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**WORK AND FAMILY FACTORS ON WORK-LIFE BALANCE AMONG  
OFFICE WORKERS IN MALAYSIA**

**By**

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**UUM**  
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## ABSTRACT

The main purpose of this study was to examine the relationship between work and family-related factors: job stress, job commitment, job satisfaction, and family involvement in the work-life balance (WLB) among office workers in Malaysia. Spillover theory was used to support the connection between job factors and WLB, where the job factors will either have a positive or negative spillover to life, which brings affects the balance between the two domains. The sample of this study consisted of 404 office workers from organizations in Malaysia's capital city. Data were collected through an online questionnaire survey were analyzed by using various statistical techniques. The findings indicated that job stress was negatively related to work-life balance, while job commitment, job satisfaction, and family involvement were positively related to work-life balance. This research provided relevant evidence that work and family-related factors have spillover to work-life balance, in both negative and positive ways. Thus, this research is helpful for policymakers to enhance the employees' work-life balance by improving from the job aspect to enable a balancing work and life equilibrium.

**Keywords:** *Family Involvement, Job Commitment, Job Satisfaction, Job Stress, Work-Life Balance*



## ABSTRAK

Tujuan utama kajian ini adalah untuk mengkaji hubungan antara faktor kerja dan keluarga: tekanan kerja, komitmen kerja, kepuasan kerja, dan penglibatan keluarga dalam keseimbangan kerja-hidup (WLB) dalam kalangan pekerja pejabat di Malaysia. Teori limpahan digunakan untuk menyokong hubungan antara faktor pekerjaan dan WLB, di mana faktor pekerjaan sama ada akan mempunyai limpahan positif atau negatif kepada kehidupan, yang membawa kesan keseimbangan antara kedua-dua domain. Sampel kajian ini terdiri daripada 404 pekerja pejabat dari organisasi di ibu kota Malaysia. Data dikumpul melalui tinjauan soal selidik dalam talian dianalisis dengan menggunakan pelbagai teknik statistik. Dapatan kajian menunjukkan bahawa tekanan kerja mempunyai kaitan negatif dengan keseimbangan kerja-kehidupan, manakala komitmen kerja, kepuasan kerja, dan penglibatan keluarga secara positif berkaitan dengan keseimbangan kerja-kehidupan. Penyelidikan ini memberikan bukti yang relevan bahawa faktor kerja dan keluarga mempunyai limpahan kepada keseimbangan kehidupan kerja, dalam kedua-dua cara negatif dan positif. Oleh itu, penyelidikan ini membantu penggubal dasar untuk meningkatkan keseimbangan kerja-kehidupan pekerja dengan menambah baik dari aspek pekerjaan untuk membolehkan keseimbangan kerja dan kehidupan yang seimbang.

**Kata kunci:** *Penglibatan Keluarga, Komitmen Kerja, Kepuasan Kerja, Tekanan Kerja, Keseimbangan Kerja-Kehidupan*



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## LIST OF ABBREVIATIONS

WLB	Work-Life Balance
SPSS	Statistical Package for Social Sciences
UUM	Universiti Utara Malaysia



# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

The introduction chapter has included the research background and problem statement of this study. This chapter will give an outline and the concept of work-life balance in Klang Valley. The research scope and significance of this study will also be identified in this chapter.

### 1.2 Background of The Study

In these past few years, increasing focus has been given to striking a healthy equilibrium between work and non-work commitments. In addition, the current technological world allows everyone to access global real-time news and any information, thus many people know that every organisation has differences in dealing with employees and learning more about their work life.

Despite overwhelming evidence that excessive working hours are harmful to employees and employers, and the notion of effective work is better than long hours inefficient work, many professionals are still struggling to change their assumptions and deep-rooted habits about working hours positively related to the working quality (Lupu & Ruiz-Castro, 2021). As a result, many employees are beginning to get rid of

these unhealthy work-life patterns and achieve a more sustainable and valuable work-life balance.

WLB is a concept that has just been used in the last two decades, but the problem arises for longer than just 20 years. Since the labour market participation rate began to rise after World War II, the balance of their "two roles" has been a critical problem for married women workers. Since the 1950s, people have recognized and investigated the problems of shift workers, or the non-social hours described by these schedules. However, since the publication of Juliet Schor's *The Overworked American* in 1992, WLB has been seen as a common problem affecting both men and women, regardless of whether they are particularly unsocial during normal working hours (Roberts, 2007).

WLB is the concept that human resource and organisational behaviour academics and researchers are paying more and more attention to. Many employees and organisations desire a balance of work and life, but many of them fail to do it well. The work-life imbalance has been found to be serious which might cause a variety of unfavourable outcomes. One of the consequences has been discovered to have an impact on employees' family relationships (Pike, 2012), which may lead to more severe work-family conflict. When employees' family relationships are strained, their engagement in work and performance suffers as a result. Furthermore, previous study found out that working longer hours was strongly connected to depression and stress-related disorders (Major, Klein, & Ehrhart, 2002). Therefore, WLB is very significant to all working-class individuals as the negative impact of work-life imbalance will totally affect the well-being and performance of individuals and also the environment.

Although there are many empirical works on work-life research in the Western (Amstad et al. 2011; Byron 2005; Casper et al. 2007; Casper et al. 2018), there is limited attention to Asian labour in this field of research. Western countries are pioneers in creating WLB, especially those in developed countries. However, in Eastern society, due to the pressure brought by rapid economic growth, social changes and increasingly fierce global competition in Asia in a comparatively short period (Le et al., 2020), the requirements for work and life of employees are constantly escalating, so it is difficult to achieve WLB.

On the topic of WLB, Asian and Western cultures typically have different viewpoints. Working for a living appears to have a prominent emphasis in Asian civilizations. Longer working hours culture in Asia seems to be relatively unusual when compared to the Western world. Performing hard to gain job stability and gaining one's edges are typical indicators of professional achievement, honour, and reputation in Asian societies. As a result, some Asians tend to value work, effort, completing tasks, and achieving results (Kwong, 2017).

According to TheStar (2020), because of the high living cost in Malaysia, Malaysians will only seek WLB after earning a higher salary. Majority of women (73%) considered WLB as an important factor in finding the ideal job compared to male (65%). However, due to the trade-off between work and personal time, obtaining a WLB in Malaysia is a daunting task. In 2017, there are 29% of Malaysians felt anxious and depressed due to work pressure (TheStar, 2020). This poorly organized work life has caused high work pressure and low job security, resulting in the worst WLB among Malaysians in the world.

Nowadays, people no longer stay in the box but are exposed to Western information that employees are able to reach the balance between work and life. According to Malaysiakini (2020), the mental health and well-being of office workers have increased from 29% to 37% during the pandemic, which means that about 4 out of 10 employees are experiencing difficulties at work and in life. Due to the COVID-19 pandemic, working from home has become a permanent option and employees hope that the WLB will improve. The organization's work life is changing to provide employees with more flexibility and greater freedom of working time management.

### **1.3 Problem Statement**

Over the past year, tremendous changes have taken place in the workplace. After being exposed to information about work life in the Western countries, employees began to care about their work lives. However, the notion of WLB is still remain largely undefined in non-Western environments although it was first recognized, defined, and spread in the USA and other developed Western countries (Hein, 2005). Many researchers challenge the practicability of extending the findings of Western-based research to various Eastern cultural backgrounds (Aryee et al., 1999; Ling & Powell, 2001; Bowes, 2005; Poelmans, 2003; Lewis et al., 2007). Considering contextual factors in non-Western environments and their specific effects on WLB may help to discover new insights or views (Au & Ahmed, 2014). This makes the survey of WLB particularly consistent in different contexts.

Different organizations in different countries provide employees with different work lives, so each employee faces unique challenges in balancing work and life. Therefore, there is a gap between researchers in studying WLB in different regions and situations. A better comprehension of WLB is vital because they have been linked to variables such as job performance, compensation and benefits, and organizational commitment.

Majority of the Malaysians will not consider mental health problems to be an actual health concern. According to Mental Health Malaysia (2020), there are 29% of employees are having poor mental health average within an organization. This indicates that in a small-medium sized company with 100 employees, there are 30 employees suffering from depression or stress which direct causes work-life imbalance. According to the Monster.com survey (2020) on Southeast Asia's workforce about WLB, about 42% of respondents are anxious about working outside of the original workplace (office). Also, 49% of respondents stated their existing WLB condition was "average" and could be improved. Uncooperative and stubborn supervisors and colleagues are cited as an obstacle to obtaining WLB by 39% of Malaysian employees. Employees will feel demotivated, stressed, and even angry as a result of the destructive emotion and obstructive employer (McKee, 2015). By focusing on WLB in Malaysia context, it is hoped to find out the relevance and importance of the WLB experience among working adults as it is importance in preserving Malaysian human resources.

There have been numerous types of research carried out on the topic of WLB. Some of the previous studies look at the elements that influence the implementation of work-life organization programs (McCarthy et al., 2013), while some other

research looks at the factors that influence WLB (Lester, 1999). One of the research contexts among police officers in Malaysia has found that work-life imbalance will cause serious negative consequences which could be having a negative spillover effect on the family relationship. Emotional intelligence, job engagement, organization support, technology advance, and work overload were important factors that affect WLB among police officers in Malaysia (Kumarasamy, Pangil and Isa 2015). A study on male and female academicians in Malaysia also stated that job demands, management, acknowledgment, working environment, and cost of living were important factors that affect their WLB (Othman, et al. 2021). Among the research in Malaysia, most of the research was focused on work factors instead of family and life factors. Also, the WLB among office workers was yet to be studied. All these previous studies are mainly focused on the aspects that may enhance the WLB of human resources nowadays.

Globalization has changed the working pattern, resulting in employment restructuring, increased workload demand, and rising unemployment. Stress is said to result from individual's work and family activities. Stress from job has not only impact employee's physical and mental, but also performance and family life (Tennant, 2001). Working adults strongly believe that their job is the main source to cause their anxiety and stress as there is imbalance between expectations and available resources at work (Byrnes, 2003). Job stress is a negative element that is linked negatively to mental health in many occupations (Kinman & Jones, 2003), including office workers, which consequently impact on the work-family life. Therefore, job stress is an aspect that everyone should pay attention to.

Committed employees tend to contribute positively to the organization. Greater employee commitment in an organization for the business task is viewed as the primary reason for increased employee productivity, which results in positive outcomes and organization success. When employees are pleased with their tasks and job responsibilities, their performance and productivity could also be increased (Tatar, 2020). Previous studies showed that job commitment (including job involvement) does have a positive relationship with outcome variables, one of it is work-life and performance (Babin & Boles, 1996). Many studies have found a favorable substantial link between job commitment and performance (Tatar, 2020). Yet, the link between job commitment and WLB may be challenging (Aruldoss & Kowalski, 2020), therefore, research connecting these two variables is limited (Kumarasamy et al., 2015).

Job satisfaction is very critical for an organization's productivity and performance. The goal of increased productivity through the workforce can only be accomplished when people are satisfied with their work. It is worth emphasizing that if the workforce of any organisation is content with the quality of their work life such as security, rewards, communication, relationship, working condition and some other intrinsic values, they will deliver good outcomes (Yuh & Choi, 2017). It is becoming exceedingly challenging to divide professional and personal lives. As a result, there is an unhealthy imbalance between work and personal roles. Job satisfaction influences the well-being of an individual at work, which might have great influences on their life as well. It is critical that employees are satisfied professionally and personally, and that they can achieve an equilibrium in their roles at work and in their personal lives (Costa et al., 2020), thus achieving a balance in between work and life.

Family member plays an important role in WLB and work-life conflict. Family and job are the two major domains that take up the majority of one's lifetime. Some employees have the ability to balance both job and family responsibilities, but some might catch in the conflict in between. Researchers have discovered that social support from the supervisor and family involvement is essential for minimizing work-family conflict (Thomas & Ganster, 1995). According to Eby et al. (2005), research on the influence of family involvement on WLB is limited, hence more research on this aspect is needed

The study by Aruldoss and Kowalski (2020) discover some significant determinants of WLB from the perspectives of job pressure, job fulfillment, and career commitment. However, research on the fulfillment of WLB are heavily relies on the organization's aspect, which basically are the cognitive experience of employees. As such, there is a need to examine the affective experience of employees on the family aspect. Hence, this study includes both work-related factors and family-related factor to examine work-life balance by specifically identify job stress, job commitment, job satisfaction, and family involvement among office workers in Klang Valley, Malaysia.

#### **1.4 Research Question**

The research question is as follows:

- 1) Is job stress negatively relating to work-life balance?
- 2) Will job commitment positively influence work-life balance?
- 3) Will job satisfaction positively influence work-life balance?
- 4) Does family involvement have a positive relationship with work-life balance?

### **1.5 Research Objective:**

The study's research objectives are:

- 1) To determine whether there is a negative relationship between job stress and work-life balance.
- 2) To identify the positive relationship between job commitment and work-life balance.
- 3) To examine the positive relationship between job satisfaction and work-life balance.
- 4) To determine whether there is a positive relationship between family involvement and work-life balance.

### **1.6 Significance of Study**



This study shows some theoretical and practical significance and is also effective in improving the work-life of employees in all Malaysian organizations.

#### ***1.6.1 Theoretical Significance***

This research is helpful to scholarly field by providing knowledge and benefits to understand the influences of job stress, job commitment, job satisfaction, and family involvement on WLB, especially for working adults, to satisfy the desire to strike an equilibrium between work and personal lives.

In WLB theory, past researchers have posited that the concepts of job factors and WLB are very much interrelated. Even though the link between job factors and WLB has been widely studied, some other researchers have come out with different concepts that the WLB might be affected by other elements, such as emotional and spiritual intelligence, organizational support, the permeability of communication about work at home and technology advancement (Kumarasamy, Pangil, & Isa, 2015; R. Helmle, C. Botero, & R. Seibold, 2014). Therefore, this study examines from family aspect that affecting WLB is necessary.

There are very few studies focused on office workers on their WLB. However, office workers account huge percentage of the workforces within a country. Hence, this study may provide new insight into job and family factors and the WLB among office workers. To make this area more complete, the objective of this study is to find out whether there is a significant relationship between both job factors and family involvement on the office worker's feeling of WLB. The findings will provide future researchers with a fuller picture of the WLB issues that are most likely to lead to human resource issues.

### ***1.6.2 Practical Significance***

This research is useful for parties in organizations involved in human resources and management and can be used as a guide to help improve employee satisfaction and connect with the organization. This research will be helpful to all current businesses in Malaysia because most businesses involve employee participation, which means that the relationship between the organization and employees will lead

to their work pressure, job commitment, and job satisfaction. Employee engagement is important because it may help the positive organizational growth.

In addition, this research can be used as a reference or guide to help the human resources department and senior management have a thorough comprehension of the quality of the employees' work life, which may directly affect the performance of their tasks. Based on those main job factors that affect WLB, managers can take corrective measures to reduce work pressure, stimulate employee job commitment, and enhance their job satisfaction. The results of this research can provide a clear understanding and information about employees' WLB. When the balance is created, it can directly improve the work efficiency of employees and promote the business better to obtain higher profits.

This research can serve as a reference and provide new insights for organization decision maker/policymakers to formulate policies in the future in order to modify their mechanisms for more effectively control of employees' behavior in organization. A friendly but strict organizational policy will create good communication and organizational growth in a healthy order.

### **1.7 Research Scope**

The primary focus of this research is among office workers, especially in Klang Valley, Malaysia. Klang Valley is a rapidly rising city with many local SMEs, multinational conglomerates, and foreign-owned businesses because of the good location and friendly regulation for the economy, it creates many opportunities for the locals to seek jobs, better salaries and better lifestyles.

Klang Valley, also known as Greater Kuala Lumpur, is Malaysia's capital city, with a population of 8.4 million people. Klang Valley is Southeast Asia's fastest growing metropolitan area, contributing approximately RM260 billion to the gross national income and 38% to the GDP (Oxford Business Group, 2020). Klang Valley's population increased by around 40% in the ten years starting in 2011 (6 million to 8.4 million). Klang Valley generates over 300,000 jobs per year and is Malaysia's prosperous economic core, representing a large population of office workers (Oxford Business Group, 2020).

The average working age in Malaysia is between 21 and 65 years old, therefore it is common for fresh graduates to look for jobs between the ages of 21 and 23. In comparison to other jobs and positions, office workers typically have a steadier working life. However, changes in the environment during COVID-19 have caused changes in work-life, workplace tension, job satisfaction, job engagement, and involvement might have a significant effect on their WLB. When compared to life before COVID-19, the pressures to alter working modes to work from home have had crucial effects on WLB.

## **1.8 Definition of Key Terms**

These are the definitions of the main terms.

### **i. Work-life balance (WLB)**

Work-life balance is defined as striking an equilibrium between the emotional, behavioral, and time demands of paid jobs, individual and family obligations.

When there is a WLB, it is claimed that people are in good physical and mental

conditions, and able to add value to organisations and family life (Hill et al., 2001, pp. 49-58; Joo & Lee, 2017, pp. 206-221).

**ii. Job stress**

Stress is described as undesirable or unfavorable emotional and physiological situations, or a response to external requirements that drive one to compromise and drain available resources in a person-environment relation. Uncertainty and experiences outside the employee's control, as well as disparities between the actual life and the employee's expectations, cause workplace stress (Judge & Colquitt, 2004, pp. 395-404; Lazarus & Folkman, 1984).

**iii. Job commitment**

Job commitment can be determined as the degree to which an individual identifies with and participates in a specific position or industry (Blau G. , 1985, pp. 277-88).

**iv. Job satisfaction**

Job satisfaction is the employee's assessment of whether a job delivers certain things that are considered as significant, like work itself, salary, career advancement, monitoring, and contentment (Luthan, 1998, pp. 261-7).

**v. Family Involvement**

Family involvement, often known as "commitment" or "investment," is an individual's level of involvement in a family. It is claimed that rising degrees of

family involvement might lead to a concern with the obligations and expectations of the family role as spouse/parent/child (Greenhaus, Collins, & Shaw, 2003, pp. 510-531).

## **1.9 Organization of the Chapter**

The first chapter provided an introduction to the research problems that start this study. It covered the study's background, problem statement, research objectives, research question, research scope, the significance of the study, and key terms definition. The second chapter examined previous studies and literature on this topic. It includes an overview of relevant literature to justify the study's variables selection followed by the underpinning theory to support the model and the research framework including independent and dependent variables. Discussion of the hypothesis is provided in this chapter.

In Chapter three, the research design, measurement instruments, population and sample, data collection method, and data analysis technique are addressed. Chapter four presented the findings and results of the data analysis stage after the data was collected and processed by using SPSS. Chapter five discusses the findings, the implications of the study, the limitations of the study, recommendations for future research, and the conclusion.

## 1.10 Summary

The research has been introduced in this chapter. This chapter has defined the background of the study, problem statement, research question, and objective to deliver a clear direction for the research study. Research scope, research significance, and operational definitions have all been addressed so that the research can be better understood.



## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The literature review in the following section laid the foundation for the discussion of the relationship between job and family factors towards WLB. The main objective of the second chapter is to investigate current and past literature on the relationship. This chapter will present a brief situation of office worker in Malaysia during COVID-19 to provide an overall picture, followed by the review on WLB together with job and family factors. Theoretical framework, hypothesis development, and underpinning theory will also be presented in this chapter.

#### **2.2 Office Worker in Malaysia during COVID-19**

COVID-19 has suddenly become a worldwide epidemic, at a time when the world was unprepared. The economy and healthcare industries and workers have been deeply affected by the pandemic. Before the pandemic, workers in the Klang Valley were already suffering from poor work-life balance due to poor flexibility of working life (Wafi, 2019). Many office workers in the Klang Valley would like a more agile work culture. However, the 2019 pandemic outbreak made things worse.

Many workers were impacted by government laws and changes in social behaviour, particularly during COVID-19. Before the pandemic, office workers in Malaysia working steady eight hours a day in the office. As long as there are no major

changes in policies and career changes, the working environment, and quality of work and life will remain unchanged throughout the year. The quality of working life in Malaysia is highly dependent on organisational culture and supervisory leadership, which is why many workers prefer to work in big companies, which provide better controls on work life.

Because the struggle against the COVID-19 epidemic lasted until 2022, the economic and labour market recovery processes were hampered to a certain level by the epidemic's effects. Due to the uncertainty, the Malaysian labour market remains difficult to navigate. Aside from that, the nationwide implementation of a "full lockdown" in March 2020 hindered the labour market's ability to restore momentum, as this severe regulation only permitted essential services to continue (Department of Statistic Malaysia, 2022).

During the pandemic in 2020 and 2021, more than 10,000 businesses went bankruptcies and 1,200 businesses forced to wind down (Aziz, 2021). With economic sales sluggish across most industries, companies have been forced to lay off workers and cut worker wages to save costs. So, in this case, the workload of many office workers doubled or more.

Also, all office workers have been required to work from home due to the full lockdown, dramatically changing their work environment and WLB. Changes in work patterns have affected their satisfaction and stress levels, and most Malaysians are not prepared to work from home. According to the New Straits Times, 81% of office workers prefer and want to go back to the office as some feel they are as productive as working in the office or from home, while others experience work time increases due to work ambiguity and family boundaries (Bername, 2021).

In the post pandemic period, the government had come out with a recovery plan in September 2021 to encourage the economy recovery (Sit, 2022). Many industries started recovery, recruiting talents and so on. Moreover, after two years pandemic period, many office workers have gotten used to the new way of working, and the pressure in this area will also be reduced. Post pandemic allows people to live more freely, but there are also many unknowns waiting to be explored.

## **2.3 Work-Life Balance**

### ***2.3.1 Definition***

In the last twenty years, work-life balance (WLB) has become a critical issue for organizational researchers to be studying. WLB is commonly defined as the balance between paid work, and personal and family responsibilities in terms of emotional, behavioral, and time demands (Hill et al., 2001). The ever-changing job and organizational environment have led people to become more and more interested in WLB. In addition, adjustments in labor force status, changes in workforce demographics, higher operational hours, and personal environmental conditions necessitate a positive WLB for employees (Helmle et al, 2014).

When there is no contradiction between work and life, it is said that WLB is attainable (Lawson et al., 2013; Semlali & Hassi, 2016). Work encompasses all tasks carried out by employees during working hours in the organization, while life is all activities outside the working hours and not related to work, including housework, adult care, childcare, and caring for elderly parents and relatives. It is vital to please and perform well at work and home for the purpose of reducing work-life conflict

caused by the confusion of individual's different roles and responsibilities (Clark, 2000). Only when both the work and life domains are fulfilled can the WLB be achieved. When work-life conflict is low, both job and non-work results are strongly associated with good WLB. However, WLB is no more just an individual issue; it has the potential to become an organizational issue as a result of poor job performance and outcomes. If an employer is willing to implement a long-term WLB culture in the organization, workers' attitudes about work will improve and build employee loyalty (Moore, 2007).

### ***2.3.2 Previous Studies about Work-Life Balance***

Sturges and Guest (2004) discovered that WLB covers not only job and family life, but also any personal activities that are excluded from work. Then, other researchers have begun to focus in depth on this concept to figure out the significant of personal determinants in WLB (Koekemoer & Mostert, 2010). Aside from work and life, which have been thoroughly researched in recent decades, a personal dimension, which is an individual's demographic features, has been noticed as a predictor that could affect an individual's WLB. As a result, the major domains that organizations should focus on to maximize WLB while minimizing work-life conflict factors are private life and work domains.

A previous study among Malaysian academicians revealed that there are no gender differences that can affect work-life balance, and it should be possible for anyone to achieve it (Othman, et al. 2021). Some people believe that when WLB is maintained, employees will be in good condition and support the organization by long hours working (Joo & Lee, 2017). Mariappanadar (2013) adopts the view of negative

externalities and believes that if an organization cannot absorb the social costs of its business and practices, certain practices implemented by the organization may act as a third party to harm the employees, their families and the entire community. If the combination of work and non-work roles is not able to be endured, employees may disengage from the organization through absenteeism, poor performance, or even resign from the job. In this favourable position, senior managers' responsibilities in people management, particularly monitoring subordinates' WLB, have become important concerns (Kramar & Steane, 2012).

A study by Chan and Wyatt (2007) shows that WLB is positively correlated with organizational commitment and employee benefits. The report of Grawitch et al. (2007) pointed out that there will be positive results including employee participation, growth, development, recognition and mental health when workers are pleased with their working environment. It is equally critical to recognise that job commitment is proportional to employee benefits and pleasure (Jain et al., 2009). Existing proof shows that personal welfare is beneficial to organizations and society; it does well out of the organizations by increasing inspiration and motivation, efficiency and productivity, and reducing absenteeism and employee turnover; it is good for society because personal mental health leads to satisfaction on both family and job (Burke, 2000; Grady et al., 2008).

## **2.4 Job Stress**

### ***2.4.1 Definition***

Generally speaking, stress can be defined as an unwelcome or undesirable psychological response and physical condition (Judge & Colquitt, 2004), or a response

to surrounding requirements forces people to accept and exhaust available resources in the connection between people and the environment (Lazarus & Folkman, 1984). Work pressure stems from the difference between employee expectations and the real world, or the ambiguity and experience that is out of employee's control. According to Mojinyinola (2006), stress can cause negative impact on one's health, well-being, and success in work. Those negative impacts could directly bring negative situations in emotions, physical conditions, intellectual processes, and their ways to adapt to the surroundings (Davis, 1982).

#### ***2.4.2 The Impact of Job Stress***

Job stress is a common but dangerous source of stress, which is the reduction of personal energy in relation to the employer's aspirations (Mojinyinola, 2006). Job stress leads to inequality among employees' job needs, job abilities and assets. This is also a significant experience on negative emotion (Zhang et al., 2011). The emergence of stress could happen when there is a conflict between an individual's personal attitude and the real conditions of the work environment (Yin-Fah et al., 2010). The current study focused on the main causes of working family conflict (WFC), such as long working hours, office work overload, household work, and child-related issues (Othman, et al. 2021), which direct causes tremendous stress towards the employees.

The stress associated with an individual is usually related to the individual's personality and the skills. In other words, one's personality is the source that creates stress. The stress associated with the job environment may be caused by personal issues, management style, overburdening duties, occupational barriers, boring work,

and external surrounding circumstances (Bhuin et al., 2005). Pressure concerning to personal environment consider to the life pressure outside of personal career. These kinds of pressures include middle-age crises, economic issues, political uncertainty, family troubles, social and cultural changes, rural area traffic problems (Okutan & Tengilimoglu, 2002), which are all issues around our life. However, many organizations have labelled stress as a sign of weakness, so employees may only hide their stress to avoid any consequences.

#### ***2.4.3 Previous Studies about Job Stress***

According to Larson (2004), job stress can be any side of the work environment that provides a threat to the employee. To create the job stress, the requirement from the workplace and the capabilities of the employee must be significantly unbalance. Furthermore, work stress occurs as a result of a variety of circumstances that drive employees to experience stress at work. Job demand and time are two of the most important elements that determine work stress (Razak et al., 2014). If employees have bunch of works to accomplish and the deadline is approaching, they will be stressed out about finishing everything and submitting their responsibilities on time. In order to complete their tasks further within the deadline, they will use up time in other domains (such as personal and family time) to complete their work tasks. Thus, high job demands lead to high job stress forcing employees to give up their lives.

Despite the fact that stress is normally considered as an unwelcome mental strain, it could also be a stimulus that can improve some employees' performance and bring positive achievements as well (Cavanaugh et al., 1998). When a person strikes

a balance between his time and ability and what he wants to accomplish, the constructive and motivational aspects of stress will arise (Heugten, 2011). Therefore, stress can be divided into (1) eustress and (2) distress (Akgunduz & Eser, 2020). Eustress is considered powerful to employees because it can inspire happiness, vitality and enthusiasm in an organisation. In addition, it motivates and powers the business environment, encourages employees to professionalize their abilities and simplify their duties. Selye (1976) mentions that a stress-free organisational climate is not possible to happen, but with a little pressure, it can assist staff in achieving results that they yearn for. In contrast, distress may cause the employees to have unexpected physical and mentality consequences (Pearsall et al., 2009). Distress may result in irreparable pain like death, incapacity to satisfy line of work standards and essential professional advancement, as well as miscommunication (Rowshan, 2002).

## **2.5 Job Commitment**

### **2.5.1 Definition**

In Porter et al. (1974), job commitment is referring to the degree of personal identification and participation in a specific job activity. Meyer and Allen (1991) investigated job commitment ideology and characterised job commitment through three dimensions: affective commitment, continuance commitment, and normative commitment.

*Affective commitment* refers to an emotional or feeling tie to one's employment. "Affective commitment and emotional attachment" is the most extensive used of definition in many organisational behavior researches (Smith et al., 1996; Jacobsen,

2000; Kazlauskaitė et al., 2006; Back et al., 2011). Kanter (1968) adopted this view and described the commitment of cohesion as "the attachment of personal emotional funds to the job and organisation."

*Continuous commitment* reflects the perceived expenses of quitting the job, which is also called "perceived costs" (Meyer & Allen, 1991). According to Becker's (1960) side-bet theory, people tend to continue to act based on their perception of the cost of stopping the task. Farrell and Rusbult (1981) pointed out that such dedication is "related to the possibility of an employee leaving the job and involves psychological attachment rather than emotion."

*Normative commitment* relates to the obligation to remain in the job role, which is also called as "obligation" by Allen and Meyer (1990). Normative commitment is a less common but equally feasible method defined as a belief in job responsibility. Allen and Meyer (1990) introduced this ideology based on Wiener's (1982) explanation of commitment, that is, "the total amount of internalized normative pressure to act in a manner consistent with work goals and interests".

### ***2.5.2 Previous Studies about Job Commitment***

There is extensive study and research about organisational commitment (Lee et al., 2000; Mathieu & Zajac, 1990), but research on job commitment regarding job occupation is limited (Goulet & Singh, 2002). Job commitment is interpreted as "the relative intensity of personal identification and participation in a specific job occupation" (Mowday et al., 1982; Blau, 1985; Lee et al., 2000).

Commitments are internal decisions and cannot be imposed on others. This happens when a person's thoughts and emotions indicate in the similar path. Greenhaus and Parasuraman (1993) discovered a link between job involvement and faith in oneself. There are many forms of commitment, but job commitment is distinct from the organisation commitment (Blau, 1988). In accordance with Buchana (1994), job commitment is considered as a person who sincerely sees himself as a program by evaluating his job occupation goals and effectively fulfilling his professional duties. The job roles, wages, achievement, career growth and recognition, and welfare benefits will determine an individual to make commitments and loyalty to the organisation and affect the job performance accordingly.

## **2.6 Job Satisfaction**

### **2.6.1 Definition**

According to Luthan (1998), job satisfaction can be defined as the employee's assessment of whether a job delivers certain things that are considered as significant, like working tasks itself, salary, career advancement, monitoring, and contentment. Job satisfaction is typically associated with the characteristic of the firm and how employees be conscious of various parts of the job (Spector, 1997). It shows the degree of satisfaction of the employees with their jobs (Vieira, 2005). Job satisfaction also can be both pleasure or suffering that individual feel about their job and work experience (Aspasia et al., 2004). When job characteristics overlap with the employee's need to produce a pleasant mental reactions or sense of satisfaction, job

satisfaction will increase (Ghiselli et al., 2001). Job satisfaction highly depends on the employee's current and past positive emotions (Brown & Peterson, 1993).

Davis (1988) believes that job satisfaction is the ultimate goal of designing organisational work and/or management policies; they are accomplished in such a way that employees make them to best meet their needs. Job satisfaction has become the core and key of management. After all, the goal of the management is to maximize the utility of the resources. However, it must be pointed out that human resources are perhaps the most significant but also the most unstable of all resources (Adio & Popoola, 2010) because human resources are the only instruments designed to meet different human changing demands. Straws and Sayles (1980) confirmed that job satisfaction has always been related to motivation due to their similarities as job satisfaction is related to the perceive value of people on work.

### ***2.6.2 Previous Studies about Job Satisfaction***

The job satisfaction level is a very important element for the organization to know the demand of employees and design suitable strategies to retain good employees (Martins & Coetzee, 2007). Employees and organization are two-way satisfaction, where employees and organization can fulfill their requirements respectively. If an employee is able to utilise his/her capabilities and knowledge on the tasks and the results provide them rewards and growth, the employee will experience job satisfaction on this point. The measurement and information of job satisfaction is critical for respective departments like senior management and human resources as satisfied employees will provide good performance and outcomes, while dissatisfied employees will cause high employee turnover and low performance

(Rothmann & Coetzer, 2002). Job satisfaction levels could be different according to different individuals. Thus, supervisors and senior management should be trained to better lead the employees and assist the organization to fulfill employees' requirements while enhancing their performance.

Job satisfaction depends on how well employees' work in the organisation meets their expectations (Lu et al., 2005). Job satisfaction is affected by the fundamental job roles and descriptions, working environment, cognitions and behaviors that are related to work (Parsons & Broadbridge, 2006). Employees will be more satisfied with their jobs if they are optimistic and happy with them (Wagner & Hollenbeck, 2010). In addition, management and supervisory support were found to be directly related to well-being, including life satisfaction, job satisfaction, and family satisfaction, in a study of Malaysian academicians (Othman, et al. 2021).

Besides of the characteristics and content of the tasks given, job satisfaction also can be identified on whether the job is able to fulfill the expectations of an individual. Besides the job scope, job satisfaction could be complicated and affected by many factors, such as wages, working environment, internal communication, and team bonding (Vidal, Valle, & Aragón, 2007). According to the survey done by Kathawala et al. (1990), job satisfaction and motivation of the paid workers is mainly affected by monetary factors, such as compensation, salary, and rewards. The survey attempted to analyse different employment features and how employees rated them as motivation factors. Based on the findings, compensation was regarded as the main employment aspect for job satisfaction, while salary increments on performance were selected as the best motivator. Thus, the balance between monetary rewards and job scope is significant to enhance the job satisfaction among employees.

The job competency of employees will be improved if they have not experienced on job uncertainty or controversy, and their work is consistent with their own perception and context. As a result, the degree of job satisfaction will highly intensified, as well as reinforce the job dedication (Kumari & Pandey, 2011).

## **2.7 Family Involvement**

### ***2.7.1 Definition***

Role involvement is described as "self or mental engagement" and "full concentration" in one area (Aryee, Srinivas, & Tan, 2005), which is a crucial aspect that may have an effect on WLB. The influences of family involvement on work-related outcomes has been inconsistently studied. Some academics argued that a person's high participation in the family domain can cause contradiction between work and life, restricting workplace performance, and vice versa (Aryee, Fields, & Luk, 1999). While Adam et al. (1996) believe that family involvement is a good variable which lower the work-life conflict while improving the WLB. A person who is deeply involved in his or her family role considers family as fundamental to his or her self-consciousness or sense of being (Lawler & Hall, 1970).

### ***2.7.2 Previous Studies about Family Involvement***

Previous researchers discovered that there are two main domains in WLB and work-life conflict, which are work and non-work domain, where work domain refers to a paid job and non-work domain refers to living activities outside of work (Frone, 2003). Family involvement is one of the non-work domain activities that an individual

performs for their family. There are three main positions in family involvement: spouse, parental, and children. Spouse duties in a family include actions performed for the family as a wife or husband; parental responsibilities in a family include the responsibility to care for the children; and children roles include housekeeping, caring for siblings, and living up to expectations. Some people only perform one role at a time, while others may need to play three roles in their family.

According to Frone et al. (1992) previous research, family involvement is a critical component that could affect work-family balance, including job stress and family distress. When job stress occurs on a regular basis, it leads to poor family involvement and less satisfying family relationships, which directly causes a lack of WLB and raises work-life conflict (Repetti, 1989). Most office workers in Malaysia work Monday through Friday and take weekends off. However, some high-workload workers must utilise their weekends to complete their work, resulting in low family involvement even on their day off. Gathering and communication within the family become less essential as employment take up the majority of an individual's lifetime. Since the individual has not executed their family roles, there will be family distress, which may lead to a poor WLB and a strained family relationship. According to Othman et al. (2021), when the family and life domains are well cared for, it is a good step toward better WLB.

Family involvement is an individual including their time and psychological involvement into their family. Previous studies have shown that family involvement has a relationship with work-life conflict, however the family involvement variable must be strengthened by allowing the consideration of both the quantity and importance of various limitations (Boyar et al., 2003). Family conflict, and eventually

WLB were linked to the degree of the participation in the family roles. However, if there is an overload of family duties, the time needed for family will increase which will then have a negative spillover effect to the work domain (Boise & Neal, 1996). The high level of obligations as a family role, such as children, siblings, parents, and spouse will then cause inter role conflict, eventually increasing work-life conflict while reducing WLB. WLB is never a focus on the job side, but the balance on the family side is significant as well.

People who are deeply involved in their families are more inclined to prioritise family as a major role. They try to involve in more household activities, attempt to avoid excessive working hours and make more adjustments in working time for the family (Fujimoto, Shinohara, & Oohira, 2014). Obviously, the degree of an individual involvement in job and family influences the extent to which they offer support for their family. As a result, people are expected to provide varying amounts of support for their partners based on their level of involvement in family and job. Thus, family involvement in life is a significant variable for individual to balance their work-life.

## **2.8 Development of Hypotheses**

Several previous studies highlighted the factors influencing WLB. In summary, this research looked into the job and family factors that give an impact on WLB in today's culture. Four hypotheses have been proposed in relation to the study's objectives.

### ***2.8.1 Job Stress and Work-Life Balance***

Since Kahn et al. (1964) emphasized that work tension is an important cause of work-family conflict, the significance of balancing family and work has been highlighted. Helmle et al. (2014) discover that organizational initiative for WLB is negatively correlated with work pressure. Previous researchers have found that the potential sources of stress for employees at work are family issues, financial issues, as well as tensions between business and family necessities (Weinberg et al., 2010). White et al. (2013) show that besides to working conditions, work-family conflict can also bring work pressure. Most of the past research indicated the impact of WLB on job stress, but there are several past researches reverse the relation, which is the relation of job stress on individual's WLB. Job stress and WLB have a substantial negative relationship from the study results of female teachers in India university (Zaheer et al., 2015). In addition, job stress leads to poor WLB and raised conflicts between work, family and personal life (Bell et al., 2012). As the spillover theory assumes, the impact of one area will spillover to other areas, so employees who feel more stressful during working are more prone to encounter imbalances and conflict between work and personal life. Therefore, the following hypothesis can be developed:

***H1*** - Job stress is negatively related to work-life balance.

### ***2.8.2 Job Commitment and Work-Life Balance***

In the decades, cumulative research on job commitments has focused more on causes and effects (Aruldoss & Kowalski, 2020). Most of the previous studies identify job commitments as the consequences of the WLB rather than the antecedent. A study

of women in the construction sector in the United States found that balancing work and non-work time has a positive significant impact on organisational commitment (Malone & Issa, 2013). Besides, there are studies that have tested and discovered the part of job commitment as a mediator in the correlation between WLB and organizational citizenship behavior (Pradhan et al., 2016) or organizational performance (Oyewobi et al., 2019). There is very little research on job commitment as a determinant of WLB. The study of Oyewobi et al. (2019) on the mediating effect of job commitment on WLB and job performance also found that there is indeed a positive correlation between WLB and job commitments. The study assumes that enhancing job commitment is likely to enable employees to preserve WLB. Hence, the following hypothesis can be developed:

***H2*** - Job commitment is positively related to work-life balance.

### ***2.8.3 Job Satisfaction and Work-Life Balance***

Most of the earlier study has focused on the link between job satisfaction and employee performance, but the research on the impact of job satisfaction on WLB is not much to be discovered yet (Daud, 2010). Although it is difficult to determine whether job satisfaction affects WLB or WLB influences job satisfaction, it seems to reason that pleased employees tend to strike an equilibrium between work and family than those dissatisfied employees. Workplace dissatisfaction may have a negative impact on WLB since it is common and easy for employees to transfer their bad feelings from the workplace to their families and life (Aruldoss & Kowalski, 2020). For decades, the research on the relationship between worker well-being and workplace productivity has not been confirmed. However, people agree that happy

employees will become more efficient at work (Joo & Lee, 2017). Besides the intrinsic satisfaction of work, by increasing productivity, employees might earn more money and receive financial rewards (Koubova & Buchko, 2013). Because WLB primarily focuses on a suitable time-sharing ratio between work and life, employees who are fulfilled at work are more naturally to attain a good WLB. This situation is hence demonstrated to support the hypothesis as follows:

**H3** - Job satisfaction is positively related to work-life balance.

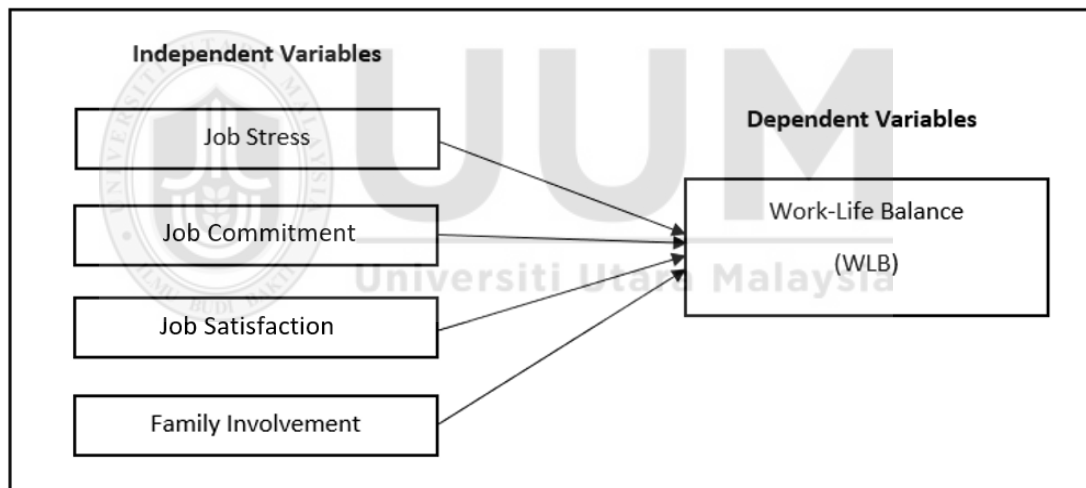
#### ***2.8.4 Family Involvement and Work-Life Balance***

Past research from Friedman and Greenhaus (2000) proved that the involvement of support from spouses will create confidence among the partners by providing acceptance and guidance, which will enhance their capabilities in coping with work-life conflict to reach a better WLB. Fujimoto et al. (2014) also showed that the involvement of family involvement in both mentally and physically will decrease the contradiction between work and life while improving the WLB of an individual. The past research has investigated the involvement of non-work over the working life and discovered that if the involvement in nonwork activities increase, it will enhance the balance within two domains than create conflict between two domains (Kirchmeyer, 1992). Also, a recent study by Graves et al. (2007) also determined that a good and healthy family commitment will encourage the balance of work-life rather than making conflict between work-life. The benefits, incentives, and joys that gain apart of working life with high degrees of psychological involvement should become more apparent, enriching other aspects of life such as work. The study by Allis and O'Driscoll (2008) indicated that there is a positive significant relationship between the

family life involvement to the balance between work and life. Family involvement could be the role of spouse, parent, or child. Family involvement is not just working on family responsibility, but also a session for family sharing and happiness, this could be relaxing after work. The family involvement and WLB relationship could be hypothesized as follow:

**H4** - Family involvement is positively related to work-life balance.

## 2.9 Research Framework

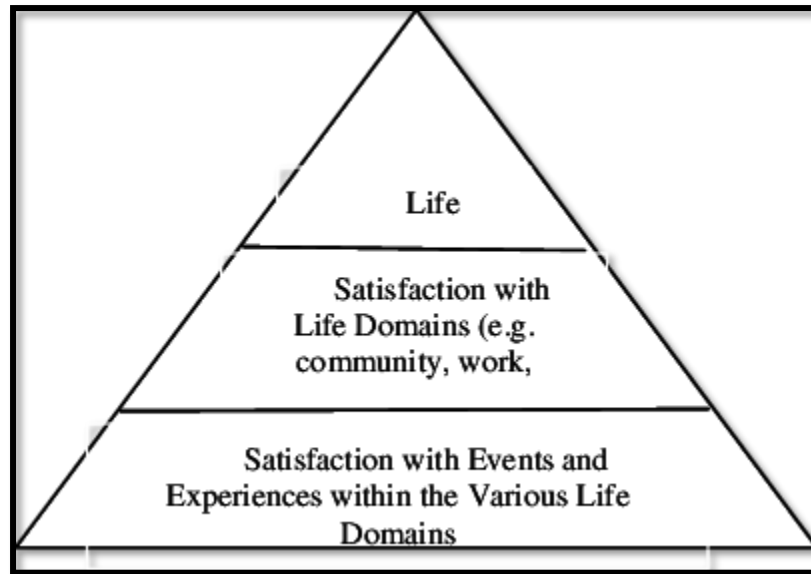


*Figure 2.1: Research Framework*

A research framework was developed to determine the factors affecting WLB by reviewing from the theory and literature review. With the research framework in Figure 2.1, this research aims to determine the relationship between job stress, job satisfaction, job commitment, family involvement and WLB

## 2.10 Underpinning Theory

Spillover theory was used as an underpinning theory in this study. Spillover theory (Frischmann, 2009) assumes that one region seeming to be unrelated will have spillover effects on other regions. For instance, if an individual is happy at work, it may have a good impact on other aspects of his or her life, such as wellness and relationships, or vice versa because spillover effect could be in both positive and negative ways. There are two differences sorts of spillover effect, which is horizontal and vertical (Sirgy et al., 2001). Horizontal spillover refers to the impact of one domain on surrounding domains. The example of horizontal spillover could be the impact of the job feelings on life contentment. On the other hand, vertical spillover refer to the hierarchical relationship with how individuals perceive fulfilment in their personal or professional lives in order to reach psychological wellbeing. This theory holds that “the life satisfaction mainly depends on the satisfaction with the living concerns (ie, community/work services and conditions) that constitute the domain” (Sirgy et al., 2010). Hence, the influence in the life domain spillover from the bottom to the upper domain (general life), affecting fulfilment in life (Lee et al., 2002). Spillover "is everywhere because it flows between and within various interdependent systems (variables) in a way that is not easy to observe, understand and quantify." (Frischmann, 2009)



*Figure 2.2: Vertical Spillover Theory*      *Source: (Lee et al., 2002)*

Small and Riley developed the work spillover scale in 1990, which was the first empirical assessment of WLB. Grzywacz and Marks (2000) recognised the positive and negative spillover to measure the work-family spillover. Many scholars in the field of WLB have adopted the spillover theory to support their research throughout the last few decades.

Small and Riley (2000) suggested that Spillover Theory can be used to interpret the variables or factors that are positively or negatively spillover to measure the work-life domain. According to the spillover theory, it can be projected that job stress will affect WLB and other job-related factors (job satisfaction and job commitment), that may have an impact on various aspects of life, such as relationships (Sirgy et al., 2001). Job stress could be categorized in negative spillover to WLB, while job satisfaction, job commitment, and family involvement could be the positive determinants to spillover on the work-life domain. Whereas the path of job stress, job

satisfaction, job commitment, and family involvement spillover on WLB will be a vertical spillover, where work and family domain cause influence on the WLB.

This choice was taken since the focal point of this study was on the potential life significance of job and life experiences. As mentioned, previous research has mostly emphasized on job and family life experiences. This research investigates the pathways of the non-work domains (family involvement) and the work domain (job stress, job satisfaction, job commitment) under investigation on WLB.

## **2.11 Summary**

This chapter started with the overview of office workers in Malaysia. Looking deeper, this section includes a thorough overview of the literature that can verify the theory, hypothesis and explanation developed from prior study. It supports the argument offered in a previous study and contributes better insight to current understanding of the relationship between job and family factors and WLB. The research methodology will be discussed in the next chapter, as well as the research design, questionnaire design and data collection method.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter has identified the method used to conduct this research. This chapter has determined the research design, target population and sample, and data analysis method to further analyse the data. A quantitative methodology was applied and a questionnaire was designed to collect the data.

#### **3.2 Research Design**

The aim of this paper is to find out the spillover relationship of job stress, job commitment, job satisfaction, and family involvement on WLB. This research is correlational research to discover the possible significant relationship between work and family determinants and WLB, which has been understudied in the past, and to expand the knowledge and understanding. This correlational research is in line with current management trends that face new challenges during COVID-19 as the changes on work and life will make changes on WLB.

This research utilizes cross-sectional approach where the survey will only be collected once during a given time period, avoiding the challenging aspects of using data from multiple points in time.

### **3.3 Sampling Design**

#### ***3.3.1 Population and Sample***

The population can relate to the respondent who will be observed as well as the demographic who will be sampled, which must be determined based on elements like geographical or job type. The target population in this research is the office worker in Klang Valley. The target respondent who responded to the survey must be the office worker, who was greatly affected during COVID-19 period. According to the Department of Statistic Malaysia (2021), the population of Malaysia's work force reached around 16 million. The total population in Klang Valley is around 8.4 million (World Population Review, 2022). Nowadays, Klang Valley has become the business centre in Malaysia where more and more local and multinational companies set up offices in Klang Valley due to the geographical advantages and business opportunities (Department of Statistics Malaysia, 2022). Klang Valley has been chosen as it is the fastest growing city in Malaysia with the highest number of office workers in Malaysia (Department of Statistic Malaysia, 2022) thus it could be represented for the whole Malaysia.

The population of the Klang Valley is 8.4 million people. The sample size of respondents included office workers of all ages, job tiers and genders. According to SOCSO Malaysia (2018), there are 1.6 million registered employees out of 8.4 million of the population in the Klang Valley. Klang Valley office workers were selected as the target respondents for this study.

### ***3.3.2 Sampling Technique***

To narrow the target respondents, a sample frame is needed to obtain more specific data. According to the World Population Review (2022), the total population of the Klang Valley is about 8 million people. The sample frame for this survey will focus on the office workers working in Klang Valley. However, it is difficult to get the full list for all office workers in Klang Valley. Hence this study will use non-probability sampling technique to select the respondents, specifically a snowball sampling method is chosen. The questionnaire will be passed to the target respondents and the respondents are required to identify other suitable respondents, such as colleagues and supervisors in their organization, to participate in this questionnaire, and it's goes on to others.

### ***3.3.3 Sample Size***

The target respondents of this research are the 1.6 million registered office workers over the total 8.4 million population in Klang Valley. The chosen margin error for this research is 5% of what the results would have been. According to Krejcie and Morgan (1970), since the total population is exceeding the number of 1,000,000, the corresponding sample size should be 384.

### ***3.3.4 Unit of Analysis***

The appropriate unit of analysis for this study is the individual level, where the respondents are individuals who can provide the data needed for this study. This study

targets on the WLB of office workers in the Klang Valley, so the opinions of office workers are important in determining the relationship between these two variables.

### **3.4 Operationalized Definition**

This study included one (1) dependent variable and four (4) independent variables. Independent variables are factors that may affect the final result of the dependent variable. This study will find out the relationship of the four independent variables to the dependent variable in a causal relationship.

#### ***3.4.1 Work-Life Balance***

The operational definition of work-life balance is the capacity of an employee to balance their life between work and non-work so that neither both life is conflicted and has negative consequences for the other (Joo & Lee, 2017). Work-life balance is the dependent variable in this study, and it is assessed using ten (10) items from Hayman's work-life balance psychometric assessment (2005).

#### ***3.4.2 Job Stress***

Job stress can be defined as negative feelings brought about by the workplace, such as workload, relationships with superiors and colleagues, time constraints, and a lack of job knowledge, which can have an impact on both mental and physical health (Judge & Colquitt, 2004). Job stress is the first independent variable measured in this study, with seven (7) items adapted and modified from Parker and DeCotiis (1983).

### ***3.4.3 Job Commitment***

The operational definition of job commitment is the level of employee attachment and engagement towards their job and organisation that leads to a willingness to put effort into the organisation (Blau, 1985). In this study, job commitment is measured using nine (9) items adapted from Mowday, Steers, and Porter's measurement of organisational commitment (1979).

### ***3.4.4 Job Satisfaction***

Job satisfaction, as the third independent variable, could be defined as employees' contentment with their job tasks and organisation, as well as whether they had positive feelings such as enjoyment, happiness, satisfaction, and interest in their current working situation (Luthan, 1998). Job satisfaction is measured in this study by using eight (8) items adapted from Brayfield & Rothe's job satisfaction index (1951).

### ***3.4.5 Family Involvement***

Family involvement is the fourth independent variable and the only family factor in this study, it can be defined as employees are willing to play the role of family members, share their time outside of working hours and fulfill commitments to their family members (Greenhaus, Collins, & Shaw, 2003). Family involvement was measured using five (5) items adapted from Frone & Rice (1987).

### 3.5 Questionnaire Design

Numeric measurement skill has been used in the questionnaire design for this research. In the numeric measurement skill, both categorical data and continuous data is used in the different sections in the questionnaire design. Categorical data is a type of simple collection of data in which the respondent can only select one choice at a time; it is essential for determining demographic profiles. Continuous data has a greater precision, indicating how close or far away the outcome is.

In the categorical data, nominal scale is used in the demographic section, where respondents can only select one option for each demographic question. In the continuous data, interval scale is used in the variable sections of the questionnaire survey. The interval scale makes the collected data consistent and measurable.

In this research, a questionnaire is designed to collect data from the target respondents by using a quantitative approach. The questionnaire is divided into two sections: section A (demographic profile) and section B (dependent and independent variables). Section A is only about demographic background used to collect responses from respondents and is measured on a nominal scale. Gender, racial background, economic status, education level, working position and experience are all included in this section.

Section B included questions about job stress, job satisfaction, job commitment, family involvement and WLB to obtain respondents' opinions. The Likert scale with 7 points is being used with the numbers from 1 to 7 from which to choose from "strongly disagree" to "strongly agree." As a result, a high scale shows

here that respondent is more favourable to the variables, whereas a lower scale shows that the respondent is less favourable to the variables.

Table 3.1: *Measurement of Variables*

<b>Variables</b>	<b>Dimensions</b>	<b>Total Number of Items</b>	<b>Scale</b>	<b>Sources</b>
Job Stress	Undesirable or unfavorable emotional and physiological situations.	7	Likert Scale 1-7	(Parker & DeCotiis, 1983)
Job Commitment	The degree to which an individual identifies with and participates in a specific position or industry.	9	Likert Scale 1-7	(Mowday, Steers, & Porter, 1979)
Job Satisfaction	The employee's assessment of whether a job delivers certain things that are considered as significant.	8	Likert Scale 1-7	(Brayfield & Rothe, 1951)
Family Involvement	Contribute to the family role to carry out the commitments and duties.	5	Likert Scale 1-7	(Frone & Rice, 1987)
WLB	Balance between the emotional, behavioural, and time demands of paid jobs, individual and family obligations.	10	Likert Scale 1-7	(Hayman, 2005)

### 3.5.1 Job Stress

Job stress was measured by using the organizational determinants of the job stress scale designed by Parker & DeCotiis (1983) by a 4-points Likert-Scale. There are seven scales from the original thirteen scales which were suitable for this research. In this research, job stress is measured by using a 7-points Likert-scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The sequences of the seven scales had been rearranged to match the current research and targeted respondents.

Table 3.2 *Measurement Items of Job Stress*

Variable	Items
<b>Job Stress</b>	<ol style="list-style-type: none"> <li data-bbox="600 409 1145 441">1. I have felt nervous as a result of my job.</li> <li data-bbox="600 495 1251 526">2. I have too much work and too little time to do it.</li> <li data-bbox="600 580 1385 611">3. Working here leaves little time for me to do other activities.</li> <li data-bbox="600 683 1350 714">4. I frequently get the feeling I am married to the company.</li> <li data-bbox="600 786 1222 817">5. I feel guilty when I take time off from my job.</li> <li data-bbox="600 889 1385 992">6. Sometimes when I think about my job, I get a tight feeling in my chest.</li> <li data-bbox="600 1064 1394 1167">7. Too many people at my level in the company get burned out by job demands.</li> </ol>

### 3.5.2 *Job Commitment*

Job commitment was measured by using “the measurement of organizational commitment” scale by Mowday, Steers & Porter (1979). Originally, there were fifteen scales which included six sample reverse scored items. This research only adopts positive phrases, so nine sample items were adopted. Also, this research follows the original 7-points Likert scales as the scale by Mowday, Steers & Porter (1979), ranging from 1 (strongly disagree) to 7 (strongly agree). The sequences of the nine scales had been rearranged to match the current research and targeted respondents.

Table 3.3 *Measurement Items of Job Commitment*

Variable	Items
<b>Job Commitment</b>	<ol style="list-style-type: none"> <li data-bbox="600 409 1390 584">1. I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization be successful.</li> <li data-bbox="600 656 1390 763">2. I would accept almost any type of job assignment in order to keep working for this organization.</li> <li data-bbox="600 835 1230 866">3. I really care about the fate of this organization.</li> <li data-bbox="600 938 1390 1046">4. I find that my values and the organization's values are very similar.</li> <li data-bbox="600 1117 1374 1149">5. I am proud to tell others that I am part of this organization.</li> <li data-bbox="600 1220 1390 1328">6. I talk up this organization to my friends as a great organization to work for.</li> <li data-bbox="600 1400 1390 1507">7. This organization really inspires the very best in me in the way of job performance.</li> <li data-bbox="600 1579 1390 1686">8. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.</li> <li data-bbox="600 1758 1390 1865">9. For me this is the best of all possible organizations for which to work.</li> </ol>



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### 3.5.3 Job Satisfaction

Job satisfaction was measured by using the index of job satisfaction from Brayfield & Rothe (1951) by a 5-points Likert scale, ranging from “Strongly Agree” to “Strongly Disagree”. There are eight scales that have been adopted from the eighteen scales of job satisfaction. In this research, job satisfaction is measured by using a 7-points Likert-scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The sequences of the eight scales had been rearranged to match the current research and targeted respondents.

Table 3.4 *Measurement Items of Job Satisfaction*

Variable	Items
<b>Job Satisfaction</b>	<ol style="list-style-type: none"><li>1. My job is interesting.</li><li>2. I find real enjoyment in my work.</li><li>3. I am enjoying work more than leisure.</li><li>4. My job is usually interesting enough to keep me from getting bored.</li><li>5. I feel that I am happier with my work than most other people.</li><li>6. I like my job better than the average worker does.</li><li>7. I am enthusiastic about my work.</li><li>8. I am satisfied with my job.</li></ol>

### 3.5.4 Family Involvement

Family involvement was with the five items from Frone & Rice (1987). All five items are applied in the questionnaire with the same sequence. In this research, family involvement is measured by using a 7-points Likert-scale, ranging from 1 (strongly disagree) to 7 (strongly agree).

Table 3.5 Measurement Items of Family Involvement

Variable	Items
<b>Family</b>	1. Most of my interests are centered around my family.
<b>Involvement</b>	2. Many of my personal life goals are family orientated.
	3. The most important things that happen to me involve my roles as a family member, like spouse, parent, or child.
	4. I am very much involved in my roles as a family member, like spouse, parent, or child.
	5. To me, my family role is a big part of who I am.

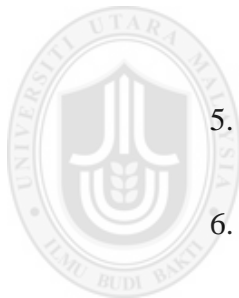
### 3.5.5 Work-Life Balance

The measurement of WLB was comprised of ten items from the fifteen scales of psychometric assessment of WLB instruments designed by Hayman (2005). In this research, work-life balance of Klang Valley office workers are measured by using a 7-points Likert-scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The

sequences of the ten scales had been rearranged to match the current research and targeted respondents.

Table 3.6 *Measurement Items of Work-Life Balance*

Variable	Items
<b>Work-Life Balance</b>	<ol style="list-style-type: none"> <li data-bbox="600 584 979 616">1. My workload is too heavy.</li> <li data-bbox="600 689 1031 721">2. I'm forced to work extra hours.</li> <li data-bbox="600 795 1198 826">3. My job's demands on my time are excessive.</li> <li data-bbox="600 900 1385 999">4. My job makes it difficult to maintain the kind of personal life I would like.</li> <li data-bbox="600 1072 1209 1104">5. My work suffers because of my personal life.</li> <li data-bbox="600 1178 1161 1209">6. My personal life suffers because of work.</li> <li data-bbox="600 1283 1262 1314">7. I find it hard to work because of personal matters.</li> <li data-bbox="600 1388 1385 1487">8. I often neglect my personal needs because of the demands of my work.</li> <li data-bbox="600 1561 1385 1659">9. I have to miss out on important personal activities because of my work.</li> <li data-bbox="600 1733 1262 1765">10. I struggle to juggle work and non-work activities.</li> </ol>



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### **3.6 Data Collection**

Sekaran (2010) stated that the data collection is a very important part in research design which will affect the final results. The data collection utilised in this research is primary data. The primary data used is a questionnaire survey which is depends on the response of related respondents. The questionnaire survey method is necessary because it can provide the most up-to-date and relevant information to this research.

In this study, questionnaires is the source of primary data collected. The questionnaire is designed and distributed via online google form through email and social media as this method is highly easy access method to collect information from office workers in Klang Valley areas. Besides, this technique allow the respondents to answer the questionnaire when they are free and available, so the answer would be more accurate without any external disturbance elements. Snowball method is applied for this questionnaire distribution.

The administrative questionnaire was conducted within one month, from 20<sup>th</sup> September 2022 until 18<sup>th</sup> October 2022. Data collection begins with the purpose of this survey which is provided in the first section of Google Form and respondents are required to complete all mandatory sections provided. During this data collection period, there were a total 404 questionnaires have been collected.

### **3.7 Data Analysis Method**

After the data has been collected, all the data needs to be key-in and analysed using appropriate tools. The latest IBM Statistical Package of Social Science (SPSS)

version 27 is used to analyse the collected data.

A descriptive analysis is applied to categorized the respondents into several categories and have a clearer pictures on the demographic information which is useful for the next analysis. A Cronbach Alpha will first be used to analyse the reliability of the data collected before proceeding to further analysis. Pearson Correlation Analysis, and Multiple Regression Analysis will be carried out to analyse and support the hypotheses of the study.

### ***3.7.1 Reliability Test***

Cronbach's Alpha is the most common method to measure the reliability and validity of the data collected. The purpose of this research using a reliability test is to ensure all the variables are stable and consistent to use. According to the internal consistency rules of Cronbach's Alpha, a coefficient which is greater than 0.7 is good and acceptable to be used. When Cronbach's Alpha coefficient is lower than 0.7, the data of the variable is considered suspicious to use.

Table 3.7 *Internal Consistency Measurement*

<b>Cronbach's Alpha</b>	<b>Internal Consistency</b>
$0.9 = \alpha$	Excellent
$0.8 < \alpha < 0.9$	Good
$0.7 < \alpha < 0.8$	Acceptable
$0.6 < \alpha < 0.7$	Questionable

$0.5 < \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

### 3.7.2 Pearson Correlation Analysis

Pearson Correlation Analysis is applied in this research to determine the link and strength between the variables. The coefficient of correlation analysis is ranged from +1 to -1 as there is a negative and positive correlation between variables. When the coefficient is 0, then there is no relationship between the two variables. The coefficient range between  $\pm 0.01$  to  $\pm 0.69$  is safe to use with the strength from negligible, weak, moderate, to strong. The coefficient is greater than  $\pm 0.7$ , and the link between the two variables is very strong. If the Pearson correlation coefficient of two independent variables is greater than  $\pm 0.7$ , multicollinearity could happen between two variables and a multicollinearity test is required to further investigate the relationship between the two variables. Table 3.8 provide the strength of the Pearson correlation coefficient.

Table 3.8 *Strength of Pearson Correlation Coefficient*

<b>Range of Coefficient</b>	<b>Strength of Correlation</b>
$\pm 0.70$ or higher	Very Strong
$\pm 0.40$ to $\pm 0.69$	Strong
$\pm 0.30$ to $\pm 0.39$	Moderate
$\pm 0.20$ to $\pm 0.29$	Weak

$\pm 0.01$ to $\pm 0.19$	No or Negligible
0	Zero Correlation

### ***3.7.3 Multiple Regression Analysis***

Multiple regression analysis measures the relationship between independent variables and dependent variables. The adjusted R square in the table of model summary indicates the percentage of the variance of the dependent variable which is explained by the independent variables. When the p-value of the variable is less than 0.05 ( $p < 0.05$ ), the hypothesis is considered significant and the null hypothesis should be rejected. A t-value that is greater than 2.33 has a potential error of less than 1%. When the variables' t-value is greater than 2.33, then the hypothesis is supported.

### **3.8 Summary**

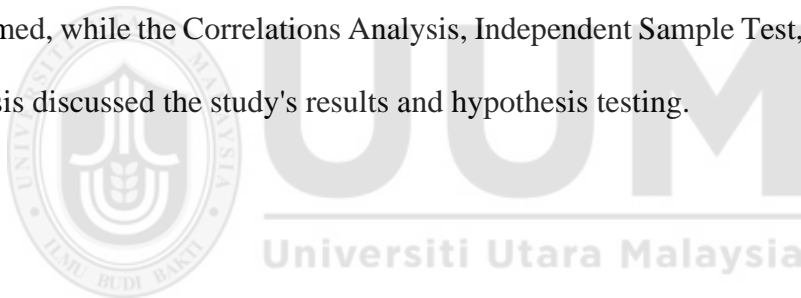
The chapter has clearly stated the used research methodology in this research. Research design and target population has been defined for the next questionnaire survey design. Besides, data sampling technique, data collection method, and measurement scale has been included and explained in this chapter. Data analysis method is defined to support the next chapter for data analysis.

## **CHAPTER 4**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter gave a summary of the data obtained, data measurements, and the data analysis research results. This chapter discussed the survey response rate as well as the respondents' demographic details, which included gender, race, highest education level, monthly salary, working position, department, experience, and time spent with family. While the reliability test had been performed to demonstrate the usefulness of the measures. The descriptive analysis was then performed, while the Correlations Analysis, Independent Sample Test, and Regression Analysis discussed the study's results and hypothesis testing.



#### **4.2 Survey Response Rate**

The questionnaire for this study was developed and distributed online via Google Forms to a large number of office workers in Klang Valley. This research utilizes snowballing to collect information from the respondents and requested them to invite other suitable respondents to complete the questionnaire online. The administration questionnaires were administered for one month, in October 2022. In the end, 404 respondents completed the questionnaires, and 404 data were collected.

### 4.3 Demographic Data

This section outlined the respondents' demographic information. The demographic information table is shown below:

#### 4.3.1 Gender

Table 4.1 below has clearly stated the analysis of respondents' gender from office workers in Klang Valley. The percentage of male and female respondents is considered equal. The total number of male respondents is 211, which accounted for 52.2%; while there are 193 female respondents with 47.8%.

Table 4.1 *Gender of The Respondents*

Gender	Frequency	Percentage (%)
Male	211	52.2
Female	193	47.8
TOTAL	404	100.0

#### 4.3.2 Race

Table 4.2 has shown the race of the respondents. Malay and Chinese account for most of the percentages. There are 169 Malay respondents in this research, which is around 41.8%; while Chinese respondents have 178, which around 44.1%. Indian respondents are included in this research, which accounted for 48 respondents (11.9%) Other than Malay, Chinese, and Indian, there are 9 other respondents (2.2%) in the questionnaire, including the Singh, Iban, Sabahan, and foreigners like China, German, and USA.

Table 4.2 *Race of The Respondents*

<b>Race</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Malay	169	41.8
Chinese	178	44.1
Indian	48	11.9
Other	9	2.2
<b>TOTAL</b>	<b>404</b>	<b>100.0</b>

### 4.3.3 Age

Table 4.3 below explained the age of the respondents. Among 404 respondents, youngsters aged from 21 to 40 years old occupied a huge percentage. There are only 15 respondents (3.7%) below 20 years old, while 21 to 30 years old respondents have 168 (41.6%). There are 129 respondents aged from 31 to 40 years old, accounting for 31.9%; while there are 60 respondents aged between 41 and 50 years old, with 14.9%. 32 respondents above 51 years old took part in this research with a 7.9%.

Table 4.3 *Age of The Respondents*

<b>Age</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Below 20 years old	15	3.7
21 to 30 years old	168	41.6
31 to 40 years old	129	31.9
41 to 50 years old	60	14.9
51 years old and above	32	7.9
<b>TOTAL</b>	<b>404</b>	<b>100.0</b>

#### 4.3.4 Education Qualification

Table 4.4 illustrated the educational qualification of the respondents. There are 39 respondents (9.7%) who have at least an SPM/Secondary qualification; while there are 80 respondents (19.8%) who have a Diploma, Foundation, or A-level qualification. Among the Klang Valley office workers, most of them acquired a Bachelor's Degree, with a number of 227 respondents (56.2%). There are still some office workers willing to further their education to the Master's Degree level, with a number of 54 respondents (13.4%) in many sectors. The least number of respondents are the respondents with Doctoral Degrees, which is only 4 respondents (1.0%).

Table 4.4 Education Qualification of The Respondents

Education Qualification	Frequency	Percentage (%)
SPM/Higher Secondary	39	9.7
Diploma/Foundation/A-level	80	19.8
Bachelor's Degree	227	56.2
Master's Degree	54	13.4
Doctoral Degree	4	1.0
TOTAL	404	100.0

#### 4.3.5 Gross Monthly Income

Table 4.5 showed the gross monthly income of the respondents. There are 7 respondents (1.7%) with a monthly salary of less than RM1,500. There are 48

respondents (11.9%) whose monthly salary ranged between RM1,501 to RM3,000. The majority of the Klang Valley office workers' salary is in the middle range between RM3,000 to RM7,000. There are 164 respondents and 108 respondents with a gross monthly salary range between RM3,001 to RM5,000 and between RM5,001 to RM7,000 respectively. This data shows that the average salary of Klang Valley office workers is between RM3,001 to RM7,000. There are 53 respondents (13.1%) are having a monthly salary above average, which is between RM7,001 to RM10,000. 24 respondents (5.9%) have salaries above RM10,000.

Table 4.5 *Gross Monthly Income of The Respondents*

<b>Monthly Income</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<RM1,500	7	1.7
RM1,501 – RM3,000	48	11.9
RM3,001 – RM5,000	164	40.6
RM5,001 – RM7,000	108	26.7
RM7,001 – RM10,000	53	13.1
>RM10,000	24	5.9
<b>TOTAL</b>	<b>404</b>	<b>100.0</b>

#### **4.3.6 Working Hours per Day**

Table 4.6 below indicated the working hours per day of the respondents. Most of the office workers in Klang Valley have fixed working hours from 9 am to 6 pm every weekday. Among the respondents, there are 292 respondents (72.3%) normally

work up to 8 hours per day while there are 112 respondents (27.7%) work more than 8 hours per day.

Table 4.6: *Working Hours per Day of Respondents*

<b>Working Hours per Day</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Normally up to 8 hours	292	72.3
More than 8 hours	112	27.7
<b>TOTAL</b>	<b>404</b>	<b>100.0</b>

#### **4.3.7 Working Hours per Week**

Table 4.7 explained the working hours per week of the respondents. There are 169 respondents (41.8%) who work up to 40 hours per week. This statistic is applied to the office workers that work fixed working hours on weekdays. There are 109 respondents (27.0%) working between 41 to 45 hours per week, while there are 92 respondents (22.8%) working between 46-50 hours per week. Some offices operate 5 ½ days or 6 days, which means the workers working hours per week will exceed 45 hours. Only little amount of office workers need to work more than 50 hours, which is 34 respondents which account for 8.4%.

Table 4.7 *Working Hours per Week of Respondents*

<b>Working Hours per Week</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Up to 40 hours	169	41.8
41 – 45 hours	109	27.0
46 – 50 hours	92	22.8
More than 50 hours	34	8.4
<b>TOTAL</b>	<b>404</b>	<b>100.0</b>

#### **4.3.8 Position Level**

Table 4.8 illustrated the position level of the respondents. There are 6 basic position levels within an organization. There are 50 respondents (12.4%) at a non-executive level within an organization. The majority of the respondents are at the executive and senior executive level, which has 154 respondents (38.1%) and 114 respondents (28.2%) respectively. Followed by the manager level which has 56 respondents (13.9%) currently at this level. There are only 18 respondents (4.5%) currently at the senior manager level; while the smallest number of respondents category was only 12 respondents (3.0%), which is director and CEO.

Table 4.8 *Position Level of The Respondents*

<b>Position Level</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Non-Executive	50	12.4
Executive	154	38.1
Senior Executive	114	28.2
Manager	56	13.9
Senior Manager	18	4.5
Director/CEO	12	3.0
<b>TOTAL</b>	<b>404</b>	<b>100.0</b>

#### **4.3.9 Working Department**

Table 4.9 showed the working department of the respondents. There are many departments and teams that build an organization. The percentage of the working department of all the respondents is fairly equal. Among the respondents, there are 67 respondents (16.6%) worked in the administration and human resource department; while there are 46 respondents (11.4%) worked in customer support. 71 of the respondents (17.6%) are working in finance and accounting departments; while there are 43 respondents (10.6%) worked on the operation team. The data also showed the supply chain and logistic team with 51 respondents (12.6%), the information technology (IT) team with 42 respondents (10.4%), and the sales and marketing team with 52 respondents (12.9%). Besides, there are 32 respondents (7.9%) working in other departments, such as senior management, retail and merchandising, assistant of C-level management, banker, internal trainer, engineering, graphic design, public relation, research and development, and event team.

Table 4.9 *Working Department of Respondents*

<b>Working Department</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Admin & Human Resource	67	16.6
Customer Support	46	11.4
Finance & Accounting	71	17.6
Operation	43	10.6
Supply Chain & Logistic	51	12.6
Information Technology	42	10.4
Sales & Marketing	52	12.9
Other	32	7.9
<b>TOTAL</b>	<b>404</b>	<b>100.0</b>

#### **4.3.10 Working Experience**

Table 4.10 demonstrated the working experience of the respondents. There are 45 respondents (11.1%) who have less than 2 years of working experience, normally fresh graduates from high school, universities, or other educational institutions. In the market, most office workers have 2 to 5 years of working experience, which is 111 respondents (27.5%). Followed by 6 to 10 years of working experience with 102 respondents (25.5%), 11 to 15 years of working experience with 67 respondents (16.6%), and 16 to 20 years of working experience with 42 respondents (10.4%). The least number of respondents category is the office workers with more than 20 years of working experience, which has 37 respondents (9.2%).

Table 4.10 *Working Experience of Respondents*

<b>Working Experience</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than 2 years	45	11.1
2 – 5 years	111	27.5
6 – 10 years	102	25.5
11 – 15 years	67	16.6
16 – 20 years	42	10.4
Above 20 years	37	9.2
<b>TOTAL</b>	<b>404</b>	<b>100.0</b>

#### **4.3.11 Time Spent with Family on Working Days**

Table 4.11 showed the time spent with family on every working day by the respondents. The majority of the respondents (162 respondents, 40.1%) spent 3 to 4 hours per day with their family, followed by 136 respondents (33.7%) spending 1 to 2 hours per day with their family. There are 66 respondents (16.3%) who are likely to spend more than 5 hours per day with their family, while 40 respondents (9.9%) have less than 1 hour of family time.

Table 4.11 *Time Spent with Family on Working days of Respondents*

<b>Time Spent with Family</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than 1 hour	40	9.9
1 – 2 hours	136	33.7
3 – 4 hours	162	40.1
5 hours and more	66	16.3
<b>TOTAL</b>	<b>404</b>	<b>100.0</b>

#### 4.3.12 Work on Weekend

Table 4.12 showed whether the respondents need to work on weekends. From the questionnaire, there are 282 respondents (69.8%) are not eligible to work on weekends and able to wisely spend their weekends. However, there are 122 respondents (30.2%) still have to work on weekends.

Table 4.12 *Weekend Working of Respondents*

<b>Weekend Working</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	122	30.2
No	282	69.8
<b>TOTAL</b>	<b>404</b>	<b>100.0</b>

#### 4.4 Descriptive Analysis

Table 4.13 showed the mean value and standard deviation of all the variables. According to table 4.13, job satisfaction gets the highest mean with a value of 6.035 while job stress gets the lowest mean with a value of 2.578. In between job satisfaction and job stress are the variables - job commitment, family involvement, and WLB - with a value of 5.581, 5.756, and 5.303 respectively. Since the mean value of job stress is lower than 4.00, this indicates that most of the respondents are more towards not agreeing with the statement. While the mean value of the rest of the variables – job commitment, job satisfaction, family involvement, and WLB – are above 4.00. This shows that most of the respondents agree and have a positive view of the variable's statements.

The standard deviation measures the consistency of the data collected; a lower value signifies that the data is more consistent towards the mean, whereas a higher value reveals that the data is spread out more. The highest standard deviation is WLB with a value of 1.202; while the lowest standard deviation value is family involvement with a value of 0.665. The other variables, such as job stress, job commitment, and job satisfaction has scored a number of 1.090, 0.899, and 0.699 respectively.

Table 4.13 *Descriptive Statistic*

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Job Stress	404	2.578	1.090
Job Commitment	404	5.581	0.899
Job Satisfaction	404	6.035	0.699
Family Involvement	404	5.756	0.665
WLB	404	5.303	1.202

#### **4.5 Reliability Test**

Cronbach's Alpha Coefficient was applied in this research to assess the reliability of the data collected. Table 4.14 displays the independent and dependent variables' reliability results. The Cronbach's Alpha Coefficient value of job stress is 0.913, while the Cronbach's Alpha Coefficient value of job commitment is 0.926. Job satisfaction of the office workers possesses with a value of 0.795, and family involvement of office workers gets a value of 0.755. The Cronbach's Alpha value of the WLB of Klang Valley office workers is the highest with a value of 0.955.

Cronbach's Alpha consistency rules state that variables with values more than 0.7 are reasonable and acceptable, and variables with values more than 0.9 are considered highly reliable and excellent. Because the values of all the variables are more than 0.7, no variable needs to be removed.

Table 4.14 *Reliability Test*

<b>Variable</b>	<b>Cronbach's Alpha</b>
Job Stress	0.913
Job Commitment	0.926
Job Satisfaction	0.795
Family Involvement	0.755
WLB	0.955

#### 4.6 Correlations Analysis

The Pearson correlation coefficient is applied to show the direction, strength, and significance of a bivariate relationship among all measurement items. Based on table 4.15, a negative 44.7% variance in job commitment explained job stress; while a negative 31.6% and a positive 57.5% variance in job satisfaction explained job stress and job commitment respectively. Also, a negative 36.6%, positive 36.3%, and 35.4% in the variance of family involvement explain job stress, job commitment, and job satisfaction respectively. All the correlation values between the independent variables are less than 0.70, so there is no multicollinearity, and the data is safe to be used.

In the dependent variable – WLB correlation analysis, WLB has a significant relationship with all the independent variables. Among the independent variables, job

satisfaction has the weakest relationship with WLB with a variance of 41.9%; while job stress has the strongest relationship with WLB with a variance of negative 82.9%.

Table 4.15 *Pearson Correlation Analysis*

	1.	2.	3.	4.	5.
1. Job Stress					
2. Job Commitment	-0.447**				
3. Job Satisfaction	-0.316**	0.575**			
4. Family Involvement	-0.366**	0.363**	0.354**		
5. WLB	-0.829**	0.505**	0.419**	0.428**	

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

#### 4.7 Multiple Regression Analysis

The result in Table 4.16 can indicate that 72.5% (Adjusted  $R^2=0.725$ ) of the variance in WLB is interpreted by the four independent variables – job stress, job commitment, job satisfaction, and family involvement. According to the ANOVA Table 4.17, since the significant value is less than 0.05 ( $p<0.05$ ), thus model of this research is acceptable.

Table 4.16 *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.853 <sup>a</sup>	0.727	0.725	0.630

a. Predictors: (Constant), Job Stress, Job Commitment, Job Satisfaction, Family Involvement

Table 4.17 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	423.226	4	105.806	266.164	<0.000 <sup>b</sup>
	Residual	158.612	399	0.398		
	Total	581.838	403			

a. Dependent Variable: WLB

b. Predictors: (Constant), Job Stress, Job Commitment, Job Satisfaction, Family Involvement

Multiple linear regression is implemented to examine the relationship between independent variables on the dependent variable and to analyse the hypotheses of this study. Job stress, job commitment, job satisfaction, and family involvement are the independent variables that affect WLB. 72.5% (Adjusted  $R^2=0.725$ ) of the variance in WLB is interpreted by the four independent variables according to table 4.17. Based on table 4.18 coefficients, the t-value that is greater than 2.33 has a potential error of less than 1%. When the variables' t-value is greater than 2.33, then the hypothesis is supported.

#### 4.7.1 The relationship between job stress and WLB

**H1** - *Job stress is negatively significant to WLB.*

According to table 4.18, the t-value of job stress is -23.932, and the p-value is 0 ( $p < 0.05$ ). Thus, there is a negative significant relationship between job stress and WLB. Hence, H1 is supported.

#### **4.7.2 The relationship between job commitment and WLB**

**H2** - *Job commitment is positively significant to WLB.*

According to table 4.18, the t-value of job commitment is 2.542, and the p-value is 0.011 ( $p < 0.05$ ). Thus, there is a positive significant relationship between job commitment and WLB. Hence, H2 is supported.

#### **4.7.3 The relationship between job satisfaction and WLB**

**H3** - *Job satisfaction is positively significant to WLB.*

Table 4.18 has shown that the t-value of job satisfaction is 3.308, and the p-value is 0.001. As the p-value is less than the alpha value of 0.05, the positive significant relationship between job satisfaction and WLB is proven. Hence, H3 is supported.

#### **4.7.4 The relationship between family involvement and WLB**

**H4** – *Family involvement is positively significant to WLB.*

The coefficient in table 4.18 stated that the t-value of family involvement is 3.203 while the p-value is 0.001, which is lower than the alpha value of 0.05. The value has shown a positive significant relationship between family involvement and WLB. Hence, H4 is supported.

Table 4.18 *Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.607	0.413		11.154	0
	Job Stress	-0.795	0.033	-0.721	-23.932	0
	Job Commitment	0.116	0.046	0.087	2.542	0.011
	Job Satisfaction	0.185	0.056	0.108	3.308	0.001
	Family Involvement	0.170	0.053	0.094	3.203	0.001

a. Dependent Variable: WLB

According to the result of standardized coefficients Beta in Table 4.18, job stress is the most important variable to explain the WLB, followed by job satisfaction, family involvement, and job commitment.

#### 4.8 Summary of the Hypothesis Testing

Table 4.19 *Summary of Hypothesis Testing*

	Hypothesis	Results
H1	Job stress is negatively related to WLB.	<b>Supported</b>
H2	Job satisfaction is positively related to WLB.	<b>Supported</b>
H3	Job commitment is positively related to WLB.	<b>Supported</b>
H4	Family involvement is positively related to WLB.	<b>Supported</b>

## 4.9 Summary

In this Chapter 4, the results have been analysed from the data collected and get it by using statistical analysis. The demographic data was analysed to better explain the respondents' profiles. Descriptive statistics are used to compute the mean and standard deviation. Cronbach's Alpha was implemented to determine the reliability of all the variables. The hypothesis was supported by the Independent Sample T-test, Pearson Correlations, and Multiple Regression Analysis. All hypotheses were accepted based on the results.



## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

Chapter five is the final chapter of the research to make discuss the findings of the study, suggest recommendation discussion and derive conclusion. The objective of the study has been stated in chapter one and the literature review to support the statement was studied in chapter two. The summary of data analysis has been provided in the previous chapter. This chapter will include the discussion, implication of the study, limitations of the study, and recommendation and conclusion.

#### **5.2 Discussion on Findings**

The aim of this research is to investigate the variables that could affect the WLB of office workers in Klang Valley. Past studies have found that job stress, job commitment, job satisfaction, and family involvement are the independent variables that could affect WLB, which is the dependent variable. To determine whether the four independent variables have a significant relationship with WLB, thus four hypotheses were developed to support the objective of the study.

This research has adopted the spillover theory to support and explain the spillover effect between the work and non-work domain of an individual, which directly leads to the level of the WLB and work-life conflict. The main direction of this research is to find out whether there is a negative significant relationship between job stress and WLB, and whether there is a positive significant relationship between

job commitment, job satisfaction, family involvement, and WLB among office workers in Kuala Lumpur. The discussion below will evaluate the results of the objective and support the previous literature.

### **5.2.1 Relationship between Job stress and WLB**

Past study has proven that high work stress will lead to work-life conflict, which causes the balance between work and life to be unstable (Kahn et al., 1964). The study on Indian female teachers also showed that job stress has a negative effect on their WLB, as well as their family life and personal life (Zaheer et al., 2015). The stress caused by work will increase the tension of an individual between the business and family (Weinberg et al., 2010).

In this research, job stress had a significant relationship with the WLB of an office worker. Job stress comes from many aspects of an organization, such as high workload and tight completion time. These reasons will increase the work tension of the office worker. To complete the tasks within a given period, the office worker will consume more of their personal and family time to increase their working time outside of the actual working hours. The loss of family and personal time will cause the office workers' life only be fulfilled by working life. The office workers have no time to share their life with any other activities outside of work. For example, the auditor of the accountant firm will never have an ending task as when they are working on one company audit report, there will be a new audit report pending investigation, at the same time the previous report has several times amendments to do. So, to finish the task within the period, the auditor needs to bring all the tasks back home and sacrifice

his/her time to work overtime. When an office worker's life is only filled with working tasks, then the work-life will be out of balance as there is no time for family life.

### **5.2.2 Relationship between job commitment and WLB**

Job commitment has a strong link with WLB (Aruldoss & Kowalski, 2020). The previous study has shown that higher job commitment of the workers not only enhances organizational performance but also has a positive correlation with WLB (Pradhan et al., 2016). Organizational commitment and the relationship with WLB are positively significant (Malone & Issa, 2013).

In this research, job commitment had a significant relationship with WLB. When one office worker has greater job commitment, he/she is more likely to increase the level of engagement towards the organization. The office worker is willing to put his/her effort into this organization as they found their value and were inspired by the organization. A strong degree of job commitment able to made a strong team and employees, which have better planning and managing skills towards their work and family life. With job commitment, office workers are willing to spend their time in this organization outside of working hours but are not forced by work overload. They will be able to strike a balance between work and life without neglecting any aspect of their lives.

### **5.2.3 Relationship between job satisfaction and WLB**

Past study has determined that the happiness of workers has a significant influence on WLB (Aruldoss & Kowalski, 2020). Compared with those dissatisfied employees, happy employees seem to be able to create better WLB. A happy employee

is more likely to increase their productivity in the organization (Koubova & Buchko, 2013), thus the efficiency in productivity enables them to balance their time to join other activities outside of work time.

In this research, job satisfaction had a significant relationship with the WLB of office workers. When office workers find real enjoyment and interest in their work tasks, it will keep them from bored and motivate them to enhance and complete the task with high efficiency and productivity. Job satisfaction generally will lead to higher productivity and performance, will greater performance, the employees might be rewarded either monetary or non-monetary. The happiness or even bad feelings from the workplace is commonly transferred to their families and life. Enhancing job satisfaction could not only increase job performance but also create happiness in both work and family lives, thus creating a strong balance between work and life.

#### **5.2.4 Relationship between family involvement and WLB**

According to Allis & O'Driscoll (2008), family life involvement will have a positive impact on the balance between work and life. The involvement of family involvement in both mental and physical will lower the contradiction between work and life while improving the WLB of an individual (Fujimoto et al., 2014). Past research has investigated the involvement of non-work over the work domain and discovered that high nonwork involvement will enhance the balance within two domains than create conflict between two domains (Kirchmeyer, 1992).

In this research, family involvement had a significant impact on the WLB of an office worker. As a family member, there are several roles such as spouse, parent, and child, where all family roles are different in nature but interconnected. Each of the

family roles has its responsibilities to carry out to fulfill the needs and strengthen the relationship. For instance, the involvement of a husband in the family will bring joy, happiness, and confidence to his wife, which will create a good husband-wife relationship and balance between both their work and lifetime. Good family time can release all the stress from work and put oneself away from the workload. A good family life shares different vibes compare to work but is a compulsory life in that everyone will be involved either in one or several roles. Family involvement is not just working on family responsibility, but also a session for family sharing and happiness, this could be relaxing after work. By picking up the family roles, one can create a balance between work and life.

### **5.3 Implication of Study**

This research investigated the factors that will affect the WLB of office workers. In this section, the implication of the study will be divided into two sections, which are theoretical and practical implications. In this case, the practical implications of a study could enhance, provide another view of aspects or contribute to solving a specific issue related to the area of study. The theoretical implication, in contrast, highlights the commitment to an established theory.

#### **5.3.1 Theoretical Implication**

The latest results have added to the degree of WLB among office workers. The results of this study have provided support for the connection between job factors and family involvement in the WLB of office workers. In this research, job stress was

discovered to be negatively related to the WLB; while job commitment, job satisfaction, and family involvement were found to be positively related to the WLB.

The underpinning theory of spillover theory in this research was able to support the research model. Many past researchers had using spillover theory to support the connection between job factors and WLB, where the job factors will either have a positive or negative spillover to the life, which brings affects the balance between the two domains. Correspondingly, this research also proved that family life was an independent variable that was positively correlated with WLB as the dependent variable. Therefore, the findings of this research were corresponded with the previous researcher's studies.

### ***5.3.2 Practical Implication***

This research would be valuable for the organization's management and policy makers. The findings from the previous chapter have shown few practical implications. The three job factors in the model are very important for the management and human resource to have a clear picture. According to the results of the previous chapter, job stress is the most important variable to explain the WLB. Job stress is a very powerful variable that not only affect an individual physically but also mentally which could directly cause bad effects such as depression. An organization has to understand the degree of the job stress of their workers in order to avoid bad things happening. If there are heavy workloads and a stricter working environment, the organization could find other ways to release the stress of workers, such as providing good welfare, hiring more capable staff, and organizing internal staff bonding

activities. A little stress is good to drive staff to work harder, but too much will bring the opposite effect.

In addition, the result showed that job commitment and job satisfaction bring positive effects on the WLB of office workers. For those organizations where their employees have strong job commitment and job satisfaction, there will be high task efficiency and performance. This is because employees are motivated by many reasons, such as working environment, rewards, recognition, task completion, benefits, and team cohesion. A good team environment and workspace will lead to higher work commitment and employees are willing to put the organization first. When employees have job satisfaction, they feel that their work in the organization is worthwhile and recognized by management. Therefore, these two factors will enhance their sense of organization and life, thereby redefining their WLB.

Besides the organization, this research is able to provide employees with a thorough understanding of the significance of family involvement in their WLB. When people talk about the WLB issue, most people will only emphasize the job factors. However, in WLB, work and life should be both focuses. This research has shown that family involvement is an important factor that could affect the WLB of employees. Employees themselves will at least play one of the roles, such as spouse, parent, and child. An individual has to play and enjoy the role which could create happiness within the family life. When the life domain is well enjoyed and emphasized, only then it can balance the burden from the work domain or reduce the troubles that life brings to work. Therefore, individuals must balance work and life domains in order to create happiness and reduce physical and mental burdens.

#### **5.4 Limitation of Study**

This research studied the relationship between job and family factors toward a WLB among office workers in Klang Valley, similar to other research, there are several limitations that may constrict the overall findings, which could be improved for future research.

Firstly, this research was carried out by using non-probability sampling (snowball sampling) in a certain organization, where not all office workers were given equal chances to be involved in the research. Because of the particular circumstance, the result's generalizability may be confined. Besides, due to the financial and time constraint, the research is solely focused within the Klang Valley area. Further, since the questionnaire is distributed online, the involved organizations' office workers are very limited as respondents will usually recommend their colleagues to involve in the questionnaire.

Notwithstanding, this research has not covered all the independent variables that could affect WLB. There are several other variables that could explain the WLB which can enhance the generalization of the current findings.

#### **5.5 Recommendation for Further Research**

It is suggested that future research could adopt systematic random sampling, which is a probability sampling into different departments and teams of the organization so that the results could be more generalized. Different types of business

industries should take into consideration when collecting the data as different industries might lead to different findings and results.

Since the research is only conducted in Klang Valley and the organizations involved are limited, it may not reflect the overall picture of WLB throughout the whole of Malaysia. Thus, it is suggested the future researcher may lengthen the data collection period and conduct the research throughout all states in Malaysia to enhance the results and findings of the research.

This research only took four independent variables to test the relationship with WLB. Further research may study the trust between employees, the relationship between employees and supervisors/managers, and the impact of citizenship behavior on WLB. As the previous result showed that 72.5% of the variance in WLB is explained by the four independent variables. When there are more variables involved, WLB can be explained more complete.

## **5.6 Conclusion**

In conclusion, the research objective of this study has been achieved and accomplished through various analyses in the previous chapters. This study aims to identify the relationship between the job and family factors toward WLB in Malaysia. The result of the study has investigated that job stress has a negative impact while job commitment, job satisfaction, and family involvement have a positive impact on WLB. This research can help to understand deeper how job and family factors could affect WLB among office workers. In summary, this study shows that WLB is a crucial

issue and organizations need to take it seriously into every consideration. This research might be useful for human resources and management to retain and grow its employees and talents by allowing them to understand how the working environment will influence WLB through job stress, job commitment, and job satisfaction. Employees themselves will also understand how their role as a family member could influence to their balance between work and life.



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## APPENDICES

### Appendix A: Questionnaire Survey



**Pusat Pengajian  
Pengurusan Perniagaan**  
SCHOOL OF BUSINESS MANAGEMENT  
**Universiti Utara Malaysia**

### A SURVEY ON JOB FACTORS, FAMILY INVOLVEMENT, AND WORK-LIFE BALANCE

**Dear Respected Respondent,**

I am Theresa Loo Xuan Fei from Universiti Utara Malaysia, conducting my Master research on The Factors Affecting Work-Life Balance Among Officer Workers in Kuala Lumpur. I seek your cooperation to participate in this survey questionnaire which will take approximately 10 minutes of your time. The questionnaire is anonymous, and your response will be strictly used for academic purposes only.

If you have any questions or concerns about the questionnaire, you may contact me at [theresa\\_loo\\_xuan@uumkl.uum.edu.my](mailto:theresa_loo_xuan@uumkl.uum.edu.my) or 0129908339.

Your participation in completing the questionnaire is very important and critical to ensure the success of this research. Thanks for your cooperation.

Sincerely,

**Theresa Loo Xuan Fei**  
**MSc (Management) Student**  
School of Business Management  
Universiti Utara Malaysia  
Sintok, Kedah  
06010

### **Section A: Demographic Profile**

The following questions are related to your background information. Please answer each question.

*Please kindly tick (✓) your answers in the appropriate boxes.*

1. Gender:

Male                       Female

2. Race:

Malay     Chinese     Indian     Other: \_\_\_\_\_

3. Age:

Below 20 years old     21 to 30 years old     31 to 40 years old  
 41 to 50 years old     51 years old and above

4. Education Qualification:

SPM/Higher Secondary     Diploma/Foundation/A-level  
 Bachelor's Degree     Master Degree     Doctoral Degree  
 Other: \_\_\_\_\_

5. Gross MONTHLY income:

< RM 1,500                       RM1,501-RM3,000  
 RM3,001-RM5,000               RM5,001-RM7,000  
 RM7,001-RM10,000               > RM10,000

6. Working hours per day:

- Normally up to 8 hours       more than 8 hours

7. Working hours per week:

- Up to 40 hours     41 – 45 hours     45 – 50 hours  
 more than 50 hours

8. Position Level:

- Non-Executive     Executive     Senior Executive  
 Manager     Senior Manager     Director/CEO

9. Department:

- Admin & Human Resource     Customer Support  
 Finance & Accounting     Operation  
 Supply Chain & Logistic     Information Technology (IT)  
 Sales & Marketing     Other, please specify: \_\_\_\_\_

10. Experience:

- Less than 2 years     2-5 years     6-10 years  
 11-15 years     16-20 years     Above 20 years

11. How many hours have you spent with your family (as a spouse/parent/child) on **weekdays** (excluding sleeping time) :

less than 1 hour     1 -2 hours     3-4 hours     5 hours and more

12. Do you need to work on **weekends**?

Yes                       No

### SECTION B: Work-Life Balance

Please read the following statements and **Circle (O)** the response that closely represents your opinion. The statements are anchored on the following 7-point Likert Scale:

<i>Job Stress</i>	<i>Strongly Disagree</i> ← → <i>Strongly Agree</i>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
1. I have felt nervous as a result of my job.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
2. I have too much work and too little time to do it.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
3. Working here leaves little time for me to do other activities.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
4. I frequently get the feeling I am married to the company.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
5. I feel guilty when I take time off from my job.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
6. Sometimes when I think about my job, I get a tight feeling in my chest.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
7. Too many people at my level in the company get burned out by job demands.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<i>Job Commitment</i>							
8. I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization be successful.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
9. I would accept almost any type of job assignment in order to keep working for this organization.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>

10. I really care about the fate of this organization.	1	2	3	4	5	6	7
11. I find that my values and the organization's values are very similar.	1	2	3	4	5	6	7
12. I am proud to tell others that I am part of this organization.	1	2	3	4	5	6	7
13. I talk up this organization to my friends as a great organization to work for.	1	2	3	4	5	6	7
14. This organization really inspires the very best in me in the way of job performance.	1	2	3	4	5	6	7
15. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	1	2	3	4	5	6	7
16. For me this is the best of all possible organizations for which to work.	1	2	3	4	5	6	7
<b><i>Job Satisfaction</i></b>							
17. My job is interesting.	1	2	3	4	5	6	7
18. I find real enjoyment in my work.	1	2	3	4	5	6	7
19. I am enjoying work more than leisure.	1	2	3	4	5	6	7
20. My job is usually interesting enough to keep me from getting bored.	1	2	3	4	5	6	7
21. I feel that I am happier with my work than most other people.	1	2	3	4	5	6	7
22. I like my job better than the average worker does.	1	2	3	4	5	6	7
23. I am enthusiastic about my work.	1	2	3	4	5	6	7
24. I am satisfied with my job.	1	2	3	4	5	6	7
<b><i>Family Involvement</i></b>							
25. Most of my interests are centered around my family.	1	2	3	4	5	6	7
26. Many of my personal life goals are family orientated.	1	2	3	4	5	6	7
27. The most important things that happen to me involve my roles as a family member, like spouse, parent, or child.	1	2	3	4	5	6	7
28. I am very much involved in my roles as a family member, like spouse, parent, or child.							
29. To me, my family role is a big part of who I am.	1	2	3	4	5	6	7

<b><i>Work-Life Balance</i></b>							
30. My workload is too heavy.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
31. I'm forced to work extra hours.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
32. My job's demands on my time are excessive.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
33. My job makes it difficult to maintain the kind of personal life I would like.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
34. My work suffers because of my personal life.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
35. My personal life suffers because of work.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
36. I find it hard to work because of personal matters.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
37. I often neglect my personal needs because of the demands of my work.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
38. I have to miss out on important personal activities because of my work.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
39. I struggle to juggle work and non-work activities.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>



**Thank You**

Universiti Utara Malaysia

## Appendix B: Respondents Demographic Frequency Table

### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	211	52.2	52.2	52.2
	Female	193	47.8	47.8	100.0
	Total	404	100.0	100.0	

### Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	169	41.8	41.8	41.8
	Chinese	178	44.1	44.1	85.9
	Indian	48	11.9	11.9	97.8
	Other	9	2.2	2.2	100.0
	Total	404	100.0	100.0	

### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20 years old	15	3.7	3.7	3.7
	21 to 30 years old	168	41.6	41.6	45.3
	31 to 40 years old	129	31.9	31.9	77.2
	41 to 50 years old	60	14.9	14.9	92.1
	51 years old and above	32	7.9	7.9	100.0
	Total	404	100.0	100.0	

### Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/Higher Secondary	39	9.7	9.7	9.7
	Diploma/Foundation/A-level	80	19.8	19.8	29.5
	Bachelor's Degree	227	56.2	56.2	85.6
	Master Degree	54	13.4	13.4	99.0
	Doctoral Degree	4	1.0	1.0	100.0
	Total	404	100.0	100.0	

### Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<RM1,500	7	1.7	1.7	1.7
	RM1,501-RM3,000	48	11.9	11.9	13.6
	RM3,001-RM5,000	164	40.6	40.6	54.2
	RM5,001-RM7,000	108	26.7	26.7	80.9
	RM7,001-RM10,000	53	13.1	13.1	94.1
	>RM10,000	24	5.9	5.9	100.0
	Total	404	100.0	100.0	

### WH/day

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Normally up to 8 hours	292	72.3	72.3	72.3
	More than 8 hours	112	27.7	27.7	100.0
	Total	404	100.0	100.0	

### WH/week

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 40 hours	169	41.8	41.8	41.8
	41-45hours	109	27.0	27.0	68.8
	46-50hours	92	22.8	22.8	91.6
	More than 50 hours	34	8.4	8.4	100.0
	Total	404	100.0	100.0	

### Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Executive	50	12.4	12.4	12.4
	Executive	154	38.1	38.1	50.5
	Senior Executive	114	28.2	28.2	78.7
	Manager	56	13.9	13.9	92.6
	Senior Manager	18	4.5	4.5	97.0
	Director/CEO	12	3.0	3.0	100.0
	Total	404	100.0	100.0	

### Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Admin & Human Resource	67	16.6	16.6	16.6
	Customer Support	46	11.4	11.4	28.0
	Finance & Accounting	71	17.6	17.6	45.5
	Operation	43	10.6	10.6	56.2
	Supply Chain & Logistic	51	12.6	12.6	68.8
	Information Technology (IT)	42	10.4	10.4	79.2
	Sales & Marketing	52	12.9	12.9	92.1
	Other	32	7.9	7.9	100.0
	Total	404	100.0	100.0	

### Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	45	11.1	11.1	11.1
	2 - 5 years	111	27.5	27.5	38.6
	6 - 10 years	102	25.2	25.2	63.9
	11 - 15 years	67	16.6	16.6	80.4
	16 - 20 years	42	10.4	10.4	90.8
	Above 20 years	37	9.2	9.2	100.0
	Total	404	100.0	100.0	

### Family Time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 hour	40	9.9	9.9	9.9
	1 - 2 hours	136	33.7	33.7	43.6
	3 - 4 hours	162	40.1	40.1	83.7
	5 hours and more	66	16.3	16.3	100.0
	Total	404	100.0	100.0	

### Weekend Working

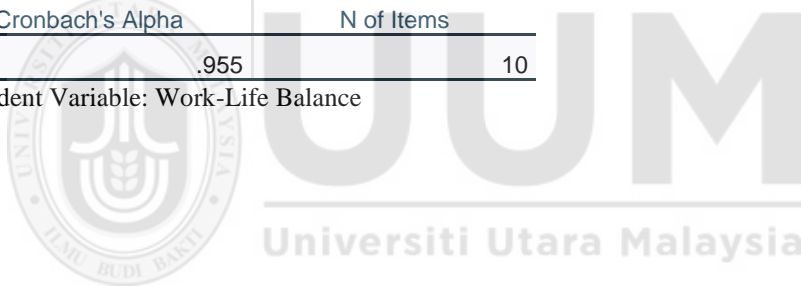
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	122	30.2	30.2	30.2
	No	282	69.8	69.8	100.0
	Total	404	100.0	100.0	

### Appendix C: Cronbach's Alpha Reliability Results

Reliability Statistics		Reliability Statistics	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.913		.926	9
Independent Variable: Job Stress		Independent Variable: Job Commitment	

Reliability Statistics		Reliability Statistics	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.795		.755	5
Independent Variable: Job Satisfaction		Independent Variable: Family Involvement	

Reliability Statistics	
Cronbach's Alpha	N of Items
.955	10
Dependent Variable: Work-Life Balance	



## Appendix D: Descriptive Statistic of Variables

		<b>Statistics</b>				
		Job Stress	Job Commitment	Job Satisfaction	Family Involvement	Work-Life Balance
N	Valid	404	404	404	404	404
	Missing	0	0	0	0	0
Mean		2.5781	5.5811	6.0353	5.7564	5.3025
Std. Deviation		1.08992	.89943	.69938	.66451	1.20157



## Appendix E: Pearson Correlation Analysis

		Job Stress	Job Commitment	Job Satisfaction	Family Involvement	Work-Life Balance
Job Stress	Pearson Correlation	1	-.447**	-.316**	-.366**	-.829**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	404	404	404	404	404
Job Commitment	Pearson Correlation	-.447**	1	.575**	.363**	.505**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	404	404	404	404	404
Job Satisfaction	Pearson Correlation	-.316**	.575**	1	.354**	.419**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	404	404	404	404	404
Family Involvement	Pearson Correlation	-.366**	.363**	.354**	1	.428**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	404	404	404	404	404
Work-Life Balance	Pearson Correlation	-.829**	.505**	.419**	.428**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	404	404	404	404	404

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

## Appendix F: Multiple Regression Analysis

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 <sup>a</sup>	.727	.725	.63049

a. Predictors: (Constant), Family Involvement, Job Satisfaction, Job Stress, Job Commitment

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	423.226	4	105.806	266.164	.000 <sup>b</sup>
	Residual	158.612	399	.398		
	Total	581.838	403			

a. Dependent Variable: Work-Life Balance

b. Predictors: (Constant), Family Involvement, Job Satisfaction, Job Stress, Job Commitment

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.607	.413		11.154	.000
	Job Stress	-.795	.033	-.721	-23.932	.000
	Job Commitment	.116	.046	.087	2.542	.011
	Job Satisfaction	.185	.056	.108	3.308	.001
	Family Involvement	.170	.053	.094	3.203	.001

a. Dependent Variable: Work-Life Balance