

**THE RELATIONSHIP BETWEEN
MOTIVATION FACTORS AND WORK-LIFE BALANCE
AMONG EMPLOYEES IN
INFRASTRUCTURE UNIVERSITY KUALA LUMPUR
(IUKL)**

RAZLINA BT ABD RANI

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by

RAZLINA BT ABD RANI

**Thesis is Submitted to
Othman Yeop Abdullah Graduate School of Business
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ABSTRAK

Kajian berkenaan keseimbangan kerja dan kehidupan (*work-life balance*) di Infrastructure University Kuala Lumpur dilakukan untuk mengkaji mengenai tahap keseimbangan kerja dan kehidupan pekerja. Kajian ini adalah kajian berbentuk kuantitatif yang menggunakan metodologi *survey*. Responden kajian ini terdiri daripada kakitangan akademik dan bukan akademik iaitu seramai 103 responden. Kajian ini menyelidik berkenaan kaitan antara pembolehubah bebas yang terdiri daripada penyeliaan, polisi universiti, suasana pekerjaan dan faedah syarikat terhadap pembolehubah bersandar iaitu keseimbangan kerja dan kehidupan. Dapatan daripada kajian ini menunjukkan bahawa terdapat kaitan antara pembolehubah bebas dan pembolehubah bersandar. Dapatan kajian ini memberi gambaran tentang kedudukan semasa keseimbangan kerja dan kehidupan pekerja di Infrastructure University Kuala Lumpur dan faktor-faktor yang memberi kesan kepada tahap keseimbangan kerja dan kehidupan kepada pekerja-pekerja di Infrastructure University Kuala Lumpur .

ABSTRACT

The research on work-life balance in Infrastructure University Kuala Lumpur was done to study the level of work-life balance of employees of the Infrastructure University Kuala Lumpur. This study engaged a quantitative approach and survey method was used to gather data from respondents. The respondents of this study were 103 comprised of academic and non-academic employees. This study examined the relationship between independent variables that comprised of supervision, university policy, working condition and company benefits on the dependent variable which is work-life balance. The outcomes of this study indicate the current situation of work-life balance and the factors that impacting work-life balance on employees of Infrastructure University Kuala Lumpur.

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List of Abbreviations

IUKL	Infrastructure University Kuala Lumpur
WLB	WLB
IV	Independent Variables
DV	Dependent Variables
LAN	Lembaga Akreditasi Negara
MQA	Malaysian Qualification Agency
PHEI	Private Higher Education Institutions
KLIUC	Kuala Lumpur Infrastructure University College
JKR	Jabatan Kerja Raya
ANOVA	Analysis of Variance
HRM	Human Resource Management
KPI	Key Performance Index
ERI	Effort Reward Imbalance
MQA	Malaysian Qualification Agency
ISO	International Organization for Standardization
EAP	Employee Assistant Programme
ESOS	Employee Share Option Scheme
KWSP	Kumpulan Wang Simpanan Pekerja

CHAPTER 1

INTRODUCTION

1.1 An Overview of Malaysian Education System

Education in Malaysia is the responsibility of the Malaysian Federal Government. Malaysian educational system consists of pre-school to higher education. Beginning May 2013, pre-tertiary (pre-school, primary and secondary school) to higher education were combined and were put under the purview of Ministry of Education with the aim to make Malaysia as hub for educational excellence.

Malaysian government provides free education for primary and secondary schools. Primary school is compulsory for the students starting from seven years old to twelve years old. Students will sit for general examination at the end of final year in the primary, lower secondary and upper secondary level. Upon completion of secondary level, students can pursue their study to upper secondary level which takes between 1 to 2 years as preparatory course prior to entry into university for tertiary level.

At tertiary level, higher education institutions provide the programme of studies from certificate up to Ph.D levels. The tertiary programmes in the field of academics and professionals are provided by both public and private education institutions. Public institutions are funded by the government such as public universities, community college, polytechnics and teacher training college. Private institutions are funded by private entity such as private university, private

university college, college, or foreign branch campus.¹ The private funds to operate the private institutions mostly come from student fees and other related administrative fees.

1.2 History and Background of Private Higher Education in Malaysia

The role of Private Higher Education Institutions (PHEI) is very significant to the development of the national higher education in terms of providing the higher educational opportunities, foreign exchange savings and contribution to make Malaysia as an international hub for educational excellence. PHEI in Malaysia could be divided into three (3) major growing and development phases as follows :-

PHEI has grown rapidly since 1980s. PHEI has been offering its courses at certificate and diploma in collaboration with universities or professional bodies from overseas such as in the United Kingdom, the United States, Canada, Australia and New Zealand. In this period, the quality of educational delivery is mostly governed by own internal institutional systems and moderated by the abroad partnering institutions independently without much intervention from the government.²

In the 1990s, the development of private higher education is increasing as more and more private institutions offer courses at certificate, diploma and degree programmes in various fields such as business, engineering, communication, computer, and information technology through the cooperation of the United Kingdom, the United States, Australia, New Zealand, Canada and France leading to the establishment of Lembaga Akreditasi Negara (LAN) way back in 1997 (now known as MQA since 2005). This establishment saw the important role of LAN to govern,

¹ Ministry of Higher Education. Access Date : 28 October 2013, retrieved at <http://www.mohe.gov.my/educationmsia/education.php?article=system>

² Malaysian Qualification Agency (MQA). Accessed date : 7 July 2013. Retrieved at http://www.mqa.gov.my/portal2012/red/bm/profil_notecao.cfm

streamline and modernize the standard and quality of the programmes offered by PHEIs. As such, LAN has taken very proactive role to democratize Malaysian higher education and promote the collaborative programmes conducted through Twinning Programme, Credit Transfer, Foreign Recognition Programme (Advance Standing Programme), and Professional Programmes. Twinning programme 1 +2, 2 +2 or 3 +1 conducted currently requires students to continue their studies in the second degree for one or two years at universities abroad.³

Global economic down turn in 1997 has given the significant impact on the development of private higher education. With the reduction of large-scale scholarship of government-sponsored students abroad, private universities and non-university has been authorized to conduct courses of study in collaboration with foreign universities in the United Kindom, Australia, New Zealand and France on 3+0 programme, where students can complete the entire study at local private institutions.

Until the end of year 2000, a total of 32 private institutions have been given approval to conduct the 3+0 programme. Operation of this programme has provided useful experience to PHEIs in conducting the undergraduate level education and at the same time has been able to attract more students to pursue higher education in Malaysia.

PHEIs extensive experience in a programme in collaboration with foreign universities has opened the door to the implementation of the cooperation between Public Higher Education Institutions with the PHEIs through franchising. Smart partnerships between public and private institutions have been improving the quality of courses offered at these institutions. With this, the PHEIs have gained experience in quality assurance of courses offered.

³ Ibid.

1.3 Current Development of Private Higher Education in Malaysia⁴

PHEIs in Malaysia are categorized into two categories: private universities and private colleges. For PHEIs with university status, there are three categories of PHEI which are full university, University College, and Malaysian Branch Campuses of foreign universities. For private colleges, they are PHEIs with ordinary college status. As at 11 July 2013 the number of private universities is 34, University College 25, Overseas Branch Campuses 7, and 417 colleges.⁵

In line with the increasing number of PHEIs, the amount of cooperation established between local PHEIs is also growing with the increasing number of foreign countries in cooperation with local private institutions. Among the other countries in cooperation with local PHEIs is like the United Kingdom, Australia, the United States, Canada, New Zealand, Ireland, France, Egypt, Indonesia and India.

PHEIs are now not only playing a complementary role to private higher education but also as a catalyst to realize Malaysia as a hub of international center of excellence in higher education.

1.4 Historical Background of IU KL

Infrastructure University Kuala Lumpur (IU KL) is a private higher institution established since 1997 when the Institut Kerja Raya Malaysia (IKRAM) under the Jabatan Kerja Raya (JKR) was privatized and since then, became the private college which was known as Kolej IKRAM. In 2003, this college was upgraded to a university college which was known as Kuala Lumpur

⁴ Jabatan Pengajian Tinggi Malaysia, Kementerian Tinggi. Perkembangan Pendidikan Swasta Di Malaysia Accessed date : 8 July 2013. Retrieved at <http://jpt.mohe.gov.my/IPT%20MALAYSIA/perkembangan%20IPTs.php>

⁵ Ibid. Senarai IPTS/List of IPTS. Accessed date : 10 July 2013. Retrieved at <http://jpt.mohe.gov.my/menudirektori.php>

Infrastructure University College (KLIUC). With the quality, consistent growth and development spanned over the years, KLIUC has been upgraded into a full-fledged university which is currently known as IUKL. From single short courses on engineering related programme during its inception as Institut Kerja Raya Malaysia, IUKL offers various programmes from Diploma up to Ph.D levels in the field of Engineering, Business, Communication, Bio-techs, Automotive, and Architecture.

IUKL is a subsidiary of Ikram Education Sdn Bhd, one of the business branches under the umbrella of Protasco Berhad, a conglomerate that involves in various business sectors based on construction, highway maintenance, trading, manufacturing, property development, consultancy and its latest oil and gas sector with the business turnover value of more than RM 600 million a year. The contribution of IUKL towards the overall gross revenue of Protasco group is between 7%-9% a year.

IUKL which is located within the 100 acres land is currently undergoing massive infrastructural development in which, many of the new building infrastructure are being built which will place multi-storey academic buildings including mini stadium, public shopping mall within the campus area, and also other commercial buildings and a hotel.

Based on recent IUKL's management report, IUKL has only about 3200 total population of student number with 188 full-time academic employees and 105 for non-academic employees with the target of 10% per year of the student population growth. The composition of IUKL students can be divided into 60% locals and 40% international students.

1.5 Problem statement

Studies on WLB did not emerge until the late 1960s, when Kahn et al. (1964) identified work-family conflicts as a significant source of stress for employees (Kahn, Wolfe, Quinn, Snoek, Rosenthal, 1964). This took place when during the 1960s and 1970s, employers considered work-life mainly an issue for working mothers who struggled with the demands of their jobs and raising children (Bird, 2006).

According to Simonetta & Holliday (2004), WLB is related to designating work and personal life.⁶ It is a concept in which the employer supports employees to divide time and effort between job at the workplace from one aspect and their life outside working hours on the other aspect. WLB is the daily effort of employees to allocate time for family, friends, hobby, community activity, personal growth, self-care, spirituality and other personal activities. It is an effort supported by employer to ensure the well-being of their employees whether through policy, jobs, rules, work approach, leadership style or the environment.

In other definition, according to Frone (2003), WLB is the absence of conflict between work and family or personal roles. Balance and conflict are separate constructs which coexist, whereby an individual can experience high levels of both concurrently (Balmforth & Gardner, 2006). In another instance, Hill (2001) defined work-life balance as the degree to which an individual can simultaneously balance the emotional, behavioural and time demands of both paid work, family and personal duties.

There are many literatures indicate that WLB is mostly influenced by the factors at the workplace (Ngidi and Sibaya, 2002, Skakon, Nielsen, Borg, & Guzman, 2010) that will further influence organizational performance. Negative WLB will influence low productivity, increased

⁶ Oxford English Dictionary. Access date : 4 August 2013. Retrieved at <http://www.oed.com.neptune.wou.edu.my/view/Entry/230216?redirectedFrom=work-life+balance#eid41653545>.

absenteeism and high employee turnover (Jamal, 2005), burnout, reduced job satisfaction and lack of organizational commitment (Jamal, 2005; Noblet, Teo, McWilliams, & Rodwell, 2005).

Emerging trends in work force diversity, organizational restructuring and addition of women in the workforce enhanced the demand for the work-life balance practices to be adopted by the organizations (Saif, Malik & Awan, 2011). However, we still know relatively little about how people react to work-life conflict or why they react in the ways they do. Researchers have made different predictions, for instance, regarding how people facing work-life conflict will want to change the number of hours they work.

The concept of work transformation is about enhancing the key corporate resources of people, space and technology to deliver greater business value (Robertson, 2000). In an attempt to transform, organization also needs to realize that the most significant resources which is human capital, is also very portable and possesses high mobility especially knowledge employees who have desirable and respected skills and well-off experience. Therefore, WLB is something which is very important and significant to organization to balance the demand of work and their employees' WLB to ensure the highly skilled and knowledgeable human capital to be sustained.

Global increasing demand for tertiary education has caused the growing student number at institutional level, increase focus on research quality and teaching pedagogy, and escalates local and international competition and technological development (Briggs, 2009; Shah, 2012). Due to the changes in tertiary education environment, it has caused the increasing work pressure among the employees in tertiary institutions due to the increasing accountability of academics, mounting forces to publish research, rising workloads, frequent restructuring, use of short-term contracts and additional external scrutiny (Jacobs & Winslow, 2004).

Hagen (2002) asserts that universities are the largest knowledge-base' institution in the region, hence they are forced to transform their traditional roles of teaching and research by adding an additional pivotal role in economic regional development. This means that university academics are expected to aid economic regeneration by disseminating their knowledge and expertise through industry linked partnerships. However, it is very important to recognize that too many demands on academic employees could contribute to uncertainty in terms of academic roles and work conflicts among them which consequently, influence their state of perceived WLB which in turn influences their occupational attitudes such as job satisfaction, organizational commitment and intention to leave the organization (Khairunneezam, 2011).

Due the market-driven globalization forces, IUKL needs to exercise transformation over time to ensure that it would be able to cope with the dynamic changes on economy and market it currently serve and in the future. IUKL is currently undergoing transformation exercise in the aspects of physical infrastructure, developing education quality, brand building, and at the same time upgrading its human resources since its conversion to a full-fledge university status in December 2012. This transformation process could clearly be observed from the aspects of physical development such as construction development of new academic building, mini stadium, commercial and office blocks and shopping mall within the campus area, and also active involvement of IUKL in the academic research, branding and human resource development. This transformation also demands the employees to produce higher productivity and quality and at the same time increasing the student populations so that the costs of transformation could partly be funded from the increased student number. This transformation exercise has changed the employees' views and perceptions towards well-being and WLB. The main challenge for IUKL now is to retain employees to avoid brain drain in the university.

According to Schellenbarger (2000), study determined that the business cost of turnover was one-and-a-half times an employee's annual pay. This means the cost of a employees who resigned from the company is more higher because has to bear the cost to train one new employee. This indicates the importance to ensure the employees not to feel so much of pressure when the transformation process or changes takes place. The excessive pressure faced by the employees will cause negative psychological effect and deteriorating WLB to employees which will consequently affect productivity in the long run.

This transformation exercise which is originally from the government fully owned institution into a full-fledged private university certainly requires dynamic and effective management strategy and human resource plan. Though IUKL managed to achieve the status as what it is now, the transformation process still continuing to attain its long-term strategic vision to becoming a world renowned infrastructure university.

A lot of changes have been done to keep IUKL to always be relevant to the external environment and this has caused employees to persistently be ready to face the challenges from time to time. This situation to some extent contributes to the formation of unnecessary work pressure and dissatisfaction that eventually influence negative WLB. Hence, the issues to be studied in this thesis are to critically examine the factors in IUKL that may significantly influence its employees' level of WLB.

1.6 Research Question

There are few issues that become the basis of this study. All these issues incline towards recognizing what are the factors in the organization that can affect WLB? Specifically, the research questions could be deliberated as follows:-

- a. Is the university policy affecting work-life balance ?
- b. Is relationship with superior on the supervision affecting work-life balance?
- c. Is salary and benefits affecting work-life balance?
- d. Is working condition affecting work-life balance?

1.7 Research Objective

The general objective of this study is to understand and identify the relationship between the motivation factor and WLB. From the issues and questions given, the researcher has outlined few specific objectives in order to ensure the direction of this study attain its purpose. Subsequently from these specific objectives, the researcher would be able to develop the research framework more clearly and systematic. The specific objectives of this study are as follows:-

- a. To identify the relationship between supervision and work-life balance;
- b. To identify the relationship between university policy and work-life balance;
- c. To identify the relationship between working condition and work-life balance;
- d. To identify the relationship between company benefits and work-life balance;

1.8 Scope of study

The scope of this study in this thesis consists of, among others, current policy of the university. Current university policy is including the policy related to full-time employees and is implemented by the university as academic and management. Besides, the scope of study also includes the superior which is the organizational hierarchical leadership, which consists of top management that involve in organizational policy making and also the executor group which consists of middle level managers such as Deans, Head of Schools and Department Managers. The current benefits situation is also one of the scopes of study to be investigated. Benefits comprise of among others, salary, bonuses, overtime allowances, insurance and medical, study benefits, pension plan and the like. Working condition is also one of the scopes of studies of the researcher. Working condition is derived from the perception of employees towards employer and organization such as loyalty, happiness, sense of belonging, including the sense of social ties in the organization.

Besides, the scope of this research is also to study the full-time employees of IUKL whom work as lecturer, tutor and administrative. This study focusses on full-time academics and administrative employees because they are the one who obtain all the benefits offered to them financially or otherwise.

For educators in IUKL, besides the responsibility as educators, they are also responsible to the course administration that they teach, for instance, preparation of teaching files, research, and preparation of exam papers, assignment and assessments incessantly. Such of these situations faced by the full-time lecturers will affect WLB which is contrast with the lecturers who work on part-time basis that are not involved with the academic administration in entirety.

The employees who are not involved in the academic teachings, but also related to academics and student such as examination department, student affairs department and IT (Information Technology) department will also be considered as research sample. This is because they also in one way or another affected with the transformation plan of the university in which they have to provide and ensure the support service rendered for smoothing the running of academics operations is at utmost efficiencies. Even though their salary scales, qualifications, job scope and other Key Performance Index (KPI) requirements are different with that of the academics, but their contributions as non-academics are also undeniable to ensure the overall success and efficiencies of IUKL business. Table below labelled Table 1 shows the number of academic employees for all faculties in IUKL:-

Table 1 Name of faculties and departments and number of employees under study

Name of Faculties and Departments	Number of Employees
A. Academics	
Faculty of Business and Accounting	32
Faculty of Engineering	56
Faculty of Architecture and Build Environment	22
Faculty of Arts, Communication and Education	27
Faculty of Information and Computing Technology	22
Faculty of Applied Science and Foundation Studies	29
B. Non-Academics	
IT Department	12
Registrar Department	35
Examination Department	8
Marketing Department	15
Others (Chancellery, Lab, Technical, Academics Admin)	35
Total Employees	294

1.9 Significance of study

The significance of this study could be divided into two (2) which are to the students or graduates and also to the managers or practitioners in the university settings. For students or graduates, the findings from this study could be used as guidance to extend this research at their own institutions that might bring the results differently or otherwise. Among others, students or graduates could also use the findings from this study to delineate and design the policy at their organization after they are employed especially in the educational settings.

From the university's management perspective, the finding from this study could be used by the management for improvisation of the management strategies and to design more effective company policy so that the WLB could be appropriately obtained by the educators and consequently reduce work stress, improve well-being and increase work motivation. For practitioners, the findings from this study enable them to plan their own productivity level that can be produced and simultaneously do not ignore the importance of their WLB. This is very important because WLB influences well-being of individual, family and organization in the long-run.

1.10 Definition of Key Terms

Table 2 **Definitions of Variables**

Construct	Definitions
Supervision (Relationship with Superior)	Hierarchy relationship between lecturers, administrative employees and their immediate superior that can have a major impact on the performance of the employees (Mamta, 2013). This relationship does not include matrix relationship which is the relationship between academic employees of a faculty with other managerial employees of other faculties.
University policy	Formal written statutes and rules that govern the aspects of university operations and decision making including the principles and procedures within these policies. ⁷
Working Conditions	Coopers (1984) has identified few categories of working condition that prone to work stress which among others are: <ol style="list-style-type: none"> i. factors intrinsic to the job (e.g. risk, equipment, office conditions, noise etc) ; ii. role in the organization (e.g. role ambiguity, role conflicts, do not have clear objectives etc); iii. peer relationship at work (e.g. bosses, peers, subordinates); iv. career development (e.g. job security, redundancy, performance etc).
Company Benefits	Sources of stress relating to pay and benefits (Sheena Johnson <i>et.al</i> , 2005). It can be divided into financial and non-financial benefits. Financial benefits are such as salary, bonuses and allowances. Non-financial benefits are such as employees promotion, insurance, hospitalization, sabbatical leave and others related to work and workplace.
WLB	Relating to, or designating work and personal life. ⁸ It is a concept in which the employer supports employees to divide time and effort between job at the workplace from one aspect and their life outside working hours on the

⁷ Adelaide Policy Framework (last edited 2011), The University of Adelaide. Access: 28 July 2013. Retrieved at <<http://www.adelaide.edu.au/policies/glossary/#university-policy>>

⁸ Oxford English Dictionary.

other aspect. WLB is the daily effort of employees to allocate time for family, friends, hobby, community activity, personal growth, self-care, spirituality and other personal activities. It is an effort supported by employer to ensure the well-being of their employees whether through policy, jobs, rules, work approach, leadership style or the environment (Simonetta & Holliday, 2004).⁹

1.11 Conclusion

WLB is the important topic to be studied because it influences staff performance that will further influence organizational performance. The studies on WLB among employees working in an academic settings abroad mostly found that their WLB is uneven because the work demand that needs them to always facing the challenges and escalating work burdens from academic and non-academic tasks like marketing, research, teaching, administration, social work and others, worsen with stiff global competitions and the demand to retain high academic quality and integrity. The study on WLB in IUKL is very significant because IUKL is currently undergoing major transformation exercises through new infrastructure development that are currently in place and also at the same time employees are to carry responsibilities to retain and adding the value and the current number of students.

⁹ Oxford Brookes University audit report, 2004.

CHAPTER 2

LITERATURE REVIEW

2.1 Overview of WLB

Many of today organizations facing pressure from market-driven globalization and the higher demand or expectation towards growth and efficiencies (Mauno, Kinnunen, & Ruokolainen 2006). This situation causes employees to have attuned themselves towards market and their employer needs and always retain and grow their performances every year, in tandem with yearly performance growth. Higher expectations from employer and market pressure have caused constant stresses which consequently have badly affecting the psychological and well-being of affected employees. This situation has increased attempts towards the needs for WLB and work-life conflict initiatives.

According to De Jesus and Conboy (2001), WLB has been so much associated with stress. Stress is the topic that always being studied and no exception to education. It is a common finding when educators have the highest level of stress compared with other professions. Due to stress and pressure are common phenomena in the university, studies were done along with organizational change that related to perceived job stress, WLB and work-life conflict among academicians in the university (Bell, Rajendran and Theiler, 2012).

Another study found that, job satisfaction has relationship with WLB. For example, Nadeem and Abbas (2009) tested a relationship of work-life conflict and job satisfaction in a sample of Pakistani employees and revealed a negative relationship of the variables and suggested that the supportive management can be a medicine to minimize the conflict and enhance satisfaction among employees. In another study, Malik, Saif, Gomez, Khan and Hussain

(2010) reported a positive and significant relationship of job satisfaction and work family balance. The authors examined a relationship of the variables in a sample of working women in Pakistan. The authors mentioned that the job satisfaction is one of the factors diminishing work-life conflict.

A study conducted in 1993 disclosed that 17% of the educators suffered nervous problem and out of that, 11% suffered nervous breakdown (McEwen and Thompson, 1997) which is a period of mental illness resulting from severe depression, stress, or anxiety. Study also indicates that educators are very committed employees to their teaching profession, but there are few aspects in this career that have become more pressing (Wilson and Hall, 2002, 185). As a result of the studies, the researcher has decided to study on WLB among employees at IUKL.

2.1.1 Work-Life Balance

The concept of WLB has received much attention in academic literature (Hayman, 2005; Moore, 2007). Often WLB is defined as the absence of conflict between work and family or personal roles (Frone, 2003, Quick, *et al.*, 2004). However, both can happen simultaneously. It means even though working in the stressful environment with so much of conflict, but WLB is equilibrium with such stressful work. According to Frame and Hartog (2003), work-life balance is when employee feels that they are freely able to use flexible working hours programmes to balance their work and other commitments like, family, hobbies, art, travelling, studies and so forth, instead of only focusing on work.

Nathani and Jha (2009) suggested family and personal life related factors, work related factors and others as contributor to WLB. Family and personal life include increasing women participation in workforce, increasing workforce of child bearing women, increasing dual career

couples in workforce, growing cases of single-parent workforce, increasing suffers on employees' health and well-being. Work related factor includes work for long-hour and unpaid overtime, time squeeze, demand for shorter working hours, increase in part-time employees, work intensification and stress and changing work time. Other factors include ageing population, rise of service sector industries, technological complexity of work, skill shortages, loss of social support network, globalization and demographic shift of workforce.

Clark (2000) asserts that WLB is important for an individual's psychological well-being, and that high self-esteem, satisfaction, and overall sense of harmony in life can be regarded as indicators of a successful balance between work and family roles. However, there is a lack of consensus on how WLB should be defined, measured, and researched (Voydanoff, 2005).

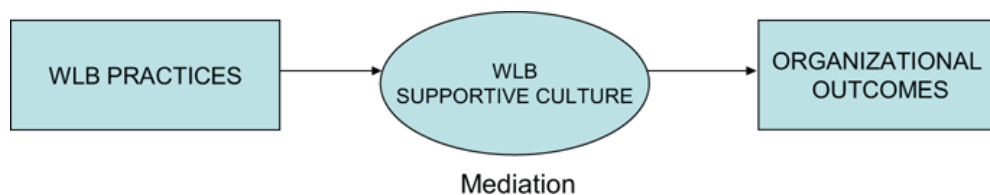
According to Moore (2007), the organizations that have WLB in the long-run, possess high tendency for positive productivity performances and also loyalty. Positive WLB and low work-life conflict also have very strong relationship with work satisfaction, organizational commitment, organizational citizenship behaviour, increased diversity and equity, productivity, improved profitability and lower employee turnover (Balmforth and Gardner, 2006). In contrast, high work-life conflict and low WLB have very strong relationship toward low job satisfaction, low organizational commitment, weak productivity, high absenteeism, employee burn-out, intention to quit, job stress, psychological and physiological health, and also ruined family (Lingard, Brown, Bradley, Bailey, and Townsend, 2007; Cooper and Ricketts, 2005; Wang, 2006). The measure intensity from weak to strong and between low to high only based on authors perception without specific numerical measure.

Guest (2002) outlined the nature and consequences of WLB in two areas, contextual and individual determinants. Contextual determinants is modelled as the demand both at home and at

work, whereas individual determinants is modelled as personal characteristics such as personality, energy, personal control and coping, gender and age, life and career stage. Bowen and Ostroff (2004) provide some arguments in support of the positive relationship between the availability of WLB practices and organisational outcomes mediated by the existence of a supportive culture. In their research they propose that HRM practices or the HR systems play a critical role in determining a particular climate in the organisation, which in turn will determine improved behaviour and organisational performance outcomes, such as service quality, productivity or financial performance.

David, Eugenia, Juan (2012) proposed to examine the mediating effect of supportive on the relationship between the availability of WLB practices and organisational performance of SMEs which presented in the following model have found that creating a WLB supportive culture is key for organizations for improving results.

Figure 1 **The model with the relationships among the variables.**



In this model, the practice of WLB by the organizations will give some impacts to the performance and result. With the support from both organizations and employees, performance can be improved. Without support from supervisors and the management, even though WLB is mentioned in the company policy, performance cannot be achieved. On the other hand, if WLB is practiced by the organizations but the employees do not utilize this benefit, performance will also be very taxing to achieve.

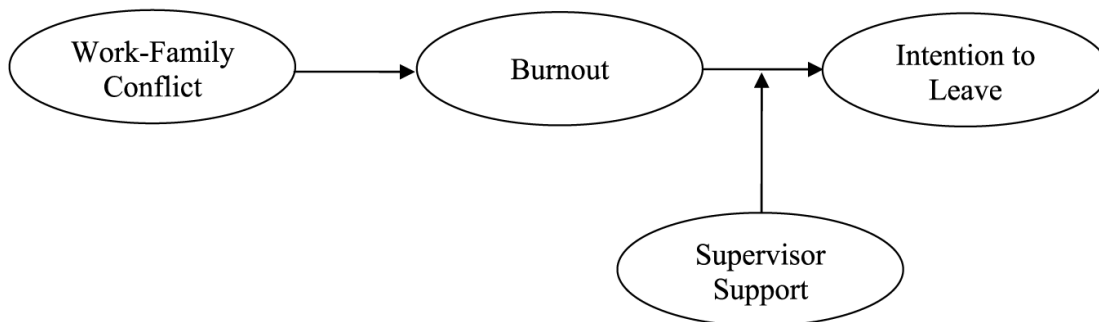
2.1.2 Supervision

One of the factors to work satisfaction is perceived quality of supervision (Mosadeghrad *et al.*, 2008). In this issue, management support is more emphasized because managers play the role to ensure the success of work-life due to the position they hold to encourage or discourage employees' efforts to balance their work and family (Perlow, 1995). Every leader has their own leadership style, and there is no definite consensus on a single leadership style. The different leadership style is needed in the different kind of situations. There is no single ideal leadership for every situation since the leaders possess certain skill and knowledge to deal with certain situational conditions, but they may not have skill, experience and knowledge to deal with every different situation (Rad and Yarmohammadian, 2006).

Study found that employees whose supervisors supported their efforts to balance work and family were less likely to experience work-family conflict (Kalliath and Beck, 2001). Therefore, the organizational success much depends on managers and their leadership to ensure the employees to achieve perceived job satisfaction, commitment and productivity. Social support can be provided by three main sources: family and friends, work colleagues (Ganster, Fusilier & Mayes 1986), and the immediate supervisor (Rani, Bartram and Casimir, 2009).

A study was conducted in order to examine the strength of the indirect effects of work-family conflict on intention to leave via burnout will depend on supervisor social support. The tested hypothesis has found that the independent variable significantly predicts intention to leave. (Rani et.al , 2009). The proposed model by the authors can be seen as in the Figure 2 below :-

Figure 2 **Moderated mediation model**



The result from the study found that intention to leave has a non-significant correlation with age, gender, tenure, employment status and income; intention to leave has a significant positive correlation with both work-family conflict and burnout and has a significant negative correlation with supervisor support; work-family conflict has a significant positive correlation with burnout and a significant negative correlation with supervisor support; and finally, burnout has a significant negative correlation with supervisor support. If employees experience work-life conflict, it will lead to burnout which triggers the intention to leave. Therefore, supervisor supports play important role to ensure employees to be able to manage their family life well.

2.1.3 University Policy

Universities nowadays function differently not like in the past. Local and global competitive pressure requires the university to always be dynamic and no more prioritizing tradition, whether it's public or private universities. This is because, generating profitability is more important for sustainability and it's already become focus of attention of universities.

University policy in the past strongly incorporated the policy of providing the highest level of social service to the society, but now it has changed to become the university of highest potential to obtain as much as possible the fund and profitability through generating status, ranking and brand building. This situation has put academicians in the crossroads. For instance,

academicians are also required to bring in the fund through research grants or publication (Dickson-Swift, et al., 2009) in order to get good KPI marks. The study in the United States revealed that academics work more than fifty (50) hours a week (Jacobs & Winslow, 2004). In New Zealand, more than 10 hours overtime per week as an additional to their working hours per week (Houston, *et al.*, 2006), whereas in the United Kingdom, a sample group of academics stated that they have no choice to work for long-hours and more than half reported that they suffered (Kinman & Jones,2003). According to him, although there is a provision towards the needs for WLB, the academics must be proactive to use such facilities.

Whilst academic employees already have considerable work flexibility, a sustainable WLB is hard to achieve. Like managers and professionals in other industries, academics experience a long hours culture (Department of Trade and Industry, United Kingdom, 2002). Evidence from the survey, the focus groups interview and the workshops with academic managers in Oxford Brooks University, according to Doherty L. & Manfredi S., (2006), all demonstrated that academic employees experienced considerable work pressure. After discussions with senior managers in the university, the partnership team recommended that protections were required for academics and as a result, a sustainable working policy for academic employees was put forward. This included the proposal for developing a transparent university-wide workload planning framework, the opportunity for employees to express their preferences with regard to the allocation of teaching slots and the provision of reasonable time-off to compensate for work undertaken in unsocial hours and at the weekends.

2.1.4 Working Conditions

Job stress always being associated with poor WLB and add conflict between academic works and personal lives. A study in Africa in 1996 on educators shows educators have multiple stressors at their work place (Ngidi and Sibaya, 2002). Among the sources of stress that lead to poor WLB are inclusive education, additional mediums of instruction, lack of student discipline, language and conversation problems, students with lack motivation, high student ratio against educators, time pressure, inadequate salary are among the factors that always being blamed that cause stress (Saptoe 2000, Jonas 2001). This problem will then affecting well-being of academicians that later will gradually affect the organization they work with. Among others, the growing accountability the academics have to be bared (eg: must adhere to ISO requirement in every aspect of teaching pedagogy and documentation requirements), requirement to raise research quality for publications, increased workloads, frequent restructuring, the use of short-term employment contracts, and scrutinization process are believed to have been contributed to work-stress (Jacobs & Winslow, 2004; Winefield, et al., 2003).

The raising factor of competition at local and international level also the source of work-stress problem that can affect employees' well-being. For some universities especially for private, academics are also being burdened with marketing activities. At the faculty level, they are also being burdened bottom line responsibilities which are student numbers and cost reductions but at the same time must ensure growing net profitability every year.

David, Eugenia and Juan (2012) suggested that the mere availability of various WLB practices, even if employees do not use them, has a positive effect on the organisation outcomes. According to them, flexible work arrangements, work leave and spatial flexibility practices provoke such a direct effect on organisational outcomes. In addition to this, their findings also

suggest that WLB information practices do not have a direct effect on performance, but have an indirect effect by their impact on enhancing a positive culture towards WLB in the firm.

2.1.5 Company Benefits

Deery (2008) asserts that research on employees' retention over the last past years focuses on the traditional causes such as stress, lack of job satisfaction and organizational commitment. Stress often being incorporated with the study on employee turnover. A recent research as additional to the employee retention study is on the WLB as the employees' decision to remain with the organization. According to Deery (2008), the most common strategies put forward as part of the WLB effort , focuses on the role that recruitment and training have in improving job satisfaction and organisational commitment and hence employee intention to stay.

WLB has implication to the attitude, manners, well-being and also the organizational effectiveness. This situation has force most of the organizations to intervene in the life of their employees to help them to balance the work demand and family life. Some of these interventions are re-designing jobs to provide employees more autonomy and variety (job characteristics), providing benefits and policies such as flexitime (work-life benefits and policies), providing social support (supervisor support) and developing a family-friendly organizational culture (work-family culture) (Eby *et al.*, 2005). Most of the literature indicates that WLB brings positive effect to work satisfaction, level of commitment and organizational citizenship (Kossek and Ozeki, 1998). However, most of the literatures about WLB more incline to western literature environment.

The ERI (Effort-Reward Imbalance) model is gaining increasing attention by researchers in the field of occupational health psychology. It incorporates an individual difference

component and acknowledges the importance of a wider range of employment conditions (such as pay, career opportunities and job security) to employee well-being (De Jonge, Bosma, Peter, Siegrist, 2000). As perceived support for WLB and individual working practices, such as integration/segmentation have been associated with work-life conflict (Kinman and Jones, 2001), Kinman et. al. (2008) have taken further steps to study whether these factors account for additional variance in work-life conflict over and above that explained by the three ERI components (i.e. efforts, rewards and over-commitment). The results from this study had shown that job-related efforts were negatively associated with rewards and positively associated with over-commitment. Significant relationships were observed between the three components of the ERI model and work-life conflict: i.e. respondents who reported higher efforts, lower rewards and greater over-commitment reported higher levels of work-life conflict. Significant negative relationships were also observed between work-life conflict and schedule flexibility and employer support. In terms of working practices, respondents whose work and home lives were more integrated tended to report significantly higher levels of work-life conflict (Kinman et. al. , 2008).

In the study about the key driver of employee engagement as a results of WLB initiatives, Susi and Jawaharrani (2010) had put forward the suggestions related to the multigenerational workplace as shown in the table below:-.

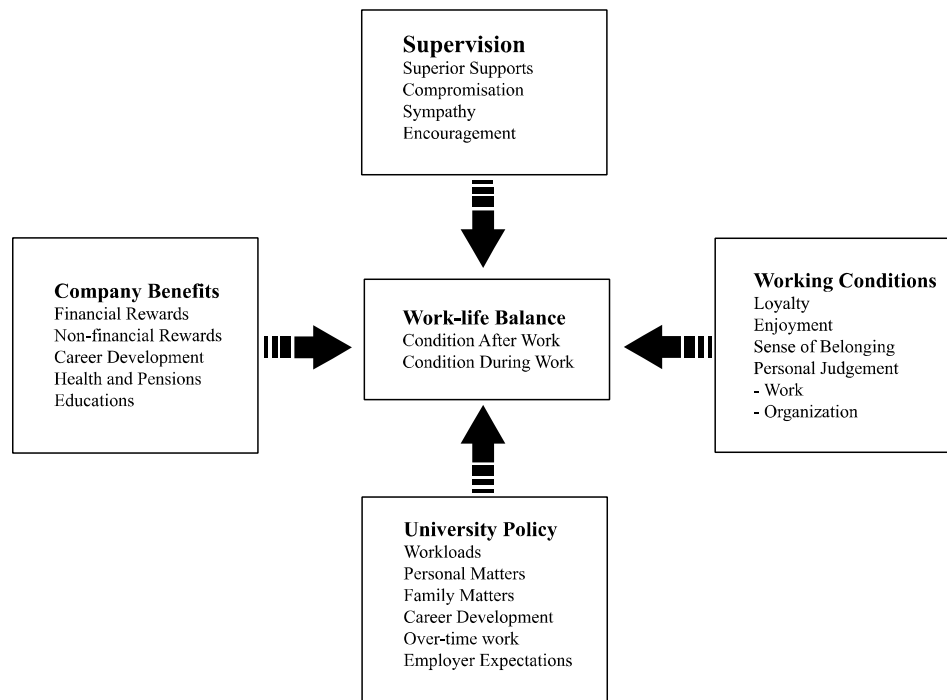
Table 3 HR Policies and Programmes for the Multigenerational Workforce

HR Policies and Programmes	Examples
Work/Life Benefits	Flexible hours, telecommuting, family leave, work/life balance policies, allowance for religious holidays, etc.
Rewards and Recognition	Compensation, rewards programmes.
Health Care	Long-term care, dependent care ,elder care, Employee Assistance Programme, wellness programmes.
Training and Development	Professional development, mentorships, temporary work assignments, job sharing. Succession Planning. Formal leadership development programmes, temporary work assignments.

Table above indicates the proposed policy to be adopted by the organizations that have multigenerational work force as a result of WLB initiatives. Besides it caters for existing senior, adult and aging workers, it also caters for a younger one so that the staff retention rate can be increased in order for younger generations to be able to work in a longer period as succession to aging workers who will be retired upon completion of their tenure terms.

2.2 Conceptual Framework

Figure 3 **Conceptual Framework**

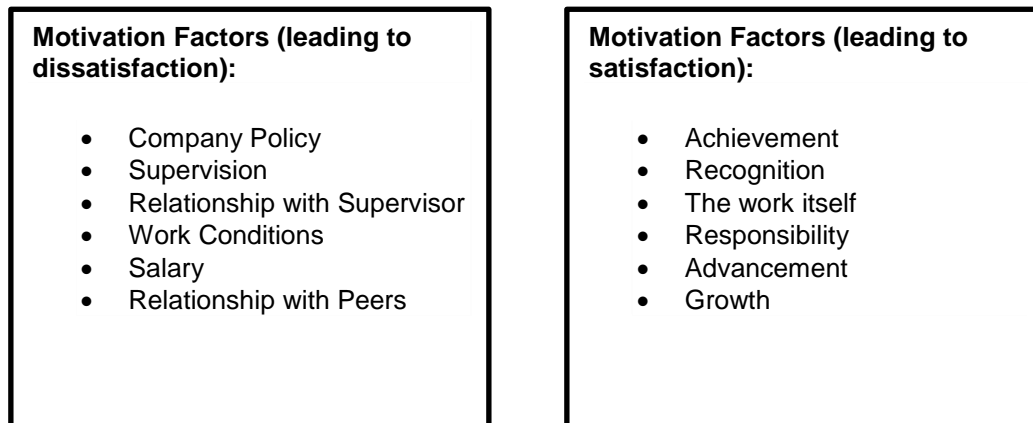


The conceptual framework of this particular study can be divided into independent and dependent variables which the independent variables consist of supervision, university policy, working conditions and company benefits whereas WLB is the dependent variable. This study will examine the relationship between all independent variables with dependent variables. Both independent variables and dependent variables have their own factors to be assessed as demonstrated in the figure 3 above. Demographics profile will not be examined following the result findings by Rani *et.al* (2009) which mentioned that the constant demographic factors such as age, gender, race and so on has no significant correlation on work-life conflict and intention to leave.

2.3 Theoretical framework

The Herzberg theory of motivation is divided into two parts which are motivation theory leading to dissatisfaction and motivation theory leading to satisfaction. In the theory, it suggests that there are few factors that lead to job dissatisfaction, whereas motivation factors that lead to satisfaction are needed as motivator to stimulate employees to lift up productivity level. If this motivation factors are on the contrary, or not attended, then, it leads to job dissatisfaction and eventually, work stress. Herzberg two factors theory is an underpinning theory to be used in this study. The Herzberg theory is demonstrated in Figure 4 :

Figure 4 **Theoretical Underpinning of Herzberg’s Motivation Theory**



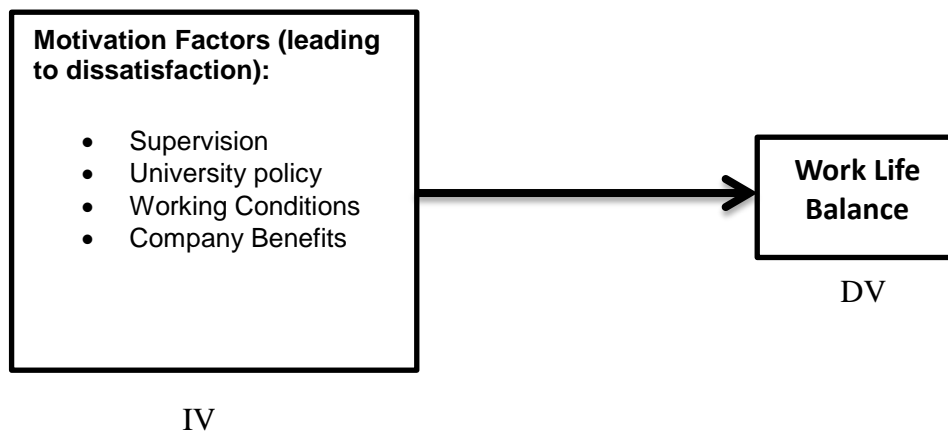
From this framework, the researcher will be using motivation factors leading to dissatisfaction as to form theoretical research framework that eventually leads to negative WLB. According to research, work stress is the common findings to most educators since long time ago and more higher compared to other professions (Steyn and Kamper, 2006). Escalating works stress along with organizational changes is very significant to the decreased level of WLB (Bell *et.al.*2012).

Study also found that educators possessed high commitment towards their job. However, the study findings revealed that there were few aspects in this profession that becoming increasingly stressful (Wilson and Hall, 2002). With the obvious changes in social and economic in which the role of women increasingly changed, few studies indicated that the women were the major contributor of work stress (Bermansour 1998, 28; McEwen and Thompson 1997, 63). Accordingly, work stress affects work-life balance.

The researcher has chosen motivation theory that leads to dissatisfaction because IUKL is currently undergoing major transformation programme after receiving full-fledge university status from the Malaysian Government in December 2012. Simultaneously, infrastructure development to upgrade the existing facilities is currently under massive construction to position IUKL to becoming competitive not only locally, but also globally. To cater the demand from the IUKL management, all employees have to adjust themselves and adapt to the changing policies and also the infrastructure development that requires them to becoming more productive in order to fulfill the new direction determined by the top management of IUKL.

From the theoretical underpinning mentioned earlier, the researcher has developed theoretical framework as shown in Figure 5 as follows:-

Figure 5 **Theoretical Framework**



2.4 Hypothesis

2.4.1 The Relationship between Supervision and WLB

Managers play important role to ensure the success of WLB initiatives because they are in the right position to encourage or discourage the employees' attempts to balance work and family (Perlow, 1995). The relationship between management or leaders/managers and subordinates has major impact especially on employee performances. The positive leader-subordinates relationship could shape positive exchange between them (Mamta,2013). The instances of positive exchange are such as commitment, loyalty, respect, rewards and productivity. Researchers for a number of decade, have consistently demonstrated that social support is an important initiatives to facilitate the psychological, physical and well-being of individuals (La Rocco, House, French, 1980). Social support can be provided by three main sources: family and friends, work colleagues (Ganster, Fusilier & Mayes 1986), and the immediate supervisor (Rani,Bartram & Casimir, 2009). Quick and Quick (1984) found that social support at the workplace can take different forms:

1. Informational – where reports can be obtained from colleagues on a critical matter;
2. Emotional – providing care, love and trust;
3. Instrumental – providing facilitation behaviours to help the person meet work tasks; and
4. Appraisal – obtaining evaluation and feedback on one's performance from one's immediate supervisor

Moreover, Dunseath et al. (1995) revealed that support from the supervisor was extremely important in helping the employees to attain job satisfaction and to prevent depression. High levels of work support especially from the immediate supervisor have been associated with lower levels of burnout in a number of studies on nurses (Sullivan, 1993). The research by Maxwell (2005) provides insights into the link between the work-life conflict and employee turnover. Maxwell suggests that manager is the key to the initiation and implementation of WLB policies with some of those policies being the introduction of flexible working hours and arrangements, providing better training, breaks from work and better work support. Based on the above literature, the researcher therefore proposed:

H1 - there is a significant relationship between supervision and work-life balance at IUKL

2.4.2 The Relationship between University Policy and WLB

According to Khairunneezam (2011), government, policy makers, university management and society should know that too many demands on academic employees could contribute to uncertainty in terms of academic roles and work conflicts among them. Increasing accountability of academics, intensifying pressure to publish research, rising workloads, frequent restructuring,

and additional external scrutiny are also believed to contribute to rising job stress (Houston, et al., 2006; Winefield et al., 2003). Academic employees are now expected to fulfill multiple role demands within the work setting, for example, teaching, research, consultation and supervising research students (Brown, 2007). Academics are also dealing with the pressures of competing demands, such as balancing teaching with research, and attempting to balance traditional workloads with the presence of new pressures, such as teaching internationally and via online methods (Briggs, 2009). Hagen (2002) asserts that university is the largest 'knowledge-based' institution in the region; hence they are urged by the industry and policy makers to transform their traditional roles of teaching and research by adding an additional pivotal role in economic regional development. This means that university academics are expected to aid economic regeneration by disseminating their knowledge and expertise through industry linked partnerships. With this, majority of the universities have established the policies which refers to assessing their employees' Key Performance Index (KPI) for high quality research and other academic activities as one of the keys to position the universities for higher ranking.

According to the article reported by Department of Trade and Industry, United Kingdom (2002), although there are many facilities and benefits provided to employees especially academics in the university setting, WLB is still very difficult to achieve. The works done usually took long hours to complete including taking office work to home. This is in line with the proposition put forward by Doherty L. & Manfredi S., (2006) who assert that employees in the academics are facing considerable work pressure. Their opinion were later became the basis for one of the university policy where employees were allowed to plan their own task and responsibilities for the university they work. Based on the arguments, the researcher therefore proposed:

H2 - there is a significant relationship between university policy and work-life balance at IUKL

2.4.3 The Relationship between Working Condition and WLB

Career orientation practiced by the organizations could give implication to job satisfaction, commitment, and higher retention (Sakthivel Rania, Kamalanabhanb & Selvarania, 2011). The job that is compatible with the career orientation that involved duties and responsibilities preferred by the employees, will give value to them, increase employees' motivation and positive feelings and should feel bonded to their organization (Igbaria, Greenhaus, Parasuraman, 1991). In a path analysis of job commitment among the United States. Air Force personnel, it was found that job commitment was best explained by the "fit" between the organization and family (Bielby, 1992). The level of 'fit' is measured via life satisfaction, perception of organizational responsiveness to families and the quality of organizational environment.

According to Maslow's hierarchy of needs, the expectations about the workplace and job by employers could range from the more immediate physical needs such as workplace facilities, to security needs such as compensation and benefits, to affiliation needs such as social-networking and collaboration opportunities, to esteem needs such as autonomy and decision making, to actualization needs such as strategic planning and involvement (Sirgy, Efraty, Siegel and Lee, 2001). Based on this proposition, Roland K. Yeo, Jessica Li (2011) have put forward eight factors which had been found to have influenced the quality of work-life, with implications for career development and HRM which are Organizational culture, leadership, communication,

teamwork, job identity, performance, rewards and recognition and finally training and development. Based on the above literature, the researcher therefore proposed:

H₃- there is a significant relationship between working condition and work-life balance at IUKL

2.4.4 The Relationship between Company Benefits and WLB

Higher recruitment and retention levels, lower sickness absence and improved employees morale are only some of the positive outcomes of a strategy adopted by Hertfordshire County Council that received recognition in a WLB award. An on-line survey conducted by the Department of Trade and Industry's WLB campaign and reed.co.uk, which surveyed more than 350 applicants in the public sector, revealed that half of them picked flexible working as the benefit they would most look for in their next job. A third said they would choose flexible hours rather than have an extra £1,000 salary a year (Viewpoint on Hertfordshire County Council, 2003).

Dex (2004) asserts that most WLB policies, besides flexible time, sabbaticals or career breaks are also used as tools for WLB initiatives to fulfill the organizational objectives for personal development. According to Supriti, Ruchi dan Neetu (2010) in the study conducted in India on women employees in the public and private sectors found that fringe benefits have significant relationship with their WLB.

Due to the massive social changes such as the role of single parents working, increasing number of ageing workforce, increasing role of women as employees and dual income contributor that all contributing to the increasing of work-life conflict, employers have begun implementing work-life benefits; these initiatives are aimed at helping improve WLB. Work-life

benefits can be broken down into subsets; four WLB categories have been identified: flexible work arrangements; leave arrangements; dependent care assistance, and general services (Frone 2003). Based on the above literature, the researcher therefore proposed:

H₄ - there is a significant relationship between company benefits and work-life balance at IUKL

CHAPTER 3

RESEARCH METHODOLOGY

The purpose of this research is to study the relationship between the factors that significantly influence WLB among academic employees working in IUKL. This research will study only the relationship between independent variables (IV) and dependent variables (DV) and will not put forward the solution questions for negative WLB. The solutions for negative WLB will be depicted from the available and related literature.

3.1 Research Design

The chosen research design for this study is survey method in which it is implemented to gather the data directly from the subjects of a group. For this research, survey will be done by giving a set of questionnaires to the subjects under study to be answered through the given questionnaire. The result from this study will be used to conclude and generalize the WLB issues in IUKL for the whole academic populations. The ordinal and nominal data will be used to gather the demographic information of the educators.

3.2 Population

Sampling is the process to choose a number of subjects from a particular population to be used as the subject of the research. WLB among IUKL employees which directly or indirectly involved with the students is different with one another. Within the context of this study, the population is the full-time employees working in IUKL. Overall population of IUKL employees is 294 where 188 of them are academic employees. Educators the involved directly with the students usually

have multiple work tasks. Whereas, employees who are not involved with students directly will normally involve with administrative works.

3.3 Sampling Frame

University employees who work in the academic and non-academic settings that would significantly be affected or otherwise as a result of the changes in supervision, university policy, company benefits and working conditions of the university. Therefore, this study will incline to observe the factors that affect WLB. This study will involve full-time academic employees working in IUKL. These academic employees consist of those who work as lecturer and also for those who hold the management position but still hold their official duties directly as lecturer.

3.4 Sampling Design

This study employs probability sampling where the samples are gathered in a process give all the individuals in the population equal chances of being selected. Subjects in this sample are selected on the basis of the researcher's professional judgment. The downside of this sampling strategy is that the entire population was not sampled. This is due to the fact that this study is purposely targeted to only IUKL employees and not represents the entire population, in this case, employees in other private universities. Therefore, the results of this research certainly cannot be used in generalizations pertaining to entire population within the private educational settings.

3.5 Sampling Technique

This research used stratified sampling technique. Elements are chosen based on purpose of the study which is in this case, WLB among academic and non-academic employees at IUKL. Stratified sampling is a probability sampling technique which the target population has been divided into subgroups, and then randomly selects the subject from a different stratum. By the virtue of its technique that caters for subgroups, stratified sampling used on IUKL employees will not produce a sample that is representative of a larger population, which is the whole PHEIs population.

3.6 Sample Size

Sample size is according to the rule-of-thumb method. According to this method, Krejcie and Morgan (1970) suggest, based on the total number of population under study is 294, sample size is 165.

3.7 Unit Analysis

Consist of all full-time lecturers working with IUKL from junior level lecturer up to professor level and also full-time administrative employees from clerical level up to managerial.

3.8 Instrumentation

Instrument to measure is through survey questionnaires. Questionnaires design will have 4 sections. Section A is the demographic questions, section B is the questions on IV which consist of supervision, university policy and also working condition. Questions in section C consists of IV questions on compensation and benefits. Finally, section D is the questions on dependent

variable which is work-life-balance. Questionnaires are distributed to all academic employees at all six (6) faculties in IUKL and also to all administrative employees. For section A, the researcher will be using nominal data whereas in other sections, ordinal data will be used.

For measurement, the researcher uses Likert Scale with five ordered response levels to answer the questions in the Likert item. The format of five-level Likert item used in this survey is:

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

To obtain the reasonable rate of return from Academicians and administrative employees, the researcher has requested the assistance from the Head of School and Academic Executives in-charge of the faculty concerned.

3.9 Validity of Instruments

To increase validity, pilot study has been done at Kolej Unikop, one of the private college in Gombak, Selangor. A total of 32 respondents consists of lecturers were responded. The purpose of this pilot study is to observe whether there are any errors or ambiguity or unnecessary questions in the questionnaire has been taken place.

CHAPTER 4

ANALYSIS AND FINDINGS

4.1 Introduction

A total of 294 questionnaires were prepared and distributed to all respondents through email and manually with the assistance of the individual faculty's Head of Schools and non-academic departments. Probability Sampling Techniques is used where the samples are gathered in a process that gives all the individuals in the population equal chances of being selected. A stratified sample technique is then used in which the researcher divided the entire target population into different subgroups, and then randomly selects the final subjects from the different strata. This type of sampling is used because to highlight specific subgroups within the population. Rate of return was 35.4% from the distributed questionnaires. Data screening was done before further analysis took place.

4.2 Data Screening

The data screening procedures conducted are the analysis of categorical, assessment of normality, descriptive statistic for all variables and outlier detection.

4.2.1 Demographic Information

The minimum and maximum value for gender is 1 and 2 which is correct. For marital status, the score range is between 1 to 3 which is appropriate. And for position, the value range between 2 to 11 which is also correct. No missing data were detected.

Table 4 : Frequency Table for Demographic Variables

		Gender	Marital Status	Position
N	Valid	104	104	104
	Missing	0	0	0
Minimum		1	1	2
Maximum		2	3	11

4.2.2 Assessment of Normality

Normality tests are used to determine if a data set is well-modelled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. It is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores in the middle, with smaller frequencies towards the extremes (Gravetter & Wallnau, 2000). According to Pallant (2005), a non-significant result ($p > 0.05$) indicates normality. The result of both Kolmogorov-Smirnov^a shown $p < 0.005$ and Shapiro-Wilk tests shown that $p > 0.05$ ($n=103$) after the detection and removal of outliers. Because the data is $n \leq 2000$, therefore, the researcher will use Shapiro-Wilk (Tuffery, Stephane, 2011). The shown result suggests that the data is strongly normally distributed. Details of the normality test and outliers will be discussed in 4.2.3.

4.2.3 Outliers Detection

Initial outliers detection observed respondents 3, 53, 98 and 102, as potential outliers with $n=104$. But in this case, the extreme points is 3 with Kolmogorov-Smirnov^a value $p > .005$ ($n=104$), and Shapiro-Wilk value $p < .05$ ($n=104$). Due to $n \leq 2000$, the researcher will use Shapiro-Wilk. After ID 3 is removed, Shapiro-Wilk value is $p > .05$ ($n=103$). Therefore, data are normally

distributed. Moreover, the information in the descriptive table after removal shows the original mean (32.4757) and the 5% trimmed mean (32.4838) look very much closer and almost similar. Given this, and the fact that the values are not too different to the remaining distribution, the data of these cases after removal will be used for further analysis.

Table 5 Tests of Normality

WLB	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Before Detection	.102	104	.009	.975	104	.042
After Detection	.104	103	.008	.978	103	.078

4.3 Descriptive Information

4.3.1 Demographic Information

The descriptive statistics in the table below provides summaries about the sample and about the observations that have been made by the researcher. It describes the main characteristics of the collection result of the data.

Table 6 Frequency of Demographic Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	52	50.5	50.5	50.5
	Female	51	49.5	49.5	100.0
	Total	103	100.0	100.0	
Age	20-29	21	20.4	20.4	20.4
	30-39	52	50.5	50.5	70.9
	40-49	16	15.5	15.5	86.4
	50-59	10	9.7	9.7	96.1
	60 and above	4	3.9	3.9	100.0
	Total	103	100.0	100.0	
Income	Below RM3000	25	24.3	24.3	24.3
	RM3001-RM6000	56	54.4	54.4	78.6
	RM6001-RM9000	17	16.5	16.5	95.1
	RM9001-RM12000	5	4.9	4.9	100.0

Table 6 Frequency of Demographic Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	52	50.5	50.5	50.5
	Female	51	49.5	49.5	100.0
	Total	103	100.0	100.0	
Position	Lecturer	55	53.4	53.4	53.4
	Senior Lecturer	17	16.5	16.5	69.9
	Associate Professor	4	3.9	3.9	73.8
	Professor	1	1.0	1.0	74.8
	Office Assistant	1	1.0	1.0	75.7
	Executive	15	14.6	14.6	90.3
	Senior Executive	3	2.9	2.9	93.2
	Manager	4	3.9	3.9	97.1
	Others	3	2.9	2.9	100.0
	Total	103	100.0	100.0	
Department	Faculty of Business	22	21.4	21.4	21.4
	Faculty of Engineering	21	20.4	20.4	41.7
	Faculty of Architecture	10	9.7	9.7	51.5
	Faculty of IT	10	9.7	9.7	61.2
	Faculty Communication	8	7.8	7.8	68.9
	Foundation	8	7.8	7.8	76.7
	Office Faculty	1	1.0	1.0	77.7
	ICT	4	3.9	3.9	81.6
	Examination	4	3.9	3.9	85.4
	Student Affairs	5	4.9	4.9	90.3
	Others	10	9.7	9.7	100.0
Total	103	100.0	100.0		
Qualification	Ph.D	8	7.8	7.8	7.8
	Masters	69	67.0	67.0	74.8
	Bachelor	18	17.5	17.5	92.2
	Diploma	4	3.9	3.9	96.1
	Certificates	2	1.9	1.9	98.1
	SPM	2	1.9	1.9	100.0
	Total	103	100.0	100.0	

From the output shown above (n=103), there were 52 males (50.5%) and 51 females (49.5%) in the sample, giving a total of 103 respondents. Majority of the respondents in this study are those

between 30-39 years old which represents 50.5% (n=52) of the total respondents, followed by the group of age between 20-29 years old (20.4%, n=21), 40-49 years old (15.5%, n=16), 50-59 years old (9.7%, n=10) and the lowest number of age group which is 60 years and above (3.9%, n=4). Malay respondents is the dominant racial group in this study which represents 78.6% (n=81), followed by Chinese 14.6% (n=15), Indian 5.8% (n=6) and others 1% (n=1). No foreign employees were interviewed. Those who earned between RM3001-RM6000 is the biggest group in this study which represents 54.4% (n=56), followed by income level below RM3000 which is 24.3% (n=25), RM6001-RM9000 16.5% (n=17) and finally income group of RM9001-RM12000 which is 4.9% (n=5). In this survey, the ordinary ranking lecturer is the biggest group in this study which represents 53.4% (n=55), followed by Senior Lecturer 16.5% (n=17), executive 14.6% (n=15), Associate Professor and Manager shared the percentage of 3.9% (n=4), senior executives and others shared 2.9% (n=3) and finally Professor and office assistant shared 1% (n=1). Respondents with Masters is the majority group with percentage of 67% (n=69), followed by Bachelor 17.5% (n=18), Ph.D 7.8% (n=8), Diploma 4% (n=4) and finally, SPM and other certificates shared similar percentage of 1.9% (n=2). The majority group of academicians derived from Faculty of Business 21.4% (n=22), and the lowest from faculty of Communication and Centre for Foundation whereas, the majority respondents from non-academics came from various departments.

4.3.2 Descriptive for Variables

Table 7 shows the lowest mean which is company benefits (2.9140) and highest mean which is supervision (3.4353). Moreover, the standard deviation for all variables seems to fall between the ranges of .37490 to .72844 which reflect the existence of considerable acceptable variability within the data set.

Table 7 Descriptive Statistic for all variables

	N	Minimum	Maximum	Mean	Std. Deviation
Work-life Balance	103	1.90	4.60	3.2476	.46628
Supervision	103	1.00	5.00	3.4353	.72844
University Policy	103	2.00	4.40	2.9990	.43171
Work Condition	103	1.75	4.00	3.0194	.37490
Company Benefits	103	1.00	4.79	2.9140	.72495
Valid N (listwise)	103				

4.4 Reliability Analysis

Reliability analysis is to study the properties of measurement scales and the items that compose the scales. The Reliability analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale.

The reliability of the instruments used in this study was tested using Cronbach's Alpha (α) for internal validity testing. The analysis of 52 items indicates the Cronbach's Alpha value of .889 which $\alpha > .7$. According to Hair *et.al* (1995) and Pallant (2005), a minimum reliability for the test is $\alpha = .7$. Therefore, the researcher reported reliability for all items.

4.5 Pearson Correlation

A Pearson correlation analysis is also shown in table 8 to explore the strength of the relationship between two continuous variables. This test provides an indication of both the direction (positive or negative) and the strength of the relationship. A positive correlation indicates that as one variable increases, so does the other. On the other hand, a negative correlation indicates that as

one variable increases, the other decreases (Pallant, J, 2005). A perfect correlation of 1 or -1 indicates that the value of one variable can be determined exactly by knowing the value on the other variable. On the other hand, a correlation of 0 indicates no relationship between the two variables. Cohen (1988) suggests the following guidelines:

$r = .10$ to $.29$ or $r = -.10$ to $-.29$	small
$r = .30$ to $.49$ or $r = -.30$ to $-.49$	medium
$r = .50$ to 1.0 or $r = -.50$ to -1.0	large

The correlation between WLB and other continuous variable as shown in the table 8 has shown that WLB were significantly correlated with supervision, $r = .439, p < .05$, university policy $r = .200, p < .05$, work condition $r = .355, p < .05$, and company benefits $r = .415, p < .05$.

4.6 Regression

Multiple regressions are used to explore the relationship between one continuous dependent variable and a number of IV. Multiple regressions is based on correlation, but allows a more sophisticated exploration of the interrelationship among a set of variables. (Pallant, J, 2005). The regression results is as shown in the Table 8 labelled Coefficients.

Table 8 Coefficients (n=103)

Model		Unstandardized Coefficients		Standardized Coefficients		Correlations			Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	12.450	3.885		3.205	.002					
	Supervision	.294	.109	.276	2.709	.008	.439	.264	.231	.702	1.425
	University Policy	.146	.097	.135	1.501	.137	.200	.150	.128	.899	1.112
	Work Condition	.159	.102	.154	1.565	.121	.355	.156	.133	.754	1.327
	Company Benefits	.094	.049	.204	1.913	.059	.415	.190	.163	.642	1.558

a. Dependent Variable: Worklifebalance

4.6.1 Multicollinearity

Multicollinearity is to observe the relationship between IV which it exists when IV are highly correlated ($r=.9$ and above). The value given in multiple regression table is VIF (Variance inflation factor), which is the inverse of the Tolerance value (1 divided by Tolerance). VIF values above 10 indicating multicollinearity (Pallant J., 2005).

Output from the table 8 labelled Coefficients (n=103) has shown the tolerance value for supervision (.702), university policy (.899), work condition (.754) and company benefit (.642) were all greater than .10 and the variance inflation factor (VIF) for all variables were less than 10, suggesting that multicollinearity were not an issue for all variables.

4.6.2 Model Summary

According to Pallant (2005), a model summary indicates how much of the variance in the dependent variable (in this case, WLB) is explained by the model. The "adjusted R²" is intended to "control for" overestimates of the population R² resulting from small samples, high collinearity or small variable ratios. Also, the "Std. Error of the Estimate " is the standard deviation of the residuals. The larger the R² the smaller this will be relative to the standard deviation of the criterion.

Table 9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.536 ^a	.287	.258	4.01627	.287	9.871	4	98	.000

a. Predictors: (Constant), Company Benefits, University Policy, Work Condition, Supervision

b. Dependent Variable: WLB

In the table labelled Model Summary above, the given R Square value is .287, which shows 28.7% of the *variation* in the DV (WLB) was explained by variations in the IV whereas, the Adjusted R Square of .258 shows 25.8% of the *variances* was explained by variations in the IV. This smaller value of Adjusted R Square is mainly due to predictors factors which are university policy, working conditions, and company benefits are persistent depending on respondents' demographic characteristics whereas supervision is influenced by psychological perception.

4.6.3 Analysis of Variance (ANOVA)

ANOVA is used to test whether the mean outcome differs across 2 or more groups. A test statistic F, represents a standardized ratio of variability in the sample means relative to the variability of the residuals. The result of the test is as shown in the table labelled ANOVA below:

Table 10 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	636.910	4	159.227	9.871	.000 ^a
	Residual	1580.780	98	16.130		
	Total	2217.689	102			

a. Predictors: (Constant), Company Benefits, University Policy, Work Condition, Supervision

b. Dependent Variable: WLB

The result analysis has shown that the main effect of supervision, university policy, work condition and company benefits on WLB is significant, $F(4,98) = 9.871, p < .0005$. It means, this model is accepted.

4.7 Discussion

4.7.1 H₁ - there is a significant relationship between supervision and work-life balance at IUKL

The relationship between supervision and WLB was investigated using Pearson Correlation statistics as shown in Table 8. Feedback from respondents indicates that there is a medium positive relationship between supervision and WLB ($r=.439$, $n=103$, $p<.05$). This relationship indicates that there is strong statistical evidence that the relationship between supervision and WLB to be unlikely to happen by chance. Any changes in supervision will affect the WLB positively.

The tolerance value as shown in the table labeled 8 Coefficients^a is an indicator of how much of the variability of the specified independent is not explained by the other IV in the model and is calculated using the formula $1-R^2$ for each variable. The stated tolerance value for supervision is .702. According to Pallant J., (2005), any value less than .10 indicates that the multiple correlations with other variables is very high, suggesting the multicollinearity. Therefore, supervision has shown non-significant relationships with other variables.

The study conducted in IUKL found that employees were quite satisfied with its management and supervision. This situation indicates that the management and support role rendered to the employees to facilitate employees to fulfill their tasks and responsibilities are the factors that very significant to WLB of employees. Managers play very important role because they are the one who encourage or discourage employees' efforts to balance their work and family (Perlow, 1995). In the management theory, there are few styles of management such as bureaucratic, autocratic, charismatic, democratic, transactional or transformational. No literature confirmed any perfect style of managing people and organization that can be practiced. This is

because different style of management is for different type of situation (Rad & Yarmohammadian, 2006).

The organizational success depends on manager with their own style of leadership which is different to one another. By exercising appropriate leadership, managers can produce positive impact to uplift employees' satisfaction to work, commitment and productivity. Managers have formal and informal power to provide resources, rewards, punishment and support that can possibly become a barrier to the implementation of WLB policy. Study shows that if supervisor supports integration between paid work and other responsibilities, employees will be more likely to take up available work/life programmes (McDonald, Brown, & Bradley, 2005). On the other hand, when organization practice 'family-friendly' management, managers will show negative signal to hint the use of flexible benefits is actually a problematic solution to them, to colleagues and also to the organization as a whole (Kirby & Krone, 2002).

As conclusion for supervision, employees can enjoy WLB in the situation when there are supports from the managers. Even though the company or organization have developed good WLB policy, and simultaneously exercises leadership strategy that are disliked and unpleasant to employees, WLB will be very difficult to achieved. Instead, stress will take place.

4.7.2 H₂ - there is a significant relationship between university policy and work-life balance at IUKL

Feedbacks from the respondents show that there is small relationship between university policy and WLB (n=103, r=.200, p<0.05). This relationship indicates that there is a statistical evidence that the relationship between university policy and WLB to be unlikely to happen by chance.

Even though this relationship is relatively small, however, any changes in university policy will affect the WLB significantly negatively or positively. The stated tolerance value for university policy is .899. Therefore, university policy has also shown non-significant relationships with other variables.

Policy is the element that also significant to management in any organization. One of the most important one is working hour. According to Moen & Dempster-McClain, (1987), people facing work-life conflict prefer to spend less time working. Work-life conflict often as a result of too many things to do but very little time to accomplish it (Greenhaus, J. H., & Beutell, N. J., 1985). Both of these situations leads to work-life conflict. Often there is a situation in which employees have to bring office works and finish their job at home so that their can still spend a little bit of their time with families.

Besides log office hours, high levels of dedication was also demanded from managers and professionals through their set Key Performance Index (KPI) that need to be fulfilled. As a result, many respondents from the research reported that taking an extended parental leave or setting limits on the hours they spent at work would hurt their career advancement (Blair-Loy and Wharton, 2002). This has caused WLB initiatives not to be utilized effectively and leads to very low success of WLB attempts because the employees will still leave their job. This situation shows despite the work-life policy together with other policies offered to employees, they have to compromise other factors, which in this case, a promotion. Study also found that employees with career aspirations regardless of their gender will be reluctant to utilize WLB initiatives due to fear of being perceived as less committed to their organization (Liff and Cameron, 1997). All these factors explain even though policy has relationship with WLB, it is only in small linear

relationship because employees still have to compromise with other factors that supposedly benefiting them.

4.7.3 H₃- there is a significant relationship between working condition and work-life balance at IUKL

The statistical analysis indicates that there is a moderate positive relationship between working condition and WLB (n=103, r=.355, p<0.05). This shows that any changes in working condition will affect changes in WLB. Therefore, the tested hypothesis can be accepted. The relationship between working condition and WLB to be unlikely to happen by chance. The stated result for tolerance value for working condition is .754. Therefore, working condition also have non-significant relationships with other variables.

The study on IUKL indicates working conditions also a significant cause to WLB. In this study, employees show positive sign of their WLB. This means, working condition in IUKL can be assumed as comfortable. However, it is only in the moderate level.

Working condition is very important variable to be considered in order to develop WLB. In the study in South Africa on educators indicates that work-demand is the major stressor. Those educators who do not have time to achieve standard of teaching and learning they want and cannot fulfil the student expectation can also lead to stress that affects WLB (Kinman and Jones, 2003). As asserts by Benmansour (1998), common source of stress for educators is mostly revolved around work-overload - a situation where expectation of other people is greater than what those educators can do (Harris and Hartman, 2002). From this literature and the statistical evidence from IUKL, it can be concluded that the work condition in IUKL still not so stressful

and under control by its employees which consequently leads to WLB that relatively still in the positive state.

In the context of social support, administration and collegial support, it refers to help from other people (Chaplain, 2001) which are the relationship between employees and other organizational members in supporting each other. Numerous studies that had been made indicated that workplace relationship directly affect employee's ability to work & produce (Mamta, 2013). This is because the number of hours and long period of being working together enable the friendship to happen between one another. Friendship has been defined as, a voluntary interdependence between two persons over time, that is intended to facilitate social-emotional goals of the participants, and may involve varying types and degrees of companionship, intimacy, affection and mutual assistance. From this definition, friendship is the interpersonal relationship among employees. Study in IUKL shows the interpersonal relationship between employees influence working condition that possesses strong ties with that of WLB. From this study, it can be concluded that the interpersonal relationship between employees takes place in the positive manner from the existing work condition in IUKL.

4.7.4 H₄ - there is a significant relationship between company benefits and work-life balance at IUKL

The similar statistical analysis also indicates that there is a strong linear positive relationship between benefits and WLB ($n=104$, $r=.437$, $p<0.05$). This relationship also shows that there is a strong evidence that the relationship between benefits and WLB to be very unlikely to happen by chance. Any changes in benefits will affect work-life balance. However, the stated tolerance

value for company benefits is .642. Therefore, a company benefit has also shown non-significant relationships with other variables.

Statistical result shows compensation and benefits offered by IUKL to its employees can be characterized as satisfactory which it helps to raise employees organizational engagement. In the dynamic economic condition and growing of aging workforce in the employment, has caused the trend of unhappy employees to leave the organization to a more dynamic and energetic new workplace. Employees at the moment are very active in the effort to improve and uplift their economic status by searching for new opportunities through learning new skills and knowledge and working in the organization that have reputation as good employer. To face this current trend, engagement initiative has to be uplifted from time to time. Engagement initiatives are such as health care, training and development, rewards and recognition, flexi hours, leaves, mentorship, education etc. (Susi and Jawaharrani, 2010). Whereas, engagement from employees is shown through employee commitment, loyalty, including positive attitude towards the organization they work with.

Study indicates that if strong engagement is demonstrated by the employees towards the organization, then it will be easier for the organization to achieve business success. Moreover, engagement impacts WLB and retention (Susi.S, Jawaharrani.K, 2010). A study undertaken by Corporate Executive Board¹⁰ on 50,000 employees in 59 organizations worldwide found that employees that have lower engagement to their organizations are more likely to leave their job compared to those who have high engagement. Even initiatives to transform low engagement to high engagement have increased the performance up to 21%.

¹⁰ Corporate Executive Board. Driving performance and retention through employee engagement.(2004). Washington, DC.

From the statistical result of the study on IUKL, it indicates that there is a strong significant relationship between compensation and benefits and WLB. This explains that compensation and benefits offered by IUKL to its employees is satisfactory. It also corresponds to the data and information being observed that the transformation exercises undertaken by IUKL has been able to position IUKL as one of the reputable higher learning institution with strong branding and academic quality and excellent that can be proud of by the institution itself.

Observation from IUKL web portal mentioned, IUKL has managed to get SETARA¹¹ Tier-5 recognition (Excellent) in 2011 and D-Setara Tier-4 (Very Good) in 2013 and multiple award at local and international level, which all these achievements correspond with strong engagement through compensation and benefits initiatives which consequently led to WLB of the employees.

¹¹ SETARA is the MQA Rating System for Higher Education Institutions in Malaysia which measures the performance of teaching and learning at level six of the Malaysian Qualifications Framework (undergraduate level). Refer Penarafan Sistem Pengajian Tinggi Malaysia 2011. Access date 16 November 2011. Retrieved at : http://www.mqa.gov.my/portal2012/red/en/ratings_setara11.cfm.

CHAPTER 5

RECOMMENDATION AND CONCLUSION

5.1 Supervision and University Policy

Supervision plays an important role to ensure WLB in employees. In this study, supervision possesses strong positive relationship. This means, good supervision will affect positive organizational performance and overall work environment. The management and supervision teams that can foster positive organizational situations will be able to form its very own organizational competitive advantage to attract and retain pool of talented employees of high caliber, which it has becoming very critical in certain business and industrial sectors who facing challenges to recruit and keep the best employees.

Good supervision starts from defining the role to be played by the supervisors in organization and top management must ensure the appointed supervisors to have pre-requisite competencies to perform their tasks and responsibilities as managers effectively.

In nowadays business context, supervisors not only play their role to manage employees in their employment, but more than that. Managers manage processes and people. Both responsibilities have very significant relationships to ensure WLB could be achieved.

In managing process, supervisors require people to implement the processes that had been planned earlier. The roles of managing and implementing those processes can sometimes lead to work stress among employees that can become the reason to many negative circumstances like quitting the job, absenteeism, unhealthy employees, lack motivation, and non-productive. All these factors can affect WLB significantly and consequently upset organizational performances in the long run if no control being managed or exercised properly. Hence, the role

of supervisor in lifting up WLB is very important. Among the role that can be undertaken by the supervisors to ensure WLB of their subordinates are as follows :-

a. Flexibility

i. Attendance

Flexi attendance can be implemented according to flexibility of time to attend the office. By doing so, employees can adjust their constraint to fulfill time for their family and also their employers systematically and effectively.

ii. Day-off for Family Emergency

It is a situation in which the employees can take leave if emergency takes place in their family.

iii. Work-from-home policy

These policy relief employees especially to women employees because their responsibilities are more needed at home to manage their family and households. However, this policy requires proper monitoring from employer to ensure they do not simply abuse this privilege.

b. Sensitive to Family Responsibilities

i. Communicate with employees about their work and family situation

Supervisor need to spend some time to hear the problems and issues face by their subordinates though there are sometimes not related to their work. When the employees are able to express and share their problems, their stress level can be reduced and their focus on work can be lifted up.

ii. Sharing of Advice

Employees can share and exchange information of their experience in managing their work and family through special sessions for instance employees forum or meeting, counselling or through social programmes and activities beneficial to them such as sports, talks, hi-tea etc.

iii. Mentor-Mentee Programme

The mentor-mentee programme can be done between senior employees together with juniors for the purpose of guiding them in the management of work and family related matters.

c. Work Environment

i. Promote Teamwork

By teamwork, productivity can be lifted up and at the same time, anything tough becoming easier and can be resolved quickly.

ii. Conducive Environment

Employer must ensure that their employees working in the conducive environment so that their work mood can always be maintained and raised psychologically. This conducive situation can be created by providing proper facilities and infrastructure to their employees so that they can work in the healthy department, building positive mood to work and will not cause excessive stress at work.

iii. Positive Leadership Style

The positive leadership will empower employees with responsibilities to accomplish their assigned works, support them and recognize their contributions. At the same time,

fostering the confidence on employees' abilities to resolve any work task given to them or issues.

5.2 Working Condition

Work condition can play a significant role towards WLB and can be elevated from time to time. Creating positive working environment allows employees to optimize their quality of life and at the same time allow them to take control of their life, the way the work and their activities in the workplace and at home. This positive situation consequently will be able to contribute to their individual and family well-being, the organization they work with and also the society as stakeholder. Among the strategy of working condition that can be proposed here are as follows :-

a. Parents Support Systems

The university can exercise support systems that may consist of flexible time and financial help to those employees who bared the responsibilities as guardian or parents. This may include childcare and nursery education grants, nursery facilities, take time off work to care for a relative including improvising existing paternity and maternity schemes;

b. Flexible Working Hours

Although IUKL is currently practicing flexible work system, but there is fix period of hour per week to be fulfilled. This flexible system should be extended for teaching faculty. If there are no classes for any particular day, the lecturers do not need to come to the office. In other word, they only come to office when they have classes or if necessary.

c. Workshop or special session

There are many types of training on WLB that can be organized for instance stress management, career planning, employees wellness day, time management, performance training and so on.

d. Physical Work Environment

The good work environment enable employees to feel enjoyable and happy while working. For example, ensuring good safety system, attractive internal decoration, cleanliness, freshening and the like.

e. Leisure and Health

Employees are exposed to various indoor and outdoor sports activities. Those recreational activities can be organized by the organization for instance employees exercise classes, swimming, *Wellness Day* and the like. Besides, the collaborative campaigns organized together with some government agencies such as National Antidrug Agency, Education and Health Departments, health companies and so on can also be done to attract more number of participants, positive feedbacks and results.

5.3 Company Benefits

According to the research conducted on Workforce Retention Survey by American Psychological Association in 2012 in America indicated that 67% of employees choose to stay in the company because their jobs fit well with the other aspects of their lives, whereas 60% of employees stated that they stay with the company because the benefits the company offered to them. The study conducted at Infrastructure University on the other hand, has shown that the

relationship between benefits, supervision and working conditions possess very strong relationship between one another and all these three variables contributed to positive WLB.

Besides the current benefits, improvisation can also be done from time to time so that the organization will be able to retain the talented high performer employees. Among the benefits that can be offered by IUKL are as follows :-

a. Health and Wellness Benefits

i. Dental Insurance

Providing insurance for treatment, x-ray, implant and surgery related to dental health;

ii. Vision Insurance

Coverage for eye exams with optometrists and ophthalmologists all over the country.

Benefits can include coverage on a broad selection of frames and lenses or contacts.

iii. Employee Assistance & Work/Life Programme

Providing counsellor for employees to help them to obtain proper counselling on WLB;

iv. Wellness Programme

Guide employees with the programmes that can help them to shape their life-style that encourages good physical and mental health. It is a balanced lifestyle that includes an emphasis on the body, mind and spirit.

b. Retirement Benefits

i. Minimum RM400K and Retirement Plans

Currently, IUKL only contribute to KWSP (Kumpulan Wang Simpanan Pekerja) according to total monthly income of individual employees. IUKL can implement the programmes by which, every employees can have their retirement amount of at least RM400k in KWSP regardless of how much they are earning monthly. This initiative can

elevate their motivation and morale and consequently continue their effort and performance to achieve their work-live balance.

ii. *Profit-Sharing Programme*

ESOS (Employee Share Option Scheme) can be implemented as a profit sharing programme in which, employees are given shares at par value for certain amount of unit/lot according to the position they hold. ESOS can also lift up the bound between the employer and employees.

Besides health and wellness, benefits and retirement plan, organization can also offer some other benefits such as paid time off, educational assistance, matching gifts programme, employee assistance programme, flexible hours, adoption assistance programme, service awards, retail discount programmes, income protection programmes, accidental death and dismemberment insurance, short-term disability, long-term disability, optional supplemental life insurance, optional dependent life insurance and basic life insurance.

5.5 Conclusion

WLB is a process of harmonizing between work demand and other activities such as family activities, friends, society, sports, study and so on. Numerous study conclude that improving WLB between work and activities outside work can give various positive effects not only to individual well-being, but also to the organization, and at the same time tighten the social ties in the community and business constructively and productively.

The organization that give emphasize on the well-being of employees through WLB initiatives can obtain few advantages such as be able to get and retain the right, skillful and high commitment employees especially during the very competitive employment market to hire the talented and experienced one.

The organizations that have weak WLB initiatives, they usually have stressful work environment that leads to absenteeism, low output and losing talented employees. This situation will consequently elevate operational costs that lead to greater loss. With strong WLB, the organizations will also be able get the best from their employees as a result from continuous employees commitment and motivation towards organizations they work with.

Being an '*employer of choice*' can give competitive advantage to the organization to attract talents. Employees with positive attitude as a result from WLB initiative indirectly will help their communities to build social well-being in a wider context. The challenges and competition in this current globalization era has caused the many organizations to gradually invest in WLB to their employees so that the harmonization between business competition, work pressures and social well-being of employees through WLB can be implemented so that the business remain relevant and competitive.

With the right supervision through training and continuous management learning, work conditions that always being improvised, and benefits that always being elevated, will be able to boost IUKL as one of the great universities and able to compete not only at local level, but including global with a very unique and very own competitive advantage.

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