

Done 78411

**WORK-LIFE BALANCE BENEFIT:
ORGANIZATIONAL COMMITMENT AND RETENTION
OF FEMALE EMPLOYEES IN SMEs COMPANY IN PERLIS**

HAFSAH BINTI WAHAB

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
JANUARI 2012**

**WORK-LIFE BALANCE BENEFIT:
ORGANIZATIONAL COMMITMENT AND RETENTION
OF FEMALE EMPLOYEES IN SMEs COMPANY IN PERLIS**

HAFSAH BINTI WAHAB

**Thesis Submitted to the Othman Yeop Abdullah Graduate School
College of Business
Universiti Utara Malaysia (UUM),
In fulfillment of the Requirement for the Degree Master of Human Resource
Management**

Permission to Use

In permission this project paper in partial fulfillment of the requirement for Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copyright this project paper in any manner, in whole or part, for scholarly purposes may be granted by my supervisor or in their absence, by the Assistant Vice Chancellor of the College of Business where I did my project paper. It is understood that any coping or publication or use of this project paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material in my project paper.

Request for permission to copy or to make other user of materials in this project paper in whole or part should be addressed to:

Dean
Othman Yeop Abdullah Graduate School
College of Business
Universiti Utara Malaysia (UUM)
06010 Sintok
Kedah Darul Aman

Disclaimer

The author is responsible for the accuracy of all opinion, technical comment, factual report, data figures, illustrations and photographs in this dissertation. The author bears full responsibility for the checking whether material submitted is subject to copyright or ownership right. Universiti Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership rights claims.

The author declares that this dissertation is original and his own expect those literatures, quotations, explanations and summarization which are duly identified and recognized. The author hereby granted the copyright of this dissertation to College of Business, Universiti Utara Malaysia (UUM) for publishing if necessary.

Date: _____

Student Signature: _____

Abstrak

Objektif utama dalam kajian ini adalah untuk melihat hubungan di antara faedah keseimbangan kerja dan kehidupan peribadi (work-life balance) yang di tawarkan dengan komitmen dan pengekalan pekerja di Industri kecil dan sederhana (SMEs) di Perlis, Malaysia. Dalam kajian ini, dua pemboleh ubah bebas iaitu komitmen organisasi dan pegekalan pekerja di ukur ke atas faedah keseimbangan kerja dan kehidupan peribadi (work-life balance) yang di tawarkan. 70 orang pekerja wanita telah menjawab soal selidik dalam kajian ini dan analisis korelasi dan regresi telah digunakan dalam kajian ini. Walaubagaimanapun, dapatan kajian menunjukkan tiada hubungan korelasi antara komitmen organisasi dan pengekalan pekerja. Perbincangan lanjut mengenai dapatan kajian tersebut diberikan. Selain itu, cadangan dan saranan mengenai kajian akan datang ialah penyertaan yang lebih besar peserta soal selidik ini iaitu diperluaskan kepada semua syarikat swasta dan badan-badan kerajaan dan juga di khususkan ke atas pekerja wanita dari generasi X dan Y.

Abstract

This study explores the relationship between work-life balance/family friendly benefit and organizational commitment/attachment and retention among one private company in Perlis, Malaysia. In this study, two independent variables namely organizational commitment/attachment and retention were tested against work-life balance/family friendly benefit. 70 female employees as respondents participated in this study. The research objectives were answered using correlation and regression analysis. The results are also presented using descriptive statistics. However, no relationship was found between organizational commitment/attachment and retention and the details were discussed in this study. Suggestions were made for further research to broader participants in private and government sector and also specifically to female employees from generation X and Y.

Acknowledgment

In the name of Allah, the most gracious and most merciful, I praised to Allah for the completion of this project paper. This paper project owes its existence to the help, support, and inspiration of many people. In the first place, I would like to express my sincere appreciation and gratitude to my Supervisor, Madam Norizan Azizan for her support and encouragement during this paper project's work. Without her professional guidance and support, I would not be able to finish this paper project. So many thanks to all my lecturers and staff in Othman Yeop Abdullah Graduate School, UUM for supporting me all the way for my Master degree destination.

I also wish to express my appreciation to my former and current companies I work for give me the support and consideration time-off for me to attend all my classes during office hour. I am also indebted to all my friends that help me when I'm in need to settle this project paper.

Last but not least but importantly, I would like to express my deepest and heartiest thanks to my mother Puan Hjh Zahorah Abdul Karim for the support, blessing and pray for my successfullness. Also special thanks to my beloved husband Hasron Nordin and my beloved and joyful sons Hasnul Haqeem and Haiqal Haqemy for being my inspiration and motivation to stand up when I'm in under difficulty. To all, you are my inspiration!

Table of Contents

Permission to use	i
Disclaimer	ii
Abstract	iii
Acknowledgment	v
Table of contents	vi
List of table	ix
List of figure	x
CHAPTER 1-INTRODUCTION	1
1.1 Introduction to the Study	1
1.2 Problem Statement	4
1.3 Research Question	7
1.4 Research Objective	7
1.5 Company Background	8
1.6 Definition of Terms	9
1.7 Organization of Chapters	11
CHAPTER 2-LITERATURE REVIEW	12
2.1 Work-life balance/family friendly benefit and female employment	12
2.2 Work-life balance/family friendly benefit and organizational Commitment/attachment and employees retention	20
2.3 Research Model/Frameworks	30
2.4 Statement of Hypothesis	31
CHAPTER 3-RESEARCH DESIGN	32
3.1 Population and Sample	32
3.2 Survey Material	32
3.3 Data Collection Procedure	35
3.4 Technique of Data Analysis	36
3.5 Conclusion	36

CHAPTER 4-FINDING	37
4.1 Introduction	37
4.2 Demographic of characteristic of Participants	38
4.3 Sample profile/Respondent profile	39
4.4 Reliability Test	41
4.5 Restatement of Hypothesis	43
4.6 Test of Hypothesis	43
4.7 Regression Analysis	45
4.8 Conclusion	45
CHAPTER 5-DISCUSSION AND CONCLUSION	46
5.1 Introduction	46
5.2 Recapitulation of study	46
5.3 Discussion	47
5.3.1 Work-life balance and Organizational commitment	47
5.3.2 Work-life balance and Organizational employee retention	48
5.4 Limitations	50
5.5 Suggestions for Future Research	51
5.6 Conclusion	52
REFERENCES	53
APPENDICES	58

List of Tables

Table 1.1	Category of Small and Medium Enterprise (SMEs) Company	10
Table 4.1	Survey Response	38
Table 4.2	Survey of Respondent	39
Table 4.3	Result of Reliability Analysis	42
Table 4.4	Regression Analysis	45

List of Figure

Figure 2.1	Sector & Occupation with highest proportion held by women	15
Figure 2.2	Research Model/Framework	30

CHAPTER 1

INTRODUCTION

1.1 Introduction to the Study

In today's globalization and liberalization world, demographic shift and complicated life journey, employees have dilemma to accommodate their work and life requirement especially to female employees. Moreover, the greater presences of women in the workforce affect the pattern in traditional career.

Boyar, Maertz, Mosley, & Carr (2008) in the USA, claimed that data suggested trends toward reduced percentage of traditional family structures (US Bureau of Labor Statistics, 2000), an increasing number of dual-worker families (US Bureau of Labor Statistics, 1999).

This trend had demolished the traditional career trend as describe as "a traditional family where the man was the breadwinner and the woman was the homemaker. Men were rewarded at work; success was measured by the height of the ladder climbed. Women were rewarded by being wives and mothers, supporting men's careers and raising children". (Reitman & Schnee, 2008)

The contents of
the thesis is for
internal user
only

REFERENCES

Baranczyk, M. C. (2009). *Family-Friendly Benefits, Organizational Culture and Applicant Attraction*. Colorado State University. Fort Collins, Colorado: ProQuest LLC.

Beauregard, T. A., & Henry, L. C. (2009). Making the Link Between Work-Life Balance Practices and Organizational Performance. *Human Resource Management Review*, 9-22.

Bourne, K. A., Wilson, F., Lester, S. W., & Kickul, J. (2009). Embracing the Whole individual: Advantages of a dual-centric perspective of work and life. *Business Horizons*, 52, 387- 398.

Boyar, S. L., Maertz, C. P., Mosley, D. C., & Carr, J. C. (2008). The Impact of Work/Family Demand on Work- Family Conflict. *Journal of Managerial Psychology*, 23 (3), 215-235.

Cabrera, E. F. (2009). Protean Organizations Reshaping Work and Careers to Retain Female talent. *Career Development International*, 14 (2), 186-201.

Casper, W. J., & Harris, C. M. (2008). Work-life Benefit and Organizational Attachment: Self-Interest Utility and Signaling Theory Models. *Journal of Vacational Behavior*, 72, 95-109.

Casper, W. J., Harris, C., & Taylor, A. (2011). Work-Family Conflict, Perceived Supervisor Support and Organizational Commitment Among Brazilian Professional. *Journal of Vocational Behavior*, 79 (3), 604.

Cite HR Human Resource Management Community Knowledgebase. Retrieved from <http://www.citehr.com>

Cunningham, C. L. (2009). Keeping Work in Perspective : Work-Nonwork Considerations and Applicant Decision Making. *Employ Respons Rights Journal*, 21, 89-113.

D'agostino, M. (2009). Making Sense of Women's Career Progression:Utilization of Work/Life Practices in State Government Agencies . *Public Administration & Management* , 16 (1), 95-115.

Deery, M. (2008). Talent Management, Work-life Balance and Retention Strategies. *International Journal of Contemporary Hospitality* , 20 (7), 792-806.

Deisem, D. M. (2008). *An Examination of the Impact of Perceived Work-Life Balance on Employee Satisfaction*. Nyack College, School of Business and Leadership. US: ProQuest LLC.

Fatimah, P. L., Abdul Aziz, J., & Ibrahim, K. (2007, October 24). Women–Family in Quality Perspective. *Springer Science+Business Media* , pp. 355-364.

Galinsky, G., & Stein, P. J. (1990). The Impact of Human Resource Policies on Employees: Balancing Work/Family Life. *Journal of Family Issues*, 11(4), 368-383.

Grady, G., & McCarthy, A. M. (2008). Work-life Integration: Experiences of Mid-Career Professional Working Mothers. *Journal of Managerial Psychology* , 23 (5), 599-622.

Harvard Business Review on Work and Life Balance. (2000). (7th ed.). United States of America: Harvard Business School Publishing.

Huffstutter, K. J. (2007). Family-friendly Workplace Culture, Flexibility, and Workplace Support for Dependent Care: The Perspective of Human Resource Professional. *Dissertation Abstracts International*, 1-121. (UMI No. 3294667).

Johnson, R. (2008). An Analysis of Equity Perception Related to Family-Friendly Work-Life balance of Female Employees Without Dependents. *Dissertation Abstracts International*, 1-24. (UMI No. 3296717).

Khairunnizam, M. N. Work-Life Balance and Intention to Leave Among Academics in Malaysian Public Higher Education Institutions. *International Journal of Business and Social Science*, 2 (11), 240-248.

Kenexa Human Capital Management. Retrieved from <http://www.kenexa.com>

Kidwell, L. A., & Kidwell, R. E. (2006). Louise and Sidney Homer: A 21st Century Dual-Career Couple, Circa 1911. *Journal of Management History*, 12 (3), 244-261.

Lee, S. H., Lee, T. W., & Lum, C. F. (2008). The Effects of Employee Services on Organizational Commitment and Intentions to Quit. *Personnel Review*, 37 (2), 222-237.

Leiva, D. C., Vidal, M. S., Gabriel, J., & Navarro, C. (2012). Work Life Balance Retention of Managers in Spanish SME. *The International Journal of Human Resource Management*, 23 (1), 91.

Malaysia Statistic Department. Retrieved from
<http://www.statistics.gov.my/portal/index.php?lang=en>

Mary, K. H. (2010). Work/life Practices and the Recruitment and Retention of Large School districts' Foodservice professionals. *Proquest*.

Moon, S. Y., & Roh, J. (Summer 2010). Balancing Work and Family in South Korea's Public Organizations: Focusing on Family-Friendly Policies in Elementary School Organizations. *Public Personnel Management*, 39 (2), 117-131.

Malik, M. I. (2010). Developing and Testing a Model of Burnout at Work and Turnover Intentions among Doctors in Pakistan. *International Journal of Business and Management*, 5 (10), 234-247.

Munjal, N., & Sharma, A. (2011). An Analytical Study Of Work-Life Balance At Icici Group. *International Journal of Research in IT & Management*, 166-181.

National Framework Committee for Work Life Balance Policies: Review of Work-life Balance Policies and Practices Across the Original EU-15 Member States. (2007). Ireland: FGS Consulting

Normala, D. (2010). Investigating the Relationship between Quality of Work Life and Organizational Commitment amongst Employees in Malaysian Firms. *International Journal of Business and Management*, 5 (10), 75-82.

O'Neil, D. A., Hopkins, M. M., & Bilimoria, D. (2008). *Journal of Business Ethics*, 80, 727-743.

O'Neill, J. W., Harisson, M. M., Cleveland, J., Almeida, D., Stawki, R., & Crouter, R. (2009). Work-family Climate, Organizational Commitment, and Turnover: Multilevel contagion effects of leaders. *Journal of Vocational Behavior*, 74, 18-29.

Popoola, S. O. (2009). Organizational Commitment of Records Management Personnel in Nigerian Private University. *Record Management Journal*, 19 (3), 204-217.

Porter, S., & Ayman, R. (2010). Work Flexibility as a Mediator of the Relationship Between Work-Family Conflict and Intention to Quit. *Journal of Management & Organization*, 16, 411-424.

Reitman, F., & Schnee, J. A. (2008). Enabling the New Careers of the 21st century. *Organization Management Journal*, 17-28.

Sayyadi, S. (2011). Organizational Commitment in Educational Departments. *Interdisciplinary Journal Of Contemporary Research In Business* , 3 (2), 1326-1337.

Shi, K., Lawler, J. J., & Wang, P. (2011). Implementing Family-Friendly Employment Practice in Banking Industries; Evidence From Some African and Asian Countries. *Journal of Occupation and Organization* , 84 (3), 493.

SME Corporation Malaysia. Retrieved from <http://www.smeCorp.gov.my/v4/node/14>

Straub, C. (2007). A Comparative analysis of the Use of Work-Life Balance Practices in Europe. Do Practices Enhance Females' Career Advancement? *Women in Management Review* , 22 (4), 289-304.

Sturges, J. (2008). All in a Day's Work? Career Self-Management and the Management of the Boundary between work and non-work. *Human Resource Management Journal* , 18 (2), 118-134.

Work-Life Balance. Retrieved from http://en.wikipedia.org/wiki/Work-life_balance