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



**MASTER OF HUMAN RESOURCE MANAGEMENT**

**UNIVERSITI UTARA MALAYSIA**

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

**By**



Thesis Submitted to

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in Partial Fulfillment of the Requirement for the Master of Human Resource Management



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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.*

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## 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*

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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

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## **Appendix A: Questionnaire**

### **Questionnaire**

---

#### **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*

**Hussein Isse Hassan (821213)**

**Master of Human Resource Management**

**Universiti Utara Malaysia**

**Mobile: 0183679660**

Husseinshariff01@gmail.com

**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<br><i>Lelaki</i> | Female Wanita |
|                       |               |

**1.2 Status / Status**

|                         |                             |                            |
|-------------------------|-----------------------------|----------------------------|
| Single<br><i>Bujang</i> | Married<br><i>berkahwin</i> | Divorce<br><i>Bercerai</i> |
|                         |                             |                            |

**1.3 Age / Umur**

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

**1.4 Length of service / Tempoh perkhidmatan**

|  |                                 |                                   |  |  |  |
|--|---------------------------------|-----------------------------------|--|--|--|
| Less than 1<br>year/<br><i>Kurang<br/>daripada 1<br/>tahun</i> | 1-5 years /<br><i>1-5 tahun</i> | 6-10 years /<br><i>6-10 tahun</i> | 11-15 years<br>/<br><i>11-15 tahun</i> | 16-20 years<br>/<br><i>16-20<br/>tahun</i> | More than 20<br>years / <i>lebih<br/>daripada 20<br/>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 /<br/>Sangat Tidak Bersetuju</b> | <b>Disagree /<br/>Tidak Bersetuju</b> | <b>Neutral /<br/>Berkecuali</b> | <b>Agree /<br/>Setuju</b> | <b>Strongly agree /<br/>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.<br><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.<br><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.<br><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.<br><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.<br><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.<br><i>Secara umumnya, saya berpuas hati terhadap kerja yang saya lakukan.</i> | 1 | 2 | 3 | 4 | 5 |
| 2 | I find my job very interesting.<br><i>Saya mendapati pekerja saya amat menarik</i>                                   | 1 | 2 | 3 | 4 | 5 |
| 3 | My current job meets my expectations.<br><i>Pekerjaan sekarang memenuhi jangkaan saya.</i>                           | 1 | 2 | 3 | 4 | 5 |
| 4 | My current job is pleasant.<br><i>Pekerjaan saya sekarang amat menyenangkan.</i>                                     | 1 | 2 | 3 | 4 | 5 |
| 5 | I am satisfied with my salary and other incentives.<br><i>Saya berpuas hati dengan gaji dan insentif saya.</i>       | 1 | 2 | 3 | 4 | 5 |
| 6 | I am satisfied with my current job position.<br><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.<br><i>Saya mempunyai semangat kekitaan kepada organisasi saya</i>  | 1 | 2 | 3 | 4 | 5 |
| 2 | I feel emotionally attached to my organization.<br><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).<br><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.<br><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.<br><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.<br><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.<br><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.<br><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.<br><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.<br><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.<br><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.<br><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.<br><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.<br><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.<br><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 |        |                |

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### 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<br>Item Deleted | Scale Variance<br>if Item Deleted | Corrected Item-<br>Total<br>Correlation | Cronbach's<br>Alpha if Item<br>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<br>Item Deleted | Scale Variance<br>if Item Deleted | Corrected Item-<br>Total<br>Correlation | Cronbach's<br>Alpha if Item<br>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<br>Item Deleted | Scale Variance<br>if Item Deleted | Corrected Item-<br>Total<br>Correlation | Cronbach's<br>Alpha if Item<br>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 |

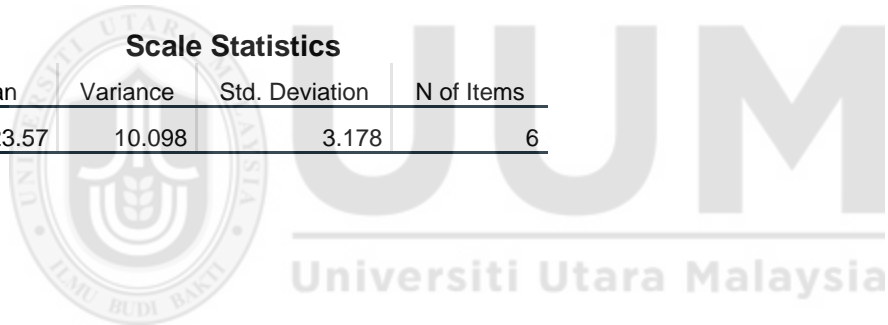
|     |      |      |     |
|-----|------|------|-----|
| EP5 | 3.99 | .608 | 271 |
| EP6 | 3.91 | .699 | 271 |

### Item-Total Statistics

|     | Scale Mean if<br>Item Deleted | Scale Variance<br>if Item Deleted | Corrected Item-<br>Total<br>Correlation | Cronbach's<br>Alpha if Item<br>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<br>performance | Work-life<br>balance | Job<br>satisfaction | Organization<br>al<br>commitment |
| Employee<br>performance      | Pearson<br>Correlation | 1                       | .529**               | .576**              | .695**                           |
|                              | Sig. (2-tailed)        |                         | .000                 | .000                | .000                             |
|                              | N                      | 271                     | 271                  | 271                 | 271                              |
| Work-life balance            | Pearson<br>Correlation | .529**                  | 1                    | .501**              | .532**                           |
|                              | Sig. (2-tailed)        | .000                    |                      | .000                | .000                             |
|                              | N                      | 271                     | 271                  | 271                 | 271                              |
| Job satisfaction             | Pearson<br>Correlation | .576**                  | .501**               | 1                   | .638**                           |
|                              | Sig. (2-tailed)        | .000                    | .000                 |                     | .000                             |
|                              | N                      | 271                     | 271                  | 271                 | 271                              |
| Organizational<br>commitment | Pearson<br>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 ,<br>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

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

| Model |                           | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|---------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                           | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)                | .822                        | .181       |                           | 4.552 | .000 |
|       | Work-life balance         | .170                        | .047       | .183                      | 3.604 | .000 |
|       | Job satisfaction          | .142                        | .046       | .174                      | 3.105 | .002 |
|       | Organizational commitment | .509                        | .060       | .487                      | 8.533 | .000 |

a. Dependent Variable: Employee performance



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