



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN FLEXIBLE WORKING
ARRANGEMENT TOWARD ORGANIZATIONAL COMMITMENT
AND WORK FAMILY CONFLICT AMONG PUBLIC SECTOR IN
SARAWAK**

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Masters

PhD

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ABSTRACT

Work life balance is important phenomenon that a great concern for various employees in both private and public sector. Work and family is two important domains in a person's life in order to achieve work life balance. The purpose of this paper is to examine the relationship between flexible working arrangements towards organizational commitment and work family conflict among public sector in Sarawak. A set of questionnaire using google form were distributed to the public sector in Sarawak and the response for the questionnaire are 37 respondents. The result revealed that there was a relationship between flexible working arrangement and organizational commitment. It also revealed there was a relationship between flexible working arrangements and work family conflict. This paper gives advantages towards organization, practitioners, individual also propose some recommendation and implications.

CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

The research proposal aims to investigate the relationship between flexible working arrangements towards organizational commitment and work family conflict. Chapter one includes background of the study, statement of problem, research objective, research hypothesis, etc.

1.1 BACKGROUND OF STUDY

Nowadays changes in the modern work environment characterized by an additional of female joining the workforce, dual career family, aging population and single parents. Obiageli, Uzochukwu and Ngozi (2015) are commonly used as a more comprehensive expression to describe policies that have been previously known as “family-friendly”. Work life balance also refers to flexible working arrangements that provide balance between work responsibilities and personal responsibilities (Redmond Valiulis and Drew, 2006). According to Guest (2002), work life balance spoken the flexibility of an employee to manage each paid work and social life adequately. Conception of labour life balance referred as work life conflict and work family conflict. The conflict between work and private life engagement has been related to job dissatisfaction and turnover intentions that are the rationale employers resort to the implementation of labour life balance initiatives. These situations lead to work life imbalance that blurring the lines between work and home life.

Due to the work life imbalance, many program have been develop and it is commonly used in this era such as flexible working arrangements in the form of flexible working hours, compressed work weeks, leave arrangements and etc. These kinds of programs serve right both the employers and employees. Khalid & Ibrahim (2018) stated that for employees, it is an effort made by employers to help the employees in participating effectively at work and satisfactorily at home. This program will help employees to harmonizing their personal and career life. It is used to retain existing professionals in and entice the best available professionals to their organization.

Flexible working arrangement work family conflict and organizational commitment are linked to each other's. Both of the elements appear as a topic that interact researchers to conduct study on it. Organizations need an army of committed employees who are genuinely committed to their job that help organization to achieve their goals or vision. In order to achieve high organizational commitment, employer should assist their employee evaluate their participations in the organization. According to Khalid and Ibrahim (2018), a commitment consists of three mind-sets that are affective, normative and continuance commitments. This kind of mind sets used to mark the regular treat among employers such as absenteeism, high employee rotation and other outcomes.

1.2 PROBLEM STATEMENT

In today working environments, people face many hard times to create between balance work and personal life. Rooted changes within the market, the character of employment, demographic trends, family life and policies produce a specific of tension and pressure between paid employment and remainder of life employment. Problem might arise when unbalance in allocation of time even the employee earn better than the industry average. The balancing of work and family or know as work life balance is not only work,

family, childcare and work less, but it is about working smart and how the people manage their own time. By providing backup support or break from work, flexible working hours and flexible working arrangement need to be highlighted. As well as organizational commitment is outstanding along with low-level of work family conflict within employee.

As we can observe, most of the work life balance study or research are conducted in the western country. It is less researches based on work life balance context in our country, Malaysia. Based on the findings regarding to working hour arrangement, work family conflict and organizational commitment from others country, it can be a benchmark for this research that suitable for our country context. There is a research gap regard this topic and context. Work life balance is said to flexible working arrangement, organizational commitment, work family conflict and both of these elements can effects individual, employee performance, job satisfaction, etc. For instant, balancing life is highly practice, employees will be satisfied and the performance will be more productive. Flexi in balancing work life is influential aspect of job satisfaction. Flexi working time or schedules lead to happiness among the employee. Flexi work schedule and flexi work place reducing the turnover and increasing the productivity. The study is aim to determine the relationship between flexible working arrangement towards organizational commitment and work family conflict in Malaysia. The findings from this research later will be comparing with the findings from western country to see any differences and similarity between them.

European Journal of Research and Reflection in Management Sciences stated work life balance an important phenomenon for both public also private sector (Obiageli, Uzochukwu & Ngozi, 2015). Balance individual experienced less role overload, but greater role ease and less depression. All of the elements lead to satisfaction of an individual lead to positive impact to them. In fact, Kumari and Vasantha (2019) stated that work life balance plays critical role in determine the performance and behavior of the employee. Individuals

need activities or rest time for them to overcome their problem or stress. Imbalance life will lead an individual to stress and they can't make and find a proper decision for their problem. From this situation, conflict will occur between employee and other elements of life. This study is conducted to indicate the relationship between flexible working arrangement towards work family conflict and organizational commitment.

Malaysia younger generations are no longer as loyal as baby boomers, which are chosen to resilient in the company. As we can see, millennial has grown and lives in technologically and affected their social affection. In consequence, this element leads to less organization commitment. To provoke a sense of commitment and loyalty faces more challenges among Malaysian employees. Employers or top management should pay more attention toward the issues of organizational commitment. Commitment of employee is a key factors to determine the successful and failure of an organization to achieve organization goals. Committed employees usually shows their positive attitude, responsibility towards their task or duties and very loyal towards their organization. Higher organizational commitment of employees will be better explanation about the way of the organization improve their employee's productivity and to reduce absenteeism, increase efficiency. Thus, study about organizational commitment help to improve the knowledge of employee and employer in Malaysia. Not only that, the commitment of employee toward organizational is influence the conflict between work and life among employee.

When employees face problem between job and life, conflict will occur in work and personal life domain. Some employees can't do multi-tasking cause they only can focus on one thing. This situation leads to conflict between work and personal life. For example, they need to do task or report that should be submit in the evening, but on the other hand they should do some calculation on others things. Employees not multi-tasking person should do some overtime and can't spend their time with family. In this situation, flexible working

arrangement should be practice to make sure positive impact occur. This situation effect their performance cause they need some rest and have others responsibilities. Thus, when less conflict present in our daily life, a good quality of life and positive performance will be achieved.

1.3 RESEARCH OBJECTIVE

This research involves two objectives which are general objective and specific objectives.

1.3.1 GENERAL OBJECTIVE

The main objective of this study is to investigate the relationship between flexible working arrangement toward organizational commitment and work family conflict.

1.3.2 SPECIFIC OBJECTIVE

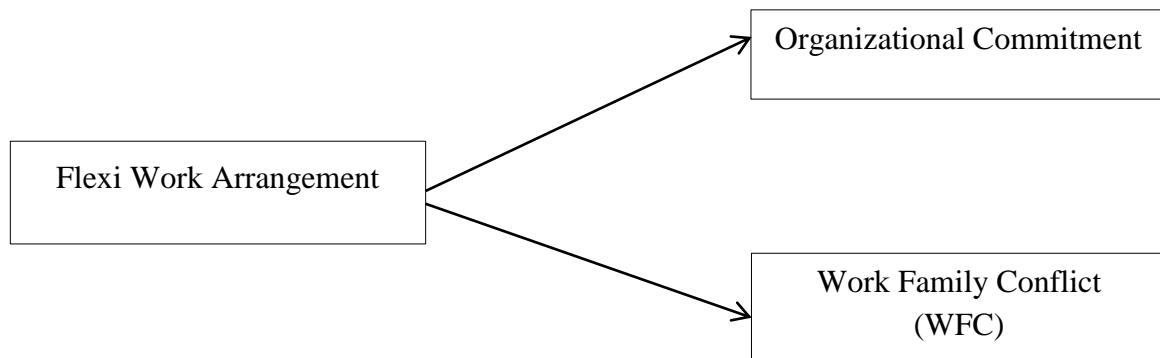
- To investigate the relationship between flexible working arrangement and organizational commitment.
- To investigate the relationship between flexible working arrangement and work family conflict

1.4 RESEARCH HYPOTHESIS

H1: There is a relationship between flexible work arrangement and organizational commitment

H2: There is a relationship between flexible working arrangement and work family conflict

1.5 CONCEPTUAL FRAMEWORK



1.6 SIGNIFICANCE STUDY

This research is conducted to study the relationship between flexible working arrangement toward organizational commitment and work family conflict. Outcomes from this paper are helpful reference for organizations, particularly for HR managers and policy manufactures. It is to look at distinction flexi working arrangement strategies, as way because the suggestion of demonstrating organizational care and support for workers. In addition, this paper is anticipated to contribute to the body of literature associated with the link between flexible working arrangements toward organizational commitment and work-family conflict, which might provide negative or positive implications for all the workers in a company. Great advantages will obtain by the employee especially in assisting them to realize that working arrangements help them to strike on balancing their work life. On the other hands, being flexible can create workers become additional responsive toward amendment, which nurtures them to be more competitive and have the ability to adapt with difficult situations effectively. We will conclude important contribution as a supply of input to Malaysian government policy, where the govt is currently trying into a way to improve its own potential human resources.

1.7 LIMITATION OF STUDY

As research conducted among employee in public sector in Sarawak, the data was collected and analyse from a sample employees from the population of the particular organization. There will be limitation of generalizability of the data obtained into a general view on relationship between the variables.

Not only that, the time given to conduct the study is very limited. The limited time given will lead to unexpected issues such as the data collection doesn't relevant and the some of the employee in the organization might not put true effort when completing the questionnaire.

1.8 DEFINITIONS OF TERM

1.8.1 CONCEPTUAL DEFINITION

1.8.1.1 Flexible Working Arrangements

Flexible working arrangement specify as the ability of employees making a difference on where, when and the total time they spend or engage in work related tasks (Choo, Desa & Asaari, 2016).

1.8.1.2 Organizational Commitment

Organizational commitment can be described as relative power of an individual's identification with and association in every specific organization (Abraham, Najeemdeen, Abidemi & Ahmad, 2018).

1.8.1.3 Work Family Conflict (WFC)

WFC is identified as an inter-conflict which happen when the role demand from one domain interferes with the role from others domain (Hamid & Ahmad, 2015)

1.8.2 OPERATIONAL DEFINITION

1.8.2.1 FLEXIBLE WORKING ARRANGEMENT

Alternate arrangements or schedules from the traditional working day and week

1.8.2.2 ORGANIZATIONAL COMMITMENT

Organizational level can be measured with the commitment to organization commitment

1.8.2.3 WORK FAMILY CONFLICT

Challenges that exist owing to inconsistent demands between the work and family roles

1.9 SUMMARY

Introduction is very important half in an exceedingly analysis proposal. It's want to introduce the meaning and purpose of the analysis proposal.

CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION

Leading sources of concepts for conducting a probe may be a literature review. This chapter reviews the connected literature. Therefore, this chapter discuss regarding problems connected with the study from literature, the relevant theories that support the study, past study findings and additionally outline of the chapter

2.1 FLEXIBLE WORKING ARRANGEMENT

Nowadays, flexibility becomes an important word in every organization especially during this pandemic. Flexible work arrangements are an organizational policies and practices that allow employees to manage their working styles. Flexible working arrangement is define as the ability of employees making a difference on the schedule they spend and engage in work related task (Choo, Desa & Asaari, 2016). According to Lewis (2003), working arrangement can be describe as family-friendly, work-family or in this era known as work-life policies. Employer is suggested to offer their employee flexible working condition such as flexible hours, flexible work place or part time working option.

Accessibility of flexible workings option are more insistence because there are variety of employees status such as single parents family that have their own responsibilities (Bond, Thompson & Prottas, 2002). As stated by Hayman, employees that use or practice flexible work scheduled and arrangements will provide them positive outcomes and lead to enhance

work life balance perception for professional employee. This flexible working arrangements help employee to manage their work and work stress. Choo, Desa and Asaari (2016) stated that flexibility in work and power to control the need of family and work issues closely linked with the highest level of organization commitments. Lower level of family conflicts was absolutely associated with the entity of flexibility support.

2.2 WORK FAMILY CONFLICT

In recent year, work family conflicts become an important issue in working environment. Sometimes work family conflict is known as work home interference and non-work home interference. From time to time, researcher becomes more interested in research related to work family conflict. Family and work are difference components that inseparable and affect each other interrelatedness. Hamid and Ahmad (2015) defined work family conflict as an inter-conflict which happens when the role demand from one domain interferes with the role from another domain. It can be seen as mutual relation and multi-role phenomena. Multi-role phenomena is multiple roles that employee has to be responsible for such as time-based, strain-based and behavior-based. Work family conflict can increases depend on the situation such as interferes in family roles and responsibility towards care provider. Work family conflict also occurs when expectation in one role and other roles meet the requirements. As mentioned by Younis, Zulfiqar and Imran (2011), the line separating work obligation and family commitment had gradually blurred. Thus, it impact of work family conflict.

2.3 ORGANIZATIONAL COMMITMENT

In last few decades organizational commitment become more fashionable element in every organization. According to Abdirahman, Najeemdeen, Abidemi and Ahmad (2018), organizational commitment defined as relative power of an individual's identification with and association every specific organization. There are three categorized of commitment which are affective commitment, continuance commitment and normative commitment (Nawab & Bhatti, 2011). Affective commitment is a major approach to the organizational study. Affective commitment relates to how interested employees to stay in the organization. Normative commitment responds to how employees feel they should stay at the organization. Flexible working arrangements might result to the high organizational commitment among employee. Faithful employees show determination to serve their organization and having little attention to quit.

2.4 PAST STUDY

In the past studies, difficulties in managing elements in work and life responsibilities show low level of organizational commitment. Based on the study by Hamid and Ahmad (2015), the result of the study is positive where there is relationship between work family conflict and organizational commitment. On the others hand, some past study also conducted between flexible working arrangement and work family conflict. According to Almer and Kaplan (2002) a result of their study where it found that there is indirect relationship between flexible working arrangement and work family conflict. More research is being performed and it is show a positive relationship between flexible work arrangement and work family conflict. Some of the research show negative result such as study that conducted by Hill, Yang, Hawkins, and Ferris (2004) stated that there is no relationship between flexible

working arrangement and work family conflict among 48 western countries. As studied by Okemwa (2016) show a positive relationship between flexible work arrangement and commitment among employee. Since the flexible work arrangement is increase in the workplace, employee commitment, retention and job satisfaction also increase.

2.5 THEORY

2.5.1 CONFLICT THEORY

Conflict theory by Karl Marx is a theory that society such as employees, employer and others is in a state of perpetual conflict because competition for limited resources, time and etc. Conflict occurs when the demands of work and home roles are inconsistency in some respect and it is hard to meet others thing in other domain. Our life journeys have high levels of demand. Some of choices are very difficult to made and lead to conflicts. Not only that, there are some possible significant overload on the individuals. An individual should satisfy with his/her job and feel happy with what they do and choose. The balance of life is depending on the individuals and some factors they affect conflict of life. As we can see the flexible work arrangement leads to happiness towards employee. When employee is happy, they able to handle both personal and work life as well as commitment towards organization are good. Thus, employee can avoid conflict occur in their life and work. In other words, the things that bring happiness will be the best things that

2.6 SUMMARY

This chapter plays a vital role in reviewing literature that contains related problems, theories and past study findings that square measure the same as the current study.

CHAPTER 3

METHODOLOGY

3.0 INTRODUCTION

Methodology in social science research is generally a problematic issue. This chapter reviews the related research methodology. Therefore, this chapter discuss regarding problems related analysis design, population, sample and sampling procedure, instrument, pilot study, validity and reliability, ethics of the study, data collection procedure, data analysis procedure also summary.

3.1 RESEARCH DESIGN

This study is aim to seek the relationship between flexible working arrangement toward organizational commitment and work family conflict among employees. Quantitative research design is used for this study. Quantitative research study is a systematic investigation of phenomena by gathering quantitative data and applied statistical, mathematical or computational techniques. Information and data is collects from existing and potential respondents using sampling methods and sending out surveys, questionnaire and etc. The result of this survey is in the form of numerical. Quantitative chosen because it is using straightforward analysis, appropriate statistical test will be used for it. Thus, interpreting and presenting data of findings is straightforward and less open to error.

3.2 POPULATION, SAMPLE SIZE AND SAMPLING TECHNIQUES

Population refers to the target respondent or the total number of subjects or environment of interest to the researcher. Selection of the population is employees in public sector in Sarawak such as KEMAS, PERKESO, Resident Office and etc. 37 employees are targeted to answer the questionnaire. The sampling technique used is the probability sampling. Probability sampling is the technique where every single respondent in the population has equal chance to choose as samples.

3.3 INSTRUMENT

This study will use closed ended self-administered questionnaire as data collecting tool. This questionnaire divided into 4 parts which are demographic part, flexible work arrangement part, organizational commitment part and work family conflict part. Questionnaire chosen as a tool in the study because it's guided by variety data collected period available and the objectives of the study. By using this tool has a quite advantages which is confidentiality, time saving, reduce interviewer bias and low cost. There are many ways where we can distribute questionnaire to our respondents such as using google form and etc. However, it also requires extensive preparation as it could easily confuse the respondents, prevent plus simply fail to capture important information needed in the study. Some of the questionnaire questions are really hard to understand by the respondents. Thus, by using questionnaire it will reduce both researcher and respondent biases.

3.4 VALIDITY

Validity is refers to extent a test work what it is purpose to measure. For this research I will used construct validity and content validity to measure. According to Nguru and Gichuhi (2018), construct validity is the relevance form of validity where it is often seeks to establish what the test is really measuring. While, content validity is estimate the content that it was designed to compute. The test is necessary rephrased and amended to avoid obscurity before being used for data collection.

3.5 RELIABILITY

Reliability is the degree to which an assessment tool produces stable and consistent result. Researcher often used Cronbach's alpha coefficient to measure the reliability. When the value of Cronbach's alpha is 0.7 and above shows high internal coherence. When components small, value it will deleted.

3.6 DATA COLLECTION PROCEDURE

The questionnaire will be developing using google form. Among the reason for the study to use google form instead traditional form is to enhance the culture of paperless in this era of technology. Not only that, google form is easier because of this pandemic COVID-19. Since it is hard to meet the respondents face to face, it is better to collect the data using google form that can be distribute using social media and email.

3.7 DATA ANALYSIS PROCEDURE

Quantitative data collection is analyzing based on Statistical Package for Social Sciences (SPSS). Inferential statistic used is Pearson's Correlation. Analysis will be used to test the relationship and significant difference between dependent and independent variables. Hypotheses 1 and hypotheses 2 will be tested using pearson's correlation. If value P is higher than 0.5, hypotheses that proposed is rejected. Flexible working arrangement is the independent variable for this paper while work family conflict and organizational commitment is dependent variables.

3.8 SUMMARY

Methodology plays important roles in the research proposal. It will helps researcher to know and learn how to collect and manage the data for the research.

CHAPTER 4

FINDINGS

4.0 INTRODUCTION

This chapter represent the findings of this research. This chapter start with informant's demographic profile and followed by descriptive statistic. Findings from the past research also presented in this chapter. Chapter four important because highlight on the findings of the research that is obtained from 50 respondents who are currently work in public sector in Sarawak.

4.1 INFORMANT'S DEMOGRAPHIC PROFILE

Characteristic		Frequency	Percentage (%)
Name of Organization	KEMAS	7	18.92
	Resident Office	7	18.92
	PERKESO	7	18.92
	KKM	1	2.70
	District Office	15	40.54
Age	18 – 25	6	16.22
	26 – 35	12	32.43
	36 – 45	11	29.73
	46 – 55	6	16.22
	Above 55	2	5.41
Gender	Male	15	40.54
	Female	22	59.46
Ethnicity	Malay	7	18.92
	Chinese	2	5.41
	Indian	0	0
	Iban	7	18.92
	Bidayuh	17	45.95
	Others	4	10.81
Marital Status	Single	10	27.03
	Married	26	70.27
	Divorced/ Separated	0	0
	Others	0	0
Dependents under care	0	3	8.11

	1	4	10.81
	2	10	27.03
	3	8	21.62
	4	5	13.51
	5	6	16.22
	6	1	2.70
Education Background	Certificate/ Diploma	17	45.95
	First Degree	14	37.84
	Postgraduate Degree (Master)	1	2.70
	Professional Qualification	0	0
	Others	5	13.51
Job Category	Support and Administrative Staff	22	59.46
	First Line Management	5	13.5
	Middle Management	3	8.11
	Top Management	1	2.70
	Others	6	16.22
Period Employed	Practical	7	18.91
	0 Years – 10 Years	20	54.05
	11 Years – 20 Years	7	18.92
	21 Years – 30 Years	2	5.41
	31 Years – 40 Years	1	2.70
Sample Size		37	100

Table 1: Respondents Demographic Profile

Table 1 represent respondent demographic profile. There are 37 respondents for this research where all their real names are kept to maintain the confidentiality. All of the respondents are from Public Sector in Sarawak such as KEMAS, Resident Office, PERKESO, etc. 15 out of 37 respondents are from District Office. 1 out of 37 is from KKM. KEMAS, PERKESO and Resident Office are 7 respondents.

22 out of 37 respondents are females and 15 are males. 27 out of 37 respondents are married and 10 respondents are single. The age of the respondents is around 21 years old and above. 15 out of 37 respondents are above 55 years old. 12 respondents are 26 to 35 years