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THE EFFECT OF LIFESTYLE ON EMPLOYEE PERFORMANCE

By

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UNIVERSITY UTARA MALAYSIA
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ABSTRACT

The main aim of this study was to analyze the effect of personal objective, worklife balance and healthy lifestyle on employee performance. This study was conducted at Universiti Utara Malaysia, Kedah, Malaysia. The sample of this study consists of 240 UUM lecturer who were randomly selected. Data were collected through questionnaires that distributed by email. The data were analyzed using various statistical techniques such as reliability analysis, descriptive analysis, correlation analysis and regression analysis. Based on the regression results, there was a clear indication that worklife balance was negatively related to employee performance. On the other hand, personal objective and healthy lifestyle were positively related to employee performance. The findings of the study provide some new insights on the impact of worklife balance and healthy lifestyle on employee performance.

Keywords: *Personal Objective , Worklife Balance, Healthy lifestyle, Employee Performance*



ABSTRAK

Tujuan utama kajian ini adalah untuk mengenal pasti efek dari tujuan pribadi, keseimbangan kehidupan kerja, gaya hidup sehat terhadap performa pekerja. Kajian ini telah dilaksanakan di Universiti Utara Malaysia, Kedah, Malaysia. Sampel kajian ini terdiri daripada 240 orang pengajar di UUM yang dipilih secara acak. Data dikumpul melalui kuesioner yang dibagikan melalui email. Data kajian dianalisis melalui beberapa ujian statistik seperti uji reliabilitas, analisis deskriptif, analisis korelasi dan analisis regresi. Berdasarkan hasil regresi, terdapat indikasi yang jelas bahawa keseimbangan kehidupan kerja memiliki hubungan negatif terhadap performa pekerja. Sebaliknya, tujuan pribadi dan gaya hidup sehat memiliki hubungan positif terhadap performa pekerja. Hasil dari kajian ini menyediakan beberapa pandangan baru terhadap kesan dari keseimbangan kehidupan kerja dan gaya hidup sehat terhadap performa pekerja.

Kata Kunci: Tujuan Pribadi, Keseimbangan Kehidupan Kerja, Gaya Hidup Sehat, Performa Pekerja.



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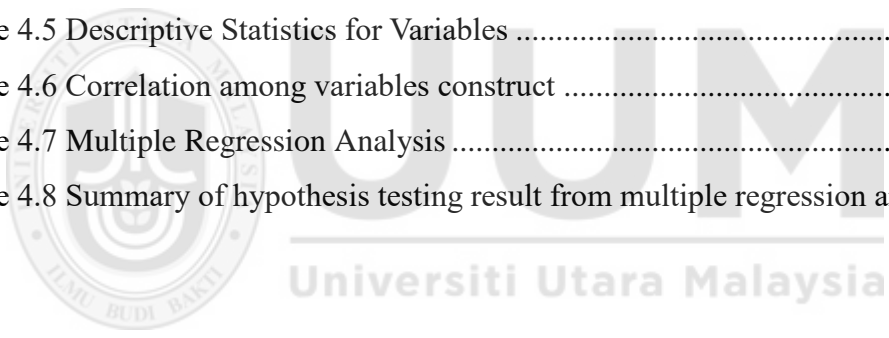
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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The experience of individuals is more related with their personal life and work which is to fulfill their standard of living, means, and their needs (Casper et al, 2011). The major challenges faced by individual is balancing their work life and family's life (Halpern, 2005). Nowadays, the performance of employees is a major aspect that enhances growth in the organization as well as its ability to compete with other organizations. This is because employee performance directly affects the performance of the organization. It means, when employee performance is low, this would make organizational performance to become low.

From the perspective of the employees, work performance is important because there is the constant need for employees to upgrade their standards of living. It is very important for people to improve their quality of life. This is because the quality of life is related with the lifestyle and characteristics of the employee. Spargaren and VanVliet (2000), submitted that lifestyle is basically related with the attitudes of the individuals, mode of life, global view and values that will become their personal identity.

There are aspects that will affect employee performance especially in relation to their personal objectives, needs, healthy lifestyle and their work life balance. Every aspect will have a huge impact to the employee performance, in health, wellbeing, working environment and in home environment. With the positive environment that

organizations offer to their employees, issues such as physical and psychological wellbeing can improve the productivity of the employee, commitment and attendance. Improving the quality of good quality jobs allows the employees more control, autonomy and implication in the employee works is carried out (Coats & Lekhi, 2008).

In general, lifestyle can be determined as reflective of individual attitudes and behavior, in the way of their lives which creates their identity and to improve their lifestyle in higher position, they need to work hard to fulfill their needs (Spargaren & VanVliet, 2000). When discussing lifestyle as its relates with employee performance there are some issues that connect employee performance with their lifestyle.

The quality of the employees lifestyle is related with the level of their performance which is seen from the objectives of worklife balance and healthy lifestyle. By completing this research, the researcher might be able to determine the factors that contributes to lifestyle of the employees that affect employee performance.

1.2 Problem Statement

To improve employee performance, organizations need to analize factors that can improve employee performance. One important factor that has been said to affect employee performance is lifestyle. Even so, not many empirical studies have been conducted to examine this factor as a predictor of employee performance. Although there are many lifestyle factors that can be studied, the focus here is only on personal objective, work-life balance, and healthy lifestyle.

Personal objectives are important because it provide employees with a direction in worklife. In fact there are many studies that highlights the importance of personal objectives for individual career progression (Dik, Sargent, & Steger, 2008), team performance (Clark, 2003), and some other variables. However, studies that linked personal objectives and employee performance is still limited. Hence, there is a need to clarify the relationship between the two variables.

Mohd Noor, Santon and Young, (2009) suggested that the big problem in the global worker today is their capability of balancing their needs of work and needs in personal life, and this is affecting their performance. Even though studies that relate work-life balance and employee performance is abundant, the findings are inconsistent . Hence, further studies need to be carried out to determine the relationship between these two factors

In addition, today's workplace is very challenging. Employees have a lot to do in such a very limited time, and this is affecting most of the workforce lifestyle. Nonetheless, a healthy lifestyle has been argues as being important to the physical and mental health of these employees, and eventually is beneficial for employee performance (Borman, 2004). Hence, it is important to verify the relationship between healthy lifestyle and employee performance.

Therefore, based on these problems, a study is needed to be carried out to determine whether the factors of lifestyle which is personal objective, worklife balance and healthy lifestyle could affect performance of the employee.

1.3 Research Question

The questions of this research are:

1. What is the effect of personal objectives on employees performance?.
2. What is the effect of work life balance on employee performance?
3. What is the effect of healthy lifestyle towards employee performance?

1.4 Research Objectives

The objectives of this research are:

1. To examine the effect of personal objectives towards employee performance
2. To examine the effect of the work life balance towards employee performance
3. To examine the effect of the healthy lifestyle towards employee performance

1.5 Scope of the Study

This study focuses on the lecturers in the Malaysian tertiary education institutions this is because given recent developments, Malaysia showed a significant growth in the number of tertiary institutions. Hassan (2001), acknowledged that Malaysia has recorded significant increase in both public and private institutions, the increasing number of students in institution, expansion of technology and science programs and increasing in the internet and web teaching education are remarkable signs of milestone developments in the higher education sector. Therefore in collecting the data, Universiti Utara Malaysia, which is located in the north part of Malaysia has been selected.

1.6 Significance of the Study

This study benefits individual employee and organizations because it focused on the effect of lifestyle on employee performance. Understanding this problem gives organizations and individual an in depth understanding on how far lifestyle requires the attention of the management and employee in Malaysia. Lifestyle problem have only been recently recognized as a rising phenomenon, even though its symptoms have emerged in every role of life. This study serves as a possible solution to handling the problem, as well as a guide for management and individual itself to handle situations related to lifestyle and employee performances. From this study, we can obtain an overview on the effect of lifestyle factors on the performance of lecturers at Universiti Utara Malaysia. The findings can be used as the basis for an input in the improvement in the future.

1.7 Definition of Key Terms

Several conceptual definitions will be applied in the study. Some concepts are been applied to maintain the uniformity and flows of the research. The definition as shown in the table 1-1.

Table 1.1
List of Key Terminologies

Key Terminology	Definition	Author
Lifestyle	lifestyle reflects to the individual attitudes and behavior, way of life, values and world view and that will become the personal identity	Spargren and VanVliet (2000)
Personal objectives	Individual goals related with	Creek, Jennifer,

	financial or career-based goals that individual want to reach and develop themselves	Loougher, Lesley (2008)
Healthy lifestyle	Healthy lifestyle is a lifelong effect. The ways to being healthy include healthy eating, physical activities, weight management and stress management.	Kickbusch (2003)
Worklife balance	Concept including proper prioritizing between career, ambition and health, family which related with lifestyle.	Paul Krassner (1963)
Employee Performance	The job related with the activities of the employee and how well the activities were executed.	Campbell, McCloy, Oppler, Sager (1993).

1.8 Organization of the Thesis

This study consists of five chapters. Chapter one focused on the background of the study, problem statement, research questions, research objectives, significance of the study and definition of key terms. Chapter two looked into the body and main of knowledge on lifestyle and employee performance by reviewing relevant literatures therein. Chapter three discusses the research methodology which is place, population, sampling size and the tools that was used to calculate with the research survey. Chapter four focused on the analysis and also did a detailed research and presentation of the data.

Chapter five is the conclusion of the research and research findings, support the discussion of the study and the implications as well as recommendation for the further research

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses about the definition of the terms, it also discusses the evaluation of past and current literatures on the research being conducted. The main goals of the literature review is to gain enough information on the research area, so that the researcher can create his own conclusion from the content of this research.

This chapter also discusses the theory of employee performance as dependent variable and lifestyle as independent variable. This chapter presents the research framework and hypotheses developments based on literature review. The term employee performance is the continuously used by organization to ensure that their employee is productive and gives high quality level of contribution in product and services (Schwab & Cummings, 1976). According to Campbell, McCloy, Oppler and Sager (1993) employee performance is a concept in organization, industry and firm which illustrates the productivity of employee in terms of commitment to services so as to determine the level of their successful and outcome.

2.2 Lifestyle

In economic terms, the individual lifestyle is how the individual uses their income whether from relatives, or allocation towards different product and services. According to Mowen and Minor in Sumarwan (2004) that lifestyle denotes how people lives, how they spend their money, and how they allocate their time.

Another perception that shows person in the way his consumption, such as separate person based on the high portion they spend for food or technology, or information like on education and entertainment. Some perspective of lifestyle admits that person who grouping based on how they use their time, and how they spend their income (solomon 2007).

2.3 Personal Objectives

Managing objective well can give returns in all area of personal life. Knowing precisely what employee wants to achieve helps makes clear what to concentrate and improve on and often subconsciously prioritizes that objective (Brunstein, 1993). Personalizing the career path is keys for success which is related with the knowing of the strength and weaknesses of the individual concerned. In the present economic globalization era, to sustain a successful career there are several relations to be death with which are:

- Career must align with the bigger life purpose
- The purpose to do the job
- Experience of fulfill the purpose in the past

In the 21st century workplace offers new career challenges which is related with the type of employee that would be hired and as well on the employee side, what employee objective has to do on the job and recognize the fact that the 21st century workplace is different simply because it is rapidly changing, global, chaotic and competitive.

2.3.1 Alignment of Personal Objective and Organization objective

Nowadays, the balancing of personal and organization objectives can be stated as the feature that is distinguished from organization learning. Alvani (2009) argued that organization learning is built when the people objectives appropriates with the people in the organization that refers to the growth and acquisition skill or knowledge. An effective cooperation of employee is needed although the learning organization is improved by the manager.

According to Henderson and Richard (2000), the aligned organizations focuses on the job carried out by employees in order to achieve organizational objective. They also involve employees in the process and structure by entrusting responsibilities, sharing knowledge and information. In organizations such as university, not only individual, from top to the low position of employees know the primary objective of the organization, but they are also aware of what can affect each objectives.

2.4 Healthy Lifestyle

Healthy lifestyle affects the employee performance which every employee eat, physical activities, weight management and stress is related with their work performance (Kickbush, 2003). Case (2002), opined that when the child in 0-3 years old has parents that practice healthy lifestyle, this child is 27% more possible to learn and become a symbol of healthy lifestyle which is related with their parents. This is because parents are the first mentor for every child. According to Global Conference on Health Promotion (2005), a healthy lifestyle is one which helps to keep and improve people's health and wellbeing. Many governments and non-governmental

organizations made huge efforts in healthy lifestyle and health promotion.

A people's social economic status, the quality of the food that people eat, individual lifestyles, education, physical activity, the quality of the environment are all important factors that determines health status. Health promotion requires several approaches that includes the behavior of some activity and lifestyle related changes and educational activities (Vintanu, 1998).

According to Graham Lowe, a professor of sociology from the University of Alberta says there is lots of evidence that healthy employees will be more productive and cost employers less in sickness and absenteeism cost. Another perspective on healthy lifestyle based on Grigore (2007) in which he argued that a healthy lifestyle is an important basic component of "health" which means to avoid any kind of abuse (alcohol, tobacco, unhealthy diets or food), a proper physical activity individually or organized form, basic nutrition etc. A healthy lifestyle is always related with good health in active life. From the employee perspective, doing a job whether physical and mental activity is a component of life, and a very important ingredient of lifestyle.

2.5 Worklife balance

Redmond Valiulis and Drew (2006) asserted that work life balance is defined as the flexibility of working procedure in which parents and non parents utilize working procedure that contribute the balance between task duties and individual duties. Worklife balance has a very important effect on employee behaviour and attitude towards their organization and also for their employee lives (Scholaris & Marks,

2004). Guest (2002), justified that, it is feasible to observe the issues and the development of worklife balance in the way it affects employee welfare and outcomes in their workplace. The issues that related to worklife balance are issues they already face in recent years but records low responds, nevertheless, to find the reality of satisfaction on worklife balance in institutional sector has been treated given priority by (Mohd Noor & Amat, 2010).

Worklife balance practices is a practice that spans from worklife-conflict experienced by employee. Worklife conflict is the internal conflict in which one side as an employee is not compatible with another side as parent or religious and leisure activities. Lero and Bardoel (2007) is of the opinion that worklife balance practices help minimize the amount of worklife conflict and also target the antecedents. Some of the antecedents of worklife conflict are heavy job demands and job overload.

Clarke, Koch and Hill (2004) said that worklife balance is basically related with the balancing between the time quantity and dedication of people to work and individual activities, so as to preserve wellbeing in life. Organization have an initiative of worklife balance which can help the employee for balancing their task and personal responsibilities in their home, increase advancements in wellbeing and offer benefits to the organization (Hartel, 2007).

2.6 Employee Performance

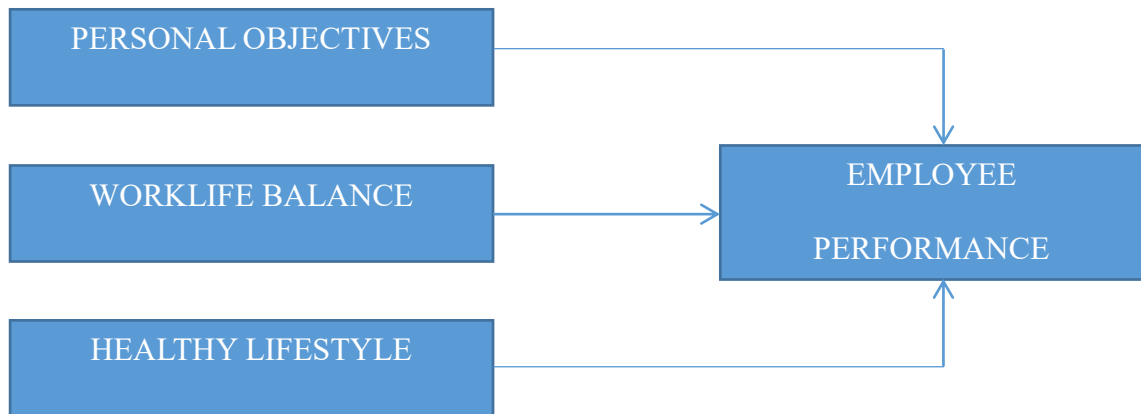
Employee performance is an important part of the organization in which employee performance can determine how much the organization growth or decrease. Bernardin and Russel (1998) emphasized that performance is interpreted as the record that is created during the period of time on specified work function or activity. Campbell (1993) said that performance reflect the individual that is hired to complete their task and work activities that can be assessed and measured appropriately.

Organization requires the maximum input of employee performance to achieve their target and goals and to be able to compete with their competitors (Frese, 2002). The successful organization relays on the performance of employee. The university is categorized as industry of services which satisfies their customers. In this regard, it means students are the primary goals of the university. The services of employee to the customer means both performance are employee are relevant to the subject matter. When employees exceed job expectation, it means they provide great service to the customer. The image of an organization will increase or decrease based on employee performance.

2.7 Research Framework

As shown in figure 2.1, the dependent variable (DV) is employee performance. The independent variables (IV) are personal objectives, healthy lifestyle, and worklife balance.

Figure 2.1
Research Framework



2.8 Hypothesis

A hypothesis can be determined as a rationally guessed relationship among two or more variables that is written in the form of a statement that can be assessed. Relationships are assumption on the basis of networks of relations that is built in the theoretical framework used for the research analysis .

Based on the problem that have been formulated, the purpose of research as well as the theoretical basis of previous studies, the hypothesis presented in this study are as follows:

H1: There is positive and significant relationship between personal objective and employee performance

H2: There is positive and significant relationship between work life balance and employee performance

H3: There is positive and significant relationship between healthy lifestyle balance and employee performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the methods used in conducting this research. In essence, it focuses on research design, population and sampling, research instrument, data collection, data analysis and limitations

3.2 Research Design

Quantitative research design is most suitable for the purpose of this research because it enables the testing of relationships between variables. The primary objective of this research is to explain the effect of lifestyle on employee performance. Specifically, it is to test the impact of personal objective, worklife balance and healthy lifestyle on employee performance. Hence, the use quantitative research method is deemed appropriate as according to Anderson, Sweeney and Williams (2000) quantitative research design can reliably determine if one idea or concept is better than alternatives.

Furthermore, a quantitative study is inexpensive and allows data collection in short period of time using survey questionnaires. The study could be conducted in its natural environment, which creates high external validity, and as a result the findings will be more robust, relevant and comprehensive (Hair Jr., Money, Samouel & Page, 2007).

3.3 Population and Sampling

3.3.1 Population

The population for this research is all lectures of various levels employed at University Utara Malaysia (UUM). Information provided by the Registrar Department, UUM, indicated that in the year 2016, there are a total 1219 lecturers at this university.

3.3.2 Sampling

Sampling is important because according to Zikmund (2003), it is not practical to collect data from a large population. Based on Gray and Diehl (1996) sampling is the process of selecting a number of units for a study in a way that some units represent the larger group from they were selected. Alreck and Settle (1995) stated that it is necessary to have at least 10% sample from the total number of population. Hence, for a population of 1219 lecturers, the sample size should be about 120. However, since there is a probability of low response rate, the researcher will increase the sample size of this study to 240.

3.3.3 Sampling Technique

This study used simple random sampling technique. The simple random sampling method is use because every population has a known and equal chance of being selected as the sample. Simple random sampling has the least bias and offered the most generalization (sekaran, 2003).

Hence, to select 240 lecturers from the population, a list of lecturers name were obtained from the websites of all the schools at UUM. Based on the list, every 5th

name in the list were selected as the respondent for this study.

3.4 Research Instrument

The questionnaire was prepared in English as all lecturers in UUM are able to communicate in this language. In addition, for the purpose of this study a web-based questionnaire were prepared using Google-Form.

The questionnaire were divided into three sections:

- Section A : Questions on personal background;

This section collected information on respondents personal background or demographic. The information gathered include are age, gender, marital and parenthood status.

- Section B : Questions pertaining to the independent variables

The question on section B related with the independent variables which is personal objectives, worklife balance and healthy lifestyle, the items are measured with a 5-point Likert scale, ranging from 1=Strongly disagree and 5= Strongly agree.

- Section C : Questions relating to dependent variable

Employee performance is the dependent variable of this study. Measurement scale for section based on a likert scale of 1 to 5, which is for the section C, 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree.

3.4.1 Personal Objective

Personal objective is individual goals related with financial or career-based goals that individual want to reach and develop themselves (Creek, 2008). In this variable there are consist of 7 items that were adopted from Shrikant (2011). Table 3.1 show the items that measures personal objectives.

Table 3.1
Items for Personal Objective

Variable	Items
Personal Objective	I am satisfied that my current pay can fullfil my needs I am able to link my objectives to the organization goals Overall, I am satisfied working in this organization People at the senior management level respect my personal rights I am often expected to do things that are not reasonable This is a good place for people trying to get ahead in their career I know exactly what is expected of me in my job

Source: Shrikant (2011)

3.4.2 Work life Balance

Employee ability is to balancing and prioritizing between lifestyle (family, pleasure, leisure) and work life (career and ambition) (Burke & Peter, 1995). To measure this variable, items by Razak (2014) which consist of 7 items, were used. Table 3.2 shows the list of items used for measuring work-life balance.

Table3.2

Items for Work Life Balance

Variable	Items
Work Life Balance	<p>I expect to have a similar balance of worklife and social life as my parents and my family.</p> <p>When planning for my future, I am going to work in the field or fields that i am pursuing.</p> <p>Time off is more important to me than overtime.</p> <p>I have an ability to balance the needs of my job with those of my personal or family life.</p> <p>I have an opportunity to perform my job well and yet be able to perform home-related duties adequately.</p> <p>In the event of conflict, managers are understanding when employees have to put their personal life first.</p> <p>In this organization, employees are encouraged to strike a balance between their work and non-work lives.</p>

Source: Razak (2014)

3.4.3 Healthy lifestyle

Healthy lifestyle affects the employee performance which every employee eat, physical activities, weight management and stress is related with their work performance (Kickbush, 2003). This variable is measured using 6 items by Darviri (2014). Table 3.3 show the items for measuring healthy lifestyle.

Table 3.3

Items for Healthy Life Style

Variable	Items
Healthy Life Style	<p>I am concern about common health hazards and try to take action to prevent them</p> <p>I am concern about how much food i put on my plate</p> <p>I have an opportunity to avoid eating packaged or fastfood</p> <p>I am careful about not missing a meal each day</p> <p>I have an ability to balancing the time between work, personal life and leisure</p> <p>I concentrate on positive thoughts during difficulties</p>

Source: Darviri (2014)

3.4.4 Employee Performance

Sekaran (2009) argue that dependent variable is the main interest to the researcher. The objective is to explain the variability or predict it or to comprehend and clarify the dependent variable. The dependent variable in this research is employee performance. Employee performance according to Campbell (1993) define as performance reflect the individual that is hired to complete their task and work activities that can be assessed and measured appropriately. In this study, the scale to measure employee performance consist of 10 items, and it was developed by Chenhall (2003). Table 3.4 shows the items for measuring employee performance.

Table 3.4
Items for Employee Performance

Variable	Items
Employee performance	The work I do is very important to me My job activities are personally meaningful to me The work I do is meaningful to me I am confident about my ability to do my job I am self-assured about my capabilities to perform my work activities
Employee Performance	I have mastered the skills necessary for my job I have significant autonomy in determining how I do my job I have considerable opportunity for independence and freedom in how I do my job The impact that i have on what happens in my work area is large I have significant influence on what happen in my work area

Source: Chenhall (2003)

3.5 Data Collection

For the purpose of this research a total of 240 questionnaires were distributed to the respondents via email. The questions were writed in English, and all the questions were simplified in order to ensure that all respondent can answer the question well.

The times given to answer the questions are one week and all questionnaires were sent to researcher e-mail. The respondents were given two weeks for giving their response. Within the two weeks, several reminders were emailed to the respondents to expedite data collection.

3.6 Data Analysis Technique

3.6.1 Descriptive Analysis

Descriptive statistic-analysis aims to provide the frequencies, measurement of central tendency (mean) and percentage. Descriptive analysis aims to provide simple summaries about the sample and the measures.

3.6.2 Reliability Test

Djamaludin in Singarimbun (2006) viewed that reliability is the index that indicates the extent to which the measuring device is reliable or not. If a measure is used twice to measure the same symptoms and the results obtained are relatively consistent, this data is reliable.

3.6.3 Hypotheses Test

This study is related with a questionnaire distribution to obtain quantitative data for statistical testing of the hypotheses. After questionnaire distribution, complete, the data will be analyzed using statistical tests which is descriptive analysis, correlation analysis and simple regression analysis.

3.6.4 Correlation Analysis

The correlation analysis is used to identify the relationship and the strength of linear dependence between personal objective, worklife balance and healthy lifestyle as independent variables and employee performance as the dependent variable, giving a value between +1 and -1 inclusive which is (+) positive and (-) negative correlation. The strength of the linear relationship exists with range 0-1. The measurement of the strength based on McBurney (2011):

Table 3.5
Interpretation of R by McBurney (2011)

R Value	Explanation
0.81 – 1	Strong Relationship
0.61 – 0.80	Moderately Strong Relationship
0.41 – 0.60	Moderate Relationship
0.21 – 0.40	Moderate Relationship but Weak
0 – 0.2	Weak Relationship

3.6.5 Multiple Regression Analysis

Multiple regression analysis was used to analyze the influence of independent variables consisting of personal objective, worklife balance, healthy lifestyle. The dependent variable is employee performance. In this study, the use of data with interval scale that measuring with the use of likert scale.

CHAPTER FOUR

ANALYSIS AND FINDINGS

4.1 Introduction

In this chapter, the findings of this research are being discussed and explained. The response rate, respondent's description is all presented in this part of the study. Also, the outcome of the reliability test of each variable is included followed by correlation regression analysis.

4.2 Pilot Test

The researcher needs to administer the instruments to a small group of the target audience that have the same characteristics of the actual sample to carry out the pilot test, (Sekaran, 2003). The objective of conducting the pilot test is to ensure that the questionnaire meets the goals of the research and can be understandable by the respondents. In case the questionnaire fails to meet these goals, the researcher can adjust and amend the questions after the pilot study (Lucky, 2011) and remove the unsatisfactory item from the instrument in collecting data (Sekaran, 2003).

Lucky (2011) also asserts that pilot study determines the reliability of an instrument. For example, a researcher will be able to detect those questions that may not fit for the study or those that is beyond the understanding of the respondents. Consequently, in line with the above statement on the importance of conducting a pilot test in the research process, a total number of 30 questionnaires were administered as advocated by Malhotra (1999). The result of the pilot study indicates that the variables prove to

be reliable. Table 4.1 below shows the reliability of the variables after running the pilot test.

Table 4.1
Results of reliability analysis for pilot test

Variable	No. of items	Reliability Cronbach'sAlpha
Employee Performance	10	.841
Personal Objective	7	.665
Work Life Balance	7	.718
Healthy Life Style	6	.629

4.3 Screening Process

4.3.1 Missing Data

A frequency test has been carried out for every variable to detect any missing responses. According to this, the returned questionnaires were found to be no missing responses. A reviewed of the data set showed that there were complete responses in section A (Respondents Profile), section B (independent variables) and section C (dependent variable) of the questionnaires. (See Appendix A).

4.3.3 Response Rate

Three hundred (300) questionnaires were distributed UUM lecturer Out of 300 questionnaires, 240 responses were recorded making the response rate of 80%. Table 4.2 shows the response rate and useable questionnaire for this research.

Table 4.2
Summary of the total questionnaires and the response rate

Distributed questionnaires	300
Returned questionnaire	240
Response rate	80 %

4.4 Demographic of Respondents

This part of the study shows the background of the demographic profile of the respondents who is involved in the current study, which is important and useful aspect to understand the segmentation of the data. Table 4.3 shows the details of the demographic profiles of the respondents.

Table 4.3
Demographic Profile of the Respondents

Profile	Frequency	Percentage
Gender		
Male	101	42.1
Female	139	57.9
Age		
30 and below	20	8.3
31-35 years old	96	40.0
36-40 years old	62	25.8
41-45 years old	29	12.1
46-50 years old	33	13.8
51 and above	20	8.3
Marital Status		
Single	28	11.7
Married	203	84.6
Widowed	9	3.8
Do you have children?		
Yes	190	79.2
No	50	20.8
Faculty		
College of Business (COB)	134	55.8
College of Arts and Sciences (CAS)	65	27.1
College of Law and Governance (COLGIS)	41	17.1

Table 4.3 shows that majority of the respondents were female, from the total of 240 respondents, 139 (57.9%) are female, while the rest are male (42.1%). From the total number of respondents, 40% are at the age of 31-35. In terms of marital status, most of the respondents are married (84.6%) while 11.7% and 3.8% are single and widowed respectively. Moreover, 79.2% of the respondents have children while the rest does not have. And lastly, 55.8% of the responses were recorded from the College of Business followed by College of Arts and Sciences (27.1%) and College of Law and Governance (17.1%).

4.5 Reliability Test

The procedure of reliability analysis give the information regarding the relationships between each item in the scale and internal consistency among them. For assessing the reliability, this study uses alpha coefficient also known as Cronbach's Alpha as an indicator.

A value less than 0.6 are identified unsatisfactory, while a value over 0.6 the reliability is acceptable, and those exceeding 0.8 are preferable (Nunnally & Bernstein, 1994). Moreover, the level of reliability of the measurement item is depend on how high the Alpha value or closer which the reliability coefficient is 1.0. In this research, all the result findings from reliability analysis range from 0.619 to .878. The variable demonstrate value that accepted as presented in Table 4.4 and the Cronbach Alpha value are higher than 0.60. These findings show that all the variables demonstrate good reliability.

Table 4.4

Results of reliability analysis

Variable	No. of items	Reliability Cronbachs' Alpha
Employee Performance	10	.878
Personal Objective	7	.690
Work Life Balance	7	.644
Healthy Lifestyle	6	.619

4.6 Descriptive Analysis (Mean & Standard deviation)

To identify the situation of each of the construct variables (dependent and independent), descriptive statistics, such as mean and standard deviation were used as a way of clarification. A descriptive analysis of all five variables is figure in Table 4.5 the calculated values are as shown also in Appendix.

Table 4.5
Descriptive Statistics for Variables

N	Component	Mean	Std. Deviation
240	Employee Performance	4.1513	.49920
240	Personal Objective	3.7310	.51803
240	Work Life Balance	3.8137	.53967
240	Healthy Lifestyle	3.9306	.48911

Table 4.5 shows the mean and standard deviation of the variables model. The mean score between employee performance, personal objectives, work life balance and healthy life style ranged between 3.7 to 4.15. Those values are reflecting some agreements on factors influencing employee performance among UUM lecturers.

4.7 Correlation Analysis

Pearson correlation is the analysis that is used to determine the strength of the relationship between two continuous variables. This provides an indication of the relationship which it is positive or negative as well as the strength of the relationship (Pallant, 2013). Simple bivariate correlation is also known as zero-order correlation and is the most common test of linear relationship and describes coefficients with a range of possible values from +1 to -1. The value of zero implies that there is no correlation between the two variables at all, while a value closer to +1 or to -1 implies a better correlation. The perfect correlation is +1 or -1 which indicates that value of one variable can be determined precisely by knowing the value of the other variable (Pallant, 2013).

Table 4.6
Correlation among variables construct

Variables	DV	IV1	IV2	IV3
DV- Job Performance	1			
IV1 – Personal Objective	.337*	1		
IV2 – Work Life Balance	.325*	.618*	1	
IV3 – Healthy Life Style	.407*	.348*	.380*	1

Based on the result of the correlation analysis, it is evident that the findings show that the independent variables are positively correlated and expected a positive direction with the employee performance at confidence level of 95% ($p < 0.05$). However, based on results, the strength of the correlations among the variables are moderate and weak.

4.8 Regression Analysis

Multiple regressions are the procedure that includes one dependent variable with two or more independent variables. In other words, the test is used to assess simultaneous impact of many independent variables on a dependent variable. This procedure helps the researcher to understand how much of the variance in the dependent variable is interpreted by a set of independent variables (Cavana *et al.*, 2001). The multiple regressions were carried out to determine the independent variables as well as contribution of these predictors; personal objective, work life balance and healthy lifestyle in predicting employee performance as dependent variable. The findings of multiple regression based on statistics assessment are illustrated in table 4.7.

Table 4.7
Multiple Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.946	0.276		7.005	0.000
Personal Objectives	0.157	0.072	0.163	2.200	0.029
Work Life Balance	0.099	0.070	0.107	1.415	0.158
Healthy Life Style	0.316	0.064	0.309	4.905	0.000
R Square =	0.216				
F =	26.619				
R =	0.464				

Note: **p<0.01; Dependent variable = Employee performance.

The three determinants (i.e., personal objective, work life balance and healthy lifestyle) explain 22% ($R^2 = 0.216$) of the variance in employee performance. The standardized coefficient beta (β) for personal objective is $\beta=0.193$ with a significance level of $p<0.05$, this means that the result is found to be significant since the significant value is below 0.05. Thus, this support the hypothesis one (H1) that states, *“There is positive and significant relationship between personal objective and employee performance”*

However, the standardized coefficient beta (β) for work life balance is $\beta=0.107$, $p>0.05$. Work life balance significance level is above 0.05, this means that it does not give a significance influence towards employee performance. Thus, this does not support the hypothesis two (H2) that states *“There is positive and significant relationship between work life balance and employee performance”*.

Moreover, the standardized coefficient beta (β) for healthy life style is $\beta=0.309$ with a significance level of $p<0.05$, this means that the result is found to be significant since the significant value is below 0.05. Thus, this support the hypothesis one (H1) that states, *“There is positive and significant relationship between healthy life style and employee performance”*

4.9 Summary Hypothesis

Table 4.8

Summary of hypothesis testing result from multiple regression analysis

No	Hypothesis testing	result
H1	There is positive and significant relationship between personal objective and employee performance	supported
H2	There is positive and significant relationship between work life balance and employee performance	Not supported
H3	There is positive and significant relationship between healthy life style and employee performance	supported

4.10 Chapter Summary

The data utilized in this study was collected from 240 respondents and used to analyze the data. All variables obtained reliable Cronbach's alpha which gives support to the internal consistency of the study and the assumption of reliability were met. To determine the strength of the relationship between the variables, Pearson correlation was used. Multiple regression analysis was also conducted to determine the independent relations as well as the contribution of independent variables in employee performance as dependent variable. The next chapter will discuss and conclude the findings of the study.

CHAPTER FIVE

DISCUSSION AND CONCLUSIONS

5.1 Introduction

This chapter summarizes and discusses the results of the analysis explained in the previous chapter and answers the research questions mentioned in Chapter One. This chapter begins with the discussion regarding the findings and the implications and contributions of the study coupled with its limitations and direction for future research. The chapter ends with the conclusion of the study.

5.2 Discussion of Findings

The main focus of this study is employee performance among UUM lecturer. Consequently, analyzing employee performance is important, because when employees are not performing well, it would affect the educational standard of the university. Therefore, this study identifies that lifestyles has a significant effect on employee performance which are lecturers of University Utara Malaysia .

5.2.1 Personal Objective and Employee Performance

The first research objective deals with the personal objective and employee performance of lecturer in UUM. The finding of this study revealed that personal

objective has a positive and significant effect with employee performance, confirming the findings of Clark (2003).

Having personal objectives means that employees know exactly what they want to achieve. Employees' personal objective is tightly linked to their career objective (Dik et al, 2008). When employees are clear about their personal objectives, they will strive to get it. Therefore, to ensure the success of their personal objective they will perform better to ensure career success. In short, personal objective is an important factor which could affect the employee performance.

5.2.2 Work Life Balance and Employee Performance

The second research objective looked into worklife balance and employee performance. From the result of this study, the hypothesis does not have significant effect with employee performance, confirming with the findings of Hye Kyoung Kim (2014). There may be various reasons why worklife balance is not significant. One of them is probably because the challenge today's workforce requires them to work very hard to meet their organizational expectations. Due to that, their worklife balance is jeopardized.

5.2.3 Healthy Life Style and Employee Performance

The third objective deals with the effect of healthy lifestyle to employee performance. The findings for healthy lifestyle revealed that there is positive and significant effect on healthy lifestyle towards employee performance, confirming the findings of Alex Bryson (2015). Healthy lifestyle plays an important role in improve the employee performance of the UUM lecturer. When the employee concern to their physical health and mental health, they can perform their job better related with their food, their physical training and how to handle their stress. Based on the outcomes from this research, healthy lifestyle is important factor which could affect their performance.

5.3 Implications of Study

This research study will be useful to organizations which is significant, especially in UUM. Thus, the findings provide the contribution and implications that are divided in to this sections.

5.3.1 Theoretical Contributions

The primary target of this study is to examine the effect of lifestyle towards employee performance of lecturer in UUM. The contribution of this research from a theoretical perspective lies in determining the effect of personal objective, worklife balance and healthy lifestyle towards employee performance. This study will support the literature

on employee performance by contributing more insights on personal objective, worklife balance and healthy lifestyle on the link to employee performance link.

5.3.2 Practical Contributions

This research provides significant implication to employee especially in UUM to realize the importance of personal objective, worklife balance and healthy lifestyle towards employee performance. The findings of the study can be utilized by the UUM management and lecturer in their effort to enhance employee performance of their employees by considering the lifestyle factors in this study.

5.4 Limitations of the Study

The limitations of this research were the study is that the study was conducted only at one location; therefore, the researcher cannot generalize the finding for other areas.

The number of sample choosing was small due to the activity of the selected unit at a time. While the researcher identified the time limit of this research is limited which is in one semester. The budget inadequacy and time constraints limited the scope of this research study.

5.5 Recommendation for Future Research

This study can be continued in University Utara Malaysia or in another organization, this study also needs to be developed in other types of organizations so that the result can vary. In addition, comparing and contrasting of multiple Universities also will provide significant contribution in the examination and exploration of lifestyles which consist of personal objective, worklife balance and healthy lifestyle and employee performance outcomes. Qualitative research may also be a good study that can provide a better understanding on how personal objective, worklife balance and healthy lifestyle in established organizations through observation and interviews.

5.6 Conclusion

This study investigated the effects of lifestyle which are personal objective, worklife balance and healthy lifestyle towards employee performance of lecturers in UUM. The research revealed the significant effects of personal objective and healthy lifestyle towards employee performance. However, worklife balance does not give significant effect on employee performance, which calls for more study and investigation. Finally, this study achieved its objective in identifying the effect of lifestyle on employee performance.

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Appendices

Appendix A: Questionnaire

THE EFFECT OF LIFESTYLE ON EMPLOYEE PERFORMANCE

Dear Respondent,

I am Fareza Novandro Riadistira a Master Human Resource Management student, Othman Yeop Abdullah Graduate School of Business (OYAGSB) University Utara Malaysia. I am conducting study on The Effect of Lifestyle on Employee Performance. This study is aimed to examine the effect of lifestyle consists of personal objective, worklife balance and healthy lifestyle on employee performance. The respondent are lecturer from Univeristy Utara Malaysia.

I would really appreciate it if you could help in filling up this questionnaire. Your cooperation will help me to complete my study.

Thank you for your support again.

* Wajib

SECTION A

1. Gender *

Tandai satu oval saja.

- Male
 Female

2. Age *

Tandai satu oval saja.

- 30 and below
 31 - 35
 36 - 40
 41 - 45
 45 - 50
 51 and above

3. Marital Status *

Tandai satu oval saja.

- Single
 Married
 Widowed

4. Do you have children ? *

Tandai satu oval saja.

- Yes
 No



5. Faculty : *

Tandai satu oval saja.

- College of Business (COB)
- College of Art (CAS)
- College of Law and Governance (COLGIS)

SECTION B

6. I am satisfied that my current pay can fulfill my needs *

Tandai satu oval saja.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

7. I am able to link my objectives to the organization goals *

Tandai satu oval saja.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

8. Overall, I am satisfied working in this organization *

Tandai satu oval saja.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

9. People at the senior management level respect my personal rights *

Tandai satu oval saja.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

10. I am often expected to do things that are not reasonable *

Tandai satu oval saja.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

11. This is a good place for people trying to get ahead in their career *

Tandai satu oval saja.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

12. I know exactly what is expected of me in my job *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

13. I expect to have a similar balance work life and social life as my parents and my family *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

14. When planning for my future, I am going to work in the field or fields that I am pursuing *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

15. Time off is more important to me than overtime *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

16. I have the ability to balance the needs of my job with those of my personal or family life *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

17. I have an opportunity to perform my job well and yet be able to perform home-related duties adequately *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

18. In the event of conflict, managers are understanding when employees have to put their personal live first *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

19. In this organization, employees are encouraged to strike a balance between their work and non-work lives *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

20. I am concern about common health hazards and try to take action to prevent them *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

21. I am concern about how much food I put on my plate *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

22. I have the opportunity to avoid eating packaged or fastfood *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

23. I am careful about not missing a meal each day *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

24. I have an ability to balancing the time between work, personal life and leisure *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

25. I concentrate on positive thoughts during difficulties *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

SECTION C

26. The work I do is very important to me *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

27. My job activities are personally meaningful to me *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

28. The work I do is meaningful to me *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

29. I am confident about my ability to do my job *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

30. I am self-assured about my capabilities to perform my work activities *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

31. I have mastered the skills necessary for my job *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

32. I have significant autonomy in determining how I do my job *

Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

33. I have considerable opportunity for independence and freedom in how I do my job *
Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree

34. The impact that i have on what happens in my work area is large *
Tandai satu oval saja.

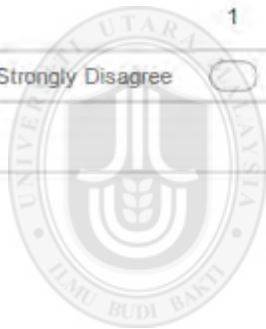
1 2 3 4 5

Strongly Disagree Strongly Agree

35. I have significant influence on what happen in my work area *
Tandai satu oval saja.

1 2 3 4 5

Strongly Disagree Strongly Agree



UUM
Universiti Utara Malaysia

Appendix B. Data Screening Process

	Gender	Age	Marital Status	Do you have children?	Faculty	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	WB1	WB2	WB3	WB4
Valid N	240	240	240	240	240	240	240	240	240	240	240	240	240	240	240	240
Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean	1.58	3.83	1.92	1.21	1.61	3.82	3.92	4.12	3.63	2.65	3.83	4.15	4.20	4.29	3.97	3.87
Median	2.00	4.00	2.00	1.00	1.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode	2	3	2	1	1	4	4	4	4	2	4	4	4	4	5	4
Std. Deviation	.495	1.175	.385	.407	.763	.979	.761	.695	.972	1.019	.843	.813	.897	.671	1.028	.748

WB5	WB6	WB7	HL1	HL2	HL3	HL4	HL5	HL6	EP1	EP2	EP3	EP4	EP5	EP6	EP7	EP8	EP9	EP10
240	240	240	240	240	240	240	240	240	240	240	240	240	240	240	240	240	240	240
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.63	3.42	3.31	4.01	4.05	3.83	3.80	3.75	4.15	4.52	4.33	4.45	4.35	4.33	4.14	3.90	3.82	3.93	3.76
4.00	4.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
4	4	4	4	4	4	4	4	4	5	4	5	4	4	4	4	4	4	4
1.093	1.024	1.131	.663	.791	.892	.948	.983	.666	.533	.636	.611	.643	.655	.704	.819	.832	.905	.803

Appendix C. Reliability Test

1. Employee Performance

Case Processing Summary			Reliability Statistics		
	N	%	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Valid	235	100.0	.869	.879	10
Cases Excluded ^a	0	.0			
Total	235	100.0			

a. Listwise deletion based on all variables in the procedure.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EP1	37.02	20.491	.558	.536	.860
EP2	37.22	19.053	.716	.739	.848
EP3	37.10	19.733	.614	.797	.855
EP4	37.20	19.167	.667	.834	.851
EP5	37.22	19.199	.660	.857	.851
EP6	37.41	19.448	.552	.520	.859
EP7	37.66	18.200	.643	.639	.852
EP8	37.74	18.426	.595	.576	.856
EP9	37.62	18.792	.477	.690	.869
EP10	37.79	19.106	.513	.606	.863

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
41.55	23.317	4.829	10

2. Personal Objective

Case Processing Summary

		N	%
Cases	Valid	240	100.0
	Excluded ^a	0	.0
	Total	240	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.690	.732	7

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.731	2.654	4.146	1.492	1.562	.258	7
Item Variances	.768	.483	1.039	.556	2.150	.046	7
Inter-Item Covariances	.185	-.330	.479	.808	-1.452	.073	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PO1	22.30	8.862	.571	.458	.602
PO2	22.20	9.508	.653	.528	.594
PO3	22.00	9.761	.669	.573	.598
PO4	22.49	9.163	.517	.414	.620
PO5	23.46	14.785	-.341	.137	.848
PO6	22.29	9.118	.652	.529	.586
PO7	21.97	9.928	.500	.421	.630

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.12	13.150	3.626	7

3. Work Life Balance

Case Processing Summary

		N	%
Cases	Valid	240	100.0
	Excluded ^a	0	.0
	Total	240	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.644	.651	7

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.814	3.313	4.292	.979	1.296	.141	7
Item Variances	.914	.450	1.279	.828	2.840	.101	7
Inter-Item Covariances	.188	-.151	.590	.741	-3.912	.046	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
WB1	22.50	10.937	.426	.335	.587
WB2	22.40	12.719	.230	.297	.639
WB3	22.73	13.631	-.055	.096	.730
WB4	22.83	11.054	.534	.425	.567
WB5	23.06	9.331	.561	.413	.531
WB6	23.28	10.435	.422	.418	.585
WB7	23.38	9.643	.477	.353	.563

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.70	14.271	3.778	7

4. Healthy Life Style

Case Processing Summary

		N	%
Cases	Valid	240	100.0
	Excluded ^a	0	.0
	Total	240	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.619	.642	6

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.931	3.750	4.146	.396	1.106	.026	6
Item Variances	.695	.439	.967	.527	2.201	.052	6
Inter-Item Covariances	.148	-.021	.309	.330	-14.689	.014	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
HL1	19.57	6.388	.533	.471	.520
HL2	19.53	6.710	.312	.426	.590
HL3	19.75	7.441	.077	.046	.683
HL4	19.79	5.532	.489	.270	.511
HL5	19.83	5.947	.354	.436	.577
HL6	19.44	6.599	.459	.314	.544

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.58	8.612	2.935	6

Appendix D. Data Analysis

Descriptive Statistics

	Mean	Std. Deviation	N
Mean_EP	4.1513	.49920	240
Mean_PO	3.7310	.51803	240
Mean_WB	3.8137	.53967	240
Mean_HL	3.9306	.48911	240

Correlations

		Mean_EP	Mean_PO	Mean_WB	Mean_HL
Pearson Correlation	Mean_EP	1.000	.337	.325	.407
	Mean_PO	.337	1.000	.618	.348
	Mean_WB	.325	.618	1.000	.380
	Mean_HL	.407	.348	.380	1.000
Sig. (1-tailed)	Mean_EP	.000	.000	.000	.000
	Mean_PO	.000	.	.000	.000
	Mean_WB	.000	.000	.	.000
	Mean_HL	.000	.000	.000	.
N	Mean_EP	240	240	240	240
	Mean_PO	240	240	240	240
	Mean_WB	240	240	240	240
	Mean_HL	240	240	240	240

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.464 ^a	.216	.206	.44494	.216	21.619	3	236	.000	1.831

a. Predictors: (Constant), Mean_HL, Mean_PO, Mean_WB

b. Dependent Variable: Mean_EP

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.839	3	4.280	21.619	.000 ^b
	Residual	46.720	236	.198		
	Total	59.560	239			

a. Dependent Variable: Mean_EP

b. Predictors: (Constant), Mean_HL, Mean_PO, Mean_WB

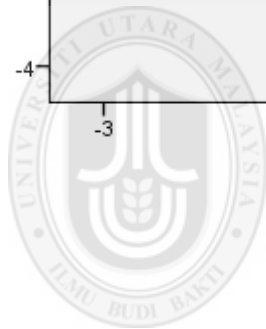
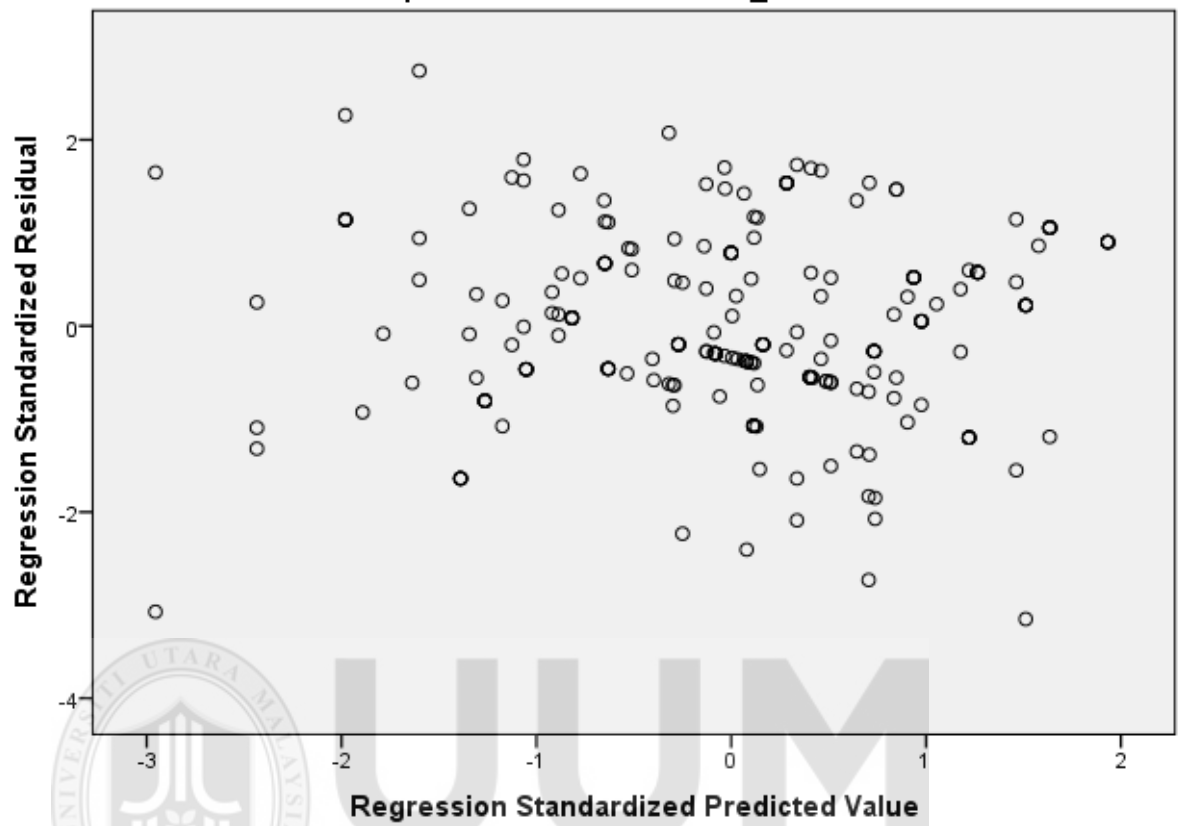
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	Mean_PO	.157	.072	.163	2.200	.029	.603	1.659
	Mean_WB	.099	.070	.107	1.415	.158	.587	1.704
	Mean_HL	.316	.064	.309	4.905	.000	.835	1.198

a. Dependent Variable: Mean_EP

Scatterplot

Dependent Variable: Mean_EP



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