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**THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE,  
JOB SATISFACTION AND JOB PERFORMANCE.**



**MASTER OF HUMAN RESOURCE MANAGEMENT**

**UNIVERSITI UTARA MALAYSIA**

**JUNE 2016**

**THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE, JOB  
SATISFACTION AND JOB PERFORMANCE.**

**By**

**NAVANITHAM A/P THANGARASI MATHALIAR**



**Thesis submitted to**

**School of Business Management, Universiti Utara Malaysia,**

**In Partial Fulfillment of the Requirements for the**

**(Master of Human Resource Management)**



**Pusat Pengajian Pengurusan  
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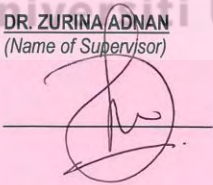
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## ABSTRACT

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 SPSS 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 SPSS Versi 22. Beberapa analisis statistik telah dijalankan untuk mencapai matlamat akhir bagi kajian ini. Melalui analisis korelasi, keputusan menunjukkan semua pemboleh ubah mempunyai korelasi positif antara satu sama lain. Tambahan, melalui analisis Regresi, kajian ini menunjukkan bahawa semua pemboleh ubah 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*

## ACKNOWLEDGEMENT

First and foremost, all the praise is to God, for granting me with strength, patient and guidance in order to complete this research as a requirement for my master studies. Besides, I would like to thank my supervisor, Dr Zurina Adnan, for her expertise, advice, encouragement and guidance throughout to complete this research. I am fully thankful to my family members especially my parents, Mr. Thangarasi Mathaliar Rangasamy and Mrs. Saroja Sadayan whom always supports and encourage me to do the best in this research. Last but not least, not forgetting to all my friends whom always there whenever needed.





## CONTENT

	<b>PAGE</b>
<b>TITLE PAGE</b>	<b>i</b>
<b>CERTIFICATION OF THESIS</b>	<b>ii</b>
<b>PERMISSION TO USE</b>	<b>iii</b>
<b>ABSTRACT</b>	<b>iv</b>
<b>ABSTRAK</b>	<b>v</b>
<b>ACKNOWLEDGEMENT</b>	<b>vi</b>
<b>TABLE OF CONTENT</b>	<b>vii</b>
<b>LIST OF TABLES</b>	<b>xi</b>
<b>LIST OF FIGURES</b>	<b>xii</b>
<b>LIST OF ABBREVIATIONS</b>	<b>xiii</b>
<b>LIST OF APPENDIX</b>	<b>xiv</b>
<b>CHAPTER 1 INTRODUCTION</b>	
1.1 Background of study	1
1.2 Problem Statement	4
1.3 Research Objectives	6
1.4 Research Questions	7
1.5 Scope of the study	7
1.6 Significance of Research	8
1.7 Definition of Key Terms	9
1.8 Organization of study	9
<b>CHAPTER 2 LITERATURE REVIEW</b>	
2.1 Introduction	11
2.2 Job Performance	11
2.3 Work-Life Balance	14

2.4	Job Satisfaction	16
2.5	The relationship between work-life balance and job performance	18
2.6	The relationship between work life balance and job satisfaction	19
2.7	The relationship between job satisfaction and job performance	20
2.8	The relationship between work-life balance, job satisfaction and job performance	22
2.9	Underpinning Theory	24
	2.9.1 Spillover Theory	24
	2.9.2 Herzberg Two Factor Theory	25
2.10	Research Framework	26
2.11	Summary of Hypotheses	27
2.12	Summary	28

## **CHAPTER 3 METHODOLOGY**

3.1	Introduction	29
3.2	Research Design	29
3.3	Unit of Analysis	30
3.4	Population and Sample	30
3.5	Instrument Development	33
	3.5.1 Instrument for Independent variable	33
	3.5.2 Instrument for Dependent variable	35
	3.5.3 Instrument for Mediating variable	37
3.6	Pilot Test	39
3.7	Questionnaire Design	40
3.8	Data Collection Method	41
3.9	Data Analysis Technique	43
3.10	Summary	45

## **CHAPTER 4 DATA ANALYSIS AND FINDINGS**

4.1	Introduction	47
4.2	Survey response rate	47
4.3	Data Screening	48
4.4	Demographic Profile	50
4.5	Factor Analysis	52
	4.5.1 Factor Analysis for Work-life balance	52
	4.5.2 Factor Analysis for Job performance	53
	4.5.2 Factor Analysis for Job Satisfaction	54
4.6	Reliability Analysis	55
4.7	Descriptive Analysis	56
4.8	Correlation Analysis Result	57
4.9	Regression Analysis Result	58
	4.9.1 The Relationship between work-life balance and job performance	58
	4.9.2 The Relationship between work-life balance and job satisfaction	59
	4.9.3 The Relationship between job satisfaction and job performance	60
	4.9.4 The Relationship between work-life balance, job satisfaction and job performance	61
4.10	Summary of regression result	66
4.11	Summary of hypotheses testing	67
4.12	Summary	67

## **CHAPTER 5 DISCUSSION AND RECOMMENDATION**

5.1	Introduction	68
5.2	Re-capitulation of study's findings	68
5.3	Discussion	69
	5.3.1 The relationship between work-life balance and job performance	69
	5.3.2 The relationship between work-life balance and job satisfaction	70
	5.3.3 The relationship between job satisfaction and job performance	71

5.3.4 Relationship between work-life balance and job performance mediated by Job Satisfaction	73
5.4 Theoretical and Practical implication	74
5.5 Limitation	76
5.6 Recommendation	77
5.7 Conclusion	77
<b>REFERENCES</b>	<b>79</b>
<b>APPENDIX</b>	<b>98</b>



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## LIST OF TABLES

		PAGE
Table 2.1	Responsibility and performance standards for academician	12
Table 3.1	Sample of lecturers by disproportionate stratified random sampling	33
Table 3.2	Operational definition and Items for Work-life balance	34
Table 3.3	Operational definition and Items for Job Performance	36
Table 3.4	Operational definition and Items for Job Satisfaction	38
Table 3.5	Reliability analysis result for Pilot test	40
Table 4.1	Response rate	48
Table 4.2	Respondent demographic profile	51
Table 4.3	Factor analysis for Work-Life Balance	53
Table 4.4	Factor Analysis for Job Performance	54
Table 4.5	Factor analysis on Job Satisfaction	55
Table 4.6	Reliability result after factor analysis	56
Table 4.7	Descriptive statistics result for variables	57
Table 4.8	Correlation Analysis Result between variables.	57
Table 4.9	Regression on work-life balance and job performance	59
Table 4.10	Regression on work-life balance and job satisfaction	60
Table 4.11	Regression on job satisfaction and job performance	61
Table 4.12	Steps for regression analysis to identify mediating effect	63
Table 4.13	Regression for test mediation effect of job satisfaction towards work-life balance and job performance	64
Table 4.14	Summary of regression result	66
Table 4.15	Summary of hypotheses testing	67

## LIST OF FIGURES

		PAGE
Figure 2.1	Research Framework	27
Figure 4.1	Mediation Model	62



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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



**UUM**  

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## LIST OF APPENDIX

		PAGE
Appendix A	List of academic staff	98
Appendix B	Descriptive statistics output for demographic profile	100
Appendix C	Factor analysis output for work-life balance	102
Appendix D	Factor analysis output for job performance	103
Appendix E	Factor analysis output for job satisfaction	104
Appendix F	Reliability analysis output for work-life balance	105
Appendix G	Reliability analysis output for job performance	106
Appendix H	Reliability analysis output for job satisfaction	106
Appendix I	Descriptive statistics output	107
Appendix J	Pearson Correlation analysis output	107
Appendix K	Regression analysis output for work-life balance and job performance	108
Appendix L	Regression analysis output for work-life balance and job satisfaction	109
Appendix M	Regression analysis output for job performance and job satisfaction	110
Appendix N	Regression analysis output for testing mediation effect of job satisfaction towards work-life balance and job performance	112
Appendix O	Online Questionnaire	114



# 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,

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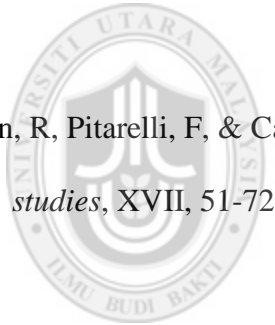
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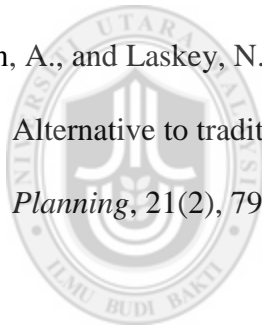
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