commitment remained the same for all participants.

## Strengths

The major strength of this study is that it may appear to be the first study to focus specifically on work-family conflict and organisational commitment in Malaysia, with gender and number of dependents as moderators. Previous research conducted in Malaysia had focused on the relationship between quality of work life and organisational commitment (Normala, 2010), work-family conflict and women's well-being (Noraini, 2002) and comparison of work-family conflict and facilitation among male and female entrepreneurs in Malaysia (Nasurdin, Ahmad, & Zainal, 2013).

This study has contributed to the gaps in the literature even more by including participants from various work forces around Malaysia, such as bank officers, engineers and accountants. These participants were also employed in small, medium and large organisations and held different positions in these organisations. Hence, the Malaysian work force is well represented in this study. Other studies had only included participants in the supervisory and executive levels (Normala, 2010), married women with children (Noraini, 2002) and married entrepreneurs (Nasurdin, Ahmad, & Zainal, 2013).

Lastly, the study reported on the current levels of work-family conflict and organisational commitment of employees in Malaysia. This information could be useful for organisations' development of family-friendly policies.

## Limitations

The study was subject to a few limitations. Firstly, self-report measures were used to assess all of the variables. Individuals were required to complete the questionnaire based on their own perceptions. Self-perceptions can be inaccurate or subject to response bias and can produce common method variance (CMV) (Breakwell, Hammond, Fife-Schaw, & Smith, 2006). However, these response biases are typical of all self-report questionnaires. Furthermore, in the field of organisational psychology, self-report measures are viable and widely used among researchers (Spector, 1994).

The second limitation in this study is presented in the performance of the Organisational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1997). Initially, 17 items were used to measure affective commitment and continuance commitment. However, results from factor analysis were inconclusive. Five items were dropped as they either had poor reflection of the continuance factor or low factor coefficient value (Culpepper, 2000; Jaros, 2007). Subsequently, a 2-factor solution was applied in factor analysis resulting in six items grouping on the affective commitment factor and five items grouping on the continuance commitment factor. The Cronbach's alpha value for continuance commitment items was 0.65, which was slightly below an acceptable value. Hence, the reliability of this measure was questionable as data may not be interpreted consistently under different situations (Field, 2013).

A final limitation was the cross-sectional nature of the study. Two main disadvantages are present from the utilisation of this method. Firstly, it is difficult to make causal inferences, and secondly, the longitudinal relationship between work-family conflict and organisational commitment cannot be examined.

## Future Research

The current research found that number of dependents had no moderating effect on the relationship between work-family conflict and organisational commitment. In this research, dependents included children and elderly whom the employees are currently supporting. Future research could distinguish the two types of dependents as they may have different moderation effects on the relationship between work-family conflict and organisational commitment. Additionally, researchers could look into the effect of having family support from extended family members living close to the employees and those living in different states or countries. The relationship may differ between employees in these situations.

Researchers may also be interested in looking at the effect of other demographic variables, such as marital status, age groups, ethnicity and current income. The presence of these variables may affect the relationship of work-

family conflict and organisational commitment. For example, household income level may moderate this relationship for employees with dependents. Perhaps employees with higher income may experience less work-family conflict and higher commitment towards the organisation as they are able to afford additional household services such as domestic workers. Another factor which may influence the relationship could be the availability of work-family initiatives in the organisation. Having sufficient work-family initiatives could influence the relationship in this study.

A longitudinal study may also be conducted to examine the relationship across a period of time, e.g. three years or more. During this period, the levels of work-family conflict and organisational commitment may change with the absence or addition of dependents. Additionally, future research could also compare the relationships across different cultures (e.g. Eastern and Western). As the results of this study may be attributed to the collectivistic culture of Malaysians, it would be interesting to see if the results would be different among employees of individualistic cultures.

Finally, interviewing several employees would benefit this study in terms of acquiring qualitative data. There could be a better understanding of the causes of work-family conflict and how moderators, such as gender and dependents, affect or do not affect the relationship between work-family conflict and organisational commitment.

## **Practical Implications**

As this study was conducted in Malaysia, Malaysian organisations could utilise these findings as guidelines in the development of their family-friendly policies. These findings may also be useful for multi-national companies (MNC) operating in Eastern cultures, especially in Malaysia. Malaysian organisations are still in the early stage of work-family policy development and work-family employment practice is still new and uncommon in the country (Abdul Mutalib, Aminah, & Zoharah, 2011). There is still a gap between meeting employees' practical needs and the availability of work-family initiatives (Subramaniam &

Selvaratnam, 2010). Hence, much improvement needs to be made in order to increase their functionality.

## Conclusions

The present study investigated the relationship between work-family conflict and organisational commitment in Malaysia, with gender and number of dependents as moderators. It was found that the relationship between strain-based and time-based work interfering with family (WIF) with affective commitment was negative. A positive relationship existed between strain-based WIF and continuance commitment, while there was no significant relationship between time-based WIF and continuance commitment. Additionally, no relationship was found between strain-based and time-based family interfering with work (FIW) with affective commitment. The relationships of strain-based and time-based FIW with continuance commitment were positive.

Gender moderated two relationships in this study. Firstly, the relationship between time-based WIF and affective commitment was negative only for female employees. Secondly, the relationship between time-based FIW and affective commitment was negative only for male employees. The number of dependents did not moderate any relationships in this study.

Findings of this study suggest that the nature of the relationships of work-family conflict and organisational commitment as well as the effects of moderators may be attributed to factors such as the collectivistic culture and self-concept of Malaysians, whereby family roles are often prioritised over work roles. Furthermore, work may be viewed more as a way to support the financial welfare of the family rather than as a means to improving oneself. The paternalistic roles present in organisational superiors of collectivistic culture may also be a factor explaining the nature of the relationships in this study.

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# APPENDICES

## Appendix A – Introductory Page (English)

**Work-family Conflict (WFC) and Organisational Commitment**

Dear Respondent,

I am Yen Pin Siu, currently pursuing Masters in Applied Psychology (Organisational Psychology) in the University of Waikato, New Zealand. As part of my qualification, I am required to conduct research under the supervision of Professor Michael O'Driscoll ([m.odriscoll@waikato.ac.nz](mailto:m.odriscoll@waikato.ac.nz)), Dr. Donald Cable ([dcable@waikato.ac.nz](mailto:dcable@waikato.ac.nz)) and Dr. Maree Roche ([mroche@waikato.ac.nz](mailto:mroche@waikato.ac.nz)).

The objectives of my study are as follows:

1. To determine the level of work-family conflict (WFC) and organisational commitment among employees from various workforces in Malaysia.
2. To determine the relationship between work-family conflict (WFC) and organisational commitment.
3. To determine the effect of moderators (gender and dependents) on the relationship between work-family conflict (WFC) and organisational commitment.

Work-family conflict (WFC) or work-family interference happens when one role (e.g. family responsibilities) interferes with the other role (e.g. work). This interference makes equal participation in both roles difficult. For example, too much family or household responsibilities make it hard to participate in job-related activities. Organisational commitment (OC) refers to an employee's work attitude or psychological attachment to the organisation.

Your participation in this research will be highly valuable in acquiring the needed information for this topic and is much appreciated. This questionnaire will consist of items revolving around the conflicts formed between work and family, as well as commitment towards the organisation you are working for.

This survey includes only full-time working adults and participation is voluntary. If you do choose to participate, the information provided by you will be treated with total confidentiality and your response will not be shown to anyone. You are permitted to drop out of the research at any participation stage. However, withdrawal will not be possible once you have submitted the completed questionnaire as I will not be able to identify your questionnaire. The survey will take about 10 minutes to complete. By completing this survey, you are giving your consent to participate in this study.

This research has the approval of the Research and Ethics Committee at the School of Psychology, Faculty of Arts and Social Sciences, University of Waikato. For further enquiries, please contact Deputy Chair Dr. Nicola Starkey on +64 7 838 4032 (extension: 6472) or via email at [nstarkey@waikato.ac.nz](mailto:nstarkey@waikato.ac.nz).

If you have any queries, I am available via mobile phone (+60 14 9106 246) or at [yps1@students.waikato.ac.nz](mailto:yps1@students.waikato.ac.nz). You may also email my supervisors using the email addresses mentioned above.

Thank you.

Yen Pin, Siu

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## Appendix B – “Thank You” Page

Your responses have been recorded. Thank you for your participation. If you would like to receive a short summary of the study, please send me an email ([yps1@students.waikato.ac.nz](mailto:yps1@students.waikato.ac.nz)) titled "Summary of WFC and OC Results". A summary will be emailed to you when the study is completed.

Respon-respon anda telah direkod. Terima kasih atas penyertaan anda dalam kajian ini. Jika anda ingin menerima rumusan untuk kajian ini, sila hantarkan e-mel ([yps1@students.waikato.ac.nz](mailto:yps1@students.waikato.ac.nz)) bertajuk "Rumusan Konflik Kerja-keluarga dan Komitmen Organisasi". Rumusan akan diemelkan kepada anda setelah kajian selesai.

## Appendix C – Questionnaire

### Work-family Conflict (WFC)/ Konflik antara Kerja dan Keluarga

The following items relate to various situations of work and family conflicts that you may or may not have been experiencing. Based on your own perception, please indicate (by circling the numbers) how strongly you agree or disagree for each situation by ticking the appropriate response using the scale below.

*Kenyataan-kenyataan berikut berkaitan dengan pelbagai situasi konflik di antara kerja dan keluarga yang anda mungkin atau tidak alami. Berdasarkan persepsi anda, sila nyatakan (dengan membulatkan nombor) tahap anda bersetuju atau tidak bersetuju untuk setiap situasi berikut menggunakan skala di bawah.*

| 1  | 2                                | 3                          | 4                       | 5                                       |
|--|----------------------------------|----------------------------|-------------------------|---|
| Strongly Disagree/<br><i>Sangat Tidak Setuju</i> | Disagree/<br><i>Tidak Setuju</i> | Neutral/<br><i>Neutral</i> | Agree/<br><i>Setuju</i> | Strongly Agree/<br><i>Sangat Setuju</i> |

| Item | Statement   | SD | D | N | A | SA |
|------|---|----|---|---|---|----|
| 1    | My work keeps me from my family activities more than I would like.<br><i>Kerja saya menghalang saya daripada melakukan aktiviti keluarga lebih dari yang diinginkan.</i>  | 1  | 2 | 3 | 4 | 5  |
| 2    | The time I must devote to my job keeps me from participating equally in household responsibilities and activities.<br><i>Masa yang perlu diluangkan untuk bekerja menghalang saya daripada menyertai aktiviti-aktiviti dan tanggungjawab rumahtangga.</i> | 1  | 2 | 3 | 4 | 5  |
| 3    | I have to miss family activities due to the amount of time I must spend on work responsibilities.<br><i>Tempoh masa yang perlu dihabiskan untuk menyelesaikan kerja menyebabkan saya terpaksa melepaskan aktiviti-aktiviti keluarga.</i>                  | 1  | 2 | 3 | 4 | 5  |
| 4    | The time I spend on family responsibilities often interfere with my work responsibilities.<br><i>Masa yang diluangkan untuk melaksanakan tanggungjawab keluarga sering diganggu oleh tanggungjawab kerja saya.</i>  | 1  | 2 | 3 | 4 | 5  |
| 5    | The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.<br><i>Masa yang dihabiskan bersama keluarga saya</i>  | 1  | 2 | 3 | 4 | 5  |

|    |   |   |   |   |   |   |
|----|---|---|---|---|---|---|
|    | <i>sering menghalang saya daripada aktiviti-aktiviti kerja yang boleh membantu dalam kerjaya saya.</i>  |   |   |   |   |   |
| 6  | I have to miss work activities due to the amount of time I must spend on family responsibilities.<br><i>Tempoh masa yang diluankan untuk keluarga menyebabkan saya terpaksa melepaskan aktiviti-aktiviti kerja.</i>   | 1 | 2 | 3 | 4 | 5 |
| 7  | When I get home from work I am often too frazzled to participate in family activities/responsibilities.<br><i>Setelah pulang dari kerja, saya seringkali berasa terlalu penat untuk menyertai aktiviti-aktiviti/tanggungjawab keluarga.</i>                             | 1 | 2 | 3 | 4 | 5 |
| 8  | I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.<br><i>Setelah pulang dari kerja, saya seringkali berasa penat dari segi emosi dan hal ini menghalang saya daripada menyumbang kepada keluarga saya.</i> | 1 | 2 | 3 | 4 | 5 |
| 9  | Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.<br><i>Akibat tekanan kerja, adakalanya apabila saya pulang ke rumah saya berasa sangat tertekan untuk melakukan perkara yang saya minat.</i>                   | 1 | 2 | 3 | 4 | 5 |
| 10 | Due to stress at home, I am often preoccupied with family matters at work.<br><i>Akibat tekanan di rumah, saya sering sibuk dengan urusan keluarga semasa kerja.</i>  | 1 | 2 | 3 | 4 | 5 |
| 11 | Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.<br><i>Akibat sering berasa tertekan dengan tanggungjawab keluarga, saya berasa sukar untuk fokus terhadap kerja.</i>   | 1 | 2 | 3 | 4 | 5 |
| 12 | Tension and anxiety from my family life often weakens my ability to do my job.<br><i>Tekanan dan kebimbangan dari kehidupan keluarga saya sering melemahkan keupayaan saya untuk melaksanakan tugas saya.</i>   | 1 | 2 | 3 | 4 | 5 |

## Organisational Commitment/ Komitmen kepada Organisasi

The following items relate to how you as an employee feel towards the organisation you are currently working for. Based on your own perception, please indicate (by circling the numbers) how strongly you agree or disagree for each situation by ticking the appropriate response using the scale below.

*Kenyataan-kenyataan berikut berkaitan dengan perasaan anda sebagai seorang pekerja terhadap organisasi anda. Berdasarkan persepsi anda, sila nyatakan tahap (dengan membulatkan nombor) anda bersetuju atau tidak bersetuju untuk setiap situasi berikut menggunakan skala di bawah.*

| 1   | 2                      | 3                   | 4             | 5                                |
|---|------------------------|---------------------|---------------|----------------------------------|
| Strongly Disagree/<br>Sangat Tidak Setuju | Disagree/ Tidak Setuju | Neutral/<br>Neutral | Agree/ Setuju | Strongly Agree/<br>Sangat Setuju |

| Item | Statement  | SD | D | N | A | SA |
|------|--|----|---|---|---|----|
| 13   | I would be very happy to spend the rest of my career in this organisation.<br><i>Saya akan berasa sangat gembira untuk menghabiskan seluruh kerjaya saya di dalam organisasi ini.</i>  | 1  | 2 | 3 | 4 | 5  |
| 14   | I enjoy discussing my organisation with people outside it.<br><i>Saya suka membincangkan organisasi saya dengan orang di luar organisasi saya.</i>   | 1  | 2 | 3 | 4 | 5  |
| 15   | I really feel as if this organisation's problems are my own.<br><i>Saya berasa seolah-olah masalah organisasi adalah masalah saya sendiri.</i>   | 1  | 2 | 3 | 4 | 5  |
| 16   | I think I could easily become as attached to another organisation as I am to this one.<br><i>Saya rasa saya boleh menjalin hubungan terikat dengan organisasi lain semudah saya menjalin hubungan terikat dengan organisasi ini.</i> | 1  | 2 | 3 | 4 | 5  |
| 17   | I do not feel like "part of the family" at my organisation.<br><i>Saya tidak berasa seperti "sebahagian daripada keluarga" di organisasi saya.</i>   | 1  | 2 | 3 | 4 | 5  |
| 18   | I do not feel "emotionally attached" to this organisation.<br><i>Saya tidak berasa "terikat dari segi emosi" kepada organisasi ini.</i>  | 1  | 2 | 3 | 4 | 5  |

|    |  |   |   |   |   |   |
|----|--|---|---|---|---|---|
| 20 | I do not feel a strong sense of belonging to my organisation.<br><i>Saya tidak merasa semangat kekitaan yang kuat terhadap organisasi saya.</i>  | 1 | 2 | 3 | 4 | 5 |
| 21 | I am not afraid of what might happen if I quit my job without having another one lined up.<br><i>Saya tidak takut terhadap apa jua yang mungkin berlaku jika saya berhenti kerja tanpa mendapatkan kerja di tempat lain terlebih dahulu.</i> | 1 | 2 | 3 | 4 | 5 |
| 22 | It would be very hard for me to leave my organisation right now, even if I wanted to.<br><i>Adalah sangat sukar bagi saya untuk meninggalkan organisasi saya sekarang walaupun saya ingin melakukan sedemikian.</i>                          | 1 | 2 | 3 | 4 | 5 |
| 23 | Too much of my life would be disrupted if I decided I wanted to leave my organisation right now.<br><i>Terlalu banyak gangguan akan timbul dalam hidup saya jika saya memutuskan untuk meninggalkan organisasi saya sekarang.</i>            | 1 | 2 | 3 | 4 | 5 |
| 24 | It wouldn't be too costly for me to leave my organisation in the near future.<br><i>la bukanlah satu kerugian jika saya meninggalkan organisasi ini pada masa akan datang.</i>   | 1 | 2 | 3 | 4 | 5 |
| 25 | Right now, staying with my organisation is a matter of necessity as much as desire.<br><i>Bekerja dalam organisasi saya pada masa ini adalah untuk keperluan dan keinginan.</i>  | 1 | 2 | 3 | 4 | 5 |
| 26 | I believe that I have too few options to consider leaving the organisation.<br><i>Saya percaya bahawa saya tidak mempunyai banyak pilihan untuk membuat pertimbangan bagi meninggalkan organisasi ini.</i>                                   | 1 | 2 | 3 | 4 | 5 |
| 27 | One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives.<br><i>Salah satu kesan negatif meninggalkan organisasi ini ialah kekurangan alternatif yang sedia ada.</i>                | 1 | 2 | 3 | 4 | 5 |
| 28 | One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice; another organisation may not match the overall benefits I have here.  | 1 | 2 | 3 | 4 | 5 |

|    |   |   |   |   |   |   |
|----|---|---|---|---|---|---|
|    | <i>Salah satu sebab utama saya terus bekerja dalam organisasi ini adalah kerana meninggalkan kerja ini memerlukan pengorbanan peribadi yang cukup besar; organisasi lain mungkin tidak dapat menyediakan manfaat-manfaat yang saya terima sekarang.</i> |   |   |   |   |   |
| 29 | <i>If I had not already put so much of myself into this organisation, I might consider working elsewhere. Sekiranya saya tidak meletakkan usaha yang lebih terhadap organisasi ini, saya mungkin mempertimbangkan untuk berkerja di tempat lain.</i>    | 1 | 2 | 3 | 4 | 5 |

### **Demographic Information/ Maklumat Demografi**

Information provided in this section will allow me to describe the characteristics of the people that participate in this study as well as determine the effect of moderators on the relationship between work-family conflict and organisational commitment.

*Maklumat yang diberikan dalam seksyen ini akan digunakan untuk menggambarkan ciri-ciri pekerja di dalam kajian ini. Maklumat demografi ini juga akan diguna untuk menentukan kesan-kesan moderator terhadap hubungan antara konflik kerja- keluarga dan komitmen kepada organisasi.*

Gender/ Jantina       Male/ Lelaki       Female/ Perempuan

Age/ Umur: \_\_\_\_\_

Ethnicity/ Kaum     Malay/ Melayu     Chinese/ Cina  
 Indian/ India     Other/ Lain-lain.  
Please specify/ Sila nyatakan:  
\_\_\_\_\_

Number of dependents (includes children and elderly you are currently supporting)/ Bilangan tanggungan (termasuk kanak-kanak dan warga tua yang sedang ditanggung)

- 0  
 1 – 2  
 3 – 4  
 5 – 6  
 More than 6/ Lebih dari 6

Occupation/ Pekerjaan: \_\_\_\_\_

## Appendix D – Ethics Approval

School of Psychology  
The University of Waikato  
Private Bag 3100  
Hamilton 3240,  
New Zealand  
Phone 64-7-858 2889  
Facsimile 64-7-858 5132  
www.waikato.ac.nz/psychology



26 September 2013

Yen Pin Siu  
1/44 Cameron Road  
Hillcrest  
Hamilton 3216

Dear Yen Pin

**Ethics Approval Application – # 13:44**

**Title: Work-family Conflict and Organisational Commitment**

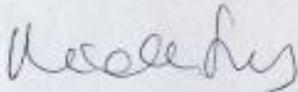
Thank you for your ethics application which has been fully considered and approved by the Psychology Research and Ethics Committee.

Please note that approval is for three years. If this project has not been completed within three years from the date of this letter, you must request reapproval.

If any modifications are required to your application, e.g., nature, content, location, procedures or personnel these will need to be submitted to the Convenor of the Committee.

I wish you success with your research.

Yours sincerely



Dr Nicola Starkey  
Convenor  
Psychology Research and Ethics Committee  
School of Psychology  
University of Waikato

## Appendix E – Factor Analysis (WIF Items)

Figure E: Scree Plot of Work Interfering with Family (WIF) Items

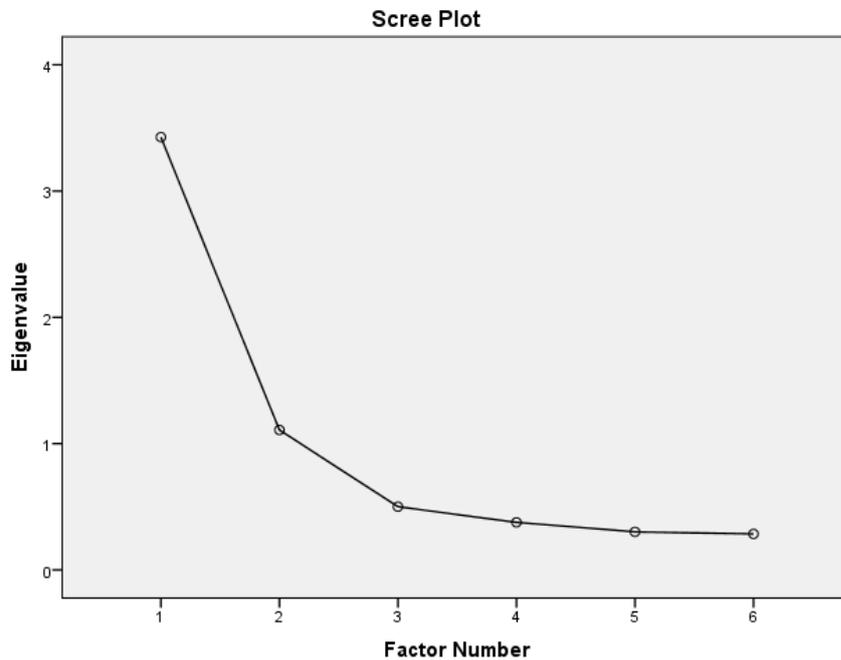


Table E: Pattern Matrix of Work Interfering with Family (WIF) Items

| Pattern Matrix <sup>a</sup>   |        |     |
|---|--------|-----|
|   | Factor |     |
|   | 1      | 2   |
| 1. My work keeps me from my family activities more than I would like.   | .86    |     |
| 2. The time I must devote to my job keeps me from participating equally in household responsibilities and activities. | .81    |     |
| 3. I have to miss family activities due to the amount of time I must spend on work responsibilities.                  | .80    |     |
| 7. When I get home from work I am often too frazzled to participate in family activities/responsibilities.            |        | .75 |
| 8. I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.    |        | .85 |
| 9. Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.           |        | .70 |

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 6 iterations.

## Appendix F – Factor Analysis (FIW Items)

Figure F: Scree Plot of Family Interfering with Work (FIW) Items

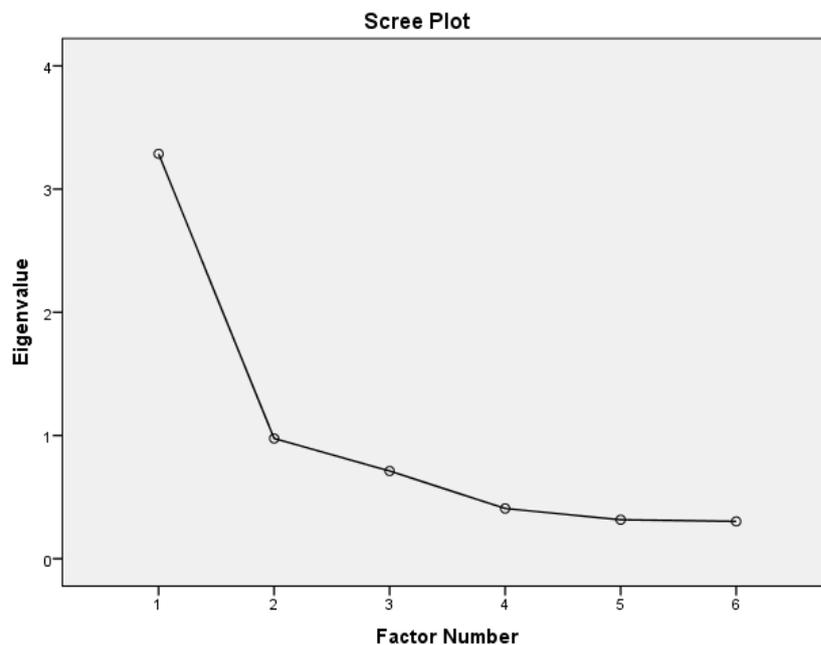


Table F: Pattern Matrix of Family Interfering with Work (FIW) Items

| Pattern Matrix <sup>a</sup>  |        |      |
|--|--------|------|
|  | Factor |      |
|  | 1      | 2    |
| 4. The time I spend on family responsibilities often interfere with my work responsibilities.                                  |        | .40  |
| 5. The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career. |        | 1.00 |
| 6. I have to miss work activities due to the amount of time I must spend on family responsibilities.                           |        | .56  |
| 10. Due to stress at home, I am often preoccupied with family matters at work.   | .72    |      |
| 11. Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.                     | .85    |      |
| 12. Tension and anxiety from my family life often weakens my ability to do my job.   | .84    |      |

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 6 iterations.

## Appendix G – Factor Analysis (OC Items)

Table G - Pattern Matrix of Organisational Commitment Items

| <b>Pattern Matrix<sup>a</sup></b>  |        |     |
|--|--------|-----|
|  | Factor |     |
|  | 1      | 2   |
| 13. I would be very happy to spend the rest of my career in this organisation.   | .66    |     |
| 15. I really feel as if this organisation's problems are my own.   | .47    |     |
| 17. I do not feel like "part of the family" at my organisation.  | .72    |     |
| 18. I do not feel "emotionally attached" to this organisation.   | .74    |     |
| 19. This organisation has a great deal of personal meaning for me.   | .42    |     |
| 20. I do not feel a strong sense of belonging to my organisation.  | .83    |     |
| 22. It would be very hard for me to leave my organisation right now, even if I wanted to.                              |        | .33 |
| 23. Too much of my life would be disrupted if I decided I wanted to leave my organisation right now.                   |        | .39 |
| 25. Right now, staying with my organisation is a matter of necessity as much as desire.                                |        | .36 |
| 26. I believe that I have too few options to consider leaving the organisation.  |        | .68 |
| 27. One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives. |        | .77 |
| 29. If I had not already put so much of myself into this organisation, I might consider working elsewhere.             |        | .48 |

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 4 iterations.

