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**IMPACT OF WORK-LIFE BALANCE, JOB SATISFACTION AND  
ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE**

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**UUM**  
**Universiti Utara Malaysia**

**MASTER OF HUMAN RESOURCE MANAGEMENT**

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ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE**

**By**

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**UUM**  
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## ABSTRACT

The main aim of this study is to examine the impact of work-life balance, job satisfaction and organizational commitment on employee performance among administrative staff in Northern region universities in Malaysia. The study indicates a strong significance of the variables in explaining employees' performance within the context of Northern region universities in Malaysia. The study adopts quantitative research method of primary source was utilized to collect the data from two hundred and seventy one administrative staff respondents by using probability sampling technique and data collected and analyzed by using Statistical Package for Social Science (SPSS). The scope is centered on administrative staff which warranted distribution and collection of questionnaires among administrative staff of four selected universities within the Northern region universities which are Universiti Utara Malaysia (UUM), Universiti Malaysia Perlis (UniMAP), Universiti Teknologi Mara (UiTM) Arau Perlis, and Universiti Sains Malaysia (USM). The questionnaire is designed with a close-ended question. The data were analyzed using different statistical techniques such as reliability survey, descriptive of variable analysis, correlation analysis (Pearson Correlation Analysis) and regression analysis (Multiple Regression Analysis). The regression results indicate that all independent variables which are work-life balance, job satisfaction and organizational commitment are positively correlated with the dependent variable which is employee performance. However, the study concludes that for effective employee performance to be enhanced, the level of motivation needs to be improved. This would determine the sustainability or otherwise of organizational goals either private or public sectors.

**Keywords:** *Work-life Balance, Job Satisfaction, Organizational Commitment, Employee Performance.*

## ABSTRAK

Tujuan utama kajian ini adalah untuk mengkaji kesan keseimbangan kehidupan peribadi dan kerja, kepuasan kerja, dan komitmen organisasi terhadap prestasi kerja dalam kalangan pekerja pentadbiran universiti di utara Malaysia. Kajian ini menunjukkan kepentingan yang kuat terhadap pembolehubah dalam menjelaskan prestasi kerja di dalam konteks Universiti di Utara Malaysia. Kajian ini menggunakan kaedah penyelidikan kuantitatif sebagai sumber utama untuk mengumpul data daripada dua ratus tujuh puluh satu responden pekerja pentadbiran dengan menggunakan teknik persempelan kebarangkalian dan data yang dikumpul dianalisis dengan menggunakan pakej statistik untuk Sains Sosial (SPSS). Skop kajian ini tertumpu kepada pekerja pentadbiran dengan mengedarkan dan mengumpul soal selidik kepada pekerja pentadbiran di empat buah universiti yang terpilih di Utara Malaysia iaitu Universiti Utara Malaysia (UUM), Universiti Malaysia Perlis (UniMAP), Universiti Teknologi Mara Arau Perlis (UiTM), dan Universiti Sains Malaysia (USM). Soalan soal selidik direka dengan kata soal tertutup. Dapatan kajian dianalisis menggunakan pelbagai analisis statistik seperti ujian kepercayaan, analisis pembolehubah diskriptif, analisis kolerasi (Analisis Kolerasi Pearson) dan analisis regrasi (Analisis Regrasi Berganda). Keputusan analisis regrasi menunjukkan semua pembolehubah bebas seperti keseimbangan kehidupan peribadi dan kerja, kepuasan kerja, komitmen organisasi, berkolerasi positif dengan pembolehubah bersandar iaitu prestasi kerja. Selain itu, kajian ini merumuskan bahawa untuk meningkatkan prestasi kerja yang efektif, tahap motivasi perlu ditingkatkan. Ini akan menentukan kemampuan dan pencapaian organisasi di sektor swasta dan kerajaan

**Kata kunci :** *Keseimbangan kehidupan peribadi dan kerja, kepuasan kerja, komitmen organisasi, prestasi pekerja*

Universiti Utara Malaysia

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Background of Study**

Employee job performance has continuously been a major challenge in organizational administration. It embraces compelling ways to persuade workers to accomplish and provide higher job performance. Employees are the basic source of benefits and competitive advantage in any organization. In other words, the viability and efficiency of an organization is credited to the viability and productivity of employee's performance. Moreover, employee performance is instrumental to organizational development and productivity (Inuwa 2016). Therefore, the issue of employee performance is key to the understanding of organization. Though it can be determined by many factors, the level of effectiveness and efficiency can be measured in a given organization via employees' performance. This is applicable to many organizational structures which is the universities sectors cannot be undermined. Within the Malaysian context, administrative staff in Northern region universities in Malaysia concern employee job performance and step by step turning into a typical talk particularly for administrative staff.

On the other hand, work-life balance has suggestion on laborer behaviors, demeanors, prosperity as well as organizational adequacy. Moreover, work-life balance defined as the equilibrium point between amount time and effort spend by a person in their work and personal life (Clarke, Koch & Hil, 2004). According to Greenhaus, Collins and Shaw (2003), work life balance can be categorized into three aspects in order to measure it, the

firstly, is balancing of the time, which is regarding the quantity of time that set to complete the work and other activates, Secondly is participation balance, whereas it includes the combination of psychological and commitment to work and as well as other activities roles. Finally, is the satisfaction balance, and it refers to the stage of satisfaction.

Meanwhile, according to Bird (2006) work-life balance is considered most important topic in most of the boardrooms and also in government hall nowadays. As for that, in the coming decade, it is predicted that it will become as one of the most important issues to manage by the human resource professionals. As reported by Kehl (2012) in industry Week Magazine, work life balance is rank as number one while compensation falls into rank two. Some more, an employee who feel have a good work life balance is considered to work or put effort 21% more harder compared to employees who are doing more work without any balanced. According to Patton research (Noe, 2013) which conducted among employees at United States, it is clearly stated which 75% of employees is believed not have enough time to spend with their children while 61% in considered not having time for their spouse.

On the other hand, past studies showed that work-life balance impact occupational attitudes for example, as job satisfaction (Harr, Russ, Sune, & Malaterra, 2014; Maeran, Pitarelli, Cangiano 2013, Rani & Selvarni, 2011, Syeda & Momna, 2012), organizational commitment (Arif & Farooqi 2014). Also, the imbalance between life and work is believed to give personal implication, family implication and organizational implication too. Administrative staff who unable to balance between personal and work aspect seem to be less efficient in performing their work, because it can influence directly to their

performance, as well less sociable, lower family dissatisfaction and suffer health problems (Delecta 2011). Therefore, by doing and practicing work-life balance, it helps employees to deal with stress issues and family conflict (Noe 2013).

Moreover, job satisfaction defined as a compensation that employees targeted as an outcome of efficient movement separately from employees profits Mustapha (2013). Employee's satisfaction closer to administrative guidelines leads to greater managerial productiveness due to employee overall performance. Similarly, rewards can also enhance the level of and employee's work fulfillment. Shagufta Sarwar (2013) company's benefit will be high productive when employees happy with the company's regulations.

Meanwhile, to be commitment in the organization there are there important estimations first full of feeling, continuation, and regulating commitment and final one is full of feeling commitment decides worker's point to go absent or remain interior the company. Studies effects established a few component which includes gender, attainment, job satisfaction and work ethics have an effect on the worker organizational commitment (Denguga 2013). Without doubt when employees satisfy for their job it leads high performance also employee commitment has a huge impact for employee performance.

Finally, this is study investigates the impact of work-life balance, job satisfaction and organizational commitment on employee performance among administrative staff in Northern region universities in Malaysia.



## **1.2 Statement of Problem**

The phenomenon of employee performance is much vital to the survival of any organization. As rightly noted by Anthony, Jenna and Charlie (2013), employee performance is a dynamic issue that can be measured from different perspectives ranging from pay system and other motivational mechanism of encouraging employee productivity. Therefore, performance of employee is determined by different factors and the absence of some of those underpinning conditions can affect low motivation on the part of the employees which invariably leads to under low performance.

Not only that, Bruno (2015) relates employees' performance to availability of necessary tools or facilities in an organization. According to him, employees cannot work in a vacuum, certain facilities that could serve as supporting tool are required in tapping and annexing the potentials of workers effectively. The unavailability of the necessary facilities would definitely have consequence on the output in any organizational setting as well as administrative staff.

However, decline in employee performance which can be an offshoot of lack of motivation. As performance of employees is important for organizations, the administration must consider improving performance of employees in their organizations by motivating them to do their duties and tasks as efficiently and effectively as possible (Aarabi et al., 2013). So, motivation in administrations totally an essential and required because it plays significant role the behavior of employees in positive ways.

In addition, low compensation is other related issues would play significant role on employee performance. Because compensation and rewards impacts extremely the employee performance and it is the important to attract the employee and motivate administrative staff to increases their job performance (Hameed, 2014). As obtainable in the modern trend of organizational operation, the application of social media in enhancing employee performance is also vital. Nevertheless, the employee performance in this study is assessed on three variable namely; Work-life balance, Job satisfaction and Organization commitment. The imperative of this is to explore the linkage of the above variables towards employee performance within the Northern universities in Malaysia.

The issue of work life balance also is a global phenomenon that affects all societies. This is because combination of work with other activities has become an important issue in among administrative staff in Northern region universities. The most vulnerable happen to be women that are required to combine work with other domestic activities. The inability of employees to balance official responsibilities with social life is alarming in the contemporary working force. This has implication on employee performance in terms of delivery adequate service towards achieving organizational goals. However, work and home are remains two essential variables in the survival of mankind. But the combination of both activities has always been a challenging moment that does not only affect administrative staff but also result to job satisfaction. Moreover, the balance of both work and home can only make healthier and happier man. In lieu of this, this study explores the

dynamic of work life among the administrative staff (non-academic staff) within Northern region universities in Malaysia and its implication on their performance.

On the other hand, job satisfaction normally viewed as employee attitude to his/her job is key in determining productivity in any organization. It is believed that satisfied worker has the tendency to be more productive and committed in the pursuit of organizational goals and vice versa (Terera2014). The inability of workers to be efficient and effective could be attributed to low level of job satisfaction which invariably would affect positive output from the employees (Noah & Steve, 2012). Given this, academic environment cannot be booming if the staff (administrative staff) perception and attitude fail to enhance progressive policies. This could be linked to their performance level. The key motivational supports required for staff productivity need to be addressed if employee performance must be high. In a related development, organizational commitment is utmost important towards employees performance in any organization. This has pinpointed by Somers and Birnbaum (1998) remains top-level management that determines level of commitment towards achieving organizational goals.

The organizational commitment in the study of Yosouf (2002) would further lead to efficient performance of the employees. Though several factors might be accountable for employee's productivity, the viability of organizational commitment is a key variable that cannot be undermined. Based on this, the management of every university determines the commitment and direction through which respective institutions operate. Meanwhile, the administrative staff remain key in the running of universities and if the management fails

to be proactive, such restrict staff to be positive engaged and invariably affects the productivity of the university at large.

Given all these, this study looks at the effect of work-life balance, job satisfaction and organizational commitment on employee performance among the administrative staff in Northern region universities in Malaysia. The three independent variables have significant link to employee performance and in lieu of this, it is explored in this study on the interrelatedness of each other towards achieving the goals of Northern universities in Malaysia. However, previous studies focused on academic setting and how work-life balance affected employee performance as well as impact of job satisfaction and organizational commitment, but this study is keen to explore the influence of work-life balance, job satisfaction and organizational commitment on employee performance. This is to be done with specific focus on the administrative staff in Northern region universities in Malaysia which are Universiti Utara Malaysia (UUM), Universiti Malaysia Perlis (UniMAP), Universiti Teknologi Mara (UiTM) Arau Perlis, and Universiti Sains Malaysia (USM).

### **1.3 Research Questions**

- 1- Does work life balance impact employee performance among administrative staff in Northern region universities?
- 2- Does job satisfaction impact significantly employee performance among administrative staff in Northern region universities?
- 3- Does organizational commitment influence significantly the employee performance among administrative staff in Northern region universities?

### **1.4 Research Objectives**

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

- 1- To explore the impact of work life balance on employee performance among administrative staff in Northern region universities in Malaysia
- 2- To identify the effect of job satisfaction on employee performance among administrative staff in Northern region universities in Malaysia.
- 3- To determine the impact of organizational commitment on employee performance among administratives in Northern region universities in Malaysia.

### **1.5 Significant of Study**

Significance of the study is very important to be highlighted in a research. This is because; within it only the importance or benefit of the particular research to other parties can be identified. The study explores employee performance within the Northern university region by looking at the linkage of work balance, job satisfaction and organizational commitment to the former. This makes the study to be differ from other studies on employee performance particularly within the Malaysia context. However, the study has theoretical and practical contributions.

Theoretically, the study expands literature on the subject of discourse which invariably contributes to the existing knowledge on employee performance generally and within the Malaysian context in particular. With the issue of employee performance being explored from the dimension of the three independent variables that I mentioned above, the study enriches literary search on the above subject and enhance readers understanding of the phenomenon.

Practically, the issue of employee performance is an interesting one which cannot be undermined towards achieving organizational goals. This study gives practical analysis of the Malaysian context regarding employees' performance particularly the administrative staff of selected universities in the Northern region. With this, one can understand the practical linkage of work life balance, job satisfaction and organizational commitment job satisfaction on employee performance within the context of Malaysia.

## **1.6 Scope of the study**

The range of the research work involves administrative staff as individually from four selected public universities in Northern region Malaysia which are Universiti Utara Malaysia (UUM), Universiti Malaysia Perlis (UniMAP), Universiti Teknologi Mara (UiTM) Arau Perlis, and Universiti Sains Malaysia (USM). The research significantly address the impact of work-life balance, job satisfaction and organizational commitment on employee performance among administrative staff in Northern region universities in Malaysia.

## **1.7 Definitions of Key Terms**

### **Employee Performance**

Employee performance is characterized as the level of a person's work achievement after having applied exertion Hellriegel, Jackson & Slocum, 1999).

### **Work life Balance**

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

### **Job Satisfaction**

Job satisfaction is an effective reply by people due to an appraisal of their work roles inside the job that they currently preserve (Graham and Messner, 1998).

## **Organizational Commitment**

Definitions of the concept organizational commitment incorporate the portrayal by O'Reilly (1989, p 17), an individual's mental bond to the organization, counting a sense of work association, dependability and conviction in the values of the organization.

## **1.8 Organization of Dissertation**

Chapter one for this research is consists of discussion on related of the research, statement problem statement, research objectives, research questions, and scope of study and significance of the study. Next, chapter two described on the past literature review, that related to variables as well be used in this research, and framework. Chapter three is methodology part that covers research design, unit of analysis, measurement for variable sample and population, the design of the questionnaire, data gathering and statistics analysis technique. Chapter four, focus on the results of this study which obtain from data collection. Finally, chapter five summarize, conclusion and recommendation.



## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

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

#### **2.2 Employee Performance**

Employee performance is a totally crucial in the organization. Because, it helps the organization rise and develop the capability of the company's employees. Also it explains into organization a great facility and interaction in which affects each space of the company. To understand company needs to create policies that will increase employee effectiveness. An employee's job performance depends on or could be a consequence of some combination of ability, effort, and chance. But, the measurements may be drained terms of outcomes or results produced (Ferris et al., 1998). Performance is outlined as the record of outcomes created on a specified job function or activity during specified time period (Russell, & Bernardin, 1998).

Base on this meaning performance is set of results made throughout a definite period of time. Therefore, the researchers have established the operating meaning of performance of

employees for study purpose is that, “achievement of targets of the tasks assigned to employees within particular period of time”. Ilgen & Schneider (1991) Performance is not only related to the action but also includes judgment and analysis method. According to Viswesvaran and Ones (2000), employee performance refers to the behavior, accessible actions and results that workers engage in or bring about which are contribute and connected to organizational objectives.

Furthermore, Campbell (1993), performance is connected to that the person which is employed do in satisfying his/her obligations therefore the actions which will be examined and measurable are reflected. Frese, (2002) companies want great performance of its workers, therefore on meet its objective also be ready to accomplish competitive advantage. In step base of business dictionary, it is the job connected actions predictable of an employee and how well those actions were executed. The company achievement is base of the employee performance.

Fundamentally, employee performance is the achievements made and outcomes accomplished at work. Performance demonstrates that employee maintaining up strategies while pointing for the outcome. So, performance generally assessment is the coronary soul of performance management, (Cardy, 2004), the performance of an organization or individual largely depends on all the organizational rules, design and practices and structures of an organization.

Hence, job performance of an employee is focused as an important component in an organization. An employee performance and efficiency is a vital issue among managers, employers and for the entire organization (Kelidbari, Dizgah & Yusufi 2011). This is because; an excellent performance can contribute in the improvement of the organization particular in term of outcomes and productivity that will contribute in the development of the organization growth. Also, job performance is a function of the amount of time and energy (effort) that an expatriate devoted to his/her job (Awais et al., 2013). The level of employee's job performance and the success of any organization mainly depends on the level of employee's job performance. The firms, whose employees are performing in its full efficiency level, are working as comparative advantages. Employees of an organization play the key role for performing better and better (Bin Atan et al., 2015).

Employee performance can be categorized into two parts that is 'can do' and 'will do'. The first one 'can do' points to the knowledge, skill, ability and other characteristics (KSAOs) which a personal must own in order to perform job. But, for the second one 'will do' it is more on the encouraging level of an employee in performing his or her work (Schmitt & Chan, 1998).

### **2.3 Work-life Balance**

Many of studies shown that work-life balance started in the Nineteen Seventies as considerations produced over quality childcare programs and increments of worker offer assistance programs that were made to create specialists with focal points for stretch, discouragement, afflictions and those low efficiency levels (Harrington, 2007). Presenting

laborer offer assistance programs are vital to people who are feeling family problem. Lockwood (2003) defined work life balance as a technique of handling individual and work duties.

The idea of work-life balance deals with result the methods of balance that an individual makes between competing requests of home and work. In other word, it reflects how people do or ought to satisfy their business related and individual obligations in such a technique that an overlapping circumstance is not made (Konrad & Mangel, 2000). Work-life balance is essential particularly when institutes have to manage extraordinarily technical professional because their high loyalty and commitment is required forth achievement of the institute. In line it can be enterprise for fulfillment of the workers Susi (2010).

Furthermore, according to Clark (2000) balancing work and life is development of hanging a perfect balance among the vocation of a private besides their personal life with all of their several associations. Felicity (2013), expressed as imperative in upgrading representative execution at work and private. Moreover, Sex qualification exists in work life adjust wants as a result of work and other activities obligations are completely distinctive for man and women.

Byrne (2005) had said on his paper that accomplishing a balance of work and a better life can bring benefits to employers in terms of having a workforce that is persuaded productive and less stressful since they had the feeling that they esteemed to the company, attracting more candidates, improve productivity and decrease absenteeism, gained a reputation as

an employer of choice, retain employees are important to the organization and maximize the existing workforce. While according to, Bloom and Van Reenen (2006) stated work-life balance have demonstrated that it is the factor that has the potential to influence the issue in the workplace such as employee turnover, stress, organizational commitment, absenteeism, productivity and job.

Work-family struggle happens when the person needs to perform different roles as husband and wife, parents, friends and social life. Each part requires time, commitment and vitality to be implemented (Duxbury, 2003). Additionally, work life balance has always been an extraordinary concern for current researches because of its direct relationship with productive quality of work life (Fleetwood, 2007). Therefore, when employees have a good work-life believe to react positively in order to reducing the work load inside the organization, develop a good organizational philosophy where the workforce is not pushed and additional work is not focused as load (Allen 2001). Other than that work-life balance also can help in the increment of the efficiency and high performance of the workforce in an organization (Clifton & Kruse, 1996, Wise & Bond, 2003.) This is because, when employees feel happy and satisfy with the work, so they will put extra effort in their job with a great performance.

## **2.4 Job Satisfaction**

In order to know the concept of job satisfaction is firstly there are numerous different concepts of job satisfaction developed by different scholars. These diverse approaches existences because of each employee has a distinctive feeling and response to his or her organization. To measure and define job satisfaction can be challenging because it's influenced through the employee's attitude as well as ability to settle the required task, the communication in the organization and how the management treats their employees. The most commonly job satisfaction definition cited are analyzed in the following lines.

According to Varoom, (1964) job satisfaction emphasizes on the role of the worker with in the workplace. Therefore, job satisfaction as affective orientations on the part of individuals toward work roles that they are presently occupying. Hoppock defined job satisfaction as any arrangement of physiological, psychological and environmental circumstances that effect an individual truthfully to say I am satisfied with my job (Hoppock, 1935). Concurring to this approach in spite of the fact that work fulfillment is underneath the impact of different external components, it remains something inside that must do with the way how the representative feels that's work fulfillment presents a collection of things that cause a sense of fulfillment.

Also, the most frequently quoted meanings on job satisfaction is that set by Spector (1997). Affording to him satisfaction of the job consumes to make with the system how individuals sense about their job and its different viewpoints. It has to organize with the amount to what individuals enjoy or not enjoy for their job. That is why job satisfaction and job

dissatisfaction show up in any provided job condition. Job satisfaction is an extent to which individuals feel positively or negatively regarding their job. In brief, it refers to employee's emotional response and reaction to their work as well as to the physical and social conditions of working environment Locke (1976).

Furthermore, job satisfaction clarified in what way satisfied a person by his/her work. It's expected that employees would be more fulfilled with their job if they were found to be satisfied and enjoyable in doing their job (Noah & Steve, 2012). Essentially, Robbins and Judge (2013) also explained that job satisfaction depicts a positive perception towards a particular job, resulting by assessment of its characteristic. In other words, workers who sustain extraordinary level of job satisfaction hold positive discernment towards his/her work. On the opposite, employees with low satisfaction tend to consume bad perception toward their job.

## **2.5 Organizational Commitment**

Last three or four decades organizational commitment has come on of the most fashionable elements. Like each other psychological construct it is very tough to have a universally acknowledged definition. In any case, it has been characterized and measured in numerous distinctive design. Many definitions and measures have the common point that organizational commitment is considered to be a sure or a linkage of the person to the organization (Mathieu & Zajac, 1990).

Organizational commitment can be defined as relative power of an individual's identification with and association in every specific organization. It can be characterized by 3 factors: 1) a powerful belief in and acceptance of organization's objectives and values; 2) a willingness to exert considerable effort on the behalf of the organization; and 3) a powerful need to take care membership within the organization (Porter, et al., 1974). A lot of the interest concerning organizational commitment is the belief that extremely organizationally committed employees are theorized to interact in more citizenship activities, display higher job performance etc (Jaros, 1997) and other comparable desirable behaviors. According to Wang (2008), organizational commitment is a basic component in analyzing and clarifying the employee's behaviors in their organization. Besides, organizational commitment is a sense of dedication, willingness to put efforts and intention to keep employed in a particular company for a extended period of time (Fan et al, 2017).

Another viewpoint is that "exchanged-based definition" or "side-bet" theory (Becker, 1960; Aluto, Hrebiniak & Alonso, 1973). This theory holds that people are committed to the association as far as they hold their positions, irrespective of the stressful conditions they experience. However, should they be given elective benefits, they will be willing to leave the organization. Moreover, organizational commitment described as the psychological likings and devotion that employees have to their organization Farahani et al. (2011). Analysts contend that organizational commitment could be considered a bond or link between an employee and organization, as both employees and organizations advantage from employees' organizational commitment (Fulford & Rothman, 2007; Mathieu & Zajac, 1990). In addition, Qureshiet al. (2011) define organizational



commitment as the feeling of duty that an employee has towards the mission of the organization.

On the other hand, the most recognized concept among organizational commitment is presented by Meyer and Allen (1997) they clarified organizational commitment as a psychological portrays the worker's emotional connection with the company and has suggestions for the determination to support sense of having to a group in the organization. In this approach, organizational commitment has three multi-dimensional components namely affective commitment (emotional attachments toward organization), continuance commitment (costs of leaving such as losing interests and seniority) and normative commitment (personal ethical qualities).

Certainly, workers' organizational commitment is among attitudes that might result to high worker employee performance who are committed to their organization are more likely to be predominant entertainers than the less committed workers as they apply extra exertion on sake of the organization towards its victory and endeavor to achieve its destinations and missions (Jafri & Lhamo, 2013). Workers with higher a few commitment are anticipated to be more spurred and performing at most elevated levels of execution (Berberoglu & Secim, 2015).

## **2.6 Underpinning Theory**

### **2.6.1 Expectancy Theory**

Expectancy theory keeps up that the control of one's affinity to act in a certain way pivot on the desire of the item of conduct or activity as well as how appealing it is (Robbins & Judge 2013). This theory is highlighted on the influence that employee work will result in expectancy theory is a cognitive strategy hypothesis of inspiration that is established on the thought that employees see that there are relations between the exertion they put out at work, the execution they fulfill from that exertion, and the rewards they pick up from their exertion and performance, (Lunenburg, 2011). Advance, Robbins & Judge (2013) submitted that anticipation hypothesis centers on three intuitive that comprises, exertion-execution relationship, performance-remunerate relationship and individual objective relationship.

Base for the proposed study, expectancy theory, in this manner underpins the statement that the employee performs based on an anticipated result and depending on the result of such performance, the level of job satisfaction is decided. This infers that in the event that an employee performance and anticipated result, it will upgrade his/her work fulfillment, in this manner expanding the level of execution of an employee. In addition, as said employee performance on the work determine performance and in such circumstance the worker anticipates compensate from the organization which will decide the level of satisfaction. By suggestion higher rewards result in higher job fulfillment and expanded performance level, while lower rewards demoralizes an representative, thereby resulting

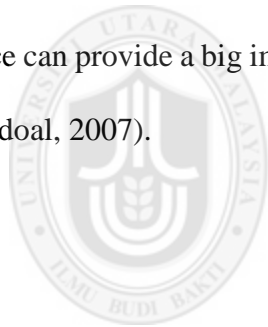
to job dissatisfaction which will bring around diminished performance (Ahmad, *et-al*, 2011; Lee, *et-al*, 2011; Liao *et-al*, 2012).

The level of satisfaction or dissatisfaction determined from a specific job moreover has a extraordinary impact on worker behavior. This suggests that employees whose exertion and performance meet their anticipated compensate may tend to have a higher work fulfillment or satisfaction and positive work state of mind, on the other hand employees whose exertion and performance does not meet their anticipated remunerate, create a negative behavior which can prevent their performance (Liao *et-al*, 2012; Pandey, *et-al* 2014).

### **2.6.2 Spillover Theory**

Spillover theory be considered as one of the most popular theories in order to support on work-life balance concept. It explains the circumstances under what the spillover between work and the family microsystem is positive or negative. To be clearer, if the work-family connections are rigidly controlled in term of time and space, therefore the spillover in terms of time, energy and behavior also will be overall or significantly negative. This is because, when there is not balance between work and family, so the result such as production of energy and behavior at workplace especially will be in the negative. Also, work-flexibility that enables a person to balance between work and family responsibilities will lead to positive spillover (Hill, Ferris & Martinson, 2003) such an increment in job performance, less absenteeism and organizational commitment.

Other than that, Spillover theory also clarify that an individual emotion, behavior, attitudes and skills is produced by either work and personal and it will exchange to another result (Balmforth & Gardner, 2006; Frone, 2003; Zedeck, 1992). For example, from the company view if a person able to balance between work and family, so it will great good attitudes, which indicate the satisfaction feeling and also the final mean is it can exchange to produce a good job performance level. Furthermore, spillover not only can show either positive or negative impact however the most important it can happen in both direction, which is individual to work and or work and personal (Balmforth & Gardner, 2006; Hanson, Hammer & Colton, 2006; Hill, et, 2011). To conclude, this theory indicates that work-life balance can provide a big impact to other factor in term of positive or negative result (Haar & Bardoal, 2007).



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## 2.7 Research framework

Research framework can be classified as the main basis on what the whole research paper is founded (Sekaran & Bougie, 2016). In the line with that, the dependent variable for this study consider as employee performance and independent variables are Work-life Balance, Job Satisfaction and Organizational Commitment so, the conceptual framework of this study is as shown in Figure 2.1 below.

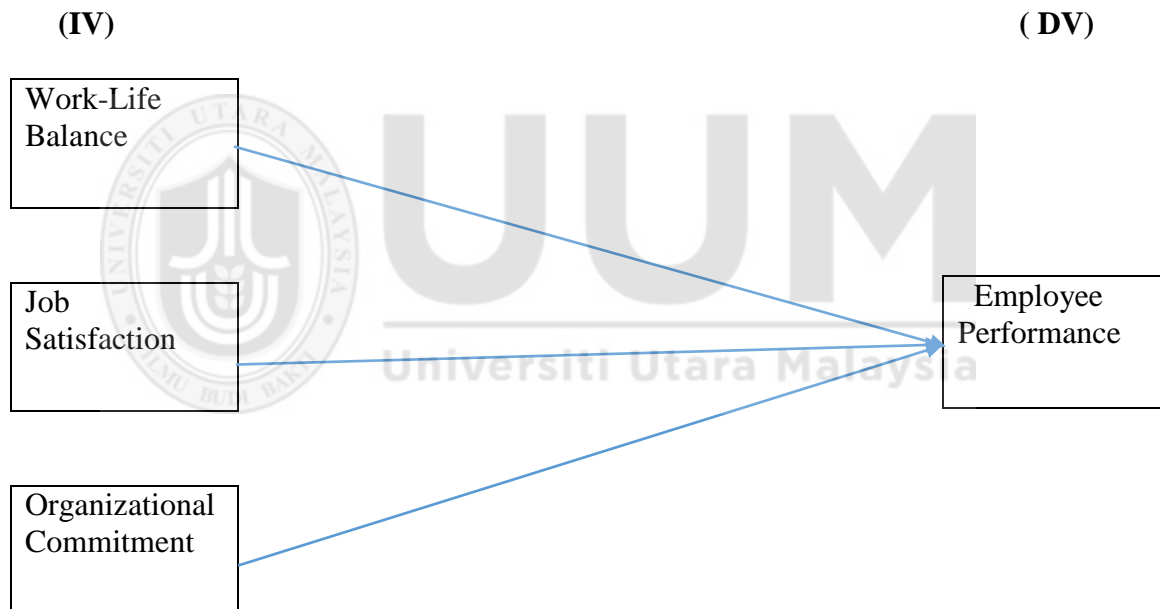


Figure 2.1  
*Research Framework*

## **2.8 Hypothesis**

Generally, a hypothesis can be defined as a tentative argument of the research problems, a possible result of the study or an educated assumption about the research result. According to Shalini et al (2001), hypothesis is a reasonable articulation of what is proposed to be investigated. Before a research is conducted, the hypothesis needs to be specific and transparently described in reporting the research outcomes. Specifically, it allows the research to identify the research objectives, theoretical ideas required in the research and distinguish its associations between the problem statement and the literature review. The hypothesis developed for the study include the following:

### **2.8.1 Work-life Balance and Employee Performance**

Many of the studies have found that a positive relationship existed between work-life balance and employee performance. The relationship between work-life balance and employee performance is not new in the current literature and it was investigated extensively a long time ago. According to Orogbu and Onyeizugbe, (2015) they cited that there is a significant relationship between work-life balance and employee performance. For that perspective they clarified that when employees able to balance between their work and other activities they can put big contribution to their organizations so, that influences to their job performance. Hence based on above points, the first hypothesis proposed in this study are as follow:

- I. H1: There is a positive relationship between work-life balance and employee performance.

### **2.8.2 Job Satisfaction and Employee Performance**

According to Pugno and Depedri (2009), the relationship between job satisfaction and employee performance is clear. Their research shows that job satisfaction found to be positively correlated with employee performance. Moreover as discussed by Coomber and Bamball (2007) employees with high job satisfaction will work in healthier mood and they are ready to learn more skills which can lead to promotion in their job performance. This view is supported by Stir and Porter (1991) that also clarified the positive toward their job and higher motivation, the higher performance will have. Therefore based on above discussion, the second hypothesis proposed in this study are as follow:

- II. H2: There is a positive relationship between job satisfaction and employee performance.

### **2.8.3 Organizational Commitment and Employee Performance**

According to Sutanto (1999), he mentioned that there is a significant and strong relationship between organizational commitment and employee performance. In this context, he explained that committed employees give a big contribution goals. Additionally, Sutanto (1999) also emphasize that organizational commitment is a key factor and equally important because it can have powerful effects on employee performance. Thus, third hypotheses proposed in this study are as follow:

- III. H3: There is a positive relationship between organizational commitment and employee performance.

## **2.9 Chapter Summary**

This chapter covered a review of previous literatures regarding the concepts and definitions of independent variable and independent variables of this study. The hypotheses develop for this research also being highlighted is this chapter. Also the discussion on underpinning theory which related to area of research. Finally, end up with research framework that is studied in this research.





## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter, the description of the methodology of the study is discussed. The design for the research, sampling technique, population of study, unit of analysis, pilot test, adopted measures and data collection procedure are presented in this section.

#### **3.2 Research Design**

The study focuses on the effect of job satisfaction, work-life balance and organizational commitment on employee performance. This research adopts a quantitative study by using survey method to achieve the objective set up for the research. The results and closing of the study depends and uses statistical data collected and analyzed using Statistical Packages of Social Sciences (SPSS).

#### **3.3 Source of Data**

This entails the approach in which data was collected. Given this, this research adopts primary data source. According to Sekaran (2013), primary data is any data that deals with the real site of happening of events could be named primary data. For the objective of this research, questionnaires were used as the research instrument and distributed to the administrative staff in Northern region universities in Malaysia.

### **3.4 Unit of Analysis**

Unit of analysis selected for this study is the administrative staff, as individual person in four selected universities in Northern region of Malaysia. When data is gathered from each individual, therefore it is considered as individual unit of analysis (Sekaran & Bougie, 2013). Unit of analysis is recognized as an important aspect in a research this is because; it's the main objective on who or what the study about (Long, 2004).

### **3.5 Population and Sample**

The definition of the population is the overall number of collection of individuals, things events of concern whereby the investigator intends to make an investigation (Sekaran & Bougie, 2013). Due to time constraints, researcher decided to choose only four public universities that operate in Northern Region of Malaysia. In line with that, the population for this study consists of 5,750 administratives from four public universities in Northern Region in Malaysia that is Universiti Utara Malaysia (UUM) and Universiti Malaysia Perlis (UNiMAP), Universiti Teknologi Mara (UiTM) and Universiti Science Malaysia (USM) were chosen. Table 3.1 shows that the number of administrative staff for each university.

Table 3.1

*The number of administrative staff*

University	Total number of administrative staff	Resource
UUM	1,767	UUM, Registrar Department, 2017
UniMAP	1,580	Chief Assistant Registrar at UniMap, 2017
UiTM Arau, Perlis	535	UiTM Perlis Official Website, 2017
USM	1,868	USM Official Website, 2017
<b>Total</b>	<b>5,750</b>	-

### 3.6 Sample Size

The population of the study is composed of 5,750 administrative staff in Northern region universities in Malaysia which is Universiti Utara Malaysia (UUM) and Universiti Malaysia Perlis (UniMAP), Universiti Teknologi Mara (UiTM), Arau, Perlis and Universiti Sains Malaysia (USM). Therefore, based on the study Krejcie and Morgan, (1970), the sample size should be 357 respondents and the researcher used probability sampling designs.

### 3.7 Measurement/Instruments

#### 3.6.1 Dependent Variables

For the measurement of dependent variable used in this research is employee performance. However, to measure the dependent variable in this research that is employee performance, researcher uses the instrument by Liao *et-al* (2012) adopted from Yu (1996). In accordance with the work of Yu (1996) employee job performance denotes to all the activities taken by employees with the aim of making contributions to the goals of the organization. All of

the questionnaires are guided by the Likert 5-point scale with answers extending from “strongly disagree” to “strongly agree”.

### 3.6.2 Independent Variable

For the measurement of independent variables in this research, work-life balance, job satisfaction and organization commitment are used. Firstly, an instrument of work-life balance with five items adopted from Bell, Rajendran, and Theiler (2012). The original instrument is developed by Hill, et al, (2001). There is slight modification made by Bell, et al., (2012) compared to original version, in order to give clear understanding to respondent. Secondly, job satisfaction by Vandenberghe (2009) adopted from Depire and Hondeghem (1995). And finally, organizational commitment adopted from Mowday (1982). Table 3.2 shows operational definitions and items for independent variables and dependent variable.

Table 3.2

*Operational Definitions and items for Independent variables and Dependent variable.*

Variable	Operational definition	Items	Source
<b>Work-life balance</b>	Work-life balance is a condition which an individual can equally balance the emotional, behavioral and time demands of both paid work, family and personal duties (Hill, et al., 2001)	<ol style="list-style-type: none"> <li>1. It is easy for me to balance the demands of work and also my personal life.</li> <li>2. I have sufficient time away from my job to maintain adequate work and personal life balance.</li> <li>3. When I take a vacation (holiday) I am able to separate</li> </ol>	Bell, et al., (2012) adopted from Hill, et al (2001)

		<p>myself from work and enjoy myself.</p> <p>4. I feel successful in balancing between my work and personal life.</p> <p>5. I feel drained when go back to home from work-pressures and problem.</p>	
<b>Job satisfaction</b>	<p>job satisfaction is an effective response by individuals resulting from an appraisal of their work roles in the job that they presently hold (Graham and Messner,1998)</p>	<p>1. Generally, I am satisfied with my job.</p> <p>2. I find my job very interesting.</p> <p>3. My current job meets my expectations.</p> <p>4. My current job is pleasant</p> <p>5. I am satisfied with my salary and other incentives.</p> <p>6. I am satisfied with my current job position</p>	<p>Vandenabeele (2009) adopted from Depré and Hondeghem (1995).</p>
<b>Organizational Commitment</b>	<p>Organizational commitment is defined as the degree of and individual's relations and experiences as a sense of loyalty toward one's organization. Mowady (1982)</p>	<p>1. I feel strong sense of belonging to my organization.</p> <p>2. I feel emotionally attached to my organization.</p> <p>3. I am proud to tell others I work at my organization (university).</p> <p>4. I would be happy to work</p>	<p>Mowday, (1982).</p>



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- at my organization until I retire.
5. I really feel that problems found by my organization are also my problems.
  6. I really care about the fate of this organization.
  7. Working at my organization has a great deal of personal meaning to me.
  8. I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful.
  9. I would accept almost any type of job assignment in order to keep working for this organization.
  10. I am extremely glad that I choose this organization to work for over others I was considering at the time I joined.

### Employee Performance

Employee job performance denotes to all the activities taken by employees with the aim of making contributions to the goals of the

1. I understand the criteria of performance review of my organization.

Liao et-al (2012) adopted from Yu (1996).

organization.  
(1996).

Yu,

2. I understand my job and how to carry it out.
3. I am able to resolve unexpected schedules on time.
4. I maintain good record of attendance in this organization.
5. I can carry out assigned duties effectively and efficiently.  
I am very conversant with the standard operating procedure of my job.

---

### 3.8 Pilot Test

Pilot test is considered as one of the important process before conducting the real questionnaire to the target respondent. This is because; it is very useful in obtaining information on the part of the questionnaire that seeming not very clear to the respondent. It is considered as a pre-test for a research instrument (Baker 1994). For the purpose of this study is to clarify the questionnaire is clear to the respondent, by the beginning of November 2017, a pilot test was conducted randomly among 30 selected administrative staff from UUM whom agree to become respondent for this pilot test. Their feedback was helpful and very positive result the researcher proceeded to other target respondent.

The result for the pilot study however, indicate that the variables prove to be reliable. Table 3.3 shows the reliability of the variables after running the pilot test.

Table 3.3  
*Research variables Reliability Statistics (Pilot study)*

Variable	Number of Items	Cronbach Alpha
Work-life balance	5	.756
Job satisfaction	5	.868
Organization commitment	10	.823
Employee performance	6	.806

### 3.9 Questionnaire Design

The questionnaire is designed with a close-ended question which all questions have a set of alternative answers and respondent need to choose the one appropriate answer that best describes their opinion. Besides, it contains for three parts as part A is about demographic profile of the respondent which regarding some their personal information like gender, age, marital status and the length of service.

Part B is regarding work-life balance, job satisfaction and organizational commitment with 5-point scale. The scale label as 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. Section C is about Employee Performance, also 5-point scale is label as 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree (please refer to appendix A).



### **3.10 Data collection method**

To have a complete questionnaire returned within the shortest possible time, it was hand delivery. This was done with the support of the administrative staff in Northern region universities. The hand delivery collection is believed to be a good system. Empirical evidence shows the rate of return of questionnaires may be very low as the response rate (Asika, 1991; Ringim, 2012). The survey was conducted through self-administration of questionnaires.

The chosen survey method was hand delivery survey, the researcher favored this method because of its outstanding benefits. One of such benefits is that the researcher was able to collect the entire completed questionnaire within a short period of time. Another benefit is that, the researcher was able to give additional explanation on items that required clarification by the respondents. Additionally, the researcher is allowed in such scenario to persuade the respondents to take part in the survey in order to give their sincere opinions (Bichi, 2004; Sekaran & Bougie, 2013).

### **3.11 Method of analyzing data**

After collecting data, the SPSS version 24 was used to analyze and test the reliability of data on in order to make conclusion based on the analysis.

### **3.12 Chapter Summary**

This chapter emphasizes section of methodology of this research. This which entails the research design, sample and population, questionnaire design measurement, data collection and the data analysis as well as pilot test. Also, this chapter helps this study by giving clear illustration regarding the manner and pattern in which the study is designed methodologically. In a nutshell, the chapter gives a better clue of the research methodology adopted and the pattern of analysis embraced.



## CHAPTER 4

### FINDINGS

#### 4.0 Introduction

This section discusses the findings of the study. The rate of responses, respondent's description are all presented in this section of the study. In addition, the outcome of reliability test of each variable also included, Pearson correlation followed by regression analysis of the hypothesis in the study.

#### 4.1 Rate of Responses

In this research, 357 of questionnaire were printed and hand out to the administrative staff in Northern region universities in Malaysia which is UUM, UniMAP, Arau Perlis, UiTM and USM. As a result, the researcher managed to collect and gathered a total of 271 that were completed by respondents in UUM, UniMAP, Arau, Perlis, UiTM and USM. In that case, the data revealed that there are 76% of response rate from the respondents. This is however done through probability sampling which is simple random sampling procedure. This procedure is used to ensure every unit or subject has the same chance of being selected as respondent (Chua, 2012). The summary of response rate in this study shows Table 4.1 below.

Table 4.1  
*Summary of Response Rate*

Total of Questionnaires Distributed	Total of Questionnaires Collected	Percentage (%)
357	271	76%

## 4.2 Demographic Characteristics

The demographic profile of respondent consists information like gender, status, age and length of service. Demographic profile is considered as important factor in order to get more accurate detail about the characteristics of population that involved in a survey (Wyse, 2012).

The overall respondent for this research is 271. First of all, in term of gender, female respondent record a majority number of participation in this survey where it's about 175 respondent (57.9%) where male is about 114 respondent (42.1%). In term of marital status, 47 respondents (17.3%) in single category, about 221 respondent (81.5%) represent married while 3 (1.1%) represent divorce.

For the age, about 48 respondents (17.7%) between 21-30 years whom are recorded under the category for age less than 30 years old. About 120 (44.3%) represent respondent with the age range between 31-40 years, while 73 (26.9%) for respondent in the age of 40-50 years and lastly 30 (11.1%) for the age range 50 and above.

In terms of length of service part, majority respondent fall under category 6-10 years which is 74 respondents (27.6%), followed by 66 respondents (24.3%) from 11-15 years, about 45 respondents (16.8%) represent 1-5 years, 43 respondents (15.7%) represent 16-20 years of service, there are 39 respondents(14.2%) are more than 20 years and lastly about 4 respondents (1.5%) are less than one years, that is the range of service. The more detail on

the respondent demographic profile is shown in Table 4.2 and SPSS output as in Appendix B.1

Table 4.2  
*Demographic characteristics*

Items	N	Frequency N	Percentage%
<b>Gender</b>	271		
Male		114	42.1
Female		157	57.9
<b>Status</b>	271		
Single		47	17.3
Married		221	81.5
Divorce		3	1.1
<b>Age</b>	271		
21-30 years		48	17.7
31-40 years		120	44.3
40-50 years		73	26.9
50 years and above		30	11.1
<b>Length of service</b>	271		
Less than one year		4	1.5
1 to 5 years		45	16.8
6 to 10 years		74	27.6
11 to 15 years		66	24.3
16 to 20 years		43	15.7
More than 20 years		39	14.2

Tale 4.3  
*Numbers of questionnaires distributed and collected back from administrative staff in Northern region universities.*

Universities	Number of questionnaires distributed	Number of questionnaires returned
UUM	90	83
UniMAP	89	76
UiTM, Arau, Perlis	89	50
USM	89	62
<b>Total</b>	<b>357</b>	<b>271</b>

### 4.3 Variables Statistics

This section of the findings explains the mean score with the standard deviation of the variables included in this study base on five likert scale. The variables include; work-life balance, job satisfaction, organizational commitment and employee performance. Table 4.4 below shows the statistics of the variables.

Table 4.4

*Descriptive of variables statistics*

<b>Variable</b>	<b>Number</b>	<b>Mean</b>	<b>S/deviation</b>
Work-life balance	271	3.7144	.57043
Job satisfaction	271	3.7319	.64777
Organizational commitment	271	3.8173	.50651
Employee performance	271	3.9280	.52963

The table above shows that work-life balance have mean 3.7144 and a standard deviation of .57043 while job satisfaction have a mean of 3.7319 with .64777 as the standard deviation. Additionally, organizational commitment a mean of 3.8173 and standard deviation of .50651. Finally, employee performance has a mean 3.9280 with standard deviation .52963. As a result, describes that employee performance has the highest mean score between the variables.

#### 4.4 Reliability Test

In this part of the study, the reliability that is employed in the research is discussed. Table 4.5 below clarifies it all:

Table 4.5  
*Reliability Test of Study Variables*

Variables	Responses	Number of items	Cronbach Alpha
Work-life balance	271	5	.673
Job satisfaction	271	6	.864
Organizational commitment	271	10	.875
Employee performance	271	5	.856

The reliability for the table above explains that work-life balance, job satisfaction, organizational commitment and employee performance has a high reliability coefficient of .673, .864, .875 and .856 respectively. However, research experts asserted that the reliability of 0.60 can be seen as average coefficient and that 0.80 can be seen as high coefficient reliability. From the table above, the result shows that all the measures reached high reliability coefficient ranged from 0.67 to 0.875. In research experts counseled that reliability of 0.60 can be focused as common coefficient, while 0.80 might be seemed as excessive reliability coefficient (Nunnally, 1978; Sekaran & Bougie, 2010).

#### 4.6 Multiple Linear Regression

Regression analysis explains correlations analysis in order to determine whether the variables is possess more on positive or negative relationship and the same time to test the hypothesis. Table 4.6 shows summary of the model.

Table 4.6  
*Summary of model*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 <sup>a</sup>	0.536	0.530	0.36294
a. Predictors: (Constant), Organizational commitment , Work-life balance, Job satisfaction				

Table 4.6 above in model 1 shows that the predictors that include the independent variables and elucidates 53% of the dependent variable that is employee performance whereas 46.4% was demonstrated by other researches.

Table 4.7  
*Outcome of multiple regression (Employee performance)*

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.822	0.181		4.552	0.000
	Work-life balance	0.170	0.047	0.183	3.604	0.000
	Job satisfaction	0.142	0.046	0.174	3.105	0.002
	Organizational commitment	0.509	0.060	0.487	8.533	0.000
a. Dependent Variable: Employee performance						

Table 4.7 illustrates the multiple regression results and presents the influence of work-life balance, job satisfaction and organizational commitment on employee performance.



As depicted in this Table 4.8 the three variables examined in this study: work-life balance ( $\beta=0.183$   $t= 3.604$   $sig= 0.000$ ), job satisfaction ( $\beta=0.174$   $t= 3.105$   $= 0.000$ ), and organizational commitment ( $\beta=0.487$   $t= 8.533$   $= 0.000$ ) were found to be significant in predicting employee performance.

#### 4.7 Hypotheses Testing

Table 4.8

*Summary finding*

Hypothesis	Statement	Decision
H1	Work-life balance is positively related to employee performance.	Supported
H2	Job satisfaction is positively related to employee performance.	Supported
H3	Organization commitment is positively related to employee performance.	Supported

#### 4.8 Chapter Summary

Based on the discussion above, three objectives of the study have been accomplished via three hypothesis testing. Consequently, there was clear indication that all independent variables were positively correlated with the dependent variable. In other words, work-life balance, job satisfaction and organizational commitment have a significant relationship with employee performance.

## **CHAPTER 5**

### **DISCUSSION AND CONCLUSION**

#### **5.0 Introduction**

This section is the final segment of the study and gives a better discussion on the findings of the research work. The discussion of the findings would expose the theoretical and practical contribution of this study. It also looks at the limitation of the work which invariably offers areas for future study.

#### **5.1 Summary of Findings**

The study focuses its findings on the effect of work-life balance, job satisfaction and organizational commitment on employee performance among administrative staff in Northern region universities in Malaysia which are UUM, UniMAP, UiTM Arua, Perlis and USM. Although, work-life balance, job satisfaction and organizational commitment are the independent variables for the research, while employee performance is the dependent variable which makes a total of four variables in the study, it is discussed within the context of Northern region universities in Malaysia.

#### **5.2 Discussion of Results**

Three hypothesis were developed for this study in which is work-life balance, job satisfaction and organizational commitment comprises of the independent variables while employee performance is the dependent variable. Therefore, this part of the chapter

discusses in details the results and findings of the each hypothesis of this study. The next segment gives better detail of the hypothetical statements and results obtained.

### **5.2.1 Work-life Balance and Employee Performance**

***H1: There is a significant positive relationship between work-life balance and employee performance.***

The first outcome of hypothesis explains that work-life balance takes a significant and positive relationship with employee performance, it obviously indicates that and improve in standard of work-life balance of administrative staff in Northern region universities in Malaysia (UUM, UniMAP, UITM, Arau, Perlis and USM) also lead to increase and higher performance. In other ways, the results from this study generalized into situation and context which administrative staff actually feel the importance of work-life balance which significantly will give influence for their job performance.

In addition, when practicing a great work-life life, while balance work and individual needs, administrative staff can perform superior and produce an extraordinary result in their job performance. In any case, the imbalance of work-life balance can affect the job performance so that might cause the administrative staff to perform less than anticipated by the organization (university) standard. Another primary component to be highlighted in this think about is nearly 57.9% of member for this consider is female admin staff, which by implication inferred to working married women that have to balance between work and moreover their individual family life. A good work-life balance can make them concentrate

on family and work without any pressure or stretch which at the conclusion can donate a positive impact to employee performance.

Other than that, this study become another additional source of information for previous studies that of Orogbu and Onyeizugbe, (2015), Parkash and Jyoti Behl, (2013) so, they also suggest work-life balance has a significant relationship with employee performance that support the work-life balance impacting efficiency and affectively on employee performance in administrative staff in Northern region universities in Malaysia.

To sum up, it can be conclude that this result answered the first research question and objective that have been built for this study. It statistically proved that, work-life balance truly impact employee performance.

### **5.2.2 Job Satisfaction and Employee Performance**

***H2: There is a significant positive relationship between job satisfaction and employee performance.***

The result of the second hypothesis clarified and signifies that job satisfaction is positively related to employee performance. It explains signifies that and increase in standard of job satisfaction of administrative staff in Northern region universities also, increased higher performance.

Job satisfaction of intrinsic and extrinsic element in line with that, when administrative staff have high level of job satisfaction it can be elevated to them work harder so that can give positive impact to their job performance. Furthermore, intrinsic factors for job satisfaction play its role. When administrative staff get appreciation from the management, they tend to become motivated. As a consequence, they will transfer their motivation energy to work more hard that significantly will give positive impact to their job performance.

Other than that, the result of this hypothesis is be in line with previous studies that of Kuipers, , Vermeeren and Steijn, (2014), (Al- Ahmadi (2009), Park and Kumar, (2011) & Aziri (2011) who also put that job satisfaction has a direct and significant relationship to employee performance, which means that a satisfied employee is confirmed to have higher performance standard.

Finally, that shows the higher job satisfaction improves deeply the performance of administrative staff in Northern region universities in Malaysia (UUM, UniMAP, UiTM, Arau, Perlis and USM) which will help each university achieves the target of their mission and vision as well as objectives. Consequently, the hypothesis is accepted.

### 5.2.3 Organizational Commitment and Employee Performance

*H3 There is a positive relationship between organizational commitment and employee performance*

The third and final result of the hypothesis which is organizational commitment also shows that positively related to employee performance. The result explains that administrative staff in Northern region universities possess a positive and good commitment which can lead to higher performance and enhancement of the administrative staff.

Furthermore, administrative staff are expecting to have higher levels of organizational commitment when there a solid coordinate between their individual values and goals. An employee who accepts in acknowledges and supports the organization objectives is more likely to be given to their organization and have the inclination to advance their level of job performance. The employees of administrative staff demonstrated that they would be cheerful to work until resign and they are eager to acknowledge nearly any kind of errands in arrange to keep utilized in their organization.

Finally, the result of this hypothesis is in link with previous researches that of (Naveed 2014 & Nadeem 2014) who also recommend organizational commitment have a significant and direct relationship to employee performance. Hence, the hypothesis is accepted. So, the result shows the higher organizational commitment improves the performance of administrative staff in Northern region universities in Malaysia (UUM, UniMAP, UiTM, Arau, Perlis and USM).

### **5.3 Research Implications**

In overview, implication of study can be categorized into two parts which is part one practical implication and theoretical implication. In this context, the practical implication of a research improving or solving a specific issue as relates to area of the study. On the other hand, theoretical implication emphasizes the importance and contribution of the study towards an existing knowledge so as to widen the theoretical understanding of the subject matters.

#### **5.3.1 Practical Implications**

The study explains the impact of work-life balance, job satisfaction and organizational commitment on employee performance among administrative staff in Northern region universities (UUM, UniMAP, UITM, Arau, Perlis and USM). This study can be an indicator or guidance for the university management especially human resource department itself in future to adequate their organization with a good performance practices this is because employee performance can be considered as one of the most important issues nowadays, so its application among administrative staffs also a kind of important thing as this issue most of the time only to be given priority to workers from other field rather than administrative field.

In addition, this study provides and contributes relevant knowledge to the system of universities as its regards to employee level of motivation and performance which also have positive impact one the overall performance of the universities. However, the study

will aid the management of universities in policy formulation regarding pay, promotion and other factors as it relates to the performance of employees in the organization. Furthermore, the study will also aid the universities to make strategic work-life balance as well as organizational commitment to enhance the general performance of the universities.

Finally, apart from the knowledge contribution toward the issues of employee performance in related to work-life balance, job satisfaction and organizational commitment among administrative staff in Northern region universities in Malaysia, the study is helpful to other regions due to the similarities of working conditions. With this, the findings of this study can be borrowed to understand and explain the scenario in other universities in Malaysia. Based on this, the practical experience is similar and can be applicable to other regions beyond the sample size adopted in the study.

### **5.3.2 Theoretical Implications**

Theoretical implication from this research is it can be additional contribution for the study regarding the field of work-life balance, job satisfaction, organizational commitment and employee performance. Also, this study employs a theoretical framework that suits the issue of employee performance and its linkage with work life balance, organizational commitment and job satisfaction in explaining the operation of universities within the Northern part of Malaysia.



First of all, in term of Spillover theory, work or personal balance can influencing an individual, attitudes, emotion, behavior and skills whereas it will exchange to another outcome neither positive or negatively (Balmforth & Gardner, 20016; Frone, 20013; Zedeck, 1992). So, in this study, the outcome shows that work-life balance is believed have impact on employee performance positively, depend on the style it is being implemented in a workplace that actually forms the person behavior.

Secondly, the study also explores the expectancy theory is highlighted on the persuasion that employee work will result in performance and performance will lead to rewards (Vroom, 1964). However, expectancy theory is a cognitive procedure theory of motivation that is founded on the idea that employees perceive that there are relations between the effort they put out at work, the performance they accomplish from that effort, and the rewards they gain from their effort and performance, (Lunenburg, 2011).

In the final analysis, the knowledge driven of this research can be anchored beyond the Malaysian context which makes it more profoundly and suitable for other environments. From this, it is clear that the theoretical postulations can be applicable to other similar academic environments. In a nutshell, the study is theoretical endowed towards understanding of the phenomenon under studied.

#### **5.4 Limitations of the study**

The study focuses on the administrative staff in Northern region universities in Malaysia that limit the rate of responses. Thus, the research is narrowed to only four public universities which is located in Northern region in Malaysia. Another important element that limit the study is the fact that is it focuses only on the administrative staff without including the academic staff. In addition, the study is limited to three independent variables which include work-life balance, job satisfaction, and organizational commitment with employee performance as the dependent variable.

Not only that, time span in carryout this research is not sufficient enough to cover the whole universities in Malaysia and this restricts the findings. In fact, the study is carried out within three to four months and the researcher could not cover beyond the listed institutions. Similarly, financial constrain also limited the study because the researcher is not financially buoyant enough to capture beyond the Northern regions. With this, the study is restricted due to the financial capability of the researcher.

Base on the above limitations further studies are therefore the researcher recommends to test the variables on other organization like other public universities or private institutions within or outside Malaysia. The study can also be extended to a mediator as well as academic staff can be added to the research and be tested too.

## **5.5 Conclusion**

As conclusion, three main objectives in this study have been accomplished and achieved via different analysis as discussed earlier. Therefore, there was clear indication that all independent variables were positively correlated with dependent variable. Over all means, this suggest that work-life balance, job satisfaction and organizational commitment have a significant relationship with employee performance.



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## **Appendix A: Questionnaire**

### **Questionnaire**

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#### **Impact of work-life balance, job satisfaction and organizational commitment on employee performance among administrative staff in Northern region universities.**

**Dear Sir/Madam**

It is with great pleasure to inform you that I am currently conducting a research project entitled Impact of Work-life balance, Job satisfaction and Organizational Commitment on Employee Performance among Administrative Staff in Northern Region Universities in Malaysia. This research is in fulfilment of the requirement for the degree of Master's in Human Resource Management from Universiti Utara Malaysia. Therefore, I am seeking your cooperation in completing a questionnaire that will take about 15 minutes of your valuable time to complete it.

Since the quality of this research depends on the number of responses to this questionnaire, your response will be greatly appreciated. All information will be kept strictly confidential and will be used for the purpose of the research only.

Please answer all questions as best as you can. The questions in the survey simply require you to circle (O) the appropriate answers. Please do not hesitate to contact me, if you have any query about this research. Your cooperation and support in completing this survey is highly appreciated. Thank you.

**Tuan/Puan**

*Dengan sukacitanya ingin memaklumkan bahawa saya sedang menjalankan penyelidikan bertajuk "Impact of Work-life balance, Job satisfaction and Organizational Commitment on Employee Performance among Administrative Staff in Northern Region Universities in Malaysia". Kajian ini adalah sebagai memenuhi syarat untuk Ijazah Sarjana dalam pengurusan Sumber Manusia dari Universiti Utara Malaysia. Oleh itu, saya memerlukan kerjasama tuan/puan melengkapkan soal selidik yang akan mengambil kira-kira 15 minit masa tuan/puan.*

*Kualiti penyelidikan ini adalah bergantung kepada jumlah responden terlibat, kerjasama daripada tuan/puan amatlah dihargai. Segala maklumat akan dirahsiakan dan hanya digunakan bagi tujuan kajian ini sahaja. Tuan/puan hanya perlu membulatkan (O) jawapan yang sesuai bagi setiap saalan yang terdapat di dalam kajian ini. Sili hubungi saya jika terdapat sebarang persoalan berkaitan soal selidik ini. Kerjasama dan sokongan yang diberikan dalam melengkapkan soal selidik ini adalah amat dihargai.*

*Terima kasih*

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**SECTION A: Demographic profile**

Please answer all the questions by **making tick (/) the appropriate answer.**

**Seksyen A: Maklumat demografi**

Sila jawab semua soalan dengan **menanda palang (/) pada jawapan yang sesuai.**

**1.1 Gender / Jantina**

Male <i>Lelaki</i>	Female Wanita

**1.2 Status / Status**

Single <i>Bujang</i>	Married <i>berkahwin</i>	Divorce <i>Berceraai</i>

**1.3 Age / Umur**

21-30	31-40	41-50	Above 50 <i>50 tahun ke atas</i>

**1.4 Length of service / Tempoh perkhidmatan**

Less than 1 year/ <i>Kurang daripada 1 tahun</i>	1-5 years / <i>1-5 tahun</i>	6-10 years / <i>6-10 tahun</i>	11-15 years / <i>11-15 tahun</i>	16-20 years / <i>16-20 tahun</i>	More than 20 years / <i>lebih daripada 20 tahun</i>

## Section B Seksyen B

Please answer all the questions by **circling the appropriate answer** based on the following scale:  
*Sila jawab semua soalan dengan membulatkan jawapan yang sesuai berpandukan skala di bawah:*

<b>Strongly disagree / Sangat Tidak Bersetuju</b>	<b>Disagree / Tidak Bersetuju</b>	<b>Neutral / Berkecuali</b>	<b>Agree / Setuju</b>	<b>Strongly agree / Sangat Bersetuju</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

Please indicate the extent to which you agree or disagree with each of the following statements by circling the most appropriate response based on the following scale:

*Sila nyatakan setakat mana yang anda setuju atau tidak setuju pada setiap kenyataan di bawah dengan membulatkan jawapan anda yang paling sesuai berpandukan skala di bawah:*

### Work-life balance / Keseimbangan Kehidupan Penbadi Dan Kerja

<b>1</b>	It is easy for me to balance the demands of work and also my personal life. <i>Mudah bagi saya untuk membahagikan kehidupan peribadi dan kerja.</i>	1	2	3	4	5
<b>2</b>	I have sufficient time away from my job to maintain adequate work and personal life balance. <i>Saya mempunyai masa yang cukup di luar pekerjaan saya untuk mengekalkan keseimbangan pekerjaan dan kehidupan peribadi saya.</i>	1	2	3	4	5
<b>3</b>	When I take a vacation (holiday) I am able to separate myself from work and enjoy myself. <i>Apabila saya mengambil cuti saya boleh menikmati percutian dan meninggalkan kerja.</i>	1	2	3	4	5
<b>4</b>	I feel successful in balancing between my work and personal life. <i>Saya berjaya mengimbangi kehidupan penbadi dan kerja.</i>	1	2	3	4	5
<b>5</b>	I feel drained when go back to home from work-pressures and problem. <i>Saya berasa amat penat apabila pulang ke rumah akibat tekanan dan masalah kerja.</i>	1	2	3	4	5

### Job Satisfaction / Kepuasan Kerja

1	Generally, I am satisfied with my job. <i>Secara umumnya, saya berpuas hati terhadap kerja yang saya lakukan.</i>	1	2	3	4	5
2	I find my job very interesting. <i>Saya mendapati pekerja saya amat menarik</i>	1	2	3	4	5
3	My current job meets my expectations. <i>Pekerjaan sekarang memenuhi jangkaan saya.</i>	1	2	3	4	5
4	My current job is pleasant. <i>Pekerjaan saya sekarang amat menyenangkan.</i>	1	2	3	4	5
5	I am satisfied with my salary and other incentives. <i>Saya berpuas hati dengan gaji dan insentif saya.</i>	1	2	3	4	5
6	I am satisfied with my current job position. <i>Saya berpuas hati dengan jawatan saya sekarang.</i>	1	2	3	4	5

### Organization commitment / Komitmen Organisasi

1	I feel strong sense of belonging to my organization. <i>Saya mempunyai semangat kekitaan kepada organisasi saya</i>	1	2	3	4	5
2	I feel emotionally attached to my organization. <i>Saya berasa terikat kepada organisasi saya.</i>	1	2	3	4	5
3	I am proud to tell others I work at my organization (university). <i>Saya berasa bangga memberitahu orang lain bahawa saya bekerja di organisasi ini (university).</i>	1	2	3	4	5
4	I would be happy to work at my organization until I retire. <i>Saya akan berasa gembira sekiranya saya bekerja di organisasi ini sehingga saya bersara.</i>	1	2	3	4	5
5	I really feel that problems found by my organization are also my problems. <i>Saya merasakan masalah yang dihadapi oleh organisasi juga merupakan masalah bagi saya.</i>	1	2	3	4	5
6	I really care about the fate of this organization. <i>Saya sangat mengambil berat tentang nasib organisasi ini</i>	1	2	3	4	5
7	Working at my organization has a great deal of personal meaning to me. <i>Bekerja di organisasi ini mempunyai banyak makna peribadi kepada saya.</i>	1	2	3	4	5
8	I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful.	1	2	3	4	5

	<i>Saya bersedia untuk memberikan usaha di luar jangkaan untuk membantu organisasi ini berjaya.</i>					
<b>9</b>	I would accept almost any type of job assignment in order keep working for this organization. <i>Saya menerima sebarang jenis tugas untuk memastikan saya tetap berkerja di organisasi ini.</i>	1	2	3	4	5
<b>10</b>	I am extremely glad that I choose this organization to work for over others I was considering at the time I joined. <i>Saya gembira kerana saya memilih untuk bekerja di organisasi ini berbanding organisasi lain ketika saya mula bekerja</i>	1	2	3	4	5

### Employee performance / Prestasi pekerja

<b>1</b>	I understand the criteria of performance review of my organization. <i>Saya memahami kriteria penilaian prestasi di organisasi ini.</i>	1	2	3	4	5
<b>2</b>	I understand my job and how to carry it out. <i>Saya memahami kerja saya dan cara melaksanakannya</i>	1	2	3	4	5
<b>3</b>	I am able to resolve unexpected schedules on time. <i>Saya dapat menyelesaikan jadual yang tidak dijangka tepat pada waktunya.</i>	1	2	3	4	5
<b>4</b>	I maintain good record of attendance in this organization. <i>Saya mengekalkan rekod kedatangan yang baik di organisasi ini.</i>	1	2	3	4	5
<b>5</b>	I can carry out assigned duties effectively and efficiently. <i>Saya boleh melaksanakan tugas secara efektif dan efisien.</i>	1	2	3	4	5
<b>6</b>	I am very conversant with the standard operating procedure of my job. <i>Saya sangat mahir tentang prosedur operasi yang diselaraskan kerja saya.</i>	1	2	3	4	5

## Appendix B: SPSS output

### B.1 Frequency Analysis

#### Demographic Profile

		Statistics			
		Gender	Status	Age	Service
N	Valid	271	271	271	271
	Missing	0	0	0	0

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	114	42.1	42.1	42.1
	Female	157	57.9	57.9	100.0
	Total	271	100.0	100.0	

		Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	47	17.3	17.3	17.3
	Married	221	81.5	81.5	98.9
	Divorce	3	1.1	1.1	100.0
	Total	271	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	48	17.7	17.7	17.7
	31-40	120	44.3	44.3	62.0
	41-50	73	26.9	26.9	88.9
	Above 50	30	11.1	11.1	100.0
	Total	271	100.0	100.0	

		Service			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Less than 1 Year	4	1.5	1.5	1.5
	1-5 Year	45	16.6	16.6	18.1
	6-10 Years	74	27.3	27.3	45.4
	11-15 Years	66	24.4	24.4	69.7
	16-20	43	15.9	15.9	85.6
	More than 20	39	14.4	14.4	100.0
	Total	271	100.0	100.0	

## B.2 Descriptive Analysis

Descriptive Statistics			
	N	Mean	Std. Deviation
Work-life balance	271	3.7144	.57043
Job satisfaction	271	3.7319	.64777
Organizational commitment	271	3.8173	.50651
Employee performance	271	3.9280	.52963
Valid N (listwise)	271		

### B.3 Reliability Analysis

#### Work-life balance

##### Reliability Statistics

Cronbach's Alpha	N of Items
.673	5

##### Item Statistics

	Mean	Std. Deviation	N
WLB1	3.80	.807	271
WLB2	3.80	.818	271
WLB3	3.81	.824	271
WLB4	3.88	.770	271
WLB5	3.28	1.079	271



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### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
WLB1	14.77	5.086	.659	.519
WLB2	14.77	5.179	.614	.538
WLB3	14.76	5.316	.563	.561
WLB4	14.69	5.326	.623	.541
WLB5	15.30	7.253	-.049	.857

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.57	8.135	2.852	5

### Job satisfaction

### Reliability Statistics

Cronbach's Alpha	N of Items
.864	6

### Item Statistics

	Mean	Std. Deviation	N
JS1	3.92	.791	271
JS2	3.80	.737	271
JS3	3.70	.817	271
JS4	3.73	.820	271
JS5	3.58	.958	271
JS6	3.66	.893	271



### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
JS1	18.48	11.421	.572	.856
JS2	18.59	11.273	.665	.842
JS3	18.69	10.675	.704	.834
JS4	18.66	10.736	.689	.836
JS5	18.81	10.101	.671	.841
JS6	18.73	10.440	.671	.840

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.39	15.106	3.887	6

### Organizational commitment

#### Reliability Statistics

Cronbach's Alpha	N of Items
.875	10

### Item Statistics

	Mean	Std. Deviation	N
OC1	3.86	.704	271
OC2	3.60	.805	271
OC3	3.95	.711	271
OC4	3.90	.810	271
OC5	3.66	.768	271
OC6	3.86	.688	271
OC7	3.82	.712	271
OC8	3.89	.671	271
OC9	3.80	.760	271

OC10	3.85	.739	271
------	------	------	-----

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
OC1	34.31	21.281	.597	.863
OC2	34.58	22.564	.319	.886
OC3	34.22	20.721	.684	.857
OC4	34.28	20.556	.605	.863
OC5	34.52	21.051	.570	.865
OC6	34.31	20.815	.695	.856
OC7	34.36	20.912	.651	.859
OC8	34.29	21.176	.653	.859
OC9	34.38	21.021	.582	.864
OC10	34.33	20.592	.673	.857

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
38.17	25.655	5.065	10

### Employee performance

#### Reliability Statistics

Cronbach's Alpha	N of Items
.856	6

#### Item Statistics

	Mean	Std. Deviation	N
EP1	3.83	.769	271
EP2	3.97	.696	271
EP3	3.89	.685	271
EP4	3.97	.701	271

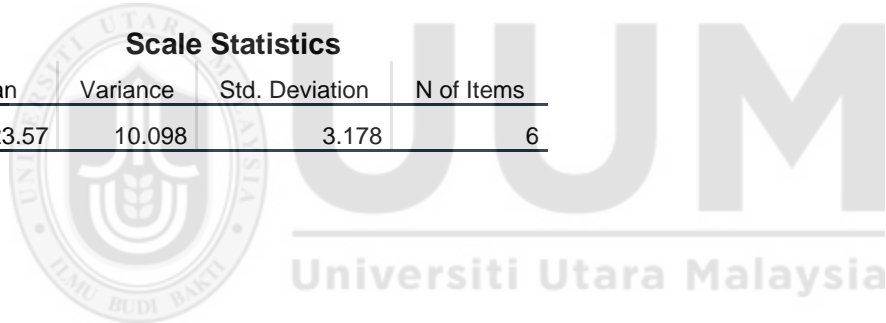
EP5	3.99	.608	271
EP6	3.91	.699	271

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
EP1	19.73	6.988	.620	.838
EP2	19.59	7.212	.642	.832
EP3	19.68	7.248	.645	.832
EP4	19.59	7.331	.599	.840
EP5	19.58	7.229	.764	.813
EP6	19.66	7.278	.618	.837

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.57	10.098	3.178	6



## B.4 Pearson Correlation Analysis

		<b>Correlations</b>			
		Employee performance	Work-life balance	Job satisfaction	Organization al commitment
Employee performance	Pearson Correlation	1	.529**	.576**	.695**
	Sig. (2-tailed)		.000	.000	.000
	N	271	271	271	271
Work-life balance	Pearson Correlation	.529**	1	.501**	.532**
	Sig. (2-tailed)	.000		.000	.000
	N	271	271	271	271
Job satisfaction	Pearson Correlation	.576**	.501**	1	.638**
	Sig. (2-tailed)	.000	.000		.000
	N	271	271	271	271
Organizational commitment	Pearson Correlation	.695**	.532**	.638**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	271	271	271	271

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

## B.5 Multiple Linear Regression

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

Model	Variables Entered	Variables Removed	Method
1	Organizational commitment , Work-life balance, Job satisfaction <sup>b</sup>	.	Enter

a. Dependent Variable: Employee performance

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 <sup>a</sup>	.536	.530	.36294

a. Predictors: (Constant), Organizational commitment , Work-life balance, Job satisfaction

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.566	3	13.522	102.656	.000 <sup>b</sup>
	Residual	35.170	267	.132		
	Total	75.736	270			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Organizational commitment , Work-life balance, Job satisfaction

<b>Coefficients<sup>a</sup></b>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.822	.181		4.552
	Work-life balance	.170	.047	.183	3.604
	Job satisfaction	.142	.046	.174	3.105
	Organizational commitment	.509	.060	.487	8.533

a. Dependent Variable: Employee performance



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