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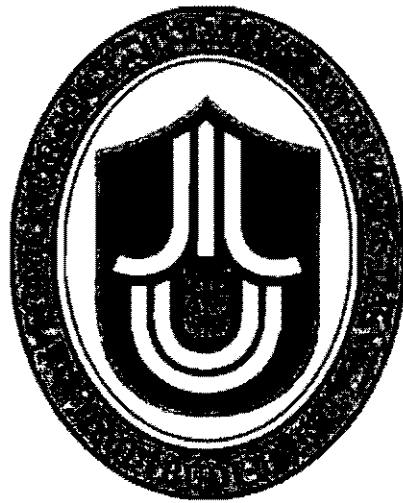
**THE INFLUENCE OF WORK RELATED FACTORS ON WORK  
LIFE BALANCE AMONG EMPLOYEE AT PERBADANAN  
PUTRAJAYA**



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**MASTER OF SCIENCE IN HUMAN RESOURCE  
MANAGEMENT  
UNIVERSITI UTARA MALAYSIA**

**MAY 2017**



**THE INFLUENCE OF WORK RELATED FACTORS ON WORK  
LIFE BALANCE AMONG EMPLOYEE AT PERBADANAN  
PUTRAJAYA**



Universiti Utara Malaysia

**A dissertation submitted to the School of Business Management in  
partial fulfilment of the requirements for the Master Science of  
Human Resource Management**

**UNIVERSITI UTARA MALAYSIA**

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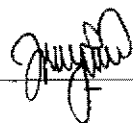
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## ABSTRACT

In this recent years, work life balance issues and employee's satisfaction have become a prominent concern in the society and emphasis on work-life balance has emerged due to the change in demographic requirement of workforce. The main objective of this study is to examine the relationship between work related factors towards the work life balance at Perbadanan Putrajaya. Data was collected from 204 of respondents with several of departments in this organisation.

The findings indicated that work life balance have been implemented well in this organisation. The work related factors such as work overload, role of conflict showed significant support for employee's work life balance while role of ambiguity and work to family conflict showed and inverse relationship with the employee's work life balance. This study has contributed theoretically and methodologically, especially in identifying the relationship between work domains towards work life balance that have a greater impact on employee's satisfaction. This research could be used as a guide for an organisations to develop and implement work life balance in their organisations.

## ABSTRAK

Dalam tahun-tahun kebelakangan ini, isu-isu keseimbangan kerjaya-kehidupan serta kepuasan pekerja menjadi perhatian utama dalam masyarakat dan penekanan kepada dasar keseimbangan kerja dan kehidupan telah muncul disebabkan oleh perubahan dalam komposisi demographi tenaga kerja. Objektif utama kajian ini adalah untuk mengkaji hubungan antara faktor yang berkaitan kerja ke arah keseimbangan kehidupan kerja di Perbadanan Putrajaya. Data dikumpulkan dari 204 responden dengan beberapa jabatan dalam organisasi ini.

Dapatan kajian menunjukkan bahawa keseimbangan kerja-kehidupan telah dilaksanakan dengan baik dalam organisasi ini. Faktor-faktor yang berkaitan dengan kerja seperti kerja-kerja beban, peranan konflik menunjukkan sokongan yang penting bagi keseimbangan kerja-kehidupan pekerja manakala kesamaran peranan dan konflik kerja serta keluarga menunjukkan hubungan songsang dengan keseimbangan kerja-kehidupan pekerja. Kajian ini telah menyumbang secara teori dan metodologi, terutama dalam mengenal pasti hubungan antara domain kerja ke arah keseimbangan kerja-kehidupan yang mempunyai impak yang lebih besar terhadap kepuasan pekerja. Kajian ini boleh digunakan sebagai panduan bagi organisasi untuk membangunkan dan melaksanakan keseimbangan kerja-kehidupan terhadap pekerja di dalam dalam organisasi mereka.



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# CHAPTER 1

## INTRODUCTION

### 1.0 Background of Study

In today's global and extremely competitive business environment, work life balance have been an important concerns in the society. Work and Family are the two sides of the coin. Balancing and managing between two domain of life (work and family) are one of the challenges because it involving an individual's satisfaction. Parasuraman & Greenhaus (2002) state that terms "work life balance" and "balanced life" often related with job satisfaction and personal satisfaction. Work Life Balance (WLB) can be describe as the relationship between the instiutional and cultural time and also related to spaces of work and non-work roles.

Studies have also pointed out most employees will experience conflicts (interpersonal/intrapersonal) and work life balance issues while balancing their multiple roles between two domains of life (work and family), (Clarke,2004, Hughes & Parkes,2007). Basically, the family-related variables have an impact on work domain, and will give an influence to family behaviour. Furthermore, the employee's satisfaction (job and life) depends on work environment and the company policies offered by the employer itself. According to the survey that have been done by the Kelly Global Workforce Index (KGWI) found that 67 percent workers in Malaysia prefer a career that related to work life balance rather a large amount of pay check. (Borneo Post, 1 May 2015). The survey clearly shown that Malaysian workers more



interested in working with the organisation that implement work life balance rather than organisation that offer higher salaries or career advancement opportunities.

Before going further, it is crucial to know about the benefits of work life balance. It gives a lot of benefits since work life balance allow the workers to have a healthy balance lifestyle and able to manage their responsibilities between work and personal life. This will not only provide benefits to an individual workers but also to the company or organisation where they work with. By implementing work life balance policies in the organisation, the workers will experienced plenty of benefits such as able to manage their responsibilities at home and also at workplace. When the commitment with their family retained then they will be more committed with their work (Rizzo,1970). This would be certainly make the worker happy thus lead to job satisfaction. A happy worker will lead to a healthy worker which is crucial to do their job effectively thus will bring more profits and the productivity of the company will be increase.

Changes in economy, demographic, society have encouraged the Malaysian government and legislation, organisations, employees and employee's representatives to give more attention towards work life balance policies in the public sector. Recently, Malaysian government encourage employers to implement the Flexible Work Arrangement (FWA) in order to give more flexibility for the workers in terms of working hours at the workplace, leaves, and working place. According to Prime Minister, Datuk Seri Najib Tun Razak in the 2014 Budget said that FWA can be implemented through compressed work week, weekend work and also flexible hours. 1% of the monthly wages of 13,000 registered employers contributed a levy of 1% to the Human Resource Development Fund (HRDF) which will be used to train and

improve the skills of the workers. He adding that, the allocation could also be used for the future training apprentices.

In Western country, most major organisations have taken an action to make their workplace environment as family oriented by offering work life balance benefits such as on-site child care and job sharing. One of the organisation that is most popular with implementing work life balance policies is Google. The workplace is well designed and the company offer some others benefits such as healthcare, travel assurance and medical benefits for their workers.

It is clearly that the findings of this study will help to provide more theoretical evidence thereby filling the gap in the research literature. In contemporary workplace, and as the nation is moving ahead to become fully develop nation 2020, this view aligned with our Prime Minister mission to move Malaysia into high income nation. This create a challenges for an organisation to manage their human capital in order to compete in the global marketplace and at the same time need to improve the quality of life and work among their employees.

Due to this, policies and practices that involving work life balance are become a greater importance because of increasing in multi-roles and responsibilities played by men and women employees in organisation and at home. The government and also relevant administration agencies need to come out with strategies and goals in order to help their employees to have a work life balance since recently there are an increasing in issues related with work-life and family-life.

Aside the negative impact to the organisation when the work life balance is not implemented, it will also burdened the employees and might lead to stress or any personal life problems. In particular, in today's hectic global environment, it shows that there is an urgent respond to address an employee need for work life balance practice by looking from an employee's view. This can be seen by the results obtained by the previous study. A study conducted concluded that almost 45 percent of employees said that they did not have enough time for personal activities and another 20 percent said that they spend more than 20 hours per week working outside of the office and use their personal time. This will be more interesting to note that, Chinese workers also reported having a most rigid schedule, with "more employees working standard office hours with no flexibility'.

New World of Work (NWOW) have conducted a study and they found out that 82 per cent of Malaysian respondents said work-life balance was an important aspect of their job, only 57 per cent felt that they had adequate balance. This can be clearly shown that even though monetary rewards play the biggest role in the main motivation for the job, but most of the employees feel engaged if the organisation able to provide the long term reward.

The emphasis of this study is to find and relate the factors that influence the employee's work-life balance among employees in one of organisation in Malaysia. In line with high performance objective in this organization, it requires comprehensive involvement from all level of employees.

## **1.1 Problem Statement**

Most of the Malaysian public servants are motivated to stay on due to the Government sector provides reasonable work tasks and satisfying work arrangement which most of the public servants able to balance between personal lives and work. In Malaysia, in order to have a better working environment and also to transform human capital, an organisation need to improve the workplace, and also improving the development of skills and knowledge. The idea is to provide resources so that a positive interaction will exist between work and family domains. For example, The Malaysian Government also introduced the option for retirement age that eligible with pension for the civil servants. In 2009, the retirement was increase from 56 to 58 years and a few years later in 2011, the retirement age increase to 60 years. Previously the retirement age was set at 55 years and have an option to retire a year later at 56 years.

This is the example of flexibility where more flexible working options are improved in public sector. The Government do encourage the private sector to implement this policies in their organisation.

In addition, the findings of this study might affect the different approaches to understanding work and life demands of employee in a different background by looking at their needs and requirements and also what are their perceptions toward work life balance policies that have been applied in their organisation.

## 1.2 Research Question

Based on the problem statement of the study, the research proposed will answer the following questions:

- 1.2.1 Is there any relationship between work overload on work life balance among employee at Perbadanan Putrajaya?
- 1.2.2 Does roles conflict have an impact on work life balance among employee at Perbadanan Putrajaya?
- 1.2.3 Are roles ambiguity influence work life balance among employee at Perbadanan Putrajaya?
- 1.2.4 Is there any relationship between works to family conflict on work life balance among employee at Perbadanan Putrajaya?

## 1.3 Purpose / Objective of Study

The purpose of the study is to achieve several objectives. The objective to be achieved are:

- 1.3.1 To determine the **relationship** between work overload and work life balance
- 1.3.2 To investigate the **relationship** between role conflict and work life balance
- 1.3.3 To examine the **relationship** between role ambiguity and work life balance
- 1.3.4 To study the **relationship** between work to family conflict and work life balance

#### **1.4 Scope of Study**

An empirical study was conducted in Perbadanan Putrajaya which is a local authority which administrates the Federal Territory of Putrajaya. Perbadanan Putrajaya consists of a few departments and made up of diverse interests and backgrounds. Perbadanan Putrajaya have been chosen as the scope of the study due to its centralization of the population.

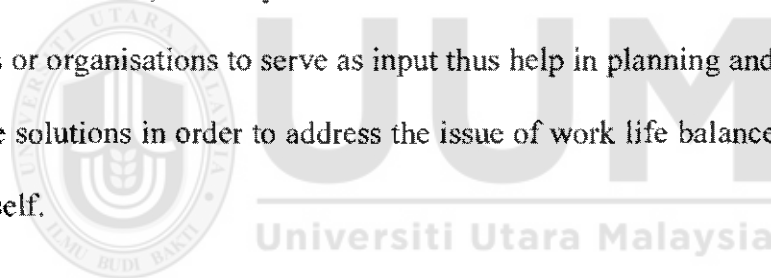
In this study, the factors such as work overload, role conflict, role ambiguity, work to family conflict considered as independent variables. The factor such as work life balance are considered to be dependent variable. The theoretical framework is applied to develop the integrated model for this study.

#### **1.5 Significance of Study**

This study conducted to examine the work related factors on work life balance among employee at Perbadanan Putrajaya. It is hope that the findings of this study may benefit both scholars and practitioners regarding the possible predictors in improving work life balance. From the context of theoretical contribution, the potential findings of this study contributes to current body of knowledge regarding work life balance as this study assessing the independent variable as role ambiguity, work overload, role conflicts and work to family conflict as a factors that influence work life balance. In addition, differ with common study conducted, this study used the first analysis techniques in which the researcher used SPSS to analyse the data.

Besides, this finding of this study will give an opportunity in proposing the solutions for helping The Public Service Department of Malaysia to overcome and balance between work and welfare of their employees. This study is also very relevant to employers in this department to formulate policies especially those concerning on work load, role of each employees and regarding the employee's welfare. The issue between work and family balance problems among public servants can also be eradicated by improve the preventive measures and also it can serve as a guide or benchmark for the government to improve the work life balance system in the organisation in accordance to the ongoing Government Transformation Program.

Furthermore, these results can be used by certain agencies, especially the Department of Labour, Ministry of Labour and Public Service Association and other institutions or organisations to serve as input thus help in planning and implementing appropriate solutions in order to address the issue of work life balance among public servants itself.



## **1.6 Definition of Key Terms**

### **Work Overload**

Follow Rizzo (1970), work overload is defined as incompatibility among requirements, time constraints and resources related to work available to comply with the requirement.

### **Role of Conflict**

In line with Nicklaus (2007), role of conflict can be defined as an incongruence of role expectation which activities and behaviour that should be carried by the employees according to the job description and how other people believe the employees should act in their roles sender.

### **Role of Ambiguity**

Following Rizzo et al (1970) role requirement involving a license which is superior to expect workers to be responsible for performing their roles but if the employees are not aware of the role requirement and what is expected of them, they will be hesitated to make decisions and will be worked by trial and error aiming to meet the expectations of their superior.



### **Work to Family Conflict**

In line with (Collins & Shaw, 2003; Greenhaus & Beutell, 1985) work to family conflict can be defined as a type of inter-role conflict in which involving one role (e.g.: work) makes it difficult to participate in another role.

### **Work Life Balance**

Work Life Balance (WLB) can be defined as a person is having the “right” combination of participation in paid work (defined by hours and working conditions) and other aspects of lives. This combination will change as people move through life and have changing responsibilities and commitments in their work and personal life. (Frone, Russell, & Cooper, 1992).



## **1.7 Summary and Organisation of Remaining Chapters**

This chapter consists of overview of the research background, research problems, research objectives, research questions, significance of the study, and also the definition of key terms. Chapter two provide the review of the literature from the previous researchers that related to work life balance, work overload, role conflict, role ambiguity, and work to family conflict. Underpinning theory also have been explain in this chapter. Besides, the researcher include the theoretical framework with the four hypothesis identified in this study. While in Chapter Three, the researcher explains about the research design which contain the overall information from various aspects of research methodology. In Chapter Four, the researcher provide the result of data analysis. Finally in Chapter Five discussed the results based on research questions and research objectives. Theoretical and managerial implications were discussed based on findings. Limitation of the study and further suggestions also presented in this chapter.



## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents by the review of literature pertaining on the concept of work life balance and its concept of the variables used in related previous studies. Theories about the work life balance and factors which affect it are described in this chapter. Finally, this chapter explained the proposed hypothesis in this study.

#### **2.1 Conceptual Definition**

Work life balance (WLB) can be defined as an accomplishment of a role related expectations that are negotiated and shared between an individual and his or her role related partners in both of the family and work domains (Grzywacz & Carlson, 2007). Scholarios (2004) explained that work life balance has an important consequences for employee attitudes towards their organisation as well as their personal lives. According to Muzaffar (2016), without having implementing the work life balance within an organisation can lead to absenteeism and low output amongst worker thus will affect the reputation of the organisation itself. Due to that, the issues regarding work life balance in order to maintain and obtain the balance between family and work domains have become a substantial attention over this recent years (Deery, 2008).

Greenhaus (2003) defined work life balance as the boundary to which an individual is equally engaged in and equally satisfied with their work and family role. Similarly, Virick (2007) stated that employees who experience high work life balance are those individual who invest time and commitment to work and non-work domains. Nevertheless, it's important to understand the concepts of work life balance. The meaning of "work", "life", "balance" itself can be viewed as a complex task and it's defined the concept of work life balance (Deery, 2008). In addition, Dundas (2008) argued that work life balance is about effectively managing and juggling act between paid work and all others personal matters.

Felstead et al. (2002) define work life balance as the relationship between the institutional and cultural time, spaces of work and non-work roles. Meanwhile, Greenhaus & Allen (2006) explained that work life balance is the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individual's life priorities. A part of that, Greenhaus, Parsuraman and Collins (2001) discussed about when employees are not satisfied with their job and not able to balance between the two domains which is work and family, they tend to withdraw from their related work activities. Based on the definitions given by previous scholars and in line with Scholarios (2004), this study define work life balance as a dominant and crucial role in shaping and maintain employees attitude towards their organisations and also their personal lifes.

## **2.2 Theories on Work Life Balance**

### **2.2.1 Spillover Theory**

Spillover theory are the most popular theory of relationship between work and family. Several researchers suggested that workers carry the emotions, attitudes, skills and behaviors that they establish at work into their family life (Belsky et al., 1985; Kelly and Voydanoff, 1985; Piotrkowski, 1979; Piotrkowski and Crits-Christoph, 1981) and vice-versa (Belsky et al., 1985; Crouter, 1984). Positive spillover refers to fact that satisfaction and achievement in one domain may bring along satisfaction and achievement in another domain. Xu (2009) stated that spillover might refers to the fact that difficulties and depression in one domain may bring along the same emotion in another domain (Xu, 2009).

Spill-over can be also defined as a process whereby experiences in one role affect experiences in other roles. Previous research has examined the spill-over of mood, values, skills and behaviours from one role to another (Edwards & Rothbard, 2000), although the most of this research has focused on mood spill-over. The experiences resulting from spill-over can manifest themselves as either positive or negative (Morris & Madsen, 2007). In the literature, spill-over can also be defined as generalization, isomorphism, continuation, extension, familiarity, and similarity (Edwards & Rothbard, 2000; Staines, 1980; Zedeck, 1992). There are two interpretations of spill-over (Edwards & Rothbard, 2000): (a) the positive association between life and work satisfaction and life and work values (Zedeck, 1992) and (b) transference in entirety of skills and behaviours between domains (Repetti, 1987) such as when fatigue from work is experienced at home or when family demands interfere with work demands. In a study of spill-over, Williams & Alliger (1994) used

experience sampling methodology to examine mood-related spill over on a daily basis, finding suggested that working parents in their sample were more likely to bring work-related emotions home than they were to transfer family related emotions to the workplace.

### **2.2.2 Work/ Family Border Theory**

Clark (2000) presented a work/family border theory. It is a new theory related to work and family balance. According to this theory, each of person's role takes place within a specific domain of life, and these domains are separated by borders that may be physical, temporal, or psychological. The theory addresses the issue of "crossing borders" between domains of life, especially the domains of home and work.

According to the theory, the flexibility and permeability of the boundaries between people's work and family lives will affect the level of integration, the ease of transitions, and the level of conflict between these domains. Boundaries that are flexible and permeable facilitate integration between work and home domains. When domains are relatively integrated, transition is easier, but work family conflict is more likely. Conversely, when these domains are segmented, transition is more effortful, but work family conflict is less likely (Bellavia & Frone, 2005).

## **2.3 Relationship between Work Domain and Work Life Balance**

### **2.3.1 Work Overload and Work Life Balance**

Work overload is one of the factors that have been associated with work life balance. Shah et al. (2011), in his study on work overload, discovered that workload refers to the intensity of the job assignments and he stated that in the real life each employee seems to be expose to the workload problems and it's hard for them to manage between work and personal life thus it also lead to work stress among them and may cause work life imbalance. Having a similar view as Shah et al. (2011), Rizzo (1970) reported that work overload is related with incompatibility among the requirements, time constraints, and resources related to work available to comply with its requirements. Recently work overload and stress issue have become a crucial and required a depth research to be solved.

However, there have been relatively a recent study that shows work overload can be related to the feelings of disturbance, depression, and turnover intention (Gilson et al. 2006). The most recent empirical evidence linking to few studies use multiple sectors which make an interesting comparison for flexible working time, and organised workload with achieving work life balance. Previous scholar also found that in an ideal circumstances which an alternate work schedules will have the potential to give an employee's more control over their schedules thus able to have a more flexibility to manage work and family life (Major & Germano, 2006). Research have found that employees sometimes received work more than they expected and beyond their capabilities (Elloy & Smith, 2003). Elloy & Smith (2003), also stated that work overload can be divided into quantitative and qualitative. Qualitative workload often

more challenges to be completed while quantitative workload basically involving a higher task demands to be completed.

Based on one of researcher's conversation and observation with employees of this organisation, some of the employees state that the workload were heavy for them even they are a public servant. In addition, public servant from the enforcement and security department led to many tasks to be carried out irrespective of time, including outside of the office hours. According to Goh et al (2015), claimed that there are no direct relationship between workload and life satisfaction as workload and life satisfaction might have other relationship influenced by other need fulfilment and job challenges. The researcher had identified workload is one of the factor that may contribute to employee's work life balance. Performing overtime work may cause the employees to experience work life imbalance. In other words, the higher the work load, the higher the imbalance between work and family life.

*H1: Work overload will have positive and significant relationship towards work life balance*

### **2.3.2 Roles of Conflict and Work Life Balance**

Nicklaus (2007) described roles of conflict as the incompatibility of role expectation between work task and behaviour of the employees will be tough. Four categories of role conflict have been proposed by Nicklaus (2007) which are person role conflict and it occurs when role of expectation of others is incompatible with the personal orientations of the employee, inter sender conflict occurs when expectations received from two different people are incompatible and it have been supported by Kamel (2011), this conflict occur in a single role when an individual having a conflict



when received instructions from two or more employer about how to perform the role. In addition, inter role conflict need to carry out many roles at one time and the roles are incongruent and incompatible and intra sender conflict where resources and capabilities of employees conflict with the roles.

Based on the previous study, role of conflicts was proven predictors of the work life balance. In the study by Hill et al (2001) examined the role conflicts on jobs and flexibility of timings have an effect on work life balance issues. Previous study also demonstrated that in order for the employees to have a balance work life, they need to have supportive working roles and environment between their colleague and employers (Thompson et al, 1999; Allen, 2001; O'Driscoll et al, 2003). Frances (2003) reported that employees who are satisfied with their jobs and having a less conflicts usually an employees who their organisation are implementing supportive work environment, and they believe that negative supervisors support lead to negative roles on a job.

Roles of conflict can be related to work life balance when the employees feel unable to meet the role of expectation that state in the job description and it will leads to negative effect which is work life imbalance. Study conducted by Kamel (2011) found that role of conflicts such as the inadequate resources, different working styles, conflicting request between colleague and their employers will create a strain thus lead to work life imbalance. In the other writing, it is a favour, when supervisors and co-worker support is compatible in an organisation, thus it will leads to job satisfaction and employee will be committed towards their tasks and roles of responsibilities (Thomas & Ganster, 1995; Goff, Mount & Jamison, 1990). Based on the related literature, the following hypothesis was proposed.

*H2: Roles of conflict will have significant and positive relationship towards work life balance*

### **2.3.3 Roles of Ambiguity and Work Life Balance**

Role of ambiguity can be clearly defined as when an employee is unclear of their role expectations and the requirement instructions to complete their job tasks. This will happen when there are no clearly information and this will lead to uncertainty regarding an expectations related with their roles. According to Beehr & Bhagat (1985), the employees have no idea where to direct his or her efforts and whether their employers will take that as success or failures.

Although there were inadequate study that directly conducted to seek relationship between role of ambiguity and work life balance, there were a few study closely related with the both variables. According to Rizzo et al (1970), role requirements involved superior who have an expectation towards their worker to completed their tasks and perform well with their roles. If an employee have an unclear instructions regarding their role requirements and what are they expecting to do, they will hesitate to decide on what they need to do. They will worked the task by trial and error in order to meet the expectations of their employer. Thus this will lead to job dissatisfaction, negative work performance, and stress among the employees and affect the reputation and production of the organisation (Karasek, 1979).

Ambiguity within the work role has been found to be positively associated with work-life conflict for a group of male sailors (Jones and Butler, 1980). Aryee (1992) concluded that role ambiguity was significantly and negatively related to work-life conflict. It also found that work role conflict was positively related to strain-based work interference with life, while work role ambiguity was positively related to both strain - and behaviour-based work interference with life. Elloy & Smith (2003) found that dual-career Australian couples experienced more work-life conflict and higher levels of work stressors than single-career couples.

According to Carlson (2013), the size of the organisation and their positions in the organisation might add to the organisational complexity in order for the employees to have an expertise in all of relevant tasks regarding to their roles. It can be conclude that employer should make sure their employees understand well their tasks and areas of responsibilities so that the employees able to perform well in their work and gain a personal healthy life. Hence, it can proposed that:

*H3: Roles of ambiguity will have a significant and positive relationship towards work life balance.*

#### **2.3.4 Works to Family Conflict and Work Life Balance**

Work and Life are the two sides of the same coin and both of this variables related. A study conducted by (Kelly et al. 2011; Richman et al. 2008; Scandura & Lankau, 1997), proposed that employees who feel satisfied with their work place that implement work life balance such as flexible work arrangement, will be less likely have an intention to leave. This supported by Golden (2009), employee perhaps will be eager to put more effort and thus the organisations able to produce cost savings.

Employees often experienced Work Family Conflict (WFC), when the demand of family domains spill over into work domains or when the demand of work domain interrupting the family domain. Work to family conflict might lead to a decrease in productivity, turnover intention and increasing in stress. By these outcomes, individuals and the organisation in which they worked will be influenced (Arbon et al.2009). According to Chen (2009), work domains and family domains significantly influence one another either negatively or positively. WFC theory is as a form of inter-role conflict in which role pressures from work and family domain are mutually incompatible in some respect (as cited in Frone, 2002). Past and current research documents that conflict occurs when there is an imbalance between work and home.

Khan & Agha, (2013), Uliss & Schillaci, (2007) and Bell et al. (2007) claimed that by implementing work life balance and work family balance in an organisation, it will attract younger workers and entice older workers to delay retirement. Work life balance in a workplace can affect the cultures of work, and maintaining balance at home and work. According to Greenhaus et al. (2006), individual who spend more time with family will experience a higher quality of life compare to an individual who spend more time on work rather than their family and personal life. Based on this discussion, it can be further assumed and proposed that:

*H4 : Work to Family Conflicts (WFC) will have a significant relationship towards work life balance.*

## **2.4 Conclusion**

Existing literature that related to the variables in the present study have been reviewed in this chapter. Based on previous literature, the relationship among the variables have been identified. The discussion of the underlying theories was presented to support the research model. In the last section, the development of the hypothesis was presented.



## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Introduction**

This previous chapter has discuss related literatures on work life balance and its determinants. This chapter covers the research framework, hypothesis development, research approach and research subject, questionnaire with instrument, data collection method and statistical analysis technique.

#### **3.2 Research Framework**

The main objective of this study is to determine the relationship between work overload, role of conflict, role of ambiguity, work to family conflict, and work life balance.

The research framework illustrated in Figure 3.1 shows the relationship between an independent variable (work domain) with the dependent variable of work life balance.

**Figure 3.1**

*Research Framework*

**Independent Variables**

**Dependent Variables**

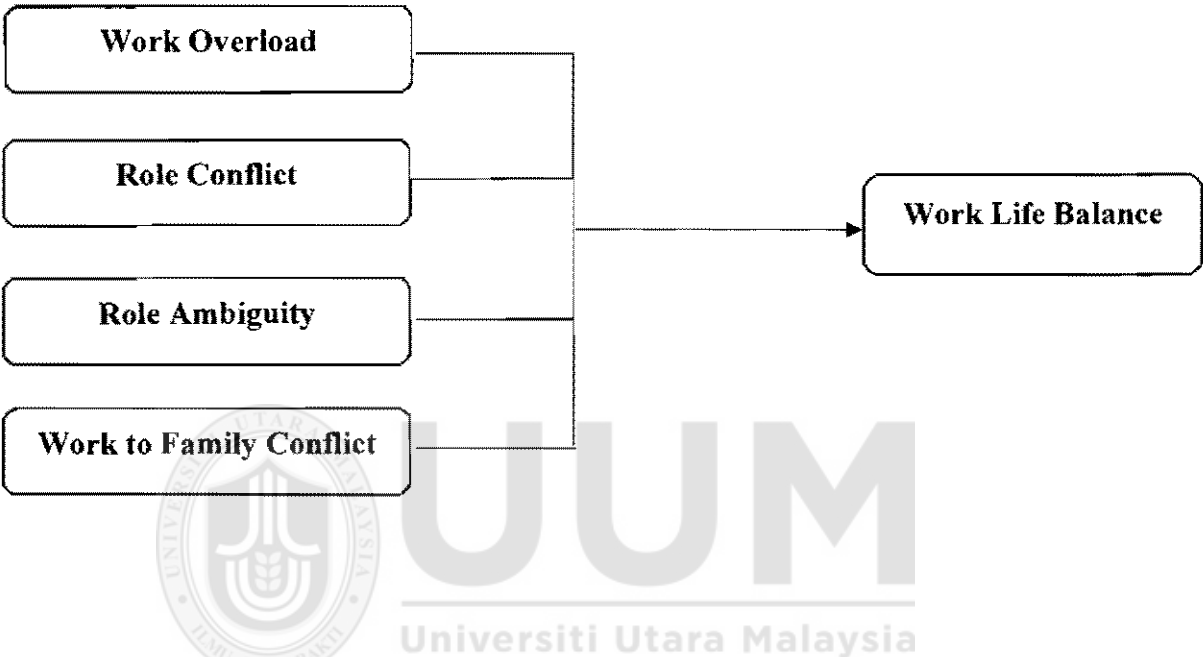


Figure 3.1 *Relationship between Variables (Work Domain) on WLB*

### 3.3 Hypothesis

The main focus of this study is to determine whether the independent variables i.e. work overload, role of conflict, role of ambiguity, work to family conflict will influence the work life balance among the public servants.

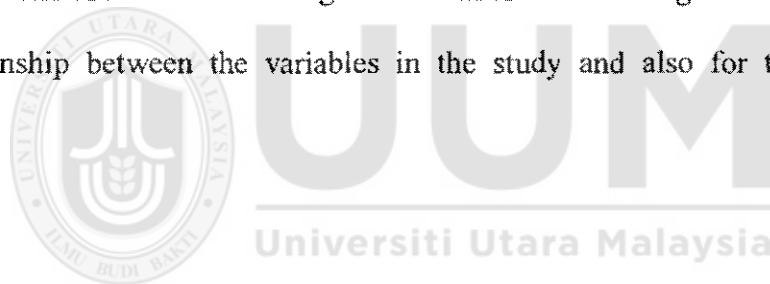
Following hypotheses were proposed:

- H1: There is significant relationship between work overload and the work life balance of public servants.
- H2: There is significant relationship between role conflict and the work life balance of public servants.
- H3: There is significant relationship between role ambiguity and the work life balance of public servants.
- H4: There is significant relationship between work to family conflict and the work family balance of public servant.



### **3.4 Research Design**

This study was conducted in the form of questionnaire study and survey which is a quantitative method and this involve the process of gathering information from a large number of respondents (Creswell, 2004). Data collected via questionnaire is one of the preferred method and suitable for the large respondents and it is effective to make as an evidence for the research. It is also one of the methods that save costs and save time rather than the other methods. According to Sabitha (2005), the suitable methods to collect data is by using questionnaire because it is very effective and all the returned questionnaires can be used as proof of data collections. Survey method need to be done systematically in order for using it in a large as survey have been designed as one of the data collecting methods in order to making descriptions, analyse the relationship between the variables in the study and also for the purpose of predicting.



#### **3.4.1 Quantitative Research**

Quantitative research design have been used in this study as this method have been found as the most popular survey method for data collection among business and management studies and this method is suitable for this study ( Raduan,2002 ). Moreover, this quantitative research design is suitable for this study due to the its suitability for a study or research that involving hypothesis which produce a results based on testing the relationships among independent variables and dependent variables. In this study, questionnaires will be distributed in order to obtain quantitative data.

According to Creswell (2004), quantitative research design is used for this study because it involves numerical data that utilized to obtain information about the research due to the formal, systematic and objective process in collecting data.

### **3.4.2 Unit of Analysis**

The unit of analysis refers to the level of aggregation of the data collected during the subsequent data analysis stage (Sekaran, 2003). Given that this study attempts to investigate the work life balance among an employee at Perbadanan Putrajaya by assessing the work overload, role conflicts, role ambiguity and work to family conflict hence, the unit of analysis of this study was at individual level.

The unit of analysis of the study were public servants who works in Perbadanan Putrajaya. Perbadanan Putrajaya is an authority which administrates the Federal Territory of Putrajaya. The data was collected randomly among the public servants in all the departments at Perbadanan Putrajaya as a data collections for the research.

### **3.5 Measure of the Variables**

According to Sekaran (2000), measurement of variables in the theoretical framework is the important aspect of the research and integral part of the research design. This research and the scales of the study have been adopted from the previous literature and published studies.

### **3.5.1 Questionnaire Design**

The questionnaire instrument was divided into two sections. Section A consist of the information regarding work overload, role of conflict, role of ambiguity and work to family conflict. This section of the study is developed based on past literature and questionnaires. Meanwhile section B seeks the information in respondent's demographic information. The questionnaire were designed in dual language in order for the respondents to easily understand as all of the staff used Bahasa Malaysia as their main language.

Cover letter was included in the first page of the questionnaire to ensure respondents on the confidentiality of their respond and to provide overview objective of this study.

### **3.5.2 Questionnaire Measurement**

Work domain were measured by using a five-point Likert Scale ranging from 1 = "Strongly Disagree" to 5 = "Strongly Agree". Work domain consists of five independent variables which are work overload, role of conflict, role of ambiguity, and work to family conflict. There is only one dependent variables in this research which is work life balance. It was measured with 5 questions using the same five-point Likert Scale ranging from 1 = "Strongly Disagree" to 5 = "Strongly Agree".

The items in the questionnaire were adopted from various sources from previous literature and published studies. First variable of the study was work overload. It has 3 items and this was taken from (Beehr et.al 1976). Meanwhile the second items for the study was role of conflict. The items was taken from (Rizzo et.al 1970) and there are 8 items. The third variable consist of 6 items and the items was

taken from (Rizzo et.al 1970). Fourth items of the study was work to family conflict. The items have been adapted from (Natemeyer et.al 1996) and it consists of 10 items. Fifth variable of the study was work life balance. It has 5 items and this was taken from (Sandra,2015).

Variables	Items	Source of Information
<b>Work Overload</b>	1. I am given not enough time to finish my job 2. I often seems like I have too much work for one person to do 3. The performance standards on my job are too high.	(Beehr et al. 1976)
<b>Role Conflict</b>	1. I have to do things that should be done differently from my job scope 2. I receive an assignment without enough manpower to complete it 3. I work without or more group who operate quite differently. 4. I have to buck a rule or policy to carry out an assignment 5. I do things that are up to be accepted by one person and not acceptable by other 6. I receive incompatible requests from two or more people 7. I receive an assignment without adequate resources and material to execute it 8. I work on unnecessary.	(Rizzo et al.1970)
<b>Role Ambiguity</b>	1. I feel secure about how much authority I have 2. Clear planned goal and objectives for my job 3. I know that I have divided my time properly 4. I know that what my responsibilities are 5. I know that exactly what is expected for me 6. Explanation is clear of what has been done	(Rizzo et al. 1970)
<b>Work to Family Conflict</b>	1. The demands of my work interfere with my home and family life 2. The amount of time my job takes up to makes it difficult to fulfil my family responsibilities 3. Things I want to do at home do not get done because of the demands my job puts on me 4. My job produces strain that makes it difficult to fulfil my family duties 5. Due to work related duties, I have to make changes to my plans for family activities 6. The demands of my family/spouse interfere with	(Natemeyer et al. 1996)

	work-related activities	
	7. I have to put off things at work because of demands on my time at home	
	8. Things I want to do at work don't get done because of the demands of family/spouse	
	9. My home life interferes with my responsibilities at work such as work on time and working overtime	
	10. Family related strain interferes with my duties	
<b>Work Life Balance</b>	1. In this organisation, it is frowned upon by management to take leave for family-related matters 2. The management of this organisation seems to put their job ahead of their family and personal life 3. Employees are often to take work home at night 4. When trying to balance work and family responsibilities, it is easier to work things out among colleague rather than get management involve. 5. This organisation is serious about equal opportunity	(Sandra,2015)

Table 3.2      *Summary of the Questionnaire*

### 3.6      Reliability Analysis

There are many number or models used to conduct reliability analysis of a measurement tools. Cronbach's alpha,  $\alpha$  is the most common measure of scale reliability in the reliability analysis and commonly used reliability coefficients to analyze the reliability of the scale in the questionnaires compare to strictly parallel and parallel models ( Sekaran, 2000 ).

Accoding to Sekaran (2003), there are different explanation about the acceptable value of alpha which is ranging from 0.60 to 0.95 and he conclude that the closer the value of Cronbach's Alpha to 1.00, the higher the reliability of the research instruments.

3.7 Population

3.7.1 Population and Sample Size

Population can be defined as a complete group such as people, employee or territory that sharing a common characteristics (Zikmund,2010) while Sekaran (2000) state that the population refers to the entire group of people, events, or things of interest that can be investigate by the researcher. The population of this research is the public servant of Perbadanan Putrajaya. The total number of public servants in Perbadanan Putrajaya is 984.

Table 3.3

*Number of Officers in Perbadanan Putrajaya*

Department	Number of Employees
<i>Administrative Department</i>	207
<i>Corporate Department</i>	232
<i>Urban Planning Department</i>	235
<i>Finance Department</i>	150
<i>Development Department</i>	160
<b>Total</b>	984

### **3.8 Sampling Technique**

#### **3.8.1 Disproportionate Stratified Random Sampling**

Disproportionate stratified random sampling was used in this study. This will be decide to use when all the sample size have been identified. Stratified sampling is a technique when all the entire population divided into different subgroups or strata. The subjects then will be selected randomly. Disproportionate random sampling is more efficient, simple and less expensive to collect data. All 984 population members were drawn 284 times to reach the desirable sample proposed.

The questionnaires were then sent to the respondents personally as the researcher made a visit to the respective location. This process took almost one month to complete. Finally, out of 284 questionnaires distributed, only 204 were returned and valid for further analysis.

### **3.9 Data Collection Process**

The data collection process used in this study is the primary data collection. According to Malhotra, Steel, Grover (2007), in order to conduct an effective research, the researcher need to identify the population clearly and precisely. There are several types of primary data collection technique that have been used by previous researchers. An observation, participation, surveys on sample method are part of the primary data collection techniques (Sekaran, 2003).

Based on the previous research and literature reviews, it can be conclude that questionnaire is suitable and appropriate to use as a data collection for this research and the questionnaire is a suitable method because it is much more effective and systematic while save cost and time compare to the other methods.

As stated, this research had used the questionnaire as a data collection. This questionnaire has been divided into 6 sections which is Section A, Section B, Section C, Section D, Section E and Section F. Section A is used to ask about the respondent opinion on Work Life Balance policy in their organisation, Section B used to ask the respondent about the work load, Section C used to ask about the role of conflict, Section D used to ask on the role of ambiguity while Section E used to ask on the work to family conflict and finally Section F which used to collect information on demographic of respondent that consist of gender, age, marital status and etcetera.

### **3.9.1 Data Collection Procedure**

This research follow the data collection procedure as stated below to ensure the research carried out in an effective and systematic procedure.

1. Select the organisation that are suitable with this research. In this research, Perbadanan Putrajaya have been selected.
2. Make an appointment with the Human Resource Officer at Perbadanan Putrajaya and explain to them the purpose of this research and get the approval from them in order to get all the data information and also for distributing the questionnaire.
3. Seek an assistance from Human Resource Department to distribute the questionnaire to the employees.



4. Collect all the questionnaire that have been distributed and record the number of questionnaire returned.
5. Analyse the data that have been collected by using the SPSS systems and generate the reports of finding from the system.
6. Propose a recommendation or solution in assisting the organisation.

### **3.10 Data Analysis**

There are two types of analysis that always used in the study which is descriptive and inferential analysis. Description of these two analysis in this study as follows:

#### **3.10.1 Descriptive Analysis**

Descriptive analysis for this study is used to describe the characteristics of the sample including the demographic of respondents. For instance, age, marital status, gender, position, salary, department, and number of children.

#### **3.10.2 Inferential Analysis**

##### **3.10.2.1 Pearson Correlation**

Pearson Correlation is used to determine the relationship between independent variables and dependent variables. Correlation used to measure this three things which is the direction of the relationship, the form of the relationship and the degree of the relationship itself. The inverse relationship is involving the range from +1 (perfect

positive relationship) means that one variable increase and the other variables also increase; to -1 (perfect negative relationship) means that one increase and the other decrease.

Finally, the correlation coefficient used to measure the linear correlation between two variables. The result shall be in index number and should fall in between the range of -1.0 and +1.0 (Sekaran, 2000). It can be conclude like when the greater the absolute size of correlation coefficient, the greater the covariation between the two variables.

**Table 3.4**

*Significant Relationship Strength*

No.	Value	Relationship Strength
1	0.1 to 0.29 or -0.1 to -0.29	Weak
2	0.30 to 0.49 or -0.30 to -0.49	Moderate
3	0.50 to 1.0 or -0.50 to -1.0	Strong

### **3.10.2.2 Multiple Linear Regression Analysis**

Regression analysis is used to determine the relationship between the dependent variable with more independent variables (Gujarati, 2005). In addition, it can also help the researcher to understand how the typical value of dependent variable affected by the changes in value when one of the independent variables is varied while the dependent variable is held as fixed.

This process need to use several tests to determine all the significant relationship between the variables. The test used are F test and if the model have been dismissed it means that the test result is not significant. Then the individual statistical test have been examined. The level of significant have been set to 0.05. From this analysis, the Pearson correlation; R tested to describe the influence strength of the variables and also beta value will be express the significant relationship between the independent and dependent variables.

### **3.11 Summary**

This chapter describes the methodology used for this study which includes data collection approach, sampling technique and statistical technique of data analysis. It also describe the research framework and research hypotheses in this study.

## **CHAPTER 4**

### **DATA ANALYSIS**

#### **4.0 Introduction**

This chapter discusses the results of the findings of the data analysed from the questionnaires. The data was analysed based on the research objectives and questionnaire items using a statistical tool, to generate frequency distribution tables, means, charts, graphs and the results of analysis presented.

#### **4.1 Exploratory Factor Analysis**

Factor analysis was used to see the dimensionality of the work domain variables. Table 4.1 until table 4.5 is factor analysis test that was undertaken to see the dimensionality of the work domain variables.

The table 4.1 below gives details on work overload variables (3 items) explaining 61.23 variances in the data. The KMO measure of sampling adequacy was 0.65, indicating sufficient intercorrelations, while the Bartlett's test of sphericity was significant (Chi square = 100.274,  $p < 0.01$ ).

**Table 4.1***Factor analysis for Work Overload*

		Factor
Variable	Items	Loading
Work Overload	B1. I am given not enough time to finish my job	.649
	B2. I often seems like I have too much work for one person to do	.665
	B3. The performance standards on my job are too high.	.623
Percentage of Variance explained		61.23
KMO Measure of Sampling Adequacy		0.65
Approximate Chi Square		100.274

The Table 4.2 below gives details on role of conflict. Role of conflicts is the second variables (8 items) explaining 41.69 variances in the data. The KMO measure of sampling adequacy was 0.80, indicating sufficient intercorrelations, while the Bartlett's test of sphericity was significant (Chi square = 416.97,  $p < 0.01$ ).

**Table 4.2***Factor analysis for Role Conflict*

		Factor
Variable	Items	Loading
<b>Role of Conflict</b>	C1. I have to do things that should be done differently from my job scope	.684
	C2. I receive an assignment without enough manpower to complete it.	.621
	C3. I work without or more group who operate quite differently	.658
	C4. I have to buck a rule or policy to carry out an assignment	.607
	C5. I do things that accepted by one person and not acceptable by other	.785
	C6. I receive incompatible requests from two or more colleagues.	.671
	C7. receive an assignment without adequate resources and material to execute it	.780
	C8. I work on unnecessary things and time	.650
Percentage of Variance explained		41.691
KMO Measure of Sampling Adequacy		0.8
Approximate Chi Square		416.97

Table 4.3 below explain on another independent variables, role to ambiguity (6 items) explaining 44.98 variances in the data. The KMO measure of sampling adequacy was 0.778, indicating sufficient intercorrelations, while the Bartlett's test of sphericity was also get significant result (Chi square = 256.548,  $p < 0.01$ ).

**Table 4.3**  
*Factor analysis for Role Ambiguity*

		Factor
Variable	Items	Loading
Role of Ambiguity	D1. I feel secure about how much authority I have	.688
	D2. There are clear planned goal and objective for my job	.692
	D3. I know that I have divided my time properly	.654
	D4. I know what my responsibilities are as a worker	.614
	D5. I know that exactly what is expected for me to achieve	.733
	D6. Explanation is clear of what has been done and job description is clear	.719
Percentage of Variance explained		44.987
KMO Measure of Sampling Adequacy		0.778
Approximate Chi Square		256.548

Last variables, Table 4.4 below explain on work to family conflict (10 items) explaining 24.63 variances in the data. The KMO measure of sampling adequacy was 0.655, indicating sufficient intercorrelations, while the Bartlett's test of sphericity was also get significant result (Chi square = 261.763,  $p < 0.01$ ).

**Table 4.4**

*Factor analysis for Work to Family Conflict*

		Factor
Variable	Items	Loading
Work to Family Conflict	E1. The demands of my work interfere with my home and family life	.692
	E2. The amount of time my job takes up to makes it difficult to fulfil my family responsibilities	.618
	E3. Things I want to do at home do not get done because of the demands my job puts on me	.638
	E4. My job produces strain that makes it difficult to fulfil my family duties	.731
	E5. Due to work related duties, I have to make changes to my plans for family activities	.644
	E6. The demands of my family/spouse interfere with work-related activities	.628
	E7. I have to put off things at work because of demands on my time at home	.796



E8. Things I want to do at work don't get done because of the demands of family/spouse	.685
E9. My home life interferes with my responsibilities at work such as work on time and working overtime	.722
E10. Family related strain interferes with my duties	.601
<hr/>	
Percentage of Variance explained	24.63
KMO Measure of Sampling Adequacy	0.655
Approximate Chi Square	261.763

Similarly, another factor analysis was measured to see the dimensionality of the dependent variables in above table (Table 4.5). Work life balance (5 items) explaining 43.234% variance in data. The KMO measure of sampling adequacy was 0.712, indicating sufficient correlation, while Bartlett's test of sphericity was significant (Chi-square = 144.342,  $p < 0.01$ ).

**Table 4.5***Factor analysis for dependent variables*

<b>Variables</b>	<b>Items</b>	<b>Factor loading</b>
Work Life Balance	A1. In this organisation, it is frowned upon by management to take leave for family-related matters	0.621
	A2. The management of this organisation seems to put their job ahead of their family and personal life	0.724
	A3. Employees are often expected to do overtime (OT)	0.608
	A4. When trying to balance work and family responsibilities, it is easier to work things out among colleague rather than get management involve.	0.619
	A5. This organisation is serious about equal opportunity	0.790
Percentage of Variance explained		43.234
KMO Measure of Sampling Adequacy		0.712
Approximate Chi Square		144.342

## 4.2 Demographic Respondent

Descriptive statistics have a number of uses for the researchers to interpret the results of output. It is useful to human subjects like gender of employees, percentages of females and males in the sample, and other relevant background. Frequency distribution were obtained for all the personal data or classification of variables.

As for gender background of respondents there were 122 males (59.8 percent) and 82 females (40.2 percent) in the sample giving a total of 204 valid respondents. From result below can see that the number of females were less than male employee. The results indicates that the responses of employee engagement survey male employee was more than female employee.

The result also shows that 26.5 percent captured the highest frequency at 26 to 30 years old, second highest range of age of employees is 31 to 35 years old at below 22.5 percent. Followed by 22.1 percent, age from 20 to 25 years old. Follow by 36 to 40 years old at 15.2 percent and least shows 13.7 percent came from group 40 and above years old. From this result can assumed that most of respondent is from millennial generation (range from 18 to 34 years old). For number of year employees (respondent) served for the company mostly shown 139 out of 204 respondents (68 percent) range of 1 until 10 years, next highest is 38 respondents (18.6 percent) working range 11 to 20 years. The second least is coming from respondent working for less than 1 years, 21 out of 204 respondents (10.3 percent). The lowest is only 6 respondents (2.9 percent) that working more than 20 years which also can be said as loyal employee. Possibly, years of services high at 1 until 10 years related to age of the respondent that mostly came from 26 to 30 years old. For income level of respondents shows the highest start at RM 2000 until RM3000 of 69 respondents. Second highest is RM 3000 until RM 4000 of 58 respondents. Next, the income level

at RM 2000 below, 57 out of 204 respondents. For a respondent that get high salary which more than RM 4000 show only 20 respondents, possibly came from respondent that has more experiences and years of services.

Position of respondents mostly indicates there were 34 respondent position of enforcement officer, next highest is 23 and 22 respondents is safety manager and technician. While, the lowest result is respondent position of financial officer and assistant director shows only 1 out of 204 respondents. Respondents mostly shows from corporate department of 48 employees (23.5 percent). Next highest is closed to the highest result, which from department of administration and urban planning, total of 47 respondents (23 percent) only 1 number of respondent differences. The second least is from development department at 33 respondent (16.2 percent) and lowest is finance department at 29 number of respondent (14.2 percent). For marital status of respondents mostly shows married employees at 142 respondents (69.6 percent) while single only 62 out of 204 respondents. For number of respondents' child, mostly indicates there were 104 employees (51 percent) has 1 to 3 children. Next highest is not having any children (32.4 percent). The second least is respondent has 4 to 6 number of children (13.7 percent) and lowest result shows they have 7 to 9 number of children. The highest number 1 to 3 number of child shows that most respondent is married couple. All the result have been explained as shown on table 4.5.

**Table 4.6***Description of sample of study* (n = 204)

<b>Descriptive of Samples</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>		
Male	122	59.8
Female	82	40.2
<b>Age</b>		
20-25	45	22.1
26-30	54	26.5
31-35	46	22.5
36-40	31	15.2
> 40	28	13.7
<b>Years of services</b>		
< 1 year	21	10.3
1-10 years	139	68.1
20-Nov	38	18.6
> 20	6	2.9
<b>Salary</b>		
RM < 2000	57	27.9
RM 2000-RM 3000	69	33.8
RM 3000-RM4000	58	28.4
> RM4000	20	9.8
<b>Position</b>		
Safety Officer	6.9	6.9
General Assistant	4.9	4.9
Technician	10.8	10.8
Clerk	8.3	8.3
Assistant Director	.5	.5
Enforcement Officer	16.7	16.7
Secretary	8.3	8.3
Administrative Assistant	6.9	6.9

Quantity Surveyor	4.9	4.9
Engineer	2.5	2.5
Auditor	7.4	7.4
Financial Officer	.5	.5
Accountant	2.0	2.0
Safety Manager	11.3	11.3
Health Officer	2.5	2.5
Sports Officer	1.5	1.5
Quantity Surveyor Assistant	4.4	4.4
<b>Department</b>		
Administration Department	47	23.0
Corporate Department	48	23.5
Urban Planning Department	47	23.0
Finance Department	29	14.2
Development Department	33	16.2
<b>Marital</b>		
Single	62	30.4
Married	142	69.6
<b>Number of children</b>		
0	66	32.4
1-3	104	51.0
4-6	28	13.7
7-9	6	2.9

### **4.3 Descriptive statistic of variables**

In ensuring the data is not violating any of the assumptions made by individuals, assumption is tested by obtaining descriptive statistics on each variable. Therefore, mean score and standard deviation are presented for each item such as presented in Table 4.7 to Table 4.9. As we can see from each table, the mean and standard deviation are calculated so as to observe the tendency of responses by respondents on variables. As shown in the tables, the most of mean score for all variables are above 2.0 and therefore the respondents agree to all variables listed in this study in influencing work life balances.

#### **4.3.1 Work Life Balance**

Regarding the questions about the dependent variable of work life balance ,question with the highest mean score which is question number 5 = “This organization is serious about equal opportunity” and the standard deviation for the question was 1.14802. Meanwhile, the lowest mean score was question number 1 = “In this organization, it is frowned upon by management to take leave for family related factor” and the standard deviation for the question was 0.97495. The question regarding the variables of the work life balance were as Table 4.6.

**Table 4.7***Means and Standard Deviation for Work Life Balance*

	N	Mean	Std. Deviation
A1. In this organisation, it is frowned upon by management to take leave for family- related matters	204	1.99	0.97495
A2. The management of this organisation seems to put their job ahead of their family and personal life	204	2.43	1.34987
A3. Employees are often expected to do overtime (OT)	204	2.27	1.05192
A4. When trying to balance work and family responsibilities, it is easier to work things out among colleague rather than get management involve.	204	2.57	1.05955
A5. This organisation is serious about equal opportunity	204	2.81	1.14802
Valid N (listwise)	204		



4.3.2 Work Overload

Regarding the questions about the independent variable of work overload, question with the highest mean score which is question number 3 = “The performance standard on my job are too high” and the standard deviation for the question was 1.04015. Meanwhile, the lowest mean score was question number 1 = “I am given not enough time to finish my job” and the standard deviation for the question was 0.94819. The question regarding the variables of the work life balance were as Table 4.8.

Table 4.8

*Means and Standard Deviation for Work Overload*

	N	Mean	Std. Deviation
B1. I am given not enough time to finish my job	204	2.22	0.94819
B2. I often seems like I have too much work for one person to do	204	2.57	1.1315
B3. The performance standards on my job are too high.	204	2.77	1.04015
Valid N (listwise)	204		

4.3.4 Role Conflict

Regarding the questions about the independent variable of role of conflict, question with the highest mean score which is question number 3 = “I work without or more group who operate quite differently” and the standard deviation for the question was 0.87214. Meanwhile, the lowest mean score was question number 8 = “I work on unnecessary things and time” and the standard deviation for the question was 0.62102. The question regarding the variables of the work life balance were as Table 4.9.

**Table 4.9**  
*Means and Standard Deviation for Role Conflict*

	N	Mean	Std. Deviation
C1. I have to do things that should be done differently from my job scope	204	2.45	0.78943
C2. I receive an assignment without enough manpower to complete it.	204	2.76	0.82817
C3. I work without or more group who operate quite differently	204	2.89	0.87214
C4. I have to buck a rule or policy to carry out an assignment	204	2.48	0.72575

C5. I do things that accepted by one person and not acceptable by other	204	2.48	0.71878
C6. I receive incompatible requests from two or more colleagues.	204	2.64	0.8448
C7. receive an assignment without adequate resources and material to execute it	204	2.75	0.95139
C8. I work on unnecessary things and time	204	2.35	0.62102
Valid N (listwise)	204		

#### 4.2.5 Role Ambiguity

Regarding the questions about the independent variable of role of ambiguity, question with the highest mean score which is question number 5 = “I know that exactly what is expected for me to achieve” and the standard deviation for the question was 0.77392. Meanwhile, the lowest mean score was question number 1= “I feel secure about how much authority I have” and the standard deviation for the question was 1.07898. The question regarding the variables of the work life balance were as Table 4.10.

**Table 4.10***Means and Standard Deviation for Role of Ambiguity*

	N	Mean	Std. Deviation
D1. I feel secure about how much authority I have	204	3.17	1.07898
D2. There are clear planned goal and objective for my job	204	3.62	0.89381
D3. I know that I have divided my time properly	204	3.60	0.95937
D4. I know what my responsibilities are as a worker	204	3.83	0.87942
D5. I know that exactly what is expected for me to achieve	204	3.85	0.77392
D6. Explanation is clear of what has been done and job description is clear	204	3.84	0.88496
Valid N (listwise)	204		

#### 4.3.6 Work to Family Conflict

Regarding the questions about the independent variable of work to family conflict, question with the highest mean score which is question number 6 = “The demands of my family/spouse interfere with work-related activities” and the standard deviation for the question was 0.3343. Meanwhile, the lowest mean score was question number 1= “The demands of my work interfere with my home and family life” and the standard deviation for the question was 0.50121. The question regarding the variables of the work life balance were as Table 4.11.

**Table 4.11**

*Means and Standard Deviation for Work to Family Conflict*

	N	Mean	Std. Deviation
E1. The demands of my work interfere with my home and family life	204	2.50	0.50121
E2. The amount of time my job takes up to makes it difficult to fulfil my family responsibilities	204	2.62	0.48594
E3. Things I want to do at home do not get done because of the demands my job puts on me	204	2.62	0.48594
E4. My job produces strain that makes it difficult to fulfil my family duties	204	2.63	0.48467

E5. Due to work related duties, I have to make changes to my plans for family activities	204	2.56	0.49714
E6. The demands of my family/spouse interfere with work-related activities	204	3.13	0.3343
E7. I have to put off things at work because of demands on my time at home	204	2.57	0.49578
E8. Things I want to do at work don't get done because of the demands of family/spouse	204	2.56	0.49714
E9. My home life interferes with my responsibilities at work such as work on time and working overtime	204	2.58	0.49502
E10. Family related strain interferes with my duties	204	2.60	0.49049
Valid N (listwise)	204		

## 4.4 Hypothesis Testing

### 4.4.1 Pearson Correlations

To measure the degree of relationship between two variables in this study, Pearson's correlation is the best method to see the bonding. Table 4.3 shows the result of the correlation among variables used in regression model in this study, using initial sample as descriptive statistics.

Table 4.12 shows that there is a significant and positive relationship between work life balance with three independent variables which are work overload and role of conflict work ( $r = .533, .463, p < .05$ ) at 99% confidence level.

Result above also shows that there are negative and not significant relationship role of ambiguity with dependent variables ( $r = -.193, p < .05$ ). As we can understand the result, as role of ambiguity increases it will decreasing the work life balance.

While, there is another significant relationship between independent variables which are role of conflict and work overload ( $r = .435, p < .05$ ). Pearson's result also shows that negative and moderate insignificant relationship between work overload and role of ambiguity ( $r = -.164, p < .05$ ) also at 99% confidence level. From here we can see, when work overload increasing it will not affect role of ambiguity of an employee.

Relationship between role of conflict with role of ambiguity shows that there is a negative relationship, ( $r = -.342, p < .05$ ).

**Table 4.12***Pearson's correlation of variables*

	<i>DV_WLB</i>	<i>IV_WOL</i>	<i>IV_ROC</i>	<i>IV_ROA</i>	<i>IV_WTFCI</i>
<i>DV_WLB</i>	1				
<i>IV_WOL</i>	.533***	1			
<i>IV_ROC</i>	.463***	.435***	1		
<i>IV_ROA</i>	-.193***	-.164***	-.342***	1	
<i>IV_WTFCI</i>	-.052	.071	.083	-.067	1

\*\*\* *Correlation is significant at 99% confidence level***4.4.2 Multiple Regression**

As reported in Table 4.12, work overload, role of conflict is significant and positively related to dependent variables (work life balance) which shows that Beta = .360, .283 and  $t = 6.551, 4.241$ . While, work life balance and role of ambiguity and work to family conflict is not significantly related with work life balance.

Therefore, work overload, role of conflict are identified as the work life balance.

Overall, model is fit at 36.7% with  $R^2 = 0.362$ ,  $F(4,75) = 28.25$ ,  $p < .05$ .



**Table 4.13**

*Regression result*

Work	Work Life Balance						
Domain	R Square	F	df	Beta	Std.	T	Sig.
Variable					Error		
IV_WOL	0.362	28.25	4	0.36	0.055	6.551	0.000
IV_ROC			75	0.283	0.067	4.241	0.000
IV_ROA				-0.043	0.07	-0.612	0.542
IV_WTFC1				-0.332	0.176	-1.883	0.061

Note: \* Sig.  $p < .05$

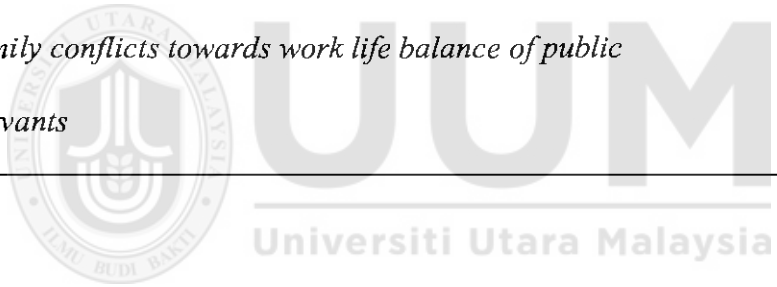
#### 4.4 Summary

As analysis being made in the mode of multiple regression, the results are summarized. In summary, this study found that there are three independent variables has a significant linear relationship with the dependent variables and only one independent variables have a negative relationship with the dependent variables. Moreover, results obtained through multiple regression analysis shows that only three independent variables (work overload, role of conflict, and work to family conflict) positively influence the dependent variables. Meanwhile, independent variable of role of ambiguity has no significant in influencing work life balance.

**Table 4.14**

*Summary of Analyses Result*

No	Hypothesis	Results
1.	<b>H1:</b> <i>There is a significant relationship between work overload towards work life balance of public servants</i>	Accepted
2	<b>H2:</b> <i>There is a significant relationship between role of conflict towards work life balance of public servants</i>	Accepted
3	<b>H3:</b> <i>There is a significant relationship between role of ambiguity towards work life balance of public servants</i>	Rejected
4	<b>H4:</b> <i>There is a significant relationship between work to family conflicts towards work life balance of public servants</i>	Accepted



## CHAPTER 5

### DISCUSSION, RECOMMENDATION, CONCLUSION

#### 5.0 Introduction

This chapter devotes to discuss the findings of this study. Sections below include the recapitulations of the study's findings, discussion of the findings, implications, limitations, and suggestions for the future research. In the last section, the conclusion of the study is presented.

#### 5.1 Recapitulation of Result

As mentioned in Chapter 4, work overload has the largest beta coefficient which is 0.36 which is the strongest contribution to explain on work life balance among the public servants at Perbadanan Putrajaya.

Role of conflict obtained 0.283 to be the second highest beta value and the third highest beta is work to family conflict which is -0.332 and role ambiguity have the beta value of -0.043. Only two independent variables are significant to work life balance which is work overload, role conflict, and work to family conflict because their values are lower than the alpha value of 0.05. Role ambiguity are not significant to work life balance and their values higher than the alpha value of 0.05.

## **5.2 Discussion of Findings**

The sections below discussed the relationships between independent variables towards dependent variables. The relationship between these variables was elaborated.

### **5.2.1 Relationship between Work Overload and Work Life Balance**

Work overload was found positively significant with the work life balance in this study. Additionally, work overload is a major factor to influence the work life balance among the public servants. In this research, it is verified that work overload has also a positive significant on work life balance. Thus work overload should be prioritized as it is significantly related with the work life balance among public servants in Perbadanan Putrajaya. This finding explained that, if the management provide the employee to control over their schedules and having a compatibility work load thus they able to have a more flexibility to manage work and family life.

Occupational or workload issue must be tackle immediately as it will bring negative effect not only towards the individual worker themselves in terms of their physical, psychological and mental health, social life as well as family and personal relationship but also will affect the productivity and the reputation of the company or organization which the worker belong to. Effort can be taken through implementation of work life balance policy like implementing the flexible working hours, creating or offering more family environment facilities within the workplace, updating any archaic law which does not get along with current labour trend, and others.

Most of the employee will feel stress regarding to settle down all their work and submit on time to their employer. Sometimes, the workload will not only increase just because of their employer but some of the employee like to delayed their work until due date. In fact at the end they will feel stress to settle it. This finding is concurred with the previous study conducted by Razak et al (2014) which found the positive relationship between work overload and work life balance.

### **5.2.2 Relationship between Role Conflict and Work Life Balance**

Based on the result, role of conflict have found to be positive and significant relationship with work life balance. Role of conflict considered as incompatible role of expectations that management should pay attention as enhancing and improving the required work place tasks and activities. This finding prove that when supervisors and co-worker support is compatible in an organisation, thus it will leads to job satisfaction and employee will be committed towards their tasks and roles of responsibilities. They will also tend to have a positive feelings towards their job and happy with their roles and responsibilities in the organisation.

Clear communication is one of the best way to reduce role of conflicts. Employees and employers should be comfortable with each other and understand each other in order to prevent a dispute or miscommunications. This will lead to a problem to the employee since they do not understand what the employee want and expecting from them. If the employer have gave job that are not related, they have right to ignore the direction from the employer by explaining to their employer that the job is not included in the job description. This finding is concurred with the previous study

conducted by Kamel (2011) which found the positive relationship between role of conflict and work life balance.

### **5.2.3 Relationship between Role Ambiguity and Work Family Balance**

The result of this study found that there are negative relationship between role of ambiguity and work life balance. Role of ambiguity is important to be solved among the employees in order for the employees to easily understand and confident about their role and responsibilities. It can be conclude that employer should make sure their employees understand well their tasks and areas of responsibilities so that the employees able to perform well in their work and gain a personal healthy life.

In this study, there is no relationship with the work life balance because most of the employees at Perbadanan Putrajaya is clear and understand well about their job and task that have been assigned. The employer in this organisation also give a clear instructions thus make the employees feel confident to perform well regardless in any difficult situations. By referring to this findings, it can be further describe that supports and clear instructions from top management are needed in order to increase the employees work life balance and increasing their performance. This finding can be related with Weisner (2003) which emphasized that when an employer make sure their employees understand well their tasks and area of responsibilities then the employees will able to perform well in their work and gain a personal healthy lifestyle.

#### **5.2.4 Relationship between Works to Family Conflicts towards Work Life Balance**

The results in this study, it was hypothesized that work to family conflicts have a positive significant relationship with work life balance. The results found that those individuals conclude that by having a flexible working arrangement, they will able to manage well their work and their personal life. While enjoying more time with family or able to handle their personal life, the consequences negatively impacted their work. In addition, these results provide confirmation that flexible schedules and working from home were associated with positive enhancement of personal life on work and vice versa.

It can be concluded that most of the staff at Perbadanan Putrajaya are able to balance between their family and work. They have a flexible working arrangement and thus help them in balancing between their work and personal life. This finding can be related with Greenhaus et.al (2006) which emphasized that when individual who spend more time with family will experience a higher quality of life.

However, action has been taken by the Government in public sector where there is a better flexible working and an improvement in policies of working which covers not only an arrangements about a flexible place to work from but also they have a flexible time for their work and family.

### **5.3 Implications of the Study**

This study aimed to examine the perception of employee at Perbadanan Putrajaya on how their organisations implementing work life balance. The study found out that work life balance are available in their organisation. It is interesting to note that some of the employee were not familiar and not really understand with the concept of work life balance. As such it is important for the employer to show support to their employees. Specifically, the top management are encouraged to be helpful to their subordinates by giving a clear instruction, and observe them when they are doing their job to prevent the delay in work and low confident among the subordinates when they are not able to fulfil their responsibilities. In addition, the employer are strongly encouraged to keep their subordinates about their latest job related information that may aid the subordinates to perform well and prevent role of ambiguity.

This study will give an opportunity in proposing the solution for helping the Perbadanan Putrajaya to overcome and balance between work and welfare of their employees. This study also will help the employers to formulate policies especially those concerning on work load, role of employees and regarding the welfare of the employees. This issue between work and family can also be eradicated by improve the preventive measures and also it can serve as guide and benchmark for the government to improve work life balance system in their organisation. Other strategies such as childcare benefits, wellness plan and improve the workplace culture will create a harmonious working environment thus lead in increasing of the production in the government.



Besides, this study found that work to family conflicts have a positive significant with work life balance. If work to family conflict is not solved, it will lead to negative outcomes among the subordinates and affect the company performance. Thus, it is timely for the organisation to find ways that can implementing flexible working among their subordinates. Flexible working is one of the possible option in family-friendly programme which aims to help the employees manage between work and life commitment. This will help the employee to arrange their time between work and their family and it is hoped to increase the job satisfaction among them.

In addition, it is importance for organisation to identify and understand the needs of the subordinates and care about their welfare to boost their confident and satisfaction to perform in the organisation. The organisation need to identify and understand the goals set by the organisation so that the employer could provide the appropriate support for their subordinates. In terms of the role of conflict, the organisation should provide more training to the subordinate especially when related to skills. With such training, the subordinates are probably more prepared with the knowledge, skill and ability to perform their role and responsibilities. With the proper implementation of work life balance among the subordinates, they will be likely more engaged in their work while able to manage their personal life and this can be characterized as dedicated and job satisfaction.

In the light of the research findings, the current study suggests that by promoting a work life balance in the organizations, the satisfaction of employees can be enhanced and which in turn helps the employees to feel free to work at their work places. The satisfaction of employees and the support at work places help in enhancing productivity, which is the ultimate objective of any organization. All in all, this will help to prevent conflicts or negative outcomes such as turnover intention, stress and absenteeism.

#### **5.4 Limitations of the Study and Suggestion for Future Study**

There are several limitations which have been identified in the study. First, the study was conducted in a single organisation. Thus, this will limits the generalization of the data. It would be great for the future study to collect data from more of the public organisations in different locations to enhance the generalization of the data. Besides, the future study may also collect data from public and private organisation and make a comparison among them.

Secondly, the data in this study was collected from a single industry. Thus, it may not be able to generalize in in the settings of different industries such as Human Resource Ministry, Education Ministry and so on. Hence future study may consider to duplicate the similar study in other settings to confirm the findings.

Lastly, the data was collected from a single source which is mostly from the subordinates. This may risk the data with bias. It would be useful for future study to consider for collecting data from multiple sources such as the top management as well.

## **5.5 Conclusion**

Overall, the objectives from the study have been fulfilled. Specifically, the result indicate that work overload have positive and significant relationship with work life balance. Similarly, role of conflicts and work to family conflicts showed a positive and significant relationship with work life balance. In addition, the study showed that role of ambiguity have a negative relationship with work life balance. By examining all of this relationship, it is hoped that the findings will benefit both scholars and organisation especially with regards the issue of work life balance among the public servants of Perbadanan Putrajaya.



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**APPENDIX A**  
**QUESTIONNAIRE SET**

**SURVEY ON THE INFLUENCE OF WORK AND FAMILY RELATED FACTORS**  
**ON WORK LIFE BALANCE**

Dear Participant,

Thank you for agreeing to participate in this research on work family balance. The purpose this research is to determine the influence of work related factors (work domain) on work life balance.

The targeted respondent for this survey is management workers in this organisation. If you are not an appropriate respondent, I am most grateful if you could pass it to the right person.

It will take no longer than 10 minutes to complete the questionnaire. I would appreciate it very much if you could answer the questions carefully as the information you provide will influence the accuracy and the success of this research. All answers will be treated with strict confidence and will be used for the purpose of the study only.

If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours sincerely,

**WAN AYUNI BINTI WAN MOHAMAD AKIL**

Master Candidate

College of Business

Othman Yeop Abdullah

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**SECTION A**

**INSTRUCTIONS:** Listed are series of statements that may represent whether your organisation have applied **Work Life Balance (WLB)**. Please indicate to what degree you agree or disagree with each statement by **CIRCLING** one of the **FIVE** alternatives corresponding with each statement. Please do not skip any statement as each important in the overall study.

**ARAHAN:** Berikut disenaraikan adalah siri kenyataan yang boleh mewakili sama ada organisasi anda telah mengamalkan dasar keseimbangan kerja dan kehidupan. Sila nyatakan adakah anda bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan salah satu daripada LIMA alternatif yang sepadan dengan setiap kenyataan. Sila jangan abaikan sebarang kenyataan kerana setiap jawapan yang diberikan adalah penting untuk kajian ini.

1	Di dalam organisasi ini, pekerja ditegaskan oleh pihak pengurusan untuk tidak mengambil cuti jika melibatkan hal peribadi. <i>In this organisation, it is frowned upon by management to take leave for family-related matters</i>	<div>SD D NA/D A SA</div> <div>1 2 3 4 5</div>
2	Pihak pengurusan di dalam organisasi ini lebih mementingkan kerja berbanding keluarga dan hal peribadi. <i>The management of this organisation seems to put their job ahead of their family and personal life</i>	<div>SD D NA/D A SA</div> <div>1 2 3 4 5</div>
3	Pekerja sentiasa diharapkan agar melakukan kerja melepasi waktu kerja <i>Employees are often expected to do overtime (OT)</i>	<div>SD D NA/D A SA</div> <div>1 2 3 4 5</div>
4	Apabila ingin menyeimbangkan tanggungjawab di antara kerja dan keluarga, ia lebih mudah berbincang dengan rakan sekerja berbanding pihak pengurusan. <i>When trying to balance work and family responsibilities, it is easier to work things out among colleague rather than get management involve.</i>	<div>SD D NA/D A SA</div> <div>1 2 3 4 5</div>
5	Organisasi ini sangat mementingkan dasar peluang sama rata di kalangan pekerja. <i>This organisation is serious about equal opportunity.</i>	<div>SD D NA/D A SA</div> <div>1 2 3 4 5</div>

## SECTION B

**INSTRUCTIONS:** Listed are series of statements that may represent whether **Work Overload** have an impact on work family balance. Please indicate to what degree you agree or disagree with each statement by **CIRCLING** one of the **FIVE** alternatives corresponding with each statement. Please do not skip any statement as each important in the overall study.

**ARAHAN:** Berikut disenaraikan adalah siri kenyataan yang boleh mewakili sama ada bebanan kerja memberi impak terhadap keseimbangan kerja dan kehidupan.. Sila nyatakan adakah anda bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan salah satu daripada LIMA alternatif yang sepadan dengan setiap kenyataan. Sila jangan abaikan sebarang kenyataan kerana setiap jawapan yang diberikan adalah penting untuk kajian ini.

1	Saya tidak diberikan masa yang secukupnya untuk menyiapkan kerja saya. <i>I am given not enough time to finish my job.</i>	SD D NA/D A SA 1 2 3 4 5
2	Saya merasakan beban kerja yang diberikan kepada melebihi kemampuan saya untuk melakukannya seorang diri. <i>I often seems like I have too much work for one person to do.</i>	SD D NA/D A SA 1 2 3 4 5
3	Kadar prestasi yang diharapkan kepada kerja saya terlalu tinggi. <i>The performance standards on my job are too high.</i>	SD D NA/D A SA 1 2 3 4 5

## SECTION C

**INSTRUCTIONS:** Listed are series of statements that may represent whether **Role of Conflict** have an impact on work life balance in your organisation Please indicate to what degree you agree or disagree with each statement by **CIRCLING** one of the **FIVE** alternatives corresponding with each statement. Please do not skip any statement as each important in the overall study.

**ARAHAN:** Berikut disenaraikan adalah siri kenyataan yang boleh mewakili sama ada peranan konflik memberi impak terhadap keseimbangan kerja dan kehidupan.. Sila nyatakan adakah anda bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan salah satu daripada LIMA alternatif yang sepadan dengan setiap kenyataan. Sila jangan abaikan sebarang kenyataan kerana setiap jawapan yang diberikan adalah penting untuk kajian ini

1	Saya perlu melakukan perkara yang tidak berkaitan dengan skop kerja saya <i>I have to do things that should be done differently from my job scope</i>	SD D NA/D A SA 1 2 3 4 5
2	Saya menerima tugas tanpa tenaga kerja yang mencukupi untuk menyiapkannya. <i>I receive an assignment without enough manpower to complete it.</i>	SD D NA/D A SA 1 2 3 4 5
3	Saya bekerja tanpa kumpulan atau lebih kumpulan yang skop kerja beroperasi agak berbeza <i>I work without or more group who operate quite differently</i>	SD D NA/D A SA 1 2 3 4 5
4	Saya perlu melanggar peraturan atau polisi syarikat untuk menyiapkan tugas yang diberikan. <i>I have to buck a rule or policy to carry out an assignment</i>	SD D NA/D A SA 1 2 3 4 5



5	Saya melakukan kerja yang hanya dipersetujui oleh seorang rakan sekerja dan tidak diterima oleh yang lain <i>I do things that accepted by one person and not acceptable by other</i>	SD D NA/D A SA 1 2 3 4 5
6	Saya menerima permintaan yang tidak sepatutnya oleh rakan sekerja untuk melakukan tugas. <i>I receive incompatible requests from two or more colleagues.</i>	SD D NA/D A SA 1 2 3 4 5
7	Saya menerima tugas tanpa sumber dan bahan yang mencukupi untuk melaksanakannya. <i>I receive an assignment without adequate resources and material to execute it.</i>	SD D NA/D A SA 1 2 3 4 5
8	Saya bekerja untuk perkara yang tidak perlu dan berkaitan. <i>I work on unnecessary things and time</i>	SD D NA/D A SA 1 2 3 4 5

#### SECTION D

**INSTRUCTIONS:** Listed are series of statements that may represent whether **Role Ambiguity** have an impact on work life balance in your organisation. Please indicate to what degree you agree or disagree with each statement by **CIRCLING** one of the **FIVE** alternatives corresponding with each statement. Please do not skip any statement as each important in the overall study.

**ARAHAN:** Berikut disenaraikan adalah siri kenyataan yang boleh mewakili sama ada kesamaran peranan memberi impak terhadap keseimbangan kerja dan kehidupan.. Sila nyatakan adakah anda bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan salah satu daripada LIMA alternatif yang sepadan dengan setiap kenyataan. Sila jangan abaikan sebarang kenyataan kerana setiap jawapan yang diberikan adalah penting untuk kajian ini

1	Saya merasa selamat dan yakin dengan kuasa dan jawatan yang saya ada sekarang <i>I feel secure about how much authority I have</i>	SD D NA/D A SA 1 2 3 4 5
2	Terdapat matlamat dan objektif yang jelas untuk kerja saya. <i>There are clear planned goal and objective for my job</i>	SD D NA/D A SA 1 2 3 4 5
3	Saya tahu yang saya telah membahagikan masa saya dengan sebaiknya. <i>I know that I have divided my time properly</i>	SD D NA/D A SA 1 2 3 4 5
4	Saya faham tanggungjawab saya sebagai pekerja <i>I know what my responsibilities are as a worker</i>	SD D NA/D A SA 1 2 3 4 5
5	Saya tahu dengan jelas target yang harus dicapai. <i>I know that exactly what is expected for me to achieve</i>	SD D NA/D A SA 1 2 3 4 5
6	Penjelasan mengenai kerja yang dilakukan dan skop kerja jelas. <i>Explanation is clear of what has been done and job description is clear.</i>	SD D NA/D A SA 1 2 3 4 5

## SECTION E

**INSTRUCTIONS:** Listed are series of statements that may represent whether **Work to Family Conflict** have an impact on work life balance in your organisation. Please indicate to what degree you agree or disagree with each statement by **CIRCLING** one of the **FIVE** alternatives corresponding with each statement. Please do not skip any statement as each important in the overall study.

**ARAHAN:** Berikut disenaraikan adalah siri kenyataan yang boleh mewakili sama ada konflik kerja-keluarga memberi impak terhadap keseimbangan kerja dan kehidupan.. Sila nyatakan adakah anda bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan salah satu daripada LIMA alternatif yang sepadan dengan setiap kenyataan. Sila jangan abaikan sebarang kenyataan kerana setiap jawapan yang diberikan adalah penting untuk kajian ini

1	Beban kerja saya mengganggu urusan peribadi dan urusan keluarga saya. <i>The demands of my work interfere with my home and family life</i>	SD D NA/D A SA 1 2 3 4 5
2	Kadar waktu yang dihabiskan untuk kerja menyebabkan saya susah untuk menjalankan tanggungjawab saya kepada keluarga. <i>The amount of time my job takes up to makes it difficult to fulfil my family responsibilities</i>	SD D NA/D A SA 1 2 3 4 5
3	Perkara yang saya ingin lakukan di rumah tidak boleh dilaksanakan kerana beban kerja yang diberikan kepada saya. <i>Things I want to do at home do not get done because of the demands my job puts on me</i>	SD D NA/D A SA 1 2 3 4 5
4	Kerja saya memberikan halangan untuk saya menjalankan tugas kepada keluarga <i>My job produces strain that makes it difficult to fulfil my family duties</i>	SD D NA/D A SA 1 2 3 4 5
5	.Atas dasar kerja, saya sering mengubah rancangan untuk melakukan aktiviti bersama keluarga <i>Due to work related duties, I have to make changes to my plans for family activities</i>	SD D NA/D A SA 1 2 3 4 5
6	Tanggungjawab saya terhadap keluarga dan pasangan mengganggu aktiviti kerja saya. <i>The demands of my family/spouse interfere with work-related activities</i>	SD D NA/D A SA 1 2 3 4 5
7	Saya selalu mengabaikan kerja kerana masa yang dihabiskan di rumah <i>I have to put off things at work because of demands on my time at home</i>	SD D NA/D A SA 1 2 3 4 5
8	Perkara yang saya ingin dilaksanakan di tempat kerja tidak siap atas urusan keluarga dan pasangan <i>Things I want to do at work don't get done because of the demands of family/spouse</i>	SD D NA/D A SA 1 2 3 4 5
9	Hal di rumah sering mengganggu tanggungjawab saya di tempat kerja seperti kerja tepat masa dan kerja lebih masa. <i>My home life interferes with my responsibilities at work such as work on time and working overtime</i>	SD D NA/D A SA 1 2 3 4 5
10	Hal berkenaan keluarga sering mengganggu tugas saya. <i>Family related strain interferes with my duties</i>	SD D NA/D A SA 1 2 3 4 5

## SECTION F

**INSTRUCTIONS:** The following are some personal questions about you that will be used for statistical purposes only. Please tick (/) the relevant information and provide details whenever necessary. Please do not skip any statement as each important in the overall study.

**Gender** : Male ( ) Female ( )

**Age** : ( ) years

**Period of Service :** less than 1 ( ) 1-10 ( ) 11-20 ( )  
more than 20 ( )

**Monthly Salary:** Less than RM2000 ( )  
RM 2000 - RM3000 ( )  
RM 3000- RM4000 ( )  
More than RM 4000 ( )

**Position** : \_\_\_\_\_

**Department** : \_\_\_\_\_ (Cth: Sumber Manusia, Kewangan, dll)

**Marital Status :** Single ( ) Married ( )

**Number of Children** : \_\_\_\_\_

**THANK YOU FOR YOUR PARTICIPATION**

APPENDIX B

Frequencies

Statistics									
		GENDER	AGE	YOS	SALARY	POSITION	DEPARTMENT	MARITALSTAT US	NOC
N	Valid	204	204	204	204	204	204	204	204
	Missing	0	0	0	0	0	0	0	0
Mode		1.00	2.00	2.00	2.00	6.00	2.00	2.00	2.00
Range		13.00	4.00	3.00	5.00	17.00	4.00	1.00	3.00
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		14.00	5.00	4.00	6.00	18.00	5.00	2.00	4.00

Frequency Table



GENDER					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	120	58.8	58.8	58.8
	Female	81	39.7	39.7	98.5
	5.00	1	.5	.5	99.0
	14.00	2	1.0	1.0	100.0
	Total	204	100.0	100.0	

AGE				
		Frequency	Percent	Cumulative Percent

Valid	20-25 years old	45	22.1	22.1	22.1
	26-30 years old	54	26.5	26.5	48.5
	31-35 years old	46	22.5	22.5	71.1
	36-40 years old	31	15.2	15.2	86.3
	Above 40 years old	28	13.7	13.7	100.0
	Total	204	100.0	100.0	

#### YOS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	21	10.3	10.3	10.3
	1-10 years	139	68.1	68.1	78.4
	11-20 years	38	18.6	18.6	97.1
	more than 20 years	6	2.9	2.9	100.0
	Total	204	100.0	100.0	

#### SALARY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than rm2000	57	27.9	27.9	27.9
	rm2000-rm3000	69	33.8	33.8	61.8
	rm3000-rm4000	58	28.4	28.4	90.2
	more than rm4000	18	8.8	8.8	99.0
	6.00	2	1.0	1.0	100.0
	Total	204	100.0	100.0	

		POSITION			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Safety Officer	14	6.9	6.9	6.9
	General Assistant	10	4.9	4.9	11.8
	Technician	22	10.8	10.8	22.5
	Clerk	17	8.3	8.3	30.9
	Assistant Director	1	.5	.5	31.4
	Enforcement Officer	34	16.7	16.7	48.0
	Secretary	17	8.3	8.3	56.4
	Administrative Assistant	14	6.9	6.9	63.2
	Quantity Surveyor	10	4.9	4.9	68.1
	Engineer	5	2.5	2.5	70.6
	Auditor	15	7.4	7.4	77.9
	Financial Officer	1	.5	.5	78.4
	Accountant	4	2.0	2.0	80.4
	Safety Manager	23	11.3	11.3	91.7
	Health Officer	5	2.5	2.5	94.1
	Sports Officer	3	1.5	1.5	95.6
	Quantity Surveyor Assistant	9	4.4	4.4	100.0
	Total	204	100.0	100.0	

		DEPARTMENT			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration Department	47	23.0	23.0	23.0
	Corporate Department	48	23.5	23.5	46.6
	Urban Planning Department	47	23.0	23.0	69.6
	Finance Department	29	14.2	14.2	83.8
	Development Department	33	16.2	16.2	100.0
	Total	204	100.0	100.0	

**MARITALSTATUS**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	62	30.4	30.4	30.4
	married	142	69.6	69.6	100.0
	Total	204	100.0	100.0	

**NOC**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	66	32.4	32.4	32.4
	1-3	104	51.0	51.0	83.3
	4-6	28	13.7	13.7	97.1
	7-9	6	2.9	2.9	100.0
	Total	204	100.0	100.0	



## Correlations

		Correlations				
		DV_WLB	IV_WOL	IV_ROC	IV_ROA	IV_WTFC1
DV_WLB	Pearson Correlation	1	.533**	.463**	-.193**	-.052
	Sig. (2-tailed)		.000	.000	.006	.460
	N	204	204	204	204	204
IV_WOL	Pearson Correlation	.533**	1	.435**	-.164*	.071
	Sig. (2-tailed)	.000		.000	.019	.311
	N	204	204	204	204	204
IV_ROC	Pearson Correlation	.463**	.435**	1	-.342**	.083
	Sig. (2-tailed)	.000	.000		.000	.239
	N	204	204	204	204	204
IV_ROA	Pearson Correlation	-.193**	-.164*	-.342**	1	-.067
	Sig. (2-tailed)	.006	.019	.000		.342
	N	204	204	204	204	204
IV_WTFC1	Pearson Correlation	-.052	.071	.083	-.067	1
	Sig. (2-tailed)	.460	.311	.239	.342	
	N	204	204	204	204	204

\*\*, Correlation is significant at the 0.01 level (2-tailed).

\*, Correlation is significant at the 0.05 level (2-tailed).



Regression

Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	IV_WTFC1, IV_ROA, IV_WOL, IV_ROC <sup>b</sup>		Enter

a. Dependent Variable: DV\_WLB

b. All requested variables entered.

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.602 <sup>a</sup>	.362	.349	.58694	2.005

a. Predictors: (Constant), IV\_WTFC1, IV\_ROA, IV\_WOL, IV\_ROC

b. Dependent Variable: DV\_WLB

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.927	4	9.732	28.250	.000 <sup>b</sup>
	Residual	68.554	199	.344		
	Total	107.482	203			

a. Dependent Variable: DV\_WLB

b. Predictors: (Constant), IV\_WTFC1, IV\_ROA, IV\_WOL, IV\_ROC

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	1.868	.574		3.253
	IV_WOL	.360	.055	.412	6.551
	IV_ROC	.283	.067	.280	4.241
	IV_ROA	-.043	.070	-.037	-.612
	IV_WTFC1	-.332	.176	-.107	-1.883

a. Dependent Variable: DV\_WLB

Residuals Statistics <sup>a</sup>					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.4983	3.4056	2.4137	.43790	204
Residual	-2.01023	1.78888	.00000	.58112	204
Std. Predicted Value	-2.090	2.265	.000	1.000	204
Std. Residual	-3.425	3.048	.000	.990	204

a. Dependent Variable: DV\_WLB

## Regression

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	IV_WTFC1, IV_ROA, IV_WOL, IV_ROC <sup>b</sup>		Enter

a. Dependent Variable: DV\_WLB

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.602 <sup>a</sup>	.362	.349	.58694	2.005

a. Predictors: (Constant), IV\_WTFC1, IV\_ROA, IV\_WOL, IV\_ROC

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**ANOVA<sup>a</sup>**

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1	Regression	38.927	4	9.732	28.250	.000 <sup>b</sup>
	Residual	68.554	199	.344		
	Total	107.482	203			

a. Dependent Variable: DV\_WLB

b. Predictors: (Constant), IV\_WTFC1, IV\_ROA, IV\_WOL, IV\_ROC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.868	.574		3.253	.001
	IV_WOL	.360	.055	.412	6.551	.000
	IV_ROC	.283	.067	.280	4.241	.000
	IV_ROA	-.043	.070	-.037	-.612	.542
	IV_WTFC1	-.332	.176	-.107	-1.883	.061

a. Dependent Variable: DV\_WLB

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.4983	3.4056	2.4137	.43790	204
Residual	-2.01023	1.78888	.00000	.58112	204
Std. Predicted Value	-2.090	2.265	.000	1.000	204
Std. Residual	-3.425	3.048	.000	.990	204

a. Dependent Variable: DV\_WLB

Charts

