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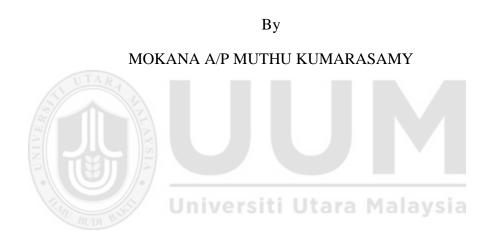# INDIVIDUAL, ORGANIZATIONAL AND ENVIRONMENTAL FACTORS AFFECTING WORK-LIFE BALANCE

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INDIVIDUAL, ORGANIZATIONAL AND ENVIRONMENTAL FACTORS
AFFECTING WORK-LIFE BALANCE

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ABSTRACT

Finding a balance between work life and personal life has become a worldwide trend. Understanding factor that could affect work-life balance is important in rectifying this problem. Based on Conservation of Resources (COR) Theory, this study aims to examine direct relationship between emotional intelligence, spiritual intelligence, job engagement, work overload, technology advancement, and work-life balance. It also investigates moderating effect of organizational support on the relationship between emotional intelligence, spiritual intelligence, job engagement, work overload, technology advancement, and work-life balance. A total of 1,899 questionnaires were personally distributed to police officers at police headquarters in Peninsular Malaysia. Of 1,899 sets distributed, only 1,566 sets were returned and usable for further analysis, representing a response rate of 85%. Partial least squares (PLS) was used to evaluate the measurement model and structural model. The results support the hypotheses that emotional intelligence and job engagement are positively related to work-life balance. On the contrary, work overload and technology advancement are found to be negatively related to work-life balance. Additionally, spiritual intelligence is not found to be significantly and positively related to work-life balance. Finally, organizational support only moderates the relationship between job engagement and work-life balance. Theoretical and practical implications of the findings, as well as limitations and directions for future research, are discussed. The findings of this study provide evidence on the applicability of conservation of resources (COR) theory in explaining the factors affect work-life balance. Based on these findings, organizations must focus the variables of emotional intelligence, job engagement, technology advancement and work overload.

Keywords: emotional intelligence, spiritual intelligence, organizational support, work-life balance, Police Headquarters

ABSTRAK

Mengenalpasti keseimbangan antara kerja dan kehidupan peribadi telah menjadi tren di seluruh dunia. Memahami faktor yang boleh menjejaskan keseimbangan kerja dan kehidupan adalah penting dalam membetulkan masalah ini. Berdasarkan Teori *Consevrvation of Resources (COR)*, kajian ini bertujuan mengkaji hubungan langsung antara kecerdasan emosi, kecerdasan spiritual, penglibatan kerja, beban kerja, kemajuan teknologi, dan keseimbangan kerja dan kehidupan. Kajian ini juga menyelidik kesan penyederhana sokongan organisasi terhadap hubungan antara kecerdasan emosi, kecerdasan spiritual, penglibatan kerja, beban kerja, kemajuan teknologi, dan keseimbangan kerja dan kehidupan. Sebanyak 1,899 set soal selidik diedarkan secara terus kepada pegawai-pegawai polis di ibu pejabat polis di Semenanjung Malaysia. Hanya 1566 set daripada jumlah 1,899 set diedarkan yang telah dikembalikan dan boleh digunakan untuk analisis lanjut, iaitu mewakili kadar maklumbalas sebanyak 85%. *Partial Least Square (PLS)* analisis digunakan untuk menilai model pengukuran dan model struktur. Hasil analisis menyokong hipotesis bahawa kecerdasan emosi dan penglibatan kerja berkait secara positif dengan keseimbangan kehidupan. Sebaliknya, beban kerja dan kemajuan teknologi didapati berkait secara negatif dengan keseimbangan kehidupan. Selain itu, kecerdasan spiritual didapati tidak menunjukkan hubungan yang ketara dan positif dengan keseimbangan kehidupan. Akhir sekali, sokongan organisasi hanya menyederhana hubungan antara penglibatan kerja dan keseimbangan kerja dan kehidupan. Implikasi teori dan praktikalhasil kajian, serta batasan dan hala tuju untuk kajian seterusnya turut dibincangkan.Dapatan kajian ini memberikan bukti kepada Teori *conservation of Resources (COR)* dalam menjelaskan faktor-faktor yang memberikan kesan keseimbangan kerja dan kehidupan. Berdasarkan dapatan ini, organisasi perlu memberi tumpuan terhadap pembolehubah kecerdasan emosi, penglibatan kerja, kemajuan teknologi dan beban kerja.

Kata kunci: kecerdasan emosi, kecerdasan spiritual, sokongan organisasi, keseimbangan kerja dan kehidupan, Ibu Pejabat Polis

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CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter presents the background, problem statement, research questions, research objectives, significance, and scope of the study. It also provides the operational definitions of the key terms used in this study.

1.1 Background of the Study

Work-life balance, which concerns the quality of life, has become an important issue to employees and employers in the era of globalization (Hilbrecht, Shaw, Johnson & Andrey, 2008). In 2009, a survey was conducted by the Corporate Executive Board (2009) to identify the work-life balance satisfaction of 50,000 global workers. The result indicated that only 30 percent global workers reported to have a good work-life balance in comparison to 53 percent workers reported a good work-life balance in 2006.

Police work has been identified as a very stressful occupation (Burke, 1994, Rothmann & Van Rensburg, 2002; Swanepoel, 2003; Wiese, Rothmann, & Storm, 2003). In Malaysia, a survey by Mohd Nasaruddin and Muhd Amirul Faiz (2011) found that job stress is the highest among police (53.7%), followed by prison officers (48%), firefighters (47.3%), teachers (44.8%), nurses (42.3%), doctors (40.7%), and pharmacy assistants (35.2%). They also found that among police officers in a higher position tend to have a higher level of stress (61.6%), followed by corporal (56%) and constable (51.3%).They

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