

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.



FACTORS THAT INFLUENCE PSYCHOLOGICAL WELL-BEING OF NON-EXECUTIVE EMPLOYEES AT ANGKATAN KOPERASI KEBANGSAAN MALAYSIA BERHAD (ANGKASA)

By

Fatin Najihah Anuar



**Thesis submitted to
College of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of Science (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)

FATIN NAJIHAH BINTI ANUAR (829565)

Calon untuk Ijazah Sarjana

(Candidate for the degree of)

MASTER OF SCIENCE (MANAGEMENT)

telah mengemukakan kertas penyelidikan yang bertajuk

(has presented his/her research paper of the following title)

**FACTORS THAT INFLUENCE PSYCHOLOGICAL WELL-BEING OF NON-EXECUTIVE
EMPLOYEES AT ANGKATAN KOPERASI KEBANGSAAN MALAYSIA BERHAD (ANGKASA)**

Universiti Utara 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)

: **PROF. MADYA DR. SITI NORASYIKIN BT. ABDUL HAMID**

Tandatangan
(Signature)

: 

Tarikh
(Date)

: **18 APRIL 2024**

PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfilment of the requirements 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 my permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:

Dean
School of Business Management (SBM)
Universiti Utara Malaysia
06010 UUM Sintok, Kedah

ABSTRACT

The psychological well-being of any organization is vital for its success. Ensuring the stability of psychological well-being can provide advantages for employees, enabling them to perform their duties inside the organization with heightened emotional states. Moreover, the organization can achieve favourable outcomes as a result of maintaining a consistent state of psychological well-being. The primary aim of this research is to ascertain the determinants that influence the psychological well-being of individuals employed in ANGKASA, with a specific focus on non-executive staff members. This study employed four variables, namely flexible working hours, supervisor support, financial distress, and work-family conflict, to accomplish its purpose. This research centres on the ANGKASA organization located at the headquarters at Petaling Jaya. The participants in this study held non-executive positions, specifically N1, N2, N3, N4, N5, T3, and T4, across multiple departments within ANGKASA. In addition, the researcher employed quantitative methodologies and Pearson correlation to examine the hypothesis regarding the association between variables in the research methodology section. The data were obtained through the utilization of questionnaire methodologies. A total of 210 questionnaires were distributed to the participants, with 209 respondents, accounting for 99.5 percent of the total, returning them. The findings of the study suggest that there is a substantial relationship between all variables examined and psychological well-being. The findings of the study suggest that there is a need to improve the psychological well-being of employees at ANGKASA. It is imperative for management to provide significant emphasis on various aspects, including but not limited to flexible working hours, supervisor support, financial distress, and work-family conflict.

Keywords: psychological well-being, flexible working hours, supervisor support, financial distress, and work-family conflict.

ABSTRAK

Kesejahteraan psikologi organisasi adalah penting untuk kejayaan. Kestabilan kesejahteraan psikologi boleh memberi manfaat kepada pekerja kerana ia membolehkan mereka bekerja untuk syarikat dengan emosi yang positif. Kesejahteraan mental yang stabil pekerja membolehkan organisasi mencapai keputusan yang positif. Kajian ini bertujuan untuk menentukan komponen yang mempengaruhi kesejahteraan psikologi di ANGKASA, terutamanya di kalangan kakitangan bukan eksekutif. Dalam penyelidikan ini, terdapat empat pembolehubah telah digunakan untuk menilai objektif: waktu kerja yang fleksibel, sokongan daripada penyelia, tekanan kewangan, dan konflik kerja-keluarga. Fokus kajian ini adalah kakitangan bukan eksekutif di Ibu Pejabat ANGKASA di Petaling Jaya. Responden peringkat bukan eksekutif terdiri daripada gred N1, N2, N3, N4, N5, T3, dan T4 yang berasal dari pelbagai jabatan di ANGKASA. Seterusnya, untuk metodologi kajian, pengkaji menganalisis hipotesis tentang hubungan antara pembolehubah menggunakan kaedah kuantitatif dan korelasi Pearson. Kaedah soal selidik juga telah digunakan untuk mengumpul data; 210 borang soal selidik telah diedarkan kepada sasaran populasi, dan hanya 209 daripada mereka, atau sebanyak 99.5 persen daripada jumlah, telah memberikan maklumbalas. Kajian menunjukkan bahawa setiap satu daripada pembolehubah yang dikaji mempunyai kesan yang ketara terhadap kesejahteraan psikologi. Hasilnya menunjukkan bahawa kesejahteraan mental pekerja ANGKASA boleh ditingkatkan. ANGKASA perlu menumpukan perhatian yang lebih besar kepada fleksibiliti waktu kerja, sokongan penyelia, konflik kerja-keluarga, dan tekanan kewangan.

Kata kunci: kesejahteraan psikologi, waktu kerja fleksibel, sokongan penyelia, tekanan kewangan dan konflik kerja-keluarga.

ACKNOWLEDGEMENTS

I would like to start by sincerely thanking Most Gracious Allah SWT for giving me the fortitude, tenacity, and skill necessary to complete this research work. I would like to sincerely thank everyone who helped me with this study project and for their enthusiastic participation. Prof. Madya Dr. Siti Norasyikin binti Abdul Hamid, my supervisor, has my sincere gratitude for this chance and for her essential advice throughout this study. The attainment of knowledge, support, and inspiration have acted as a driving force behind my research completion. In addition, I would like to thank and acknowledge my spouse, Mohammed Hazrie bin Sabu, for his essential assistance and unflinching support during the course of my academic endeavours. I am deeply grateful to my parents, Hj Anuar bin Bulin and Hajah Zalina binti Mohamed, for their unwavering love, prayers, and moral support. I would like to thank Mohammed Nabil bin Anuar, my brother, and Fatin Nadhirah binti Anuar, my sister, for their constant support and prayers. I would like to express my heartfelt gratitude to the Non-Executive Union (KESUKA) and Angkatan Koperasi Kebangsaan Malaysia for their tremendous support and for giving me the chance to continue my education while taking part in this research project. Individual cooperation and participation are crucial to the project's accomplishment and successful execution.

Table of Contents

CHAPTER ONE	1
INTRODUCTION	1
1.1 BACKGROUND OF STUDY	1
1.2 PROBLEM STATEMENT	6
1.3 RESEARCH QUESTIONS (RQs).....	11
1.4 RESEARCH OBJECTIVES (ROs)	11
1.5 SIGNIFICANCE OF STUDY	12
1.6 SCOPE OF STUDY.....	13
1.7 DEFINITION OF KEY TERMS	13
1.8 ORGANIZATION OF THE STUDY	15
CHAPTER TWO	17
LITERATURE REVIEW	17
2.0 INTRODUCTION	17
2.1 LITERATURE REVIEW	17
2.1.1 Psychological Well-being	17
2.1.2 Flexible Working Hour.....	20
2.1.3 Supervisor Support.....	22
2.1.4 Financial Distress.....	23
2.1.5 Work-Family Conflict.....	24
2.2 DEVELOPMENT OF HYPOTHESIS	26
2.2.1 Relationship Between Flexible Working Hour and Psychological Well-being.....	26
2.2.2 Relationship Between Supervisor Support and Psychological Well-being	27
2.2.3 Relationship Between Financial Distress and Psychological Well-being	29
2.2.4 Relationship Between Work-Family Conflict and Psychological Well-being	30
2.3 LITERATURE REVIEW MATRIX.....	32
2.4 UNDERPINNING THEORY – PERMA MODEL: THEORY OF WELL-BEING	35
2.5 SUMMARY	37
CHAPTER THREE	38
METHODOLOGY	38

3.0 INTRODUCTION	38
3.1 RESEARCH FRAMEWORK.....	38
3.2 RESEARCH DESIGN	39
3.3 DATA INSTRUMENT.....	40
3.3.1 MEASUREMENT OF VARIABLE.....	41
3.3.2 Psychological well-being measure.....	42
3.3.3 Flexible working hour measure	43
3.3.4 Supervisor support measure.....	44
3.3.5 Financial distress measure	45
3.3.6 Work-family conflict measure	46
3.4 DATA COLLECTION PROCEDURE.....	47
3.5 POPULATION	48
3.5.1 Sampling techniques	49
3.5.2 Unit of Analysis	52
3.6 PILOT TEST.....	52
3.6 TECHNIQUE AND DATA ANALYSIS	53
3.6.1 Descriptive Statistic	54
3.6.2 Correlation Analysis - Pearson Correlation.....	54
3.6.3 Regression Analysis.....	55
3.6.4 Normality Test	56
3.6 SUMMARY	56
CHAPTER FOUR.....	58
DATA ANALYSES AND RESULT.....	58
4.0 INTRODUCTION	58
4.1 RESPONSE RATE	58
4.2 DEMOGRAPHIC BACKGROUND OF RESPONDENTS.....	59
4.3 RELIABILITY ANALYSIS.....	62
4.4 DESCRIPTIVE ANALYSIS	63
4.5 CORRELATION ANALYSIS - PEARSON CORRELATION ANALYSIS	64
4.6 NORMALITY TEST	66

4.7 REGRESSION ANALYSIS	66
4.8 SUMMARY OF HYPOTHESIS RESULT	69
4.9 SUMMARY	70
CHAPTER FIVE	71
RECOMMENDATIONS AND CONCLUSION	71
5.1 INTRODUCTION	71
5.2 RECAPITULATION	71
5.3 DISCUSSION OF HYPOTHESIS	72
5.3.1 Flexible Working Hour and Psychological Well-being.....	72
5.3.2 Supervisor Support and Psychological Well-being	74
5.3.3 Financial Distress and Psychological Well-being.....	75
5.3.4 Work- Family Conflict and Psychological Well-being	76
5.4 MANAGERIAL IMPLICATION.....	77
5.5 INDUSTRY IMPLICATION IN COOPERATIVE SECTOR.....	79
5.6 LIMITATION OF THE STUDY AND FUTURE RESEARCH DIRECTION	81
5.7 RECOMMENDATION	82
5.8 CONCLUSION.....	83
Reference	85
Appendices.....	101
Appendix A: Student Confirmation.....	101
Appendix B: Collection of Data Research Purpose.....	102
Appendix C: Questionnaire.....	103
Appendix D: Reliability Analysis for Pilot Test.....	110
Appendix E: Reliability Analysis for Actual Research	113
Appendix F: Descriptive Statistic	116
Appendix G: Pearson Correlation Coefficient.....	117

List of Table

TABLE	TITLE	PAGE
Table 1.1	DASS Test Result	3
Table 2.1	Summary of Others Selected Past Studies on Flexible Working Hours and Psychological Well-being	32
Table 2.2	Summary of Others Selected Past Studies on Supervisor Support and Psychological Well-being	33
Table 2.3	Summary of Others Selected Past Studies on Financial Distress and Psychological Well-being	33
Table 2.4	Summary of Others Selected Past Studies on Work- family Conflict and Psychological Well-being	34
Table 3.1	Research Framework	38
Table 3.2	Categorization of variable	41
Table 3.3	Five- Point Likert Scale – Respondent Format	42
Table 3.4	Psychological well-being items	42
Table 3.5	Flexible working hour items	43
Table 3.6	Supervisor support items	44
Table 3.7	Financial distress items	45
Table 3.8	Work-family conflict items	46
Table 3.9	Number of Employees according to grade N1, N2, N3, N4, N5, T3 and T4	48
Table 3.10	Summary Of Sampling Techniques	50
Table 3.11	Reliability of data for pilot test	53
Table 3.12	Correlation coefficient value	55
Table 4.1	Respondent Background by Gender, Age, Marital Status, Grade of Position, Salary, Length of Service and Dependent at Home.	60
Table 4.2	Reliability of Data	62
Table 4.3	Descriptive Analysis	63
Table 4.4	Correlation Analysis of the Independent and Dependent Variables	65
Table 4.5	Test of Normality	66
Table 4.6	Model of Summary	67
Table 4.7	Multiple Linear Regression	68
Table 4.8	Summary of Hypothesis Result	69

List of Figure

FIGURE	TITLE	PAGE
Figure 1.1	Factor that affect psychological well-being at workplace	4
Figure 2.1	Research Framework	38
Figure 3.1	Table for determining Sample Size from a Given Population	51



List of Abbreviations

ANGKASA Angkatan Koperasi Kebangsaan Malaysia Berhad

KESUKA Kesatuan Kakitangan ANGKASA



CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

This chapter provides an overview of the study, which consists of background of the study, problem statement, research question and research objectives. This chapter also highlighted the significance of the study, the definition of key terms and summary of the study in the last subchapter.

1.1 BACKGROUND OF STUDY

In this era of globalization, the word ‘psychological well-being’ is not an unfamiliar term. People with a high level of psychological well-being will have a greater purpose in life. The research also stated that mental health has a scientific relation weightage on the psychological well-being dysfunctions (Fava, 2012). There are so many factors that can lead to poor psychological well-being such as financial distress, physical work environment (Brooks & Greenberg, 2017). However, in this study is narrowed down to flexible working hours, supervisor support, financial distress and work-family conflict that can influence the psychological well-being among non-executive employees in Angkatan Koperasi Kebangsaan Malaysia Berhad (ANGKASA).

ANGKASA was officially established in compliance with the Cooperative Ordinance 33/1948 on 12th May 1971. ANGKASA officially designated to be a representative entity of the cooperative

movement in Malaysia, often regarded as the highest authority within the national cooperative movement. Both the ASEAN Cooperative Organization (ACO) and the International Cooperative Alliance (ICA) have recognized ANGKASA as a member. Furthermore, ANGKASA offers a variety of services such the Sistem Pelaporan Kredit ANGKASA & Experian (SPeKAR), Tawarruq ANGKASA System, Infaq Lil-Waqf Scheme, and more. The major role of ANGKASA is to deduct salaries through the Sistem Potongan Gaji ANGKASA (SPGA) from government agencies or private employers that are registered with BPA. ANGKASA has established a goal of being the leading driver of socioeconomic sustainability in the cooperative movement. Their aim is to revolutionize the cooperative economic landscape by aligning it with the advancements in innovation and technology. ANGKASA also have six subsidiaries that run the business activities and have sixteen branches across the states in Malaysia that support the business in ANGKASA such as honey making, planting rock melon fruit, homestay rental and tourism and many others.

Critically, currently ANGKASA is undergoing an organization transformation phase which introduced a new corporate governance that involved certain actions such as restructuring of top management, board level, job enrichment at each branch in state and amendment of ANGKASA by-laws. Along with this transformation, ANGKASA needs employees that are competent, capable of working under pressure (stress), agile and competitive. This is in line with the wishes of the top management, the president of ANGKASA YBhg. Datuk Seri Dr. Abdul Fattah Abdullah.

As a consequence, ANGKASA has conducted a survey related to depression, stress and anxiety known as Depression Anxiety Stress Scale (DASS-21) Test to all employees. According to that

survey conducted (DASS Test, Angkatan Koperasi Kebangsaan Malaysia Berhad, 2023) the early finding such as below:

Table 1.1

DASS Test result

	Non- Executive		Executive	
	Poor	Severe	Poor	Severe
Stress	2	1	2	1
Anxiety	9	8	2	3
Depression	4	1	3	1
Total	25		12	

Sources: Human Resource Department, ANGKASA

Regarding the above findings, it shows that employees from non-executive level are facing high cases of depression, anxiety and stress compared to executive level. With these findings, ANGKASA knew that their employee is facing poor psychological well-being as a whole with unknown factors. This situation will lead to continual pressure to achieve the goal and will result in poor work satisfaction, lower productivity, higher absenteeism and higher turnover rate (Louren, 2023). According to some scholars, the psychological well-being of employees within an organization holds significant importance and has ramifications for both job productivity and various aspects of life. The repercussions of low employee well-being include low employee engagement, mediocre behavior, and subpar job productivity (Tisu et. al., 2020; Karapinar et. al., 2019).

The Global Burnout Study 2022 reports that during the previous 12 months, there has been a more than 5 percent increase in employee burnout. Gallup reported that 40 percent of workers worldwide experience stress at work on a daily basis (New Strait Time, 2023). Other statistics by (Kapoor et. al, 2021) prove that stress become a threat to the workplace health such as below:

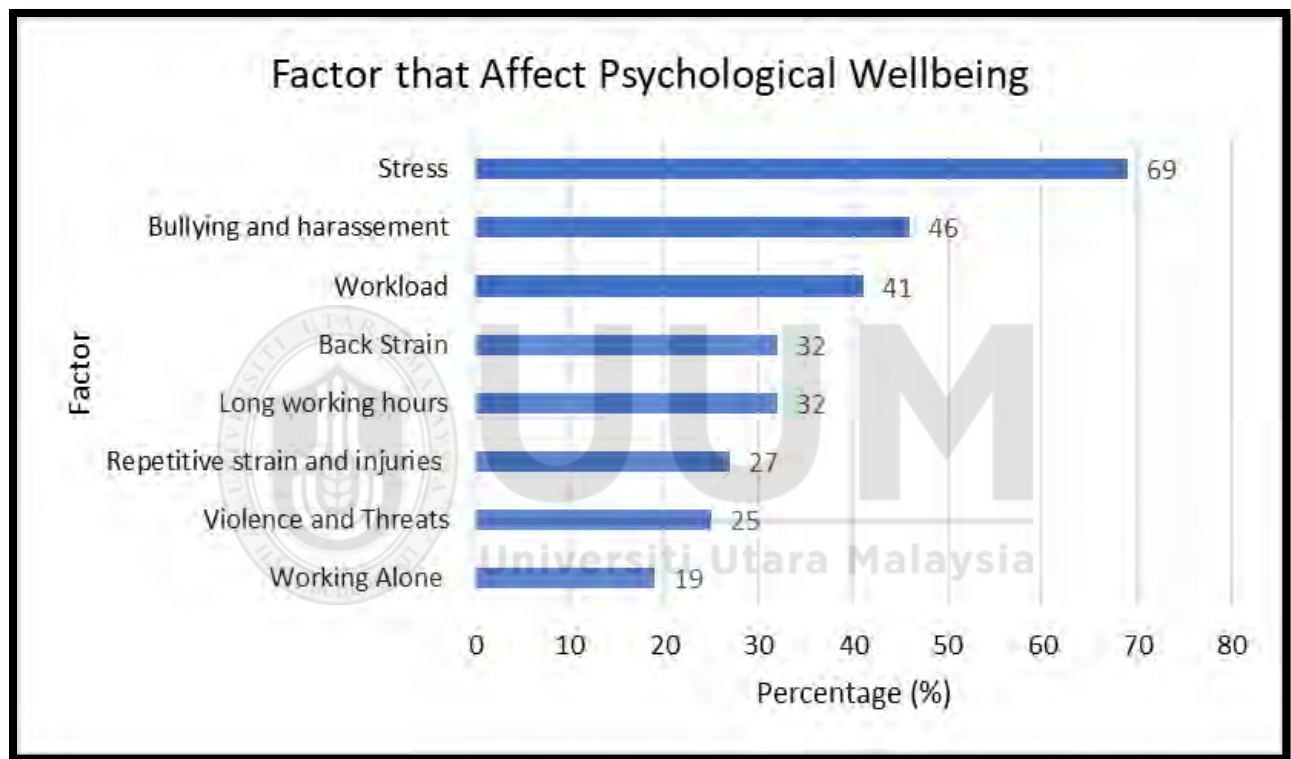


Figure 1.1

Factor that affects psychological well-being at workplace

The above statistics clearly show that the stress factor has a higher percentage compared to the other factor. Stress that later can create a burnout and give a greater negative impact to the psychological well-being of the employees. The impact from the imbalance of psychological well-being will suffer in continuing the job at the workplace as a result 91 percent employees stated that

unmanaged stress and frustration will negatively affect the quality of work and 63 percent of burnout employees more likely to get a sick day from the clinic or hospital (Employee Burnout Statistic, 2022). Psychological well-being is essential to get the ideal workforce consisting of employees who are working to the best of their abilities, have low levels of burnout from their jobs, and have minimal absenteeism (Gavin et. al., 2020).

In support of that, the World Health Organization (2023) stated that Malaysia reported that several independent studies that have been conducted until 2023 concluded more than 50 percent of workers in Malaysia experience work stress and nearly 25 percent experience high stress at work. Behind the curtain of world modernization, most of the employees are burned out and have bad psychological well-being due to fatigue from traffic jams on the road. The Global Records show that 1,142 suicides occurred in Malaysia in total in 2021. The number of suicides has increased over time, and the workplace needs to address this issue (Malaysia Employer Federation Portal, 2022). Besides, the statistics show that Malaysia is listed in the top five countries that have overwork cities. Kuala Lumpur was found to be the third most overworked city worldwide, with Dubai and Hong Kong coming in first and second, respectively (Kisi, 2022).

Moreover, both the government and the employees in the public and commercial sectors highly appreciate the significance of ANGKASA's function. The aforementioned outcome may be attributed to the participation of ANGKASA in facilitating the execution of the salary Deduction System. This system enables government agencies to effectively oversee all cooperative and other deductions by means of a standard platform, hence enhancing the efficiency of pay deduction management procedures. This system serves as a means for cooperatives and other entities to

acquire payments, including fees, shares, loans, and other forms of compensation, in a more structured and secure manner. Furthermore, the primary source of revenue for ANGKASA is derived from its salary deduction service, which caters to both government and private sector personnel. This service generates an annual profit of RM 120 million (ANGKASA, 2023). In order to sustain a substantial level of profitability, it is imperative to provide the steady psychological well-being of employees, enabling them to effectively carry out their daily operations.

Therefore, to ensure that the business is still ongoing and relevant, ANGKASA must take the element of psychological well-being seriously into account. Since, the organization needs full support and commitment from all employees to ensure the business is still ongoing. This is supported by a previous study that stated the effective and committed employee has stable psychological well-being likely attached to the organization (Semedo et. al., 2019). In this way, positive psychological well-being will give an impact to the ANGKASA development to keep moving forward.

The recent study examined the variables that have a specific impact on flexible working hours, supervisor support, financial distress, also work-family conflict towards a psychological well-being of ANGKASA staff. In order to enhance the psychological well-being among all employees, ANGKASA must consider and assess each factor in this study.

1.2 PROBLEM STATEMENT

The study highlights the importance of taking into account the present circumstances, specifically emphasizing psychological well-being. The proactive consideration and management of

psychological well-being are of utmost importance due to their potential to result in decreased rates of absenteeism, enhanced employee retention, and heightened productivity. The individual's psychological well-being may be negatively affected by these aspects such as flexible working hours, supervisor support, financial distress, and work-family conflict.

The poll conducted by Smart Offices Statistic (2022) reveals that a significant majority of workers in Malaysia, specifically 77 percent, express a desire for the continuation of flexible working arrangement possibilities beyond the epidemic phase. In which, the implementation of flexible working arrangements will make employees more productive (59.5%) and feel motivated (62.8%). However, only 44 percent of organizations adapt with the fully flexible working arrangement policy in Malaysia. Yet, there are still some obstacles and trustworthy issues among employers to allow employees to have flexible working hours (The Star, 2023). Additionally, only 41.9 percent of employers think that the traditional working hours will harm the physical and mental health of the employees (AFP, 2023). Further, Cisco Study reports that 60 percent of employees in Malaysia work under stress with supervisor's monitoring and 55 percent stated that flexibility will enhance their work productivity. Organizations must improve and develop flexible working hours policies, which help the employees to keep productive, motivated and improve mental health as a whole.

In the cooperative sectors, psychological well-being is important among cooperators. This is because cooperatives as organizations are mobilized to make the socioeconomic success of its members, able to advance economic and social interests, thereby benefiting the local community. As we know, cooperative activities are mostly business-based whether small, medium, or large industries. Undoubtedly, this can put pressure on cooperative members in carrying out their

business activities every day and cooperatives that did not receive full support from other cooperative bodies or members. However, the previous study related to cooperative sector specifically in farmer industries mentioned that farmers in cooperative sector experienced depression among population ranged from 7.4 percent to 35 percent (Belyea & Lobao, 1990). Not to deny that cooperative function is to support each member in the cooperation. Moreover, cooperatives foster a feeling of control and community. By voting on matters impacting cooperative development and taking part in business conversations, members feel more in control of the organization.

First and foremost, with flexible working hours, it is easier for employees to schedule time more easily without reducing or cutting down the time spent on work related tasks (Shagvaliyeva & Yazdanifard, 2014). In ANGKASA, the flexible working hours are hard to implement due to difficulty to implement because management encourages traditional working hours. This makes workers find it difficult to manage their time and often take sick leave on Mondays and Fridays from clinics and panel hospitals. However, the survey among cooperative organization regarding to flexible working hours such as Institut Koperasi Malaysia (IKMa), Bank Kerjasama Rakyat and Coop Bank Pertama had implement the flexible working hours in their organizations. Studies also proved working hour flexibility has been significant to greater employee health and well-being (Shiri et. al., 2022). This is because, with the unpredictable and over working hours seems to be a reason for the employee to have job pressure (Lott, 2023). Other than that, the importance of having flexible working hours will minimize the work-to-family conflict which results in a reduced risk of poor mental health (Yu & Leka, 2022). In this study will focus on the factor flexible working hours toward psychological well-being.

Next is supervisor support, which shows that a deficiency in supervisor support significantly raises the probability of experiencing mental health problems, particularly anxiety and depressive disorders (Sinokki et. al., 2009). At ANGKASA, employees need support and monitoring from supervisors. However, there are a few supervisors who do not carry out their responsibilities and release tasks to subordinates without monitoring their work. Other research mentioned that with a supervisor support factor it is positively correlated to emotional exhaustion, burnout towards psychological well-being (Willemse et. al., 2012). Then, other findings stated that without or minimal supervisor support was found to be especially high or strong in cases of workplace issues and burnout (Galleta et. al., 2011). The study acknowledges that a deficiency in support from a supervisor is persistently linked toward unfavorable job with health outcomes, surpassing other forms of support (Yang, 2016). This study will focus on supervisor support elements towards psychological well-being.

Further, financial distress towards psychological well-being can be subjective (Asebedo & Wilmarth, 2017). Most of the studies reveal that the financial distress faced by the employees plays a significant role in mental health (Marshall et. al., 2020). A Pew Research Center report from 2021 demonstrates the link between increased psychological well-being and concerns about one's financial stability and personal health. Based on counseling records at ANGKASA, non-executive staff are very stressed by the financial problems they face. This is because the monthly salary received is very little and is a gap with the staff in the executive group. This adds to the impact on the mental well-being of staff because they have to look for side jobs to the point of neglecting the essential tasks in the office. According to Mental Health America (2020), one in five adults in the US suffers from a mental illness, with major depressive episodes accounting for 7.8 percent of

cases and anxiety disorders for 19.1 percent. Further, financial worries are emotional reactions to or perceptions of economic hardship, and they are the subject of this study (Bradley et. al., 2009). Although fewer research studies regarding financial distress towards psychological well-being in Malaysia.

Last but not least, the element of work-family conflicts can arise when workers prove it hard to manage a responsibility at home and at work (Cinnamon et. al., 2002). Employee conflicts based on strain have an impact on psychological well-being as well. Because workers become anxious when contemplating issues at work or at home (Komang et. al., 2020). Workplace stress is quantified by looking at factors like workload, amount of time spent working, feedback received, and responsibility, all of which have been shown to affect a worker's psychological well-being (Schutte et. al., 2014). However, less studies focus on the work-family conflict in Malaysia. At ANGKASA, the Work-Family Policy has not yet been developed because there is no driving force or issue related to this matter. However, there are many organizations that have established this policy to maintain employee harmony at home and at work. This study will focus on work-family conflict towards psychological well-being.

Execution of a comprehensive flexible working arrangement by the top management of ANGKASA is necessary in order to mitigate workplace stress, job burnout, and absenteeism. Directly, it will develop job satisfaction, balance between work and life and job retention. Having flexible working hours is essential for employees to effectively balance their job and personal lives, hence reducing work-life conflict. Supervisor support is essential in the workplace to maintain employee engagement and emotional stability. Financial distress is a huge contribution

in people's psychological well-being. Work family-conflict is one problem that affects psychological well-being due to inseparation of tasks and family issues. Therefore, the factors affecting psychological well-being are flexible working hours, supervisor support, financial distress and work-family conflict, which are the variables used to determine the hypothesis.

1.3 RESEARCH QUESTIONS (RQs)

- I. Is there any significant relationship between flexible working hours and psychological well-being?
- II. Is there any significant relationship between supervisor support and psychological well-being?
- III. Is there any significant relationship between financial distress and psychological well-being?
- IV. Is there any significant relationship between work-family conflict and psychological well-being?

1.4 RESEARCH OBJECTIVES (ROs)

The research objectives play a vital role in the study as it provides a guide principle for the researcher in establishing the objective of this study. Consequently, this study aims to address four research objectives, such as below:

- I. To determine the relationship between flexible working hours and psychological well-being.
- II. To examine the relationship between supervisor support and psychological well-being.

- III. To identify the relationship between financial distress and psychological well-being.
- IV. To determine the relationship between work-family conflict and psychological well-being.

1.5 SIGNIFICANCE OF STUDY

Psychological well-being can be linked to various types of factors. In this study, it was found that the need to carry out this study was significant for the managerial implication. This research may aid management in ensuring the psychological well-being of employees at ANGKASA. An organization can discover elements that enhance psychological well-being and assist management effectively through the DASS Score test, contributing to the achievement of ANGKASA's Key Performance Indicator (KPI) of establishing an outstanding work culture by 2024. Moreover, with that it has the capability to enhance the productivity and efficiency of employees in completing tasks.

Other than that, this study also has a theoretical significance because it can help future research to use these findings by creating a new theory and assist to bridge the knowledge. Critically, these results also can help the individuals to be aware of the factor that able to improve their level of psychological wellbeing. This research is also beneficial for the future research because it can give some information needed during their research and some questions may have been answered by this research.

1.6 SCOPE OF STUDY

This research aims to scrutinize the psychological well-being factors among non-executive levels in ANGKASA including flexible working hours, supervisor support, financial distress, and work-family conflict. ANGKASA has a total of sixteen (16) branches in Malaysia, with its headquarters based in Kelana Jaya, Petaling Jaya, Selangor. Nonetheless, the contract, apprenticeship, and permanent staff are exclusive for this research. Administrative and technical staff within grades N1, N2, N3, N4, N5, T3, and T4 from different departments and branches make up the responders among the non-executive levels.

1.7 DEFINITION OF KEY TERMS

i. Psychological well-being

Psychological well-being refers to individuals who have an abstract perception and positive psychological perceptions such as satisfaction, feeling of existence and cheerfulness (Dhanabhakym & Sarath 2023). Psychological well-being is also characterized by resilience, hedonic (enjoyment, pleasure), and eudemonic (meaning, fulfillment) happiness (coping, emotion management, good problem solving) (Tang et. al., 2019).

ii. Flexible working hours

Flexible working hours is a type that gives full-time worker the freedom to decide when to begin and end work (ILO, 2011). Another definition mentioned, flexible working hours is an advance, and a range of start and finish times is decided upon. This kind of arrangement normally has little effect on the total number of hours worked (Government of Canada, Canadian Centre for

Occupational Health and Safety, 2024). Flexible Working arrangements (FWAs) refer to the level of autonomy offered to employees regarding working hours, location, and manner (Sarbu, 2014).

iii. Supervisor support

Supervisor support defined to which supervisors place importance on contributions made by their employees and demonstrate genuine concern for their well-being (De Vries et al., 2020). Also defined as the extent to which managers appreciate their staff members' efforts and are concerned about their welfare is known as supervisor support (Beauregard, 2010).

iv. Financial distress

Financial distress might be characterized as an emotional or physical response to worries about one's overall financial well-being (Prawitz et. al., 2006). The term "financial distress" is frequently used to characterize any circumstance in which a person's or a business's financial standing makes it difficult for them to make ends meet, particularly loan payments that are owed to creditors. Prolonged and severe financial difficulty can ultimately result in bankruptcy (Team, 2023).

v. Work-family conflict

Work-family conflict is the kind mismatch duty that is responsibility of job and familial are similarly exclusive, resulting it hard for participating towards the job role (Sausa, 2023). A form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respects (Greenhouse & Beutell, 1985).

1.8 ORGANIZATION OF THE STUDY

Total of this research it consists of five chapter, commencing with the study background, the problem statement, objectives, definition of key terms, and the relevance of the study. From this study's problem statement, the research objective and question were formulated.

In the second chapter, the previous study thoroughly explained, with an emphasis on the pertinent literature review and how it relates to the independent variable (IV) and dependent variable (DV). The studies examine flexible working hours, supervisor support, financial distress, and work-family conflict as independent variables, which is the psychological well-being is the dependent variable. Each component of the literature review represents its own argument and critical evaluation of this study.

Chapter three provides detailed information on the study design, demographic and sampling method, variables measurement, questionnaire design, and data analysis procedures. This chapters elucidate the techniques employed by researchers to oversee the whole process, encompassing the selection of questionnaires and the adoption of ways for evaluating the data, such as descriptive analysis, Pearson correlation, and regression analysis.

Moreover, chapter four presents the comprehensive outcome derived from the gathered data. In this chapter, the outcomes of the researchers' analysis of the respondents' demographic profile are presented. The most recent version of the Statistical Package for the Social Sciences (SPSS), 29, has been implemented for evaluate the model also the data.

Chapter five, the researcher analyzes the process of hypothesis testing and examines the findings that are relevant to the prior study. These findings may either support or contradict the current research. The final subchapter further elucidated the managerial implications, limitations, and recommendation for future studies.



CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter provides a summary of the preceding study's findings on the independent and dependent variables. Psychological well-being is considered the dependent variable in this study, whereas flexible working hours, supervisor support, financial distress, and work-family conflict are regarded as independent variables. The objective in this chapter is to identify the importance of the link between independent variables (IV) and dependent variables (DV) in order to formulate the four hypotheses. The last subchapters also explained the theory related to the study.

2.1 LITERATURE REVIEW

2.1.1 Psychological Well-being

A term of psychological well-being has been an important element since 1908 introduced by a psychiatrist, Carol Ryff, that began with the hygiene movement of the mental health concept (Jose, 2008). Psychological well-being can be classified into two distinct types such as hedonic well-being which means feelings of happiness and sadness. Hedonic well-being is focused on the desire fulfillment and seeking pleasure with the presence of positive effects and absence of negative effects. In another explanation mentioned that hedonic is maximizing the pleasure and minimizing the displeasure in life. Moreover, hedonic is also known as a form of well-being in which people achieve life satisfaction by the predominance positive of negative effects.

Secondly, eudemonic well-being defines sense of purpose and meaning in life and thirdly evaluative well-being means life satisfaction (Steptoe, 2015). Eudemonia is derived from a Greek word which mean good, guiding spirit (Harper, n.d.). The eudemonia is also defined as happiness, welfare, prospering, contentment, and flourishing (Deci & Ryan, 2008; Huta & Waterman, 2014; Heintzelman, 2018).

The psychologist had introduced a model that focus on psychological well-being which explained of assessment and treatment implies that each person has a different optimally balanced state of well-being and there is no one correct way to be well, as each person has a unique combination of strengths and vulnerabilities, and one must make the best use of what is available (Ryff, 1989). The present studies stated that psychological well-being of employees means contented and happy workers are more likely to feel a connection to their companies (Kundi, 2020).

The definition of “psychological well-being” is the state in which enabling aspects of the human experience, such as positive emotions, purpose, and wholesome relationships, coexist with the incapacitating aspects, such as depression, anxiety, anger, and fear environmental awareness, participation, and self-actualization (Adler, 2017). Furthermore, because it can support greater mental and physical health as well as a longer life expectancy, psychological well-being is seen to be important (Dhanabhakym & Sarath, 2023). However, World Health Organization (2021) had some arguments with the concept and definition of psychological well-being among researchers and one of the explanations regarding to “psychological well-being” is a state of mind in which an individual can develop their potential, work productively and creatively, and is able to cope with the normal stresses of life. Crucially, the term "psychological well-being" refers to more than only

the absence of symptoms of psychological discomfort, such as those associated with anxiety or depression (Fitzgerald, 2019).

According to the findings of other research, psychological well-being encompasses a broad spectrum of welfare, which includes a good evaluation of one's own life and one's memories of previous lives. In addition, psychological well-being is described as the state of having a life that is going well, which is a precondition for psychological well-being, and it is the product of both feeling good and doing well (Ruggeri, 2020). Additionally, psychological well-being also can be defined in the context of the absence of disorders such as major depression or schizophrenia as a component of psychological well-being. Psychological well-being is almost impossible for a person with mental illness (Seligman, 2011). Furthermore, other studies mention that psychological well-being is defined as the psychological problems that are related to the mind, states, and positive development of the person (Cranney, & Dunn, 2011).

Psychological well-being is important for the employees this is because, psychologically healthy worker is more dedicated to their work and organization and generally performs better, psychological well-being is seen to be a prerequisite for affective commitment and job success. Research indicates that one of the most important variables for the performance and success of a business is the health and well-being of its workforce (Bakker et. al., 2019). Particularly when it comes to psychological well-being, only a small range of well-being-related antecedents have been considered (DiMaria et. al., 2020). The importance of psychological well-being is essential for everyone, and this study is focusing on the context of employees in ANGKASA as the researcher is able to access the information easily with the DASS test result among the employees. To fill this

gap, this research will study the relevant factors that might have correlations to the psychological well-being such as flexible working hours, supervisor support, financial distress, and work-family conflict.

2.1.2 Flexible Working Hour

The policy of flexible working hours has gained a lot of attention from the organization nowadays. The context of flexible working hours is not just a variety of time, place, but also include the job sharing, career breaks such as paternity and maternity leave, part-time working mode (Shagvaliyeva et. al., 2014). Flexible working hours are also defined as the leniency of employees that some autonomy over their working hours, where they work, and how they do it (Subramaniam et. al., 2020). Flexible working hour is able to promote a better work-life balance and, as a result, lengthen employees' careers (Jonsson, 2020). According to other researchers explained that employers that use company-oriented flexibility may choose to modify their working hours or other work arrangements in order to effectively align with organization goals, such as adhering to budgetary constraints (Shifrin & Michel, 2021). Most organizations may implement a policy of flexible working hours.

By having flexible working hour employees are allowed to manage their time between personal and working things (Kurowska, 2020). Other studies stated that flexible working hours are flexible in scheduling, tele-home working and part-time (Possenried & Plantenga, 2011). The context of flexible working hours is the ability of the employee to manage their work with their own convenience planned (Chung, 2009). This is parallel with the meaning of flexible working hours

in recent studies which is the degree to which workers can alter the regularity of when and where they conduct work-related activities as well as how they complete its tasks (Hidayah, 2021).

Other research demonstrates that flexible working hours refer to employees needing suitable working hours to achieve a harmonious equilibrium between work and leisure time spent at home and with family. According to Ahmad, Abd Rahman, and Mohamed Idris (2013), employees who allocate more time to be with their children at home would experience increased motivation. Flexible working hours encompass several categories, including part-time employment, overtime, long-term leaves, job sharing, flextime, and shift work (Jones & Jones, 2011; Chung & Tijdens, 2012). The context of flexible working hours can be explained by employees with flexible schedules having the option to change the start and end times of their workdays at any time. From the perspective of the employee, flexibility typically means receiving an instantaneous, proportionate schedule adjustment that moves them closer to their ideal schedule (Golden, 2003). Other than that, flexible working hours also can be explained as the ability to balance work and personal obligations is made possible by flexible work hours, which also satisfy employees' demands for more control over how their work schedules are organized (Goldin, 2021). To conclude that, flexible working hours, also known as flextime or flexible schedules, are widely employed, and thoroughly researched. Agreements between an employer and employee to schedule work flexibly with the goal of benefiting both parties are known as flexible working hours (Galea et. al., 2013).

2.1.3 Supervisor Support

This section mainly defined the manager's support for the specific implementation issue and intervention. (Burgess et. al., 2020). The supervisor's support is essential, and it means assistance from the supervisor and the confidence of an individual to look for such disorganized work (Al Masaeid, 2020). Other studies revealed that supervisor support is able to boost employee's encouragement and attributes (Chen & Wu, 2020). The supervisor's social support is thought to be like medicine for solving problems at work. This assistance lessens tension. Therefore, oversight supervisors' social support in the form of copious information removes obstacles for a task completion (Saleem, 2022). The social support provided by supervisors helps employees focus on their work and meet performance standards by lowering depression and other negative emotions.

The concept of supervisor support refers to the supervisor's attitudes aimed at enhancing employee motivation, capabilities, knowledge, skills, and qualities (Chen & Wu, 2020). The employees that receive support from the supervisor believe that the organization has fulfilled the obligations in terms of psychological, then the employees indirectly will exhibit good behavior to the organization (Azim, 2020). The existing literature shows that with the supervisor support may have the favorable outcome work from the employees (Talukder, 2021). Further, a trustful relationship between the supervisor may create a bridge in support and accommodate with the job and it is proven in the recent studies (Carlier, 2022).

Supervisor assistance encompasses certain managerial strategies aimed at fostering employee autonomy. The aforementioned activities include the recognition of employees' viewpoints, the provision of alternative choices, the delivery of relevant feedback, the promotion of proactive

behavior, the establishment of suitably demanding assignments, and the allocation of resources (Zhang et. al., 2021). Comparably, it can be characterized by supervisor support behavior as the extent to which subordinates feel that their boss cares about the demands of their personal and professional lives (Wang et. al., 2013). To summarize that, supervisor support is defined as the perception held by employees that their managers value their work, are concerned about their well-being, and are generally helpful (Jafri, 2018).

2.1.4 Financial Distress

Terms of financial distress are emphasized when experienced by the individual will not adequately meet the basic need with the societal context. Financial distress can create a chronic stressor to the individual (Maxwell, 2021). The definition of financial distress can be measured by the hardship faced by a person due to lack of financial resources to meet their own needs (Frankham, 2020).

The term financial distress also can be known as financial hardship or financial challenges. However, the meaning of financial distress is typically defined as the inability to pay bills, buy necessities like food and clothing, and afford adequate housing, utilities, medical care, and transportation (Frankham et. al., 2020). Besides, the employees who are experiencing financial difficulties do not focus on work at their place of employment but instead, due to worrying about and handling personal financial matters. As a result, individuals might take time off from work to pay personal bills, settle personal financial issues with creditors, pay for personal expenses, balance their cheque book, or speak with a lender regarding a debt consolidation loan (Volkos, 2021). Typically, financial distress is a situation when an individual cannot fulfill their own needs and has an effect on their life (Nareswari et. al., 2020).

People, particularly workers, are unaware that their spending should not exceed their income. Although it may seem like a simple idea, credit is so readily available in today's society that people frequently overspend and get into serious financial distress. Reports from Malaysian newspapers indicate that there have been numerous instances of financial distress (Shukri, 2023). It also reported that cases involving credit card bankruptcy and loan sharks are just two examples. The percentage of people experiencing financial distress is steadily rising, based on statistics from the World Health Organization (2020). This has led to concerns about the cost and provided an explanation for the current mental health issue. Financial distress generally refers to a person's capacity to handle their current circumstances as well as their ongoing financial commitments. It is the degree to which people feel confident about their financial situation, both now and in the future, and their capacity to make choices that will allow them to enjoy life (Sibley et. al., 2020). Further, the degree of financial distress was assessed subjectively. Subjective assessments of a financially stable situation can be helpful in understanding the financial circumstances of individuals and families and in providing answers to them regarding their current and future financial circumstances. However, influences on psychological well-being are too little to be explored.

2.1.5 Work-Family Conflict

One key aspect of work-family conflict is the interference between work-related expectations and demands, such as business trips and working late, and family-related expectations and demands, such as picking up a child from school for extracurricular activities or taking a non-driving sick parent to the doctor. Role conflict occurs when a person's different responsibilities, such as their family and job, become incompatible with one other (Kahn et. al., 1964). Furthermore, the concept

of work-family conflict refers to a specific sort of conflict called "work-family conflict." This conflict emerges when the expectations of one's job role, such as energy, time, or conduct, clash with the demands of one's family position (Greenhaus & Beutell, 1985).

Moreover, job and family matters are the two utmost prominent facets of an individual's life that are hard to distinguish. Employees who endeavored to achieve a harmonious equilibrium between their job and home life sometimes faced conflict and challenges when determining which aspect to prioritize between family matters and profession. Conflicts can emerge when there is a lack of clear boundaries between work and home, leading to clashes between job-related responsibilities and family commitments (Pan et. al, 2023). Other studies proved that inability to manage family responsibilities and work-related tasks can heighten the level of stress (Nawakitphaitoon & Tang, 2020). Recent studies mention that attempting to strike a balance between work and family obligations often results in conflict for many employees (Susanto, 2022). Further, work-family conflict itself is defined as when the demands of the family role and the demands of the work role are mutually incompatible (Parasuraman & Greenhau, 1997).

This is because most employees deal with stress and work-family conflict on a regular basis, especially working mothers with small children. Other studies mentioned that workers who attempt to balance their growing workload with their family obligations suffer from stress and work-family conflict (Merkle et. al., 2020). Different responsibilities are involved in the work and family spheres, which can present a constant challenge for employees and exacerbate internal inter-role conflict (Hasan et. al., 2020). Therefore, it is evident that workers are unable to evade the challenges associated with work-related stress and work-family conflict. Furthermore, work-

family conflict, which encompasses work-related, non-work-related, and personal consequences such as productivity, employee turnover, family welfare, health, and stress, is increasingly prevalent in society (Kossek & Lee, 2017). Besides, it also defined where an individual's professional obligations may clash with their personal interests and life duties. The issue at hand pertains to the ongoing work-family conflict. Furthermore, apart from the family responsibilities, the individual might include recuperation, physical activity, social interactions, military service, education, and personal well-being to themselves (Kossek & Lee, 2016).

2.2 DEVELOPMENT OF HYPOTHESIS

2.2.1 Relationship Between Flexible Working Hour and Psychological Well-being

Flexible work schedules have a positive correlation with workers' psychological well-being at work. When flexible working hours are discussed, the most common argument is that employee-oriented flexibility is related with higher employee health and psychological well-being, while employer-based flexibility has been linked to employees' poorer health and well-being (Shiri, 2022). Based on existing evidence, employees who have flexibility with their work schedules report feeling more satisfied with their jobs, which in turn improves their health and psychological well-being (Davidescu, 2020). Additional study has demonstrated that granting employees greater autonomy over their work schedules can assist them in effectively managing stress. These outcomes might include enhanced productivity, reduced absenteeism, and a stronger sense of loyalty and dedication to the organization (Kratz, 2022). Furthermore, another research has shown that implementing flexible working hours has a direct and beneficial effect on psychological well-being (Jiang, 2023). This is because it was proven by other studies that flexibility of working hours in the workplace may benefit and harm employees, their families, companies, and society at large

(Davidescu, 2020). Other studies proved that having flexible working hours will lessen stress, lower absenteeism and have a better psychological well-being (Prasad, 2020).

Generally, it proved with the leniency of the working hours is a need for the employee in the millennium era to maintain the level of mental and physical health (Burruck, 2020). Studies mention that flexible working hours will give satisfaction to the employees and lower the rate of absenteeism (Brecheisen, 2023). Other researchers also mention that flexible work schedules are becoming more widely accepted and may offer a longer-term solution to reduce stress and other negative effects (Hidayah et. al., 2021). The research finds out an inability to manage one's working hours results in elevated stress levels and challenges in preserving psychological well-being. In addition, some studies also stated that flexible working hours such as work from home give a significant positive impact towards the mental stress of the employee's psychological well-being (Yuliati, 2023). The following hypothesis developed such as below:

H1: There is a significant relationship between flexible working hours and psychological well-being.

2.2.2 Relationship Between Supervisor Support and Psychological Well-being

In light of the fact that these are two desirable and significant workplace components, it is therefore hypothesized that supervisor support and positive feedback can aid increase well-being (Baran, 2020). Other studies found that have high levels of job-related affective well-being, perceived supervisor support, and work engagement (Diener, 2020). Other studies also found out that supervisors give a positive correlation to the mental well-being of the employee (Kundi et. al.,

2020). Additionally, recent studies explored that supervisor had a significant positive relationship towards the psychological well-being of the employee (Swanzy, 2020). Supervisor support becomes a crucial part in every organization in order to maintain employee's psychological well-being. Other studies found positive comments and the impression of assistance from the supervisor was added to the list of job resources. This study may shed light on the actions that employees and their managers should take to improve the working environment in the context of academic settings in two Southeast Asian nations (Hamzah, 2021).

In addition, this is supported with other studies that discuss the manager will be the first person who needs to take action for the employees that struggle at work (Van Hees et. al., 2021). Further, the supervisor supports will give the positive significant impact towards psychological well-being is proven in the recent studies (Calleja et. al., 2020). The context of supervisor support explained by other researchers makes it more difficult to determine what prevents unfavorable working outcomes, like the ones we aim to address in this study, supervisor support encourages employees to remain at work (Van Hees et. al., 2021). However, supervisor support is positively correlated with the psychological well-being of the employee and the studies conducted in Ghana (Xu et. al., 2021). The following hypothesis developed such as below:

H2: There is a significant relationship between supervisor support and psychological well-being.

2.2.3 Relationship Between Financial Distress and Psychological Well-being

Financial distress is the factor that can influence psychological well-being. The most frequently discussed factor of psychological well-being is financial. Similarly, the study conducted by Berill et. al., (2023) found that financial distress factors especially those pertaining to housing and employment security and mortgages formed the highest relationships with reported psychological well-being (Ryu, 2023). Other studies also acknowledged that research has linked financial distress to an increased risk of serious depression (Choi, 2023). Meanwhile, other studies argue that financial distress is not directly correlated with psychological well-being directly, but it will prove to create stress for a person. In the long term, it will create a mental issue for a person and indirectly disturb the psychological well-being of a person. This is because psychological well-being and the economic status of a person are intertwined (Knapp & Wong, 2020).

First, an evaluation of the connection between financial distress and mental health was carried out. Three studies have been carried out, it was discovered. (Bialowoski, 2021) indicated that there was a correlation between the risk of mental health issues and the existing financial state of distress. Next, a continuous tendency is suggested by the evaluation of the connection between financial distress and psychological well-being. Guan (2022) explored the possible psychological link between financial distress and later-life depressive symptoms. The results showed that this sample's degree of depression symptoms rose in response to financial distress. (Ettman, 2020) The findings showed a substantial relationship between financial distress and psychological well-being (Borrescio, 2022). On top of that, encouraged wise financial decisions, with optimism and mental health showing up as important factors (Jhuremalani, 2022). Previous studies also support the statement that financial distress is one of the factors that influence psychological well-being

(Borrescio-Higa et. al., 2022) Other studies found out that employees that have financial distress have a direct positive effect on their psychological well-being (Msuya, 2022). Nonetheless, data have consistently demonstrated a connection between the state of financial state and psychological well-being (Hassan, 2021). The following hypothesis developed such as below:

H3: There is a significant relationship between financial distress and psychological well-being.

2.2.4 Relationship Between Work-Family Conflict and Psychological Well-being

Work-family conflict is a prominent challenge that many employees encounter in their life. A study done in Peninsular Malaysia has established a robust correlation between psychological well-being and a specific factor (Othman, 2022). Further investigation has shown that work-family conflict has influence not only on individuals' psychological well-being but also on their interpersonal connections and their capacity to maintain a harmonious equilibrium between work and personal life (Viegas et. al., 2021). Further studies have also examined the influence of gender on work-family conflict and its implications for psychological well-being among individuals of both genders. The research revealed little disparities between men and women. However, it was shown that women were more prone to encountering conflict if they had children under the age of three and a spouse who exhibited uncooperative behavior in family matters (Artz, 2022). The recent studies investigated between genders revealed that women received a lot of work-family conflict which later created more stress compared to men (Wang, 2020).

The recent studies stated could concentrate on comprehending the root reasons of disputes and determining whether the person should be the center of attention in order to enhance their

psychological health and sense of fulfillment in life (Siti Hajar & Zaimah, 2021). Most of the studies mention the work-family conflict has a strong correlation with psychological well-being. However, other research revealed that there was no evidence found in the study to support the idea that work-family conflict moderated the relationship between employees' psychological well-being (Kundi et. al., 2021). Furthermore, a number of studies suggest that work-family conflict may have an impact on their mental health (Elahi et. al., 2022). Scholars have found that the antecedents of work-family conflict have been linked to three distinct categories of consequences such as those related to work, those related to non-work such as family, and those related to health (Andrade et. al, 2022). Recent studies also proved that, when workers are overworked or unable to progress in their positions, they become extremely stressed and search for other ways to get back into balance in their lives. Work-family conflict is a prominent stressor, along with other others (Junaedi & Wulani, 2021). The following hypothesis developed such as below:

H4: There is a significant relationship between work-family conflict and psychological well-being.

2.3 LITERATURE REVIEW MATRIX

Table 2.1

Summary of Others Selected Past Studies on Flexible Working Hours and Psychological Well-being

No	Authors	Research Setting	Sample	Method of Data Collection Analysis	Hypothesis Investigated	Findings
1	Mache et. al., (2020)	German Headquarter in Hamburg	103 respondents	Questionnaire via web-based survey system and links within email	Flexible working arrangements in open workspaces to psychological detachment from work.	Significantly negative
2	Weideman & Hofmeyr, (2020)	Johannesburg, South Africa	15 employees from each six department	23 items of questionnaire and face-to-face interview	Flexible working hours to the employee well-being	Significantly positive
3	Subramaniam et al., (2022)	Private organization in Malaysia	236 employees	Questionnaire	Flexible working hours to the mental health and well-being	Significantly positive

Table 2.2

Summary of Other Selected Past Studies on Supervisor Support and Psychological Well-being

No	Authors	Research Setting	Sample	Method of Data Collection Analysis	Hypothesis Investigated	Findings
1	Ahmed et al., (2020)	Public Health Hospital, China	405 nurses	Questionnaire	Supervisor support to the psychological distress	Significantly positive
2	Şen & Yıldırım (2023)	Public and Private Health Sector, Türkiye	1056 nurses	Questionnaire	Supervisor support to the psychological well-being	Significantly positive
3	Al-Wathinani et al. (2023)	Riyadh, Saudi Arabia	354 ambulance personnel	Questionnaire	Supervisor support to the psychological well-being	Significantly positive

Table 2.3

Summary of Other Selected Past Studies on Financial Distress and Psychological Well-being

No	Authors	Research Setting	Sample	Method of Data Collection Analysis	Hypothesis Investigated	Findings
1	Ryu & Fan (2022)	Civilian, United States	22,682 respondents	Questionnaire	Financial distress to the psychological well-being	Significantly positive
2	Mensah et al. (2022)	Hospital and Tourism Industry - Hotel Practitioners	173 respondents	Questionnaire via social networking	Financial distress to the psychological well-being	Significantly positive
3	Rodrigues et al. (2021)	Civilian, Portugal	115,000 respondents	Questionnaire via social media	Financial distress to the psychological well-being	Significantly positive

Table 2.4

Summary of Other Selected Past Studies on Work- family Conflict and Psychological Well-being

No	Authors	Research Setting	Sample	Method of Data Collection Analysis	Hypothesis Investigated	Findings
1	Obrenovic et al. (2020)	Oil and Gas company, Bahrain	277 employees	Questionnaire	Work- family conflict to the psychological well-being	Significantly negative
2	Ifelunni et al. (2022)	Primary school, Enugu State, Nigeria	69 female teachers	Questionnaire	Work- family conflict to the psychological well-being	Significantly negative
3	Shagirbasha et al. (2023)	Universities and college, India	203 academicians	Questionnaire	Work- family conflict to the psychological well-being	Significantly positive



2.4 UNDERPINNING THEORY – PERMA MODEL: THEORY OF WELL-BEING

Due to complexity of the psychological well-being, there are theories that related to explain the job demands in the workplace and still need to require the stable of mental and physical efforts that associated with the psychological implications such as exhaustion and stress. The theories used to facilitate the previous study include Conservation of Theory, Job- Demand Control Model, Job- Demand Resources Model and many others. In this research, there are major and fundamental theories that explained psychological well-being relationships which is Seligman's PERMA Model: A theory of well-being. One of the first psychologists to define "wellbeing" was Abraham Maslow (1962), who outlined the traits of a self-actualized individual. The definition of self-actualization foreshadows both Wellbeing Theory (WBT) and the PERMA model, which lists the traits of a flourishing person. The PERMA theory has gained popularity in psychology discourse quite quickly, but it still needs empirical support and model measurement (Butler & Kern, 2014), particularly across cultural boundaries.

According to Seligman's (2011) PERMA theory, there are five elements defined in this theory such as positive emotions. It can be defined as happiness, pleasure, and comfort are examples of hedonic emotions that are included in positive emotion. Feelings of well-being act as indicators of flourishing. However, asserted that happy feelings are valuable to nurture since they also lead to flourishing (Frederickson, 2001). For instance, the broaden-and-build model of happy emotions states that experiencing pleasant emotions can increase a person's repertoire of thinking and behaviour, which will help them develop long-lasting personal resources (Frederickson, 1998).

Next is, engagement which is shows being interested, involved, and immersed with a specific activity, group, or cause is referred to as engagement. One definition of complete engagement is a state of flow. An ideal state of attention and single-minded immersion in an intrinsically rewarding work (Csikszentmihalyi, 1990). In the flow state, time may seem less apparent, and optimistic thoughts and emotions could disappear.

Further is relationship which means feelings of being taken care of by loved ones, feeling integrated into society or a community, and being content with one's social network are all influenced by relationships. Human experience is largely centred around other people. Social support has been associated with a reduction in psychopathology and depression, an improvement in physical health, a decrease in mortality, and other favourable outcomes (Cohen, 2004; Perissinotto et. al., 2012). Research shows the positive effects of social ties on health behaviours, including reduced suicidal thoughts and the self-management of chronic illnesses (Tay et. al., 2013).

Next is meaning elements. Meaning is defined as feeling a part of something greater than oneself and have a sense of direction and purpose in life. Although having a meaningful life is not always correlated with overall happiness and satisfaction, those who assert that they lead more meaningful lives frequently also report feeling pretty content with their lives overall (Vohs et. al., 2013).

Lastly is, accomplishments. Making progress toward one's objectives and attaining better outcomes can result in both outward recognition and a sense of personal accomplishment across a wide range of cultures. Even if achievement can be quantified objectively, individual aspiration,

motivation, and disparities in personality. Furthermore, achievement is frequently sought after for its own sake. Expert bridge players, for instance, are motivated to play to the best of their abilities, according to study, and even if they lose, they take pride in having performed well (Seligman, 2011).

2.5 SUMMARY

This chapter has reviewed the literature review on the previous research regarding the factors that influence psychological well-being such as flexible working hours, supervisor support, financial distress, and work-family conflict. The following chapter will explain the method uses and analysis in this study.



CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

The chapter explained the method adopted by this research. This chapter mentioned every item involved in conducting this research such as research framework, sampling techniques used, data collection and procedures, the instruments, the measurement of variables, research designs and operational definitions.

3.1 RESEARCH FRAMEWORK

The research framework was created to ascertain the correlation between independent variables, namely flexible working hours, supervisor support, financial distress, and work-family conflict. The dependent variable in this study is the psychological well-being of non-executive personnel at Angkatan Koperasi Kebangsaan Malaysia Berhad (ANGKASA), as shown in Figure 3.1 below:

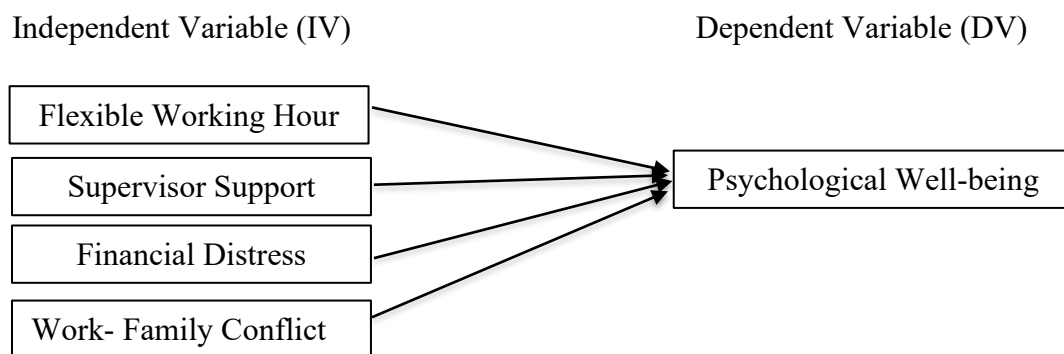


Figure 3.1

Research Framework

3.2 RESEARCH DESIGN

This study was conducted using the descriptive study design. It means the researcher can gather quantifiable data for statistical reading on target respondents through data analysis. Quantitative descriptive analysis illustrates the universe or the phenomena by identifying patterns in data to answer the who, what, where, when, and to what extent questions (Loeb, 2017).

In this research also, the researcher focusses on the four factors that can influence psychological well-being which are flexible working hours, supervisor support, financial distress, and work - family conflict of non-executive employees in ANGKASA.

Other than that, researchers collected data through numerical responses survey techniques which are questionnaires. The method of study is the procedure for gathering and evaluating data through techniques such as surveys and experiments (Bhandari, 2021). The research design aids in comprehending the study and contributes to the successful and efficient achievement of the goal. Questionnaire for this research adapted from Hills et. al. (2002) and using the five-point Likert Scale. Questionnaire distributed among employees in ANGKASA organization among non-executive employees only. It means that the unit of analysis for this study is individual employees. The amount of questionnaire distributed is 210 copies link through email and WhatsApp platform. The information gathered in the questionnaire was clear and precise.

In addition, sample size selected were taken into account in terms of factors precision, confidence, population size, time and cost constraints. Using the non- probability sampling and convenience

sampling techniques, a total of 209 respondents from various departments will represent the entire population. Total questionnaire returned is 209 back to the researchers.

Finally, the data were collected through quantitative nature, the researcher used statistic to determine frequency, correlation coefficient, regression, and normality test to determine the relationship and the most influence factor toward the psychological well-being.

3.3 DATA INSTRUMENT

This questionnaire consisted of thirty-seven items and was divided into six sections. The questionnaires consist of six sections, namely Section A which consist of Demographic Information of the respondent) while section B, which focuses on questions connected to a dependent variable of psychological well-being. Furthermore, section C, D, E, and F encompass independent variables such as flexible working hours, supervisor support, financial distress, and the work- family conflict.

Section A was designed to inquire about the demographic characteristics of the survey participants, including their gender, age, marital status, salary earning, position grade, duration of service, and number of dependents at home. This data must be acquired in order to establish that the samples effectively depict the population. Furthermore, section B was specifically isolated to inquire about psychological well-being, which was designated as the dependent variable and consisted of 10 questions. The question was initially proposed by (Hills et. al., 2002).

Next, section C was constructed regarding flexible working hours consisting of six items. The question was developed by Ahmad et. al. (2013). Section D is about supervisor support consisting

of six items. The question from these variables is developed by (Liu et. al., 2015). The following section is section E which focuses on financial distress consisting of three items. The question is constructed by Nurul Haida and Azlina, (2009). Lastly, section F is composed of five items. The question is constructed by Sausa (2023). Table 3.2 shows the categorization of variable such as below:

Table 3.2

Categorization of variable

Section	Variables	Author	Item
<i>A</i>	<i>Demographic background</i>		6
<i>B</i>	<i>Psychological well-being</i>	Hills et. al., (2002)	5
<i>C</i>	<i>Flexible working hour</i>	Ahmad et.al., (2013)	6
<i>D</i>	<i>Supervisor support</i>	Liu et. al. (2015)	5
<i>E</i>	<i>Financial distress</i>	Nurul Haida and Azlina, (2009)	3
<i>F</i>	<i>Work-family conflict</i>	Sausa (2023)	5

3.3.1 MEASUREMENT OF VARIABLE

The measurement of these instruments was conducted using Likert scale procedures. The Likert scale is a measuring tool established by R. Likert in 1932 to quantify sentiments. The items were evaluated using a 5-point Likert-type scale, ranging from 1 (indicating "Strongly disagree") to 5 (indicating "Strongly agree") such as in Table 3.3 below:

Table 3.3

Five- Point Likert Scale – Respondent Format

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

3.3.2 Psychological well-being measure

The item for the dependent variable which is psychological well-being was developed by The Oxford Happiness Questionnaire: a compact scale for measurement for the psychological well-being by Hills et. al. (2002). Overall items consist of 14 items that rated with 5-Likert scale point. Meanwhile, only 10 items are utilized in this study to measure psychological well-being. Table 3.4 below shows psychological well-being items such as below:

Table 3.4

Psychological well-being items

Operational definition	Item
Employees that have high psychological well-being will be satisfied with their job and have a sense of life (Hills et. al., 2002). Psychological well-being refers to individuals who have an abstract perception and positive psychological perceptions such as satisfaction,	1. I like myself. 2. I am deserving of love and trust. 3. I do not feel alone. 4. I love my life. 5. The income from my job is sufficient to meet my needs, I feel secure. 6. I am capable of solving problems in my life.

feeling of existence and cheerfulness

(Dhanabhakym & Sarath, 2023).

7. I am able to live the life I want.

8. Overall, I am satisfied with my current job.

9. I am respected at work.

10. I receive recognition from clients and their families for my work.

Source: Hills *et. al.*, (2002)

3.3.3 Flexible working hour measure

The question was first designed as suggested by Churchill (1979) and modified by (Ahmad *et. al.*, 2013). In this study, there were fifteen items in the measurement, however researchers dropped nine items to suit the target population in ANGKASA. In the previous study, there was a correlation between flexible working hours and job satisfaction which overall leads to the psychological well-being of the employee as a whole.

Table 3.5

Flexible working hour items

Operational definition	Item
This subsection examined every item in the survey, including the connection between staff motivation leads to psychological well-being	1. I feel comfortable with the implementation of FWH compared to a normal working schedule. 2. Implementation of FWH is able to increase my service quality to the customer.

and flexible work schedules (Ahmad et. al., 2013). Flexible working hours is a type that gives full-time worker the freedom to decide when to begin and end work (ILO, 2011).

3. I feel stressed at work when my responsibilities and my children's welfare and safety at home are neglected.
4. I feel FWH helps me from being late to the office.
5. I feel that service to customers will be affected if staff are late to work.
6. My psychological well-being level at work can be increased through FWH.

Source: Ahmad *et. al.*, (2013)

3.3.4 Supervisor support measure

The questionnaire was developed by Liu et. al. (2015). This measurement consisted of two items such as performance management system (PMS) and supervisor support. However, only items under supervisor support were extracted from that measurement to suit with study. These items study the correlation between supervisor support to the psychological well-being of the employee.

Table 3.6

Supervisor support items

Operational definition	Item
Recent studies agree that supervisor support plays an important role in the employee perception which affects their psychological well-being (Liu et. al., 2015). Supervisor	1. My supervisor trusts me. 2. My supervisor helps me to improve myself. 3. My supervisor gave me a clear instruction.

support defined to which supervisors place importance on contributions made by their employees and demonstrate genuine concern for their well-being. (De Vries et al., 2020).

4. I feel free to talk openly and honestly to my supervisor.
5. My supervisor holds a regular meetings with my unit
6. My supervisor knows what is going on in my unit.

Source: Liu *et. al.*, (2015)

3.3.5 Financial distress measure

For financial distress variables, instruments were adopted and modified from Walker (1996); Boheim & Taylor (2000); Lynos & Yilmazer (2005); del Rio & Young (2005); Nurul Haida and Azlina (2009), Starkey et. al., (2012). In this study it had seven items but only three items were extracted from the measurement. This is to suit the target population to answer the questionnaire.

Table 3.7

Financial distress items

Operational definition	Item
This researcher strongly agrees that financial distress affects mental health and interferes with their lives (Nurul Haida and Azlina, 2009). Financial distress might be characterized as an emotional or physical	1. I'm very satisfied with my present financial situation 2. My financial situation does not make me feel stressed at all 3. I feel very secure with my personal finances for retirement

response to worries about one's overall financial well-being (Prawitz et al., 2006)

Source: Nurul Haida and Azlina (2009)

3.3.6 Work-family conflict measure

The questionnaire was developed by Sausa (2023). In that study, three items were tested such as perceived organizational support, work-family conflict, life satisfaction and job satisfaction. However, only item work-family conflicts were extracted from that measurement.

Table 3.8

Work-family conflict items

Operational definition	Item
The researcher agrees that employees that have work-family conflict will lessen their life and job satisfaction. Later, it will disturb the psychological well-being of the employees (de Sousa & Vincent, 2023). Work-family conflict is the kind mismatch duty that is responsibility of job and familial are similarly exclusive, resulting it hard for participating towards the job role. (Sausa, 2023).	1. The demands of my work interfere with my home and family life. 2. Because of my job, I can't involve myself as much as I would like in maintaining close relations with my family or spouse/partner. 3. Things I want to do at home do not get done because of the demands my job puts on me. 4. I often have to miss important family activities because of my job. 5. There is a conflict between my job and the commitments and responsibilities I have to my family or spouse/partner.

Source: Sausa (2023)

3.4 DATA COLLECTION PROCEDURE

Two ways can be employed to get information which are primary data and secondary data sources. This study exclusively utilizes primary data. Oluwatosin (2017) defines primary data as information that is gathered specifically to address a particular problem or issue. In addition, primary data is utilized to tackle the issue, including surveys, observations, experiments, questionnaires, and personal interviews.

The primary data is collected by distributing questionnaires to respondents in ANGKASA. The research methodology employed for these studies includes the utilization of a closed-ended question format administered using an online survey platform known as Google Forms. Overall, 37 questionnaires were provided to the respondents, however only 209 data points were used in this study.

The technique for acquiring information can be accomplished by the utilization of a series of questionnaires. Nevertheless, in order to finalize this research discovery, the study's sample size consists of 210 participants, the researcher constructed a set of questionnaires and distributed them by using Google Forms by using email and WhatsApp platforms to the intended audience. The researchers are using fully soft copy (online) in distributing the questionnaires to the targeted group.

In addition, prior to distributing the questionnaires, the researchers provided a letter of approval to the Head of the Human Resource department in ANGKASA, granting permission for the data collecting process. Also, researcher distributed the questionnaires with the help of President of Non-Executive Union (KESUKA), Madam Maimunah binti Said. Fortunately, ANGKASA organization welcomes the researchers to conduct the research and gives full cooperation with the

researcher. As researcher is one of the staff in ANGKASA and many employees who furthers study and internship students also carried out research at the organizations.

The completion of the questionnaire typically takes around two weeks. Researchers monitor the feedback from the respondent using excel in Google Forms, and most of the respondents replied immediately before the dateline and total of feedback is 209 questionnaires collected via online.

3.5 POPULATION

The target population for this study consists of employees at the non-executive level at ANGKASA, namely those in Grade N1, N2, N3, N4, N5, T3, and T4. The populations are grouped at the non-executive level throughout various divisions and branches across Malaysia. The number of employees categorized according to Grade N1, N2, N3, N4, N5, T3, and T4 in each unit is represented as Table 3.9 below:

Table 3.9

Number of Employees according to grade N1, N2, N3, N4, N5, T3 and T4

Grade	No of Employees
N1	97
N2	245
N3	2
N4	39
N5	50
T3	2
T4	11
Total	446

Source: Human Resource Department, ANGKASA Headquarters

3.5.1 Sampling techniques

Samples for these studies are chosen among employees in ANGKASA originating from various departments and the branches. However, this study is focused on selected groups from grade N1, N2, N3, N4, N5, T3 and T4. This group is narrowed and specific to the non- executive level as this group is an operational level that runs business routine day-to-day. In this study, the sample that is selected only 210 from the population which is 446. It means only 210 ANGKASA from non-executive level were required to respond to the questionnaire given. Therefore, researchers opted to send the questionnaires to the target population via Google Form links in the hopes of receiving a response as quickly as practicable.

Non-probability sampling was employed in this study to choose respondents using those convenience sampling approach. Convenience sampling is a cost-effective method that requires the researcher to explain how the sample will differ from the randomly picked one (Ilker et. al., 2016). Convenience sampling is a sort of nonprobability sampling, according to Dornyei (2007), where members of the target population are such as easy accessibility, availability at a specific time, or desire to participate for the study's goal. There are summary of sampling techniques such as in the Table 3.10 below:

Table 3.10

Summary Of Sampling Techniques

	Details
Population	446 employees from non – executive level in ANGKASA that ranked N1, N2, N3, N4, N5, T3 and T4
Subgroup	Employees from 21 departments across the countries in HQ and states.
Proportion from subgroup	Everyone in each department.
Sample Group	210 employees
Sample	209 respondents (returned)



UUM
Universiti Utara Malaysia

According to Murgon (1970) shows that the table for determining a sample size from a given population as below:

<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	1000000	384

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

Figure 3.2

Table for determining Sample Size from a Given Population

Source: Sawatsupaphon and Sattapong (2021) as cited in the Murgon (1970).

3.5.2 Unit of Analysis

The primary focus of analysis in research is the unit of analysis, as defined by Babbie (2004). This study focuses on the analysis of non-executive personnel within ANGKASA as the unit of analysis. The data is collected in a single instance over a period of two weeks since it is suitable for time limitations and cost-effectiveness.

3.6 PILOT TEST

Preliminary to collect the real data, researchers would perform a pilot test to analyze the reliability and consistency of the questionnaire. This is to ensure that the target respondent can clearly understand the questionnaire precisely. Reliability reflects consistency and overtime replicability. In addition, reliability is defined as the degree to which a report is free from error in the measurements. The more measuring error the less accurate the test exists (Fraenkel Wallen, 2003; McMillan & Schumacher, 2001, 2006; Neuman, 2003; Moss, 1994). To test the performance of the measurements can help to identify the stability and quality of the data obtained. In the reliability test, Cronbach's Alpha Value was implemented to measure the internal consistency to determine whether the scale is reliable or vice versa. Cronbach's Alpha is the most common method to test reliability and internal consistency of a set of questionnaires (Tavakol & Dennick, 2011). For the reliability coefficient, the better range is 0 to 1, however if a value from the findings is closer to 1 is better (Sekaran, 2003).

For the pilot test section, 50 questionnaires were distributed to the non-executive level in headquarters from various departments. However, the Statistical Package for Social Science (SPSS) version 29 was implemented to evaluate the gathered information. Herewith, shown in

Table 3.11, four variables indicate the value of Cronbach Alpha greater than 0.70. The Cronbach Alpha for the dependent and independent variables are psychological well-being (0.767), flexible working hours (0.728), supervisor support (0.890), financial distress (0.775) and work-family conflict (0.894). Therefore, the data in these studies are considered reliable and acceptable.

Table 3.11

Reliability of data for pilot test

Variable	Number of item	Cronbach's Alpha	Relationship
Psychological Well-being	10	0.767	Good
Flexible Working Hour	6	0.728	Good
Supervisor support	6	0.890	Good
Financial distress	3	0.775	Good
Work-family conflict	5	0.894	Good

3.6 TECHNIQUE AND DATA ANALYSIS

The study used the Statistical Package for the Social Sciences (SPSS) version 29 to evaluate the gathered data. The study objectives will be addressed by implementing quantitative statistical software tools. In addition, the researcher utilized SPSS software, namely version 29, to analyze and interpret the results of the answer. This study utilizes descriptive statistics and correlation analysis to conduct the analyses. Therefore, regression analysis was employed to examine the hypotheses.

3.6.1 Descriptive Statistic

The concept of descriptive analysis is a restriction of generalizations for a particular category of individuals observed. Few observations go beyond this category, and all are similar to those beyond it. The group cannot be taken for granted and the data will describe one group and that group only. There is plentiful research on simple action involving descriptive analysis and provides valuable information about the essence of an independent group (Best & Kahn, 2003).

This approach has the ability to process substantial quantities of data. For example, it may analyze demographic information of respondents, such as gender, age, marital status, pay, position level, length of service, and number of dependents at home, by employing frequencies and percentages. Descriptive analysis can help in this study by allowing us to analyze, comprehend, and characterize the information provided by respondents in the supplied questionnaire.

3.6.2 Correlation Analysis - Pearson Correlation

The Pearson Correlation Analysis was used to measure the substantial correlation such as positive or negative for more variables (Xiao et. al., 2020). It is crucial to explore the significance of the correlation of factors such as flexible working hours, supervisor support, financial distress, and work-family conflict to improve psychological well-being.

The correlation coefficient, denoted by the sign r , spans from -1.00 to +1.00. If the value of r is close to -1, it indicates a clear negative linear connection. A high positive r -value suggests a strong positive connection. In contrast, when the r value is approaching 0, it indicates the absence of a linear relationship between the variables. The Pearson Correlation Coefficient is utilized in this

study to determine the relationship between the variables. Selvanathan et. al. (2020) assert that the correlation coefficient spans from -1 to +1, as indicated in table 3.12 below.

Table 3.12

Correlation coefficient value

Scale of Correlation coefficient	Value
$0 < r < 0.19$	Very Low Correlation
$0.2 < r < 0.39$	Low Correlation
$0.4 < r < 0.59$	Moderate Correlation
$0.6 < r < 0.79$	High Correlation
$0.8 < r < 1.0$	Very High Correlation

3.6.3 Regression Analysis

Based on this research, the researcher used multiple linear regression analyzes to determine the relationship between multiple independent variables and one dependent variable. Multiple regression the term was first used by Pearson (1908) has a general purpose of learning more about the relationship between several independent or predictor variables and a dependent or criterion variable (Kintu & Kagambe, 2017).

The coefficient of determination (R^2) is well described in models of linear regression, which calculates the proportion of variance in the dependent variable indicated by the predictors used in the model. To extend it to generalized regression models, the researcher uses the variance function to describe the total variation of the dependent variable, and the remaining variation of the dependent variable after modeling the independent variables' predictive results (Zhang, 2017).

3.6.4 Normality Test

Regarding this research, the normality test is used to identify whether the sample data has been analysed from a normally distributed population. Normality tests are the statistical inference procedures intended to test if the underlying random distribution is naturally distributed or not (Kundu et. al., 2011). Statistical reviews on the presumption of the normality are very relevant until appropriate parametric testing is done. In the normality test, skewness and kurtosis were used in the measurement. Normality tests consist of Kolmogorov- Smirnova and Shapiro–Wilk test but the test is suitable used for $n \geq 50$ and < 50 samples respectively (Mishra et. al., 2019).

Skewness is a measure of the asymmetry and kurtosis is measured for distribution peakedness (Kim, 2013). The skewness and kurtosis index were used to determine the normality test of the SPSS data. Also, stated that the data obtained are normally distributed when the value of skewness is between -1.5 and -1 or between 1 and 1.5 indicates a highly skewed distribution. However, the value less than -1.5 or greater than 1.5 indicates an extremely skewed distribution (Mishra et. al., 2019). Kurtosis normal value is within the range between -2 and +2 are considered acceptable in order to indicates the normal distribution (George & Mallery, 2010).

3.6 SUMMARY

This research found out if there is any relationship between the four variables such as flexible working hours, supervisor support, financial distress, and work – family conflict toward the psychological well-being. This section also gives explanation of each dependent and independent variable to make a better understanding for the readers. Researchers also use a Five- Point Likert Scale for this research because it is usually utilized in the research study to measure the respond

from the respondent in easy ways. Researchers also use the adopted questionnaire from the previous research to ensure the reliability. Other than that, researchers used the previous journal to collect the information and use convenience sampling methods.



CHAPTER FOUR

DATA ANALYSES AND RESULT

4.0 INTRODUCTION

This chapter discusses the findings and result of the study. The data were evaluated by using a software known as Statistical Package for The Social Science (SPSS), by using the latest version, version 29. The beginning for the first subchapter explains about the response rate for the questionnaire and followed by the demographic of the respondents. The following subchapter describes descriptive statistics of each variable. This chapter explains the reliability analysis using a Cronbach Alpha. However, for the inferential analysis the researcher is using a Pearson correlation and multiple regression to evaluate the correlation of this study. The researcher also used the normality test in this study. The last subchapter explained the summary of this chapter.

4.1 RESPONSE RATE

Researcher had distributed the questionnaire through Google Form Link by using email and WhatsApp platform with the help of President Non – Executive Union (KESUKA), Madam Maimunah binti Said. She is responsible to distribute the link to the non – executive employees for various department in Head Quarters and across the state. According to Madam Maimunah, the questionnaire was disseminated to 210 non-executive members of ANGKASA via Google Forms; 209 of the questionnaires were returned and accepted, for a response rate of 99.52 percent. This rate is deemed adequate for the purposes of this study. The data collected after a two week link was distributed.

4.2 DEMOGRAPHIC BACKGROUND OF RESPONDENTS

This segment provided an overview of the participant's background in the research. The respondent's background encompasses several factors such as gender, age, marital status, salary pay, duration of service, dependents at home, and grade of job. The researcher employed the Statistical Package for the Social Sciences (SPSS) to scrutinize the data. Table 4.1 displays the demographic characteristics of the respondents. The data reveals that the majority of respondents were female, accounting for 67.5 percent (141 respondents), while males constituted 32.5 percent (68 respondents). The age group with the biggest number of responders in the sample was between 20 and 30 years old, including 79 individuals, which accounts for 37.8 percent of the total. The subsequent outcome reveals that there are 57 respondents, accounting for 27.3 percent of the total, who fall within the age range of 31 to 40 years old. The smallest group of age between 51- 60 years which has 24 respondents that represent 11.5 percent of the sample. The marital status of the respondent majority is married with 148 of the respondents, 70.8 percent, followed by single respondent with 59 of the respondent, 28.2 percent and others marital status is 2 respondents, 1 percent.

The highest grade of position is N2 with 104 respondent (49.8%), N5 with 42 of the respondents (20.1%), N1 with 28 of the respondents (13.4%), N4 with 24 of the respondent (11.5%), T4 with 9 of the respondent (4.3%), followed by the grade of position in N3 and T3 with only 1 respondent (0.5%). Other than that, the item of salary for the majority respondent is from category RM 1,500 - RM 3,000 with 81 respondents (38.8%). However, the lowest range of salary is from the category less than RM 1, 500 with only 16 respondents (7.7%). Regarding to the length of service, most of the respondent is less than 5 years of services with 84 respondent (40.2%), 11- 20 years of service

with 49 respondent (23.4%), more than 21 years of service is 42 respondent (20.1%), while the smallest group is from the length of service 6 - 10 years with 34 respondent (16.3%). Further, the result from the dependent at home shows that majority respondent has children at home with scoring 94 respondent (45%), others with 62 respondent (29.7%), elderly at home is 51 respondent (24.4%), and the lowest score is sick person at home with 2 (1%).

Table 4.1

Respondent Background by Gender, Age, Marital Status, Grade of Position, Salary, Length of Service and Dependent at Home.

Variable	Frequency	Percentage (%)
Gender		
Male	68	32.5%
Female	141	67.5%
Total	209	
Age		
20 - 30 years	79	37.8%
31- 40 years	57	27.3%
41 - 50 years	49	23.4%
51 - 60 years	24	11.5%
Total	209	
Marital Status		
Single	59	28.2%
Married	148	70.8%
Others	2	1%
Total	209	

Grade of Position

N1	28	13.4%
N2	104	49.8%
N3	1	0.5%
N4	24	11.5%
N5	42	20.1%
T3	1	0.5%
T4	9	4.3%
Total	209	

Salary

Less than RM 1500 and below	16	7.7%
RM 1,500 - RM 3, 000	81	38.8%
RM 3,001 - RM 5,000	51	24.4%
RM 5,000 and above	61	29.2%
Total	209	

Length of Service

Less than 5 years	84	40.2%
6 - 10 years	34	16.3%
11 - 20 years	49	23.4%
21 years and above	42	21%
Total	209	

Dependent at home

Elderly	51	24.4%
Sick Person at Home	2	1%
Children	94	45%

Others	62	29.7%
Total	209	

4.3 RELIABILITY ANALYSIS

The study focuses on the most prevalent type of internal consistency coefficient, which is measured on a scale from 0.00 to 1.00. The table below provides an analysis of the dependability of variables, as described by Adamson, Katie, and Prion in (2013). Table 4.2 demonstrates that the Cronbach's Alpha value with reliability test range falls within the range of 0.70 to 0.90.

Table 4.2

Reliability of Data

Variable	N	Cronbach's Alpha value
Psychological Well-being	209	0.889
Flexible Working Hour	209	0.705
Supervisor Support	209	0.900
Financial Distress	209	0.851
Work- Family Conflict	209	0.904
Total		0.889

There are slight differences between the value in the pilot test and actual research. This is because the researcher had made some adjustment toward the item in the questionnaires. The researchers also deleted a few items in each variable to increase the reliability of the measurements.

4.4 DESCRIPTIVE ANALYSIS

A set of questionnaires was analyzed using the five- point Likert scale in between 1 (strongly disagree) to 5 (strongly agree). Descriptive analysis used to analyze also summarize the data. Data examination for the main construct of the study was performed to obtain a basic understanding of the data at hand. This involves displaying measures for mean and standard deviation on each construct. Descriptive analysis has been utilized to evaluate the data that has been collected, thus assisting in recap, and describing those data.

According to table 4.3, which presents the findings of the descriptive analysis, financial distress had the lowest mean value ($M=3.398$) and psychological well-being had the greatest mean ($M=4.185$) over the other variables. However, a small standard deviation suggests that the values in the distribution are closely clustered around the mean. The table in section 4.3 indicates that psychological well-being had the lowest standard deviation value of 0.591, while work-family conflict had the greatest standard deviation value of 0.972. Therefore, psychological well-being had the lowest standard deviation score, which was 0.591 ($SD=0.591$).

Table 4.3

Descriptive Analysis

	N	Mean	Standard Deviation
Psychological Well-being	209	4.185	0.591
Flexible Working Hour	209	4.138	0.638
Supervisor Support	209	4.055	0.749
Financial Distress	209	3.398	0.916

4.5 CORRELATION ANALYSIS - PEARSON CORRELATION ANALYSIS

The relationship between the independent and dependent variables was evaluated by the study using a correlation. The degree of correlation between the two factors is also ascertained using it. A positive value indicating a positive link and a negative value indicating a negative association can be used to check the path. The correlation strength can be calculated between -1 and +1.

The connection between four independent variables, flexible working hours (FWH), supervisor support (SS), financial hardship (FD), work-family conflict (WFC), also dependent variable, psychological well-being (PWB), is displayed in Table 4.4, The variables involved exhibit a correlation that ranges from -.30 to +.53, with a combination of moderate and negative correlation, between the independent and dependent variables.

An initial hypothesis indicates relationship finding of flexible working hours and psychological well-being which is 0.230. Meanwhile the second hypothesis shows the supervisor support has moderate correlation to psychological well-being which is 0.514. The third hypothesis is that financial distress shows positive correlation to psychological well-being which is 0.519. The fourth hypothesis shows negative correlation of work-family conflict to psychological well-being which has -0.330. Therefore, only three hypotheses are accepted, while the other one is rejected.

Table 4.4

Correlation Analysis of the Independent and Dependent Variables

		Psychological Well-being
	Pearson Correlation	1
	N	209
Flexible Working Hours	Pearson Correlation	.230**
	Sig. (2-tailed)	<.001
	N	209
Supervisor Support	Pearson Correlation	.514**
	Sig. (2-tailed)	<.001
	N	209
Financial Distress	Pearson Correlation	.519**
	Sig. (2-tailed)	<.001
	N	209
Work-Family Conflict	Pearson Correlation	-.330**
	Sig. (2-tailed)	<.001
	N	209

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

The Sig. (2- Tailed) value in this research is 0.001. The value is less than 0.05 and can be concluded as statistically significant correlation between flexible working arrangement, supervisor support, financial distress, and work-family conflict. The Sig. (2- Tailed) values also show the four variables linearly related to psychological well-being.

4.6 NORMALITY TEST

Table 4.5

Test of Normality

Kolmogorov- Smirnova					
	Statistic	df	Sig.	Skewness	Kurtosis
PWB	.084	209	.001	-.676	.471
FWH	.089	209	<.001	-.702	.829
SS	.112	209	<.001	-.708	.455
FD	.117	209	<.001	-.297	-.148
WFC	.122	209	<.001	.427	-.382

Based on Table 4.5 above shows that, the researcher used Kolmogorov because is suitable used for $n \geq 50$. As the study is $209 \geq 50$ so, it is suitable to used Kolmogorov for normality test. The value of Kolmogorov is normally distributed below 1.0. Hence, the value of skewness is normal because the value is within the range -1.5 and -1 to 1 and 1.5. Lastly, for the kurtosis value is indicates normal as all the value is fall within range of -2 and 2.

4.7 REGRESSION ANALYSIS

Multiple Regression analysis was carried out to identify a correlation which dependent that have one or more independent variables. Multiple regressions are valuable tools for forecasting future results. This study is to find out the connection for a research objective specified from this study. The P-value is used to test if the coefficient is zero which means no effect. With a low p-value, the null hypothesis can be rejected. In other words, different predictor values relate to changes in the

dependent variable when the predictor has a low p-value that is accepted as a significant contribution to the research environment. Otherwise, the p-value (> 0.05 & > 0.01) is greater than the corresponding figures, suggesting that the effect is minimal. The value of R^2 (0.437) in Table 4.6 indicates that the independent variables accounted for 43.7 percent of the overall variability observed in the dependent variable, psychological well-being.

Table 4.6

Model of Summary

Model	R	R Square	Adjusted R	Std. Error of the Estimate
			Square	
1	.669 ^a	.448	.437	.44391

a. Predictor: (Constant), FWH, SS, FD, WFC

This research assesses a correlation of the independent variable and the dependent variable by utilizing a standardized coefficient beta. Hence, Table 4.7 below shows the results that independent variable with the lowest beta coefficient value is work-family conflict, which is -0.193. Conversely, the independent variable with the greatest beta coefficient value is financial distress, which is 0.401.

Table 4.7

Multiple Linear Regression

	Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
	(Constant)	2.204	.277		7.969	<.001
	Flexible Working Hour	.114	.050	.123	2.284	.023
1	Supervisor Support	.227	.048	.288	4.770	<.001
	Financial Distress	.259	.035	.401	7.291	<.001
	Work-Family Conflict	-.117	.034	-.193	-3.478	<.001

a. Dependent variable: Psychological Well-being

b. Independent variable: Flexible Working Hour, Supervisor Support, Financial Distress and Work-Family Conflict

4.8 SUMMARY OF HYPOTHESIS RESULT

Table 4.8

Hypothesis Result

Hypothesis	Regression Results	Decision
H1: There is a significant relationship between flexible working hours and psychological well-being.	$\beta = 0.123, p < 0.05$	Accepted
H2: There is a significant relationship between supervisor support and psychological well-being.	$\beta = 0.288, p < 0.05$	Accepted
H3: There is a significant relationship between financial distress and psychological well-being.	$\beta = 0.401, p < 0.05$	Accepted
H4: There is a significant relationship between work-family conflict and psychological well-being.	$\beta = -0.193, p > 0.05$	Rejected

Based on the table 4.8 above, it shows that only three hypothesis is accepted in this study that relate with the independent variable such as flexible working hour, supervisor support and financial distress due to the Pearson Correlation coefficient and Regression Analysis findings is within the fall normal range.

4.9 SUMMARY

This chapter provides an exposition of the findings derived from the study. The data underwent analysis and measurement using several methodologies, including descriptive, correlation, and regression analysis. The findings indicate that three distinct variables, namely flexible working hours, supervisor support, and financial distress, have a substantial influence on the psychological well-being of non-executive employees in ANGKASA. Reliability test, descriptive statistics, frequency, mean, and standard deviation were used to analyze the data. Correlation analysis was used to examine the relationship between independent variables and dependent variables. For correlation analysis, Pearson Correlation analysis was used to analysis the data. The Pearson Correlation, r value for three factors such as namely flexible working hours, supervisor support, and financial distress influencing psychological well-being is above 0.5. It indicated that only three variables have a positive relationship with psychological well-being. Regression analysis was used to identify which among independent variables has the strongest influences toward dependent variables. The result of regression shows that flexible working hours, supervisor support, and financial distress, have a substantial influence on psychological well-being.

CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

This chapter focuses on the practical implementation of the study in a managerial context. In addition, this section also includes an analysis of the constraints in the study and proposes feedback as well as suggestions for future research. To conclude, in the conclusion section, the researcher provides a concise overview of this research.

5.2 RECAPITULATION

This study aims to investigate a correlation between the independent factors, namely flexible working hours, supervisor support, financial distress, and work-family conflict, and the dependent variable, which is psychological well-being. In the preceding chapter, the researcher formulated four (4) research objectives with the aim of accomplishing them in this study. Furthermore, it is crucial to highlight these aims in the present chapter, which elucidates the findings of the study. These findings would assist ANGKASA's senior management in identifying the most efficient methods to improve psychological well-being.

The Pearson correlation analysis reveals a favorable link between flexible working hours, supervisor support, and financial distress with psychological well-being. This finding indicates that only three variables have a substantial influence on improving psychological well-being. Nevertheless, the results of the study, obtained via the use of multiple regression analysis, demonstrate varying conclusions. The data demonstrates that three out of four independent factors,

namely flexible working hours, supervisor support, and financial distress, have a substantial influence on psychological well-being. However, the other independent variable, work-family conflict, does not have a significant impact on psychological well-being.

5.3 DISCUSSION OF HYPOTHESIS

This section will outline the four hypotheses that were developed based on the outcomes of the Pearson correlation analysis.

5.3.1 Flexible Working Hour and Psychological Well-being

The results show that there is a positive correlation between flexible working hours and psychological well-being in this study. The findings in this study reveal that the value of correlation coefficient is 0.230. It means that the relationship between flexible working hours and psychological well-being has a moderate positive correlation.

In this study, respondents believe that with flexible working hours the staff are able to manage their time to settle for work. Most respondents are from the age from 20 -30 years old as many as 79 respondents. Research found that due to pandemic, the preferences of an individual who no longer wants a normal working hour from nine to five job (Petter, 2021). Others, the study also found out that the highest respondent is mostly married, 148 respondents. The married employees are a group who need flexible working hour to manage the task at home and work smoothly. Other studies prove that flexibility in work hours is thought to help couples balance the demands of their

families and careers (Lagner, 2018). On the other hand, from the results the studies found out that the most respondent is a female which is 141.

The previous studies showed that, 31 percent female who are caregivers to children, while 26 percent female without a caregiver said that flexible working hours improved a lot in the quality of life as a whole (Cemberci, 2022). In this study, flexible working hours have minimal impact on psychological well-being.

Previous research shows that the use of flexible working hours is favorably correlated with well-being (Ferdous et. al., 2023). Other studies also revealed that women are more likely than men to request flexible work schedules in order to fulfill caregiving responsibilities or other unpaid household tasks, particularly once they become parents (Wang & Lu, 2023) Thirdly, prior research has indicated that rigid work schedules increase work-related stress and burnout (Hill et al., 2008).

This is related to ANGKASA, in which most of the respondents are married and have dependents such as children, parents, elderly at home and sick people. This is significant at ANGKASA because the flexible working hours in the organization are limited. Because ANGKASA only has two (2) phases of flexible working hours. The rigid time to the office most likely has an impact to the employees' psychological well-being, especially to the person who has a dependance at home.

5.3.2 Supervisor Support and Psychological Well-being

The function and value of social networks, social relationships, including supervisor support in relation to health and well-being (Hammig, 2017). The result from hypothesis II shows that psychological well-being has a positive impact toward supervisor support. The finding for the correlation coefficient for this hypothesis is 0.514 it means positive effects. It shows that with the high support from the supervisor, it leads to stable psychological well-being of the employees. The high support from the supervisor to the subordinates drives the company to ease in achieving the company's goal.

The other researcher stated that, with the support from the supervisor will increase the labor of emotion in the workplace (Meacham, 2023). However, the other researcher stated that continuous experience of supervisor support will lead to work stress and burnout (Benveniste et. al., 2024). According to other research also supports the findings that supervisor support gives a positive impact to the work engagement and employee's psychological well-being (Nabawanuka, & Ekmekcioglu, 2022). On the other hand, there is much research that supervisor support gives a positive impact toward psychological well-being (Mohr et. al., 2021).

This shows that in ANGKASA, the supervisor needs to supervise and give support to the subordinates with optimal contact. This is because the employees believe that they are able to work with less supervision and only need support when it is needed. In ANGKASA's context, it is proven that ANGKASA needs supervisor support in monitoring, giving encouragement and recognition to their task to enhance their psychological well-being in the long run.

5.3.3 Financial Distress and Psychological Well-being

The outcome from the hypothesis III test reveals that psychological well-being has a positive impact toward financial distress. The value for the correlation coefficient for this hypothesis is 0.519 which shows the positive impact. It shows that less financial distress among workers leads to stable psychological well-being of the employees.

This study shows that stress levels might rise in workers due to constant worry about money. The American Psychological Association states that this may lead to impatience, weariness, or trouble concentrating. As a result, money worries start to obscure productivity gains (WebMD, 2023). This result is consistent from other researchers that mentioned that financial distress will lead to stress and later deteriorate psychological and health of well-being (WM To, 2020).

This will relate to the respondent itself that received a salary between RM 1,500 - RM 3,000 which is 81 respondents. Also, with the respondent that majority married and have dependents at home such as children that have a high number which is 94 respondents. It shows that financial distress can occur among employees to meet the demand and needs every month in the urban area, Petaling Jaya. Guan (2022) mentions that an economic factor that has been suggested to influence depression is financial distress. The relationship between depression and the many aspects of financial distress. Mental diseases, including depression, have imposed a substantial economic burden on individuals, their families, and society at large. Other studies also found out that employees are worried about their retirement financially and later relates with their mental health. Additionally, that particular person is more or less prone to experiencing anxiety as a result of the

way we handle our finances (Kristin, 2021). This is quite relevant to this finding, which is in ANGKASA, the majority of employees are at a non-executive level compared to executive and management level. The salary of non-executives is quite lower than the others according to their respective grade of position. This shows that the salary earned is needed to accommodate their cost of living. Hence, this is included with the employees that have dependents at home. The findings show that financial distress in ANGKASA is positively correlated to psychological well-being, same with previous research mentioned above.

5.3.4 Work- Family Conflict and Psychological Well-being

The result from the hypothesis IV test means that psychological well-being has a negative impact toward the work-family conflict factor. The results for the correlation coefficient of this hypothesis are -0.330 which means the negative effects. It is revealed that work-family conflict does not have any impact to the psychological well-being of the employees.

Further, work-family conflict that occurs among the employees does not directly affect the employee's psychological well-being. This finding was supported by Lin et. al., (2022) which reveals that work-family conflict has a negative effect on psychological well-being. Other than that, other researchers also prove that work-family conflict has a negative significant impact on psychological well-being (Kazemi, 2017). This means that none of the employees feel that work-family matters will create a conflict and disturb their psychological well-being as a parent, guardian and worker. The other findings also agree and are supported by Obrenovic et. al., (2020) which is the findings found that work-family conflict was confirmed to have a negative effect on

psychological well-being. Therefore, to conclude that none of the work-family conflict will have a positive effect toward psychological well-being of the employees.

The findings in this study that occur in ANGKASA also proved that work-family conflict negatively impacts psychological well-being. Due to, in ANGKASA, even though there is no policy related to this, the top management is lenient to the employees who want to manage their family at home. Most of the respondents responded that the work matter did not interfere with their family role at home.

5.4 MANAGERIAL IMPLICATION

From the management view, this study found out that it is very crucial for the organization to promote and encourage better psychological well-being factors in the workspace. As psychological well-being is important, the organization must consider several factors that can contribute to better psychological well-being among employees. This is because, nowadays there are so many employees that burnout and stress due to being incapable of managing the problem. Psychological well-being is not a new term in the millennium era, but it is already existed since several decade before. However, the psychological well-being among people seems famous because due to external factors that pressure people to become not resilience with the situation. In ANGKASA, it is very crucial to take care of the psychological well-being of the employees so that the organization is able to gain and achieve a goal. There are several factors that might consider as contributor to the psychological well-being such as flexible working hour. Flexible working hours is new to ANGKASA since Post Covid-19 hit Malaysia. However, ANGKASA needs to continue

flexible working hours by developing a flexible working hour policy. The policy needs to have an inclusive nature to include all employees to enjoy the benefit. Other than that, management also needs to implement flexible working hours in several phases. This is because ANGKASA is dealing with the government and private sector. Hence, with the flexible working hours needed to ensure that it did not interfere with the administration matter with the stakeholders.

Further, in terms of supervisor support most of the employees need encouragement and assistance from their supervisor. The difference is the level of assistance that employees need varies from low, moderate and high need of supervision. ANGKASA must create many programs that include between supervisor and subordinates such as coaching sessions, mentoring and short meetings frequently. By having this program, it will elevate the engagement between supervisor and subordinates. This has become one of the initiatives for the management level to always keep track of the subordinates' work from time to time and let employees know management preferences. Secondly, at a management level, the supervisor must always ask the subordinates to get to know more about the employees.

Financial distress is becoming a huge challenge for the employees nowadays. This is one of the pressures that employees need to face. So that, ANGKASA can help the employees not only with financial assistance but also help the employees to know how to manage their take-home pay. By developing the financial wellness program could help the employees to improve their knowledge about financial well-being as well. Financial wellness programs are a guide and could help employees to relieve stress and surely have a positive impact on their psychological well-being as

well. Other than that, the support of employees financially such as help them on how to apply financial aid from ZAKAT and other sources.

To conclude, even though work-family conflict does not have a huge impact to psychological well-being, still ANGKASA need to take this into account because the management must be supportive and tolerate their employees' family commitment. It shows that ANGKASA needs to develop family-friendly policies to ensure that all employees can manage their life and work systematically. Other than that, management also needs to enhance and encourage social support among colleagues. This is because strong social support to the employees would help them a lot in managing work and family smoothly.

5.5 INDUSTRY IMPLICATION IN COOPERATIVE SECTOR

From the industry perspective, this study found out that have a several implications towards the industry as a whole specifically in cooperative sectors. Psychological well-being is very important to all human beings. However, in the cooperative sector it is very important because the patterns and activities of cooperative businesses are very different from other businesses. Cooperatives have various types of businesses whether small, medium, or large industries. A cooperative is a group or economic organization that consisting of people or bodies that give freedom enter and leave as a member according to existing rules, with working together as a family to carry out a business, with a purpose enhance the physical well-being of its members. Cooperatives are open to the public. Everyone without looking at the person's group, stream, belief, or religion, can be accepted as a cooperative member. However, what is the cause of psychological well-being is the lack of agreement among the members of the cooperative in carrying out the functions of the cooperative.

Supervision from supervisors is very important in ensuring that the administration in an organization runs smoothly. However, in the cooperative sector it is different compared to other organizations. This is because the leadership of a cooperative often changes according to the term and votes of cooperative members. Therefore, it is certain that it will put pressure on the members of the cooperative because of the change of different leaders and have different ways of handling and change from time to time.

In the cooperative industry sector, financial distress has become a major burden because most cooperatives are based on small industries. Most small cooperatives do not have enough funds to continue their business. As a result, the cooperatives become inactive and no longer continue their cooperative activities. Furthermore, these small cooperatives are also mostly established in village areas and family cooperatives. Due to the lack of funds, it causes stress among cooperative members and affects their income.

Last but not least, the work-family conflict is work-family conflict does not affect small industries because most of those involved with small cooperatives are pension workers and make cooperative activities a sideline. However, in large cooperatives involved in credit and finance or banking such as Bank Rakyat, Coop Bank Pertama or Petronas Cooperative (KOPETRO) have policies emphasizing employee harmony in ensuring employees can divide time and roles properly between family and work.

5.6 LIMITATION OF THE STUDY AND FUTURE RESEARCH DIRECTION

Based on the present study, certain limits and constraints have been identified that require improvement for future research. However, the constraint may arise from either the internal or external perspective.

Primarily, the researcher encounters a constraint in acquiring information pertaining to psychological well-being. This is due to a lack of emphasis on studying psychological well-being concerns among personnel in administrative disciplines in the private sector. Most research focuses on the psychological well-being of healthcare personnel during post-COVID period. The paucity of research undertaken inside administrative domains poses challenges in analyzing the findings, particularly in the context of Malaysia.

Secondly, about the constraints on data acquisition, it should be noted that the data was obtained only from a single entity, namely Angkatan Koperasi Kebangsaan Malaysia Berhad (ANGKASA). Consequently, the findings cannot be represented by any other organizations. A recommendation for future researchers might be to enhance the sample size by doing a comparative analysis of psychological well-being across the public and private sectors. By doing so, it can encompass all aspects of future research. Additionally, future research should encompass all employees across various grades and positions, as the current study exclusively targets non-executive level personnel.

Finally, this study investigated the direct correlation between independent and dependent variables. This research did not incorporate any mediating or moderating factors. Hence, it is imperative for future researchers to enhance their work by incorporating the moderator component

and assessing variables like job satisfaction as significant mediators and moderators to bolster the offered information.

5.7 RECOMMENDATION

The aim of conduct this study is to investigate the correlation between the independent variable which are flexible working hours, supervisor support, financial distress, and work-family conflict towards the psychological well-being among non-executive employees at ANGKASA. Regarding the results findings from the data analysis, researchers had some recommendations.

With the aim of being successful of taking care harmony environment of psychological well-being among employees, ANGKASA need to enforce and enhance all four factors in this research but the most factor that give impact toward psychological well-being are flexible working hours, supervisor support and financial distress. Moreover, the management can consider if there are any other factors that contribute to the stability of the psychological well-being of the employees. This is because there are so many factors other than been discussed in this research that can influence psychological well-being.

For the reasons above, the top management in ANGKASA needs to develop at the suitable policies regarding to enhance the stability of the psychological well-being of the employees for the long run. These factors not only can be used for the employees only but also for the organization in the future.

5.8 CONCLUSION

Achieving the aim and goal of the organization depends on psychological well-being. Consequently, it is critical to enhance and promote psychological well-being in order to raise employee happiness and performance. The purpose of this study was to identify a number of variables among ANGKASA's non-executive staff, including flexible work schedules, supervisor support, financial hardship, and work-family conflict. Therefore, it is imperative that this study be conducted to guarantee that the employee's physical and mental health needs are met.

This study also focuses on the vital elements that could increase the psychological well-being in ANGKASA. The research framework is developed based on the literature review at the earlier chapter. However, the researcher can conclude that only three variables show a positive impact toward psychological well-being and one of the variables have non-impact toward psychological well-being. Thus, ANGKASA's top management may use these outcomes to improve psychological well-being.

The statistics were gathered from the questionnaire and utilized by the researcher to gather information. Regression analysis, correlation analysis, and descriptive statistics are three (3) different approaches to analyze data. Regression analysis and correlation analysis yield identical findings regarding the finding. According to correlation analysis, only three variables have a positive effect on psychological well-being, while the other variable exhibits a negative impact. Correlation analysis has a range of (-0.30 to + 0.53).

Accordingly, this study was conducted to analyze the factors that affect well-being of psychology. Hence, the researcher has used the relationship between variables that were established in the hypothesis result to summarize this study. The researcher believes that the three variables such as flexible working hours, supervisor support and financial distress are the relevant factors to improve psychological well-being. However, the variable of work-family conflict is not considered significant in this study with regards to psychological well-being. In addition, the management may employ these results from the ANGKASA perspective as a guide to plan and implement programs and activities that can improve psychological well-being. In summary, this study has successfully addressed all the research questions and objectives that were developed.



Reference

- Adamson, Katie & Prion, Susan. (2013). Reliability: Measuring Internal Consistency Using Cronbach's α . *Clinical Simulation in Nursing*, 9. e179-e180. 10.1016/j.ecns.2012.12.001.
- Adler, A., Unanue, W., Osin, E., Ricard, M., Alkire, S., & Seligman, M. (2017). Psychological wellbeing. *Happiness*, 118.
- Ahmad, A. R., Idris, M., & Hashim, M. H. (2013). A study of flexible working hours and motivation. *Asian Social Science*, 9(3). <https://doi.org/10.5539/ass.v9n3p208>
- Ahmad, Abd Rahman & Mohamed Idris, Mohammad & Hashim, Mohd. (2013). A Study of Flexible Working Hours and Motivation. *Asian Social Science*. 9. 10.5539/ass.v9n3p208.
- Ahmed, F., Zhao, F., Faraz, N. A., & Qin, Y. (2020). How inclusive leadership paves way for psychological well-being of employees during trauma and crisis: A three-wave longitudinal mediation study. *Journal of Advanced Nursing*, 77(2), 819–831. <https://doi.org/10.1111/jan.14637>
- Al Masaeid, Turki Fahed. 2020. Organisational Development Interventions to solve performance management challenges. *PalArch's Journal of Archaeology of Egypt/Egyptology* 17: 7575–86.
- Al-Wathinani, A. M., Almusallam, M. A., Albaqami, N. A., Aljuaid, M., Alghamdi, A. A., Alhallaf, M. A., & Goniewicz, K. (2023). Enhancing Psychological resilience: Examining the impact of managerial support on mental health outcomes for Saudi ambulance personnel. *Healthcare*, 11(9), 1277. <https://doi.org/10.3390/healthcare11091277>
- Azim, A. M., Hassan, M. S., Zaid, D. S., & Daud, M. A. (2020). The Influence of Supervisor Support, Organizational Trust on Workplace Deviant Behavior: Do Psychological Contract Matter. *International Journal of Academic Research in Business and Social Sciences*, 10(2).

- Bakker, A.B., Hetland, J., Olsen, O.K. and Espevik, R. (2019), "Daily strengths use and employee wellbeing: the moderating role of personality", *Journal of Occupation and Organization Psychology*, Vol. 92 No. 1, pp. 144-168
- Baumeister, R. F., Vohs, K. D., Aaker, J. L., & Garbinsky, E. N. (2016). Some key differences between a happy life and a meaningful life. In *Positive Psychology in Search for Meaning* (pp. 49-60). Routledge.
- Beauregard, T. A. (2010). Direct and indirect links between organizational Work-Home culture and employee well-being. *British Journal of Management*, 22(2), 218–237.
<https://doi.org/10.1111/j.1467-8551.2010.00723.x>
- Belyea MJ, Lobao LM. Psychosocial consequences of agricultural transformation: The farm crisis and depression. *Rural Sociology*. 1990;55, 58–75. [Google Scholar] [Ref list]
- Benveniste, T., Madsen, K., Chappel, S. E., & Sprajcer, M. (2024). Burnout in Residential Support Workers: The Impact of Locus of Control and Perceived Supervisor Support. *Residential Treatment for Children & Youth*, 1-19.
- Berrill, J., Cassells, D., O'Hagan-Luff, M., & Van Stel, A. (2020). The relationship between financial distress and well-being: Exploring the role of self-employment. *International Small Business Journal*, 39(4), 330–349. <https://doi.org/10.1177/0266242620965384>
- Borrescio-Higa, F., Droller, F., & Valenzuela, P. (2022). Financial distress and Psychological Well-Being during the COVID-19 pandemic. *International Journal of Public Health*, 67.
<https://doi.org/10.3389/ijph.2022.1604591>
- Brooks, S. K., & Greenberg, N. (2017). Non-deployment factors affecting psychological wellbeing in military personnel: literature review. *Journal of Mental Health*, 27(1), 80–90.
<https://doi.org/10.1080/09638237.2016.1276536>

- Brooks, S. K., & Greenberg, N. (2018). Non-deployment factors affecting psychological wellbeing in military personnel: literature review. *Journal of Mental Health*, 27(1), 80-90.
- Buruck, G., Pfarr, A. L., Penz, M., Wekenborg, M., Rothe, N., & Walther, A. (2020). The Influence of workload and work flexibility on work-life conflict and the role of emotional exhaustion. *Behavioral Sciences*, 10(11), 174.
- Calleja, M., Go, J. F. C., Manaois, J. O., & Isidro, M. Q. Y. (2020). Examining Organizational Response and Employee Coping Behaviors amid the COVID-19 Pandemic. *ResearchGate*.
https://www.researchgate.net/publication/344402974_Examining_Organizational_Response_and_Employee_Coping_Behaviors_amid_the_COVID-19_Pandemic
- Chen, T.J., and Wu, C.M (2020), “Can newcomers perform better at hotels? Examining the roles of transformational leadership, supervisor-triggerd positive affect, and perceived supervisor support” *Tourism Managament Perspective*, Vol/ 33, p. 100587.
- Chen, Tso-Jen, and Chi-Min Wu. 2020. Can newcomers perform better at hotels? Examining the roles of transformational leadership, supervisor-triggered positive affect, and perceived supervisor support. *Tourism Management Perspectives* 33: 100587.
- Chung, H., & Tijdens, K. (2012). Working time flexibility components and working time regimes in Europe: using company-level data across 21 countries.
- Cranney, J., & Dunn, D. S. (2011). Psychological literacy and the psychologically literate citizen: New frontiers for a global discipline.
- D. Posseried and J. Plantenga, “Access to Flexible Work Arrangements, Working-Time Fit and Job Satisfaction,” Tjalling C. Koopmans Research Institute, Utrecht, 2011.

- Davidescu, A. A., Apostu, S. A., Paul, A., & Cășuneanu, I. (2020). Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees—Implications for Sustainable Human Resource Management. *Sustainability*, 12(15), 6086. <https://doi.org/10.3390/su12156086>
- De Vries, J. P., Knies, E., & Leisink, P. (2020). Shared perceptions of supervisor support: What processes make supervisors and employees see eye to eye? *Review of Public Personnel Administration*, 42(1), 88–112. <https://doi.org/10.1177/0734371x20942814>
- Dean A., Aeurbach A. They Need Flexibility, but Only 47% Have It. [(accessed on 21 December 2020)];2018 Jun 5; Available online: <https://hbr.org/2018/06/96-of-u-s-professionals-say-they-need-flexibility-but-only-47-have-it> [Ref list]
- Deci, E. L., & Ryan, R. M. (2008). Hedonia, eudaimonia, and well-being: An introduction. *Journal of Happiness Studies*, 9(1), 1-11
- Diener, E., Thapa, S., & Tay, L. (2020). Positive emotions at work. *Annual Review of Organizational Psychology and Organizational Behavior*, 7, 451-477. <https://doi.org/10.1146/annurev-orgpsych>
- DiMaria, C.H., Peroni, C. and Sarracino, F. (2020), “Happiness matters: productivity gains from subjective well-being”. *Journal of Happiness Studies*, Vol. 21 No. 1, pp. 139-160.
- Dragun, R., Veček, N. N., Marendić, M., Pribisalić, A., Đivić, G., Cena, H., ... & Kolčić, I. (2020). Have lifestyle habits and psychological well-being changed among adolescents and medical students due to COVID-19 lockdown in Croatia?. *Nutrients*, 13(1), 97.
- Elahi, N. S., Abid, G., Contreras, F., & Fernández, I. A. (2022). Work–family and family–work conflict and stress in times of COVID-19. *Frontiers in Psychology*, 13, 951149.
- Fava G. A. (2012). The clinical role of psychological well-being. *World psychiatry : official journal of the World Psychiatric Association (WPA)*, 11(2), 10, <https://doi.org/10.1016/j.wpsyc.2012.05.018>

- Ferdous, T., Ali, M., & French, E. (2023). Use of flexible work practices and employee outcomes: the role of work–life balance and employee age. *Journal of Management & Organization*, 29(5), 833-853.
- Frankham, C., Richardson, T., & Maguire, N. (2020). Psychological factors associated with financial hardship and mental health: A systematic review. *Clinical Psychology Review*, 77, 101832. <https://doi.org/10.1016/j.cpr.2020.101832>
- Frankham, C., Richardson, T., & Maguire, N. (2020). Psychological factors associated with financial hardship and mental health: A systematic review. *Clinical psychology review*, 77, 101832.
- Galea, C., Houkes, I and De Rijk, A. (2013). An insider’s point of view: how a system of flexible working hours helps employees to strike a proper balance between work and personal life. *The International Journal of Human Resource Management*, 25(8), pp. 1090-1111.
- Galletta, M., Portoghese, I., Pili, S., Piazza, M. F., & Campagna, M. (2016). The effect of work motivation on a sample of nurses in an Italian healthcare setting. *Work*, 54(2), 451–460. <https://doi.org/10.3233/wor-162327>
- Gavin, B., Hayden, J., Adamis, D., & McNicholas, F. (2020). Caring for the psychological well-being of healthcare professionals in the Covid-19 pandemic crisis. *Ir Med J*, 113(4), 51.
- Golden, L. (2003). Flexible Work Schedules and Their Impact on Employees. In: Sagie, A., Stashevsky, S., Koslowsky, M. (eds) *Misbehaviour and Dysfunctional Attitudes in Organizations*. Palgrave Macmillan, London https://doi.org/10.1057/9780230288829_7
- Goldin, C. (2021) *Career and family: Women's century-long journey toward equity*. Princeton, New Jersey, USA: Princeton University Press
- Government of Canada, Canadian Centre for Occupational Health and Safety. (2024, April 9). *Flexible work arrangements*. <https://www.ccohs.ca/oshanswers/psychosocial/flexible.html>

- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict between Work and Family Roles. *the Academy of Management Review*, 10(1), 76. <https://doi.org/10.2307/258214>
- Guan, N., Guariglia, A., Moore, P., Xu, F., & Al-Janabi, H. (2022). Financial stress and depression in adults: A systematic review. *PloS One*, 17(2), e0264041. <https://doi.org/10.1371/journal.pone.0264041>
- H. Chung, "Flexibility for Whom? Working Time Flexibility Practices of European Companies," Tilburg University, Tilburg, 2009.
- Hamzah, H., Nordin, N. S., Dwiyanti, R., Na'imah, T., & Mawi, N. (2021). The Role of Well-Being, Supervisor Support and Positive Feedback on Lecturers' Work Engagement. *The Journal of Behavioral Science*, 16(1), 73–84. Retrieved from <https://so06.tci-thaijo.org/index.php/IJBS/article/view/245504>
- Harper, D. R. (n.d.a). Hedonism. In *Online etymology dictionary*. Retrieved March 2, 2023, from <https://www.etymonline.com/search?q=hedonism>
- Hasan, Z. U., Khan, M. I., Butt, T. H., Abid, G., and Rehman, S., (2020). The balance between work and life for subjective well-being: A moderated mediation model. *J. Open Innov: Techn. Market, Complex*. 6:127. doi: [doi: 10.3390/joitmc6040127](https://doi.org/10.3390/joitmc6040127)
- Hassan, N. M., Kassim, E. S., & Said, Y. M. U. (2021). Financial wellbeing and mental health: a systematic review. *Studies of Applied Economics*, 39(4).
- Heintzelman, S. J. (2018). Eudaimonia in the contemporary science of subjective well-being: Psychological well-being, self-determination, and meaning in life. In E. Diener, E. Oishi, S., & Tay, L. (Eds), *Handbook of well-being*. DEF

- Hidayah, A. a. N. A., Singh, J. S. K., & Hussain, I. A. (2021). Impact of flexible working arrangements in the public sector in Indonesia. *International Journal of Human Resource Studies*, 11(2), 38.
<https://doi.org/10.5296/ijhrs.v11i2.18458>
- Hidayah, N. A., Singh, J. K., & Hussain, I. A. (2021). Impact of flexible working arrangements in the public sector in Indonesia. *International Journal of Human Resource Studies*, 11(2), 2162-3058.
- Hoyle, R. H. (1995). Structural equation modeling: Concepts, issues, and applications. Sage.
- Huta, V., & Waterman, A. S. (2014). Eudaimonia and its distinction from hedonia: Developing a classification and terminology for understanding conceptual and operational definitions. *Journal of Happiness Studies*, 15(6), 1425 - 1456
- Ifelunni, C. O., Ede, M. O., & Okeke, C. I. (2022). Rational emotive intervention for work-family conflict and female primary school teachers' well-being. *Current Psychology*, 42(30), 26173–26186.
<https://doi.org/10.1007/s12144-022-03704-9>
- Imam, H., Sahi, A. and Farasat, M., (2023), "The roles of supervisor support, employee engagement and internal communication in performance: a social exchange perspective", *Corporate Communication: An International Journal*, Vol. 28 No. 3, pp. 489-505.
<https://doi.org/10.1108/CCIJ-08-2022-0102>
- Jafri H (2018) Moderating role of job autonomy and supervisor support in trait emotional intelligence and employee creativity relationship. *J Bus Perspect* 22(3):1–11
- Janssens KME, van Weeghel J, Dewa C, Henderson C, Mathijssen JJP, Joosen MCW, et al. Line managers' hiring intentions regarding people with mental health problems: a cross-sectional study on workplace stigma. *Occup Environ Med*. 2021;78:593–9.

- Jhuremalani A, Potter R, Lushington K, Lowies B. COVID-19: Financial well-being of older Australians in times of crisis. *Australasian Journal on Ageing*. 2022; (00):1–8. 10.1111/ajag.13061
- Jonsson, R.; Hasselgren, C.; Dellve, L.; Seldén, D.; Larsson, D.; Stattin, M. Matching the Pieces: The Presence of Idiosyncratic Deals and Their Impact on Retirement Preferences Among Older Workers. *Work Aging Retire*. **2021**, 7, 240–255. [Google Scholar] [CrossRef]
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York: Wiley.
- Karapinar, P.B., Camgoz, S.M. and Ekmekci, O.T. (2019), “Employee well-being, workaholism, work–family conflict and instrumental spousal support: a moderated mediation model”, *Journal of Happiness Studies*, Vol. 1, pp. 1-21
- Kazemi Shahandashti, S. S. (2017). The moderating role of resiliency on the relationship of psychological well-being with work-family conflict, work-family enrichment and turnover intention. *Industrial and Organizational Psychology Studies*, 4(1), 19-42.
- Khan, M. I., Shah, S. H. A., Haider, A., Aziz, S., & Kazmi, M. (2020). The role of supervisor support on work-family conflict and employee turnover intentions in the workplace with mediating effect of affective commitment in twin cities in the banking industry, Pakistan. *International Review of Management and Marketing*, 10(6), 42.
- Kim, H. (2013). *Statistical notes for clinical researchers: assessing normal distribution (2) using skewness and kurtosis*. *Restorative Dentistry & Endodontics*, 38(1), 52. <https://doi.org/10.5395/rde.2013.38.1.52>
- Knapp, M., & Wong, G. (2020). Economics and mental health: the current scenario. *World Psychiatry*, 19(1), 3-14.

- Kossek, E. (2016). [Managing work life boundaries in the digital age](#). *Organizational Dynamics*, 45, 258–270.
- Kossek, E. E., & Kelliher, C. (2023). Making Flexibility More I-Deal: Advancing Work-Life Equality Collectively. *Group & Organization Management*, 48(1), 317-349. <https://doi.org/10.1177/10596011221098823>
- Kossek, E. E., & Lee, K. H. (2017). Work-family conflict and work-life conflict. In *Oxford research encyclopedia of business and management*.
- Kubzansky, L. D., Kim, E. S., Boehm, J. K., Davidson, R. J., Huffman, J. C., Loucks, E. B., ... & Moskowitz, J. T. (2023). Interventions to modify psychological well-being: Progress, promises, and an agenda for future research. *Affective Science*, 4(1), 174-184.
- Kundi, Y. M., Aboramadan, M., Elhamalawi, E. M., & Shahid, S. (2020). Employee psychological well-being and job performance: exploring mediating and moderating mechanisms. *International Journal of Organizational Analysis*, 29(3), 736–754. <https://doi.org/10.1108/ijoa-05-2020-2204>
- Kundu, Madan & Mishra, Sukhdev & Khare, Deepak. (2011). Specificity and Sensitivity of Normality Tests.
- Lin, W. R., Chen, H. M., & Wang, Y. C. (2022). Work-family conflict and psychological well-being of tour leaders: The moderating effect of leisure coping styles. *Leisure Sciences*, 44(7), 786-807
- Liu, M., Yan, Y., Qin, X., & Gong, L. (2015). The research and analysis of factors affecting critical flicker frequency. *Procedia Manufacturing*, 3, 4279–4286. <https://doi.org/10.1016/j.promfg.2015.07.417>
- Lott, Y. (2023). Working longer with working-time flexibility: Only when job commitment is high and family commitment is low? *Journal of Family Research*, 35, 372–392. <https://doi.org/10.20377/jfr-852>

- Lourens, P. J. P. M. I. T. a. N. V. S. S. S. T. M. (2023, July 14). *Effects of performance and target pressure on the Psychological Well-Being of Corporate Employees*.
<https://jrtd.com/index.php/journal/article/view/876>
- M, Dhanabhakya & .M, Sarath. (2023). Psychological Wellbeing: A systematic Literature Review. 603-607. 10.48175/IJARSCT-8345.
- Mache, S., Servaty, R., & Harth, V. (2020). *Flexible work arrangements in open workspaces and relations to occupational stress, need for recovery and psychological detachment from work*. *Journal of Occupational Medicine and Toxicology*, 15(1). <https://doi.org/10.1186/s12995-020-00258-z>
- Maxwell, C. A., Ehrhart, M. G., Williams, N. J., Moore, T. M., Kendall, P. C., & Beidas, R. S. (2021). The organizational financial context of publicly funded mental health clinics: development and preliminary psychometric evaluation of the agency financial status scales. *Administration and Policy in Mental Health and Mental Health Services Research*, 48, 780-792.
- Mensah, C., Azila-Gbette, E. M., Amissah, E. F., & Addison, E. (2022). *COVID-19, financial anxiety and the psychological well-being of hotel workers*. *International Journal of Hospitality & Tourism Administration*, 24(1), 142–165. <https://doi.org/10.1080/15256480.2022.2055692>
- Mishra, P., Pandey, C. K., Singh, U., Gupta, A., Sahu, C., & Keshri, A. (2019). *Descriptive statistics and normality tests for statistical data*. *Annals of Cardiac Anaesthesia/Annals of Cardiac Anaesthesia*, 22(1), 67. https://doi.org/10.4103/aca.aca_157_18
- Mohr, C. D., Hammer, L. B., Brady, J. M., Perry, M. L., & Bodner, T. (2021). Can supervisor support improve daily employee well-being? Evidence of supervisor training effectiveness in a study of veteran employee emotions. *Journal of Occupational and Organizational Psychology*, 94(2), 400-426.

- Munjal, Sourabh & A., Anooja. (2022). Impact Of Flexible Work Arrangements On Work-Life Integration Of Working Professionals.
- Nabawanuka, H., & Ekmekcioglu, E. B. (2022). Millennials in the workplace: perceived supervisor support, work–life balance and employee well–being. *Industrial and Commercial Training*, 54(1), 123-144.
- Nareswari, N., Negoro, N. P., & Dalem, G. D. W. (2020). Mitigating personal financial distress: the role of religiosity and financial Literacy. *Procedia business and financial technology, proceedings of the 2nd International Conference on Business and Management of Technology (ICONBMT 2020)*, Part 2, 115–120.
- Nurul Haida Abd Hamid & Azlina Abdullah. (2009, June 2-4). Financial distress among employees: An exploratory study. Paper presented at the Persidangan Kebangsaan Ekonomi Malaysia (PERKEM IV). Pahang, Malaysia. Retrieved May 5, 2016, from <http://www.ukm.my/fep/perkem/pdf/perkemIV/PERKEM2009-2-31.pdf>
- Obrenovic, B., Du, J., Khudaykulov, A., & Khan, M. a. S. (2020). *Work-Family Conflict Impact on Psychological Safety and Psychological Well-Being: A Job Performance model. Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.00475>
- Othman, N. (2022). Psychological well-being, work-family conflicts and life satisfaction among Malaysian women. *Geografia*, 18(1). <https://doi.org/10.17576/geo-2022-1801-04>
- Prasad, K. D. V., Vaidya, R. W., & Mangipudi, M. R. (2020). Effect of occupational stress and remote working on psychological well-being of employees: an empirical analysis during covid-19 pandemic concerning information technology industry in Hyderabad. *Indian Journal of Commerce and Management Studies*, 11(2), 1-13.

- Prawitz, A. D., Garman, E. T., Sorhaindo, B., O'Neill, B., Kim, J., & Drentea, P. (2006). InCharge Financial Distress/Financial Well-Being scale [Dataset]. In *PsycTESTS Dataset*. <https://doi.org/10.1037/t60365-000>
- Priya J, Pushpa Machani, Isaac Tweneboah Agyei, N. V. S. Suryanarayana, S. Thandayuthapani, Melanie Lourens. (2023). Effects of Performance and Target Pressure on the Psychological Well-Being of Corporate Employees. *Journal for ReAttach Therapy and Developmental Diversities*, 6(8s), 218–227. Retrieved from <https://www.jrtdd.com/index.php/journal/article/view/876>
- Rodrigues, M., Silva, R., & Franco, M. (2021). *COVID-19: Financial Stress and Well-Being in Families*. *Journal of Family Issues*, 44(5), 1254–1275. <https://doi.org/10.1177/0192513x211057009>
- Ruggeri, K., Garcia-Garzon, E., Maguire, Á., Matz, S., & Huppert, F. A. (2020). Well-being is more than happiness and life satisfaction: A multidimensional analysis of 21 countries. *Health and Quality of Life Outcomes*, 18, Article 192. <https://doi.org/10.1186/s12955-020-01423-y>
- Ryff, C. D. (1989). In the eye of the beholder: views of psychological well-being among middle-aged and older adults. *Psychology and aging*, 4(2), 195.
- Ryu, S., & Fan, L. (2022). *The relationship between financial worries and psychological distress among U.S. adults*. *Journal of Family and Economic Issues*, 44(1), 16–33. <https://doi.org/10.1007/s10834-022-09820-9>
- Saleem, Farida, Muhammad Imran Malik, and Awais Qasim. 2022. "Supervisor Support, Self-Efficacy, and Employee Performance: The Mediating Role of Office De-Clutter" *Administrative Sciences* 12, no. 4: 177. <https://doi.org/10.3390/admsci12040177>
- Sarbu, M. (2014). Determinants of flexible work arrangements. *Social Science Research Network*. <https://doi.org/10.2139/ssrn.2432945>

- Sawatsupaphon, Sattapong. (2021). Sustainable Climate Of Change And Strategic Readiness For Tactical Urban Educational Leaders. 10.13140/RG.2.2.14791.62880.
- Schutte, S., Chastang, J., Malard, L., Parent-Thirion, A., Vermeylen, G., & Niedhammer, I. (2014). Psychosocial working conditions and psychological well-being among employees in 34 European countries. *International Archives of Occupational and Environmental Health*, 87(8), 897–907. <https://doi.org/10.1007/s00420-014-0930-0>
- Semedo, A.S., Coelho, A. and Ribeiro, N. (2019), “Authentic leadership, happiness at work and affective commitment: an empirical study in Cape Verde”, *European Business Review*, Vol. 31 No. 3, pp. 337-351
- Şen, H. T., & Yıldırım, A. (2023). *The relationship between nurses’ perceived organizational, supervisor and co-worker support, psychological well-being and job performance. Journal of the Pakistan Medical Association*, 73(3), 552–557. <https://doi.org/10.47391/jpma.6594>
- Shagirbasha, S., Iqbal, J., Madhan, K., Chaudhary, S., & Dhall, R. (2023). *Workplace isolation during COVID-19 and work–family conflict among academicians: interplay of psychological stress and organizational identification. International Journal of Manpower*. <https://doi.org/10.1108/ijm-04-2022-0190>
- Shagvaliyeva, Sussanna & Yazdanifard, Assoc. Prof. Dr. Rashad. (2014). Impact of Flexible Working Hours on Work-Life Balance. *American Journal of Industrial and Business Management*. 4. 20-23. 10.4236/ajibm.2014.41004.
- Sibley, C. G., Greaves, L. M., Satherley, N., Wilson, M., Overall, N. C., Lee, C. H. J., Milojev, P., Bulbulia, J., Osborne, D., Milfont, T. L., Houkamau, C., Duck, I. M., Vickers-Jones, R., & Barlow, F. K. (2020). Effects of the COVID-19 pandemic and nationwide lockdown on trust, attitudes

- toward government, and well-being. *American Psychologist the American Psychologist*, 75(5), 618–630. <https://doi.org/10.1037/amp0000662>
- Sinokki, M., Hinkka, K., Ahola, K., Koskinen, S., Kivimäki, M., Honkonen, T., Puukka, P., Klaukka, T., Lönnqvist, J., & Virtanen, M. (2009). The association of social support at work and in private life with mental health and antidepressant use: The Health 2000 Study. *Journal of Affective Disorders*, 115(1–2), 36–45. <https://doi.org/10.1016/j.jad.2008.07.009>
- Subramaniam, G., Rozlan, N. Z. A., Putit, L., & Maniam, B. (2022). *Flexible working arrangements and millennials during COVID-19: Work better leads to feel better? Environment-behaviour Proceedings Journal*, 7(21), 423–431. <https://doi.org/10.21834/ebpj.v7i21.3729>
- Talukder, A. M. H., & Galang, M. C. (2021). Supervisor support for employee performance in Australia: Mediating role of work-life balance, job, and life attitude. *Journal of Employment Counseling*, 58(1), 2-22.
- Tang, Y., Tang, R., & Gross, J. J. (2019). Promoting Psychological Well-Being through an Evidence-Based Mindfulness Training Program. *Frontiers in Human Neuroscience*, 13. <https://doi.org/10.3389/fnhum.2019.00237>
- Team, C. (2023, November 1). *Financial distress*. Corporate Finance Institute. <https://corporatefinanceinstitute.com/resources/commercial-lending/financial-distress/>
- Thevamanohar, A. (2020, July 15). Millennials, Gen Z view Covid-19 period as opportunity to reset — Deloitte. The EDGE Markets. <https://www.theedgemarkets.com/article/millennials-gen-z-view-covid19-period-opportunityreset-%E2%80%94deloitte>
- Tisu, L., Lups, a, D., Vîrga, D. and Rusu, A. (2020), “Personality characteristics, job performance and mental health the mediating role of work engagement”, *Personality and Individual Differences*, Vol. 153.

- Van Hees, S. G. M., Carlier, B., Blonk, R. W. B., & Oomens, S. (2022). Strengthening supervisor support for employees with common mental health problems: developing a workplace intervention using intervention mapping. *BMC Public Health*, 22(1). <https://doi.org/10.1186/s12889-022-13545-7>
- Viegas, V., & Henriques, J. (2021). Job stress and work-family conflict as correlates of job satisfaction among police officials. *Journal of Police and Criminal Psychology*, 36(2), 227-235.
- Volkos, P., & Symvoulakis, E. K. (2021). Impact of financial crisis on mental health: A literature review ‘puzzling’ findings from several countries. *International Journal of Social Psychiatry*, 67(7), 907-919.
- Wang P, Walumbwa FO, Wang H, Aryees S (2013) Unraveling the relationship between family-supportive supervisor and employee performance. *Gr Organ Manag* 38(2):258-287
- Wang, S., & Lu, Z. (2023). Is paid inflexible work better than unpaid housework for women’s mental health? The moderating role of parenthood. *Applied Research in Quality of Life*, 18(1), 393-409.
- Weideman, M., & Hofmeyr, K. (2020b). The influence of flexible work arrangements on employee engagement: An exploratory study. *SA Journal of Human Resource Management*, 18. <https://doi.org/10.4102/sajhrm.v18i0.1209>
- Wilson, J. M., Lee, J., Fitzgerald, H. N., Oosterhoff, B., Sevi, B., & Shook, N. J. (2020). Job insecurity and financial concern during the COVID-19 pandemic are associated with worse mental health. *Journal of occupational and environmental medicine*, 62(9), 686-691.
- Yu, J., & Leka, S. (2022). The effect of worktime control on overtime Employees’ mental health and Work-Family conflict: The mediating role of voluntary overtime. *International Journal of Environmental Research and Public Health/International Journal of Environmental Research and Public Health*, 19(7), 3767. <https://doi.org/10.3390/ijerph19073767>

Zhang Y, Zhang J, Gu J, Tse HH (2021) Employee radical creativity: the roles of supervisor autonomy support and employee intrinsic work goal orientation. *Innovation* 24(2):272-289

Zhang, Z., Xiang, T., Guo, H., Ma, L., Guan, Z., & Fang, Y. (2023). Impact of physical and mental fatigue on construction workers' unsafe behavior based on physiological measurement. *Journal of safety research*



Appendices

Appendix A: Student Confirmation



UUM KUALA LUMPUR
Universiti Utara Malaysia
41-3, JALAN RAJA MUDA ABDUL AZIZ
50300 KUALA LUMPUR
MALAYSIA



UUM
Universiti Utara Malaysia

Tel: 603 - 2610 3000
Faks (Fax): 603 - 2694 9228
Laman Web (Web): www.uumkl.edu.my

Rujukan kami : UUM/ UUMKL /232/7
Tarikh : 18 Mac 2024

Kepada sesiapa yang berkenaan

Tuan/Puan,

PENGESAHAN PELAJAR

Dengan hormatnya perkara di atas dirujuk.

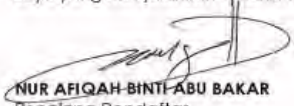
Adalah dimaklumkan bahawa **FATIN NAJIHAH BINTI ANUAR** no k/p: **950609105160** no matrik: **829565** merupakan pelajar Universiti Utara Malaysia Kuala Lumpur yang sedang mengikuti program Sarjana Sains (Pengurusan) bermula pada semester Januari 2021/2022 dan dijangka tamat pada semester Mei 2023/2024.

Sekian, terima kasih.

"MALAYSIA MADANI"
"BERKHIDMAT UNTUK NEGARA"
"KEDAH SEJAHTERA - NIKMAT UNTUK SEMUA"
"ILMU BUDI BAKTI"

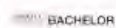
Universiti Utara Malaysia

Saya yang menjalankan amanah



NUR AFIQAH BINTI ABU BAKAR
Penolong Pendaftar
Universiti Utara Malaysia
Kampus Kuala Lumpur (UUMKL)

Universiti Pengurusan Terkemuka
The Eminent Management University



Appendix B: Collection of Data Research Purpose



UUM KUALA LUMPUR
Universiti Utara Malaysia
41-3, JALAN RAJA MUDA ABDUL AZIZ
50300 KUALA LUMPUR
MALAYSIA



UUM
Universiti Utara Malaysia

Tel: 603 - 2610 3000
Faks / Fax: 603 - 2694 9228
Laman Web (Web): www.uumkl.edu.my

Our Ref : UUM/UUMKL/232/7
Date : 4th March 2024

GENERAL MANAGER,
HUMAN RESOURCE DEPARTMENT,
ANGKATAN KOPERASI KEBANGSAAN MALAYSIA BERHAD.

ATTN: TUAN HAJI ABDUL RAHIM ABDUL RAHMAN

COLLECTION OF DATA FOR RESEARCH PAPER

We are pleased to inform you that the following student is from Universiti Utara Malaysia Kuala Lumpur and is presently pursuing her Master of Science (Management). She are required to collect data from your organization as requirement for the Research Paper (BPMZ69912) course this semester.

No.	Name	Matric No.	I/D No.
1.	FATIN NAJIHAH BINTI ANUAR	829565	950609105160

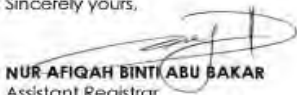
Please be informed that the data collected is purely for academic purposes and we assure you that all information will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"MALAYSIA MADANI"
"KNOWLEDGE, VIRTUE AND SERVICE"
"ACADEMIC EXCELLENCE UUM EMINENCE"

Sincerely yours,



NUR AFIQAH BINTI ABU BAKAR
Assistant Registrar
Universiti Utara Malaysia
Kuala Lumpur Campus (UUMKL)

Universiti Pengurusan Terkemuka
The Eminent Management University



102

Appendix C: Questionnaire



SURVEY QUESTIONNAIRE

Dear respected respondents,

I am student Master of Science Management, Universiti Utara Malaysia Kuala Lumpur (UUMKL) is conducting a study on “The Factor of Flexible Working Hour, Supervisor Support, Financial Challenges and Work- Family Conflict Towards Psychological Wellbeing: Non-Executive in Angkatan Koperasi Kebangsaan Malaysia Berhad (ANGKASA)”. The study aims to identify the factor that influence on Psychological Wellbeing. This questionnaire is divided into six (6) sections: Section A (Demographic Information of the respondent), Section B (Psychological Wellbeing), Section C (Flexible Working Hour), Section D (Supervisor Support), Section E (Financial Distress) and Section F (Work-Family Conflict).

I hope you will be able to assist by answering all the enclosed questionnaires. All responses given by the respondent will be classified as CONFIDENTIAL and will be used for academic purposes. Please answer ALL questions by fulfilling the appropriate boxes. Your cooperation and contribution for this survey is highly appreciated. Please return the completed questionnaire at your earliest convenience. Thank you for spending your time and cooperation.

Should you have any queries, do contact me:

Fatin Najihah binti Anuar
Master of Science (Management) UUMKL
Tel. No.: 010 775 6467

SECTION A: DEMOGRAPHICAL BACKGROUND OF THE RESPONDENT

This section is to get a basic information of employee's background. Please tick (/) your answer at the box provided.

Seksyen ini adalah untuk mendapatkan maklumat asas latarbelakang pekerja. Sila tandakan (/) pada jawapan anda di kotak yang disediakan.

1. Gender / Jantina:

☐	Male / Lelaki
☐	Female / Perempuan

2. Age / Umur:

☐	20-30 years / tahun
☐	31-40 years / tahun
☐	41-50 years / tahun
☐	51-60 years / tahun

3. Marital status / Status Perkahwinan:

☐	Single / Bujang
☐	Married / Berkahwin
☐	Others / lain-lain

4. Salary/ Pendapatan:

☐	Less than RM 1500 / Kurang Dari RM1500
☐	RM 1,500 – RM 3,000
☐	RM 3,001 – RM 5,000
☐	RM 5,000 and above / RM 5,000 Dan Ke Atas

5. Length of Service/ Tempoh Perkhidmatan:

☐	≤ 5 years / tahun
☐	6 - 10 years / tahun
☐	11 - 20 years / tahun
☐	≥ 21 years / tahun

6. Dependent at home / Tanggungan di rumah:

☐	Elderly / Orang Tua
☐	Sick person at home / Orang yang sakit di rumah
☐	Handicapped/ Kurang Upaya
☐	Children/ Anak- anak
☐	Others/ Lain-lain

7. Grade of Position / Gred Jawatan

☐	N1
☐	N2

	N3
	N4
	N5
	T3
	T4

SECTION B: PSYCHOLOGICAL WELL-BEING / KESEJAHTERAAN PSIKOLOGI

Please read the following statements, and circle (0) appropriate answer in the box that best explains your opinion by selecting a number from the scale of:

1	2	3	4	5
Strongly Disagree / <i>Sangat Tidak Setuju</i>	Disagreed / <i>Tidak Setuju</i>	Neutral / <i>Tidak Pasti</i>	Agreed/ <i>Setuju</i>	Strongly Agree/ <i>Sangat Setuju</i>

Psychological Well-being / Kesejahteraan Psikologi						
1.	I like myself. <i>Saya sukakan diri saya</i>	1	2	3	4	5
2.	I am deserving of love and trust. <i>Saya layak mendapat kasih sayang dan kepercayaan</i>	1	2	3	4	5
3.	I do not feel alone. <i>Saya tidak berasa keseorangan</i>	1	2	3	4	5
4.	I love my life. <i>Saya suka hidup saya</i>	1	2	3	4	5
5.	The income from my job is sufficient to meet my needs, I feel secure. <i>Pendapatan daripada pekerjaan saya mencukupi untuk memenuhi keperluan saya, saya berasa selamat</i>	1	2	3	4	5
6.	I am capable of solving problems in my life. <i>Saya mampu menyelesaikan masalah dalam hidup saya</i>	1	2	3	4	5
7.	I am able to live the life I want. <i>Saya mampu menjalani kehidupan yang saya inginkan</i>	1	2	3	4	5
8.	Overall, I am satisfied with my current job. <i>Secara keseluruhan, saya berpuas hati dengan pekerjaan saya sekarang</i>	1	2	3	4	5
9.	I am respected at work. <i>Saya dihormati di tempat kerja</i>	1	2	3	4	5
10.	I receive recognition from clients and their families for my work. <i>Saya menerima pengiktirafan daripada pelanggan dan keluarga mereka untuk kerja saya.</i>	1	2	3	4	5

SECTION C: FLEXIBLE WORKING HOUR / WAKTU KERJA FLEKSIBEL

Please read the following statements, and circle (0) appropriate answer in the box that best explains your opinion by selecting a number from the scale of:

1	2	3	4	5
Strongly Disagree / <i>Sangat Tidak Setuju</i>	Disagreed / <i>Tidak Setuju</i>	Neutral / <i>Tidak Pasti</i>	Agreed/ <i>Setuju</i>	Strongly Agree/ <i>Sangat Setuju</i>

Flexible Working Hour / Waktu Kerja Fleksibel						
1.	I feel comfortable with the implementation of FWH compared to a normal working schedule. <i>Saya berasa selesa dengan pelaksanaan Waktu Kerja Fleksibel berbanding kerja jadual biasa.</i>	1	2	3	4	5
2.	Implementation of FWH is able to increase my service quality to the customer. <i>Pelaksanaan Waktu Kerja Fleksibel mampu meningkatkan kualiti perkhidmatan saya kepada pelanggan.</i>	1	2	3	4	5
3.	I feel stressed at work when my responsibilities and my children's welfare and safety at home are neglected. <i>Saya berasa tertekan di tempat kerja apabila tanggungjawab saya terhadap kebajikan dan keselamatan anak-anak saya di rumah diabaikan.</i>	1	2	3	4	5
4.	I feel FWH helps me from being late to the office. <i>Saya rasa Waktu Kerja Fleksibel membantu saya daripada datang lewat ke pejabat.</i>	1	2	3	4	5
5.	I feel that service to customers will be affected if staff are late to work. <i>Saya merasakan perkhidmatan kepada pelanggan akan terjejas sekiranya kakitangan lewat ke tempat kerja.</i>	1	2	3	4	5
6.	My psychological wellbeing level at work can be increased through FWH. <i>Tahap kesejahteraan psikologi saya di tempat kerja boleh ditingkatkan melalui Waktu Kerja Fleksibel.</i>	1	2	3	4	5

SECTION D: SUPERVISOR SUPPORT / SOKONGAN PENYELIA

Please read the following statements, and circle (0) appropriate answer in the box that best explains your opinion by selecting a number from the scale of:

1	2	3	4	5
Strongly Disagree / <i>Sangat Tidak Setuju</i>	Disagreed / <i>Tidak Setuju</i>	Neutral / <i>Tidak Pasti</i>	Agreed/ <i>Setuju</i>	Strongly Agree/ <i>Sangat Setuju</i>

Supervisor Support / Sokongan Penyelia						
1.	My supervisor trusts me. <i>Penyelia saya percaya kepada saya</i>	1	2	3	4	5
2.	My supervisor helps me to improve myself. <i>Penyelia saya membantu saya dalam meningkatkan diri saya.</i>	1	2	3	4	5
3.	My supervisor gave me a clear instruction. <i>Penyelia saya memberikan arahan yang jelas kepada saya.</i>	1	2	3	4	5
4.	I feel free to talk openly and honestly to my supervisor. <i>Saya boleh bercakap secara terbuka dan jujur dengan penyelia saya.</i>	1	2	3	4	5
5.	My supervisor holds a regular meetings with my unit <i>Penyelia saya sering mengadakan mesyuarat dengan unit saya.</i>	1	2	3	4	5
6.	My supervisor knows what is going on in my unit. <i>Penyelia saya tahu apa yang terjadi di dalam unit saya.</i>	1	2	3	4	5

SECTION E: FINANCIAL DISTRESS / MASALAH KEWANGAN

Please read the following statements, and circle (0) appropriate answer in the box that best explains your opinion by selecting a number from the scale of:

1	2	3	4	5
Strongly Disagree / <i>Sangat Tidak Setuju</i>	Disagreed / <i>Tidak Setuju</i>	Neutral / <i>Tidak Pasti</i>	Agreed/ <i>Setuju</i>	Strongly Agree/ <i>Sangat Setuju</i>

Financial Distress/ <i>Masalah Kewangan</i>						
1.	I'm very satisfied with my present financial situation <i>Saya sangat berpuas hati dengan keadaan kewangan saya sekarang</i>	1	2	3	4	5
2.	My financial situation does not make me feel stressed at all <i>Keadaan kewangan saya tidak membuatkan saya berasa tertekan langsung</i>	1	2	3	4	5
3.	I feel very secure with my personal finances for retirement <i>Saya berasa sangat selamat dengan kewangan peribadi saya untuk persaraan</i>	1	2	3	4	5

SECTION F: WORK-FAMILY CONFLICT / KONFLIK KERJA- KELUARGA

Please read the following statements, and circle (0) appropriate answer in the box that best explains your opinion by selecting a number from the scale of:

1	2	3	4	5
Strongly Disagree / <i>Sangat Tidak Setuju</i>	Disagreed / <i>Tidak Setuju</i>	Neutral / <i>Tidak Pasti</i>	Agreed/ <i>Setuju</i>	Strongly Agree/ <i>Sangat Setuju</i>

Work- Family Conflict/ Konflik Kerja- Keluarga						
1.	The demands of my work interfere with my home and family life. <i>Tuntutan kerja saya mengganggu kehidupan rumah dan keluarga saya</i>	1	2	3	4	5
2.	Because of my job, I can't involve myself as much as I would like in maintaining close relations with my family or spouse/partner. <i>Kerana pekerjaan saya, saya tidak boleh melibatkan diri saya sesuka hati dalam menjaga hubungan rapat dengan keluarga atau pasangan.</i>	1	2	3	4	5
3.	Things I want to do at home do not get done because of the demands my job puts on me. <i>Perkara yang ingin saya lakukan di rumah tidak dapat dilakukan kerana tuntutan pekerjaan saya</i>	1	2	3	4	5
4.	I often have to miss important family activities because of my job. <i>Saya sering terlepas aktiviti keluarga yang penting kerana pekerjaan saya</i>	1	2	3	4	5
5.	There is a conflict between my job and the commitments and responsibilities I have to my family or spouse/partner. <i>Terdapat konflik antara pekerjaan saya dan komitmen terhadap tanggungjawab yang saya ada kepada keluarga atau pasangan.</i>	1	2	3	4	5

----- Terima Kasih -----

Appendix D: Reliability Analysis for Pilot Test

1. Scale: Psychological Wellbeing

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.767	10

2. Scale: Flexible Working Hour

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.728	6

3. Scale: Supervisor Support

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.890	6

4. Scale: Financial Distress

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.775	3

5. Work- Family Conflict

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.894	5



UUM
Universiti Utara Malaysia

Appendix E: Reliability Analysis for Actual Research

1. Scale: Psychological Wellbeing

Case Processing Summary

		N	%
Cases	Valid	209	100.0
	Excluded ^a	0	.0
	Total	209	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.889	10

2. Scale: Flexible Working Hour

Case Processing Summary

		N	%
Cases	Valid	209	100.0
	Excluded ^a	0	.0
	Total	209	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.705	6

3. Scale: Supervisor Support

Case Processing Summary

		N	%
Cases	Valid	209	100.0
	Excluded ^a	0	.0
	Total	209	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.900	6

4. Financial Distress

Case Processing Summary

		N	%
Cases	Valid	209	100.0
	Excluded ^a	0	.0
	Total	209	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.851	3

5. Work- Family Conflict

Case Processing Summary

		N	%
Cases	Valid	209	100.0
	Excluded ^a	0	.0
	Total	209	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.904	5



UUM
Universiti Utara Malaysia

Appendix F: Descriptive Statistic

	N	Minimum	Maximum	Mean	Std. Deviation
pwb_avg	209	1.90	5.00	4.1852	.59162
fwh_avg	209	1.67	5.00	4.1388	.63833
ss_avg	209	1.50	5.00	4.0550	.74984
fd_avg	209	1.00	5.00	3.3987	.91665
wfc_avg	209	1.00	5.00	2.4842	.97201
Valid N (listwise)	209				

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
pwb_avg	209	1.90	5.00	4.1852	.59162	-.676	.168	.471	.335
fwh_avg	209	1.67	5.00	4.1388	.63833	-.702	.168	.829	.335
ss_avg	209	1.50	5.00	4.0550	.74984	-.708	.168	.455	.335
fd_avg	209	1.00	5.00	3.3987	.91665	-.297	.168	-.148	.335
wfc_avg	209	1.00	5.00	2.4842	.97201	.427	.168	-.382	.335
Valid N (listwise)	209								

Appendix G: Pearson Correlation Coefficient

		Correlations				
		pwb_avg	fwh_avg	ss_avg	fd_avg	wfc_avg
pwb_avg	Pearson Correlation	1	.230**	.514**	.519**	-.330**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	209	209	209	209	209
fwh_avg	Pearson Correlation	.230**	1	.260**	.067	-.023
	Sig. (2-tailed)	<.001		<.001	.335	.740
	N	209	209	209	209	209
ss_avg	Pearson Correlation	.514**	.260**	1	.321**	-.340**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	209	209	209	209	209
fd_avg	Pearson Correlation	.519**	.067	.321**	1	-.091
	Sig. (2-tailed)	<.001	.335	<.001		.190
	N	209	209	209	209	209
wfc_avg	Pearson Correlation	-.330**	-.023	-.340**	-.091	1
	Sig. (2-tailed)	<.001	.740	<.001	.190	
	N	209	209	209	209	209

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

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2.204	.277		7.969	<.001
	fwh_avg	.114	.050	.123	2.284	.023
	ss_avg	.227	.048	.288	4.770	<.001
	fd_avg	.259	.035	.401	7.291	<.001
	wfc_avg	-.117	.034	-.193	-3.478	<.001

a. Dependent Variable: pwb_avg