

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



THE RELATIONSHIP BETWEEN WORK LIFE BALANCE, WORK MOTIVATION AND  
EMPLOYEE ENGAGEMENT TOWARDS JOB SATISFACTION: A STUDY AMONG  
AVIATION WORKERS IN MALAYSIA



Thesis Submitted to  
College of Business  
Universiti Utara Malaysia,  
in Partial Fulfillment of the Requirement for the Master of Human Resource Management



**Pusat Pengajian Pengurusan  
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

**Universiti Utara Malaysia**

**PERAKUAN KERJA KERTAS PENYELIDIKAN**  
(*Certification of Research Paper*)

Saya, mengaku bertandatangan, memperakukan bahawa  
(*I, the undersigned, certified that*)

**NUR EARMA FARHANA BINTI ZULKIFLI (829457)**

Calon untuk Ijazah Sarjana  
(*Candidate for the degree of*)

**MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas penyelidikan yang bertajuk  
(*has presented his/her research paper of the following title*)

**THE RELATIONSHIP BETWEEN WORK LIFE BALANCE, WORK MOTIVATION  
AND EMPLOYEE ENGAGEMENT TOWARDS JOB SATISFACTION:  
A STUDY AMONG AVIATION WORKERS IN MALAYSIA**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan  
(*as it appears on the title page and front cover of the research paper*)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(*that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper*).

Nama Penyelia  
(*Name of Supervisor*)

: **DR. NORZALILA BT. JAMALUDIN**

Tandatangan  
(*Signature*)

: 

Tarikh  
(*Date*)

: **30 NOVEMBER 2023**

## **PERMISSION TO USE**

In presenting this dissertation/project paper in partial fulfillment of the requirement for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Director of Postgraduate Studies Unit, College of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should addressed to:

Director of Postgraduate Studies Unit, College of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

## ABSTRACT

With today's market competition, every company will do their best to protect its assets, particularly those that are vital to the aviation sector. Thus, the primary objective of this research is to investigate the relationships between work life balance, work motivation and employee engagement towards job satisfaction among aviation workers in Malaysia. A total of 183 respondents were involved in this study via quantitative research method and the data were examined by utilizing the Statistic Package for Social Science (SPSS). The results of study reveal that work life balance, work motivation and employee engagement have a significant correlation with job satisfaction with ( $r = 0.501$ ,  $p = 0.001$ ), ( $r = 0.464$ ,  $p = 0.001$ ) and ( $r = 0.653$ ,  $p = 0.001$ ). However, the study concludes that only work life balance, and subscales of employee engagement (vigor and dedication) is a significant predictor and contributor to job satisfaction among aviation workers in Malaysia

**Keywords:** Work life balance, Work Motivation, Employee Engagement, Job Satisfaction, Aviation worker



## ***ABSTRAK***

Dengan persaingan pasaran hari ini, setiap Syarikat akan melakukan yang terbaik untuk melindungi aset, terutamanya aset yang penting bagi sektor penerbangan. Oleh itu, objektif utama penyelidikan ini adalah untuk menyiasat hubungan antara keseimbangan kehidupan kerja, motivasi kerja dan penglibatan pekerja terhadap kepuasan kerja dalam kalangan sektor pekerja penerbangan di Malaysia. Seramai 183 orang responden telah terlibat dalam kajian ini melalui kaedah kajian kuantitatif dan data telah dianalisis dengan menggunakan perisian *Statistic Package for Social Science (SPSS)*. Hasil kajian menunjukkan bahawa keseimbangan kehidupan kerja, motivasi kerja dan penglibatan pekerja mempunyai korelasi yang signifikan dengan kepuasan kerja iaitu ( $r = 0.501$ ,  $p = 0.001$ ), ( $r = 0.464$ ,  $p = 0.001$ ) dan ( $r = 0.653$ ,  $p = 0.001$ ). Walau bagaimanapun, kajian menyimpulkan bahawa hanya keseimbangan kehidupan kerja dan subskala penglibatan pekerja (semangat dan dedikasi) adalah peramal dan penyumbang penting kepada kepuasan kerja dalam kalangan pekerja penerbangan di Malaysia.

**Kata kunci:** Keseimbangan kehidupan kerja, Motivasi Kerja, Penglibatan Pekerja, Kepuasan Kerja, Sektor pekerja penerbangan

## ACKNOWLEDGEMENT

This research has been successfully accomplished, and I am incredibly grateful to Allah for allowing me to complete this thesis on track. This research would not have been able to complete without any guidance, support in terms of physical, emotional and help from several individuals. Despite being a full time and part time employee in such a well-known organization, it is not easy for me to control and manage my time properly. My sleepless night and my hard work finally paid off when I was able to successfully complete my thesis. I offer my highest appreciation to my supervisor, Dr. Bidayatul Akmal and Dr. Norzalila who is willing to sacrifice her time and give her best guidance regardless of her tight schedule. I am appreciative of those insightful comments and suggestions.

I would like to extend my deepest gratitude to Ki, who always tolerates my unconditional emotions, advising and helping me while I am losing my hope during this venture. Your endless support indeed helps a lot. I also place on record my sense of gratitude to one and all, who directly or indirectly especially my officemate for the unceasing encouragement, support and attention.

My acknowledgement and warmest thank you to all of the respondents for participating in my research despite your busy and tight schedule. Thank you for your willingness and honesty in answering my questionnaire.

Finally, a special appreciation to my family whose belief in my abilities with unfailing support throughout 2 years of my studies. Your encouragement played an integral role in my accomplishment. This dissertation is dedicated to you.

## TABLE OF CONTENTS

|                                                         |             |
|---------------------------------------------------------|-------------|
| <b>CERTIFICATION OF THESIS WORK</b>                     | <b>i</b>    |
| <b>PERMISSION TO USE</b>                                | <b>ii</b>   |
| <b>ABSTRACT</b>                                         | <b>iii</b>  |
| <b>ABSTRAK</b>                                          | <b>iv</b>   |
| <b>ACKNOWLEDGEMENT</b>                                  | <b>v</b>    |
| <b>TABLE OF CONTENT</b>                                 | <b>vi</b>   |
| <b>LIST OF TABLES</b>                                   | <b>xi</b>   |
| <b>LIST OF FIGURES</b>                                  | <b>xii</b>  |
| <b>LIST OF ABBREVIATION/NOTATIONS/GLOSSARY OF TERMS</b> | <b>xiii</b> |
| <br>                                                    |             |
| <b>CHAPTER 1</b>                                        | <b>1</b>    |
| <b>INTRODUCTION</b>                                     | <b>1</b>    |
| 1.1 Introduction                                        | 1           |
| 1.2 Background of Study                                 | 1           |
| 1.3 Problem Statement                                   | 7           |
| 1.4 Research Objectives                                 | 12          |
| 1.5 Research Questions                                  | 13          |
| 1.6 Scope of Research                                   | 14          |
| 1.7 Significance of Research                            | 15          |
| 1.8 Definitions of Key Terms                            | 16          |
| 1.9 Organizations of the Thesis                         | 18          |

|                                                                         |           |
|-------------------------------------------------------------------------|-----------|
| <b>CHAPTER 2</b>                                                        | <b>19</b> |
| <b>LITERATURE REVIEW</b>                                                | <b>19</b> |
| 2.1 Introduction                                                        | 19        |
| 2.2 Job Satisfaction                                                    | 19        |
| 2.3 Work Life Balance                                                   | 23        |
| 2.4 Work Motivation                                                     | 28        |
| 2.5 Employee Engagement                                                 | 31        |
| 2.6 Hypotheses Development                                              | 34        |
| 2.6.1 The Relationship between Work Life balance and Job Satisfaction   | 34        |
| 2.6.2 The Relationship between Work Motivation and Job Satisfaction     | 38        |
| 2.6.3 The Relationship between Employee Engagement and Job Satisfaction | 42        |
| 2.7 Theoretical Framework                                               | 44        |
| 2.8 Theory related to Study                                             | 45        |
| 2.9 Summary                                                             | 49        |
| <b>CHAPTER 3</b>                                                        | <b>50</b> |
| <b>RESEARCH METHODOLOGY</b>                                             | <b>50</b> |
| 3.1 Introduction                                                        | 50        |
| 3.2 Research Design                                                     | 50        |
| 3.3 Research Population                                                 | 52        |
| 3.4 Research Sampling Technique                                         | 52        |
| 3.5 Sample Size                                                         | 53        |

|                                                             |           |
|-------------------------------------------------------------|-----------|
| 3.6 Research Measurement/Instrument                         | 55        |
| Part A: Demographic Profile                                 | 58        |
| Part B: Work Life Balance                                   | 58        |
| Part C: Work Motivation                                     | 58        |
| Part D: Employee Engagement                                 | 59        |
| Part E: Job Satisfaction                                    | 60        |
| 3.5 Pilot Test                                              | 60        |
| 3.6 Data Collection                                         | 64        |
| 3.7 Techniques of Data Analysis                             | 64        |
| 3.7.1 Descriptive Statistics                                | 64        |
| 3.7.2 Reliability Analysis                                  | 65        |
| 3.7.3 Correlation Analysis                                  | 65        |
| 3.7.4 Regression Analysis                                   | 65        |
| 3.8 Summary                                                 | 66        |
| <b>CHAPTER 4</b>                                            | <b>67</b> |
| <b>RESULT AND DISCUSSION</b>                                | <b>67</b> |
| 4.1 Introduction                                            | 67        |
| 4.2 The Demographic Profile of Respondents                  | 67        |
| 4.3 Normality Test                                          | 72        |
| 4.4 To Examine the Work Life Balance among aviation workers | 74        |
| 4.5 To Examine the Work Motivation among aviation workers   | 81        |

|                                                                                                                                                                        |           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 4.6 To Examine the Employee Engagement among aviation workers                                                                                                          | 81        |
| 4.7 To Examine the Job Satisfaction among aviation Workers                                                                                                             | 84        |
| 4.8 The Relationship between Work Life Balance, Work Motivation, Employee Engagement and Job Satisfaction among Aviation Workers (Pearson Correlation)                 | 86        |
| 4.9 The Relationship between Work Life Balance, Work Motivation and Employee Engagement towards Job Satisfaction among Aviation Workers (Multiple Regression Analysis) | 88        |
| <b>CHAPTER 5</b>                                                                                                                                                       | <b>91</b> |
| <b>DISCUSSION, SUMMARY AND RECOMMENDATION</b>                                                                                                                          | <b>91</b> |
| 5.1 Introduction                                                                                                                                                       | 91        |
| 5.2 Discussion                                                                                                                                                         | 91        |
| 5.2.1 The relationship between Work Life Balance, Work Motivation, and Employee Engagement towards Job Satisfaction                                                    | 91        |
| 5.2.2 The Relationship between Work Life Balance and Job Satisfaction                                                                                                  | 92        |
| 5.2.3 The Relationship between Work Motivation and Job Satisfaction                                                                                                    | 94        |
| 5.2.4 The Relationship between Employee Engagement and Job Satisfaction                                                                                                | 96        |
| 5.2.5 The Influence on Job Satisfaction (Multiple Regression Analysis)                                                                                                 | 98        |
| 5.3 Implications                                                                                                                                                       | 102       |
| 5.4 Limitations of Study                                                                                                                                               | 103       |
| 5.5 Direction for Future Research                                                                                                                                      | 104       |
| 5.6 Recommendations                                                                                                                                                    | 105       |

|                   |            |
|-------------------|------------|
| 5.7 Conclusions   | 107        |
| <b>REFERENCES</b> | <b>108</b> |
| <b>APPENDICES</b> | <b>123</b> |



## LIST OF TABLES

| Table |                                                                                                                                                                    | Pages |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| 1     | Sample Size Guidelines                                                                                                                                             | 54    |
| 2     | Sources of Variables                                                                                                                                               | 55-57 |
| 3     | Data Reliability in Pilot Test and Actual Study                                                                                                                    | 63    |
| 4     | Descriptive Data of Demographic Respondents                                                                                                                        | 70-71 |
| 5     | Normality Test for each Variable                                                                                                                                   | 73    |
| 6     | Distribution of Work Life Balance                                                                                                                                  | 75    |
| 7     | Distribution of Work Motivation                                                                                                                                    | 78-80 |
| 8     | Distribution of Employee Engagement                                                                                                                                | 82-83 |
| 9     | Distribution of Job Satisfaction                                                                                                                                   | 85    |
| 10    | The Relationship between Work Life Balance, Work Motivation, Employee Engagement and Job Satisfaction among Aviation Workers (Pearson Correlation)                 | 86    |
| 11    | The Relationship between Work Life Balance, Work Motivation and Employee Engagement towards Job Satisfaction among Aviation Workers (Multiple Regression Analysis) | 90    |

## LIST OF FIGURES

| Figure |                       | Pages |
|--------|-----------------------|-------|
| 1      | Theoretical Framework | 44    |



## LIST OF ABBREVIATION/NOTATIONS/GLOSSARY OF TERMS

|     |                      |
|-----|----------------------|
| WLB | Work Life Balance    |
| FWC | Family-Work Conflict |
| WM  | Work Motivation      |
| JS  | Job Satisfaction     |
| VI  | Vigor                |
| DE  | Dedication           |
| AB  | Absorption           |



**UUM**  
Universiti Utara Malaysia

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Introduction**

The motive of the research is to further explain and better comprehend the context of the study regarding the aviation industry among aviation workers that are involved in three organizations in Malaysia. The research narrowed its focus and provided more clarity in the areas of issue statements, a set of research issues, desired objectives, significance of the study, the definition of key terminology, and the summary that concludes this chapter.

### **1.2 Background of Study**

In the age of globalization, aviation has become highly preferred for long distance travel because it has merged as a viable alternative as a faster, more efficient, and economically viable mode of transmission. The term "aviation" is most frequently used to refer to aircraft-based mechanical air transportation. Although airplanes and helicopters are the two primary types of aircraft, most contemporary definitions of "aviation" also encompass unmanned aircraft, such as drones. Aviation virtually addresses all areas including cargo, delivery of commodities, medical needs, and operational requirements and it is not only regarding traveling. In short, this sector is a wide sector whereas there are several airports according to their type that are separated into

three groups: civil, military, and private airports. The military air force runs the military airports, civil airports serve the general public, while private airports are only utilized by private parties and are not accessible to the public. In addition to airports, short takeoff and landing airports are also known as STOLports. The International Civil Aviation Organization (ICAO) defines STOLports as particular airports built with an exceptionally short runway for small aircraft to land and take off, including propeller aircraft. Typically, it has a single, brief runway that is no longer than 5,000 feet (1,524 meters). Typically, the purpose of the STOLport was to reduce travel times and link isolated regions, islands, and tourist destinations without access to other forms of transportation.

In addition, in Malaysia there are 58 civil airports comprising 36 in East Malaysia (Sabah and Sarawak) and 22 in Peninsula Malaysia, and 13 military airports. Peninsula Malaysia is home to four international airports: Penang International Airport, Langkawi International Airport, Kuala Lumpur International Airport and Senai International Airport. Whereas, east Malaysia is the location of the remaining two international airports, Kuching International Airport and Kota Kinabalu International Airport. The primary airport serving as the aviation center for AirAsia, Malaysia Airlines, AirAsia X and Firefly is Kuala Lumpur International Airports (KLIA). In general, we can conclude that in Malaysia only there are various types and airports that are available and of course there is a need to employ a lot of employees especially who could devote themselves in a tough and challenging job.

Hence, a career in the aviation industry has always been challenging and exhausting because of the heavy workload and wide range of customers (Ahmed, 2020). Furthermore,

technical advancements also occur on a daily basis, same goes for the landscape aviation sector which has changed considering the state of technology today. So, in essence, every member of the aviation personnel must be aware of current transformations. Due to this condition, monitoring in terms of satisfaction level in general is crucial, especially for industries that require great care such as the aviation sector (Kalvakolanu, Sama, Mathew & Somasekhar 2022).

Thus, job satisfaction is a wide topic that can be highlighted and discussed among researchers. Job satisfaction is essential due to its connection to worker efficiency and long-term achievement and pleasure for individuals, where there is a significant correlation between job and family satisfaction (Amiruddin & Monil 2022). Not only is it clear that satisfied employees can contribute to improved services when they are pleased with their occupations and feel appreciated by their employers, but organizations may also indirectly provide outcomes that are both efficient and high-quality (Islam, Ashton & Ngelambong, 2020). In the 21st century, people spend a minimum of 8 hours a day at work, and they may spend up to 8 hours if there is any necessary to complete a specific project that has been assigned to them. The majority of workers, according to Murphy and Cooper (2000), spend between one and two thirds of their waking hours at work. Therefore, many researchers need to address the point of view on how and what the best indicator can be measured to increase and improve job satisfaction at work.

Originally stated by Okeke (2010), employee satisfaction can also be described as the combination of outcomes stemming from people's experiences meeting their demands regarding their work and surroundings. Usman, Maupa, Haerani, & Taba, (2018); Yimer (2018) stated that salary, employment benefit, job recognition, acknowledgment, motivation are the common

agent that can bring job satisfaction in workplace. In the same thought, Akhlif, Albattat, and Jacqueline (2020) assert there are many aspects that can be linked to job satisfaction, such as the following terms and regulations, achieved performance requirements, and the the bond between superiors and coworkers. Thus, job satisfaction is a crucial part to improve employee performance and achieve their desires. According to Wicker (2011), the concept of job satisfaction can be understood in a variety of ways. It is determined by the organization's character and the attitudes of its workers. Job satisfaction can be defined as the degree to which a person is satisfied with the job that he or she is performing, as well as the different features and dimensions of the job that encourage an employee to like or detest his or her employment, such as supervision or the nature of the work performed. Agreed by Akafo and Boateng (2015), job happiness can be established by organizations' efforts to recognize competent personnel. It is considered that effective behavior is probably when individuals are strongly driven and feel devoted to the organization plus when a task has been completed, these individuals will place a great degree of pleasure into their work (Paaais & Pattiruhu, 2020). In other words, job satisfaction can be measured by how much individuals like their work, and how passionate the employees are willing to accomplish the task. High-achieving employees in terms of job satisfaction express positive feelings about their work, whilst those with minimal contentment with one's work will express negative feelings.

It is undeniable that humans are the asset in every organization (Donthu, 2022). Apparently, every organization depends on mankind to continue organization growth. Job satisfaction is a signal to provide well-being in the organization. In addition, people nowadays prefer to choose a company that can provide comfort, wellness, and work-life balance in order to

retain the quality of work, job satisfaction along with a peaceful mind. Job satisfaction model developed by Fredrick Hertzberg states that both internal and external factors can influence how pleased an organization's employees are. And as described by Aziri (2011), there are three primary elements that influence a person's decision about whether or not he is satisfied with his job. These forces include environmental (organizational environment), physiological, and psychological forces. According to this definition, while a variety of external circumstances influence job satisfaction, it is something internal in the employees that influences how an employee feels about his or her job.

However, in the past research according to Ahmed (2020), the topic regarding employees job satisfaction within the aviation industry has been extensively researched. But, the majority, nevertheless, are situation-specific and more beneficial for the circumstances in which they are involved. Most organizations also devote minimal attention in upgrading their work environment which has a negative impact on employees' performance. Whereby in this current year by Cahill, Cullen and Gaynor (2023), the well-being of aviation employees has not received enough attention. Even Though as said by Kelly (2019), developing a team of highly engaged, enthusiastic workers is a critical component of any company's success. Employees are an essential component of any organization, and regardless of industry, a low level of engagement leads to high employee turnover, which is costly and can negatively affect a company's culture. In accordance with Bakoti (2016), job satisfaction has an immediate effect on an individual's degree of commitment in a company, as well as absenteeism and employee turnover rate. It also has an impact on the performance of not just the personnel, but also the company, because it influences the employees' motivation to solve problems, take on duties, and go above and

beyond their job description. When employees feel pleased with their work, they are more likely to enjoy the experience and have a lower stress level (Bakoti, 2016). Furthermore, contented employees often have a favorable attitude toward their surroundings and a relaxed attitude about their work, which they share with their coworkers. This also could increase performance and encourage development of the economy and industry, that is a significant goal for most businesses.

Therefore, this study will concentrate more on three aspects that influence work life balance, work motivation and employee engagement pertaining to job satisfaction for aviation workers. This research study seeks to learn more further explanation on whether work life balance, work motivation and employee engagement may or may not predict job satisfaction for the aviation workers in Malaysia.



### 1.3 Problem Statement

The expansion of the global economy has benefited greatly from the aviation industry. Thus, employees are crucial to the success of service businesses like the airline industry. According to ATAG (2020), airlines transported around 4.5 billion people worldwide in 2019, thus due to a number of variables, it is anticipated that this number would rise even further in the years to come. As a result, this sector creates millions of jobs worldwide, either directly or indirectly, in order to make sure that everything is perfectly in order. Further explained by ATAG (2020), in reality, the industry today employs around 65.5 million people, with 10.2 million performing directly in aviation services. As we can see, there are a lot of demands in terms of aviation occupation such as aircraft technician, airworthiness management, crews, and etc.

According to an International Air Transport Association (IATA) (2016) press release, the Association predicted a double growth to 3.8 million air passengers in 2016 for the next 20 years, according to a 3.7% annual Compound Average Growth Rate (CAGR). Thus, new regulations have been passed as a result, which have longer permissible working hours and less days off, specifically affecting the duty hours of aviation crews (Fila, 2021). Moreover, due to the 24-hour non stop operation of the aviation sector, technicians must adhere to a strict work schedule and utilize shift schedules with short rest times (Wang et al., 2016; Purnell et al., 2002). Further explained, this shift system in advance and other unusual working hours can have an adverse impact on employees (Lac & Chamoux, 2004). It also can affect and obstruct social interactions, as well as negatively affect personal affairs and raise stress levels at work (Greenhaus et al., 2003). Moreover, according to a report by MAVCOM (2017a), between March 2016 and

February 2017, 1,639 complaints were received, of which 1,632 covered airlines, and 7 dealt with airport services at Alor Setar, Kota Bharu, and KLIA. Some of the issues that are reported regarding airports included inadequate facilities, management of complaints, and customer service. Thus, there is a need to look further on why these issues are arising. In addition, according to the Federal Aviation Administration (2022), three elements cause accidents: weather (13.2%), aircraft (27.1%), and human error (almost 66% of all tragedies and flight incidents).

Hence, in this study, it will be focusing on the aviation worker (as general) concerning their work life balance, work motivation and employee engagement that could lead to their job satisfaction. As we are aware of the services provided, we must come to fully understand that for these kinds of services, the organization needs to take care of their employee's well being, especially in order to have a good reputation for services in the marketplace. According to Robbins and Judge (2013), personal, environmental and organizational factors are the three types of stress-causing components that lead to stress at work. Inadequate work life balance is one of the reasons for job stress resulting from organizational factors (Babatunda, 2013; Jex & Britt, 2008; Hobson et al., 2001). While, the primary goal of work life balance is to experience advancement in career, personal or pleasure (Yadav R.K., & DabhadeN., 2014).

According to previous research by Ahmed (2020), the majority of businesses give their working environment a little thought, concerning a detrimental effect on their employee's performance. Based on airline management, customer satisfaction has fallen dramatically by almost 10%. Thus, their market share and profitability may decrease as a result of this drop. Hence, service businesses need to handle their employees efficiently and make sure that their attitudes and actions support the provision of high-quality services (Chan & Wan, 2012). This is due to the airline business being mostly a delicate service sector (Yeh, 2014) in which best services should be provided.

However, due to the challenges of the job, the difficulty in balancing work and personal obligations contribute to the high turnover rate in the airline industry (Liang & Hsieh, 2007). Mudor and Tooksoon (2011) stated that a variety of factors, including greater possibilities that are connected to job satisfaction, stress levels, and levels of dedication that have a major impact on worker productivity, might lead to employees switching jobs frequently. Thus, the employers should play a vital role in this matter where the employers need to take a step further in retaining and increasing employee's job satisfaction level. In line with that, since it is a service sector, aviation is essential in identifying and satisfying passenger needs (Dubey & Rana, 2022). Thus, the employees need to be balanced in gaining job satisfaction while maintaining customer's satisfaction.

Beside that, job satisfaction also makes a big difference on employee's motivation levels and acts as a primary motivator for them to perform well (Bakker, Tims & Derks, 2012). As said by Dartey-Baah (2010), demands for job satisfaction and motivation are crucial in the workplace, especially in the twenty-first century, as employees have grown more aware at work through education. Unquestionably, productivity can be maintained with a satisfied and motivated workforce. Thus, given the high amount of harm that can arise from even a little mistake, employees in the aviation business must remain extremely vigilant and focused on their work (Kalvakolanu, Sama, Mathew, & Somasekhar, 2020).

As said by Ahmed (2020) job satisfaction has been a crucial study towards job satisfaction in the aviation industry. However, the majority are situation-specific and beneficial to the circumstances in which they are executed. In addition, Islam, Ashton and Ngelambong (2020) further said that, as for the aviation industry directly, limited research has been done on the value of employee motivation. In addition, many companies fail to evaluate employee motivation levels when conducting customer satisfaction surveys, despite the fact that numerous research indicates that employees are internal customers whose satisfaction contributes to overall customer satisfaction and organizational performance (Chen, 2011). Apart from that, Singapore Airlines (2013) Annual Study states that the airline has made large investments in hiring new employees, presuming that the money spent on extensive training would be forfeited in the event that employee attrition increased as a result of job dissatisfaction. Thus, it will be a great loss if the Company keeps on doing the training but it results in employee turnover due to the job dissatisfaction.

In addition, according to the study by Dubey and Rana (2022) in terms of "*Thrust of Employee Engagement Factors for Job Satisfaction Among Employees of Aviation Industry*"

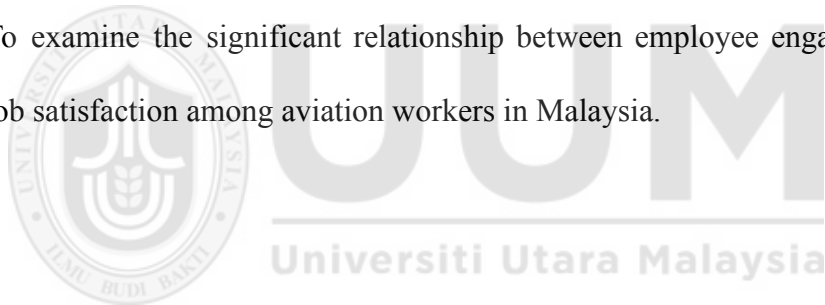
found that the effect of employee engagement on job satisfaction has been neglected. As further said, aviation, as a service industry, is critical in identifying and meeting the needs of passengers. It is necessary for employees to be engaged and loyal to their jobs, which can be accomplished by constantly developing and maintaining proper balance, which leads to job satisfaction. Aviation workers also can be classified as VIP lounge, check-in, control flight device, ticket desk, found and lost, immigration guidelines, checking gate, transit, checking weight, and so on. However, this stressful work for employees has led to poor working practices, higher turnover, low morale, and poor performance (Sexton et al., 2000; Goel & Rana, 2014).

Therefore, the aim of the current research is to evaluate the main reasons and contributing variables that result in employee satisfaction, particularly in the aviation industry. Since there is a limitation of past studies where insufficient data and recommendation from the past study, this research examines the relationship between work life balance, work motivation and employee engagement towards job satisfaction among aviation workers as general.

## **1.4 Research Objectives**

The overarching purposes of this study is to scrutinize how work-life balance, work motivation and employee engagement relate to job satisfaction among aviation workers in three Malaysian aviation companies. The following goals have been highlighted in order to overview clear clarification and interpretation of the study question as per stated below:

- I. To examine the significant relationship between work life balance towards job satisfaction among aviation workers in Malaysia.
- II. To examine the significant relationship between work motivations toward job satisfaction among aviation workers in Malaysia.
- III. To examine the significant relationship between employee engagement towards job satisfaction among aviation workers in Malaysia.



## 1.5 Research Questions

As a result of the proposal statement, the following research questions have been generate:

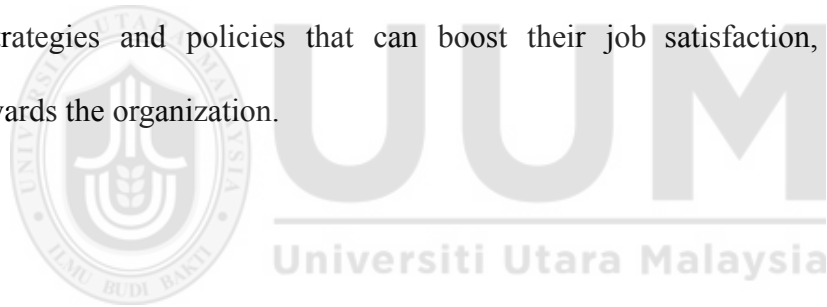
- I. Is there any relationship between work life balance and job satisfaction among aviation workers?
- II. Is there any relationship between work motivation towards job satisfaction among aviation workers?
- III. Is there any relationship between employee engagement towards job satisfaction among aviation workers?



## **1.6 Scope of Research**

The ultimate objective of this study is to assemble data for those who are working in the aviation industry in Malaysia . Three private aviation sectors have been selected to study the correlation between work life balance, work motivation and employee engagement that influence their job satisfaction. The researcher uses quantitative study that implements the questionnaire to obtain the data. The collected data will be used as the primary data for analysis to ascertain which factors that will impact job satisfaction in the aviation industry.

Hence, the analysis of this research could be guidelines by the Human Resource of aviation sector to identify the factors that influence their employee's satisfaction and in fact could develop any suitable strategies and policies that can boost their job satisfaction, motivation and engagement towards the organization.



## **1.7 Significance of Research**

This research will offer more invaluable information regarding aviation workers about their job satisfaction for future research since a few studies had been studies regarding job satisfaction. As we have been aware of their longer working time, work stress, difficulty, handling the customer, major tasks and turnover rate, thus this study should be focusing more on their job satisfaction level. Next, this study aims to enhance more understanding in work life balance, work motivation and employee engagement in influencing their job satisfaction.

This study also carries out to know whether aviation workers are satisfied or not with their duty heavy jobs whereas we know that longer working hours, difficulty in doing the tasks would affect their well being and lifestyles. Hence, discovery of this research also will be a reference for next researcher in order to expand the information more widely or in a new idea regarding aviation workers as a general in the aviation industry and not only research specific on aircraft maintenance, pilot, air crews and other departments. This research will be given more information towards human resource development in helping and reduce absenteeism, turnover rate and work conflict among aviation workers. Lastly, this study's scope will aid in research the work life balance of the aviation workers in terms of their shift schedule and longer working hours, thus to see whether the employee could give full commitment towards their organization

## **1.8 Definitions of Key Terms**

### **Work life balance**

Conceptual: Work life balance is an approach for balancing work and personal responsibilities (Lockwood, 2003).

Operational: Work life balance is assessed using an instrument invented by (Brough et al, 2014) that included 4 statements only.

### **Work Motivation**

Conceptual: A tendency that leads someone to take a certain course of action, achieving some goal or satiating certain psychological demands of the person in question (Thomas, 2010)

Operational: Measured by using Work Extrinsic and Intrinsic Motivation Scale (WEIMS) that comes from Self-Determination Theory (SDT),

### **Employee Engagement**

Conceptual: Employee engagement, according to Kruse (2012), is defined as an “*employee's emotional commitment to the organization and its objectives*”.

Operational: The Utrecht Work Engagement Scale-9 by Schaufeli, Bakker and Salanova (2006) was applied in this particular scale.

## **Job Satisfaction**

Conceptual: Locke (1976) defined job satisfaction as “*a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience*”

Operational: Job satisfaction was measured by using a generic job satisfaction scale invented by Macdonald and MacLntyre’s (1977).



## **1.9 Organizations of the Thesis**

The primary objective of a thesis is to demonstrate the critical thinking and expanding body of knowledge in the subject of writing. Five chapters make up the entire thesis as per below:

Chapter 1 encompasses the background of the Study, problem statement, research questions, research objectives, scope and limitations of the study and organization of the thesis.

Chapter 2 includes literature review and it explores regarding job satisfaction, work life balance, work motivation and employee engagement. It also explained relationships between one variable to another linked to the aviation industry.

While, Chapter 3 simplifies the part of research methodology that comprises the research framework, research design, research population, sampling and instrument method and techniques of data analysis that were used. This chapter also elaborates the reliability of scales that were used in this study by using a sample of 30 respondents.

Meanwhile, chapter 4 will be discussed regarding the data analysis to elaborate all the data and variables involved. The outcome of study will be portrayed in figures and tables.

Lastly, conclusion and recommendation for future research will be explained in the Chapter 5

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

A quick description of previous research literature reviews is explained in Chapter 2. The explanation of earlier literature improves knowledge of each research variable. The dependent variable (DV) is Job satisfaction, continuously it will be explored first before the independent variable (IV). Work-life balance, work motivation and employee engagement are among the IVs. In the conclusion of each chapter, a short summary of the chapters is provided.

#### **2.2 Job Satisfaction**

Job satisfaction is influenced by an employee's emotions, actions and attitude of a worker towards his or her employer. According to Amirudddin and Monil (2022), employee job satisfaction decreases when they are uncertain regarding their job task, which could lead to their dissatisfaction and discontentment with their work. This is in line with the definition by Kasemsap (2017), job satisfaction as the feeling of inner pride and success that comes from completing a work. Aside from that, job satisfaction also could be affected by work-life conflicts that emerge from work overload and lengthy work hours (Sumaiti, 2010). One important component of job satisfaction is an employee's personal well-being at work (Judge & Klinger, 2007; Thomson, 2012). Moran (2016) stated that job satisfactions refer to how pleased and

satisfied a worker is with their work and how much this affects how well they perform at work. Thus employee satisfaction is a concern for employers because it has the potential to affect employees' attitudes and actions in terms of maintaining the organization (Amirudddin & Monil 2022). This is due to the fact that employee unhappiness can lead to a few different reactions, according to (Robbins & Judge, 2013). These include:

- 1) Leave (quick reaction by quitting the company);
- 2) Voice (actively contributes to providing constructive criticism for the organization through a variety of channels, including discussions with their superior and through union activities);
- 3) Loyalty (having faith in the organization's management, leadership, and operations);
- 4) Neglect (reduction in effort, rise in error rate, frequent absences, and tardiness).

This is why job satisfaction is important to be taken care of in an organization.

A recent studies by Kalawilapathirage and Ziedan (2019) analyzes the factors that influence employee satisfaction at an unidentified airline and evaluate a through analysis of airline job satisfaction, found that due to intense rivalry, it is more crucial than ever for airlines to maintain highly skilled employees who are satisfied with their jobs. This impact the budget airlines face fierce competition in their intended market. It is fundamental to ensure that all employees, especially ground staff and cabin crew, are incredibly satisfied over their current position in order to differentiate the traveling experience of passengers amongst airlines.

According to Amiruddin and Monil (2022), the social and physical well-being of the typical worker will suffer by working at six days a week, for a minimum of fourteen to sixteen hours every day. As a consequence, it will exacerbate significant workplace problems including higher turnover rate and job satisfaction influence regarding the competing demands for both professionals and private life (Duan, Wibowo & Deng, 2020). Supported by Samto (2011), a rise in employee turnover rates, low work motivation, employee demonstrations seeking wage increases, and absenteeism are all examples of empirical evidence supporting the significance of job satisfaction. These concerns are all related to employees' satisfaction with their jobs. In a worldwide study, the majority of job satisfaction issues are caused by: 1) Unhappiness with compensation; 2) excessive hours worked; 3) insufficient personal days off and holidays; 4) rigid working hours; and lastly 5) travel time to work and from work (Wibowo, 2020). All these issues somehow will turn into a higher turnover rate in an organization.

According to a study by Tepayakul and Rinthaisong (2021), there are two categories of job satisfaction which are intrinsic and extrinsic. Employee satisfaction is influenced by a number of intrinsic elements, including the advancement, work itself, responsibility, growth, achievement, and acknowledgment. The working environment, supervision, coworkers, salary, policies, employee's personal life, job security, and status are examples of extrinsic variables. Thus, based on study by Boyatzis (1982), the satisfaction of a certain individual or object that may be obtained by self-motivation; a good attitude or emotion towards work, in which the individual's happiness results from the operation and the satisfaction that makes people enthusiastic, joyful, and driven to work. Thus, this indicates that job satisfaction has an

enormous effect on the organization's performance and includes the happiness of life for the individual.

Apart from that, Salanova and Kirmanen (2010) proposed that employers should be concerned about employee job satisfaction for several reasons, which may be categorized based on whether the focus is on the worker or the company. People should be treated equally and with respect, according to the humanitarian viewpoint. Good treatment reflects in a satisfied workforce. Indicators of psychological or emotional health may also be derived from it. Second, the utilitarian viewpoint holds that an employee's behavior may have an impact on how well an organization operates if they are happy in their employment. Moreover, job satisfaction may be a measure of how well an organization operates. Variations in work satisfaction between organizational units can indicate possible problem areas. Every justification is adequate to support worries about job satisfaction. When taken as a whole, they provide an explanation and justification for the focus on this crucial variable. The majority of company managers share the worries raised by studies regarding workers' satisfaction with their jobs.

Therefore, the goal of this paper is to investigate correlations involving work life balance, work motivation and employee engagement towards job satisfaction within aviation workers in Malaysia. All the chosen independent variables are explained in the following subtopic of this chapter for a deeper understanding of this research.

## 2.3 Work Life Balance

The world has undergone tremendous transformation in the last 20 years on all fronts politically, socially, and economically (Godenzi, 2012). People typically suffer unfavorable effects when they find it difficult to balance their personal and professional lives. Conflict at home or at work, high levels of stress, decreased productivity at work, as well as burnout and exhaustion are some possible effects of such outcomes. All individual experiences with work-life balance may differ because no two people have exactly the same circumstances. For example, not everyone is married or has kids. Nonetheless, striking a balance between work and leisure time remains crucial. In addition to setting aside time for one's family, personal time also entails making a daily effort to set aside time for one's friends, spirituality, and self-care. Work-life balance, according to Bari and Robert (2016), is the degree to which a person reports on how well they feel they are balancing numerous roles in cooperation with role partners. It could also involve a person's private life, including hanging out with friends, taking care of oneself by going to the gym, or engaging in extracurricular activities or a hobby.

The concept of “work-life balance” recently has been substituted by the phrase “work-family balance” (Hudson Resourcing, 2005). This shift came about as a result of the realization that caring for children was not the only significant outside-of-work accountability, and that the idea of weigh could be applied to any unpaid pursuits and obligations as well as to a variety of workers, including women and men, singles, parents and non-parents, along with the couples (Lazar & Ratiu, 2010). Work-life balance is a broad concept that refers to setting the correct priorities between “work” (career and ambition) and “life” (happiness, leisure, family and growth), (Singh & Khanna, 2011; Pandiangan, 2018). Meanwhile, Lestari and Margaretha (2021)

claims that work-life balance is a situation that enables employees to establish a balance between their private and professional lives. These circumstances prevent workers from feeling stressed out at work or fatigue while doing their duties.

Similarly, based on Huges and Bozionelos (2007) work-life balance is known as the potential of people, despite their gender or age, to locate a time that would enable them to combine their career commitments with their additional responsibility, pursuits, and goals. In addition, work life balance is also defined as “satisfaction and good functioning at work and at home with a minimum of role conflict” (Clark, 2000). While in other perceptions, work life balance is frequently regarded as finding a balance between how much time and effort one gives to work and personal pursuits in order to maintain a general sense of harmony in one’s life (Clarke et al., 2004). As stated by Jenkis (2008), a suitable level of involvement or fit between a person’s various tasks in life is considered to be work-life balance. In other words, it is a pleasant or fulfilling compromise between a person’s commitments in his or her professional life and those in his or her personal life (Amarakoon & Wickramasinghe, 2010). Hence, by having some control over when, where, and how one works is what is meant by work-life balance (Fleetwood, 2007).

Other than that, time balance, engagement balance and satisfaction balance are the three main components that are crucial to work-family balance (Greenhouse et al., 2003). This is due to the fact that both the organization and individuals may be impacted by work-life balance (Cain, 2015). Added by Karatepe and Bekteshi (2008), high work performance scores are also influenced by work-life balance. To be clear, having an excellent work-life balance

encompasses workers feeling free to use flexible work practices to balance their employment and other commitments (family, studies, art, traveling, and hobbies) as opposed to putting all of their attention into their jobs (Frame & Hartog 2003).

As stated by Tosun and Ozkan (2023), there are three key components that comprise work-life balance. First off, workers are able to manage their job and family obligations in a reasonable manner. Second, the business has the option to provide workers with flexibility. Third, the business might offer tools that will make it easier for staff members to complete their work. The organization benefits from work-life balance just as much as the individual does. Workers who maintain a healthy work-life balance are more productive, more devoted to the organization, and more likely to collaborate with others. The individual achieves a work-life balance, feels more valuable, and experiences less stress in this way. When an employee faces work-life conflict, it has an adverse impact on their personal and professional lives. Because of this, creating a work-life balance for employees has become crucial.

Nonetheless, De Cieri, Holmes, Abbott, and Pettit, T. (2005), argue that given the current circumstances, which include financial strain and intense competition in the labor market, it is challenging to address work life balance due to the need to retain and provide attention to valuable employees. Thus, the aviation sector has an impact on workers' work-life balance as well because of the limited places and times they can work in, which requires teamwork to be performed efficiently (Kim, Yu, & Hyun, 2022). If the employee cannot provide good teamwork despite the shift time and workload, it will lead to a decrease in performance. As said by Ko,

Lee, and Hyun (2021), collaboration has an impact on performance, even small errors have a detrimental effect on the other team members' ability to provide high-quality customer service.

According to Monsendane, Monsendane, and Raal (2008), working night shifts is typically linked to health hazards, and 15% of healthy people find it difficult to adjust to the demands of shift work. It increases the worker's risk of developing conditions like peptic ulcers, hypertension, breast cancer, and coronary heart disease. A mental health advocacy group issued a warning, stating that by 2020, depression may overtake diabetes as the world's largest cause of disability. These mental diseases might possibly affect Malaysia's economy by 2030 (The Star, 2020). A person's life is out of balance in many areas, which can lead to a range of detrimental outcomes, such as conflict between work and family, health issues, subpar work output, and mental illnesses like depression and stress disorders (Godini'c, & Obrenovic, 2020). Therefore, finding ways to balance work and personal life in order to preserve one's health and welfare is essential. When someone doesn't have enough time to unwind and rejuvenate, their productivity at work declines and their performance level is compromised.

Palmeri (2013) emphasized that flexible work arrangements can be effective as they provide advantages to both companies and employees. Employers are likely to benefit from work-life balance initiatives in a number of ways, including increased productivity and efficiency, a stronger recruitment strategy, the attraction of two highly qualified candidates, lower overhead costs, and more time for employees to manage their family responsibilities. Employees also gain from this time, as well as reduced absenteeism and turnover, increased productivity, and increased job satisfaction.

Notably, a lot of companies these days are implementing work-life balance initiatives (Korkmaz & Erdoğan, 2014). Maintaining work-life balance is crucial for both family well-being and company success (Özgül, Erkmen & Karaarslan, 2020). Businesses face direct costs such as absenteeism, anti-productive behaviors, and employee turnover when there is work-life conflict, as well as indirect costs like low organizational commitment, decreased job satisfaction, and poor quality connections between individuals (Özgül et al., 2020). Businesses that prioritize the lives of their employees outside of work not only foster a sense of loyalty and job satisfaction among the workforce, but also meet the obligations of business social responsibility. As explained further, highly engaged workers produce more, their customers are happier, and their businesses make greater profits (Ahmetoglu, Harding, Akhtar, & Chamorro-Premuzic, 2015).



## 2.4 Work Motivation

The Latin word “movere” (which translates as move) is the root of the English word “motivation”. It assures that people are working actively to achieve their objectives. While Thomas (2010) defined work motivation as “an action that prompts someone to adopt a course of action, leading to the achievement of some objective or satisfaction of some psychological needs of the individual”. In relation to the definition, Robbins (2001) explained that personal motivation is about intense, concentrated and endurance towards mission objectives. And it is the willingness of a person to put forth effort towards the accomplishment of goals (Decenzo & Robbins, 2002).

Motivation variables have a direct correlation with job satisfaction and are sometimes referred to as motivators or satisfiers. The elements of a job that inspire individuals to perform and influence their level of job satisfaction are known as motivation variables (McKenna, 2000). According to Herzberg (1959), a major way to increase job satisfaction is to highlight aspects of the work itself or results that are directly related to it, such as chances for advancement, chances for personal development, acknowledgment, responsibility, and success. People find intrinsic rewards in these qualities, which are invisible and can only be inferred. For motivation factors, the following terminology was defined by Padilla-Velez (1993) and Bowen (1980).

1. Recognition - Words of wisdom, commendation, or censure from one or more superiors, peers, coworkers, managers, clients, and/or members of the public.
2. Achievement - The successful completion of projects, even in the face of setbacks. In a similar vein, examples were given of both successes and failures.

3. Possibility of Growth - This refers to the possibility of a status change, regardless of whether the shift would be upward or downward.
4. Advancement - This term refers to a real shift in employment standing.
5. Responsibility - Satisfaction that comes from taking on additional tasks at work or from having control over one's own or others' work.

According to Porter and Steers (1973), the degree of job satisfaction among employees was a function of the overall degree of worker expectations being met as well as their preferential value. In other words, workers anticipate a range of benefits from their jobs, including autonomy, responsibility, advancement, and accomplishments that are typically correlated with income and prestige. Individual differences exist in the extent and significance of these preferences, but when they are unmet and grow to a significant degree, job satisfaction declines and may finally lead to withdrawal behavior (Pearson, 1995).

***Intrinsic vs extrinsic motivation:*** Motivations that derive from external factors are known as extrinsic motivations (Deci & Ryan, 1985). Extrinsic motivations can be defined in a number of ways. Reactions to the possibility of reward or punishment comprise a portion of these motives. In other situations, people might control their conduct internally, but only as a reaction to the need to create favorable impressions of themselves on the outside. A person may grow to identify more strongly with those external values and begin to value them personally as they move more dramatically toward accepting the values of the organization. Eventually, an individual may fully integrate external expectations, causing extrinsic motivators to closely align with intrinsic motivators. Although the expectation for behavior was initially set by an outside source, it eventually became fully ingrained in an individual's beliefs and actions.

Despite the integration of extrinsic motivators, intrinsic motivators remain distinct as they propel an individual towards their objectives and arise organically (Deci & Ryan, 1985). The individual's own life naturally produces these motivators, so there's no need to impose external expectations on them. Intrinsic motivations can be strengthened by positive reinforcement and weakened by negative reinforcement. Organizations that aim to inspire their workforces ought to take note of this and figure out how to support rather than undermine intrinsic motivators. In actuality, organizations should allow member freedom. People who are competent at their jobs but do not have enough autonomy experience a decrease in their intrinsic motivations; conversely, when these same people are given enough autonomy, their motivations increase.

According to Fernandez and Moldogaziev (2015), self-determination theory has been applied as a framework to understand employee job satisfaction. Employers profited from employee empowerment, according to research based on the Federal Employee Viewpoint Survey data from 2010. Job satisfaction increased significantly as a result of encouraging greater information sharing, giving employees easy access to knowledge and skills related to their jobs, and giving them flexibility in their practices.

## 2.5 Employee Engagement

Employee engagement, according to Kruse (2012), is defined as an employee's emotional commitment to the organization and its objectives. While as stated by MacLeod (2019), employee engagement is an approach to work that creates the right environment for every employee in a company to give their all every day, dedicated to the aims and values of the company, encouraged to contribute to its success, and feeling better about their well-being (Raju & Phung, 2019b). Employee engagement, according to Mone and London (2010) and Anitha (2014), is the combination of positive actions and attitudes that boost the performance of the organization. And as said by Bakker, Albrecht, and Leiter (2011), engaged workers maintain their engagement through the job-crafting process and believe that organizational actions are necessary to raise work engagement. In addition, as reported by Abrir (2019), companies also need regularly carry out employee engagement surveys to determine the factors that influence employee engagement. This allows them to create intervention strategies aimed at raising employee engagement levels, which in turn boost productivity and efficiency and help the company retain top talent.

This is due to the fact that high staff retention is a sign of employee engagement since it fosters psychological attachment and commitment (Balakrishnan, Masthan, & Chandra, 2013). However, as stated by Macey & Schneider (2008), employee engagement entails vigor, energy, and concentrated effort and serves an organizational objective with behavioral and psychological components. This is also supported by Ferreira and de Oliveira (2014), that there are three factors which are vigor, dedication, and absorption that need to be taken into account when determining whether or not employees in an organization are deemed engaged. According to

Adriani (2013), p. 47, vigor is defined as "high energy, resilience, a willingness to invest effort on the job, the ability not to be easily fatigued, and persistence when confronted with challenges." Four elements are necessary for vigor to exist: First, a lot of energy.

Secondly, mental toughness. Third, the readiness to put in work; and, last, the ability to persevere in the face of difficulties. To demonstrate vigor while carrying out a specific task, an individual needs all of these components (Schaufeli et al., 2006). The definition of dedication is "having a strong sense of significance, enthusiasm, inspiration, pride, and challenge in one's work" (Ariani, 2013, p. 702). Dedication, in the words of Ferreira and de Oliveira (2014), is all about the mental and emotional condition that conveys a feeling of importance, zeal, inspiration, and dignity in experience. In the absence of these elements, one cannot be deemed dedicated. In the terms provided by Ariani (2013), p. 47, absorption is defined as "a pleasant state of being immersed in one's works experiencing time passing by quickly and being unable to detach from the job." An individual who is completely engrossed in their work has the following traits: they struggle to separate or remove themselves from their work, are totally focused on it, and do not perceive time to be passing (Schaufeli et al., 2006).

A study conducted by Macey and Schneider (2008), dedication, motivation, loyalty, and trust are the main components of employee engagement. The degree to which individuals identify themselves with their work, the goals of the organization, and their obligations is referred to as their commitment. On the other hand, motivation plays a key role in encouraging staff members to exert all of their energy into bringing their company ahead. Meanwhile, loyalty is another factor, meaning that workers who are highly committed to their work show greater

loyalty to their company. The final component is trust, which means that when there is mutual trust within the company, employee engagement may be easily fostered (Amhalhal et al., 2015).

Thus, this study intends to explore employee engagement towards job satisfaction among aviation workers.



## **2.6 Hypotheses Development**

### **2.6.1 The Relationship between Work Life balance and Job Satisfaction**

Work-life balance is one of the elements that affects employee commitment, job satisfaction and organizational productivity (Lestari & Margaretha 2021). The vast majority of management and hospitality research has given work-life balance a lot of attention, and several topics have emerged as a result of this study since 2008 (Deery & Jago, 2015). According to Yeh (2014), the airline business is mostly an intricate service sector. Service organizations need to manage their staff efficiently and make sure that their attitudes and actions support the provision of high-quality services (Chan & Wan, 2012).

Based on past research by Aziz and Vinodhini (2021), regarding work-life balance of airhostess at Airline sector, it was discovered that several respondents said they worked long hours and were weary; these problems need to be looked at and reduced in order to balance life with work and receive better organizational support. Moreover, moving to the topic regarding work life balance, air hostesses also express greater levels of dedication, job satisfaction, secure and healthy working conditions, skill implementation, and progress as positive characteristics. Furthermore, in the event the aviation industry can foster a positive work environment, increase training and development, provide adequate as well as compensation, this industry will be very alluring to air hostesses and could help them maintain a good work-life balance. Besides that, most researchers discovered that most of the respondents noted that the aviation industry gives them a multicultural work environment, ongoing training and more experience to work in the industry when asked about work-life balance. Thus this research liaises with Yadav and Dabhade

(2014) statement that having a further development in both professional and personal progress as well as pleasure is the basic goal of work-life balance.

Within the same year, findings by Silaban and Margaretha (2021), found that job satisfaction is another element that might affect the work life balance itself. Employees tend to display bad attitudes or behaviors at work if they never feel psychologically fulfilled and indirectly this could irritate other coworkers. While those who do enjoy with their occupations will work more arduously, enthusiastically, and productively than those who are not (Khoerunnisa et al., 2019). Further explained that, when employees have a good work-life balance at their workplace, they tend to be more satisfied to work for the organization and in fact this will enhance their productivity in which the company will be more likely to strive to keep hold of productive workers and those who are advantageous to the business.

In the later year, research by Amiruddin and Monil (2022) on the effects of work life balance in the Malaysian airline sector, establishing work life balance is a challenging endeavor since it entails dividing one's time and attention between work and other more essential parts of life. Thus, the factors affecting aircraft cabin crew in Malaysia were discovered and evaluated in this research. According to Au's (2021), analysis of the work-life index, Kisi remarks that Kuala Lumpur, Malaysia is one of the 40 major cities with the least effective work life balance policies. The city was also placed third for having the fewest vacation days taken and forth for being the most overworked. Additionally, a solid work-life balance is among the top qualities that Malaysian workers look for in a company. Unfortunately, Malaysian employers do not prioritize offering their employees good work life balance, and neither do they choose to do so (Tan,

2019). Based on Moosa (2018), the most crucial step in achieving work-life balance is creating a balanced home and work environment. A person's life is out of balance in many ways, which has several detrimental outcomes, such as health issues, subpar job productivity, work-family conflict, and mental illnesses like stress disorder and depression (Godinic & Obrenovic, 2020). Therefore, finding ways to balance work and personal life is essential for preserving one's health and wellbeing.

Further instigated by Amiruddin and Monil (2022), the emotions, actions, and attitude of an employee towards his or her employer are key factors in determining job satisfaction. Employees that are uncertain about a task become unsatisfied and unhappy with their tasks, which can cause lower job satisfaction. On the other hand, long hours and a heavy workload can also affect job satisfaction and cause a conflict between work and personal life (Al Sumaiti, 2010). As stated by Moran (2016), job satisfaction also can be clarified as an employee's degree of fulfillment and happiness on their job also determines how much this affects how well they perform at their jobs. Similar to work-life balance, job satisfaction is a crucial element in the business industry as it may influence a worker's thinking and behavior when it comes to contributing to the organization. Therefore, companies must be conscious of and committed to employee pleasure.

Hence, the implementation of a work-life balance is a bridge for an organization or companies that can consider in response to the worst scenarios that may arise as a result of the perceived low job satisfaction (Sukur & Susanty, 2022). Compelling, since work-life balance is essential for every organization despite what kind of industries, thus a critical outlook analysis

deserves to be investigated to improve knowledge of the connection between work life balance and job satisfaction in the aviation sector.

$H_01$  = There is a positive significant relationship between work life balance and job satisfaction among aviation workers.



## **2.6.2 The Relationship between Work Motivation and Job Satisfaction**

Employees are regarded as a company's most valuable resources. The performance of employees has a direct impact on how well an organization can achieve its goals. Thus, motivation needs to be implemented in order to prevent turnover among the employees. According to a past study by Boyatzis (1982), any person or thing that can be accomplished is satisfied through individual motivation; this positive attitude toward work, in which the individual's fulfillment comes from the operation and the satisfaction allowing people to become passionate, pleased and committed to work. As a result, job satisfaction relates to sentiments of happiness that workers seek in experience at work (Santiwong, 1994). It can be said that satisfied employees result in good servicing and lead to the efficient and high-quality result. In the long term result, staff retention can be achieved by the organization and can lower the resignation rates (Steers et al., 1991).

According to past research by Mishra (2017), due to the thought that motivation directly affects how well individuals perform at their jobs, it is regarded as the core component of workplace behavior. In other words, it is considered that motivated personnel produce more. However, it is also true that factors such as systems technology, group dynamics, and individual differences have an impact on how well employees perform at their jobs. In accordance with research, employee job behaviors including absenteeism, turnover, contentment, and productivity are all related to motivation. Beside, lower turnover rates also are associated with higher motivation levels. Further example by Mishra (2017), younger employees are likely to behave differently than older ones due to their diverse motivations. While employees who are married will behave differently than single employees. Same goes due to the difference of requirements,

desires, expectations, or intentions, men will behave differently than women in the workplace. Therefore, in order to design the intervention for the benefit of the personnel and the organization, there is a need to evaluate the level of work motivation of the employees. Furthermore, the aviation industry offers a wide variety of jobs. The civil aviation authority, airlines, customs, immigration, security agencies, and other service providers all worked together to produce the aviation operations. As for efficient air transport, there must be effective coordination amongst all authorities. Thus, the formation of the nation's psychological image is significantly influenced by air travel. The level of job motivation among employees in the aviation sector must therefore be a major focus.

Furthermore, based on the past research led by Islam, Ashton and Ngelambong (2020), there is inadequate research on the significance of employee motivation in the field of aviation industry. Further explained, in order to successfully have employees that can produce high-quality work, they must be able to identify what motivates them for their job satisfaction and organizational devotion. This perspective is consistent with Fredrick Herzberg's dual-factor theory which includes motivation and hygiene factors, which explains how emotional factors or internal motivation that is specifically tied to work can motivate people to develop a quality of work life balance. While hygiene factors or it is called external motivation, which are operational elements that do not provide rewards but it can affect how individuals feel about their work. If workers have responded to the motivation, they will be pleased with their work. As a result, these elements fit the definition of intrinsic motivation, which is defined as for someone who has the desire to achieve something or learn with passion for exploration. It is spurred on by a person's interest and motivation to work, because they realize the importance of willingly

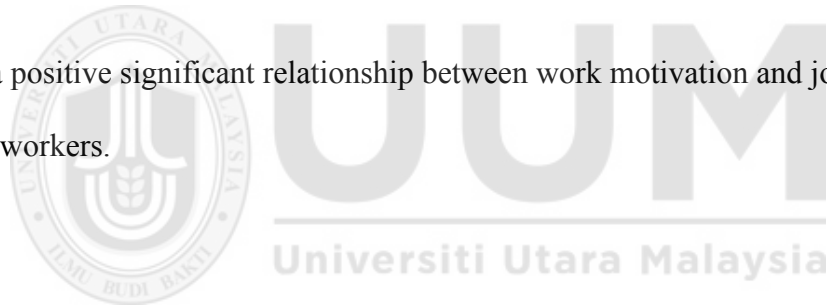
performing the tasks. While, extrinsic motivation is the state of being motivated from the outside, which then determines whether or not a person is willing to put in extra effort throughout the evaluation process in order to generate positive results and anticipate benefits (Splinder, 1994). On the other hand, as for personal needs, the motivations that result from an individual, due to his influences, such as how his life altered his different needs because everyone has different requirements in their everyday lives.

Next, in recent research by Mitra (2023) regarding consequences of motivation aspects on the employees of the airline sector, motivation is crucial for employees in all industries. However, in fields like aviation where employees are subjected to heavy workloads and other responsibilities, it is crucial to boost and energize employee morale so that employees feel at ease and motivated from within. This will help them achieve their performance goals and prevent them from becoming bored, demotivated, or distracted from their daily tasks. It is particularly difficult for those who work in the aviation business to perform their duties while under constant mental stress and demand to improve their skills in order to maximize organization profitability. Explained further, motivated workers can outperform unsatisfied counterparts in terms of output. As said by Zerbe et al., (1998), employees do their responsibilities efficiently when they are satisfied with their employer. Further supported by Simon and DeVaro (2006), a company's investment in creating motivated employees is a cost that will ultimately pay off for the business by increasing staff productivity and service quality. Thus, Gittell, Nordenflychat and Kochan (2004) issued a cautionary note, stating that it must be remembered that reducing personnel costs may result in lower employee productivity and service quality. Hence, based on Simon and DeVaro's (2006) research, organizations can motivate employees by offering competitive pay, a

positive work environment and career development chances. By motivating employees towards their profession, organizations can increase employee productivity, which will result in enhanced services and product quality to meet customer's demand.

Thus, according to the past research above, there is a need to further research due to limited research regarding work motivation among the aviation industry in order to further instigate what are the relationship and factors that could contribute between work motivation and job satisfaction among the employees since it could affect the success of the organizations and motivate the employees.

H<sub>02</sub> = There is a positive significant relationship between work motivation and job satisfaction among aviation workers.



### **2.6.3 The Relationship between Employee Engagement and Job Satisfaction**

Employee engagement has emerged as one of the primary challenges in today's workplace (Burhanuddin, Osman, & Raju, 2020). Employee engagement, according to Mone and London (2010) and Anitha (2014), is the combination of positive actions and attitudes that boost the performance of the organization. While, as described by Albdour and Altarawneh (2014), corresponds with workers' commitment to accomplishing the organization's objectives and dedication to their job.

According to a previous study by Samto (2021), an organization should prioritize job satisfaction since it can enhance employee engagement and foster a stronger sense of attachment between its employees and the organization. As further explained by Samto (2021), there is a substantial and positive relationship between employee engagement and job satisfaction due to their internal and external expectations being met, and emotionally pleased workers will feel at ease and content. This will act as a catalyst to boost workers' motivation at work, which will raise output in the end. A contented and happy worker will show positive behavior. As an illustration, if a worker is happy in their role servicing consumers, they would exhibit good behaviors such as smiling and being amiable with the clients. Naturally, offering that kind of service will draw in more clients and boost sales for the business. An employee in the production process is another illustration. Being content and joyful can boost an individual's motivation and spirit at work, which can raise output. In summary, greater employee satisfaction will lead to higher production, which will eventually raise business profit.

Thus, it is the responsibility of the company's management to raise job satisfaction. Indeed, every Company should prioritize job satisfaction of their employees. Especially given that aviation is a service sector, job satisfaction is a must for employees. As added by Mishra, Boynton, and Mishra, (2014) with obstacles and stringent regulations in many firms, employee engagement will continue to be a test for businesses in the future. This showed how important it is to have a strong employee engagement and job satisfaction in an organization. This is due to the fact that the happy employees tend to be more able to support their customers, which translates into happier work performances. It is imperative for all leaders in an organization to acknowledge that job satisfaction among employees is a significant and potent factor. According to Chetty and Phung (2018), a stronger relationship between work environment and employee satisfaction can have a significant impact on employees' engagement within Malaysian airline companies. These factors also provide an opportunity for employee engagement to be established. Other than that, it also has been determined by Cooper-Thomas, Paterson, Stadler, and Saks (2014) that regular performance reviews and strict criteria can enhance worker collaboration and employee engagement. Numerous studies also have demonstrated the statistically significant association between employee engagement and profitability, safety, staff retention, productivity, and customer happiness in businesses. Musgrove, Ellinger, and Ellinger (2014) supported this idea by stating that employee involvement and effort determine an organization's productivity. Thus, employee engagement is critical for every business.

H<sub>03</sub> = There is a positive significant relationship between employee engagement and job satisfaction among aviation workers.

## 2.7 Theoretical Framework

This study employs a theoretical framework to investigate and assess the correlation between four variables, specifically work life balance, work motivation, employee engagement and job satisfaction among aviation workers in Malaysia. Figure 1 explains further regarding the theoretical framework.

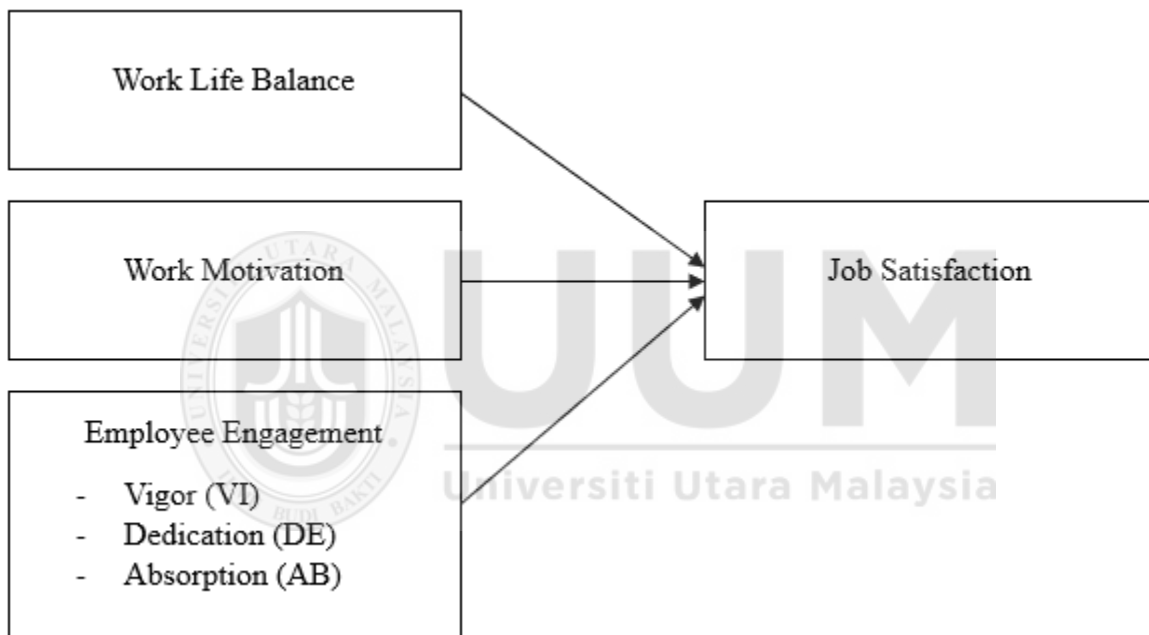


Figure 1: Theoretical Framework

## **2.8 Theory related to Study**

Theories provide an explanation for the ways in which individuals feel, think, and behave. Research can examine the tentative hypotheses formed by theories, which identify significant factors and relate them (Newstrom, 2007:6). They discovered that a variety of factors, such as individual morale, positive interpersonal relationships, and management based on an understanding of both individual and group behavior through interpersonal skills like "motivating, counseling, leading, and communicating" (Wehrich & Koontz, 1999:42), all contribute to the motivation and satisfaction of employees. Some of the theory related are explained below:

### **1. Self Determination Theory**

Self-determination theory was developed by Ryan and Deci (2017) as a theory of motivation that explains and forecasts perseverance and success in human endeavors. In order to distinguish between internal and external forces influencing people's behavior, self-determination theory was developed in 1970. Researchers studied the impact of intrinsic motivation on decision-making (Lepper, Greene, & Nisbett, 1973). Although a thorough theory has not yet been developed from studies on intrinsic motivation, they did lay the groundwork for further investigation.

As the theoretical underpinnings of self-determination became more established in the 1980s, this initial body of work changed. Early in the 1990s, research progressed to the point where three main intrinsic drivers of self-determination were identified as the components of intrinsic motivation (Deci & Ryan, 1991). All individuals possess the three psychological needs

necessary for self-determined behavior, according to this theory. Competence, autonomy, and psychological relatedness comprise of motivation (Deci & Ryan, 1991).

**Competency:** The ability of a person to carry out their responsibilities correctly is referred to as the psychological component of competence (McClelland, 1974). Although there are many ways for people to do their jobs well, competences can vary depending on the type of work. Every role has a different set of knowledge, skills, and abilities, so different groups of these traits are needed for each role to be competent. Competency is therefore role-specific and context-specific.

**Autonomy:** The capacity for logical self-control is referred to as autonomy (Deci & Ryan, 1991). People who assert their autonomy are able to use reasonable judgment to keep an eye on their behavior. In addition, they are autonomous and able to make their own decisions in light of their surroundings. People with autonomy are able to plan and choose courses of action that satisfy both immediate and long-term objectives. These people are claiming their right to self-determination—the capacity to decide for themselves instead of relying on others. Over time, people gradually move toward more autonomy as they gain new experiences and knowledge that shape the way they live.

**Relatedness:** Individual relationships are referred to as psychological relatedness (Gelfand et al., 2013). It supports people choosing their own relationships and how they interact with those around them. Within the framework of their autonomy, these relationships are formed. As such, these ideas are not totally separated from each other. Autonomous people negotiate their

interpersonal relationships while retaining some degree of autonomy. There is only so much autonomy in a social context, and it necessitates compromise in situations where interacting with others is necessary.

## **2. Social Exchange Theory**

In fundamental terms, Homans see costs and rewards in every social interaction between individuals. When referring to what was eventually termed social exchange, he first used the term "social behavior." According to what he wrote, "*Social behavior is an exchange of goods, both material and immaterial, like status symbols or signs of approval*" (Homans, 1958), and in later works, he defines social behavior as "*an exchange of activity between at least two persons, tangible or intangible, and more or less rewarding or costly*" (Homans, 1961, p. 13). Engaging in a conversation with someone requires time and effort on an intangible level, but the benefits—like relationship development and validation of your worth—may outweigh the costs. Social exchange theory is applicable to interpersonal relationships as well as group or organizational behavior, as noted by Homans, Blau, Thibaut, and Kelley. Defined by Blau (1964) Social exchanges are "*voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others*". In order to set this action apart from coerced behavior—such as handing your money to a mugger—he makes sure to emphasize that it is voluntary. Similar to Homans' definition, this one places emphasis on individuals purposefully incurring expenses in the hope of receiving a reward; as was previously mentioned, the reward must generate profit or at the very least equity. In social exchanges, we can get rewards that are extrinsic (like help with chores) or intrinsic (like love). At least one of the

parties is dependent on the other, which drives the social exchange; thus, a person's desire is possible only through connection with a third party (Blau, 1964). Being loved, receiving assistance with something that you are incompetent, and receiving a paycheck all necessitate social exchange. These reflect the two main purposes of social exchanges recognized by Blau: *"to establish bonds of friendship, as well as to develop superordination over others (p. 89)."* Participating in continuing social exchanges can establish a pattern of trust, facilitating the formation of close relationships. When both partners achieve their personal goals, they form a balanced, reciprocal, interdependent relationship. However, superordination or social difference is created when social exchanges create ongoing reliance on the person to offer the desired reward.

According to social exchange theory, a person can acquire important resources from his or her counterpart in the social context, including knowledge, affection, support, and other forms of interpersonal interaction that can foster the development of the individual's positive attitudes and behaviors within the group (Graen, Novak & Sommerkamp, 1982; Flynn, 2005). Within a team, social exchange relationships encompass the dynamic between an employee and both their supervisor and fellow team members. It is highly expected of employees working in teams with supportive social exchange relationships to cultivate positive perspectives on their overall job satisfaction (Flynn, 2005). For instance, it was discovered that a positive supervisor-employee relationship could raise the degree of job satisfaction among employees (Graen, Novak & Sommerkamp, 1982). Thus, social exchange theory has been widely utilized to describe the relationships of an organization's members. This theory is concerned with understanding workplace behavior and the interactions between employees and employers (Cropanzano et al,

2005; Biron & Boon, 2013; Smith, 2005). Social Exchange Theory emphasizes that individual voluntary actions occur when there are certain expected benefits from what they have contributed (Tse et al, 2013). Stronger relationships will have a direct impact on members' attitudes and behaviors, leading to improved performance, motivation, and reduced withdrawal decisions.

## **2.9 Summary**

This chapter assessed prior research on the aviation industry's work life balance, work motivation and employee engagement for job satisfaction. Job satisfaction is found as a contributor to influence these factors towards the employees. Work life balance is assessed to determine whether the workers are happy with their jobs, while work motivation to indicate their level of motivation is linked with the job satisfaction. Employee engagement will be looked at by how much the employee is engaged and enthusiastic with their company. Lastly, the next chapter will explain steps in collecting the data to all the variables.

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

Chapter 3 will provide an explanation regarding how the research was carried out accordingly. The data are collected by using appropriate ways through implementing a research design in order to match the population with accurate study. In short, all the sampling technique, instrumentation, pilot test, data collection and technique of data analysis will be further covered in this Chapter.

#### 3.2 Research Design

A quantitative research methodology was applied in this study to look at details of the population. As for the easiest way of collecting the data, google form link was created and used as a tool for data collection and the result was converted in terms of statistical report. This type of research is accurate and verifiable through statistical analysis and data. Thus, the Statistics Package for Social Science or we call it SPSS was used to extract the statistical data that were obtained. Briefly stated, quantitative research is a type of study that uses numerical data collection and mathematically based approaches (namely, statistics) to understand phenomena. This was articulated by Creswell (1994). In quantitative style research, the purpose of this analysis is to ascertain whether a relationship exists between a particular issue (an independent

variable) and another issue (a dependent or outcome variable). To do this, a number of randomly selected samples are taken from a larger population to assess the relationship (Hopkins, 2000).

In addition, the association between work life balance, work motivation and employee engagements towards job satisfaction among aviation workers was examined by using a correlational research approach. This is due to the fact that, in order to examine the link between variables, two or more variables are calculated collectively in this correlational analysis (Bordens & Abbott, 2011). Thus, this analysis could verify whether each variable is correlated to each other.

Furthermore, this study is cross-sectional due to the short period of time needed in gathering the information to address the research question and regression analysis were also used in this study. Regression analysis is used to determine the relationship between the independent factors (work life balance, work motivation and employee engagement) and the dependent variable (job satisfaction). According to Crawford (2006), correlation and regression are frequently used approaches for determining the association and strength of relationships among and between variables. Last but not least, this study converges on explanation, understanding and prediction regarding the factors that were involved for a better understanding.

### **3.3 Research Population**

Convenience sampling, one of the non-probabilities sampling techniques, was employed in this research. This type of sampling is one of the methods where the researchers are accessible to the respondents. This strategy often presupposes that the population is homogeneous and that the participants are similar to one another. Hence, the researcher sends the links to the Human resources of the three aviation sectors to gain the data accurately. Human resources of each Company play a big role where they have to distribute the google form links to the workers who are closely related worked as aviation workers. This could be much easier since Human resources hold the keys to their employee's details.

### **3.4 Research Sampling Technique**

The data for this research is collected from three private aviation sectors in Malaysia which are randomly selected aviation sectors. Firstly, the researcher chooses the data collection being done through Google Form link due to it being a great tool for creating the surveys quickly and easily. Not only that, this form of method is easy to be accessed whether through whatsapp or via emails. Google form link also has been chosen compared to face to face due to tight schedules of aviation workers and this gives them time whenever they are free to answer instead of pressing them. Next, a set of questionnaires in terms of google form links were distributed to each human resources of aviation sectors in order to select employees that are closely related. The person in charge needs to distribute Google form links either via Whatsapp or E-mails to every department in order all the managerial and non-managerial respondents are included. The respondents also are given ample time to complete the task. All answered questions will be linked to the Google form of the researcher and the data then will be extracted to the SPSS.

### **3.5 Sample Size**

In order to determine the size of sample that is needed in this study, Krejcie and Morgan's table (1970) was used to determine sample size. According to the population of the three aviation sectors that involved 320 employees in total, a sample of 175 respondents were selected following the calculation of Krejcie and Morgan's table (1970). However, a total of 183 workers answered the questionnaire. The samples are randomly selected using simple random sampling for this study that comprised both managerial and non-managerial aviation workers. This aims to be fair that all the aviation workers are eligible to participate in this research. A sample size of guidelines are shown below.



Table 3.1  
Sample Size Guidelines

| <i>N</i> | <i>S</i> | <i>N</i> | <i>S</i> | <i>N</i> | <i>S</i> |
|----------|----------|----------|----------|----------|----------|
| 10       | 10       | 220      | 140      | 1200     | 291      |
| 15       | 14       | 230      | 144      | 1300     | 297      |
| 20       | 19       | 240      | 148      | 1400     | 302      |
| 25       | 24       | 250      | 152      | 1500     | 306      |
| 30       | 28       | 260      | 155      | 1600     | 310      |
| 35       | 32       | 270      | 159      | 1700     | 313      |
| 40       | 36       | 280      | 162      | 1800     | 317      |
| 45       | 40       | 290      | 165      | 1900     | 320      |
| 50       | 44       | 300      | 169      | 2000     | 322      |
| 55       | 48       | 320      | 175      | 2200     | 327      |
| 60       | 52       | 340      | 181      | 2400     | 331      |
| 65       | 56       | 360      | 186      | 2600     | 335      |
| 70       | 59       | 380      | 191      | 2800     | 338      |
| 75       | 63       | 400      | 196      | 3000     | 341      |
| 80       | 66       | 420      | 201      | 3500     | 346      |
| 85       | 70       | 440      | 205      | 4000     | 351      |
| 90       | 73       | 460      | 210      | 4500     | 354      |
| 95       | 76       | 480      | 214      | 5000     | 357      |
| 100      | 80       | 500      | 217      | 6000     | 361      |
| 110      | 86       | 550      | 226      | 7000     | 364      |
| 120      | 92       | 600      | 234      | 8000     | 367      |
| 130      | 97       | 650      | 242      | 9000     | 368      |
| 140      | 103      | 700      | 248      | 10000    | 370      |
| 150      | 108      | 750      | 254      | 15000    | 375      |
| 160      | 113      | 800      | 260      | 20000    | 377      |
| 170      | 118      | 850      | 265      | 30000    | 379      |
| 180      | 123      | 900      | 269      | 40000    | 380      |
| 190      | 127      | 950      | 274      | 50000    | 381      |
| 200      | 132      | 1000     | 278      | 75000    | 382      |
| 210      | 136      | 1100     | 285      | 100000   | 384      |

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

### 3.6 Research Measurement/Instrument

There are three instruments for measurement used in this study to collect the research's data including the demographic information of the respondents. The generated questionnaire used in this study was adopted and adapted following earlier studies conducted by researchers as per Table 3.2

Table 3.2  
*Sources of Variables*

| Part | Items               | Total No. | Sources               | Questionnaire                                                                                                                                                                                                                                                                                                                                                              |
|------|---------------------|-----------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A    | Demographic Profile | 8         | -                     | Gender<br>Age<br>Marital Status<br>Level of Education<br>No of Children<br>Working hours per week<br>Travel outside home location<br>Total working experience                                                                                                                                                                                                              |
| B    | WLB                 | 4         | Brough et al., (2014) | W1:I currently have a good balance between the time I spend at work and the time I have available for non-work activities.<br>W2:I have difficulty balancing my work and non-work activities.<br>W3:I feel that the balance between my work demands and non-work activities is currently about right<br>W4:Overall, I believe that my work and non-work life are balanced. |

Table 3.2 (Continued)

| Part | Items           | Total No. | Sources                          | Questionnaire                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------|-----------------|-----------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C    | Work Motivation | 18        | Self-Determination Theory (SDT), | <p>M1:Because this is the type of work I chose to do to attain a certain lifestyle</p> <p>M2:For the income it provides me.</p> <p>M3:I ask myself this question, I don't seem to be able to manage the important tasks related to this work</p> <p>M4:Because I derive much pleasure from learning new things</p> <p>M5:Because it has become a fundamental part of who I am</p> <p>M6:Because I want to succeed at this job, if not I would be very ashamed of myself</p> <p>M7:Because I chose this type of work to attain my career goals</p> <p>M8:For the satisfaction I experience from taking on interesting challenges</p> <p>M9:Because it allows me to earn money</p> <p>M10:Because it is part of the way in which I have chosen to live my life</p> <p>M11:Because I want to be very good at this work, otherwise I would be very disappointed</p> <p>M12:I don't know why, we are provided with unrealistic working conditions.</p> <p>M13:Because I want to be a "winner" in life.</p> <p>M14:Because it is the type of work I have chosen to attain certain important objectives.</p> <p>M15:For the satisfaction I experience when I am successful at doing difficult tasks</p> <p>M16:Because this type of work provides me with security</p> <p>M17:I don't know, too much is expected of us</p> <p>M18:Because this job is a part of my life</p> |

Table 3.2 (Continued)

| Part | Items               | Total No. | Sources                             | Questionnaire                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------|---------------------|-----------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| D    | Employee Engagement | 9         | Schaufeli, Bakker & Salanova (2006) | E1:At my work, I feel bursting with energy<br>E2:At my job, I feel strong and vigorous<br>E3:I am enthusiastic about my job<br>E4:My job inspires me<br>E5:When I get up in the morning, I feel like going to work<br>E6:I feel happy when I am working intensely<br>E7:I am proud on the work that I do<br>E8:I am immersed in my work<br>E9:I get carried away when I'm working                                                                  |
| E    | Job Satisfaction    | 10        | Macdonald and Macintyre's (1977)    | JS1:I receive recognition for a job well done<br>JS2:I feel close to the people at work<br>JS3:I feel good about working at this company<br>JS4:I feel secure about my job<br>JS5:I believe management is concerned about me<br>JS6:On the whole, I believe work is good for my physical health<br>JS7:My wages are good<br>JS8:All my talents and skills are used at work<br>JS9:I get along with my supervisors<br>JS10:I feel good about my job |

## **Part A: Demographic Profile**

Age, gender, number of years of experience, marital status, total working experience, level of education, working hours per week and travel outside home location of the respondents were based on the demographic characteristics that must be filled by respondent in the questionnaire provided.

## **Part B: Work Life Balance**

The work life balance scale was created by Brough et al., (2014) and consists of 4 items. This scale was used to assess each participant's level of involvement in both work and non work related activities, which helped determine their level of work life balance. The likert scale used for this assessment ranged from 1 (strongly disagree) to 5 (strongly agree). A high score on this measure could indicate that a person is able to manage work and personal obligations. This scale's Cronbach's alpha is .87, which denoted strong reliability.

## **Part C: Work Motivation**

The 18-item Work Extrinsic and Intrinsic Motivation Scale (WEIMS) was used to evaluate employee motivation at work. This kind of scale, which assesses motivational elements from the Self-Determination Theory (SDT), is one of the most frequently used for evaluating job motivation according to (Van et al., 2011). This 18-item measure, which is based on the Self-Determination Theory, distinguishes between six different types of work motivation; intrinsic, motivation, integrated regulation, identified regulation, introjected regulation,

Amotivation and external regulation. To identify which ones are related to their task, a likert type scale is used with a range of 1 (does not correspond to all) to 5 (corresponds exactly). The internal consistencies for the subscales ranged from 0.74 to 0.88 and the Cronbach Alpha was .80, which indicates strong reliability.

#### **Part D: Employee Engagement**

In order to measure employee engagement, The Utrecht Work Engagement Scale-9 by Schaufeli, Bakker and Salanova (2006) has been implemented in this study. This scale consists of 9-items, a self-report scale divided into three subscales, each consisting of three items which is vigor (VI), dedication (DE) and absorption (AB). Each subscales will consist of three items such as for Vigor (VI) ; At my work, I feel bursting with energy, At my job, I feel strong and vigorous and when I get up in the morning, I feel like going to work. While as for dedication (DE) ; I am enthusiastic about my job, My job inspires me and I am proud of the work that I do. Lastly for absorption (AB), the items consist of ; I feel happy when I am working intensely, I am immersed in my work and I get carried away when I'm working. These 9-items were derived from the 15 studies (N =9,679) originated from Belgium (Flanders). This scale is marked by a seven-point rating scale ranging from 0 (never) to 7 (always).

The general Cronbach's alpha for this scale is .93 while reliability for vigor, dedication and absorption are .84, .89 and .79, respectively. This could be concluded as all the items in the short version are highly internally consistent.

## **Part E: Job Satisfaction**

The respondents's job satisfaction was measured by the Generic job satisfaction scale created by Macdonald and Macintyre's (1977). Ten statements make up this scale which is scored on a likert scale from 1 (strongly disagree) to 5 (strongly agree). This scale has two indicators; a low score and a high score, which is a high level of job satisfaction range between 39-50. While, low scores between 10-31 indicate that the individual is not very satisfied with their employment. This scale has a Cronbach's Alpha of .84, which suggests strong internal reliability.

### **3.7 Pilot Test**

A pilot study is a scaled-down version of a larger study. According to Borden and Abbott (2011), the purpose of this test was to define the precise methods, supplies, and constraints that would be applied in the subsequent real investigation. Thus, before this study was carried out with an actual study, 30 respondents from aviation industry background participated in this study to validate the suitability of the questionnaire and to determine which part of it needed to be adjusted. They were randomly selected but must meet all the criteria which is to be a part of an aviation worker. The questionnaire was delivered together with a cover letter, information about secrecy and confidentiality of the feedback through a google form link. In addition, another purpose of the pilot test is to evaluate the reliability of the questionnaire that is employed in this investigation. Zikmund, Barbin, Carr, and Griffin (2013) state that the Alpha ( $\alpha$ ) value range coefficient, also referred to as Cronbach Alpha, can be used to determine the reliability level of

each item generated in the questionnaire. Table 3.3 presents the findings of the Cronbach Alpha reliability test ( $\alpha$ ) for every scale that were used in this study for both pilot test and actual study.

### 3.7.1 Reliability of Data

In Table 3.3, it showed the reliability of the scales that were involved in this study for both pilot study and actual study. The result indicates that each scale is higher than .65 except for the work life balance scale during the pilot test. A reliability of .70 or above is required, as this indicates that the scale or questionnaire used is deemed reliable and appropriate for the research (Nunnally, 1978). Yet, even with a low reliability of .65, Chua Yan Piaw (2006) considers this to be sufficient. However, in actual study, the reliability for work life balance scale showed .891 which indicates a good reliability to be used. This could be due to the small population that were carried out during the pilot test.

As for the other scales, it showed that all the Cronbach's Alpha is not much different as compared during Pilot test and actual study except job satisfaction showed a reliability of .691 while in actual study it resulted as .856 which indicates high reliability. While as for employee engagement scales, there are 3 subscales which are vigor, dedication and absorption. The Cronbach's Alpha for pilot test and actual study are .53, .82, .74 and .69, .79 and .71 respectively. All the Cronbach's Alpha for the subscale items in both studies showed a good reliability.

Hence, the reliability test in the actual study has an internal consistency range of .791 to .891 for Cronbach's Alpha which is all the scales are reliable to be used in this study.

Furthermore, as compared to the instrument's scale reliability used in this study, it could be justify that it is almost the same with actual reliability study whereas, in instrument scales, the Cronbach's Alpha for job satisfaction, work life balance, work motivation and employee engagement are .84, .87, .80 and .93 while in this actual studies, it resulted that the Cronbach's Alpha were .85, .79, .86 and .89 respectively. Thus, it could be treated as all the scales are deemed reliable.



Table 3.3

*Data Reliability in Pilot Test and Actual Study*

| Scale               | No of Items | Cronbach Alpha ( $\alpha$ ) |              |
|---------------------|-------------|-----------------------------|--------------|
|                     |             | Pilot Test                  | Actual Study |
| Job Satisfaction    | 10          | .69                         | .85          |
| Work Life Balance   | 4           | .54                         | .79          |
| Work Motivation     | 18          | .85                         | .86          |
| Employee Engagement | 9           | .85                         | .89          |
| - Vigor             | 3           | .53                         | .690         |
| - Dedication        | 3           | .82                         | .79          |
| - Absorption        | 3           | .74                         | .71          |

### **3.8 Data Collection**

The study's data was gathered by using a survey that was distributed via Google Form links in order to provide respondents with flexibility due to their shift and busy time. The survey included with 4 part of questionnaire which is: Part-A: Demographic Profile, Part B: Work life balance, Part C: Work Motivation, Part D: Employee Engagement and lastly Part E: Job Satisfaction. The researcher sent the link via emails to the human resources of the selected three aviation companies in Malaysia. The representative of human resources will randomly select employees of each department. This study only focuses on exactly aviation workers included with managerial and non-managerial to be able to gain the data as a general.

### **3.9 Techniques of Data Analysis**

This study utilized the Statistical Package of the Social Science (Windows Version 27) for data processing and analysis. Data analysis can be classified into three categories: univariate, bivariate, and multivariate. The details were explained as per below:

#### **3.9.1 Descriptive Statistics**

In descriptive analysis, the raw data are transformed into a format that facilitates their understanding and interpretation (Zikmund, 2000). This will include all the demographic information to be seen as a whole data. Thus, univariate analysis will be used to interpret the demographic profile of the respondents

### **3.9.2 Reliability Analysis**

In order to test stability and accuracy, reliability analysis was used in this study. While, to be able to assess a survey instrument's reliability, Cronbach's Alpha calculates the internal accuracy or average similarity of its items (Cronbach, 1951). Thus, to assess how effectively a set of items is positively connected to one another, Cronbach's Alpha ( $\alpha$ ) was applied. According to Sekaran et al. (2001), the acceptable Alpha-Cronbach coefficient for this test is 0.5 and higher.

### **3.9.3 Correlation Analysis**

In order to determine the relationships between work life balance, work motivation, employee engagement towards job satisfaction, bivariate analysis is used to interpret the data. The statistical analysis of Pearson correlation was applied to the data gathered for these objectives. It will illustrate the direction, magnitude, and importance of each interval or ratio variable in the sample for the bivariate relationships. The  $r$ , which shows a positive correlation between 1.0 and  $r - 1$ , indicates a negative correlation.

### **3.9.4 Regression Analysis**

While as for the third analysis, multivariate analysis is recognized as a multiple regression statistical test that was used to predict a variable's score based on the results of other variables, like personal factors, work life balance, work motivation and employee engagement that had contributed towards job satisfaction. In other words, a dependent variable is simultaneously affected by several contingent circumstances. A close to one R square value means the model fits the tests extremely well. However, 0.5 or above was regarded as significant.

The purpose of beta is to increase the regression coefficient's compatibility. In contrast to the unexplained variability, the regression model's descriptions of the variability are provided by the variance analysis table (ANOVA).

#### **4.0 Summary**

In conclusion, this chapter summarizes the methodology and analysis that is involved in this study. In addition, since reliability tests conducted are reliable to use, thus the further result of study will be elaborate in the Chapter 4 that will conclude all the analysis.



## CHAPTER 4

### RESULT AND DISCUSSION

#### 4.1 Introduction

The findings of the present research are depicted in this chapter. Version 27 of the Statistical Package for Social Science (SPSS) was used to analyze the data. A total of 183 valid surveys have been analyzed by using descriptive, bivariate, and multivariate analysis techniques. All the techniques used will be explained regarding the demographic of the respondents, the relationship between the variable and to identify the factors that influence the dependent variable.

#### 4.2 The Demographic Profile of Respondents

The respondents that are selected in this study are from the aviation background to examine their demographic profile such as gender, age, marital status, education, number of children, working hours per week, years of working experience and travel outside of home location. The distribution of the demographic profile is shown in Table 4.1. According to gender profile, 117 respondents, or 63.9% of the study's participants are men, while 66 respondents or 36.1%, are women. This showed that male respondents outnumbered female respondents. However, since this study is regarding aviation background, it is normal to have more male employees compared to female employees.

While as for the age of the respondents, it has been grouping into 5 ranges of age groups. It will be much easier in identifying the frequency age of the respondents. As for the age less than 25 years old, there are 38 or 20.8% of the respondents, while 102 or 55.7% for the range between 26 to 30 years old. While in the range between 31 to 35 years old, there are 23 or 12.6% of the respondents. 36 to 40 years old and 41 to 45 years old having the least respondents participate in this study which 14 or 7.7% and 6 or 3.3% respectively. As it is shown, ages ranging from 26 to 30 years old hold the highest number of respondents that participate in this study. Next, as for the marital status this consists of 114 or 62.3% of unmarried respondents, while married respondents involved are 64 or 35.0% and lastly only 5 or 2.7% divorce respondents participate. This indicates that the majority of the respondents come from single respondents.

Next, the study also collects the data regarding education of the respondents. As shown in the table, the highest respondents involved is in graduate degree which is 67 or 36.6%, followed by diploma, 59 respondents or 32.2%, high school, 23 or 12.6%, college students 22 or 12.0%, master or above, 8 or 4.4%, and lowest are from less than high school, 4 or 2.2%. In addition, the number of children also monitored, which is most of the respondents are not having children which is 121 or 66.1%. This could be from the single respondents or married with no child. While, 25 respondents or 13.7% who have children of three and above. And 16 or 8.7% and 21 or 11.5% respondents who have 1 and 2 children.

Other than that, working hours per week are also being asked in the questionnaire. This could determine how long an employee worked in a week. The results indicate that the longest the respondents work per week is ranging 41 to 48 per week which is 85 or 46.4%, followed by hours ranging up to 40 hours, 56 or 30.6%. The balance remaining hours ranging 49 to 60 hours consists of 34 or 18.6% and above 60 hours only 8 or 4.4%. Sometimes, working hours might depend on the operation of each company. So, every company has different rules and working hours. Further looked at the second last demographic profile which is working experience. This could showed how long they have been working whereas the results stated that 0 - 3 years consists of 66 or 36.1%, followed by 3 to 5 years, 59 or 32.2%, 5 to 7 years, 23 or 12.6%, 7 to 10 years with 8 or 4.4% and lastly above 10 years with 27 or 14.8%. For the respondents with experience above 10 years, we could say that they have been such a loyal employee to the company. Lastly, regarding travel outside home location. As we know, most aviation workers sometimes need to travel from one place to another, especially technicians. Thus, this sometimes could affect their daily life from being tired or worn out. As per result, it showed that, 134 or 73.2% respondents stated yes to the answer while the remaining 49 or 26.8% showed that they do not travel outside of home location. Thus, this reveals that most of the respondents always need to travel outside of their home location or we can say as outstation.

Table 4.1

*Descriptive Data of Demographic Respondents*

| Respondent Background | Frequency | %    | M    | S.D   | Min | Max |
|-----------------------|-----------|------|------|-------|-----|-----|
| <b>Gender</b>         |           |      | 1.36 | 0.482 | 1   | 2   |
| Male                  | 117       | 63.9 |      |       |     |     |
| Female                | 66        | 36.1 |      |       |     |     |
| <b>Age</b>            |           |      | 2.17 | 0.954 | 1   | 5   |
| <25 Years old         | 38        | 20.8 |      |       |     |     |
| 26 - 30 Years old     | 102       | 55.7 |      |       |     |     |
| 31 - 35 Years old     | 23        | 12.6 |      |       |     |     |
| 36 - 40 Years old     | 14        | 7.7  |      |       |     |     |
| 41 - 45 Years Old     | 6         | 3.3  |      |       |     |     |
| <b>Marital Status</b> |           |      | 1.40 | 0.545 | 1   | 3   |
| Unmarried             | 114       | 62.3 |      |       |     |     |
| Married               | 64        | 35.0 |      |       |     |     |
| Divorce               | 5         | 2.7  |      |       |     |     |
| <b>Education</b>      |           |      | 4.02 | 1.170 | 1   | 6   |
| Less than high school | 4         | 2.2  |      |       |     |     |
| High School           | 23        | 12.6 |      |       |     |     |
| College               | 22        | 12.0 |      |       |     |     |
| Diploma               | 59        | 32.2 |      |       |     |     |
| Graduate Degree       | 67        | 36.6 |      |       |     |     |
| Master or above       | 8         | 4.4  |      |       |     |     |

Table 4.1 (Continued)

| Respondent Background               | Frequency | %    | M    | S.D   | Min | Max |
|-------------------------------------|-----------|------|------|-------|-----|-----|
| <b>No. of Children</b>              |           |      | 1.73 | 1.12  | 1   | 4   |
| None                                | 121       | 66.1 |      |       |     |     |
| 1                                   | 16        | 8.7  |      |       |     |     |
| 2                                   | 21        | 11.5 |      |       |     |     |
| 3 and above                         | 25        | 13.7 |      |       |     |     |
| <b>Working hours per week</b>       |           |      | 1.97 | 0.818 | 1   | 4   |
| Up to 40                            | 56        | 30.6 |      |       |     |     |
| 41-48                               | 85        | 46.4 |      |       |     |     |
| 49-60                               | 34        | 18.6 |      |       |     |     |
| Above 60                            | 8         | 4.4  |      |       |     |     |
| <b>Working Experience</b>           |           |      | 2.30 | 1.383 | 1   | 5   |
| 0 - 3 years                         | 66        | 36.1 |      |       |     |     |
| 3 - 5 years                         | 59        | 32.2 |      |       |     |     |
| 5 - 7 years                         | 23        | 12.6 |      |       |     |     |
| 7 - 10 years                        | 8         | 4.4  |      |       |     |     |
| Above 10 years                      | 27        | 14.8 |      |       |     |     |
| <b>Travel outside home location</b> |           |      | 1.27 | 0.444 | 1   | 2   |
| Yes                                 | 134       | 73.2 |      |       |     |     |
| No                                  | 49        | 26.8 |      |       |     |     |

Note: M = Mean, SD= Standard Deviation, Min = Minimum, Max = Maximum

### 4.3 Normality Test

The researcher must perform exploratory data analyses, or EDAs, to test the assumptions of normality, homogeneity of variance, linearity, and the ability to identify anomalies and outliers in the data collection. To ascertain whether a data set is modeled for a normal distribution, normality tests were employed. When a test is considered normal, it has a bell-shaped distribution with a mean of 0, a standard deviation of 1, and a symmetric bell-shaped curve.

Consequently, the Skewness and Kurtosis tests were employed to verify the Normality assumption. The data are deemed normal if the values of Kurtosis and Skewness are between +2 and -2. According to NIST (2012), kurtosis measures the tails that indicate the presence of outliers, and skewness measures the asymmetry of a random variable's probability distribution with respect to its mean. Therefore, the Skewness value may be zero, positive, or negative. When the Skewness value is zero, it indicates that the data are symmetrical. As a general guideline:

- If Skewness is greater than 1 or less than  $-1$ , the distribution is highly skewed
- If Skewness is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately skewed.
- If Skewness is between -0.5 and 0.5, the distribution is approximately symmetric

EDA was therefore carried out to determine whether the data for the current investigation were normally distributed. Four variables that were significant were examined which were work life balance, work motivation, employee engagement and job satisfaction. The findings of the results for the skewness value for work life balance, work motivation, employee engagement and

job satisfaction are -0.433, -0.522, 0.120 and -0.087 respectively. The distribution of all the variables are moderately skewed. While on the same variable for the Kurtosis value are 0.735, 1.496, -0.949 and -0.184 appropriately. Hence, both values for the kurtosis and skewness value fall within +2 and -2. This indicates that all the variables are considered normal. The results of study are shown in the table 4.2

Table 4.2  
*Normality Test for each Variable*

| Variable            | Skewness | Kurtosis |
|---------------------|----------|----------|
| Work Life Balance   | -0.433   | 0.735    |
| Work Motivation     | -0.522   | 1.496    |
| Employee Engagement | 0.120    | -0.949   |
| Job Satisfaction    | -0.087   | -0.184   |

#### 4.4 To Examine the Work Life Balance among aviation workers

Table 4.3 portrayed the percentage, frequency, mean and standard deviation of each question regarding work life balance of the respondents. A 5-point likert scale was used to measure this scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Thus, the results for the statements of *“I currently have a good balance between the time I spend at work and the time I have available for non-work activities”* showed 72 (39.9%) of respondents agreed while as for the statements *“I have difficulty balancing my work and non-work activities”*, the respondents also scored with high majority which is 59 (32.2%). This shows that there are contradictory results between these two statements whereas both of them have a high score. However, there are only 9 (4.9%) who strongly disagree with the first statement compared to the second statement which is 12 (6.6%). In addition, as for the third statement which is *“I feel that the balance between my work demands and non-work activities is currently about right”*, about 72 (39.3%) of the respondents choose as neutral whereas they are in the middle between agree and disagree. Lastly, the statement of *“Overall, I believe that my work and non-work life are balanced”*, indicates that 69 (37.7%) agree while only 25 (13.7%) and 8 (4.4%) disagree and strongly disagree with this statement. Only a few of the respondents strongly disagree. This could be due to a variety of reasons that could lead to this response. The mean score was 13.75 with SD equal to 0.239 for this scale. The results of the analysis are shown in the table 4.3.

Table 4.3

*Distribution of Work Life Balance*

| Statement                                                                                                               | 1            | 2             | 3             | 4             | 5             | Mean         | SD          |
|-------------------------------------------------------------------------------------------------------------------------|--------------|---------------|---------------|---------------|---------------|--------------|-------------|
| I currently have a good balance between the time I spend at work and the time I have available for non-work activities. | 9<br>(4.9%)  | 11<br>(6.0%)  | 63<br>(34.4%) | 72<br>(39.9%) | 28<br>(15.3%) | 3.54         | .987        |
| I have difficulty balancing my work and non-work activities.                                                            | 12<br>(6.6%) | 32<br>(17.5%) | 54<br>(29.5%) | 59<br>(32.2%) | 26<br>(14.2%) | 3.30         | 1.116       |
| I feel that the balance between my work demands and non-work activities is currently about right                        | 7<br>(3.8%)  | 18<br>(9.8%)  | 72<br>(39.3%) | 67<br>(36.6%) | 19<br>(10.4%) | 3.40         | .937        |
| Overall, I believe that my work and non-work life are balanced                                                          | 8<br>(4.4%)  | 25<br>(13.7%) | 48<br>(26.2%) | 69<br>(37.7%) | 33<br>(18.0%) | 3.51         | 1.073       |
| <b>Overall</b>                                                                                                          |              |               |               |               |               | <b>13.75</b> | <b>.239</b> |

#### 4.5 To Examine the Work Motivation among aviation workers

In this section, 5-point likert scales were used ranging from 1; does not correspond at all to 5; correspond exactly. The distribution data are illustrated in Table 4.4. The statement of *“I ask myself this question, I don't seem to be able to manage the important tasks related to this work”* received the lowest mean score; 3.16 compared to other questions. In this statement, the majority of respondents chose to correspond moderately with a total of 63 or 34.4%. However, for the statement *“Because this is the type of work I chose to do to attain a certain lifestyle”*, it turns out that 76 or 41.5% chose a lot. This indicates that, even though this job is quite difficult and holds a huge responsibility until the majority of them could not manage the important task, the respondents still chose to be involved in this industry. Some of the statement, might be supported by this results due to the statements of *“For the income it provides me”*, *“For the satisfaction I experience from taking on interesting challenges”*, *“Because it is part of the way in which I have chosen to live my life”*, *“For the satisfaction I experience when I am successful at doing difficult tasks”*, *“Because this job is a part of my life”*, *“Because it has become a fundamental part of who I am”*, *“Because I want to be very good at this work, otherwise I would be very disappointed”*, *“Because I want to be a "winner" in life”* and *“Because it is the type of work I have chosen to attain certain important objectives”* which has correspond a lot with the score of 70 (38.3%), 80 (43.7%), 78 (42.6%), 80 (43.7%), 74 (40.4%), 70 (40.4%), 78 (42.6%), 69 (37.7%) and 76 (41.5%) respectively. This implies that, majority of them agree with the above statements. While statements like *“Because I chose this type of work to attain my career goals”*, and *“Because I derive much pleasure from learning new things”*, most of the respondents correspond moderately with the score 64 (35.0%) and 60 (32.8%). However, more than half of the respondents also correspond moderately with the statement *“I don't know why, we are*

*provided with unrealistic working conditions”, and “I don't know, too much is expected of us”* with the score of 62 (33.9%) and 60 (32.8%). Some of the respondents felt half agree with the facts that they are being highly expected with their job by their employer. Although they are correspond moderately with above statements, they still chose to correspond a lot with these statement “ *Because I want to succeed at this job, if not I would be very ashamed of myself*”, “*Because it allows me to earn money*” and “ *Because this type of work provides me with security*” with the score of 67 (36.6%), 81 (44.3%) and 81 (44.3%) respectively. And the highest mean of the statement is “*For the satisfaction I experience when I am successful at doing difficult tasks*” with a score of 3.97. This point out that, the majority of the respondents reached the highest motivation when they are able to succeed at their difficult tasks.



Table 4.4

*Distribution of Work Motivation*

| Statement                                                                                              | 1            | 2             | 3             | 4             | 5             | Mean | SD    |
|--------------------------------------------------------------------------------------------------------|--------------|---------------|---------------|---------------|---------------|------|-------|
| Because this is the type of work I chose to do to attain a certain lifestyle                           | 2<br>(1.1%)  | 10<br>(5.5%)  | 72<br>(39.3%) | 76<br>(41.5%) | 23<br>(12.6%) | 3.59 | .820  |
| For the income it provides me.                                                                         | 10<br>(5.5%) | 11<br>(6.0%)  | 64<br>(35.0%) | 70<br>(38.3%) | 28<br>(15.3%) | 3.52 | 1.005 |
| I ask myself this question, I don't seem to be able to manage the important tasks related to this work | 12<br>(6.6%) | 37<br>(20.2%) | 63<br>(34.4%) | 52<br>(28.4%) | 19<br>(10.4%) | 3.16 | 1.070 |
| Because I derive much pleasure from learning new things                                                | 5<br>(2.7%)  | 9<br>(4.9%)   | 60<br>(32.8%) | 76<br>(41.5%) | 33<br>(18.0%) | 3.67 | .921  |
| Because it has become a fundamental part of who I am                                                   | 4<br>(2.2%)  | 12<br>(6.6%)  | 64<br>(35.0%) | 74<br>(40.4%) | 29<br>(15.8%) | 3.61 | .906  |
| Because I want to succeed at this job, if not I would be very ashamed of myself                        | 4<br>(2.2%)  | 10<br>(5.5%)  | 63<br>(34.4%) | 67<br>(36.6%) | 39<br>(21.3%) | 3.69 | .940  |
| Because I chose this type of work to attain my career goals                                            | 3<br>(1.6%)  | 9<br>(4.9%)   | 64<br>(35.0%) | 61<br>(33.3%) | 46<br>(25.1%) | 3.75 | .943  |

Table 4.4 (Continued)

| Statement                                                                            | 1            | 2             | 3             | 4             | 5             | Mean | SD    |
|--------------------------------------------------------------------------------------|--------------|---------------|---------------|---------------|---------------|------|-------|
| For the satisfaction I experience from taking on interesting challenges              | 3<br>(1.6%)  | 5<br>(2.7%)   | 52<br>(28.4%) | 80<br>(43.7%) | 43<br>(23.5%) | 3.85 | .870  |
| Because it allows me to earn money                                                   | 4<br>(2.2%)  | 10<br>(5.5%)  | 37<br>(20.2%) | 81<br>(44.3%) | 51<br>(27.9%) | 3.90 | .944  |
| Because it is part of the way in which I have chosen to live my life                 | 3<br>(1.6%)  | 8<br>(4.4%)   | 49<br>(26.8%) | 78<br>(42.6%) | 45<br>(24.6%) | 3.84 | .903  |
| Because I want to be very good at this work, otherwise I would be very disappointed  | 5<br>(2.7%)  | 7<br>(3.8%)   | 53<br>(29.0%) | 78<br>(42.6%) | 40<br>(21.9%) | 3.77 | .927  |
| I don't know why, we are provided with unrealistic working conditions                | 10<br>(5.5%) | 27<br>(14.8%) | 62<br>(33.9%) | 58<br>(31.7%) | 26<br>(14.2%) | 3.34 | 1.067 |
| Because I want to be a "winner" in life                                              | 3<br>(1.6%)  | 10<br>(5.5%)  | 53<br>(29.0%) | 69<br>(37.7%) | 48<br>(26.2%) | 3.81 | .943  |
| Because it is the type of work I have chosen to attain certain important objectives. | 2<br>(1.1%)  | 4<br>(2.2%)   | 61<br>(33.3%) | 76<br>(41.5%) | 40<br>(21.9%) | 3.81 | .840  |
| For the satisfaction I experience when I am successful at doing difficult tasks      | 1<br>(0.5%)  | 3<br>(1.6%)   | 48<br>(26.2%) | 80<br>(43.7%) | 51<br>(27.9%) | 3.97 | .811  |

Table 4.4 (Continued)

| Statement                                           | 1            | 2             | 3             | 4             | 5             | Mean         | SD          |
|-----------------------------------------------------|--------------|---------------|---------------|---------------|---------------|--------------|-------------|
| Because this type of work provides me with security | 1<br>(0.5%)  | 9<br>(4.9%)   | 57<br>(31.1%) | 81<br>(44.3%) | 35<br>(19.1%) | 3.77         | .835        |
| I don't know, too much is expected of us            | 14<br>(7.7%) | 20<br>(10.9%) | 60<br>(32.8%) | 60<br>(32.8%) | 29<br>(15.8%) | 3.38         | 1.112       |
| Because this job is a part of my life               | 3<br>(1.6%)  | 14<br>(7.7%)  | 59<br>(32.2%) | 74<br>(40.4%) | 33<br>(18.0%) | 3.66         | .918        |
| <b>Overall</b>                                      |              |               |               |               |               | <b>66.10</b> | <b>.682</b> |



#### 4.6 To Examine the Employee Engagement among aviation workers.

In Table 4.5, the data illustrate the results of the respondents involved for the employee engagement scale. This scale using a 7-point likert scale with the minimum score is never and the highest score always (everyday). The scale has been divided into 3 parts of subscales categorized as vigor, dedication and absorption with each subscales having 3 statements. As for the first subscales which is vigor, the statement "*At my job, I feel strong and vigorous*" has the highest score with mean 4.96. This indicates that most of the respondents agreed with these statements since the likert scales of "never" and "almost never" received 0 (0.0%) answer. In fact, the statements of "*At my work, I feel bursting with energy*" and "*When I get up in the morning, I feel like going to work*", have the lowest score for "never" answer; 3 (1.6%) and 2 (1.1%) similarly.

Next, the second subscales with is dedication regarding their correspondence towards their job, the statement "*I am proud on the work that I do*" has the most significant mean of 5.50 and lowest score 0 (0.0%) of never likert scale compared to the other statement. This ascertained that, despite their difficult and tough job, they are very proud of their job. This was supported by the statement "*I am enthusiastic about my job*" and "*My job inspires me*" that received the lowest score with the same score of "never" 2 (1.1%).

Lastly, the subscales of absorption with regards to their addiction towards their job, the statement of "*I am immersed in my work*" has the strongest mean score with is 5.12. While all the statements include "*I feel happy when I am working intensely*" and "*I get carried away when I'm working*" has chose highest score for sometimes (a few times a months) which is 4 (30.1%),

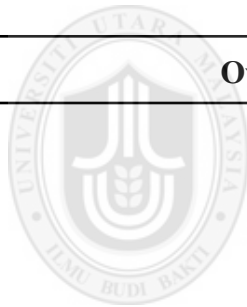
63 (34.4%) and 68 (37.2%) equally. This determines that the majority of the respondents react positively to all the statements in this employee engagement scale.

Table 4.5  
*Distribution of Employee Engagement*

| Statement                                                    | 1           | 2           | 3             | 4             | 5             | 6             | 7             | Mean | SD    |
|--------------------------------------------------------------|-------------|-------------|---------------|---------------|---------------|---------------|---------------|------|-------|
| At my work, I feel bursting with energy (V1)                 | 3<br>(1.6%) | 4<br>(2.2%) | 25<br>(13.7%) | 67<br>(36.6%) | 38<br>(20.8%) | 34<br>(18.6%) | 12<br>(6.6%)  | 4.55 | 1.274 |
| At my job, I feel strong and vigorous (VI)                   | 0<br>(0.0%) | 0<br>(0.0%) | 18<br>(9.8%)  | 56<br>(30.6%) | 44<br>(24.0%) | 45<br>(24.6%) | 20<br>(10.9%) | 4.96 | 1.178 |
| I am enthusiastic about my job (DE)                          | 0<br>(0.0%) | 2<br>(1.1%) | 14<br>(7.7%)  | 65<br>(35.5%) | 35<br>(19.1%) | 40<br>(21.9%) | 27<br>(14.8%) | 4.97 | 1.255 |
| My job inspires me (DE)                                      | 2<br>(1.1%) | 1<br>(0.5%) | 11<br>(6.0)   | 54<br>(29.5%) | 37<br>(20.2%) | 43<br>(23.5%) | 35<br>(19.1%) | 5.14 | 1.322 |
| When I get up in the morning, I feel like going to work (VI) | 2<br>(1.1%) | 6<br>(3.3%) | 18<br>(9.8%)  | 56<br>(30.6%) | 32<br>(17.5%) | 40<br>(21.9%) | 29<br>(15.8%) | 4.89 | 1.422 |
| I feel happy when I am working intensely (AB)                | 2<br>(1.1%) | 5<br>(2.7%) | 10<br>(5.5%)  | 55<br>(30.1%) | 32<br>(17.5%) | 52<br>(28.4%) | 27<br>(14.8%) | 5.04 | 1.350 |

Table 4.5 (Continued)

| Statement                                | 1           | 2           | 3            | 4             | 5             | 6             | 7             | Mean         | SD          |
|------------------------------------------|-------------|-------------|--------------|---------------|---------------|---------------|---------------|--------------|-------------|
| I am proud on the work that I do (DE)    | 0<br>(0.0%) | 0<br>(0.0%) | 5<br>(2.7%)  | 48<br>(26.2%) | 32<br>(17.5%) | 47<br>(25.7%) | 51<br>(27.9%) | 5.50         | 1.226       |
| I am immersed in my work (AB)            | 1<br>(0.5%) | 1<br>(0.5%) | 7<br>(3.8%)  | 63<br>(34.4%) | 40<br>(21.9%) | 36<br>(19.7%) | 35<br>(19.1%) | 5.12         | 1.261       |
| I get carried away when I'm working (AB) | 1<br>(0.5%) | 2<br>(1.1%) | 16<br>(8.7%) | 68<br>(37.2%) | 33<br>(18.0%) | 44<br>(24.0%) | 19<br>(10.4%) | 4.85         | 1.244       |
| <b>Overall</b>                           |             |             |              |               |               |               |               | <b>45.02</b> | <b>.624</b> |



**UUM**  
Universiti Utara Malaysia

#### 4.7 To Examine the Job Satisfaction among aviation Workers

The percentage and level of job satisfaction are shown in Table 4.6 and 5-likert points scale are used in terms of strongly disagree to strongly agree for the 10 statements involved. The total mean score for the scale is 36.67 with Standard deviation of 0.526. The data showed that the only highest score of statements that the respondents strongly agreed with is *"I receive recognition for a job well done"* with a score of 75 or 40.4%. While, statements of *"I feel close to the people at work"*, *"I feel secure about my job"*, *"All my talents and skills are used at work"*, and *"I get along with my supervisors"*, the respondents has chose agreed with the score of 65 (35.5%), 60 (32.8%), 70 (38.3%) and 83 (45.4%) accordingly. And the other 4 statements of *"I feel good about working at this company"*, *"I believe management is concerned about me"*, *"On the whole, I believe work is good for my physical health"* and *"My wages are good"* the respondents only react natural with the score of 59 (32.2%), 62 (33.9%), 61 (33.3%) and 64 (35.0%). This indicates that the respondents are not really sure with the above statement and only could react as naturally as possible. As a whole conclusion, the statements of *"I feel good about my job"* pinpoint only 3 or 1.6% who strongly disagree and 6 or 3.3% who disagree with these statements. Thus, the majority of the respondents positively accepted this statement.

Table 4.6

*Distribution of Job Satisfaction*

| Statement                                                   | 1             | 2             | 3             | 4             | 5             | Mean         | SD          |
|-------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|--------------|-------------|
| I receive recognition for a job well done                   | 33<br>(18.0%) | 9<br>(4.9%)   | 37<br>(20.2%) | 23<br>(12.6%) | 74<br>(40.4%) | 3.64         | 1.569       |
| I feel close to the people at work                          | 3<br>(1.6%)   | 7<br>(3.8%)   | 54<br>(29.5%) | 65<br>(35.5%) | 54<br>(29.5%) | 3.87         | .938        |
| I feel good about working at this company                   | 8<br>(4.4%)   | 10<br>(5.5%)  | 59<br>(32.2%) | 57<br>(31.1%) | 49<br>(26.8%) | 3.70         | 1.059       |
| I feel secure about my job                                  | 8<br>(4.4%)   | 17<br>(9.3%)  | 58<br>(31.7%) | 60<br>(32.8%) | 40<br>(21.9%) | 3.58         | 1.065       |
| I believe management is concerned about me                  | 15<br>(8.2%)  | 24<br>(13.1%) | 62<br>(33.9%) | 50<br>(27.3%) | 32<br>(17.5%) | 3.33         | 1.154       |
| On the whole, I believe work is good for my physical health | 7<br>(3.8%)   | 16<br>(8.7%)  | 61<br>(33.3%) | 58<br>(31.7%) | 41<br>(22.4%) | 3.60         | 1.048       |
| My wages are good                                           | 14<br>(7.7%)  | 19<br>(10.4%) | 64<br>(35.0%) | 57<br>(31.1%) | 29<br>(15.8%) | 3.37         | 1.106       |
| All my talents and skills are used at work                  | 3<br>(1.6%)   | 10<br>(5.5%)  | 59<br>(32.2%) | 70<br>(38.3%) | 41<br>(22.4%) | 3.74         | .923        |
| I get along with my supervisors                             | 1<br>(0.5%)   | 5<br>(2.7%)   | 43<br>(23.5%) | 83<br>(45.4%) | 51<br>(27.9%) | 3.97         | .822        |
| I feel good about my job                                    | 3<br>(1.6%)   | 6<br>(3.3%)   | 60<br>(32.8%) | 60<br>(32.8%) | 54<br>(29.5%) | 3.85         | .941        |
| <b>Overall</b>                                              |               |               |               |               |               | <b>36.67</b> | <b>.526</b> |

#### 4.8 The Relationship between Work Life Balance, Work Motivation, Employee Engagement and Job Satisfaction among Aviation Workers (Pearson Correlation)

Table 4.7  
*Pearson Correlation Statistics*

| <b>Correlations</b> |                     | <b>WLB</b> | <b>WM</b> | <b>EE</b> | <b>JS</b> |
|---------------------|---------------------|------------|-----------|-----------|-----------|
| <b>WLB</b>          | Pearson Correlation | 1          | .355**    | .418**    | .501**    |
|                     | Sig (2-tailed)      |            | <.001     | <.001     | <.001     |
|                     | N                   |            | 183       | 183       | 183       |
| <b>WM</b>           | Pearson Correlation |            | 1         | .544**    | .464**    |
|                     | Sig (2-tailed)      |            |           | <.001     | <.001     |
|                     | N                   |            |           | 183       | 183       |
| <b>EE</b>           | Pearson Correlation |            |           | 1         | .653**    |
|                     | Sig (2-tailed)      |            |           |           | <.001     |
|                     | N                   |            |           |           | 183       |
| <b>JS</b>           | Pearson Correlation |            |           |           | 1         |
|                     | Sig (2-tailed)      |            |           |           |           |
|                     | N                   |            |           |           | 183       |

To determine the relationships between work life balance, work motivation, employee engagement and job satisfaction, Pearson Correlation test was used. As seen in Table 4.7, all the variables reported p value with 0.001 which is less than the significant alpha value ( $p < 0.01$ ). Work life balance, work motivation and employee engagement showed the value of r with  $r = 0.501, 0.464$  and  $0.653$ . Thus, it can be concluded that all the variables involved have a positive correlation with job satisfaction. Hence, hypotheses of  $H_{o1}$ ,  $H_{o2}$  and  $H_{o3}$  are successfully accepted.



#### **4.9 The Relationship between Work Life Balance, Work Motivation and Employee Engagement towards Job Satisfaction among Aviation Workers (Multiple Regression Analysis)**

The final step of analysis in SPSS is multivariate analysis. The purpose of this study is to compare the relative contribution of several independent factors to one dependent variable. Thus, after adjusting for other predictors, the purpose of the multiple regression analysis employed in this study was to determine the relationship between an independent and the dependent variable. The variable association was referred to by the model. If the significant F value of a model is smaller than the alpha value of 0.05, it is deemed significant. Additionally, a predictor is regarded as significant to the model if its significant t-value is less than its alpha values.

Table 4.8, illustrates the result of regression analysis between work life balance, work motivation and employee engagements towards job satisfaction. The model reported that most of the variables give a big effect to job satisfaction. This model reported a total variance of 48.5% with  $F = 35.260$  and  $df (5)$ . Thus, the findings reveal that work life balance and work motivation reported the standardized beta value of 0.255 and 0.106 with t value = 4.265 and 1.649 and the sig-t of 0.001 and 0.101 respectively. Since sig-t is less than the t-set (0.05), thus  $H_0$  is successfully accepted. However, due to p value of work motivation is greater than the usual significance level of 0.05, thus this variable is not statistically significant. While, as for employee engagement, the scale is divided into three subscales which is vigor, dedication and absorption. Thus, the results illustrated that beta value is 0.210, 0.216 and 0.116. While, t values are 2.356, 2.531, 1.330 with the sig-t of 0.020, 0.012 and 0.185 correspondingly. Hence, this can be

concluded that vigor and dedication subscales in employee engagement are the only subscales that are statistically significant.

As a final report, work life balance, vigor and dedication subscales contribute significantly towards job satisfaction at 0.05 level of significance.



Table 4.8

*Multiple Regression Result between WLB, WM, EE (VI, DE, AB) and Job Satisfaction (JS)*

| Model                     | R                           | R Square   | Adjusted R Square         | Std. Error of Estimate | Sig.               | F      |
|---------------------------|-----------------------------|------------|---------------------------|------------------------|--------------------|--------|
| 1                         | .706 <sup>a</sup>           | .499       | .485                      | 5.112                  | <.001 <sup>b</sup> | 35.260 |
| Coefficients <sup>a</sup> |                             |            |                           |                        |                    |        |
| Model                     | Unstandardized Coefficients |            | Standardized Coefficients |                        | t                  | Sig.   |
|                           | B                           | Std. Error | Beta                      |                        |                    |        |
| (Constant)                | 4.973                       | 2.873      |                           |                        | 1.731              | .085   |
| WLB                       | .562                        | .132       | .255                      |                        | 4.265              | <.001  |
| WM                        | .082                        | .050       | .106                      |                        | 1.649              | .101   |
| EE                        |                             |            |                           |                        |                    |        |
| - VI                      | .489                        | .208       | .210                      |                        | 2.356              | .020   |
| - DE                      | .479                        | .189       | .216                      |                        | 2.531              | .012   |
| - AB                      | .267                        | .201       | .116                      |                        | 1.330              | .185   |

Dependent Variable: Job Satisfaction

## CHAPTER 5

### DISCUSSION, SUMMARY AND RECOMMENDATION

#### 5.1 Introduction

Based on a detailed review of the research objectives, this chapter provided a summary of the current study's findings. As a result, any implications, restrictions, and recommendations for future research will be addressed below.

#### 5.2 Discussion

##### 5.2.1 The relationship between Work Life Balance, Work Motivation, and Employee Engagement towards Job Satisfaction

This part discussed the outcome of the research study about 183 respondents from aviation background on the relationship between work life balance, work motivation and employee engagement towards job satisfaction.

### 5.2.2 The Relationship between Work Life Balance and Job Satisfaction

$H_01$  = There is a positive significant relationship between work life balance and job satisfaction among aviation workers.

According to the outcomes reported in Chapter 4, there is a positive correlation between work life balance and job satisfaction with  $r = 0.501$  and  $p = 0.01$  due to the p-value is less than the significant alpha value  $p < 0.01$ . This report is supported by the previous study by Tosun and Ozkan (2023) stating that there is definitely a positive correlation between work-life balance and job satisfaction based on the Pearson Correlation test with the value of  $r = 0.542$  and  $p = 0.000$ . Furthermore, it also in line with the case study analysis of work life balance and job satisfaction, a flight instructor of the Indonesian Aviation Academy Banyuwangi by Cahyo, Martono, Arif and Mubarok (2022) that found, there is a significant correlation between work life balance and job satisfaction. Thus, there is a linear association between work-life balance and job satisfaction, as indicated by the positive regression coefficient for the work-life balance variable.

Thus, it is clear that by increasing their work life balance, their job satisfaction also would increase. This could be explained according to the distribution of work life balance in terms of the statement *“I currently have a good balance between the time I spend at work and the time I have available for non-work activities”* with the highest mean score ( $M = 3.54$ ,  $SD = 0.987$ ). Furthermore, the respondents also stated that they are satisfied with their job ( $M = 3.85$ ,  $SD = 0.941$ ). In addition, according to the statements *“Overall, I believe that my work and non-work life are balanced”* also received the second highest mean score with ( $M = 3.51$ ,  $SD =$

1.073). This indicates that, majority of the respondents are having a balanced life with a score of 69 or 37.7%.

Notably, a lot of companies these days are implementing work-life balance initiatives (Korkmaz & Erdoğan, 2014). Maintaining work-life balance is crucial for both family well-being and company success (Özgül, Erkmen & Karaarslan, 2020). Businesses face direct costs such as absenteeism, anti-productive behaviors, and employee turnover when there is work-life conflict, as well as indirect costs like low organizational commitment, decreased job satisfaction, and poor quality connections between individuals (Özgül et al., 2020). Businesses that prioritize the lives of their employees outside of work not only foster a sense of loyalty and job satisfaction among the workforce, but also meet the obligations of business social responsibility.

As stated by Tosun and Ozkan (2023), there are three key components that comprise work-life balance. First off, workers are able to manage their job and family obligations in a reasonable manner. Second, the business has the option to provide workers with flexibility. Third, the business might offer tools that will make it easier for staff members to complete their work. The organization benefits from work-life balance just as much as the individual does. Workers who maintain a healthy work-life balance are more productive, more devoted to the organization, and more likely to collaborate with others. The individual achieves a work-life balance, feels more valuable, and experiences less stress in this way. When an employee faces work-life conflict, it has an adverse impact on their personal and professional lives. Because of this, creating a work-life balance for employees has become crucial.

### 5.2.3 The Relationship between Work Motivation and Job Satisfaction

H<sub>02</sub> = There is a positive significant relationship between work motivation and job satisfaction among aviation workers.

Pearson Correlation test reported that there is a positive correlation between work motivation and job satisfaction among aviation workers with a value of  $r = 0.464$  and  $p = 0.001$ . This result is similar to the past research by Alnıaçık et al. (2012), organizational commitment and job satisfaction are positively correlated with motivation for work. According to research by Araslı, Daşkın, and Saydam (2014), job satisfaction and intrinsic motivation have a significant positive correlation. However, a research study in the later year by Anghelache (2015) indicates that there is no significant relationship between job satisfaction and motivation. This is dependent on how employers manage their organization.

Cong and Van's (2013) assertion that motivation is a collection of elements that primarily drive an individual or employee to carry out their responsibilities. A possible motivation among the most important factors affecting how employees perform and how satisfied they are at work. In addition, the results of this study corroborate the assertion made by Cong and Van (2013) that people tend to work with excitement if he can feel content with his work. The secret to boosting morale, maintaining discipline, and improving worker performance in support of organizational objectives is employee job satisfaction. Furthermore, as explained in Haerani et al. (2020), motivation is a mental state that propels an individual to reach their highest potential.

As seen in Chapter 4, the statement *“For the satisfaction I experience when I am successfully at doing difficult tasks”* received the highest mean score compared to other questions with ( $M = 3.97$ ). This indicates that, majority of the respondents strongly agree that they received the highest work motivation when they are able to successfully complete their task. The second highest mean score is related to the statement *“Because it allows me to earn money”* with the mean score ( $M = 3.90$ ). This showed that, majority respondents with the score 81 or 44.3% agree that they are motivated by the salary that they received in contribution of their hard work. According to research by Simon and DeVaro (2006), employers can inspire their staff members by providing competitive pay, a positive work environment, and opportunities for advancement. Companies may increase employee productivity, which will lead to better services and products that meet client demand, by encouraging people to work hard. Thus, this could influence their work motivation and job satisfaction in an organization.

#### 5.2.4 The Relationship between Employee Engagement and Job Satisfaction

H<sub>03</sub> = There is a positive significant relationship between employee engagement and job satisfaction among aviation workers.

According to the result of the current study, Pearson Correlation test reported there is a positive significant relationship between work motivation and job satisfaction with the value of  $r = 0.653$  and  $p = 0.001$ . This results is in line with the research study by Dubey and Rana (2022) regarding “*thrust of employee engagement factors for job satisfaction among employees of aviation industry*”, found that in their Pearson correlation test, employee engagement is significantly correlated with job satisfaction with  $r = 0.53^{**}$  and  $p < 0.01$  level. Hence, according to the distribution data of employee engagement in Chapter 3, it resulted that the statement “*I am proud on the work that I do*” showed a total of 51 or 27.9% of the respondents who chose score of always (everyday) with the mean score ( $M = 5.50$ ,  $SD = 1.226$ ), and statement from vigor “*At my work, I feel bursting with energy*” with the mean score ( $M = 4.55$ ,  $SD = 1.274$ ) stated that the respondents are motivated at their workplace. Thus, this illustrates that there is a strong correlation between employee engagement and job satisfaction in aviation workers.

In addition, a previous study by Tepayakul and Rinthaisong (2018) found that employee engagement and job satisfaction are positively and significantly correlated. In their research, they found that there are two categories into which job satisfaction may be divided: intrinsic and extrinsic. Employee satisfaction is influenced by a number of intrinsic elements, including the work itself, responsibility, advancement, growth, achievement, and acknowledgment.

Supervision, working environment, coworkers, salary, policies, job security, status, and the employee's personal life are examples of extrinsic variables. This is also supported by the research study by Vorina, Simonic and Vlasova (2017) found that there is a strong and positive correlation between employee engagement and work satisfaction. Additionally, they stated that there is no discernible difference in respondents' genders' levels of job satisfaction or employee engagement. Al-dalahmeh et al., (2018) also stated that employee engagement is positively associated and related with job satisfaction. Based on the aforementioned studies, it can be inferred that job satisfaction plays a significant role in an organization since it can enhance employee engagement and foster a sense of commitment to the company.

Last year, a research by Dubey and Rana (2022) stated that the competition in the Indian airline sector is fierce, thus maintaining qualified staff is crucial to achieving core competencies and gaining a competitive edge. The aviation industry, as a service sector, is essential in determining the needs of passengers and meeting those demands. It demands for employees to be engaged and interested in their work, which may be accomplished by consistently creating and upholding a healthy balance, which also promotes job satisfaction. Hence, a satisfied worker will give all of their best effort to the organization.

### 5.2.5 The Influence on Job Satisfaction (Multiple Regression Analysis)

Job satisfaction is always being a number one that every organization needs to take care of due to its importance in the organization. A lot of journals and papers have talked about job satisfaction, not only in the aviation sectors but almost every sector of organization. Even though every organization is aware of job satisfaction, there are still a lot of organizations who ignore this matter until it leads to the decreasing of organization performance. According to Wibowo (2020), there are a few things that are related to problem in job satisfaction such as “1) *pay dissatisfaction*, 2) *number of hours worked*, 3) *not getting enough personal days off and holidays*, 4) *lack of flexibility in the working hours*, and 5) *time spent commuting to and from work*”. Thus, if this problem keeps being ignored, performance of an organization will keep decreasing.

According to the current result of research, it turned out that the statement about getting along with the supervisor received the highest mean score with ( $M = 3.97$ ,  $SD = 0.941$ ). This indicates that the employees tend to be more satisfied when they get along with their supervisor. This is due to it being easier to do their work when they have high superiority that are close to them. This is supported by research done by Govindasolai and Karuppasamy (2017) regarding factors that are affecting employee's job satisfaction in India as a general aviation sector. The study highlights certain challenges that human resource departments have about employee satisfaction. Thus, the study discovered that a number of important variables, including working conditions, compensation and advancement, job security, equity, and relationships with supervisors and coworkers, affect job satisfaction.

Hence, the management of the organization has an obligation to enhance employee satisfaction. Since the aviation sector is one of the service companies, job satisfaction is a demand for employees. Employees who are happy in their jobs are better able to support customers and provide positive experiences. It is imperative for all leaders in a business to acknowledge the significant and potent influence of employee job satisfaction. As previously mentioned, greater productivity from employees who are satisfied can lead to higher profits for the business. An alternative definition of company income is the improvement in the welfare of stakeholders including both externally and internally. Thus, how do we improve job satisfaction among employees is the question. The management of the company needs to take at least four actions to boost employee job satisfaction: establishing a supportive and enthusiastic work environment; implementing reward and recognition systems; helping employees reach their full potential; and regularly assessing and measuring employee job satisfaction as a standard for leadership.

Accordingly , the findings of study in Chapter 4 reported that only work life balance, vigor and dedication from employee engagement contribute significantly towards job satisfaction at 0.05 level of significance. While, all the other variables are predictors towards job satisfaction among aviation workers.

The first predictor that contributes towards job satisfaction is employee engagement that contains vigor, dedication and absorption with the value of ( $\beta = 0.210, 0.216$  and  $0.116$ ). This results supported by a research study by Rana and Dubey (2022) regarding “*thrust of employee engagement factors for job satisfaction among employees of aviation industry*”, found that in

regression multiple analysis, the results reported all employee engagement subscales predicted job satisfaction with vigor ( $\beta = 0.61$ ,  $p < 0.01$ ) and dedication ( $\beta = 0.46$ ,  $p < 0.01$ ). However, in this study, the research did not mention absorption scales. Thus, the final reported vigor is the most strong predictor of job satisfaction followed by dedication. While only absorption is reported as not significant on the job satisfaction of aviation workers. Indeed, in this study, it turned out that only vigor and dedication is significant towards job satisfaction. Thus, in line with the definition described by Albdour and Altarawneh (2014), employee engagement corresponds with workers' commitment to accomplishing the organization's objectives and dedication to their job. As supported by Phillips (2014), engagement involves more than just being content with one's work; it also involves creativity, innovation, and the capacity to take personal responsibility for bringing about change rather than merely adhering to organizational requirements. In fact, employee unhappiness can lead to a few different reactions, according to (Robbins & Judge, 2013). Thus, every research might have different final outcomes due to the acceptance by each of the organization itself.

Next, the second factor is work motivation. Mitra (2023) stated that for workers across all industries, motivation is crucial. But in fields like aviation, where workers must perform under extreme time constraints and with a heavy workload, it is crucial to uplift and invigorate staff morale in order for them to feel at ease and motivated internally, which will enable them to meet performance goals with ease and never become bored, demotivated, or distracted from their daily tasks. The outcome of study reveals that beta value for work motivation is ( $\beta = 0.106$ ;  $p = 0.101$ ). The p-value of work motivation reported that work motivation is not a factor of job satisfaction in the aviation industry. However, a previous study by Alnıaçık et al. (2012), stated that job

satisfaction is positively correlated with motivation for work. Thus, according to a theory by Maslow (1943), motivation is no longer helpful beyond a certain point at which needs are met. According to Luthans (2005:240), in order to inspire and ultimately satisfy the individual, the next higher level of need must be prompted. Thus, this could be one of the reasons why work motivation is no longer a factor of job satisfaction in these three aviation sectors.

The last factor that contributes towards job satisfaction is work life balance with the ( $\beta = 0.255$ ;  $p = .001$ ). This variable also contributes significantly towards job satisfaction. A research study that was carried out this year by Tosun and Ozkan (2023) pointed out that work-life balance and job satisfaction have a significant and positive relationship with the score of ( $\beta = .542$ ;  $p = .000$ ). The result of this model illustrated a total variance of 29.3% with  $F = 88.39$ . Thus, this results indicates that work life balance improves job satisfaction level of the employees. Hence, as suggested by Abele and Volmer (2005), there should be more focus on the interaction between a person's personal and professional lives because it has a significant impact on both their physical and mental health. Thus, when their physical and mental health has been taken care of, it will lead to greater job satisfaction for the employees.

### 5.3 Implications

This study aims to enhance the understanding regarding job satisfaction among aviation workers. As many previous studies have explained, job satisfaction is a big role that the Human Resource Department needs to take a further great care in order to avoid decrease in organizational performance as a whole. Thus, this research also will provide the framework for future investigations that are more methodical and in-depth studies.

Other than that, the organization also needs to consider the work life balance of the employees. The outcomes of study reveal that 85 respondents or 46.4% have been working up to 41-48 hours per week and 34 or 18.6% have been working up to 49-60 hours per week. This could be a guideline to the organization on how much the employees are being worked per week and Human Resource could implement a better work shift schedule to increase work life balance. For example, fair supervision and flexible work schedules can help employees manage their job and personal time more independently and flexibly.

Hence, all the results of the study could be a reference to the Human Resource Department to implement a better version of an organization in order to improve work life balance, work motivation and employee engagement among aviation workers.

#### **5.4 Limitations of Study**

In order to successfully complete this study, the research is constrained in numerous ways. Firstly is the time frame that is provided in determining the relationship of the involved variable in this study is such a short time frame. It occurred because the researcher was unable to commit within the allotted time to complete the project because of prior work commitments and work precedents. Secondly, response bias may arise from the use of surveys for data collecting and the absence of a controlled environment. Causal inferences cannot be drawn from cross-sectional data. Thus, to identify causal impacts, researchers can utilize a longitudinal study in the future to gather the data over a two- to three-year period. Third limitation is due to the shift time. It is quite hard for the respondents to answer the questionnaire even though it was in the form of google forms since some of them also do not give full cooperation. Fourth limitation is, due to the involvement of three private sectors, most of the Human Resource Department are not really willing to give their cooperation due to fear of leaking information. However, the researcher did mention that the information regarding the organization would not be revealed and used as educational purposes only.

Thus, in the end, the data of the study could be a very reliable resource for the organizations to handle and find out the job satisfaction factors involved for their employees in the future.

## **5.5 Direction for Future Research**

There are some topics that can be further investigated in subsequent studies. The problems that people face at work, such as salaries, ego conflicts, poor sleep, furious customers or travelers, alcohol abuse and violence. In-depth research and analysis can be conducted to determine the root causes of these problems, and appropriate solutions can be proposed to address them and prevent them from happening again in the future.

Other than that, according to Kalvakolanu, Sama, Mathew and Somasekhar (2022) based on last year's record, monitoring in terms of satisfaction level in general is crucial, especially for industries that require great care such as the aviation sector. Thus, there is still a need to further research in this scope of study in order to monitor job satisfaction level among aviation workers. In addition, due to this study only involved private sectors of aviation, thus there is a need to involve public aviation for future research. Lastly, qualitative research also is a recommended method of research to be studied in the future in order to investigate the deep details of aviation workers.

## 5.6 Recommendations

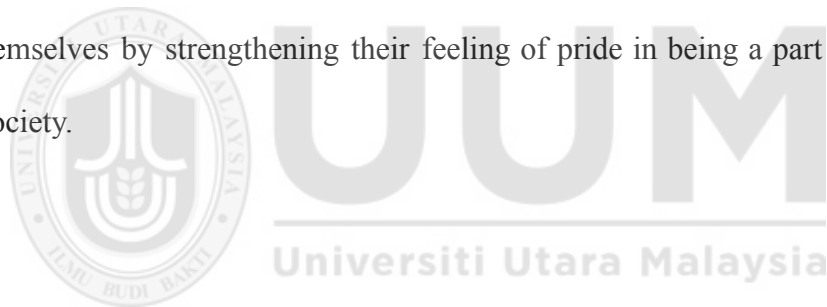
There are some recommendations for the HR department to take further action according to the analysis of this study. Firstly, the HR department needs to design a staff workstation so that it does not negatively impact employee productivity. A beautiful work space improves working conditions and raises employee satisfaction. Secondly, by ensuring a fair and equitable compensation to boost employee satisfaction levels and advancement awards based on merit. This could provoke the employee to improve their performance in the workplace. Thus, the HR department should deal with matters including contingent compensation, employee benefits, pensions, job values, performance management, and rewards management. While, organizational motivation techniques should consider values, methods, and objectives.

The study's findings also can serve as foundational ideas for courses and studies on organizational commitment and job satisfaction. These ideas allow for the study of two theories of work motivation: external and internal motivation related to work, which are relevant to job satisfaction. Additionally, the factors that the researchers retrieved from the job satisfaction data might be utilized as guides by individuals who wish to investigate the relationship between job satisfaction components and further variables.

The performance of the employees also may improve as a result of the training which will also increase employee excitement for their jobs. Every aviation company has an obligation to hold training sessions following a predetermined time frame. Employees' knowledge and abilities can be improved with this training. The airlines need to be aware of the types of training sessions that are scheduled for their staff. With various training programs, employees will remain

motivated and perform better for the company. Another consideration is that the interview needs to have been done to observe the respondents' behavior. This record could be used as a reference for the Human Resource Department in providing suitable training in the future.

Lastly, in this industry, supervisors have the power to improve working conditions, and companies ought to establish a strategy that fosters communication between staff members and supervisors. One such solution would be to hold a monthly meeting or cooperative activity where supervisors guide and listen to staff members as they thoroughly discuss various workplace issues. Putting together social events that let workers engage in activities could be good for society as a whole. Through the positive perception of the company, employees might feel more important in themselves by strengthening their feeling of pride in being a part of an institution that improves society.



## 5.7 Conclusions

As explained further in the analysis of the study, the result of the study reported that work-life balance, vigor and dedication to work are the main factors that contribute to the job satisfaction of the aviation workers. It can be concluded that the factors that impact job satisfaction of aviation workers could be the employer's privilege in order to sustain the organization in a better structured organization. As we well know that the aviation sector contributes a huge responsibility since they need to cover a lot of areas that hold great security since it involves the safety of other passengers. Thus, the employer itself needs to take care of their employees first in order to take care of the satisfaction of their customer. If the employer cannot maintain and organize their employees very well, there will be a lot of cases that arise from the customer and external itself. In order to prevent such things from occurring in the future, the aviation sector must begin from now on. Every expense that contributes to their employee will never be a great loss since it will come back to the organization with a great income. Every organization must note that every employee is an asset to their company. Without employees, the organization could not operate in such a proper manner.

The data from the study also can be used by the aviation's company to track their employee's well being and monitor their job satisfaction. Besides, every aviation company itself can do the assessment in terms of work life balance, work motivation and employee engagement towards job satisfaction to obtain the exact data analysis of their company. This could contribute a huge solution especially for the aviation company that has the job satisfaction's issue. From this, the company could provide and implement new strategies to avoid the issues becoming worse.

## REFERENCES

- Abrar, A. (2019, June). The Mediating Role of Perceived Organizational Support in the Relationship between Job Characteristics and Employee Engagement: The Case of Cooperative Bank of Oromia S.C. Retrieved from Addis Ababa University Institutional Repository
- Albdour, A., & Altarawneh, I. (2014). Employee Engagement and Organizational Commitment: Evidence from Jordan. *International Journal of Business*, 19(2), 178-192.
- Ahmed, A. B. (2020). Factors affecting employee job satisfaction of a major middle eastern Airline. *International Journal of Management and Marketing Research*. Vol.13(1). (pp.15-22).
- Al Sumaiti, R. S. (2010). The work life balance and job satisfaction in oil and gas organizations in the UAE context (Doctoral dissertation, The British University in Dubai (BUiD)).*International Journal of Heritage, Tourism and Hospitality* 11, no. 1 (2017): 205–220.
- Alniaçık, Ü., Alniaçık, E., Akçin, K., & Erat, S. (2012). Relationships Between Career Motivation, Affective Commitment and Job Satisfaction. *Procedia - Social and Behavioral Sciences*, 58, 355-362.
- Al-dalahmeh, M., Khalaf, R., & Obeidat, B. (2018). The Effect of Employee Engagement on Organizational Performance via the Mediating Role of Job Satisfaction: The Case of IT Employees in Jordanian Banking Sector. *Modern Applied Science*, 12(6), 17-43.
- Amhalhal, A., Anchor, J., & Dastgir, S. (2015). The Effectiveness of the Use of Multiple Performance Measures: The Influence of Organizational Contingencies. London: Sage.
- Amiruddin, T. A., & Monil, M. (2022). The impacts of work-life balance in airline industry: A proposed Conceptual Framework. *Proceedings of the International Conference on Technology and Innovation Management (ICTIM 2022)*, 343–353.
- Amarakoon, A. and Wickramasinghe, V. (2010). Impact of work-life balance on employee engagement. An empirical study on Sri Lankan Employees. Paper Presented at the *International Research Conference on Management and Finance 2009*. University of Colombo, Sri Lanka.

- Anghelache, V. (2015). A Possible Explanatory Model for the Relationship between Teaching Motivation and Job Satisfaction. *Procedia - Social and Behavioral Sciences*, 180, 235-240. <https://doi.org/10.1016/j.sbspro.2015.02.110>
- Anitha J. (2014). Determinants of Employee Engagement and their Impact on Employee Performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323.
- Ariani, D. (2013). The Relationship between Employee Engagement, Organizational Citizenship Behavior, and Counterproductive Work Behavior. *International Journal of Business Administration*, 4(2), 46-56.
- Arash, H., Daşkın, M., & Saydam, S. (2014). Polychronicity and Intrinsic Motivation as Dispositional Determinants on Hotel Frontline Employees' Job Satisfaction: Do Control Variables Make a Difference? *Procedia - Social and Behavioral Sciences*, 109, 1395-1405. <https://doi.org/10.1016/j.sbspro.2013.12.643>
- ATAG. (2020). Facts & figures. Retrieved 20 March 2020, from <https://www.atag.org/facts-figures.html>
- Au, W. C. (2021). The Implicit and Explicit Influence on Work-Life Balance in Malaysia. In *Work-Life Interface* (pp. 313-342). Palgrave Macmillan, Cham.
- Aziz, A. & Vinodhini, Y. (2021). Work life balance of Air Hostess at Airline Sector. *Proceedings of the First International Conference on Computing, Communication and Control System*. 07-08
- Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research and Practice*, 3(4), 77-86.
- Bakotić, D. (2016). Relationship between Job Satisfaction and Organizational Performance. *Economic Research*, 29(1), 118-130.
- Babatunde, A. (2013). Occupational stress: A review on conceptualizations, causes and cure. *Economic Insights-Trends & Challenges*, 65(3), 73–80.
- Balakrishnan, C., Masthan, D., & Chandra, V. (2013). Employee Retention through Employee Engagement - A Study at an Indian International Airport, . *International Journal of Business and Management Invention*, ISSN (Online): 2319 – 8028, 2(8), 9-16

- Bakker, A. B., Albrecht, S. L., & Leiter, M. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*, 20(1), 4-28.
- Bakker, A. B., Tims, M., & Derks, D. (2012). "Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, vol. 65(10), p. 1359-1378.
- Bari, D., & Róbert, P. (2016). Who Benefits More from a Balanced life? Gender differences in work-life balance and satisfaction with life in eight postcommunist countries. *Intersections*, 2(3), 62-88.
- Bakhsh, A., A. (2020). Factors affecting employee job satisfaction of a major middle eastern airline. *International Journal of Management and Marketing Research*, 13(1), pp. 15-22
- Blau, P.M. (1964). Exchange and power in social life. New York: Wiley. Cropanzano, R. and Mitchell, M. S., 2005. Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, 31, 874.
- Biron, M. and Boon, C., 2013. Performance and Turnover Intentions: A Social Exchange Perspective. *Journal of Managerial Psychology*, 28 (5) 511-531.
- Boyatzis. (1982). Competencies in the 21st century. *Journal of Management Development*, 27 (1), 5-12
- Bordens, K. S., & Abbott, B. B. (2011a). Research design and methods: a process approach (Internat. ed., 8. ed). New York: McGraw-Hill.
- Bowen, R.M. (1980) Incompressible Porous Media Models by Use of the Theory of Mixtures. *International Journal of Engineering Science*, 18, 1129-1148.
- Burhanuddin, M.N., Osman, Z., & Raju, V., (2020). Indirect Relationships of work environment, satisfaction and employee engagement in Malaysia Airline Companies, Malaysia. *Palarch's Journal Of Archaeology Of Egypt/Egyptology* 17(7), 6174- 6187. ISSN 1567-214x
- Cahyo, D., H. Martono., H., E. Arif., R. and Mubarak., A. (2022). Analysis of Work Life Balance and Job Satisfaction Flight Instructor: A case study of the Indonesian Aviation Academy Banyuwangi. *International Conference for Aviation Vocational Education and Training*. 1(1)

- Cahill, J., Cullen, P., & Gaynor, K. (2023). The case for change: aviation worker wellbeing During COVID 19 pandemic, and the need for an integrated health and safety culture. *Cogn Tech Work* 25, 75-117
- Cain, N. (2015). Examining the factors that impact work life balance for executive chefs. PhD Thesis. University of Nevada, Las Vegas.
- Cento, A. (2009). The airline industry. Challenges in the 21st Century. Heidelberg, Germany: Physica-Verlag.
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations* 53: 747-770.
- Clarke, M., Koch, L. and Hill E. (2004). The work–family interface: Differentiating balance and fit. *Family and Consumer Sciences Research Journal* 33(2).
- Cooper-Thomas, H. D., Paterson, N. L., Stadler, M. J., & Saks, A. M. (2014). The relative importance of proactive behaviors and outcomes for predicting newcomer learning, well-being, and work engagement. *Journal of Vocational Behavior*, 84(3), 318-331.
- Cong, N. N., & Van, D. N. (2013). Effects of motivation and job satisfaction on employees' performance at Petrovietnam Nghe An Construction Joints Stock Corporation (PVNC). *International Journal of Business and Social Science*, 4(6).
- Chetty, V. R. K., & Phung, S. P. (2018). Economics Behind Education: Elements of Development Outcomes through Political Involvement. *Eurasian Journal of Analytical Chemistry*, 13(6), 146–157.
- Chen, S. H. (2011). Integrating Service Quality Evaluation Model to Improve Employees Satisfaction for High-Tech industry, *Human Factors and Ergonomics in Manufacturing & Service Industries*, 01, 163–180. DOI: 10.1002/hfm.20294.
- Chan, K., W. and Wan, E., W. (2012). How can stressed employees deliver better customer service? The underlying self-regulation depletion mechanism. *Journal of Marketing*. 76 (1): 119-137.
- Chua Yan Piaw (2006). *Statistic Penyelidikan Lanjutan*. Kuala Lumpur: McGrawHill
- Creswell, J. W. (1994). *Research design: Qualitative & quantitative approaches*. Sage Publications, Inc.

- Crawford R. Health as a meaningful social practice. *Health (London)*. 2006 Oct;10(4):401-20. doi: 10.1177/1363459306067310. PMID: 16973678.
- Dartey-Baah, K. (2010). Job Satisfaction and Motivation: Understanding its impact on employee Commitment and Organizational Performance. Vol.8(4).
- De Cieri, H., Holmes, B., Abbott, J., & Pettit, T. (2005). Achievements and challenges for work/life balance strategies in Australian organizations. *The International Journal of Human Resource Management*, 16(1), 90-103.
- Deery, M. and Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management* 27(3): 453 - 472.
- Deci, E. L., & Ryan, R. M. (1991). A motivational approach to self: Integration in personality. In R. A. Dienstbier (Ed.), *Current Theory and Research in Motivation*, 38. Nebraska Symposium on Motivation, 1990: Perspectives on Motivation, 237-288. Lincoln, NE: University of Nebraska Press
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. New York: Plenum
- Duan, S., Wibowo, S., & Deng, H. (2020, January). An integrated framework for understanding digital work in organizations. In *Australasian Conferences on Information Systems (ACIS) conference [Internet]* (pp. 1–4).
- Dubey, D. & Rana, G. (2022). Thrust of Employee Engagement Factors for Job Satisfaction Among Employees of the Aviation Industry. Vol (9) - 2
- Ferreira, P., & de Oliveira, E. (2014). Does Corporate Social Responsibility Impact on Employee Engagement? *Journal of Workplace Learning*, 26(3/4), 232-247.
- Fernandez, S., & Moldogaziev, T. (2015). Employee empowerment and job satisfaction in the U.S. federal bureaucracy. *The American Review of Public Administration*, 45(4), 375-401. doi:10.1177/0275074013507478
- Frame, P. and Hartog, M. (2003). From rhetoric to reality. Into the swamp of ethical practice: implementing work-life balance. *Business Ethics: A European Review* 12 (4): 358-67.

- Fila (2021). Relationship for aircrews - How does the job affect the work-life balance?
- Fleetwood, S. (2007). Why work–life balance now? *The International Journal of Human Resource Management* 18: 387–400.
- Flynn, F.J. (2005). Identity orientation and forms of social exchange in organizations. *Academy of Management Review*, 30(4): p. 737-750.
- Getahun, Seble., Barbara, Sims & Don Hummer (2007) Job Satisfaction and organizational Commitment among Probation and Pay role officers: A case Study: <http://www.picj.org/docs/issue5>. Vol:3(1). ( Accessed on 17/9/2008).
- Gelfand, M. J., Chiu, C., & Hong, Y. (2013). *Advances in culture and psychology* (Vol. 3). New York, NY: Oxford University Press
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531.
- Godini'c, D., & Obrenovic, B. (2020). Effects of economic uncertainty on mental health in the COVID-19 pandemic context: social identity disturbance, job uncertainty and psychological wellbeing model. *International Journal of Innovation and Economic Development*, 6(1).
- Goel, A. K., and Rana, G. (2014). Human Capital Creation: Innovative Practices by an Indian Bank. *South Asian Journal of Business and Management Cases*, 3(2), 195-205.
- Godenzi, F. (2012). Dual career family of the 21st century. *Canadian journal of counseling*, 3, 1-41.
- Govindasolai, M., & Karuppasamy, R. (2017). A study on factors influencing job satisfaction among airline employees in Coimbatore. *International Research Journal of Management and Commerce* Vol 4. Pp. 1-3.
- Graen, G., M.A. Novak, and Sommerkamp, P. (1982). The effects of leader—member exchange and job design on productivity and satisfaction: Testing a dual attachment model. *Organizational Behavior and Human Performance*, 30(1): p. 109-131.
- Haerani, S., Sumardi, Hakim, W., Hartini, & Putra, A. H. P. K. (2020). Structural Model of Developing Human Resources Performance: Empirical Study of Indonesia States Owned Enterprises. *The Journal of Asian Finance, Economics and Business*, 7(3), 211–221.

- Gümüş, S., & Sezgin, B. (2012). Motivasyonun Örgütsel Bağlılığa ve Performansa Etkisi. İstanbul: Hiperlink Yayınları.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). The motivation to work. New York: Wiley.
- Hobson, C. J., Delunas, L., & Kesic, D. (2001). Compelling evidence of the need for corporate work/life balance initiatives: Results from a national survey of stressful life-events. *Journal of Employment Counseling*, 38(3), 38–44.
- Hopkins WG. Measures of reliability in sports medicine and science. *Sports Med.* 2000 Jul;30(1):1-15. doi: 10.2165/00007256-200030010-00001. PMID: 10907753.
- Hudson Resourcing. (2005). The case for work/life balance: Closing the gap between policy and practice. Hudson Australia and New Zealand Retrieved from [www.hudson.com](http://www.hudson.com) (Accessed 24/8/2016).
- Hughes, J. and Bozionelos, N. (2007). Work-life balance as source of job dissatisfaction and withdrawal attitudes: An exploratory study on the views of male workers. *Personnel Review* 36(1):145-154.
- Ilkhanizadeh, S., & Karatepe, O. M. (2017). "An examination of the consequences of corporate social responsibility in the airline industry: Work engagement, career satisfaction, and voice behavior". *Journal of Air Transport Management*, vol. 59, p. 8-17
- International Air Transport Association (2016). *IATA Forecast Passenger Demand to Double over 20 years*. Retrieved from <http://www.iata.org/pressroom/pr/Pages/2016-10-18-02.aspx>
- Islam, R., Ashton, A. S., & Ngelambong, A. (2020). *Committed to flying high in the lowcost airline industry? An extrinsic and intrinsic motivation approach. Journal of Social Science and Humanities. Vol. 4*
- Jex, S. M., & Britt, T. W. (2008). *Organizational psychology: A scientist practitioner approach* (2nd Ed.). New Jersey: John Wiley & Sons Inc.
- Judge, T. A., & Klinger, R. (2007) Job satisfaction: Subjective well-being at work. In M. Eid, & R. Larsen (Eds.), *The science of subjective well-being* (pp. 393-413). New York, NY: Guilford Publications.
- Karatepe, O.M., and Bekteshi, L. (2008). Antecedents and outcomes of work–family facilitation and family–work facilitation among fr

- Kalvakolanu, S. Sama, H. R Mathew, M., & Somasekhar, D. (2022). Measuring Job Satisfaction levels of airport employees using entropy, critic and TOPSIS methods. *International Journal of Business Excellence*, Vol.27. No.1 (pp.1-22)
- Kamsol, N. M. (2015). The Effect of Work-Life Balance and Work-family Conflict on Life Satisfaction and Job Satisfaction Among Employees MPku (Doctoral dissertation, Universiti Teknologi Malaysia).
- Kalawilapathirage, H., and Ziedan, S. (2019). A Data Analytic Approach of Job Satisfaction: A Case Study on the Airline Industry. Worldscientific.com
- Kasemsap, K. (2017). Unifying a framework of organizational culture, organizational climate, knowledge management, and job performance. In *Organizational Culture and Behavior: concepts, methodologies, tools, and applications* (pp. 327-355). IGI Global
- Karimi, S (2007). Factors Affecting Job Satisfaction of Faculty Members of BuAli Sina \ University, Hamedan, Iran. Department of Agricultural extension and Education, College of Agriculture. Hamedan, Iran
- Kelly, C. (2019). AINonline. Retrieved from: [ainonline.com/aviation-news/business-aviation/2019-04-12/other-voices-driving-employee-engagement-flight-department](http://ainonline.com/aviation-news/business-aviation/2019-04-12/other-voices-driving-employee-engagement-flight-department).
- Kim, H., Yu, M., & Hyun, S. S. (2022). Strategies to Improve Work Attitude and Mental Health of Problem Employees: Focusing on Airline Cabin Crew. *International Journal of Environmental Research and Public Health*, 19(2), 768.
- Kim, H., Yu, M., & Hyun, S. S. (2022). Strategies to Improve Work Attitude and Mental Health of Problem Employees: Focusing on Airline Cabin Crew. *International Journal of Environmental Research and Public Health*, 19(2), 768.
- Kim, J. C. (2004). The effects of work experiences and institutional support on job satisfaction among NCAA coaches. Unpublished Thesis. Submitted to the Office of Graduate Studies of Texas A&M University in partial fulfillment of the requirements for the degree of Master of Science.
- Khoerunnisa, Y., & Rahayuningsih, N. (2019). The influence of motivation and job satisfaction towards performance. *Jurnal Investasi*, Vol. 5(2), pp. 42-61.

- Ko, Y., Lee, H., & Hyun, S. S. (2021). Airline Cabin Crew Team System's Positive Evaluation Factors and Their Impact on Personal Health and Team Potency. *International journal of environmental research and public health*, 18(19), 10480.
- Korkmaz, O. & Erdoğan, E., (2014), The Effect of Work- Life Balance on Employee Satisfaction and Organizational Commitment. *Ege Academic Review*, 14 (4). 541-557.
- Kruse, K. (2012). forbes. Retrieved July 2, 2019, from <https://www.forbes.com/sites/kevinkruse/2012/06/22/employeeengagement-what-and-why/#2a0e5f3b7f37>
- Krejcie, R.V., & Morgan, D.W., (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*.
- Lac, G., & Chamoux, A. (2004). Biological and psychological responses to two rapid shift work schedules. *Ergonomics*, 47(12), 1339–1349.
- Lazar, I. and Ratiu, P. (2010). The Role of Work-Life Balance Practices in Order to Improve Organizational Performance. *European Research Studies XIII* (1): 201-214.
- Lestari, D., & Margaretha. M. (2021). Work life balance, job engagement and turnover intention: Experience from Y generation employees. *Management Science Letters*, 11(1), 165–170.
- Lepper, M. R., Greene, D., & Nisbett, R. E. (1973). Undermining children's intrinsic interest with extrinsic reward: A test of the overjustification hypothesis. *Journal of Personality and Social Psychology*, 28(1), 129-137.
- Liang, S., & Hsieh, A. (2007). Burnout and workplace deviance among flight attendants in Taiwan. *Psychological Reports*, 101(202), 457-468
- Locke, E. A. (1976). The nature and causes of job satisfaction'. in Dunnette, M.D, ed. *Handbook of Industrial and Organizational Psychology*. Chicago, Ill: Rand-McNally College Publishing CO; Chap 30.
- Luthans, F (2005). *Organizational behavior*. 10th ed. McGraw-Hill.
- MAVCOM Consumer Report March 2016 to February 2017. Retrieved from <http://www.mavcom.my/wp-content/uploads/2017/04/170418-MAVCOM-ConsumerReport-March-2016-February-2017.pdf>

Malaysian Aviation Commission. (2017a). Consumer Report March 2016 to February 2017. Kuala Lumpur, Malaysia: Author

Malaysian Aviation Commission. (2017b). Malaysian Aviation Consumer Protection Code introduced for consumers in Malaysia. Retrieved 6 July 2017, from <https://www.mavcom.my/en/2016/07/18/malaysian-aviationconsumer-protection-code-introduced-consumers-malaysia>

Maslow, A. H (1943). A theory of human motivation. *Psychological Review*, July, 370-396

MacLeod, D. (2019). Engage For Success. Retrieved July 16, 2019, from <https://engageforsuccess.org/what-is-employee-engagement>

Macey, W., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30

Mc Donald, N., Johnston, N. and Fuller, R. (1995) *Applications of Psychology to the Aviation Systems*. Avebury Technical. Ashgate Publishing, Aldershot.

McClelland, D. C. (1974). Testing for competence rather than for intelligence. *American Psychologist*, 29(1), 59-59. doi:10.1037/h0038240

McKenna, E. F. (2000). *Business psychology and organizational behavior: A student's handbook* (3rd ed.). Psychology Press.

Mitra, A. (2023). Impact of Motivation Factors on the Employees of the Airline Industry. *International Journal for Multidisciplinary Research*.5(3).

Mishra, K. R. et. al, (2017). Work motivation among the employees of Civil Aviation Authority of Nepal. 19th CAAN Souvenir, Babarmahal, Kathmandu.

Moosa, R. (2018). Exploring work life balance amongst female flight attendants at selected airlines in the Western Cape.

Mohamed, Hamida, and Heba Zaki (2017). "Investigating the relationship between work-life balance and employee engagement among flight attendants." *International Journal of Heritage, Tourism and Hospitality* 11, no. 1: 205-220.

- Moran, S. (2016). What Impact has Work-life Balance on Employees Job Satisfaction in the Retail Sector in Ireland? (Doctoral dissertation, Dublin, National College of Ireland).
- Mone, E., & London, M. (2010). Employee Engagement through Effective Performance Management: A Practical Guide for Managers. Routledge, New York, NY.
- Mosendane, T., Monsendane, T., & Raal, F. J. (2008). Shift work and its effects on the cardiovascular system. *Cardiovascular Journal of Africa*, 19(4), 210-215.
- Musgrove, C., Ellinger, A. E., & Ellinger, A. D. (2014). Examining the influence of strategic profit emphases on employee engagement and service climate. *Journal of Workplace Learning*, 26, 152-171 doi:10.1108/JWL-08-2013-0057.
- Newstrom, J. W (2007). Organizational behavior: Human behavior at work. Tata McGraw-Hill Publishing C. Ltd.
- Nunnally, J. C. (1978). Psychometric theory. New York: McGrawHill
- Özgül, B., & Erkmen, T., & Karaarslan, E. (2020). Algılanan Örgütsel Destek İle Örgütsel Bağlılık İlişkisinde İş- Yaşam Dengesinin Aracılık Rolü Üzerine Bir Araştırma, *BMIJ*, 8(5), 4364-4412.
- Olafsen, A. H., Halvari, H., Forest, J., & Deci, E. L. (2015). Show them the money?: The role of pay, managerial need support, and justice in a self-determination theory model of intrinsic work motivation. *Scandinavian Journal of Psychology*, 56(4), 447-457. doi:10.1111/sjop.12211
- Okeke, C. P. (2010). The impact of job satisfaction on employees' performance in government owned enterprise. Nsukka, Nigeria: For the award of Master of business administration degree University of Nigeria
- Pandiangan, H. (2018). Flexible working arrangement and its effect on work life balance on online transportation service drivers in Yogyakarta City. Master's thesis in Management Faculty of Economics, Sanata Dharma University, Yogyakarta.
- Padilla-Velez, D. (1993). Job satisfaction of vocational teachers in *Puerto Rico* [Doctoral dissertation, Ohio State University].
- Pearson, R.G. (1995) The HSAB Principle—More Quantitative Aspects. *Inorganica Chimica Acta*, 240, 93-98.

- Porter, L. W., & Steers, R. M. (1973). Organizational, work, and personal factors in employee turnover and absenteeism. *Psychological Bulletin*, 80(2), 151–176.
- PlaneCrashInfo.com, “Causes of Fatal Accidents by Decade,” 2022.  
<http://www.planecrashinfo.com/cause.htm> (accessed Sep. 06, 2022).
- Purnell, M. T., Feyer, A. M., & Herbison, G. P. (2002). The impact of a nap opportunity during the night shift on the performance and alertness of 12-h shift workers. *Journal of Sleep Research*, 11(3), 219–227.
- Phillips, D. (2014). Anchoring Talent Management to Business Performance. *Journal of Property Management*, 17-20.
- Raju, V., & Phung, S. P. (2019b). Sustainability in performance management through supply chain management. *International Journal of Supply Chain Management*, 8(2),
- Robbins, S. P., & Judge, T. A. (2013). Organizational behavior. Pearson Education
- R. Lockwood, N. (2003). Work life balance; challenges and solutions. 1-12
- Ryan, R. M., & Deci, E. L. (2017). Self-determination theory basic psychological needs in motivation, development, and wellness. New York, NY: Guilford Press.
- Khalaf, R., K., Hmoud, H., Y., and Obeidat, B. (2019); Reviewing the Mediating Role of Job Satisfaction on the Effect of Employee Engagement on Organizational Performance; *Journal of Social Sciences (COES&RJ-JSS)*, Vol.8, No.1, pp:7-23;
- Tan, T. Y. (2019). Relation of work life balance to counterproductive work behavior and turnover intention among Malaysian employees. *Advances in Social Science, Education and Humanities Research*, 229, 967-974.
- Tepayakul, R. & Rinthaisong, I., (2018). Job satisfaction and employee engagement among human resources staff of Thai Private Higher Education Institutions. *Journal of Behavioural Science*, 13(2), pp.68-81
- Tosun, B. & Özkan, N. (2023). The Role of Organizational Trust on the Relationship Between Work-Life Balance and Job Satisfaction, *International Journal of Eurasia Social Sciences (IJOESS)*, 14(51), 60-76.

- Tepayakul, R. and Rinthaisong, I. (2018) "Job satisfaction and employee engagement among human resources staff of Thai Private Higher Education Institutions", *Journal of Behavioral Science*, 13(2), pp. 68–81.
- Thomas, A. K. (2010). Work motivation and job satisfaction of teachers. *Southeastern Teacher Education Journal*, 3(1), 101-122.
- Thomson, E. R and Phua. (2012). FT T A Brief Index of Affective Job satisfaction. *Organization Management*, 37(3), 275-307.
- The Star (2020) A struggle to attain work-life balance, Retrieved from: <https://www.thestar.com.my/opinion/letters/2020/01/14/a-struggle-to-attain-work-life-balance>
- Tutar, H. (2016). *Organizational Behavior*. Ankara: Detay Publishing.
- Tse, H. H., Huang, X., & Lam, W. (2013). Why does transformational leadership matter for Employee turnover? A multi-foci social exchange perspective. *Leadership Quarterly*, 24, 763-776. doi:10.1016/j.leaqua.2013.07.005
- Samto, H. T. (2021). Improving Employee Job Satisfaction in the Aviation Industry. *Angkasa Jurnal Ilmiah Bidang Teknologi*
- Santiwong, T. (1994). *Organizational behavior*. Bangkok: Thai Wattana Panich.
- Sarwar, A., & Khalid, A. (2011). Impact of employee empowerment on employee's job satisfaction and commitment with the organization. *Interdisciplinary Journal of Contemporary Research in Business*, 3(2), 664-683.
- Salanova, A. & Kirmanen, S. (2010). Employee satisfaction and work motivation. *Business Management. Research in Prisma Mikkeli*. Mikkeli University of Applied Sciences
- Şener, B. (2010). *Modern Otel İşletmelerinde Yönetim ve Organizasyon*. Ankara: Detay Yayıncılık.
- Sexton, J.B., Thomas, E.J., & Helmreich RL. (2000). Error, stress, and teamwork in medicine and aviation cross sectional surveys: cross sectional surveys. *BMJ* 3(12):75-80.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). Utrecht Work Engagement Scale-9 (UWES-9) [Database record]. APA PsycTests.

- Schaufeli, W., Schaufeli, A., & Salanova, M. (2006). The Measurement of Work Engagement with a Short Questionnaire. *Educational and Psychological Measurement*, 66(4), 701-716.
- Simon, D.H., & DeVarob, J. (2006). Do the Best Companies to Work for Provide Better Customer Satisfaction ?. *Managerial and decision economics*. 27, 667–68.
- Smith, P.C. (1992). In pursuit of happiness: Why study general job satisfaction? (ed.C.J. Cranny, et al.), *Job satisfaction* (pp.5-19). New York: Lexington
- Smith, B. D., 2005. Job Retention in Child Welfare: Effects of Perceived Organizational Support, Supervisor Support, and Intrinsic Job Value. *Children and Youth Services Review* 27,153– 169.
- Steer, R. M. P., L.W. (1991). *Motivation & work behavior*. New York: McGraw Hill Book.
- Stojadinović, M. (2016). Hybrid of Hill Climbing and SAT Solving for Air Traffic Controller Shift Scheduling. *JITA - Journal of Information Technology and Applications*, 10(2), 54-87.
- Spindler, G. S. (1994). Psychological contracts in the workplace: a lawyer's view. *Human Resource Management Review*, 33-3, 325-333.
- Sukur, M. I. S. and Susanty, A. I. (2022). “Pengaruh Work Life Balance Terhadap Kepuasan Kerja Karyawan Pt Mnc Investama Tbk (Studi Pada Divisi Sosial Media Dan Media Manajemen),” in *e-Proceeding of Management*, vol. 9(3), pp. 1064–1610.
- Van den Broeck A., Howard J.L., Van Vaerenbergh Y., Leroy H., Gagné M. (2011). Beyond intrinsic and extrinsic motivation: A meta-analysis on self-determination theory's multidimensional conceptualization of work motivation. *Organ. Psychol. Rev.* 11:240–273. doi: 10.1177/20413866211006173.
- Vorina, A., Simonič, M. and Vlasova, M. (2017). "An Analysis of the Relationship Between Job Satisfaction and Employee Engagement", *Economic Themes*, 55(2), pp. 243–262. 2017
- Weiss, D. J., Davis, RV., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Minneapolis: University of Minnesota, Work Adjustment Project Industrial Relations Center. Retrieved from <http://psycnet.apa.org>

- Wang, Y., Keller, J. C., Huang, C., & Fanjoy, R. O. (2016). An exploratory study: Correlations between occupational stressors, coping mechanisms, and job performance among Chinese aviation maintenance technicians. *Journal of Aviation Technology and Engineering*, 5(2), 69–80.
- Weihrich, H. & Harold Koontz (1999) *Management: A global perspective*. 10th ed. McGraw-Hill. Inc.
- Wibowo (2020). "Perilaku Dalam Organisasi", Ketiga, Depok: PT RajaGrafindo Persada.
- Wikipedia, (2009) Job satisfaction. Available at: [http://en.wikipedia.org/wiki/job\\_satisfaction/](http://en.wikipedia.org/wiki/job_satisfaction/) (accessed on February 12, 2009)
- Wicker, D. (2011). *Job Satisfaction: Fact or Fiction: Are you Satisfied with your Job?* Bloomington: AuthorHouse.
- Yadav, R. K., & Dabhade, N. (2014). Work life balance and job satisfaction among the working women of banking and education sector-A comparative study. *International Letters of Social and Humanistic Sciences*, 21, 181-201.
- Yeh, Y. (2014). Exploring the impacts of employee advocacy on job satisfaction and organizational commitment: Case of Taiwanese airlines. *Journal of Air Transport Management* 36: 94-100.
- Yücel, İ. (2012). Examining the relationships among job satisfaction, organizational commitment, and turnover intention: An empirical study
- Zikmund, W. C., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business Research Methods*. Boston, MA: Cengage Learning Custom Publishing.

# APPENDICES

## APPENDIX 1: QUESTIONNAIRE

### Information Section:

My name is Nur Earma Farhana who is currently doing my master studies at UUM Kuala Lumpur. I'm pleased to invite you to participate in my research study for my final dissertation. My research's objective is to ascertain the connection between work life balance and motivation to work to achieve job satisfaction among aviation workers in Malaysia.

In addition, you will also get the chance to voice your thoughts on a variety of topics pertaining to the present working circumstances through this questionnaire. There is no right or incorrect response towards this questionnaire. I would appreciate it if you could be as open, impartial, and truthful as you can in your response.

I can assure you that no one will be recognized by their response, and the questionnaire does not include any requests for private information. The analysis' findings will only be used by the researcher to further the study.

Thank you for your valuable time, it is really appreciated.

### PART A: Demographic Profile

The respondents are required to tick one box as per below

|                |           |
|----------------|-----------|
|                |           |
| Gender         | Female    |
|                | Male      |
| Age            | 20 - 30   |
|                | 31 - 40   |
|                | Above 40  |
| Marital Status | Unmarried |
|                | Married   |

|                              |                       |
|------------------------------|-----------------------|
|                              | Drivoce               |
| Level of Education           | Less than high school |
|                              | High School           |
|                              | College               |
|                              | Diploma               |
|                              | Graduate Degree       |
|                              | Master or above       |
| No of Children               | None                  |
|                              | 1                     |
|                              | 2                     |
|                              | 3 and above           |
| Working hours per week       | Up to 40              |
|                              | 41 - 48               |
|                              | 49 - 60               |
|                              | Above 60              |
| Travel outside home location | Yes                   |
|                              | No                    |
| Total working experience     | 0 -3 years            |
|                              | 3 -5 years            |
|                              | 5 - 7 years           |
|                              | 7-10 years            |
|                              | Above 10 years        |

**PART B: Work Life Balance**

Please tick one box for each item:

When I reflect over my work and non-work activities (family, friends, sports, study, etc.) over the past month I conclude that:

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |

|                                                                                                                         | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-------------------------------------------------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| I currently have a good balance between the time I spend at work and the time I have available for non-work activities. | 1                 | 2        | 3       | 4     | 5              |
| I have difficulty balancing my work and non-work activities.                                                            | 1                 | 2        | 3       | 4     | 5              |
| I feel that the balance between my work demands and non-work activities is currently about right                        | 1                 | 2        | 3       | 4     | 5              |
| Overall, I believe that my work and non-work life are balanced.                                                         | 1                 | 2        | 3       | 4     | 5              |

### PART C: Work Motivation

Below are questions that concern various conceptions about your work motivation. Answer by tick one box for each item which best corresponds with your opinion.

| Does not<br>correspond at all | Correspond a<br>little | Correspond<br>moderately | Correspond a lot | Correspond<br>exactly |
|-------------------------------|------------------------|--------------------------|------------------|-----------------------|
| 1                             | 2                      | 3                        | 4                | 5                     |

|                                                                                                        | Does not<br>correspon<br>d at all | Corresp<br>onds a<br>little | Corresp<br>onds<br>moderat<br>ely | Corres<br>ponds<br>a lot | Correspo<br>nd<br>exactly |
|--------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------|-----------------------------------|--------------------------|---------------------------|
| Because this is the type of work I chose to do to attain a certain lifestyle                           | 1                                 | 2                           | 3                                 | 4                        | 5                         |
| For the income it provides me.                                                                         | 1                                 | 2                           | 3                                 | 4                        | 5                         |
| I ask myself this question, I don't seem to be able to manage the important tasks related to this work | 1                                 | 2                           | 3                                 | 4                        | 5                         |
| Because I derive much pleasure from learning new things                                                | 1                                 | 2                           | 3                                 | 4                        | 5                         |
| Because it has become a fundamental part of who I am                                                   | 1                                 | 2                           | 3                                 | 4                        | 5                         |
| Because I want to succeed at this job, if not I would be very ashamed of myself                        | 1                                 | 2                           | 3                                 | 4                        | 5                         |
| Because I chose this type of work to attain my career goals                                            | 1                                 | 2                           | 3                                 | 4                        | 5                         |
| For the satisfaction I experience from taking on interesting challenges                                | 1                                 | 2                           | 3                                 | 4                        | 5                         |
| Because it allows me to earn money                                                                     | 1                                 | 2                           | 3                                 | 4                        | 5                         |
| Because it is part of the way in which I have chosen to live my life                                   | 1                                 | 2                           | 3                                 | 4                        | 5                         |
| Because I want to be very good at this work, otherwise I would be very                                 | 1                                 | 2                           | 3                                 | 4                        | 5                         |

|                                                                                      |   |   |   |   |   |
|--------------------------------------------------------------------------------------|---|---|---|---|---|
| disappointed                                                                         |   |   |   |   |   |
| I don't know why, we are provided with unrealistic working conditions.               | 1 | 2 | 3 | 4 | 5 |
| Because I want to be a "winner" in life.                                             | 1 | 2 | 3 | 4 | 5 |
| Because it is the type of work I have chosen to attain certain important objectives. | 1 | 2 | 3 | 4 | 5 |
| For the satisfaction I experience when I am successful at doing difficult tasks      | 1 | 2 | 3 | 4 | 5 |
| Because this type of work provides me with security                                  | 1 | 2 | 3 | 4 | 5 |
| I don't know, too much is expected of us                                             | 1 | 2 | 3 | 4 | 5 |
| Because this job is a part of my life                                                | 1 | 2 | 3 | 4 | 5 |



**UUM**  
Universiti Utara Malaysia

## PART D: Employee Engagement

The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, tick the '0' (zero) in the statement. If you have had this feeling, indicate how often you feel it by ticking the number (from 1 to 7) that best describes how frequently you feel that way.

| Never | Almost<br>Never (A<br>few times a<br>year or<br>less) | Rarely<br>(Once a<br>month or<br>less) | Sometimes<br>(A few<br>times a<br>month) | Often<br>(Once a<br>week) | Very Often<br>(A few<br>times a<br>week) | Always<br>(Every day) |
|-------|-------------------------------------------------------|----------------------------------------|------------------------------------------|---------------------------|------------------------------------------|-----------------------|
| 1     | 2                                                     | 3                                      | 4                                        | 5                         | 6                                        | 7                     |

|                                                         | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------------------------------------------------------|---|---|---|---|---|---|---|
| At my work, I feel bursting with energy                 | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| At my job, I feel strong and vigorous                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am enthusiastic about my job                          | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My job inspires me                                      | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When I get up in the morning, I feel like going to work | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I feel happy when I am working intensely                | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am proud on the work that I do                        | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am immersed in my work                                | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I get carried away when I'm working                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**PART E: Job Satisfaction**

The following statements are about how satisfied you are at work. Please read each statement carefully and tick one box for each item which best corresponds with your opinion.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |

|                                                             | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| I receive recognition for a job well done                   | 1                 | 2        | 3       | 4     | 5              |
| I feel close to the people at work                          | 1                 | 2        | 3       | 4     | 5              |
| I feel good about working at this company                   | 1                 | 2        | 3       | 4     | 5              |
| I feel secure about my job                                  | 1                 | 2        | 3       | 4     | 5              |
| I believe management is concerned about me                  | 1                 | 2        | 3       | 4     | 5              |
| On the whole, I believe work is good for my physical health | 1                 | 2        | 3       | 4     | 5              |
| My wages are good                                           | 1                 | 2        | 3       | 4     | 5              |
| All my talents and skills are used at work                  | 1                 | 2        | 3       | 4     | 5              |
| I get along with my supervisors                             | 1                 | 2        | 3       | 4     | 5              |
| I feel good about my job                                    | 1                 | 2        | 3       | 4     | 5              |