THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE,

JOB SATISFACTION AND JOB PERFORMANCE.

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ABSTRACT

This study examines the relationship between work-life balance and job performance while job satisfaction play role as mediator. As for that, a framework was developed and proposed four hypotheses. A total of 147 respondents consist of academician from three public universities at Northern Region namely as UUM, UiTM Merbok and UniMAP was participated in this study which conducted online through Google Documented Questionnaire. The data obtained for this study was analyzed by using SPPS Version 22. A number of statistical analysis techniques were conducted in order to achieve the final mean for this study. The study hypotheses were tested using Pearson correlation and multiple regression analysis. The results supported and accepted all the proposed hypotheses for this study. Through Pearson correlation analysis it show all the variables is positively correlated to each other. However, by processing another step using Multiple Regression it confirm that all the variables have significant and positive relationship to each other. In addition, job satisfaction also had been proved as full mediation in the relationship between work-life balance and job performance. In conclusion, this study provides further information and understanding on relationship possess between variables that is work-life balance, job satisfaction and job performance. Therefore, it's believed that practitioners will get benefit and additional knowledge from this study.

Keywords: *Work-life balance, Job satisfaction, Job performance*

ABSTRAK

Kajian ini menyelidik hubungan antara keseimbangan kerja dan kehidupan dan prestasi kerja yang mana kepuasan kerja memainkan peranan sebagai pengantara bagi hubungan ini. Satu kerangka kajian dibina yang mana empat hipotesis diutarakan melalui kerangka ini untuk diuji. Sebanyak 147 responden yang terdiri daripada ahli akademik dari tiga universiti awam di Wilayah Utara iaitu UUM, UiTM Merbok dan UniMAP telah mengambil bahagian dalam kajian ini. Kajian ini dijalankan melalui talian iaitu secara spesifiknya menggunakan borang soal selidik yang diwujudkan melalui *'Google Form'*. Seterusnya, data yang diperoleh untuk kajian ini dianalisis dengan menggunakan SPPS Versi 22. Beberapa analisis statistik telah dijalankan untuk mencapai matlamat akhir bagi kajian ini. Melalui analisis korelasi, keputusan menunjukkan semua pembolehubah mempunyai korelasi positif antara satu sama lain. Tambahan, melalui analisis Regresi, kajian ini menunjukkan bahawa semua pembolehubah mempunyai hubungan yang signifikan dan positif antara satu sama lain. Selain itu, kepuasan kerja juga telah terbukti memainkan peranan sebagai pengantara dalam hubungan antara keseimbangan kerja dan kehidupan dengan prestasi kerja. Oleh itu, keempat-empat hipotesis yang dicadangkan untuk kajian ini diterima. Kesimpulannya, kajian ini memberi sumbangan dalam peningkatan kefahaman tentang hubungan antara pemboleh ubah iaitu keseimbangan kerja dan kehidupan, prestasi kerja dan kepuasan kerja. Selain itu, pengamal dalam bidang ini juga dipercayai akan mendapat manfaat dan pengetahuan tambahan daripada kajian ini.

Kata Kunci : *Keseimbangan kerja dan kehidupan, Kepuasan kerja, Prestasi kerja*

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Abbreviations	Description of abbreviations
DW	Durbin Watson
JP	Job Performance
JS	Job Satisfaction
KMO	Kaiser-Mayer Olkin
SPSS	Statistical Packages for Social Sciences
UiTM	Universiti Teknologi Mara
UniMAP	Universiti Malaysia Perlis
UUM	Universiti Utara Malaysia
WLB	Work-Life Balance

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CHAPTER 1

INTRODUCTION

1.1 Background of study

There is a quote by Clinton, "Don't be confused of having a career, with having a life". These mean whatever position hold by a person in an organization, the other part of life should not be left behind. A person should aware on balancing their personal life with career and this is what recognized as work-life balance. Work-life balance is defined as the equilibrium point between amount time and effort spend by a person in their work and personal life (Clarke, Koch & Hill, 2004). According to Greenhaus, Collins & Shaw (2003), work-life balance can be categorized into three aspect in order to measure it, the first aspect is the time balance, which regarding the amount of time given to complete the work and non-work roles. The second aspect is the involvement balance, whereas it includes the combination of psychological and commitment to work and also non-work roles. The third aspect is the satisfaction balance, and it refers to the stage of satisfaction within work and non-work roles.

According to Bird (2006), work-life balance is considered as one of the hot topic in most of the boardrooms and also in government halls nowadays. As for that, in the coming decade, it is predicted will become as one of the important issue to be managed by the human resource professionals. As reported by Kehl (2012) in Industry Week Magazine,

work-life balance is rank as number one while compensation falls into rank two. Some more , a worker who feel have a good work-life balance is consider to work or put effort 21% more harder compared to employees who are doing more work without any balanced. . Based on Patton study (Noe, 2013) which is conducted among employees at United States, it's clearly stated that 75% percent of employees is believed not have enough time to spend with their children while 61% is considered not having time for their spouse.

Previous researcher showed that work-life balance influence occupational attitudes such as job satisfaction (Haar, Russo, Sune, & Malaterre, 2014; Maeran, Pitarelli, Cangiano, 2013; Rani & Selvarani, 2011; Syeda & Momna, 2012), organizational commitment (Bushra & Farooqi, 2014; Khairunneezam, 2011), and intention to leave (Khairunneezam, 2011). In addition, the imbalance between work and life is believed to give personal implication, family implication and organizational implication. Employee who cannot balance between personal and work aspect seem to be less efficient in performing their work, less sociable, lower family dissatisfaction and suffer health problem (Delecta, 2011). Therefore, by practicing work-life balance, it helps employees to deal with stress, strains and conflicts (Noe, 2013) and at the same time it also contribute to sustain an efficient and stability for an organization and work-environments (Perrons, 2003). This is because from work-life balance they will have sufficient time to isolated work from their personal life that will reduce from the happening of the negative effect and contribute to more positive effect that will produce happier and energized employees in an organization (Augerinos, 2013). In addition, an individual's that invested

a plentiful time in the combination of work and family roles will experienced a higher quality of life than those spent time on more work than family (Greenhaus, Collins & Shaw, 2003).

The ability to balance between work-place needs and personal life needs is important among workers globally including academician in higher education. University as knowledge based institution important to help in development through disseminating knowledge and expertise. There is a study show that the universities employees are not really satisfy with their workplace's work-family climate compared to the corporate employees (Anderson, Morgan & Wilson, 2002). A public university decision making, for instance to implement some policies often was intervening by the government, policy makers, university management and also society. Even though, the university management plan to offer some kind of policies to satisfy their workers, but often they have to follow the standard, rules and regulation set up by the government thru education ministry for public universities.

In most circumstances, there are two types of staff in university namely as academic staff and non-academic staff, but the need of academic staff is sometime is left behind because of the assumption that they have more adjustable working time compared to the non-academic staff. In addition, lecturers not only focus education and teaching aspect but at the same time have to conduct research and development and also devotion to public Fortunato & Waddel (Akbar, 2015).

In a study based on Nigerian Universities lecturers, it's found that the level of stress among academician really high due to several factor (Nwadiani & Mon, 2006). Some of the factors like poor research or conference incentives, lack of holiday or annual leave, workload and many other reasonable factors. This entire factor somehow related to work-life balance practices. These clearly show, that poor work-life balance is the actual reason for all of this until emerge stress among the lecturer. This could be dangerous as might affect their job performance later because of the dissatisfaction.

1.2 Problem Statement

Academic is one of the most popular fields because of its flexibility, job security and also career development. Like employees in other sector, work-life balance also has become a challenge for today's academician. This is because the multi task that should carried out by them such as education and teaching, research and development and also devotion to public. In this study, researcher inclined to investigate the relationship of work-life balance on job performance mediated by job satisfaction whereby it specific in the context of academic institution and to be more focus among academician. As been discussed before, work-life balance is very important in this challenging and competitive world.

As reported by Wiggins (2014), there is study by Trade Union Congress (TUC) that emphasize teachers are the one whom work more overtime than any other professional in the year 2014. The excessive workloads is because the government education policies

and initiatives, including the totally out of control accountability. As consequences, it leads to working in the weekend's culture, whereas this indirectly will cause pressure that will give negative effect to their health, family and social life. As indirectly, it can be said they don't have or practice a good work-life balance.

Based on the previous study by TUC as discussed before, teachers in the school institution, consider to have a poor work-life balance because excessive of workloads. From the perspectives of a lecturers in higher education institution also can be assume have different task to be completed by them. According to Fortunato & Waddel (Akbar 2015), a lecturer's task can be divided into three categories that are firstly education and teaching, second is research and development and third is devotion to public.

In a study by Kelly Global Workforce Index (KGWI), find out that Malaysian workers prefer more on a good work-life balance rather than securing high pay or career development (Cheah, & Naidu, 2015). This mean, almost 67% of the workers in Malaysia is interested in work that give emphasize on work-life balance. Meanwhile, another 54% is willing to give up on higher pay for a flexible work schedule. What can be assume is even the work is consider as a provider to a good income but it's not an indicator for a person job satisfaction.

There are many studies that emphasize on the importance of work-life balance in many aspects. Some of that is the direct relationship of work-life balance towards job satisfaction (Haar, Russo, Sune, & Malaterre, A, 2014; Maeran, Pitarelli, Cangiano,

2013; Rani & Selvarani, 2011; Syeda & Momna, 2012). Other studies are regarding the relationship between work-life balance and employee job performance (Kim, 2014; Khatri & Behl, 2013; Kamau, Muleke, Mukaya, & Wagoki, 2013). However, to be noted most of the studies were conducted in banking sector, corporate sector and very less in higher academic institution especially among lecturer. So, these become a necessity to investigate the relationship of work-life balance and job performance mediated by job satisfaction and specific the study to academician in Malaysia Public Higher Institution.

This study attempts to investigate the relationship of work-life balance on job performance mediated by job satisfaction and specific the study to academician in Malaysia Public Higher Institution. Besides, as most of the previous studies are from western countries so they might have some differences, especially in term of the cultures, because every countries will have various cultures values that resulting different races and community members (Dahlia, 2008), so this might give impact to findings of the research result. So, further investigation on this field is required as the past findings might not be generalized to Malaysia context.

1.3 Research Objectives

An objective is an important element in a research as it is a main guidance for the researcher to clear about the purpose of the research being conducted. As for that, this research is attempted to focus on several research objectives as follows:

    i.   To examine the relationship between work-life balance and job performance.

ii. To examine the relationship between work-life balance and job satisfaction.

iii. To examine the relationship between job satisfaction and job performance.

iv. To examine the mediating effect of job satisfaction on the relationship between work-life balance and job performance.

1.4 Research Questions

The main purpose of this study is to identify whether work-life balance give impact to job performance. So, the following research questions were developed as guidance when conducting the research later. In other word, by answering the questions, the research objectives could be automatically achieved.

i. Is there a relationship between work life balance and job performance?

ii. Is there a relationship between work life balance and job satisfaction?

iii. Is there a relationship between job performance and job satisfaction?

iv. Does job satisfaction mediate the relationship between work life balance and job performance?

1.5 Scope of the study

The scope of this research study will cover academician staff as individually from three selected public universities in the Northern side that is Universiti Utara Malaysia (UUM),

Universiti Teknologi Mara (UiTM) Merbok, Kedah (UiTM), Universiti Malaysia Perlis (UniMAP).

1.6 Significance of Research

Significance of the study is very important to be highlighted in a research. This is because; within it only the importance or benefit of the particular research to other parties can be identified. Basically, a research is consider important when can contribute to theoretical and practical knowledge. So, first of all, the main significance of this research is it will contribute to the general body of knowledge about the topic of work-life balance, and its influence on employee job performance. In addition, there are plenty of studies that elaborate on this work-life balance towards employee job performance (Kim & Kyoung, 2014; Khatri & Behl, 2013)

Even though, the past studies have many literature review on the impact of work-life balance towards employee job performance but most of that is based on the different work-life balance dimension. Thus, through this research its believed will fill the gaps by including other dimension of work-life balance and investigate its implication towards job performance. Furthermore, most of the studies was conducted on corporate sector, health sector, hotel and banking.

There is very less study conducted in educational field especially among lectures. As for that, this present study is strong believed can contribute to educational industry as it main

intention to examine the relationship of work-life balance and its impact towards job performance among lecturers in three selected public universities from northern side in Malaysia. Indirectly, the findings also can be generalized to Malaysia context.

1.7 Definition of key terms

Work-life balance can be defined as the circumstance of an individual in the process to achieve an equal balance between their professional and also personal life (Clark, 2000).

Job performance refer to the act of doing a job assigned by an individual, where it main purpose to achieve a set of goals that set up within the job, role or organization (Campbell, 1990).

Job satisfaction describes a positive feeling about a job that derived from an evaluation of the characteristics which is completely abroad (Robbins & Judge, 2011).

1.8 Organization of study

Chapter one for this research is consists of discussion on background of the research, problem statement, research objective, research question, scope of study and significance of the study.

Next, chapter two described on the past literature review, that related to variables as will be use in this research, discussion on hypotheses formulated and also regarding the framework that been developed for this research.

Chapter 3 illustrate on methodology part. These mean about the research design, unit of analysis, measurement for variable sample and population, questionnaire design, data collection, data analysis technique.

Chapter four focus on the findings of this research which obtain from the data collection. In addition, the result from descriptive statistics, factor analysis, reliability analysis, correlation analysis and also regression analysis will be discussed in this part.

Finally, Chapter five summarize of the previous finding in chapter before and at the same time discussion will be generated in order to show the relationship among the variables. In addition, the implication and limitation of the research followed by the recommendation for future research also will discuss.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the relevant literatures on work-life balance, job satisfaction and job performance are presented. Also, this chapter highlights the underpinning theory, hypotheses development and the research framework for this research.

2.2 Job Performance

As a first start up, job performance refer to the act of doing a job assigned, where it main purpose to achieve a set of goals that set up within the job, role or organization (Campbell, 1990). Besides, it also can be defined as a work outcome, which it can be affected or influenced by several other factors (Carmelli, 2003).Therefore, job performance of an employee is considered as an important element in an organization. An employee performance and productivity is a vital issue among employers, managers and for the entire organization (Kelidbari, Dizgah & Yusefi, 2011). This is because; a good performance can contribute in the development of the organization especially in term of outcomes and productivity that will contribute to organization growth. In other word, job performance is a significant indicator for an organizational performance (Organ, 1997). An individual have to perform their work by adapting the environment and initiating

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changes in line to face uncertainty and unpredictability of current work environment rather than focusing on basic work requirements that mostly based on job description (Griffin, Neal & Parker, 2007). Job performance can be categorized into two parts that is 'can-do' and 'will-do'. The first part 'Can-do' refers to the knowledge, skill, ability, and other characteristics (KSAOs) which an individual must own in order to perform a job. However, for the second part 'Will-do' it's more on the motivation level of an employee in performing his/her work (Schmitt and Chan, 1998).

Performance of the lecturer's is an indicator for the university. According to Akbar (2015), a lecturer's performance is fall into two categories; the first element is work while the second is competence. Work in this context is clarified as what must be achieved by someone while competence is how a person achieves it. Therefore, a lecturer's competence can be defined as their capability in performing assigned task or obligation appropriately. To be specifying, job performance within the lecturer's will grant a gigantic impact for the implementation of education process by effectively. Table 2.1 shows information on responsibility and performance standards for academician.

Table 2.1

Responsibility and performance standards for academician

Responsibility	Performance standards
1) Education and Teaching	a) Meets all class on time b) Provide service assistance or guidance to students at given time c) Renew the lecture material on regular basis

	d) Formulate and develop test material
	e) Discuss test result with the help of student as a positive feedback
	f) Gave lecturer effectively
	g) Creating facilities for the implementation of a class discussion and student learning activities
	h) Can summarize the course material as set forth in the plan and course syllabus
	i) Using a variety of media to learn, clarify and also to generate student interest in learning
	j) Guiding students in scientific report, making paper or other academic report.
2) Research and Development	a) Designing and conducting both group and independent research
	b) Making scientific report or research report accurately on the basis of scientific terms
	c) Presenting paper in scientific discussion, seminar majors and lecturers, regional, national and international
	d) Write scholarly books
	e) Guiding student research
	f) Reviewing recent scientific materials
3) Devotion to public	a) Provide training, outreach to the

	community both benefits about areas of specialization as well as those related to community development issues in general
	b) Taking an active part in solving the concrete problems face by the society
	c) Writing community service work

Sources: Fortunato & Waddle (Akbar, 2015).

2.3 Work-Life Balance

In order to clarify details on this work-life balance, it's better to start with basic introduction regarding the concept. Most of the time, researcher often getting confuse with the term of Work-life balance and Work-family balance, whether it's belong to same or different concept. To be clear with the concept, the terms of work-life balance and work-family balance are often used reciprocally; despite of that it's still being into same concept (Hill, Hawkins, Ferris & Weitzman, 2001). Accordance with time changes, most researchers prefer to use work-life balance instead of work-family balance. The reason for shift the usage of work-family balance to work-life balance is because childcare is not only the main concern of an employees, but it also covers other commitment like travel, personal development, leisure and other activity that become one of the part of life for married or non-married employees (Hudson, 2005).

Work-life balance is a condition which an individual can equally balance the emotional, behavioral and time demands of both paid work, family and personal duties (Hill,

Hawkins, Ferris, & Weitzman, 2001). Other than that, work-life balance is considered as the circumstance of an individual in the process to achieve an equal balance between their professional and also personal life (Clark, 2000). In line with that, this concept become as an important aspect in many organizations as it defects might cause negative impact to the workplace. In another finding it clearly stated that an impressive work-life balance have a high potential in transforming a person to become happier and content (Veenhoven, 1991). As indirectly, this contentment actually will lead the particular person to maintain the hard work in their work besides remain satisfied.

In the rush to work hard for improve their job performance or achieve some other benefit or purpose in life, without the consent of the employee cause them to lost a healthy work-life balance besides reduces the level of job satisfaction. In another study, it indicates that the increment of level of stress is experienced by most of the professional in every field (Beehr & Newman, 1978). Consequently, it become as a proved of the necessity of work-life balance in work place.

From the perspective of work-life balance at workplace, the United States (U.S) Bureau of Labor Statistics (Clarke, 2001) reported, there are five key trends that will give impact to individuals and also workplaces in this 21st century. Without any doubt, one of the main trends been listed is work-life balance. In addition, 87% of individual is believed will work harder for the company that would provide or assist them with work-life balance terms. In comparison, Malaysia is about 67% employees that prefer for work that emphasize on work-life balance (Cheah & Naidu, 2015).

In addition, an improper practice of work life balance also believed to cause less job satisfaction (Burke & Greenglass, 1999), less dedication and commitment to the work and organization (Frone, Yardley & Markel, 1997) and increase in absenteeism (Allen, 2001; Anderson, Coffey & Byerly, 2002), psychological stress (MacEwen & Barling, 1994), and also lower the level of socialization with others (Frone et al., 1996; Taussig & Fenwick, 2001).

Therefore when employees have a good work-life balance, then it's believed to react positively in order to reducing the work load of within the organization, develop a good organizational culture where the workforce is not stressed and additional work is not considered as load (Allen, 2001). Other than that, work-life balance also can help in the increment of the productivity of the workforce in an organization (Clifton & Kruse, 1996; Wise & Bond, 2003). This is because, when employees feel happy and satisfy with the work, so they will put extra effort in their job with more passion and excitement.

2.4 Job Satisfaction

Generally, job satisfaction is described as one's feel towards his/her job that might influence by several factors. Besides, it's also a degree which a person feels the satisfaction within the intrinsic criteria and extrinsic criteria (Warr, Cook & Wall, 1979). Other than that, also can be defined as a "positive feeling about a job resulting from an evaluation of its characteristics which is clearly abroad" (Robbins & Judge, 2011). As

according to Vroom (1964), job satisfaction as important criteria for an employee in the workplace. Therefore, job satisfaction can be mean as an affective orientation on the part of the individuals toward work roles which they are presently occupying. Job satisfaction is mainly about how workers feel about their job. In other word, it related to attitudes show by employees to various aspects of job such as supervision, coworkers, organization policies and procedures (Spector, 1997). When workers feel satisfy, automatically it will transfer into their behavior such as a good attitude which can help to increase the productivity of particular organization.

Besides, it's believed that job satisfaction also can be mean as a collection of feeling and beliefs that people have about their current job. In other words, the attitudes toward the working bring the job satisfaction itself. Moreover, this attitude of job satisfaction is a combination of several things like the organization, leadership, co-workers, supervisor, subordinates and also the payment allocated for the job (George & Jones, 2008). However, based on Weiss study (Judge & Klinger, 2007) come out with a new perspective of the definition, that is job satisfaction is more refer to an attitude show by the employee in an organization but at the same time emphasize that researcher should know to differ the object like emotion, belief and behavior which is a term in cognitive evaluation. This is because, most of the researcher only focuses on the cognitive evaluation aspect and left behind the affective aspects which also equally important to best describe the job satisfaction.

Job satisfaction is not something new in the world of research. The unique features of job satisfaction that can influence other variables, make it become as main area of interest for many researcher not only now but over past decade ago (Hackman & Oldhman, 1980; Herzberg, Mausner & Snyderman, 1959; Holland, 1973; Locke & Latham, 1990; Maslow, 1955). Other than that, job satisfaction also can defined as the band of feeling with belief regarding a current job (Jones, George & Hill, 2000), to support it's a positive attitude by an employee which become the main factor to contribute for high performance (Daft & Marcic, 2001). In addition, job satisfaction can be recognized as a reflection of an employee's feelings about various aspects of work (Stone, 2005). In a study conducted by Kamaruzaman & Fauziah (2009) it consists of 267 respondents from selected Malaysia public universities to assessed their level of job satisfaction as it an important element in a workplace. The finding show that the satisfaction level among academic staff in Malaysia is in moderate level.

2.5 The relationship between Work-Life Balance and Job Performance.

There are several past researches that proves work-life balance have effect or influence performance. This is supported by (Wayne, Musisca & Fleeson, 2004; Estes & Michael, 2005) that is within an improper work-life balance it will emerge work-family conflicts that finally result in decreasing workplace performance and contribution, which indirectly paint out the relationship on both variables. In the study by Dissanayaka & Hussain Ali (2013), which involving 96 employees from seven apparels firms in Sri Lanka found that work-life balance and job performance have positive relationship, where it record a correlation value of (r = 521).

Besides, in a research by Obiageli, Uzochukwu & Nogozi (2015), participated by 262 employees from commercial banks at Lagos state, found work-life balance and job performance have a positive and significant relationship (r = 998). Other than that, in a study conducted by Razali (2011), at Universiti Putra Malaysia (UPM) consists of the academician staff at that particular university, again proved the emergence of positive relationship between work-family balance and also work performance. Based on review regarding past studies as discussed before it indicates a significant and positive relationship of work-life balance and job performance.

As from that, the hypotheses can be generated according to the previous finding before in order to carry out this research is as stated below:

H1: There is a positive relationship between Work-life balance and Job Performance.

2.6 The relationship between Work-Life Balance and Job Satisfaction.

There are several past researches that indirectly frame on the relationship of work-life balance and job satisfaction. When an employee cannot balance well with work and family responsibilities this will emerge a stressful situation to them, thus indirectly it can cause a less job satisfaction (Burke & Greenglass, 1999) at their workplace. Other than that, in a study conducted by Revathy & Geetha (2013) that consists of 315 respondents which specifically at public sector banks employee at Tirunelveli, India, found that work-

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life balance and job satisfaction have a positive relationship. Another research by Kumari (2012), conducted at public sector banks consists of 350 respondent also found positive and high correlation (r = 0.72 < 0.01) between work-life balance and job satisfaction.

In addition, Bushra & Yasir (2014) in their study conducted among 151 academicians from University of Gujrat found that work-life balance and job satisfaction have a positive relationship where the R² value explained about 24% variance of work-life balance on job satisfaction. Other than that, the beta value also noted significant (β= .496) that indirectly assume that this two variables have a positive and significant relationship.

As from that, the hypotheses can be generated according to the previous finding before in order to carry out this research is as stated below:

H2: There is a positive relationship between Work-life balance and Job Satisfaction

2.7 The relationship between Job Satisfaction and Job Performance.

In the past time, the relationship between job performance and job satisfaction is often recognized as "Holy Grail" by the industrial psychologist, Landy (Judge, Thoresen, Bono and Patton, 2005). This is because, the relationship between these two variables is something that cannot be deniable. In another studies by (Brown, Cron and Leigh, 1993; MazKenzie, Podsakoff and Ahearne, 1998), found that job performance have a significant relationship towards job satisfaction. Job performance and job satisfaction is

considered as interrelated to each other because satisfaction will lead to good performance. In addition, Lawler & Porter (1967) argue that performance will lead to job satisfaction. This is because, when an employee can perform well so this will lead to provision of rewards. When obtain rewards, no matter its intrinsic or extrinsic but at the end it will lead to a satisfaction feeling among them. Other than that, there is an argument brought by Vroom (1964) whom emphasize that job satisfaction has a significant relationship with job performance. Other than that, job satisfaction is believed can affect workplace performance and contribution (Wayne, Musisca & Fleeson, 2004; Estes & Michael, 2005),

In another study by Halimah & Najib (2008), the authors recognize that job performance and job satisfaction is a complements factor in the human resource development process. A research was conducted by the authors in order to determine the relationship between job satisfaction and job performance and it consists of 152 respondents that are workers from Malaysian government agency. The final result shows that there is a positive relationship between job satisfaction and individual job performance.

As from that, the hypotheses can be generated according to the previous finding before in order to carry out this research is as stated below:

H3: There is a positive relationship between Job Performance and Job Satisfaction

2.8 The relationship between Work-Life Balance, Job Satisfaction and Job Performance.

There are several past researches that indirectly frame on the relationship of work-life balance, job satisfaction and job performance When an employee not able to practice a good balance between work and home in his/her life, it's believed can cause several negative impacts or in other word work-life conflict. Some of that is like less job satisfaction (Burke & Greenglass, 1999), decrease workplace performance and contribution (Wayne, Musisca & Fleeson, 2004; Estes & Michael, 2005), less dedication and commitment to the work and organization (Frone, Yardley & Markel, 1997) and increase in absenteeism (Allen, 2001; Anderson, Coffey and Byerly, 2002), psychological stress (MacEwen & Barling, 1994), and also lower the level of socialization with others (Frone et al., 1996; Taussig & Fenwick, 2001).

From the finding of all past research as stated before, what can be assume is that an improper work-life balance can affect the overall quality of life of a person. This can be mean as, when employees have less job satisfaction, and then automatically the work performance also will be decrease. To be point, the main cause of less job satisfaction is when the employee feels an unbalance situation between work and home, so it emerge a burden feeling toward their work. As indirectly, it paints out the relationship between this work-life balance, job satisfaction and job performance.

Job satisfaction always recognized for its ability to influence workplace behavior such as job performance (Judge, Thoresen, Bono, & Patton, 2001). Therefore, it often related as a determinant of an independent variable (workplace behavior) to influence the dependent variable (desirable outcomes in its own right). However Crede, Chernyshenko, Stark, Dalal & Bashur (2007), argue in their paper, that rather than as determinant to independent and dependent variable, job satisfaction also fully potential in the roles as a mediators. Thus, the result from their research, which conducted on 1149 respondent of non-academic employees at 12 university found that job satisfaction mediate most of the antecedent and consequences relationship. Hence, the conclusion can made from finding above is it's a concrete evidence of the potential of job satisfaction to act as mediator in a relationship.

Other than that, in another study conducted by Olcer & Florescu (2015), it takes count on 238 employees from manufacturing industry. The studies found that job satisfaction have a mediation effect on the relationship between job performance and psychological empowerment that being investigated in the study. In addition, Khairunneezam (2011), conducted a research consists of 1078 academician staff from three public university in Malaysia. The final result found that, job satisfaction mediated the relationship between work-life balance and intention to leave, which examined in the study. Hence, from discussion on past studies before it's believed that job satisfaction have a potential and ability to play role as mediation for this research.

As from that, the hypotheses can be generated to carry out this research is as stated below:

H4: Job Satisfaction mediates relationship between Work-Life Balance and Job Performance.

2.9 Underpinning Theory

2.9.1 Spillover Theory

Spillover theory can be considered as one of the popular theory in order to support on work-life balance concept. Spillover theory explains the condition of the spillover between the work microsystem and also family microsystem whether it act to show positive or negative effect. To be clearer, if the work-family interaction is strictly controlled in term of time and space, therefore the spillover in term of time, energy and behavior also will be significantly negative. This is because, when not able to balance between work and family, so the outcome such as production of energy and behavior at workplace especially will be in the negative. In addition, work-flexibility that enables a person to balance between work and family responsibilities will lead to positive spillover (Hills, Ferris & Martinson, 2003) such an increment in job performance, organizational commitment and less absenteeism.

Other than that, Spillover theory also clarify that an individual emotion, attitudes, behavior and skills is produced by either work or personal and it will exchange to another

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outcome (Balmforth & Gardner, 2006; Frone, 2003; Zedeck, 1992). For example, from organizational context if a person able to balance between work and family, so it will produce good attitudes which indicate the satisfaction feeling and therefore the final mean is it can exchange to produce a good job performance level. Furthermore, spillover not only can show either positive or negative impact but the most important it can occur in both direction, that is personal to work and/or work and personal (Balmforth & Gardner, 2006; Hanson, Hammer & Colton, 2006; Hill, et all, 2001). In sum, this theory indicates that work-life balance can give a huge impact to other factor in term of positive or negative outcome (Haar & Bardoel, 2007).

2.9.2 Herzberg Two Factor Theory

Another theory to be discussed is Herzberg's Theory of Motivators and Hygiene. This theory was developed by Frederick Herzberg in 1959 and the most important thing is this theory still in application by today. There are two main factors identified in this theory, the first factor intrinsic that also known as motivators and the second factor is extrinsic known as hygiene (Mohammed & Shamsudin, 2010). For the first factor, that is intrinsic, it compromise components like achievement, recognition, the work itself, responsibility advancement and possibility of growth. However for the extrinsic it consist element like company policy, supervision, interpersonal relation, working condition, interpersonal relation, working condition and salary (Ruthankoon & Ogunlana, 2003).

The intrinsic factor is believed a strong determiner in creating good level of job satisfaction for employees at a work-place. This is because, it's all about a sense of

appreciation or to be more clearly feeling that emerge in a person self without any force. However, differ with extrinsic factor, it can lead to dissatisfaction easily because not within the employees control more regarding the environment that the people work (Schermerhorn, Hunt & Osborn 2003; Gawel, 1997). Relate to this study, for example an improper of company policy or working condition which create a situation that employee not able to balance time with work and family can lead to dissatisfaction that also finally will cause effect to job performance.

2.10 Research Framework

Research framework can be classified as the main foundation on which the entire research paper is based (Sekaran & Bougie, 2013). In line with that, the independent variable for this study is consider as Work-Life Balance, the dependent variable is Job Performance, while the Job Satisfaction play role as mediating variable. Thus, the research framework, for this study is as shown in Figure 2.1.
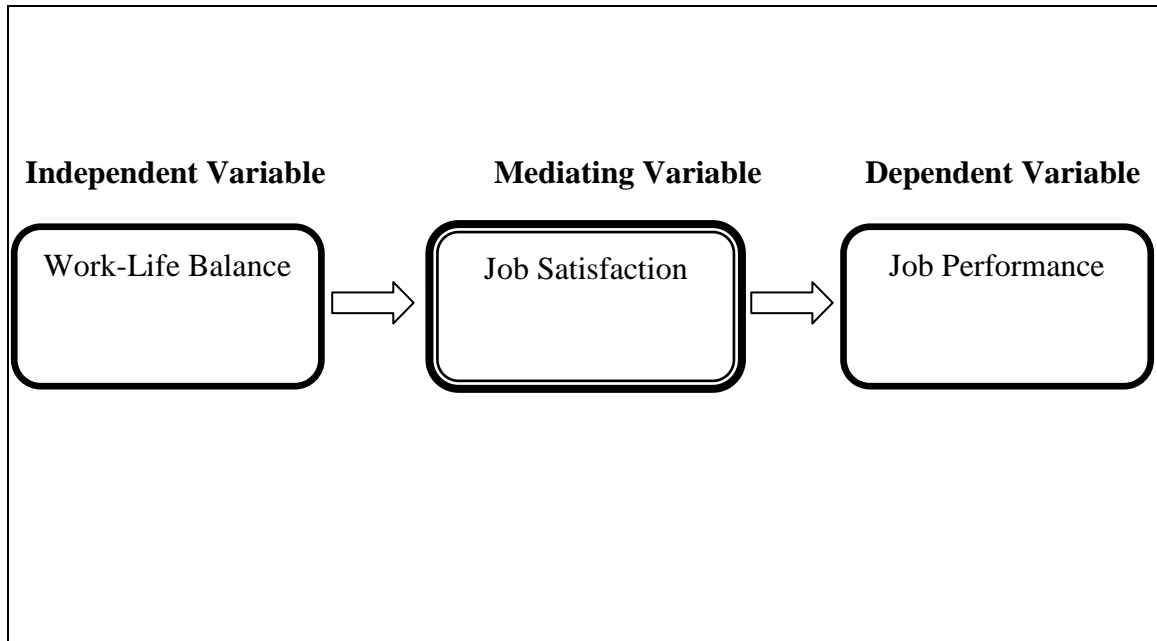
Figure 2.1

Research Framework

2.11 Summary of hypotheses.

As discussed before, there are four hypotheses were proposed to this study that is:

i. There is a positive relationship between work-life balance and job performance.

ii. There is a positive relationship between work-life balance and job satisfaction.

iii. There is a positive relationship between job satisfaction and job performance.

iv. Job satisfaction mediated the relationship between work-life balance and job performance.

2.12 Summary

This chapter has covered a review of previous literatures regarding the concepts and definition of work-life balance, job performance and also job satisfaction. Furthermore, in this chapter also discussed on the previous studies regarding this work-life balance, job performance and also job satisfaction. The hypotheses develop for this research also being highlighted in this chapter. The discussion on underpinning theory that related to area of research also been done. Finally, end up with research framework that in the form of a diagram figure that show the variables that studied in this research.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter is a demonstration of the research design and methodologies used in this study. It contains an overview of the research study, discussion regarding the population and sample, the description of the instruments selected for the data gathering and also finally the procedures or analysis used in the study.

3.2 Research Design

The main purpose of this study is to examine the relationship between work-life balance and job satisfaction mediated by job satisfaction. As for that, this study setting is in noncontrived setting, which is to be more specific correlational studies that also called as field studies. This type of study setting can reveal the cause and effect relationship between variable that researcher want to examine (Sekaran & Bougie, 2013). Basically, there are two types of data analysis method known as qualitative and quantitative (Sekaran, 2003; Zikmund, 2003).

In this study, quantitative research method will be used to achieve the objective set up for the research. Quantitative research is a method of quantifying data using statistical techniques (Awais Bhatti & Veera, 2015) that available in Statistical Packages of Social

Sciences (SPSS). There are many reasons or particularly advantage for selecting this quantitative research method. Firstly, within the quantitative research, it is able a researcher to use survey or statistical analysis research strategies or method. This survey and statistical analyses is one of the strategies of quantitative which useful in explaining the relationship between variable and also make comparison to identify which one is better using data from the instrument like questionnaire.

At the same time, the hypotheses that developed in the earlier also can be tested using this quantitative research. Furthermore, based on observation of past research on this particular field, many of the researchers using quantitative method in order to answer the research questions as it can provide the accurate result for the search. To compare with qualitative methods, it's not very suitable to use in this study as it very subjective and only suitable for a small number of respondent (Zikmund, Babin, Carr & Griffin, 2013).

There are two types of sources of data namely as primary data and secondary data (Sekaran & Bougie, 2013) are being practices in this research. Primary data refer to the questionnaire that will be used in this research. The information from the questionnaire will be helpful in derived statistical report regarding the findings for the study. However, secondary data refer to the materials that already exist like newspaper cutting, journals and books (DataCollectionServices.net). So, it will be useful to support the findings or any related argument brought by the researcher later.

Lastly, cross sectional study used in this research, which can be mean as data are collected just once in order to complete the research question or problem (Awais Bhatti & Veera, 2015).

3.3 Unit of Analysis

Unit of analysis that been selected for this research is individual, that mean academic staff, as individual person in three selected universities in Northern region. When a data gathered from each individual and treating each of the employees response as an individual data source, therefore it's consider as individual unit of analysis (Sekaran & Bougie, 2013). Unit of analysis is recognizing as an important aspect in a research. This is because; it's the main subject on who or what, the study about (Long, 2004). So, the researcher should clear on this aspect.

3.4 Population and Sample

Population can be defined as the overall number of group of people, events or things of interest whereby the researcher intends to make an investigation (Sekaran & Bougie, 2013). Due to time constraints, researcher decides to choose only three public universities that operate in the Northern Region of Malaysia. In line with that, the population for this study consists of 2370 academician from three public universities in Northern Region that is Universiti Utara Malaysia (UUM) and Universiti Teknologi Mara (UiTM) Merbok, Kedah and Universiti Malaysia Perlis (UNiMAP) were chosen. The number of academic

staff at UUM is 1325 (UUM, Registrar Department, 2016) while UiTM Merbok, Kedah is 314 (UiTM Kedah Official Websites, 2016) and UniMAP is 731 (UniMAP Official Websites, 2016). The total numbers of academic staff for every university as shown in Appendix A.

In order to determine the required sample size for the present study, Krejcie and Morgan's (1970) sample size determination table was used. As according to Krejcie and Morgan (1970) sample size determination procedure, a sample size of 331 would be required for a population of 2370.

After determine the population it's a must to determine the sampling design. As for that, researcher tend to use one of the probability sampling design that is stratified random sampling and to be more specific Disproportionate stratified random sampling. Stratified random sampling can be defined as where the related population is divided into several meaning segments. This sampling type is considered as very effective compare to other sampling type (Sekaran & Bougie, 2013). Another main reason to select stratified random sampling to use in this research is because it can ensure that each of the specific group is represented in the sample (Black, 1999). Disproportionate sampling is best to practiced when some stratum or strata are too small or large (Sekaran & Bougie, 2013). This mean, researcher can alter the number of subject needed for each stratum that assume as more proper and appropriate without changing the total sample size. After get the appropriate list number of academic staff for each selected university therefore sample was divided accordingly to the list. From the exact number of academician required, researcher alter

the number of academician required for each universities. The reason and justification to do that because assume that this new number after alter process will be more representatives the academician in each selected universities. Table 3.1 show the complete information on this sampling.

Table 3.1

Sample of lecturers required

University	Total number of academician	Number of academician required	Number of academician required after alter (Disproportionate Sampling)
UUM	1325	185	171
UiTM Merbok	314	44	50
UniMAP	731	102	110
TOTAL	**2370**	**331**	**331**

3.5 Instrument development

3.5.1 Independent variable

For the measurement of Independent Variable in this research that is Work-Life Balance, an instrument with 5 items is adapted from Bell, Rajendran, & Theiler (2012). The original instrument is developed by Hill, et al., (2001). There is slight modification made by Bell, et al., (2012) compared to original version, in order to give a clear understanding to respondent and also for grammatical sense purpose. The cronbach's alpha for this

instrument is noted as 0.84. The scales for this measurement are 7 -point scale that is "Strongly Disagree to Strongly Agree".

Table 3.2

Operational definition and Items for Work-life balance

Variables	Operational Definition	Item and scale
Independent Variable: Work-Life Balance	Work-life balance is a condition which an individual can equally balance the emotional, behavioral and time demands of both paid work, family and personal duties (Hill, et al., 2001)	(7 -point scale: Strongly Agree to Strongly Disagree) 1. It is easy for me to balance the demands of work and also my personal life. 2. I have sufficient time away from my job to maintain adequate work and personal life balance. 3. When I take a vacation (holiday), I am able to separate myself from work and enjoy myself. 4. I feel successful in balancing between my work and personal life. 5. I feel drained when go back to home from work because of work-pressures and problem. ®

Source: Bell, et al., (2012)

Note: ®- Reverse Coding

3.5.2 Dependent variable

To measure the dependent variable in this research that is job performance, researcher use the instrument adapted from Carmelli, A (2003). The original instrument is develop by Pearce & Potter (1986). The item in the instrument is slightly rewording by the researcher, in order to give an effect within academician context, for example the addition of word 'university' to substitute 'organization'. The cronbach's alpha is noted as 0.87. There are 5 items as overall and the scale use for this instrument is 7-point scale that is "Strongly Disagree to Strongly Agree".

Table 3.3

Operational definition and Items for Job Performance

Variable	Operational Definition	Item and Scale
Dependent Variable: Job Performance	Job performance is defined as a work outcome, which it can be affected or influenced by several other factors. (Carmelli, 2003)	(7-point scale: Strongly Disagree to Strongly Agree) 1) Overall my work performance is good 2) I can get along with anybody in university 3) I can complete my task on time 4) I achieve the quality of performance as set by my university 5) I am able to achieve and fulfill the work performance goals

Source: Carmelli, A (2003)

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3.5.3 Mediating Variable

To measure mediating variable that is job satisfaction, researcher adapted Job Satisfaction Scales by Warr, Cook & Wall (1979). It consists 15 item of question, and the rating scale for the entire item is 7-point scale, that is "I'm extremely dissatisfied to I'm extremely satisfied". Researcher interested to use this instrument because of the ability to measure the overall job satisfaction for a person. Besides, these scales also use by education based research studies (Cooper & Kelly, 1993; Travers & Cooper, 1993). The cronbach's alpha was recorded 0.92 in usage of particular scale to measure satisfaction in university institution context (Stride, Wall, & Catley, 2007).

One point to be highlighted here, this scale is consider can be use as single dimension (unidimensional) that is to measure overall job satisfaction or multi-dimension. This is also supported by Stride, et al., (2007), that this scale can be scored to produce a single index of job satisfaction or separately by multi-dimension (consists of intrinsic and extrinsic separately). However, it's proved by the previous researcher that the scale more reliable and valid with single dimension (Boluarte, 2014). There are also some previous studies that use single dimension for this scale such as Goncalves, Nene, Sousa, C, Santos and Sousa, J, (2016) to measure job satisfaction for the purpose of their research. Therefore, for this study single dimension is practiced that is to measure overall job satisfaction.

Table 3.4

Operational definition and Items for Job Satisfaction

Variables	Operational Definition	Item and Scale
Mediating variable: Job Satisfaction	Job satisfaction is the degree to which a person feels the satisfaction within the intrinsic and extrinsic criteria. (Warr, et al., 1979)	**(7-point scale : I'm extremely dissatisfied to I'm extremely satisfied)** 1. The physical working of condition 2. The freedom to choose your own method of working 3. Your fellows workers 4. The recognition you get for good work 5. Your immediate boss 6. The amount of responsibility you are given 7. Your pay rate 8. Your opportunity to use your abilities 9. Industrial relation between management and workers 10. Your chance of promotion 11. The way the organization is managed 12. The attention paid to suggestion you make 13. Your hours of work 14. The amount of variety in your job 15. Your job security

Source: Warr, et al., (1979)

3.6 Pilot test

Pilot test is consider as one of the important process before conducting or distributed the real questionnaire to the target respondent. This is because; it's very useful in obtaining information on the part of the questionnaire that seeming not very clear to the respondent. It's considered as a pre-test for a research instrument (Baker, 1994). For the purpose of this study, in order to make sure the questionnaire is understandable by the respondent, by the middle of March 2016, a pilot test was conducted among randomly selected 30 academicians from UUM whom agree to become respondent for this pilot test. Their feedback is helpful in make improvement to the questionnaire before emailed to targeted respondent.

One of the valuable response is regarding the scale labeling for Job Satisfaction instrument, where the middle scale is labeled as "I'm not sure" previously. The respondent request researcher to make a double check on scale labeling as it might not valid to the usage nowadays. As for that, researcher search for several sources and found that scale labeling as "I'm not sure" is consider as poor scaling and should not be placed as a middle response in a bipolar scale (Powell, 2008). Instead of that, it can be replaced with "Neither satisfied nor Dissatisfied" (Vagias, 2006). Therefore as a final decision, researcher renames the middle scale from "I'm not sure" to "Neither satisfied nor Dissatisfied". Table 3.5 show the reliability analysis result for pilot test.

Table 3.5

Reliability analysis result for Pilot test

Variable	Item	Cronbach's alpha
Independent variable Work-life balance	5	.774
Dependent variable Job Performance	5	.853
Mediating variable Job Satisfaction	15	.913

3.7 Questionnaire design

This questionnaire is design with a closed-ended question which all question has a set of alternative answers and respondent need to choose the one appropriate answer that best describes their opinion. Besides, it consists of three sections namely as Section A, B and C. Section A is about demographic profile of the respondent (Question 1-7) which regarding some of their personal information like gender, age, nationality, marital status, academic qualification, academic position and length of service.

Section B is regarding Work-Life Balance (Question 8 to 12) and Job Performance (Question 13 to 17) with 7-point scale, therefore all together it comprised of 10 questions. The scale is label as 1= Strongly Disagree, 2= Disagree, 3= Slightly Disagree, 4= Neither Agree nor Disagree, 5= Slightly Agree, 6= Agree and 7= Strongly Agree.

Section C is about Job Satisfaction (Question 18-32), also 7-point scale. The scale is label as 1= I'm Extremely Dissatisfied, 2= I'm Very Dissatisfied, 3= I'm Moderately

Dissatisfied, 4= Neither Satisfied nor Dissatisfied, 5= I'm Moderately Satisfied, 6= I'm Very Satisfied and 7= I'm Extremely Satisfied. The complete Google Documented online questionnaire as in Appendix O.

3.8 Data collection method

First of all, by early of March 2016, an official letter acquired by researcher from Othman Yeop Abdullah (OYA) Graduate School of Business office as a pre-requirement to get permission or proved that researcher is from UUM and currently in the process of conducting research as a final process to complete master studies. Despite of that, the other purpose of letter is for collecting data, such as total number of lecturer from each selected universities. Through the letter, data for UUM academician was obtain from Registrar department, while for UiTM, Merbok and UniMAP, a permission letter was sent to each university management respectively as a pre-requirement for permission but the number of academician have to gather by researcher thru their official websites due to late response by the management.

The next step is creating a Google documented questionnaire. Researcher interested to use this type questionnaire because considers the time and busyness of the lecturer that sometime make them to not give proper response on time. So, within this Google questionnaire, its believed can achieve the objective of this research. In addition, an email questionnaire is consider to reach respondent when they open their email, which is indirectly assume that the participant is ready to interact (Awais Bhatti & Veera, 2015).

Furthermore, Google documents questionnaire is ease of use, wide availability, and enhanced security besides cost effective, simple and efficient for the user (Rayhan, Zheng, Uddin, Timbol, Adewuyi & Baraniuk, 2013).

So, after creating the Google documents questionnaire, by early of April 2016, emails were sent to the lecturer based on pool of email that obtains from the university official websites. In addition, data collection thru email allowed the researcher to distribute the questionnaire to bigger number of respondent in a very limited time (Wilson, 2003) and also will provided flexibility to them in order to complete the survey at their own free time (McDonald, 2003). Even though this mail survey is consider as very risk as researcher may end up with low response rate but within appropriate effort it's believed can increased the rate at the end Zuniga & Quinn (Nulty, 2008).

It's theoretically proved that there is the difference in term of before and after regarding the response rate for mail survey after implementing several methods (Nulty, 2008). Realizing this fact and risk that could be face in future, researcher plan to increase the number of response as it very important to make the research is reliable at the end. As for that, researcher tend to follow several ways as recommended by Zuniga & Quinn (Nulty, 2008), some of that is send a frequent reminder email to the respondent after one week if still don't receive the response together with a message that their response will be useful and helpful in completing the research, make a phone call to them to remind besides extend the duration of survey availability in order to enhance the rate.

3.9 Data Analysis Technique

These data analysis sections explain on the techniques used in order to analyze the data obtained from the questionnaire. The whole analysis will be done using SPSS Version 22. Based on the feedback from the respondent regarding the questionnaire, the valid data will be entered into SPSS 22 for further analysis. The other analysis technique that will be conducted is data screening, descriptive statistics, factor analysis, reliability analysis, correlation analysis, and multiple regression analysis.

After creating an appropriate data file and done entering data, the first step a researcher should do is screening and cleaning the data. Data screening is consider as very important in order to make sure there is no any missing values that could affect the result of the research later. In case, if found any missing values, then it can be corrected before further to other analysis (Pallant, 2013).

Descriptive Statistics is useful in derived information on categorical variable such as respondent demographic in the form of frequencies. However, for continuous variable such as independent variable, dependent variable and mediating variable, it will be useful in derived information on mean and standard deviation own by each variable (Pallant, 2013).

Factor Analysis also known as data reduction technique, whereas before a researcher further to other analysis such as correlation and regression, it's an important analysis in a research to be conducted first. This is because, any item that have low factor loading will

be eliminated so the data analysis can be continue with more reliable item in a variable. In conducting the factor analysis, it's essential to give important to the readings of Kaiser-Meyers-Olkin (KMO), measure of sampling adequacy value, Bartlett's Test of Sphericity value and total variance explained value. There is a guideline in reading and decide whether the KMO value is appropriate or not for a variable to proceed for next step. As suggested by Kaiser (Friel ,2016), KMO Value under 0.5 is consider as unacceptable, 0.5 to 0.59 is miserable, 0.6 to 0.69 is mediocre, 0.7 to 0.79 is middling, 0.8 to 0.89 is meritorious and 0.9 to 1.00 is consider as marvelous. Meanwhile, for Bartlett's Test it should be significant $p < .05$ (Pallant, 2013).However, for total variance explained value, normally value around at least by 60% is considering acceptable (Ramayah, 2011).

For the factor loading part, a value of .50 is taken as a consideration value for this research, as according to Hair, Tatham, Anderson and Black (1998) it can help to retain a more useful and related item accordingly to the number of sample size which at the end it can help to achieve the objective the research aim . This mean, any item with factor loading below than 0.50 will be eliminated from the variables before it being further to next step

Reliability Analysis is useful to check whether scales are reliable and valid. From this analysis, researcher can get to know on the Cronbach's alpha value own by the measurement. However, it's highly recommended that before conducting a reliability analysis, any negatively worded item should be reverse coded as it might affect the

Cronbach's alpha value (Pallant, 2013). A minimum value of .7 and above is consider as ideal and appropriate (Nunnally, 1978; DeVellis, 2012).

Correlation Analysis is mainly explains on to what extend the strength and direction of a linear relationship between two variables. In this analysis also, the importance is given to Pearson product-moment correlation coefficient (r) value that is + 1 to -1. The sign at the front is an indicator whether it's a positive or negative correlation (Pallant, 2013). In order to measure the strength of relationship, researcher tends to follow the guideline set by Cohen (1988), that is when r = .10 to .29 it is categorized under small correlation, r = .30 to .49 is medium correlation while r = .50 to 1.0 is large correlation.

Multiple Regression Analysis is basically very useful to answer the research question that has been developed previously. One of its main contribution is it can explain on how well a variables is capable to predict the particular outcome. There are three major types of multiple regression that is Standard multiple regression, Hierarchical multiple regression and Stepwise multiple regression (Pallant, 2013). However, for the purpose of this study, Standard multiple regression will be the choice to analyze the data.

3.10 Summary

This chapter emphasize on the methodology part of this research. Some of the methodology consisted in the study is research design, sample and population, measurement, questionnaire design, data collection and the data analysis. In addition, this chapter will help to complete this research because it gives a clear illustration regarding

how the research will be conducted. As a consequence, researcher will be clear on the type of methodology that will be applied in order to complete this study.

CHAPTER 4

DATA ANALYSIS RESULT & FINDINGS

4.1 Introduction

This chapter presents the result of the data analysis. The presentation of the chapter is as following. First, information on demographic profile of respondent are highlighted in order to give a basic overview on participant involved in this survey. After that, the result of factor analysis and reliability analysis are provided. Last but not least, the result of descriptive statistics, correlation analysis and regression analysis were demonstrated.

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4.2 Survey Response Rate

As an overall about 331 questionnaires which created using Google forms was email to lecturers from three selected universities for this study that is UUM, UNiMAP and UiTM, Merbok. By middle of May 2016, number of 147 replies was recorded in Google documents spread sheet. This mean the rate for the survey response is 44.41%. According to Sekaran & Bougie (2013), a response rate of 30% is considered appropriate in order to conduct a research. So, based from that, a survey rate of 44.41% is consider as acceptable for this research. Furthermore, based on a review from Ramayah (2011), it's seem impossible to get a 100% response for a mail survey based questionnaire, the most common response received in Malaysia context is in the average of 10-20% only.

However, from additional effort by researcher to boost the response, a final rate of 44.41% is successfully obtained for this research. The highest response was from academician respondent from UiTM Merbok which is 54% follow by UniMAP that is 47.3% and UUM that is 39.8%. The more detail on response rate is as shown at Table 4.1.

Table 4.1

Response rate

University	Emailed Questionnaire	Received Response	Overall response rate (%)	Response rate for each university (%)
UUM	171	68	20.54	39.8
UiTM, Merbok	50	27	8.16	54
UniMAP	110	52	15.71	47.3
TOTAL	331	147	44.41	-

4.3 Data Screening

Basically, there are two steps in conducting a data screening as mention by Pallant (2013). The first step is checking for the errors that mean inspect each of the single variables involved in the research to find out any missing value or scores that out of the range. The second step is finding and correcting the errors if any. In this study, only step 1 is implemented as the result show there is no any errors in term of entering data or

missing value. Indirectly, it indicate that the data is valid so there is no necessary to do the step 2 as there is no errors in entering data.

4.4 Demographic Profile

The demographic profile of respondent is consists of information like gender, age, nationality, marital status, academic qualification, position and also length of service. Demographic profile is considered as important element in order to get more accurate detail about the characteristics of population that involved in a survey (Wyse, 2012). The overall respondent for this study is 147. First of all, in term of gender, female respondent record a majority number of participation in this survey where it's about 80 respondent (54.4%) whereas male is about 67 respondent (45.6%). There are 25 respondents (17.0%) whom are recorded under the category for age less than 35 years old. About 47 (32.0%) represent respondent with the age range between 36-45, while 38 (25.9%) for respondent in the age of 46-50 and lastly 37 (25.2%) for the age range 51 and above.

For the nationality part, about 143 respondents (97.3%) is Malaysian while 4 respondents (2.7%) for other category, that namely as 2 Indonesian, 1 Bangladesh and 1 Indian. In term of marital status, 2 respondents (1.4%) in single category, about 144 respondent (98.0%) represent married while 1 (0.7%) represent divorce/separated/widowed. For the academic qualification, about 19 respondents (12.9%) is master degree holder while 128 respondents (87.1%) representing of doctoral degree. Furthermore, for the academic position part, majority respondent is from senior lecturer category that is 56 respondent

(38.1%) followed by associate professor about 47 (32.0%), after that lecturer category that represent 30 (20.4%), professor about 13 respondent (8.8%) and lastly tutor that is 1 respondent (0.7%).

In term of length of service part, majority respondent is fall under category 16 to 30 years which is 86 respondents (58.5%), followed by 37 respondents (25.2%) from less than 5 years and lastly about 24 respondents (16.3%) that is the range of service between 6-15 years. The more detail on the respondent demographic profile is as shown in Table 4.2 and SPSS output as in Appendix B.

Table 4.2

Respondent demographic profile (N=147)

Demographic Characteristics	Frequency	Percentage (%)
Gender		
Male	67	45.6
Female	80	54.4
Age		
Less than 35	25	17.0
36-45	47	32.0
46-50	38	25.9
51 and above	37	25.2
Nationality		
Malaysian	143	97.3
Others	4	2.7
Marital Status		
Single	2	1.4
Married	144	98.0
Divorced/ Separated/ Widowed	1	0.7
Academic Qualification		
Master Degree	19	12.9
Doctoral Degree	128	87.1
Academic Position		
Tutor	1	0.7
Lecturer	30	20.4
Senior Lecturer	56	38.1
Associate Professor	47	32.0
Professor	13	8.8
Length of Service		
Less than 5	37	25.2
6-15	24	16.3
16-30	86	58.5

4.5 Factor Analysis

Factor analysis is useful in identifying whether each item in the variables is able and appropriate to measure what is intended to measure in the research. As discussed before, in performing factor analysis it's essential to give important to the readings of Kaiser-Meyers-Olkin (KMO), measure of sampling adequacy value, Bartlett's Test of Sphericity value and total variance explained value. For this study, all the KMO Value achieved between the range of 0.6 and 0.7 which is consider as mediocre and middling, Bartlett's value is consider as significant while total variance explained value achieved the set up standard.

Factor analysis is useful to be conducted before further to other analysis such as correlation and regression. This is because, within factor analysis all the unwanted item can be eliminated, where it can helpful in provide a more reliable result that related to the objective of the study later. The more detail on factor analysis for work-life balance, job performance and job satisfaction is as shown in Table 4.3, Table 4.4 and Table 4.5.

4.5.1 Factor Analysis for Work-life balance

Factor analysis for work-life balance achieved KMO value of .758, the Bartlett's test of Sphericity is significant to $p < 0.01$ while the variance is 74.76%. For this variable, factor analysis was initially conducted on 5 items. However, one item (WLB5) were eliminated because of low factor loading and not achieved the minimum standardized as set up for this study that is 0.50. The factor loading for other item is exceeding the minimum value.

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The more information on this is as shown in Table 4.3 and full SPSS output as in Appendix C.

Table 4.3

Factor analysis for Work-Life Balance.

Items	Component loading
WLB 1	.933
WLB 2	.940
WLB3	.863
WLB4	.700

KMO Value: .758	
Bartlett's Test of Sphericity	Approx. Chi- Square: 423.067
	df:6
	Sig:.000
Percentage of Variance: 74.76%	

4.5.2 Factor Analysis for Job Performance

Factor analysis for job performance achieved KMO value of .642, Bartlett's Test of Sphericity is significant to $p < 0.01$, while the variance is 73.01%. For this variable, factor analysis was run on 5 items in Job Performance and one item (JP4) were eliminated because not achieve the standard loading set up for this study that is 0.50. The component loading for other item is as shown in Table 4.4 and full SPSS output as in Appendix D.

Table 4.4

Factor Analysis for Job Performance

Items	Component loading
JP1	.878
JP2	.750
JP3	.944
JP5	.834

KMO Value: .642

Bartlett's Test of Sphericity	**Approx. Chi- Square: 439.739**
	df:6
	Sig:.000

Percentage of Variance: 73.01%

4.5.3 Factor Analysis for Job Satisfaction

Factor analysis for Job Satisfaction achieved KMO value of .768, Bartlett's Test of Sphericity is significant to p< 0.01 and the variance is 59.32%. For this variable it = consists of 15 items. After factor analysis, 9 item (JS2, JS3, JS4, JS9, JS10, JS11, JS12, JS13 and JS15) was deleted due to loading that not achieved the minimum standard for this study that is 0.50. Table 4.5 shows the component loading for this variable and full SPSS output as in Appendix E.

Table 4.5

Factor analysis on Job Satisfaction

Items	Component loading
JS1	.732
JS5	.757
JS6	.808
JS7	.832
JS8	.744
JS14	.743

KMO Value: .768

Bartlett's Test of Sphericity	**Approx. Chi- Square: 465.497**
	df:15
	Sig:.000

Percentage of variance: 59.32%

4.6 Reliability Analysis

After factor analysis, reliability test were conducted in order to ensure the item and measurement is acceptable. Thus, from that it can be useful guidance before enter to other analysis. The main purpose of this reliability test is to explore the internal consistency of the items in the survey instruments in order to measure the reliability. Back to this study result, the Cronbach's alpha for all the three variables show a good reading where it's indirectly indicate that the data is reliable and valid to proceed to next step as it exceed the minimum acceptable value as suggested by (Nunnaly, 1978; DeVellis, 2012). The reliability analysis result is as shown in Table 4.6 and full SPSS output as in Appendix F, G and H.

Table 4.6

Reliability result after factor analysis

Variables	Number of item	Cronbach's alpha
Independent variables Work-life balance	4	**.886**
Dependent variables Job Performance	4	**.863**
Mediating variables Job Satisfaction	6	**.858**

4.7 Descriptive Statistics Result

Descriptive statistics provides information on mean (M) and standard deviation (SD) achieved by variables involved in this research. 7 point Likert scales was used to measure the response for all three variables. Whereas for work-life balance and job performance the scale rating is 1 (Strongly Disagree) to 7 (Strongly Agree). While for job satisfaction the scale rating is 1(Extremely Dissatisfied) to 7 (Extremely Satisfied). Job performance scores a highest mean compare to other two variables that is (M= 5.93, SD = 0.66). Second highest mean owned by job satisfaction that is (M= 5.49, SD=0.84). Finally, work-life balance scores a mean of (M=5.09, SD= 1.29). The more information on this descriptive statistics is as shown in Table 4.7 while the SPSS output as in Appendix I.

Table 4.7

Descriptive statistics result for variables

Variables	Mean	Std. Deviation
Work-life balance	5.09	1.29
Job Performance	5.93	.66
Job Satisfaction	5.49	.84

(N=147)

4.8 Correlation Analysis Result

Pearson correlation analysis is useful in describing the strength and direction of a linear relationship that exists between two variables. In this study, correlation analysis was conducted to examine the strength of relationship between variables presented in this study that is work-life balance, job performance and job satisfaction. Table 4.8 present the result for the correlation analysis result for this study and SPPS output at Appendix J.

Table 4.8

Correlation Analysis Result between variables.

Variables	WLB	JP	JS
Work-Life Balance (WLB)	-		
Job Performance (JP)	.28**	-	
Job Satisfaction (JS)	.68**	.31**	-

** Correlation is significant at 0.01 level (1 tailed), (N= 147)

The result shows that the entire variable has positive correlation for each other. The correlation between work-life balance and job performance is (r = .28, p < 0.01, n= 147). Based on Cohen (1988) indicator, this can be categorized as low strength correlation. Next, is work-life balance and job satisfaction that is (r=.68, p < 0.01, n=147) and this correlation indicate a large strength of relationship. The last is the correlation strength between job performance and job satisfaction that is (r=.31, p < 0.01, n=147), which show a moderate strength of relationship between the variables.

4.9 Multiple Regression Result

Regression analysis is an additional support to correlation analysis in order to determine whether the variables is possess more on negative or positive relationship and at the same time to test the hypotheses.
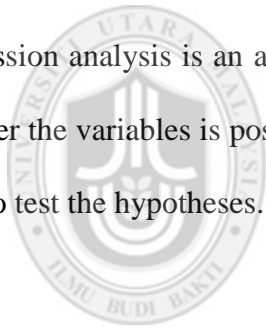
4.9.1 The relationship between Work-Life Balance and Job Performance

For the first start up, researcher inclined to test hypotheses 1 build for this study that is **H1: There is a positive relationship between Work-life balance and Job Performance.** As for that the result for this relationship testing is as shown in Table 4.9 and SPSS output as in Appendix K.

Table 4.9

Regression on work-life balance and job performance

	Unstandardized coefficient			Standardized coefficient	
Model	B	Std.Error	Beta	T	Sig.
(Constant)	5.19	.21		24.26	.000
Work-life balance	.14	.04	.28	3.59	.000

Dependant variable: Job Performance
F Value: 12.95**
R Square (R²) : 0.082

**Significant at .01 level

Based on result as stated at Table 4.9, the R^2 value indicate that work-life balance was about to explain 8.2% on the variance of job performance ($R^2 = 0.082$, F = 12.95, p < 0.01). Meanwhile, the relationship between work-life balance and job performance is consider significant and positive as it record the value of (β= .28, p < 0.01).

4.9.2 The relationship between Work-life balance and Job Satisfaction.

The hypotheses involved for this regression is **H2: There is a positive relationship between Work-life balance and Job Satisfaction.** The result is as shown in Table 4.10 and SPSS output as in Appendix L.

Table 4.10

Regression on work-life balance and job satisfaction

	Unstandardized coefficient			Standardized coefficient	
Model	B	Std.Error	Beta	t	Sig
(Constant)	3.23	.20		15.48	.000
Work-life balance	.44	.04	.68	11.20	.000

Dependant variable: Job Satisfaction
F Value: 125.56**
R Square (R²) : .464

**Significant at .01 level

Based on result as stated at Table 4.10, the R² value indicate that work-life balance was about to explain 46.4% on the variance of job satisfaction (R² = 0.464, F = 125.56, p < 0.01). Meanwhile, the relationship between work-life balance and job satisfaction is consider significant and positive as it record the value of (β= .68, p < 0.01).

4.9.3 The Relationship between Job Satisfaction and Job Performance

The hypotheses involved for this regression is **H3: There is a positive relationship between Job Satisfaction and Job Performance.** The result is as shown in Table 4.11 and SPSS output as in Appendix M.

Table 4.11

Regression result on job satisfaction and job performance

	Unstandardized coefficient			Standardized coefficient	
Model	**B**	**Std.Error**	**Beta**	**t**	**Sig**
(Constant)	4.56	.34		13.30	.000
Job Satisfaction	.25	.06	.31	4.05	.000

Dependant variable: Job Performance
F Value: 16.45**
R Square (R^2): .102

**Significant at .01 level

Based on result as stated at Table 4.11, the R^2 value indicate that job satisfaction was about to explain 10.2% on the variance of job performance ($R^2 = 0.102$, F = 16.45, p < 0.01) that explained on the variance of job satisfaction towards job performance. Meanwhile, the relationship between job performance and job satisfaction is consider as significant and positive as it record the value as (β= .31, p < 0.01).

4.9.4 Relationship between Work-Life Balance, Job Satisfaction and Job Performance.

The hypotheses involved for this regression is **H4: Job Satisfaction mediates relationship between Work-Life Balance and Job Satisfaction.**

In order to detect the emergence of mediation, researcher tends to take into consideration on four important criteria as suggested by McKinnon (Ramayah, 2011). The first criteria is independent variable must significantly affect mediator. The second criteria are the independent variable significantly affects the dependent variable. Third criteria is mediator have significant effect on dependent variable. Fourth is the effect between independent variable and dependent variable getting reduced with the addition of mediator variable.

In order to detect mediation, researcher tends to follow rules of thumb by Baron and Kenny (1986) to complete the process to identify the emergence of mediation between the relationship of independent and dependent variable. As for that, a mediation model was developed earlier to make clear on the process that would take place in this analysis.
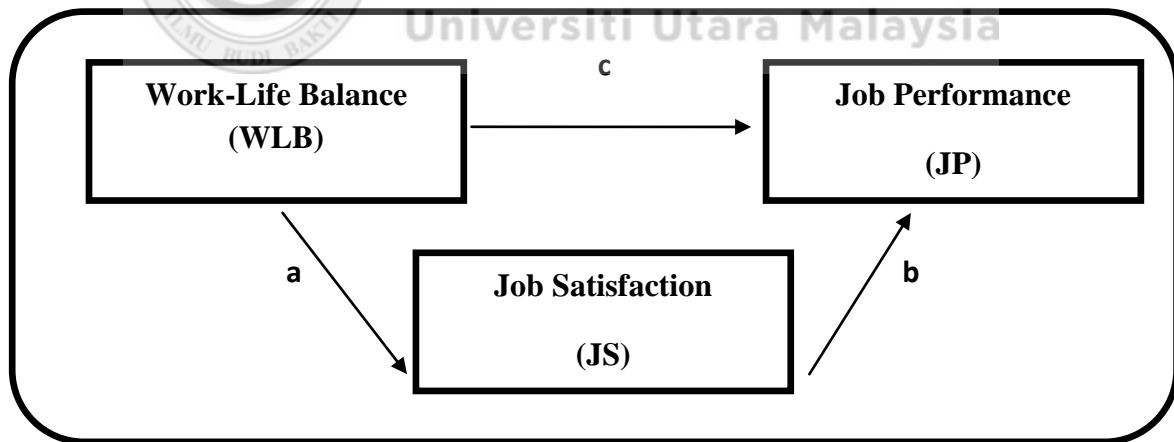
Figure 4.1
Mediation Model

Based on Mediation model at figure 4.1, when Path c that is the direct relationship between independent variable and dependent variable is not significant anymore, so it indicate a full mediation was occurring there.

According to Baron and Kenny (1986), there are four mediation steps to be followed in order to identify whether there is any mediation emergence or not. The steps are as show in Table 4.12.

Table 4.12

Steps for conduct mediation in regression analysis

Steps	Methods
1	JP = f (WLB) = a+ b WLB
2	JS = f (WLB) = c+ d WLB
3	JP = f (JS) = e + f JS
4	JP = f (WLB, JS)= g+ h WLB+ i JS

In this study, three steps already conducted and fulfilled by researcher. Step one as in Table 4.9, Step two in Table 4.10 and Step 3 in Table 4.11. So, the balance is step 4. Therefore, as a final step to detect mediation effect, the fourth step was conducted. The result as show in Table 4.13 and the SPSS output as in Appendix N.

Table 4.13

Regression on mediation effect of job satisfaction towards work-life balance and job performance

	Unstandardized coefficient		Standardized coefficient		
Model	**B**	**Std.Error**	**Beta**	**t**	**Sig**
(Constant)	4.60	.34		13.37	.000
Work-life balance	.06	.05	.12	1.19	.233
Job Satisfaction	.18	.08	.23*	2.15	.033

Dependant variable: Job Performance
F Value: 8.97**
R Square (R²): .111

**Significant at .01 level, *.05 level

Based on result as stated at table above, the R^2 value indicate that work-life balance and job satisfaction was about to explain 11.1% on the variance of job performance (R^2 = 0.111, F = 8.97, p < 0.01). In this step, the relationship between job performance and work-life balance is not consider significant and positive anymore as it record the value as (β= .12, p > 0.05). However, the relationship between job satisfaction and job performance is consider significant and positive as it record the value of (β= .23, p < 0.05).

In addition, according to Baron and Kenny (1986) when a previously significant independent and dependent variables (refer to Table 4.9) is not significant anymore at this step, it's because the emergence or the strong demonstration of mediation is occurring there. So, in other words both independent and dependent are controlled by another force. Back to the result, it show a strong and full mediation effect there when job satisfaction become significant and controlled the work-life balance which is no longer significant in this stage.

4.10 Summary of result for regression analysis

Table 4.14 shows the summary of result for regression analysis that has been performed before. Step one until three is the regression to test the relationship for each variables. However, step four is specifically to detect the mediation effect of job satisfaction in the relationship between work-life balance and job performance. Within the emergence of job satisfaction, the relationship between work-life balance and job performance is considered not positive and significant. Therefore, it indicates that there is a full mediation effect of job satisfaction between work-life balance and job performance.

Table 4.14

Summary of regression result

Step	Variables	Result	Indicator
1	WLB → JP	β= .28, p < 0.01	Positive and Significant
2	WLB → JS	β= .68, p < 0.01	Positive and Significant
3	JS → JP	β= .31, p < 0.01	Positive and Significant
4	Mediation Test		
	WLB → JP	β= .12, p > 0.05	Not positive and Significant
	JS → JP	β= .23, p < 0.05	Positive and Significant (Full mediation)

Furthermore, Durbin Watson (DW) Statistics also conducted to every regression model. DW Test is specifically to detect any autocorrelation. Assumption that every predicted value is independent where it means that not related to any other prediction. In other word, they are not sequenced with any other variable. The DW value between 1.5 -.2.5 is consider acceptable and no problem (Ramayah, 2011; Hutcheson & Sofroniou, 1999). Based to this result, the DW values in the range of 1.5- 2.5 so it is consider acceptable.

4.11 Summary of hypotheses

Table 4.15 shows the summary of hypotheses for this study based on the analysis that has been conducted before. As an overall, all the four hypotheses proposed to this study were accepted.

Table 4.15

Summary of hypotheses testing

	Hypotheses	Result
H1	There is a positive relationship between Work-life balance and Job Performance	Accepted
H2	There is a positive relationship between Work-life balance and Job Satisfaction	Accepted
H3	There is a positive relationship between Job Performance and Job Satisfaction	Accepted
H4	Job Satisfaction mediates relationship between Work-Life Balance and Job Performance	Accepted

4.11 Summary

In short, this chapter present the result analysis performed using SPSS 22. The result is derived from analysis like descriptive analysis, factor analysis, reliability analysis, Pearson correlation analysis and regression analysis. Each of the analysis contributes directly and indirectly for the research to achieve the objective of the research as it can helpful to complete this study successfully. There was about 4 hypotheses tested in order to clarify on the relationship possess by each variables. From the regression result, it can be said that all the 4 hypotheses build before is accepted.

CHAPTER 5

DISCUSSION AND RECOMMENDATION

5.1 Introduction

In this section, the main focus will be on discussion with a more deep perspective regarding research findings for this study at Chapter 4. As for that, this section is divided into several main parts. The first start up will be discussion on the hypothesis or to be more specific the relationship between variables. After that, follow up by the discussion regarding implication from this research. Besides, limitation of this research and recommendation will also been highlighted in this part. Finally, end up with an overall conclusion.

5.2 Recapitulation of the study's findings

Before move into the discussion part, it's a good way to enlighten back the background of this study and the objective for this study. This study was conducted among lecturers from three public universities in Northern region that is UUM, UniMAP and UiTM, Merbok. About 147 respondents participate in this survey, which their response is very helpful and useful in derived a statistical analysis result to achieve the final mean for this study. The objectives that set up for this study, (i) to examine the relationship between work-life balance and employee job performance, (ii) to examine the relationship

between work-life balance and job satisfaction, (iii) to examine the relationship between employee job performance and job satisfaction, (iv) to examine the mediating effect of job satisfaction on the relationship between work-life balance and employee job performance.

5.3 Discussion

5.3.1 The relationship between Work-Life Balance and Job Performance

The first objective to be clarified here is relationship between work-life balance and job performance. The findings from this study show that work-life balance and job performance have a significant and positive relationship. The result for this relationship (refer to Table 4.9) is supported through regression analysis, that record a value of (β= .28, $p < 0.01$). In other words, the findings from this study can be generalized into context that academician really feel the importance of work-life balance that significantly will give influence their job performance.

When practicing a good work-life balance, whereas balancing between work and personal needs, academician can perform better and generate an outstanding outcome in their job performance. However, the imbalance of work-life balance can influence the job performance so that might cause the academician to perform less than expected by the university standard. Another main element to be highlighted in this study is almost 54.4% of participant for this study is female academician, which indirectly implied to working married women that have to balance between work and also their personal family life. A

good work-life balance can make them concentrate on family and work without any tension or stress which at the end can give a positive effect to job performance.

Other than that, this study become as another additional source of information for previous finding before (Wayne, Musisca & Fleeson, 2004; Estes & Michael, 2005; Razali, 2011) that support the work-life balance in influencing job performance. To sum, it can be conclude that this result answer the first research question and objective that have been build for this study. It statistically proved that, work-life balance really influence job performance.

5.3.2 The relationship between Work-Life Balance and Job Satisfaction

The second objective to be clarified here is relationship between work-life balance and job satisfaction. The findings from this study show that work-life balance and job satisfaction have a significant and positive relationship. The result for this relationship (refer to Table 4.10) is supported through regression analysis, that record a value of (β= .68, p < 0.01). In other words, the findings from this study can be generalized into context that academician really feel the importance of work-life balance that significantly will give influence generate a good job satisfaction.

Job satisfaction is a term of feeling which only can be generate when a person really satisfy with certain thing or element in an organization. In this study, based from the findings it can be generalizing that work-life balance to be the predictor of job

satisfaction among academician. The result implies those academicians who have higher achievement on work-life balance would be more likely to show higher level of job satisfaction. This is because, the peaceful state of mind they get when have a good equilibrium between work and personal life can emerge into a positive satisfaction feeling that in their job. Furthermore, if analyze back the demographic profile of this study (refer to Table 4.2), almost 98.0% is married respondent whom have their responsibilities towards their family life. The improper conditions that happen when unable to balance between work and personal can lead to dissatisfaction to work. Academician in a university subjected to multiple task as discussed before (refer table 1.1), that's mean teaching is not only the task have to carried out by them. Therefore, when able to practice a good work-life balance they can focus more meticulous with their task because of the job satisfaction that emerges because of that.

In sum, this result becomes another support to the findings before (Burke & Greenglass, 1999) that support the relationship between work-life balance and job satisfaction. Thus, it can be concluded that this result answer the need for second research question and objective.

5.3.3 Relationship between Job Satisfaction and Job Performance

The third objective to be clarified here is relationship between job satisfaction and job performance. The findings from this study show that job performance and job satisfaction have a significant and positive relationship. The result for this relationship (refer to Table

4.11) is supported through regression analysis, that record a value of (β= .31, p < 0.01). In this research, job satisfaction is the combination of intrinsic and extrinsic factor as according to Herzberg Theory. In line with that, when academician has a high level of job satisfaction it can raised to them to work more harder that can give positive influence to their job performance.

As discussed previously, according to Fortunato & Waddel (Akbar, 2015), basically an academician job not only in the context of teaching but they also to do multitask such as involvement in community issue and research and development. As for that, it's impossible for an academician to continuously shining in their field without any appreciation or recognition from university management. Therefore, here the intrinsic factors for job satisfaction play its role. When academicians get appreciation from the management, they tend to become motivate. As a consequence, they will transfer their motivation energy to work more hard that significantly will give positive impact to their job performance. In addition, this result also support on previous finding (Indermun & SaheedBayat, 2013; Pugno & Depedri, 2009; Halimah & Najib, 2008) regarding job satisfaction and job performance. Thus, it can be concluded that this result answer the need for third research question and objective.

5.3.4 Relationship between Work-Life Balance and Job Performance mediated by Job Satisfaction

The fourth objective to be clarified here is relationship between work-life balance and job performance mediated by job satisfaction. The findings from this study show that job satisfaction mediate the relationship between work-life balance and job performance. The result for this mediation relationship (refer to Table 4.13) is supported through regression analysis, that make job performance as dependent variable while independent and mediator as predictor. As from that, the relationship between job performance and work-life balance is not consider significant and positive anymore as it record the value as (β= .129, p > 0.01). However, the relationship between job performance and job satisfaction is consider significant and positive as it record the value of (β= .232, p < 0.05). When a previously significant dependent and independent variable, become no longer significant at this stage whilst mediator become significant, this mean the mediator variable already control the another two variable. So, this is clearly indicated that there is the emergence of full mediation effect there.

In addition from this result, it's a proved that job satisfaction plays the role as mediation between work-life balance and job performance. Even though academician practicing a good work-life balance, however it's not enough to produce an outstanding level in job performance. Therefore, job satisfaction is believed can enhance a better chance in cultivating a desired level of job performance that dream by the academician. When academician satisfy in term of intrinsic and extrinsic with their working condition so this

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can build their motivation in performing a work more better than before (Revathy & Geetha, 2013). This mean, a work-life balance will be more effective if it come with job satisfaction together to generate an outstanding job performance.

Basically, universities provide work-life balance facilities to their employees in order to make them comfortable and concentrate in their job with all magnificence. However, within the addition of small recognition which can make them feel appreciated can generate a more outstanding job performance. This is because, the feeling of being acknowledge by the organization, it's actually a satisfaction that motivate an employee to work harder. Thus, it can be concluded that this result answer the need for fourth research question and objective.

5.4 Theoretical and practical implication

Theoretical implication from this study is it can be additional contribution for the study regarding this field that is regarding work-life balance, job satisfaction and also job performance. Besides that, it can be a reference to the theory that have been addressed in this study that is Spillover Theory for work-life balance and Herzberg Two Factor Theory for job satisfaction. First of all, in term of Spillover Theory, work or personal balance can influencing an individual emotion, attitudes, behavior and skills whereas it will exchange to another outcome neither positive or negatively (Balmforth & Gardner, 2006; Frone, 2003; Zedeck, 1992). So, in this study, the result show that work-life balance is believed
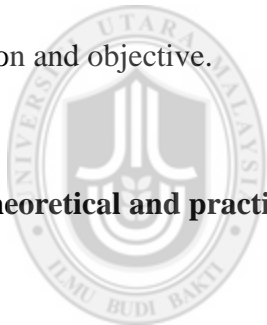
can influence job performance positively, depend on the way it's being practices in a workplace that actually will form the person behavior.

Second is, Herzberg Theory, where it divides into intrinsic and extrinsic. An employee is believed can generate a more outstanding performance when satisfy with their work. This mean, intrinsic should be balance with the extrinsic. The extrinsic factor can be assumed as the work-life balance practices such as university policy, working condition and other element. However, if its balance with intrinsic factor such as recognition and appreciation only therefore can generate a form of motivation which can increase the job performance of academician in university as show in the result that job satisfaction mediates relationship between work-life balance and job performance.

In term of practical application, this study can be an indicator or guidance for the university management especially human resource department itself in future to adequate their organization with a good work-life balance practices. This is because, work-life balance can be consider as one of the important issue nowadays, so its application among academician also a kind of important thing as this issue most of the time only to be given priority to workers from other field rather than academic field.

In line with that, there is a suggestion on the need of soft dimension for human resource management in future. Soft dimension is identify as a humanistic culture that being developed in an organization and to be highlight one of the criteria under that is, balance life between work and family orientation (Ab Aziz, Daratul Ambia & Nur Fitriah, 2008).

To develop a soft dimension, some of strategies should take into account by organization and one of that is consider about the need for recognition (intrinsic factor) among employees. To be note, all of the point regarding soft dimension as discussed before indicates the main element of this study indirectly that is work-life balance and job satisfaction. To differentiate, this study highlights one more addition point that job performance can be affected by both of this element. Therefore, if soft dimension is into the application in the future so for sure the organization (university) can expect for the job performance from the staff as a return. Besides that, Ministry of Higher Education also can get awareness on the importance of work-life balance among academician in higher institution and find way to make it turn into a positive outcome.

5.5 Limitation

It is common thing for a research to face limitation issue in order to complete the study. As for that, the main limitation issue for this study is in term of sample size which is considered as small number of respondent. This is because, due to time constraint and many other unavoidable factor, the sample only taken from three public universities in Northern Region. Other than that, this study also limited to three variables only, that is work-life balance as independent variable, job performance as dependent variable and job satisfaction as mediating variable. Finally, another limitation to paint out is present study fully utilize quantitative method as data analysis method.

5.6 Recommendation

As a cover up for the limitation, researcher suggests to expand the sample size to more big number. This mean, expand the research to the academician from other universities from other state in Malaysia as well rather than focusing at Northern Region as the result later on can be useful to verify the finding of this study. Besides that, not only focusing on public universities but in future this kind of study also can be done in private universities, as the finding can be useful to make a comparison on the differences in term of the result if any. Other than that, another recommendation is diversify the use of other dimension of work-life balance in generating the result. Another recommendation is the addition on other variables as well such as organizational commitment. Lastly, in order to increase the variety in data analysis method and make the study more reliable and valid, qualitative method also can be included.

5.7 Conclusion

In short, this section analysis more deeply on the result from the data analysis especially regarding the relationship possess by the variables and also plausible reason for that. The findings show that all the three variables tested in this study, work-life balance, job performance and job satisfactions have positive and significant relationship with each other. Job satisfaction is proved by the statistical analysis that it fully mediated the relationship between work-life balance and job performance. In addition, the theoretical and practical implication also been discussed, follow by limitation and recommendation

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for future research. In sum, it's believed that the finding of this study will contribute and useful to concrete the finding before.

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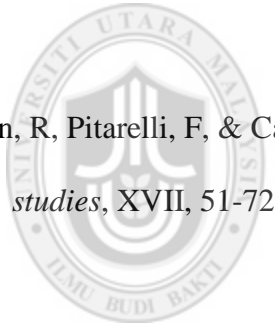
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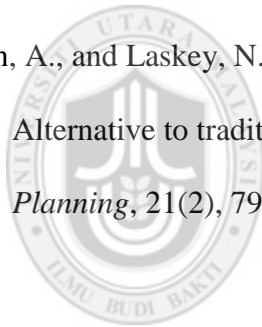
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