

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 AFFECTING WORK LIFE
BALANCE AMONG GENERATION Y
EMPLOYEES OF TOBACCO COMPANIES IN
KUALA LUMPUR**

**THEVI A/P
RAMASAMY**

THEVI A/P RAMASAMY

**FACTORS AFFECTING WORK LIFE BALANCE AMONG
GENERATION Y EMPLOYEES OF TOBACCO COMPANIES
IN KUALA LUMPUR**



UUM
Universiti Utara Malaysia

**MASTER OF SCIENCE (MANAGEMENT)
UNIVERSITI UTARA MALAYSIA**

April 2018

MSc 2018

**FACTORS AFFECTING WORK LIFE BALANCE AMONG GENERATION Y
EMPLOYEES OF TOBACCO COMPANIES IN KUALA LUMPUR**



By
THEVI A/P RAMASAMY

UUM
Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah Graduate School 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)
THEVI A/P RAMASAMY (812050)

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 AFFECTING WORK LIFE BALANCE AMONG GENERATION Y EMPLOYEES OF TOBACCO
COMPANIES IN KUALA LUMPUR**

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 Pertama : **DR. NOR PUJAWATI MD SAID**
(Name of 1st Supervisor)

Tandatangan : 
(Signature)

Tarikh : **8 APRIL 2018**
(Date)

PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfillment 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 Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

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



Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

UUM
Universiti Utara Malaysia

ABSTRACT

This study was conducted to find out the factors that affect work life balance among Generation Y employees of tobacco companies and used quantitative method to determine the relationship between independent variables which is personality, family demand and technology and dependent variable being work life balance. Through this study, employers can identify the factors which affect work life balance and they can think about how to minimize the negative impact and promote work life balance among Generation Y employees in order to reduce absenteeism, reduce high turnover and increase employee job performance. On the other hand, employees should understand what affects their work life balance and learn how to management their role accordingly. This study involved 114 respondents from accounting and finance department from tobacco companies. Researcher has distributed 152 sets of questionnaires to respondents but only received 114 complete questionnaires. The questionnaire contains 38 items that have used five point Likert scale. Each hypothesis was tested using Statistics Package for Social Science (SPSS) version 23.0. The obtained data were analysed using descriptive and inferential analysis namely correlation and regression. Four hypotheses were formed to perform the inferential analysis to determine the relationship between independent variables and dependent variables. The results of the study showed that all three factors which is personality, family demand and technology is positively related to work life balance. However, technology is the main contributor towards work life balance among Generation Y employees. Respondents demographic details was also discussed using percentage and frequencies. In nut shell, even though Generation Y employees are labeled as digital generation, work life balance will be affected when their work and non-work responsibilities overlaps due to technology. Various recommendations for further research were also addressed.

Keyword: work life balance, generation y employees, family demand, technology, tobacco

ABSTRAK

Kajian ini dijalankan untuk mengetahui faktor yang menyebabkan keseimbangan kehidupan kerja di kalangan pekerja Generasi Y yang bekerja di industri tembakau dan menggunakan kaedah kuantitatif dalam menentukan hubungan antara semua pembolehubah bebas iaitu personaliti, keperluan keluarga, teknologi dan pembolehubah bersandar Keseimbangan Hidup Bekerja. Kajian ini melibatkan 114 responden daripada jabatan perakaunan dan kewangan dari industri tembakau. 152 set borang soal selidik telah diedarkan sendiri dan melalui talian oleh penyelidik kepada responden. Dengan kajian ini, majikan boleh memahami factor yang menyebabkan keseimbangan kehidupan kerja dan membincangkan cara cara untuk mengurangkan kesan negative dan mengalakkan keseimbangan kehidupan kerja di kalangan pekerja Generasi Y untuk mengurangkan ketidakhadiran pekerja, mengurangkan pekerja perolehan tinggi and meningkatkan prestasi pekerja. Sebaliknya, pekerja boleh memahami faktor yang memberi kesan terhadap keseimbangan kehidupan kerja dan belajar bagaimana untuk menjalankan tanggungjawab mereka apabila tanggungjawab mereka bertindan. Daripada jumlah tersebut, hanya 114 orang yang telah memberikan kerjasama dan menjawab soal selidik tersebut dengan sempurna. Set soal selidik mengandungi 38 item yang menggunakan skala Likert lima mata. Setiap hipotesis telah diuji dengan menggunakan perisian Statistic Package for Social Science (SPSS) versi 23.0. Data yang diperolehi dianalisis dengan menggunakan analisis deskriptif dan analisis inferensi iaitu analisis korelasi dan regresi. Empat hipotesis telah dibentuk untuk analisis inferensi bagi menentukan hubungan antara pembolehubah bebas dan pembolehubah bersandar. Keputusan kajian menunjukkan bahawa ketiga-tiga faktor iaitu personaliti, keperluan keluarga, teknologi mempunyai perkaitan dengan keseimbangan kehidupan bekerja. Antara tiga faktor tersebut, teknologi ialah penyumbang tertinggi dengan kesimbangan kehidupan bekerja di kalangan pekerja Generasi Y. Latar belakang responden juga dibincangkan melalui peratusan dan frekuensi. Kesimpulannya, walaupun pekerja Generasi Y dikatakan generasi digital, kesimbangan kehidupan bekerja akan terjejas jika tanggungjawab mereka bertindan disebabkan teknologi. Cadangan untuk kajian lanjutan turut dikemukakan.

Kata Kunci: keseimbangan kehidupan bekerja, pekerja generasi Y, permintaan keluarga, teknologi, tembakau

ACKNOWLEDGEMENT

I would like to acknowledge the contribution of several people who have helped me to complete this research project. Without the dedication and support from these people, the completion of this thesis would not have been possible.

I am deeply grateful to Dr Nor Pujawati Bt Md Said, my supervisor, for her continuous professional guidance and invaluable support throughout the whole project. She has been very patient towards the whole process even when I was lost. Her encouraging words and messages did motivate whenever I am thinking on what to be done next.

I would also like to express my appreciation to my parents, sisters, husband, in laws and friends for their continues support. They have been spending time to read this project paper again and again and provide constructive comments, joining discussion and also provide suggestions to deliver better. They have been extremely understanding and helped me emotionally and mentally. They have the confidence in me that I would complete the project paper and pushed me hard to reach the goal. Without their support and encouragement I would not be able to complete this project paper.

Lastly, I would like to thank and appreciate each and every respondent who have contributed significantly by participating in the study and answering questionnaires. Without their participation, my project paper will be incomplete.

TABLE OF CONTENT

Title Page	i
Certification of Thesis Work	ii
Permission to Use	iii
Abstract	iv
Abstrak	v
Acknowledgement	vi
Table of Content	vii
List of Tables	xi
List of Figures	xii
List of Abbreviations	xiii

CHAPTER ONE: INTRODUCTION

1.1 Background of Study.....	1
1.2 Problem Statement	5
1.3 Research Questions	8
1.4 Research Objectives	9
1.5 Significant of Research	10
1.6 Scope of Study	10
1.7 Limitation of Study	11
1.8 Organization of the Thesis	12

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction	14
2.2 Theories: Boundary Theory and Border Theory	14
2.2.1 Boundary Theory	14
2.2.2 Border Theory	15
2.2.3 Implication of the Theory	16
2.3 Work Life Balance	17
2.3.1 Benefits of Work Life Balance	20
2.3.2 Disadvantages of no Work Life Balance	22
2.4 Factors of Work Life Balance	24
2.4.1 Individual Factor – Personality	24
2.4.1.1 <i>The Relationship between Personality and Work Life Balance</i>	25
2.4.2 Societal Factor – Family Demand	27
2.4.2.1 <i>The Relationship between Family Demand and Work Life Balance</i>	28
2.4.3 Organizational Factor – Technology	29
2.4.3.1 <i>The Relationship between Technology and Work Life Balance</i>	30
2.5 Chapter Summary	33

CHAPTER THREE: METHODOLOGY

3.1 Introduction	34
3.2 Research Framework	34
3.3 Hypothesis Development	35
3.4 Research Design	37
3.5 Operational Definition	37

3.6 Method of Measurement	39
3.6.1 Instrument	39
3.6.2 Questionnaire Items	42
3.6.3 Measurement Scale	42
3.6.4 Pilot Test	43
3.6.4.1 Reliability Analysis	43
3.7 Data Collection	45
3.8 Sampling Design	45
3.8.1 Target Population	45
3.8.2 Sample Size	46
3.9 Data Collection Procedures	46
3.9.1 Drop and Collect Data	47
3.9.2 Online Questionnaire	47
3.10 Techniques of Data Analysis	48
3.10.1 Descriptive Analysis	48
3.10.2 Correlation Analysis	48
3.10.3 Regression Analysis	49
3.11 Chapter Summary	49

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction	50
4.2 Data Cleaning	50
4.3 Reliability Analysis	51
4.4 Univariate Analysis	52
4.4.1 Background of Respondents	52

4.5 Multivariate Analysis	55
4.5.1 Correlation Analysis	55
4.5.2 Regression	56
4.6 Hypothesis Testing	58
4.7 Chapter Summary	60

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction	61
5.2 Recapitalization of the Study	61
5.3 Conclusion	62
5.3.1 To examine the relationship between personality and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur	63
5.3.2 To examine the relationship between family demand and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur	63
5.3.3 To examine the relationship between technology and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur	64
5.3.4 To examine the effect of personality, family demand and technology on work life balance among Generation Y employees of tobacco companies in Kuala Lumpur	65
5.4 Recommendation for Future Research	66
REFERENCES	69
APPENDIX	

LIST OF TABLES

Table 2.1 Definitions of Work Life Balance	18
Table 2.2 Benefits of work life balance initiatives	20
Table 2.3 Big five factor model of personality	26
Table 3.1 Sources of questionnaire.....	42
Table 3.2 Scale used by questionnaire	43
Table 3.3 Cronbach's Alpha acceptable range	44
Table 3.4 Pilot Test: Cronbach's Alpha Coefficient Result	44
Table 3.5 Number of population in accounting and finance department at BAT and JTI	46
Table 3.6 Sample size selected from Generation Y employees in BAT and JTI	46
Table 3.7 Interpreting the Size of a Correlation Coefficient	49
Table 4.1 Quantity of Questionnaire	50
Table 4.2 Cronbach's Alpha Coefficient Result	51
Table 4.3 Demographic Information of Respondents	52
Table 4.4 Correlation Statistics	55
Table 4.5 Model Summary	56
Table 4.6 ANOVA table	57
Table 4.7 Coefficient Statistics	58
Table 4.8 Summary of Hypothesis Testing	59

LIST OF FIGURES

Figure 3.1 Research Framework	34
Figure 3.2 Questionnaire items on Work life balance	40
Figure 3.3 Questionnaire items on personality	40
Figure 3.4 Questionnaire items on family demand	41
Figure 3.5 Questionnaire items on technology	41



LIST OF ABBREVIATIONS

BAT British American Tobacco

JTI Japan Tobacco International

PWC Price Waterhouse Coopers

SPSS Statistics Package for Social Science

IBM International Business Machines Corporation



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Originally, work was a matter of necessity and survival. However, the nature of work throughout the world has change drastically due to the changes in social demands and economic conditions. Throughout the years, the structure of the workforce has changed and the role of work has advanced. The pressures of work have been intensifying in recent decades and work is considered as a root of personal satisfaction.

Today, organizations are becoming more demanding in regards of deadlines and results. Due to very high competition, organizations are focusing and stressing on their demands in the business world. In addition to this, all organizations are basically profit driven entities. Due to this, organizations barely bothered or least concerned about their employees' personal life and work satisfaction issues. Thus, it creates work life imbalance (Singh, 2015).

Work life balance is a theory that supports the employees who struggles to allocate their time and energy between other important aspects of their lives and work. Professional and personal are the two different set of role and demand which an individual has to play. Therefore, employees are finding it difficult to balance time between family, social activity participation, friends and other personal activities, apart from the demands that they get from the workplace. Many problems are faced by individual, family, organization and society when such role demands overlaps. An employee can attain both personal and professional goals if there is a good balance in work and life.

Creating, building and sustaining healthy and supportive environment is work life balance main purpose. It will eventually provide employee with good balance between work and personal responsibility. This will help to strengthen employee's loyalty and productivity towards the organization. According to Stredwick and Ellis (2005), employees are able to achieve organizational goals and objectives with great commitment and engagement when different working patterns are preferred by employees such as flexible, compressed and annualized working hours, job sharing, e-working, zero hours contract, teleworking, work from home, contract hours, part time working, study and career breaks is practiced.

One should understand that there is a wealth of advantages for both, the organization and employee when good work life balance is being practiced. For an organization, it will improve employees' job satisfaction, indirectly; it will improve or reduce employee retention or turnover, absenteeism and cost associated with extra working hours spent at work. On the other hand, employees also can maintain their overall health and wellbeing (mentally and physically) and to have a good work-family relationship. Employees can perform both work and personal commitment with focused mind. For instance, The Mental Health Foundation in UK conducted a survey and concluded that considerable groups of employees ignoring the work life balance factors that make them exposed to mental health problems (Work-life balance, 2018).

In their survey they found that:

- one third of the employees feel unhappy on the amount of time they spend at work;
- more than 40% of the employees are neglecting other aspects of their life which may increase their vulnerability to mental health problems;
- (27%) of employees are unhappy working longer hours, (34%) feel worried, and (58%) feel irritable;
- Employee spend time worrying about working outside office hours as they spend more time at work;
- many more women report unhappiness than men because they have more competing life roles and feeling pressure in juggling their role;
- Around two thirds of them experienced a negative impact in their personal life, which includes physical and mental health problems, poor home life, lack of personal development, and poor relationships.

According to a recent study by Randstad Workmonitor, 95% employees in Malaysia are certain that the number one priority to achieve a healthy lifestyle is by achieving a good work life balance and 86% agree that when they exercise regularly, they perform well at work (Work-life key to keeping M'sian employees healthy, 2014). The study also concluded that:

- 87% of them who have a healthy lifestyle have enough energy to go to work every day;
- 71% of them will knowingly climb the stairs at work to stay fit;
- 81% of employers supports their staff taking time-off for personal reasons;

- 60% of them feel they would resign from their job if their employer would not allow them to time-off in order to take care of a family member.

According to Dex and Smith (2002) researchers at the University of Cambridge which carried out a major study on work life balance concluded that:

- Employees with family-friendly policies have positive effects on work commitment;
- Estimated nine out of every ten companies which adopt to work life balance policies had found themselves as cost effective;
- According to the performance indicator, there is an increase in performance by being associated with family-friendly policy.

In 2013, Price Waterhouse Coopers (PWC), with the University of Southern, California and the London Business School had carried out a research to study the global generation. The research was carried out to learn the attitudes of “Millennial” employees or the Generation Y employees because PWC firm noticed that the younger generation of professionals were leaving the firm after just few years. The result was the “Millennial” employees are less committed to their job compared to “Non-Millennial” employees. This study also shown that work life balance as one of the most important aspect which influence employee retention and a major reason Generation Y employees choose a non-traditional professional career track (Finn & Donovan, 2013).

Cheah and Naidu (2015) state that Malaysians prefer work life balance over higher pay based on a survey conducted by Kelly Services Malaysia. The survey was conducted in 31 countries which almost two third Malaysian employees prefer work life balance. In the survey, 54 percent of Malaysian state that they would give up higher pay for more flexible schedule. Melissa Norman, the managing director of Kelly Services Malaysia states that “while there’s no mistaking that pay is a key driver of employee attraction and retention, workers also value their professional growth and personal fulfillment, and are often willing to make sacrifices to achieve them” (Cheah & Naidu, 2015).

Based on the surveys and articles, there are lots of improvement area in practicing work life balance and understanding the outcome of it. Firstly, employers and employees should identify the factors that affect work life balance. Secondly, employers and employees should weigh the outcome on how it benefits one self and the organization. The common factor that affects work life balance is individual factors, organizational factor and societal factors.

1.2 Problem Statement

By the year of 2025, it is said that the Generation Y employees or the Millennial employees will make up roughly 75% of the world’s workforce. Many researchers had criticized that this generation are spoiled, self-centered and individualistic, lazy, over-praised, entitled and pampered compared to older generations (Singer, 2013). It is also said that Generation Y employees demands in a workplace, changing the workplace rapidly.

Generation Y employees always encouraged new ideas into the business world which leads to “irritation” among the older generation (Dhawan, 2012). Many of the Generation Y employees also has enjoyed swift promotion into managerial positions overtaking the older generation. This leads to dissatisfaction among other generation and unwillingness to work under Generation Y employees. It is to be understood that Generation Y employees has grown up participating in the revolution where globalization and technology had changed the world drastically. Being a digital native, it is obvious an advantage for these generations as can keep up to today’s competitive business environment compared to older generation. Therefore, the older generation should understand that this is not an attitude or characteristic problem whereas it is the environment that there are grown up with.

Generation Y is a digital generation since they have grown up with social media and technology with rapid changes and constant updates. For some, they might find this digital is a way to keep them to maintain a balanced work life by staying connected while for others, it may be a distraction from work. Either way, employers need to get up to speed with how they can use technology to get the best of our Generation Y employees.

For Generation Y employees, flexible working hours may mean a good work life balance, which can be implemented with the help of advance technology. At the same time, technology also blurs the gap between both work and social life, which makes it difficult for them to stay away from work at weekends or on holiday. This is because they are required to work from home on their off day. The effect of this can be significant on organizations’ operations because employees, who cannot take breaks away from work, and communications regarding work all the time, are at risk of reduced productivity and sickness resulting in absence from work.

Generation Y are creative and innovative. They prefer to work with more freedom rather than leading a work life which is stressful and controlled. These generations wanted balance between work and life. They do not encourage themselves to work longer hours and look forward for challenging and higher reward jobs. This leads them to hop company within few years.

Accordingly to Kratz (2013), Generation Y are digitally-enabled, idealistic, diverse, ambitious and social. He stated that all these are important personalities that can make a positive impact in an organization in this current era. Therefore, it takes more effort for an organization to retain and motivate this generation. Good go team, on the other hand state that, with the massive generational shift by 2010, there will be a drastic change in workplace in the next seven years (Singer, 2013). Also, companies will have no choice but to scrap tradition and adapt to meet Generation Y's employees' needs in order to attract and retain top talent.

Other than that, researchers noted that differences in perceptions, values, and communication styles among generations can lead to conflict in the workplace (Bassett *et al.*, 2008; Lloyd *et al.*, 2007). Researchers have recognized three categories, which explains Generation Y employee's behaviors towards work, which is a desire for continual learning, a desire for flexibility and a preference for team-oriented work (Brown *et al.*, 2009).

This scenario is most likely to happen in private sectors. This is because more millennial are joining private sector compared to government as stated by Bureau of Labor Statistics in a case study. The figure shows that millennial make up only 24.5% of government employees compared to 33.7% in private sector. The case study also stated that there are common beliefs about millennial who work for

government which is millennial are less passionate than older generation, high turnover rate and it is difficult to recruit millennial compared to older generation, because they tend to leave and move to private sector.

Private sector was chosen because it is within this sector where high turnover and issues of retention of employees are more prevalent in Malaysia (Sharkawi *et al.*, 2016). According to Akram and Bilal (2013), Generation Y employees prefer private sectors as it creates flexibility at work place with good incentives including job security to create innovative atmosphere. For this study purpose we choose tobacco companies because cigarette business was once as good as printing money in Malaysia. Demands were high and costs were kept low. However, in the recent business environment, rising of illicit cigarette trade is threatening the industry players. The industry is facing a difficult time, and another price hike and widespread distribution of contraband cigarettes will likely see the demise of tobacco-related manufacturing activities in Malaysia.

This research is carried out for organization to understand the factors affecting the work life balance among Generation Y employees in tobacco companies. By conducting this research, employers will be able to consider the factors and provide or encourage employees towards a better work life balance.

1.3 Research Questions

In accordance to the problem statement, research questions were developed below:

RQ1: Is there a relationship between personality and work life balance among

Generation Y employees of tobacco companies in Kuala Lumpur?

RQ2: Is there a relationship between family demand and work life balance among

Generation Y employees of tobacco companies in Kuala Lumpur?

RQ3: Is there a relationship between technology and work life balance among

Generation Y employees of tobacco companies in Kuala Lumpur?

RQ4: What is the effect of personality, family demand and technology on work life

balance among Generation Y employees of tobacco companies in Kuala Lumpur?

1.4 Research Objectives

The objective of this research is as below:

RO1: To examine the relationship between personality and work life balance among

Generation Y employees of tobacco companies in Kuala Lumpur.

RO2: To examine the relationship between family demand and work life balance

among Generation Y employees of tobacco companies in Kuala Lumpur.

RO3: To examine the relationship between technology and work life balance among

Generation Y employees of tobacco companies in Kuala Lumpur.

RO4: To examine the effect of personality, family demand and technology on work

life balance among Generation Y employees of tobacco companies in Kuala Lumpur.

1.5 Significance of Research

The main aim of this study is to discover the factors affecting work life balance among Generation Y employees of tobacco companies in Kuala Lumpur. This is because work life balance has become a very crucial topic in current working environment and it has created negative impacts in both organizations and individual.

Therefore by carrying out this research, employers can identify the main factors that affect work life balance which will help them to understand what type of working environment that an employee in this era prefers. With this information, an employer can come out with solution to instill work life balance environment in their organization. Result of the study will serve as literature to researchers to highlight on the factors that may affect employee work life balance. It can also serve as secondary data for future study on the similar topic by other researcher.

1.6 Scope of Study

This research is to study on factors affecting work life balance will focus on Generation Y employees who works in Tobacco company. The independent variables evaluated in this study are personality, family demand and technology and dependent variable work life balance.

To narrow down the sample size, this study will focus on private companies under tobacco industry which are foreign based companies operating in Kuala Lumpur. Tobacco industry was chosen because no much research was carried out in this industry to examine the relationship between the selected factors and work life balance. Most researchers carried out are on commercial banks and hospitals. According to Tobacco in Malaysia (2017), there are 3 international players who have dominated cigarette sales across Malaysia which is British American Tobacco

(Malaysia), Japan Tobacco International (Malaysia) and Philip Morris (Malaysia). For this study purpose, we will collect samples from British American Tobacco (Malaysia) and Japan Tobacco International (Malaysia) as they have set up their shared service based in Kuala Lumpur.

This research will emphasize employees from the Accounting and Finance department in those companies. The total population figures are collected based on verbal feedback. Accounting and Finance department was chosen because this department reviews and records each department financial area and determines a company's overall financial position. Information from this department is crucial in decision making in an organization. The finance sector is the most difficult sector to achieve work life balance because of its long hours and intensely competitive nature (Investopedia Staff, 2013). A study proposed by the Accounting and Corporate Regulatory Authority and conducted by the Association of Chartered Certified Accountants, stated that 65% of audit staff are unhappy at work. The respondents stated that it is hard to maintain work life balance due to heavy workload (Kwok, 2012). Heavy workload was made worse by factors like unreasonable deadlines and under-par management accounts provided by clients.

1.7 Limitation of Study

There are few limitations or problems such as limited sample size and accessibility encountered during this research was conducted. This research focuses only on Generation Y employees, those who are born in 1980s to 2000s. The data is collected only from employees who work under accounting and finance department from two companies in tobacco industry. Thus the findings are limited to the

Generation Y employees in tobacco industry and accounting and finance department only and do not represent the entire Generation Y employees in private sector.

Accessibility towards the sample size also has become another challenge during the data collection process. Various methods to distribute questionnaires were carried out such as through social media, by emails and also giving questionnaires face to face. Questionnaires were ignored by some of the respondent and some did not respond within the given dateline.

1.8 Organization of the Thesis

This research main content is divided into five major chapters as below:-

Chapter One: Introduction

Chapter one briefs the overall view of the whole research. This chapter describe about the background of the study, research problem, research objectives, significant of the study, scope of study and organization of the thesis.

Chapter Two: Literature Review

Chapter two describes the literature review of the study. This chapter review about the past research related to the topic of the study. The dependent variables and independent variables will be discussed in this chapter. The dependent variable in this study is work life balance and independent variables are personality, family demand and technology. The literature review is extracted from various sources such as publications of journals, books and newspaper articles.

Chapter Three: Research Methodology

Chapter three focuses on the methodology process and also statistical analysis adapted to the research study. Besides that, theoretical framework of the studies also discussed at this chapter.

Chapter Four: Results and Discussion

Chapter four presents the results of the analysis which was obtained through collected data corresponding to the earlier research problem of this study. These results are generated through statistical tools such as SPSS software in order to support the findings of the research. Statistical results are interpreted and findings are discussed at the end of this chapter.

Chapter Five: Conclusion and Recommendation

Chapter five concludes the findings derived from the study and provides recommendation for future related studies. The conclusion is made based on the findings in Chapter four. Apart from the conclusion, few suggestions or recommendations such as predictions, future trends and other relevant step to be conduct by future researcher in order to go for deeper understanding about the research problem also discussed at the end of the chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two, the literature review is a crucial and in depth evaluation of previous research (Shuttleworth, 2009). Definitions, theories or even model from various publications such as journals, articles and books will be discussed in this chapter. This literature review will focus on the dependent variable which is the work life balance and independent variables such as personality, family demand and technology. By conducting this section, readers can comprehend the reason why this particular research is carried out and also guide the researcher to understand the variables choose in details based on the past researcher done.

2.2 Theories: Boundary Theory and Border Theory

The rapid and ongoing developments in working life have increased the interest within psychology and organization to research on how boundaries between work and non-work can be identified and maintained. There are two theories plays an important part in understanding work life balance which is boundary theory and border theory.

2.2.1 Boundary Theory

Boundary theory was first developed by Nippert-Eng (1996). According to this model was developed to describe how individuals create, negotiate and maintain different domains such as work and non-work that exist in their daily lives. On the other hand, Ashforth (2000) has explained boundaries as a emotional, temporal, cognitive, physical and/or relational limits that define entities as separate from one

another. Basically boundary theory is serve to simplify and order a complicated structuring. In the workplace, employees often create boundaries to keep each domain, personal, family and work distinct (Hecht & Allen, 2009). Maintaining this distinction allows individuals to identify the cognitive, behavioral, and communicative components of a particular domain as each domain has separate role and responsibilities. For instance, there are employees who prefers to turn off their hand phone after working hours or separate e-mail accounts between work and personal use or look out of personal matters only at breaks or during off work (Kossek *et al.*, 2012; Kreiner *et al.*, 2009).

In relation to boundary theory, Hall and Richter (1988) found that work and home are separated by boundaries composed of two dimensions which are flexibility and permeability. Flexible boundaries allows roles to be enacted in a variety of settings at any point of time however, permeability defines where a person physically located in one sphere may be behaviorally or psychologically involved with another sphere. Example of flexible work role boundary is when a female telecommuter might be called upon to play the role of mother (via phone or other medium) at any point or place during the day. Whereas, example of impermeable work role boundary is when a call center operator not allowed answering personal calls or visitors at work.

2.2.2 Border Theory

Clark (2000) further developed the ideas behind boundary theory with more detailed border theory. Clark (2000) states that borders can be:

- temporal – describes the actual time a work and non-work activity takes place. For example, employees set time at 5pm to end their work in order to fetch their child from school.
- psychological – is associated with the perceptions between activities of work and home. For instance, an employee interprets that attending a work-related meeting after working hours as a social activity with friends from work.
- physical - describes the actual location a work and non-work activity takes place, for example location maybe working from home or office.

Border theory states that an employee can hold two different roles at the same time and they are called border keepers. For example, an employee and spouses act as border keepers within the work and home domain respectively. Border keepers will have to balance their role between the two domains. For example, an employee is not allowed to answer personal calls at work. Thus, this will prevent family related issue interferes with work domain. An individual may have their own view on what is important and determine the degree of flexibility to understand the impact on how to negotiate between work and home domain.

2.2.3 Implication of the Theory

Even though the origin of both theories varies, both theories provide frameworks with the intention to understand how an individual's manage and create boundaries between work and non-work. According to Ashforth *et al.*, (2000), Clark (2000) and Desrochers and Sargent (2004), both theory states that the more separately an individual manages work and non-work roles, the less conflict occurs and the more these roles are integrated, the easier the transitions between roles will be. For instance, with technology and gadgets such as laptop and hand phone,

employees are able to be contacted 24/7 whenever and wherever they are. Therefore, certain employee set a border not to bring back their laptops or answer work related phone calls after working hours. This helps them to focus on their roles without stress.

The researchers also suggested that the segmentation and integration of both work and non-work roles can lead to positive outcome depending on individuals' characteristics on a certain environment faced. Segmented roles are fixed to a specific places and times and do not allow cross-role interruption. Whereas integrated roles are flexible and allow cross-role interruptions. Kossek *et al.*, (2012) supported the idea that in organizational context "formal policies, job design, social support for work-family strategy choices and prevailing cultural expectations" impacts the ability of employees to successfully manage their work and non-work boundary.

In the nutshell, it is important for individuals to set their limit or boundary between work and non-work domain as this will ease individuals to jump or transit across boundaries. The more common role is shared, the easier for an individual to transit across the role.

2.3 Work Life Balance

Guest (2002) stated that work life balance is a form of metaphor, in the English language "balance" is a complex word with a variety of meanings. As a noun, a balance is a set of scales, a weighing apparatus. In the English language, balance is also a verb; as the Oxford English dictionary puts it to off-set or compares; to equal or neutralize, to bring or come in equilibrium". Work life balance commonly known or defined as the balancing life between work and life in an organization.

There are many other perspective of work life balance other than balancing life between work and life. Below are some of the definitions from previous researchers:-

Table 2.1
Definitions of Work Life Balance

Year	Authors	Definition
1993	Kofodimos	Work-life balance is "a satisfying, healthy, and productive life that includes work, play, and love." (p. xiii)
1996	Marcks & MacDermid	Role balance is "the tendency to become fully engaged in the performance of every role in one's total role system, to approach every typical role and role partner with an attitude of attentiveness and care. Put differently, it is the practice of that evenhanded alertness known sometimes as mindfulness." (p.421)
2000	Clark	Work life balance is the satisfaction and good functioning at work and at home with a minimum of role conflict.
2002	Rapaport <i>et al.</i>	Propose "Work-personal life integration" instead of balance to encompass different parts of life and their integration depends on one's priorities, which not necessarily need to demand equal amount of personal resources.
2003	Frone	"Low levels of conflict and high levels of inter-role facilitation represent work-family balance." (p.145)
2006	Greenhaus & Allen	Define work-life balance as "the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individual's life-role priorities at a given point in time." (p. 10)
2007	Grzywacz & Carlson	"...as accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role partners in the work and family domains." (p. 459)
2007	Fleetwood	"Work-life balance is about people having a measure of control over when, where and how they work." (p. 351)
2008	Kalliath & Brough	"Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities." (p.326)
2008	Voydanoff	"Work-life balance is the global assessment that work and family resources are sufficient to meet work and family demands such that participation is effective in both domains." (p. 48)

Source: Stepanova and Blanch (2013)

According to Delecta (2011), there are four determinants in work life balance which is:

- Individual – According to American cardiologist Rosenman and Friedman, there are 2 types of individuals with different personality and behaviour. Type A individuals are those who are active, more work oriented, passionate and competitive. This type of individuals will have negative reflection towards work life balance as they are workaholics. On the other hand, Type B individuals are those calm, patients, balanced and right minded. This type of individual will have positive reflection towards work life balance.
- Family – Demands that an individual experience in family life effects work life balance. The responsibility changes according to situation such as marriage, child rising and caring of the elderly at home. Individuals who do not face this situations experience less work life imbalance.
- Work and organization – Work environment demands an individual's time, efforts and mental capacity. Organizations expect employees to raise organization efficiency and managers focus on raising the organization loyalty of the staff.
- Social Environment – An individual also have responsibility towards certain groups he or she belongs. It happens in country which stand out with their own culturally collectivist characteristics.

Similarly, Simmons (2012) stated that the determinants of work life balance are home, self and work. Dekocker *et al.*, (2012) on the other hand stated that the determinants of work life balance are job characteristic, family characteristic, gender, age and personal characteristic. Demands of home will have its impact to behavior

and performance both at work and at home. Individual factors such as gender and age will impact both work and at home. This model represents the balance that one should have at work or at home in order to achieve what is called work life balance.

2.3.1 Benefits of Work life Balance

Rapid development of work life balance study and commencement of work life balance programs in organizational in early 1950's and of the current century has been due to a wide scope of benefits from employers and employees respectively. Employers and employees derived to benefits of work life balance which includes social, psychological and economic benefit. Work life balance benefits can be both direct and indirect benefit. An indirect benefit is a return that cannot be directly observed such as worker productivity, improve staff morale, improve staff health, more time spent with family, improve customer satisfaction, and good time management. On the other hand, direct benefits that are more easily quantified such as reduction headcount reduce turnover and reduction in various cost categories.

Below table shows the summary of indirect and direct benefits compiled from various researchers.

Table 2.2
Benefits of work life balance initiatives

Qualitative benefits for Company	Qualitative benefits for employees
- Retaining valued employees. - Motivated workforce. - Attracting a wider range of candidates. - Reputation of employer of choice. - Reduced recruitment costs. - Improved quality of applicants. - Maximized available labour.	- Happier life at work and at home. - Better work place relations. - Improved self-esteem and concentration. - Time for personal and family life. - Greater control of working life. - Better management of home and work.

Table 2.2 (Continued)

Quantitative benefits
- Cost of diminished productivity. - Cost of direct medical claims. - Cost of staff turnover and recruitment. - Cost of customer satisfaction.

Source: Naithani (2009)

McDonald *et al.*, (2005), in their research, closing the gap between policy and practice, had acknowledged a set of benefits for employee and employers if work life balance initiatives are initiated. Below are some of the benefits stated in their research:

- able to retain wider talent pool,
- less extension requested for maternal leave and early return from maternal leaves,
- reduction in absenteeism,
- positive employer branding,
- job related performance improved,
- decrease in employee turnover,
- employees health improved,
- increase job satisfaction,

International Business Machines Corporation, IBM, being Australia's one of the largest IT companies, has won "Employer of Choice for Women" award in 2006 (IBM Australia, 2007). This award was given for being one of the country's female-

friendly workplaces. Below are some of the initiatives taken by IBM to win this award:

- flexibility to work from home and flexible working hours – This option helps women to look after their family and work at home.
- paid Maternity Leave – 97% of women have returned from maternity leave over last 10 years.
- organized camps for young women – 15% of women are those who studying IT as university and 36% are IBM Australia's graduate recruits.
- vacation care program for IBM Children – Children of IBM working mothers are being cared during their school holidays. This enables working mothers to work in peace.
- additional flexible leave - employees are allowed to apply more leave if required, as it reduces stress and work overload within the organization.

2.3.2 Disadvantages of No Work life Balance

The signs of imbalance are obvious when work life balance is not being implemented in certain organization. Employees tend to suffer from poor health, burnouts and stressed. This can bring costly consequences to the company in such form of:

- increase absenteeism - There are hidden and direct costs that must be paid by the employer when an employee is absent from work. Direct cost is when the employee sick day is still being paid and their medical is also being taken care of by the company. Indirect cost will be the productivity for the day.

- increase employee turnover – A Roffey Park Institute (2004) study found that employees are willing to leave their current organization for better work life balance regardless lesser pay is paid. Mayberry (2006) on the other hand also states that organizations which invest in work life balance has lower employee turnover.
- reduced productivity – When employees are not satisfied with their job environment, they will falls sick frequently directly it will reduce productivity in an organization.
- increase health cost – Longer time working without taking time to exercise or eat proper food can increase obesity. This can lead to numerous health risk such as heart diseases and diabetic. Other that than, when an employee sacrifice his or her sleep for work will be exhausted. This also can affect an individual emotional well-being which affects relationships and personal identity.
- reduce job satisfaction – Employees prefer to work in an flexible, happy, relaxing environment. This will motivate them to work as they get job satisfaction. If one does not have work life balance, they will not be satisfied.
- increase managerial stress – Managerial stress occurs when there is high turnover, increase in absenteeism and low productivity. Management has to find ways to overcome or plan for back up when these issues arise. At times management has to prepare statistics or survey on why productivity the organization drops. This requires additional time and monetary cost.

2.4 Factors of Work Life Balance

According to Poulouse and Sudarsan (2014), individual, organizational and societal factors are the major variables that could affect work life balance. Poulouse and Sudarsan (2014) proposed that:

- there are three categories in individual factors which is personality, well-being and emotional intelligence.
- societal factors are categories in terms of family and social support, childcare responsible and also personal and family demands.
- flexible work arrangement, work support, technology role, works life balance policies related factors are categorized in organizational factor.

In this research, we will focus on:

- personality from individual factor,
- family demands for societal factor, and
- technology from organizational factors

2.4.1 Individual factor – Personality

Personality is a set of qualities which differentiate one to another. Each and every personnel has different characteristic pattern such as different thoughts, behavior and feeling which enable a person to be unique. Guest (2002) defines personality as the extent to which family or work is central life interest influences the perception of balance of every individuals. On the other hand, Warren and Carmichael (1930), in his research Elements of Human Psychology, state that 'personality is the entire mental organization of a human being at any stage of his

development'. It embraces every phase of human character: intellect, temperament, skill, morality and every attitude that has been built up in the course of one's life. Similarly, Mayer (2005) state that personality is an individual's pattern of psychological processes arises from thoughts, feelings and motives. Personality is also expressed through its influences on the body, in conscious mental life and through the individual's social behavior.

2.4.1.1 The relationship between personality and work life balance

Byron (2005), in her research notice that very minimal research on personality variables is being associated with work life balance despite being a vital consideration for research in future. For instance, Eby *et al.*, (2005) conducted work-family research from 1980 – 2002 and only 10% included personality variables. The psychology of individual dissimilarities is vital for research of work life balance. This is because it enables to study how different type of personality effects individuals work life balance. According to Devadoss and Minnie (2013), technology, market and organizational changes are associated with individual's personality.

The big five factor model of personality is being used widely to examine the correlation between personality and work life balance. According to Goldberg (1992) many researchers agree that almost all personality measures could be categorized according to the model. This is because this model will define how an individual react and deal in a certain situation. According to the big five personality, personality is built in a person through their upbringing and external factor which contribute minor chances in making decision. Fiske (1949) has started a research on this model and was expanded upon by other researchers including Norman (1967),

Smith (1967), Goldberg (1981) and McCrae and Costa (1987). The five dimensions which involve in this model are:

Table 2.3
Big five factor model of personality

Dimension	Description
Extraversion	Includes characteristics such as assertiveness, sociability, excitability, energetic, talkativeness and high amounts of emotional expressiveness.
Agreeableness	This personality includes characteristics such as altruism, trust, affection, kindness, easy to cooperate and other pro-social behaviors.
Conscientiousness	Common characteristics include high levels of thoughtfulness, with good impulse control and goal-directed behaviors. Those high in conscientiousness have a tendency to be neat, reliable and hardworking.
Neuroticism	Individuals high in this trait tend to experience emotional instability, anxiety, moodiness, irritability and sadness.
Openness	This trait features characteristics such as imagination, inventive and insight and those high in this trait also tend to have a broad range of interests and open minded.

Source: Devadoss and Minnie (2013)

A research which was conducted by Priyadharshini and Wesley (2014) on IT's employees indicates that there is correlation between personality and work life balance by using Big five factor model. The research found that extroversion, conscientiousness and openness dimension significantly affect work life balance and agreeableness dimension leads to work life conflict. However, neurotic dimension do not correlate with work life balance. Similarly, a study done by Kaur (2013) to investigate the relationship between work life balance, satisfaction with life and personality dimension. It was found that all dimensions on big five factor model except for neurotic dimension have positive relationship between each and other.

There are different type of personality behavior, for instance, proactive and resilience. According to Crant (1995), those who are proactive are able to notice situational factors around them and alter their act on those to bring change. Even though they are unhappy, rather than resigning, they will actively look for ways to

improve so that they can bring positive changes. Vice versa, there are some individual who prefer to resign when they are unhappy with their working environment. On the other hand, resilience is the ability to recoil back quickly after experiencing a stressful situation (Smith *et al.*, 2008).

Jennings and McDougald (2007) stated in their research that differences in individual personality impacts work life balance problem. Tendency to feel guilty, the desire and need for “being there” for family members, to be loyal and lack of understanding towards others and being incompetent to manage a new situation has been suggested to impact the degree to which an individual faces work life balance issues (Bekker *et al.*, 2010).

2.4.2 Societal factor – Family Demand

Changes in the social, political and economic forces pushes companies to focus more in company performance, which has leads to work, family and personal life issue (Goodstein, 1994). When personal role mismatches with the productive role or vice versa, then work life balance question arises (Ruppanner, 2013). This conflict can easily cause negative impact on organizational performance and reduce productivity in both company or in personal and family level.

Greenhaus and Beutell (1985) in his article define work family conflict as a type of inter-role conflict where work and family roles are incompatible and seen as competing for an individual’s time, energy, and behaviors on and off the job. There are studies that confirm work family struggle is always a stress factor at work leading to several negative outcomes, including weakened well-being (Karatepe & Tekinkus, 2006).

Kahn *et al.*, (1964) have explained work family concept using role theory framework in their research. They have concluded that the major determinant of an individual behavior is the expectation of behavior that others have for him or her. For instance, an elderly person would expect all their needs, physically and emotionally, are fulfilled by those who are taking care of them. If this is not fulfilled by the individual due to work purpose or other commitment, they might feel depressed, guilt and worried. This can affect them emotionally and impact their emotion stability. Same goes to childcare. Ross and Mirowsky (1988) discovered that employed mothers finding difficulties in child-care arrangements as it leads to high depression.

2.4.2.1 The relationship between family demand and work life balance

Nathani and Jha (2009) in their research had identified several family related factors such as, increasing single parent, dual career women, and increase person in households, elder care burden, and pregnant women influence work life balance of an employee significantly. Zedeck and Mosier (1990) propose that nonjob responsibilities such as house cleaning, child care and elder care are reasons why an individual spend less time which is likely to spend at work. Working parents who has children between six years old and below, faces much difficulty in providing sufficient child care. Elliott (2000) in their research states that parental demands increase absenteeism, stress and time based conflict.

According to Frone *et al.*, (1992) and Greenhaus and Beutell (1985) research, employees with many responsibilities such as care for elderly person, employees with large families or young children faces more work-family conflict than those who do not have such responsibilities. In support of that Grzywacz and Marks (2000)

states that employees with children at any age faces higher family-work conflict than those who do not have a child.

Many literature shows the relation between work-family conflict and lower family satisfaction (Bedeian, Burke & Moffett, 1988), lower family function (Hill, 2005), poor physical and psychological health (Hill, 2005; Frone *et al.*, 1992), lower work satisfaction (Hill, 2005), depression and alcohol abuse (Grzywacz & Marks, 2000) and distress (Dikkers *et al.*, 2007). On the other hand, studies show that balancing of family and work roles is related with less work to family conflict (Kinman & Jones 2008, Kossek *et al.*, 2012, Powell & Greenhaus 2010), less family to work conflict (Kossek *et al.*, 2012), and more work family balance (Li *et al.*, 2013).

In summary, family needs and work life should be complimentary to each other. Some who fulfill family demands fail in their career whereas some who are successful in their careers fails in family life. Therefore, it is important to be successful in both sphere of life. A good work life balance will definitely be achieved if there is a balance act between these domains.

2.4.3 Organizational Factor – Technology

Over the past 20 years, technology has shaped the way we organize and maintain many different aspects of our personal and work lives. Technology is anything that helps us produce things cheaper, faster or better. Most of the organizations have shifted to an electronic approach which makes all organizational operations and functions digital. When technology improves over time, managers quickly adopt and implement new technologies to innovate and produce more new products to the survival of an organization. Emerging developments of technology

have created improvements in communication, since the need to communicate across board and around the globe has increase. The availability of the internet also has a huge impact on the spread of and acceptances of technology into all parts of people's lives and not just work. Technology that are having the greatest impact are wireless applications (Wi-Fi), communication tools such as blogs, wikis and the "borderless" aspect to using systems such as the Internet. Technology is strongly affecting the way organizations are now structured.

2.4.3.1 The relationship between technology and work life balance

The usage of technology in working environment has positive and negative effects on work life balance. This supports by Berg *et al.*, (2005) study, which states technology can affect work life balance in both negative and positive way.

Work life balance has been made possible with the arrival of advance technology, because portable computers, video conferencing tools and Wi-Fi connection enables a more flexible approach so that work can be completed anywhere and anytime away from the office while maintaining personal lives connection even during a busy working day (Golden & Geisler, 2007; Shumate & Fulk, 2004). In the study by Wright *et al.*, (2014), he found that employees who have a positive attitude towards the use of technologies for work-related purpose after working hour's possibly have less work life conflict. Githinji and Wekesa (2017) carried out research to investigate the Influence of Technology on Employees' Work Life Balance in the Insurance Industry in Nairobi County. This study was carried out among 47 insurance companies, revealed that technology have influenced the employees' work life balance in the insurance industry positively. The studies also shows that, as the advancement of technology grows, the employees have believe

work to interfere in their personal lives and this have enable employee to be able to manage their work life balance accordingly. This agrees with Sarker *et al.*, (2012) explanation of employees who have an overlapping idea on work life balance.

Nevertheless, it is also argued that technology negatively affect work life balance by making work to be more accessible at any time throughout day and night (Lester, 1999). Day *et al.*, (2012) agrees that usage of technology in an organization has created a culture where employees are always expected to be available after working hours. Servers such as Dropbox and iCloud provide users with instant access to documents allowing users to continue working anywhere, at any time. Moreover, since the internet is 24 hours non-stop, it makes it possible for employers to keep track of their employee all day long, even able to schedule the employee through email message (Guerin, 2015). This activity is unlawful because employee having right for their privacy and personal life and employer could not expect employee to continue the work after working hour. The availability of technology may make employee to feel obligated to check e-mail and work all hours during the day and even while on vacation (Adkins & Premeaux, 2014). In support of that, Waller and Ragsdell (2012) stated that, employees lives are negatively impacted when emails are received and checked outside of working hours.

Communication is required in our everyday life in order to fulfill the expectations and objectives in every aspect of our lives. With the usage of mobile technology for work purposes to communicate, it is difficult to know when it is appropriate to contact colleagues after working hours on work-related issues (Wright *et al.*, 2014). If there are no rules or limitation set, an individual's stress levels may increase, which can lead to other problems for both the individual and the organization (Wright *et al.*, 2014). According to Sarker *et al.*, (2012) research, being

on call 24/7, affects employees' job satisfaction and performance by effecting their health and well-being. Besides that, Prasopoulou *et al.*, (2006) research also shows that technology usage not always have positive impact on the employees, expectation from an employee to be available 24 hours a day and can result in work life conflict.

Technology has increase the expectations for employers and employees in accomplishing goals and meeting often unacceptable deadlines that constantly increase pressure on employees. Increase in workload demands with little or no additional financial or human resources presents as a challenge to address work life balance issue, despite of the introduction of flexible work policies (Chelsey, 2005). Soylu and Campbell (2012) study states that, employees in all levels go through extra physical and emotional stress due to advanced technology use in the workplace. Wattis, Standing, and Yerkes (2013) identify the rise of demanding and stressful work experiences due to technological advances as potential influences on work life balance.

In short, technology has a progressively extensive impact on how people organize their work, and is increasingly relying on similar technologies to organize and manage their personal lives. Technology provides flexibility in terms of timing and location of work, which helps an individual to facilitate both work and family easily; however it has a negative influence on work life balance. In conclusion, technology use has a strong relationship between personal life and work boundaries.

2.5 Chapter Summary

The chapter reviewed empirical studies in relation to work life balance in-depth by explaining definitions of work life balance, the advantages and disadvantages of work life balance and factors that affects work life balance. The literature shows that work life balance is affected by work life balance factor which is individual, organizational and societal. Being the key drivers of an organization, it is important for employees to ensure that their physical and psychological well-being is taken into consideration through work life. The next chapter is on the research methodology.



CHAPTER THREE

METHDOLOGY

3.1 Introduction

Chapter three is used to shape the design of the research. Population and sampling of the study, research instruments, data collection methods, data analysis and research tools will be further discussed in this chapter. It will be helpful to produce an orderly and proper research by analyzing the methodology step by step. Thus, it will be useful to study the purpose of this research, which is, to investigate the significant of the effect of the three factors, personality, family demand and technology towards work life balance.

3.2 Research Framework

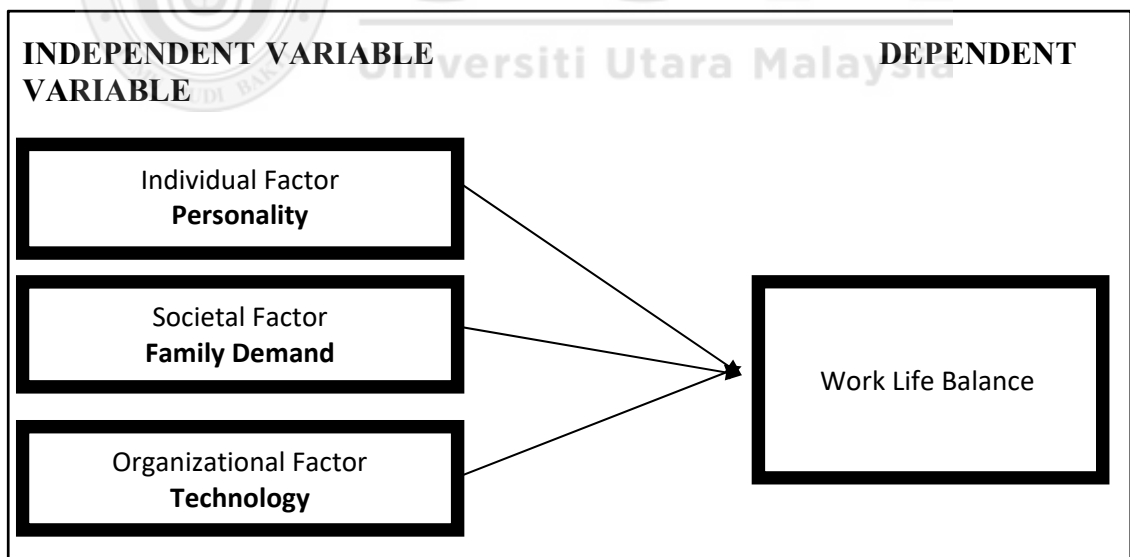


Figure 3.1
Research Framework

The above theoretical framework examines how personality, family demand and technology contribute towards work life balance. Personality, family demand and technology are the factors of work life balance which is classified as the independent variable. These variables are used to measure the outcome of the study which is work life balance, the dependent variable.

3.3 Hypothesis Development

Based on the research questions and objectives of the study, several hypotheses have been developed as below:

Personality influences all aspects of an individual's performance. According to Devadoss and Minnie (2013), it is easy to view that personality can affect ones balance between work and life. Similarly, Cooper and Kurland (2002), identify different personality behaviors allow individual to handle work life balance differently. Hence, it was hypothesized that:

H₁: There is a significant relationship between personality and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur.

In today's society, an employee faces different family difficulties along with their job responsibilities. For instance, responsibilities on elderly care or child care interfere in job and create work family issues. Ahmad (1996) concludes that work family conflict is one of the important factors among employees in Malaysia which affecting work life balance. Therefore, based on previous researchers, it is predictable that work family conflict lead to imbalance work life among employees. Hence, it was hypothesized that:

H₂: There is a significant relationship between family demand and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur.

According to Nohria and Gulati (1996), employee performance can be influenced by the advancement of technology. For some, technology is a matter of convenience and for some it is nuisance. This is because the usage of technology differs from each individual needs. For instance, technology allows parents with sick children to work from home and meet deadlines if there is any. Whereas for some technology invades their personal life because managers and directors contacts employee on their off-time or after working hours, even though the particular decision can be solve the next day or by others. Hence, it was hypothesized that:

H₃: There is a significant relationship between technology and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur.

There are various factors that affect work life balance of an employee. This study evaluates how personality, family demand and technology affect work life balance. Hence, it was hypothesized that:

H₄: There is an effect of personality, family demand and technology to work life balance among Generation Y employees of tobacco companies in Kuala Lumpur.

3.4 Research Design

A descriptive and inferential, research survey design was chosen to investigate the relationship between two variables, namely the relationship between work life balance and factors such as personality, family demand and technology among Generation Y employees of tobacco companies in Kuala Lumpur.

Descriptive analysis is design to collect data that describe the characteristics of persons, events or situation (Bougie *et al.*, 2013). Descriptive analysis helps to summaries the sample and measures of the data (William, 2006). This research design helps researchers to understand the characteristics of a group in a given situation based on the data collected and also assist researchers to brainstorm for further investigation.

Inferential analysis is used to test or explain hypothesis. Hypothesis can be tested by using correlation coefficient, ANOVA and regression test. Hair *et al.*, (1998) states that inferential analysis used for predictions, forecasts and estimate that are used to transform information into knowledge.

3.5 Operational Definition

The purpose of operational definition is to reemphasize the nature of the variables involved and helps to relate theoretical constructs under the study. This study investigates the factors that affect work life balance in private sector among Generation Y employees. Work life balance in this study refers to the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities (Stepanova & Blanch, 2013). Based on the definition above, work life balance in this study is being measured by how individual balance their work and non-work in their daily life. For instance, how

does individual perceive or feel working after working hours which invades their personal life. There are three independent variables which was identified and related to employee work life balance among Generation Y employees in tobacco companies. The variables are personality, family demand and technology.

Mayer (2005) defines personality as individual's pattern of psychological processes arises from thoughts, feelings and motives. Based on the definition above, personality in this study is being measured by how Generation Y employees reacts towards work life balance in their current organization. Personality is also expressed through its influences on the body, in conscious mental life and through the individual's social behavior. Generation Y employees behavior is widely discussed among the researchers. Therefore, it is important to investigate if their personality impacts work life balance. For instance how do they feel when they have to juggle between work and non-work.

Family demand on the other hand is measured based on the responsibility that the individual holds at home. According to Frone *et al.*, (1992) and Greenhaus and Beutell (1985) research, employees with many responsibilities such as care for elderly person, young children, or employees with large families face higher levels of work-family conflict than employees without such care responsibilities. There are Generations Y employees in work force who are married and single. Via this study, researcher can measure how family demand affect Generation Y employees who has such responsibilities and not.

Technology is anything that helps produce things cheaper, faster or better. Most of the organizations have shifted to an electronic approach which makes all organizational operations and functions digital. Technology in this study is being

measured on how Generation Y employees being digital generation adapting to technology in work and personal life. Even though Generation Y employees are more technology savvy, it can also be a disadvantage when technology invades their personal life.

3.6 Method of Measurement

3.6.1 Instrument

We have adopted questionnaire survey in this research as this is the common method used in quantitative research. The questionnaire survey consists of three main sections (see Appendix A): Demographic question (Section A), work life balance which is the dependent variable (Section B) and evaluating variables which affects employee work life balance in an organization (Section C). The measurement of the dependent and independent variables are measured as below:-

Section A consists of questions that provide information about the profile of the respondents. The questionnaire of this section includes demographic information's such as gender, year of birth, marital status, dependent, occupation, average hours spend in office, years of experience, whether it is first job or no and the devices which the individual have access to.

Section B is to explore employees' work life balance in their current company. Below are the questionnaires which relate to work life balance:

STATEMENT	Agree strongly 5	Agree 4	Neutral 3	Disagree 2	Disagree strongly 1
Work-life balance policies are implemented in my organization (such as flexi-hours, work from home, compressed work week, telecommuting)					
Do you think an organization is able to retain its employees by effective work life balance policy?					
Work-life balance can be said to be a person's ability to combine the multiple roles in his or her life					
Work life balance policies are being practiced in my organization					
Policy for work Life Balance helps in increasing satisfaction					
Work-life balance policies in my organization help me improve my performance.					
You have attain work life balance in your current company?					
Are you willing to stay in an organization which does not support work life balance policy?					

Figure 3.2

Questionnaire items on Work life balance

Section C of the questionnaire was to evaluate variables which influence work life balance among Generation Y employees. The variables are personality, family demand and technology.

- a) The questionnaires to evaluate personality are as below:

STATEMENT	Agree strongly 5	Agree 4	Neutral 3	Disagree 2	Disagree strongly 1
I struggle with trying to juggle both my work and non-work responsibilities.					
I feel overwhelmed when I try to balance my work and personal life					
I am unable to relax at home because I am pre-occupied with work.					
I am happy with the amount of time I spend doing activities not related to work					
I have to put aspects of my personal life "on hold" because of my work					
I am able to accomplish what I would like in both my personal and work lives					
My health suffers because of my work					
I feel that I allocate appropriate amount of time to both work and non-work activities					
I come home from work and too tired to do things I would like to do (eg. hobbies)					
I have to miss out on important activities due to the amount of time I spend doing work.					

Figure 3.3

Questionnaire items on personality

b) The questionnaires to evaluate family demand are as below:

STATEMENT	Agree strongly 5	Agree 4	Neutral 3	Disagree 2	Disagree strongly 1
The demands of my work interfere with my home and family life					
In most ways my family-life is close to my ideal					
So far I have got the important things I want in my family-life					
My family and friends struggle with the amount of time I spend working.					
If I had to go out of town for my job, my family would have a hard time managing household responsibilities.					
Things I want to do at home do not get done because of the demands my job puts on me					
Due to work-related duties, I have to make changes to my plans for family activities					
I have to miss personal activities due to the amount of time I must spend on work responsibilities.					
Because I am often stressed from personal responsibilities, I have a hard time concentrating on my work.					
Tension and anxiety from my personal life often weakens my ability to do my job.					

Figure 3.4

Questionnaire items on family demand

c) The questionnaires to evaluate technology are as below:

STATEMENT	Agree strongly 5	Agree 4	Neutral 3	Disagree 2	Disagree strongly 1
I can control how often I use my phone or laptop, during my personal time for work.					
I am happy with how much I use my phone or laptop for work during my personal time for work purpose					
I feel that using my phone or laptop for work purpose during my personal time is beneficial to all areas of my life.					
I feel using my phone or laptop for work invades my personal life.					
My personal time is regularly interrupted by work activities because of my phone or laptop.					
I wish my phone or laptop did not have to be used for work during my personal time.					
I wish I do not have remote access to company network.					
My organization expect me to work outside of office hour					
My work team expects me to work outside of office hours.					
It is a part of my work team's culture to be accessible for work at anytime / anywhere					

Figure 3.5

Questionnaire items on technology

3.6.2 Questionnaire Items

The questions for the questionnaire were adopted and adapted from below journals that are in line with this study.

Table 3.1
Sources of questionnaire

Variable	No of Questions	Source
Work life balance	8	Kluczyk, 2013
Personality	10	Fisher, 2001
Family Demand	10	Kelly, 2014 Kluczyk, 2013
Technology	10	Waller & Ragsdell, 2012 Ratna & Kaur, 2016

3.6.3 Measurement Scale

The measurement scales adapted into this study are both nominal scale and Likert scale. Nominal scale is the simplest way to arrange or collect data where observations are classified into discrete groups. For instance, demographic information which is measured by nominal scale includes gender, year of birth, marital status, dependent, occupation, average hours spend in office, years of experience, whether it is first job or no and the device which the individual have access to.

All the variables were evaluated by using Likert Scale varying from 1 to 5 (1=Disagree strongly, 2= Disagree, 3= Neutral, 4=Agree and 5= Agree strongly). The Likert scale widely used to seek for respondents agreement, evaluation or frequency. Below table shows the summary of scale used in the questionnaire:-

Table 3.2*Scale used by questionnaire*

Variable	No of Questions	Source	Type of Scale
Work life balance	8	Kluczyk, 2013	5 point scale
Personality	10	Fisher, 2001	5 point scale
Family Demand	10	Kelly, 2014 Kluczyk, 2013	5 point scale
Technology	10	Waller and Ragsdell, 2012 Ratna & Kaur, 2016	5 point scale

3.6.4 Pilot Test

The draft questionnaire was distributed to 30 respondents to test its reliability and validity of the questions. With the feedback from the respondent, the questionnaire was adjusted accordingly. Below are the few feedbacks received from respondents:

- a) Too many questions on each variable.
- b) Open ended questions are included in section B of the questionnaire which is evaluated using Likert scale rather than nominal scale.
- c) The format of the questionnaire was complex such as, no instruction given whether to tick or circle the statement to resemble respondents answer.

3.6.4.1 Reliability Analysis

Cronbach's Alpha Coefficient test was used to measure the reliability and validity of the collected data for pilot test. The Alpha coefficient was used in this study to measure the reliability level of the independent variables which is personality, family demand and technology and dependent variables which is work life balance.

According to Manerikar and Manerikar (2015), result of alpha equal and above 0.6 are considered as acceptable and below 0.6 are poor.

Table 3.3

Cronbach's Alpha acceptable range

Cronbach's Alpha	Internal consistency
$\alpha = 0.9$	External (High-Stakes testing)
$0.7 = \alpha < 0.9$	Good (Low-Stakes testing)
$0.6 = \alpha < 0.7$	Acceptable
$0.5 = \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source : Manerikar & Manerikar (2015)

Based on the collected data for pilot test, the Cronbach's Alpha Coefficient result of this research is as below:

Table 3.4

Pilot Test: Cronbach's Alpha Coefficient Result

Dependent Variables	No of items	Cronbach's Alpha
Work life balance	8	0.795
Independent Variables	No of items	Cronbach's Alpha
Personality	10	0.659
Family Demand	10	0.850
Technology	10	0.777

Above results shows that all the independent and dependent variables values of Cronbach's Alpha Coefficient has higher value which is more than 0.60. The higher the range of coefficient, the stronger the correlation is and eventually shows that the higher the reliability results are. Therefore, this result indicates that all items are valid and reliable under the questionnaire.

3.7 Data Collection

Data collection refers to the systematic approach to gather information from a variety of sources to get a complete and accurate picture of a study (Goulart, 2013). Quantitative data were collected via questionnaires by distributing it to the targeted population. Quantitative data involves numbering, scaling, statistical data and many more. A pilot test was carried out before the actual questionnaires are distributed to be population.

3.8 Sampling Design

Sampling refers to the statistical procedure of selecting and studying the characteristics of a relatively small number of items from a large number of populations. This can statistically represent the characteristics about the entire population.

3.8.1 Target Population

The objective of this research is to identify if the individual, organizational and societal factor affects work life balance among Generation Y employees in private sector. As stated earlier, in this research, tobacco industry will be focused. The population will be the employees who are born from 1981-2000 and working in accounting and finance department in foreign based tobacco companies operating in Kuala Lumpur. For this study purpose, samples will be collected from British American Tobacco (BAT) and Japan Tobacco International (JTI) as they have set up their finance shared service based in Kuala Lumpur. Therefore, the total population selected will be 248.

Table 3.5*Number of population in accounting and finance department at BAT and JTI*

Company	Total Employee	Generation Y
British American Tobacco	244	214
Japan Tobacco International	55	34
Total	299	248

3.8.2 Sample Size

Sample is a subset of a population which is selected for observation, measurement or questioning to provide information about the population (Shuttleworth, 2009). There are total of 248 Generation Y employees in accounting and finance department in BAT and JTI. The sample size required for this research derived from the sample size table conclude from Krejcie and Morgan (1970), research. From the population, this research will only choose 152 samples:

Table 3.6*Sample size selected from Generation Y employees in BAT and JTI*

Company	Population	Sample
British American Tobacco	214	152
Japan Tobacco International	34	

3.9 Data Collection Procedures

Primary data collection via questionnaire was used to obtain information or data from the sample size. Questionnaire method was used because it was one of the easiest ways to collect large amount of information within a short span of time in a large group of respondent. Once the data collected, it is also convenient to convert the data to Microsoft Excel and process via SPSS software.

To conduct the study on the factors that affect work life balance among Generation Y employees in private sector, first the details of employee was obtain from a source in the tobacco industry. Once the details were filtered, 152 questionnaires were distributed to the employees in the two companies. There are two different ways used to collect the information from the respondents, which is by drop and collect data method and online questionnaire.

3.9.1 Drop and Collect data

This is a traditional way of collecting data which is by collecting data face to face from the respondent. In this research, questionnaires were printed out and given to representative in each company in the department. Researcher faced some challenges to get the information from respondent because not all respondent responded on the same day. The researcher had to meet the representative several time to collect the questionnaires when there is a collective questionnaire is ready.

3.9.2 Online Questionnaire

Technology was also used to collect data from targeted respondents. All the questions from hardcopy were transformed to Google Form. Google Form is used to develop online questionnaire. Once the online questionnaire was developed, the questionnaire link was forwarded to the representative in each company, so that they can forward it to the respective target samples. The online data collection brought huge impact because the researcher received higher and quicker response from the online questionnaire. Since everyone has access to technology, it is easier for convenient for respondent to respond at their convenient phase.

3.10 Techniques of Data Analysis

Once the data is collected within the time frame given, all data was being analyzed thoroughly. First, coding was done to the questionnaire. Once coding done, Microsoft excel was used to key in all the data from the questionnaire which is collected from the respondents. While data is keyed in, researcher eliminates incomplete questionnaires. The main objectives of data analysis are to interpret collected data and justify the developed hypothesis. SPSS software version 23.0 is used to interpret and analyze quantitative data to get accurate and effective results to justify the hypothesis developed. Descriptive analysis, correlation analysis and regression analysis was used in this research.

3.10.1 Descriptive Analysis

Descriptive analysis was used to analyse the demographic information of the respondent. Researcher can use this method to transform the data to an useful information. However this analysis unable to justify the hypothesis developed for the research.

3.10.2 Correlation Analysis

Correlation Analysis is used to study the relationship or association between the independent and dependent variable. Pearson correlation used to analyze the relationship between personality, family demand and technology towards work life balance. The sign of the results determine whether the variables are positive or negatively correlated. On the other hand, the magnitude or value of the correlation determines the strength of the relationship. Below table shows the range and the level of relationship of variables based on the magnitude.

Table 3.7*Interpreting the Size of a Correlation Coefficient*

$0 < r < 0.3$	Weak correlation
$0.3 < r < 0.7$	Moderate correlation
$ r > 0.7$	Strong correlation

Source: Gerstman (2016)

Besides that, the level of correlation is also measure based on the significant of the results. Correlation is significant at 0.01 level (2-tailed*) and Correlation is significant at 0.05 level (2-tailed**).

3.10.3 Regression Analysis

Regression is a type of inferential analysis which is used to analyze the effects of dependent and independent variable. Basically, it predicts the value of the dependent variable based on the known value of the independent variable (Surbhi, 2016). Therefore, in this study regression is used to analyze the fourth hypothesis which is there is an effect of personality, family demand and technology to work life balance among Generation Y employees of tobacco companies in Kuala Lumpur.

3.11 Chapter Summary

This chapter explains on the hypothesis developed for the study and explains the how data was collected and the techniques used to analyzed in order to justify the developed hypothesis. In addition, this chapter explains on how survey questions are derived and to check if the questions are reliable and valid. The next chapter will discuss on the results obtained through the questionnaire developed based on the variable used for this study.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter present the data collected from the respondents of the distributed questionnaire in finance shared service of BAT and JTI. Furthermore, the data were analyzed to describe, identify and explore the relationship between work life balance and its factors which are personality, family demand and technology. Basically this chapter is divided into two main parts which are: (i) the descriptive analysis of respondent's profile and (ii) the inferential analysis consist of two types includes correlation analysis and regression analysis.

4.2 Data Cleaning

Table 4.1
Quantity of questionnaire

Questionnaire	Number of Respondents
Distributed	152
Collected	119
Usable	114

A total of 152 questionnaires were distributed among employees work in finance shared service in BAT and JTI, both companies from tobacco industry. A total of 152 questionnaires distributed, only 119 respondents completed the questionnaires, as shown in table above. From the 119 questionnaire receive; only 114 met the required criteria as discussed previously. Thus, only 114 questionnaires were usable. This represents 75% of the expected population. The 5 questionnaire was unusable due to lack of completeness. Since this questionnaire was also distributed directly to many respondent, few of them did not complete some of the

questions. For example, two of the respondents did not update their demography background (Section A) and the remaining 3 of them omitted some of the questions from Section B. Therefore, 114 questionnaires were used to interpret the results in this study.

4.3 Reliability Analysis

Cronbach's Alpha Coefficient was used in this research to measure the reliability level of independent variables includes personality, family demand and technology; and dependent variables which is work life balance. This reliability test is derived from 114 actual respondents. As explain in Chapter 3, a higher score will indicate a higher reliability and validity, with the range from more than 0.70. The Cronbach's Alpha Coefficient result for this study is as below:-

Table 4.2
Cronbach's Alpha Coefficient Result

Dependent Variables	No of questions	Cronbach's Alpha
Work life balance	8	0.770
Independent Variables	No of questions	Cronbach's Alpha
Personality	10	0.742
Family Demand	10	0.877
Technology	10	0.735

In this study, all of the independent and dependent variables have a higher level reliability score which is more than 0.70. The independent variable which registered with the lowest value is technology, which has a value of 0.735, while the family demand has the highest value at 0.877 and personality shows 0.742. The dependent variable is valued at 0.770. Based on the Cronbach's Alpha values, this result indicates there was a satisfactory level of reliability on all the variables of the study.

4.4 Univariate Analysis

In this section researcher analyses the items which does not deal with relationship and causes. All the details of respondent's background will be summarized and discussed.

4.4.1 Background of Respondents

The data gathered through the questionnaire was quantified to find the highest frequency of occurrence and then presented in percentage forms. Below table shows details background information of the respondents.

Table 4.3
Demographic information of respondents

Item	Frequency	Percentages (%)
Gender:		
- Female	77	67.5
- Male	37	32.5
Total	114	100
Birth Year:		
- 1981 to 2000 (Generation Y)	114	100
Total	114	100
Marital Status:		
- Single	70	61.4
- Married	42	36.8
- Others	2	1.8
Total	114	100
How many dependents:		
- None	59	51.8
- 1 person	20	17.5
- 2 person	18	15.8
- 3 person	11	9.6
- 4 person	4	3.5
- 5 person	1	0.9
- 6 person	1	0.9
Total	114	100
Occupation:		
- Working	104	91.2
- Working and Studying	10	8.8
Total	114	100

Table 4.3 (Continued)

Item	Frequency	Percentages (%)
Hours spent at work in a week:		
- 40-50 hours	71	62.3
- 60-70 hours	34	29.8
- 80-90 hours	5	4.4
- >90 hours	4	3.5
Total	114	100
Year of working in current organization:		
- 0-2 years	54	47.4
- 3-5 years	37	32.5
- > 6 years	23	20.2
Total	114	100
Is this your first job:		
- Yes	21	18.4
- No	93	81.6
Total	114	100
Devices available for access:		
• Company mobile phone		
- Yes	15	13.2
- No	99	86.8
Total	114	100
Devices available for access:		
• Laptop		
- Yes	91	79.8
- No	23	20.2
Total	114	100
Devices available for access:		
• WIFI access at home or other place		
- Yes	82	71.9
- No	32	28.1
Total	114	100
Devices available for access:		
• Remote access to Company network		
- Yes	49	43.0
- No	65	57.0
Total	114	100

The descriptive analysis above shows that most of the respondent who answered the questionnaire are women which is around 67.5 %. This shows more than half of the total employees in finance shared service at BAT and JTI represent by ladies, followed by remaining 32.5% comes from men.

To be align with the purpose of the study, only Generation Y employees were selected. In the aspect of marital status more than half respondents are single which 61.4 % from total of 114 respondents. Around 50% of the employees state that they have no dependents and this may be because most of them are still single.

Moreover, 104 respondents, 90%, are full time worker and only 8% of them are studying while working. 93 out of 114 respondents state that working in finance shared service at BAT or JTI was not their first job. The highest number of working experience of the employees in the shared service is within 2 years and it is the majority response out of 114 samples (47.4%). The second highest number of experience which is 3 to 5 years is 32.5% and lastly only 20% of the employee has worked in the same company for more than 6 years. According to the respondents, 62.3% of them work for only 40-50 hours a week, followed by 29.8 % for 60-70% and the remaining 7.9% works for more than 80 hours in a week.

In addition, 86.8% of the respondents do not pose company mobile phones whereas only 13.2% has it. Around 91 employees out of 114 have laptop and 71.9% of them have WIFI access at home and other place. 43% of BAT and JTI employee state that they have remote access to company network which enable them to access all company data wherever they are.

4.5 Multivariate Analysis

Data which deals with relationship and decision making will be discussed in this section. The relationship of the three factors towards work life balance and the effect of the three factors towards work life balance will be discussed.

4.5.1 Correlation Analysis

The following discussion is the result of correlation analysis carried out for the dependent and independent variables used in this study. Below is the Pearson's correlation coefficient carried out determining the relationship between both the variables.

Table 4.4
Correlation Statistics

Correlations					
		WB	P	F	T
WB	Pearson Correlation	1	.120	.185*	.370**
	Sig. (2-tailed)		.205	.048	.000
	N	114	114	114	114
P	Pearson Correlation	.120	1	.792**	.536**
	Sig. (2-tailed)	.205		.000	.000
	N	114	114	114	114
F	Pearson Correlation	.185*	.792**	1	.639**
	Sig. (2-tailed)	.048	.000		.000
	N	114	114	114	114
T	Pearson Correlation	.370**	.536**	.639**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	114	114	114	114

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4.4 explains the relationship between the dependent variable which is work life balance among Generation Y employees in BAT and JTI with all the independent variables includes the factor of personality, family demand and

technology. As indicated in the table above, the relationship between the dependent variable and all the three independent variables shows a positive relationship.

According to the correlation analysis result, the degree of correlation of each independent variable in relation to employee's work life balance is 0.120 for personality, 0.185 for family demand and 0.370 for technology. In other words, independent variable such as personality, family demand and technology has positive relationship towards dependent variable. There is an insignificant relationship between personality and work life balance as the coefficient correlation results is $p=.205$ ($p>0.05$). As for family demand, $p=0.48$ which ($p<0.05$). This shows that there is a significant relationship between family demand and work life balance. Lastly, technology has the most significant relationship with work life balance because the coefficient correlation result reads as $p=0.000$ which is ($p<0.01$). To conclude the correlation result, technology has a greater relationship with employee work life balance followed by family demand and personality.

4.5.2 Regression

Table 4.5

Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.382 ^a	.146	.122	.54702

a. Predictors: (Constant), T, P, F

As can be seen in above table, Linear Regression Coefficient $R= 0.382$ which indicates that there is correlation between dependent and independent variable. The closer the figure to 1, the stronger the correlation is. In terms of variability, the value

amount of $R^2 = 0.146$ or 14.6% which explains that 14% population in the sample agree that there is correlation between the variables. Further use of adjusted R^2 leads to a revised estimate that 12.2% of population in the sample explained that the three variables which is personality, family demand and technology correlates with work life balance.

Table 4.6
ANOVA Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.610	3	1.870	6.249	.001 ^b
	Residual	32.916	110	.299		
	Total	38.525	113			

a. Dependent Variable: WB

b. Predictors: (Constant), T, P, F

Based on above ANOVA results, significance value (Sig.) reflects the value is significant at 99% of confidence interval as $p=0.001$. Therefore, the results revealed that all three variables have significant relationship with work life balance when it is combined.

Table 4.7
Coefficient Statistics

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.274	.358		6.348	.000
	P	-.109	.148	-.107	-.740	.461
	F	-.004	.133	-.005	-.033	.974
	T	.467	.124	.431	3.751	.000

a. Dependent Variable: WB

The coefficients table above explains that the both personality ($\beta = -0.107$; $p > 0.05$) and family demand ($\beta = -0.005$; $p > 0.05$) are not significant and do not contribute to effect work life balance. Whereas technology has significant effect ($\beta = .431$; $p < 0.05$) on work life balance.

In the above regression analysis demonstrations, researcher concludes:

- The variability of all independent variables and dependent variable is 14%.
- All three independent variables affects work life balance significantly.
- Technology is the main contributor that affects work life balance.

4.6 Hypothesis testing

The Correlation coefficient and regression analysis result has revealed the magnitude and direction of relationships of independent and dependent variables in this study. The indication or relationship between variables is much useful to test developed hypothesis. The following is the discussion of each hypothesis relationship between independent and dependent variables.

Table 4.8*Summary of hypothesis testing*

No	Hypothesis	Value	Measure	Remark
H ₁	There is a significant relationship between personality and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur.	$r = .120$ $p > .05$	Pearson Correlation	Rejected
H ₂	There is a significant relationship between family demand and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur.	$r = .185$ $p < .05$	Pearson Correlation	Accepted
H ₃	There is a significant relationship between technology and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur.	$r = .370$ $p < .01$	Pearson Correlation	Accepted
H ₄	There is an effect of personality, family demand and technology to work life balance among Generation Y employees of tobacco companies in Kuala Lumpur.	$R^2 = 0.146$ $p < .01$	Regression	Accepted

Remark: Acceptable range; * $p < 0.05$ and ** $p < 0.01$, significance level.

From the results obtain, it is concluded that personality has insignificant relationship towards work life balance among Generation Y employees in BAT and JTI. Hence, the first hypothesis, H₁, is rejected. Family demand has positive and significant relationship towards work life balance with p value is 0.048 ($p < 0.05$). Hence, the second hypothesis, H₂, is accepted. Other than that, the coefficient shows that there is a positive and strong significant relationship between technology and work life balance among the employees. Therefore, the third hypothesis H₃ is also accepted. The fourth hypothesis, H₄, is also accepted ($p < .01$) where the combination of the three variables have an effect on work life balance.

4.7 Chapter summary

This chapter discuss the results of the descriptive and inferential statistical analysis on the data collected through the questionnaire distribution. The finding shows that there are two independent variable which is, family demand and technology, has significant and strong positive correlation with the dependent variable i.e. employee work life balance. However, there is one independent variable, personality, which indicates insignificant relation and weak positive correlation with work life balance. Also, when the three factors are combined, with regression method, all three factors do effect significantly towards work life balance. However, the main contributor to work life balance is technology.



CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses and summarizes the results obtained from previous chapter. To support these findings, a discussion is made with reference to the findings of previous studies. Moreover, all the related recommendation or conclusion will be linked into the research objective that has been stated earlier in Chapter one. With reference of all past literatures and current findings, a valuable insight for employers to identify the factors affecting the employee's work life balance can be obtained. In conclusion, this chapter presents a summary of findings, conclusions and recommendations for future research.

5.2 Recapitalization of the Study

The focus of this study is to evaluate the factors of work life balance among Generation Y employees of tobacco companies in Kuala Lumpur. The population that was chosen for this study was Generation Y employee who working in finance shared service at tobacco based companies which is British American Tobacco (BAT) and Japan Tobacco International (JTI). There are three independent variables in this study which is personality, family demand and technology whereas the dependent variable is the work life balance.

In chapter two, past studies was collected and discussed to support this study. The relationship between each factor towards work life balance was discussed thoroughly by using previous study as support. This discussion is important so that the researcher can develop hypothesis accordingly. Boundary and border theories

were explained with the intention to understand how an individual manage and create boundaries between work and non-work.

Chapter three and four explained on how data was collected and the analysis of the data. A total of 152 questionnaires were distributed to Generation Y employees, electronically and using traditional way which is distributed by hand. Out of 152 respondents only 114 respondents feedback was usable. The questionnaire was coded accordingly for easy analysis and was analyzed using the SPSS software. The findings were presented and discussed in chapter four by making use of frequency tables, descriptive analysis and regression analysis in order to justify the hypothesis developed.

5.3 Conclusion

Employees always have been an important key and source of an organization success. Employee work life balance is one of the key aspects which influence employee retention and major reason Generation Y employees choose a non-traditional professional career track. An employee can attain both personal and professional goals if there is a good balance in work and life. Based on previous researchers, with no work life balance, employees may intent to leave the organization. It has become very crucial to employee and managers to understand the real factors influencing the work life balance and take necessary action to achieve a harmony in life. Below is the discussion of the four objectives determined in chapter one based on the data analyzed in chapter four.

5.3.1 To examine the relationship between personality and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur

The first objective is to determine the relationship between personality and work life balance among the employees. As per earlier discussion, personality has insignificant relationship with work life balance ($r = .120$; $p > 0.05$). Generation Y employees in BAT and JTI have stated that personality has no impact to work life balance. This result contradicts with the prediction by the previous study. For example, Jennings and McDougald (2007) stated in their research that differences in individual personality impacts work life balance. This maybe because the sample which was focused on this study is only Generation Y employees, who are creative, innovative and they prefer to work with more freedom. Whereas the sample studied by Jennings and McDougald (2007) are male and female business owners who are normally ambitious, takes risks and involve in entrepreneurial activities to achieve their passion. For them personality do impact work life balance as they have to juggle between work and home because their behavior in both roles impacts their colleagues and family members directly.

5.3.2 To examine the relationship between family demand and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur

The second objective is to determine the relationship between family demand and work life balance among the employees. As per earlier discussion, family demand has significant relationship ($r = .185$; $p < 0.05$) with work life balance. From the research, it can be seen that 48.2% of respondents have more than one dependent. Respondents do agree that when there is family demand, work life balance will be

affected. Kahn *et al.*, (1964) explained that the major determinant of an individual behavior is the expectation of behavior that others have for him or her. Moreover, 67.5% of the respondents are women. A woman responsibility at home is greater than man. Therefore, work life balance for woman does get affected because of family demand. This is supported by Nathani and Jha (2009) in their research. They had identified that several family related factors such as, increasing single parent, dual career women, and increase number of dependent, elder care burden, and pregnant women significantly influence work life balance of the employee.

5.3.3 To examine the relationship between technology and work life balance among Generation Y employees of tobacco companies in Kuala Lumpur

The third objective is to determine the relationship between technology and work life balance among the employees. As per earlier discussion, technology has significant relationship with employees work life balance ($r = .370$; $p < 0.01$). The finding of the study were in line with a study conducted by Githinji and Wekesa (2017) which shows technology have influenced the employees' work life balance in the insurance industry positively. The population for this research is Generation Y who is the digital generation and grown up with technology. It is clear that the usage of technology on their daily life and work has become a necessity rather than luxury. From the respondents, we can conclude most of them either have company mobile phone, laptop, and/or remote access to company network with WIFI access in home or other place, which enables them to stay connected with work and personal life at the same time.

Respondents also noted technology role is blurring their work and personal life. Although technology is useful to accomplish work in different settings, it also becomes difficult when managing the balance of their life. For example, Waller and Ragsdell (2012) found that e-mail negatively impact employees' lives outside of working hours. With the usage of technology, choices of boundary management may, or may not, be successfully maintained. Thus, the accessibility of technology is pro and con of work life balance.

5.3.4 To examine the effect of personality, family demand and technology on work life balance among Generation Y employees of tobacco companies in Kuala Lumpur

The last objective is to determine how the three variables affects work life balance among Generation Y employees. This objective was measured based on regression method. As per earlier discussion, all three variables which is personality, family demand and technology do affect work life balance among Generation Y employees in tobacco companies based on the ANOVA result ($p < 0.01$). However, among the three factors, technology is the main contributor to work life balance. Generation Y as 'digital natives' and 90% of them check their emails, texts and social media accounts using their phones before they even get out of bed (Generation Y & Technology, 2015). Uba *et al.*, (2012), state that Generation Y employees has different priorities and it is important for them to maintain a social life outside of working hours. This statement in line with one of the questionnaire question where, more than 50% of the respondent are unhappy with the time they use phone or laptop for work during their personal time for work purpose.

Generation Y are, by far, the most agile, responsive, and informed generation (Generation Y & Technology, 2015). Therefore, in an employer's eyes Generation Y employee will have a natural ability to connect and communicate, as well as respond quickly to information. Based on the demographic analysis, out of 100, 61.4% Generation Y respondents are single and 51.8% with no dependent. These respondents do not have other responsibility other than their own personal lives and since all have access to internet, phones and laptops, it is easier for employers to contact them during off working hours for extra job.

Poulose and Sudarsan (2014) concluded that technology can either ease or hinder work life balance by being more flexible and accessible at all times by facilitating employees to work anytime and anywhere. Therefore, it is important for employee to set boundary to themselves when comes to work and non-work responsibility, let it be family, personal life or social life. If there is no boundary set, work life balance and their performance in both personal and work space can be negatively impacted.

5.4 Recommendation for Future Research

This study was carried out to identify the factors or independent variables which contribute towards Generation Y employees work life balance of tobacco companies in Kuala Lumpur. This research only focuses on one generation and only private sector. This is an area understudied and in future, researchers should carry out the same study in private and public sector to compare how work life balance is being practice in these two sectors. Also Generation Y employees will not only conquer private sectors by 2025, as workforce also inclusive of public sector. Future researcher can compare Generation Y employees perception on which factors affects

work life balance in both sectors. Other than that, a comparison between two generations should be taken into consideration. By performing this, it will be helpful for the readers to understand the different needs, behavior and commitments towards work and non-work. This can eventually evaluate how important is work life balance in today's generation.

Many factors influence an individual's work life balance other than the three variables personality, family demand and technology discussed in this study. Demanding work schedules, including long hours spent at work, have been connected to work life imbalance. Furthermore, the organizational structure of the workplace, among other factors such as job characteristics and sex has been identified as a potential influence of work life balance of an employee. More precisely, organizations that have more family friendly policies in place, such as flextime and on-site child care, can better meet the personal and domestic needs of their employees, reducing the possibility of conflict between different roles (Mazerolle & Goodman, 2013).

Size of the sample population is one of the limitations in this study. An easy method was used in this research which is the convenience sampling method. This sample method focuses on capturing data from the individuals that the author knows and easily approached to. The sample consisted of 114 respondents from same department in the private sector which accounting and finance department. A larger sample population is suggested for future researcher to increase the impact of the findings (Saunders *et al.*, 2012). Also, future research on a larger sample allows in obtaining more information about different department in the private sector. With this, a better understanding of employment characteristic can be perceived in the entire private sector. Many researches on work life balance which was discussed in

this study focuses on industry such as education, medical, information technology and commercial banks. Future researcher can conduct research on employee from other profession and industry such as engineers, manufacturing labors, construction workers because their work responsibility is even heavier by involving more physical and mental strength.



REFERENCES

- Adkins, C. L., & Premeaux, S. A. (2014). The use of communication technology to manage work-home boundaries. *Journal of Behavioral and Applied Management*, 15(2), 82.
- Ahmad, A. (1996). Work-family conflict among married professional women in Malaysia. *The Journal of Social Psychology*, 136(5), 663-665.
- Akram, K., & Bilal, H. A. (2013). Recruitment and retention of Generation Y teachers in private educational sector of Pakistan. *International Journal of Humanities and Social Science*, 3(15), 227-232.
- Ashforth, B. (2000). *Role transitions in organizational life: An identity-based perspective*. Routledge.
- Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions. *Academy of Management review*, 25(3), 472-491.
- Bassett, B. (2008). Working with Generation Y . *Office pro*, 68(2), 16-19.
- Bedeian, A. G., Burke, B. G., & Moffett, R. G. (1988). Outcomes of work-family conflict among married male and female professionals. *Journal of management*, 14(3), 475-491.
- Berg, E., Mörtberg, C., & Jansson, M. (2005). Emphasizing technology: socio-technical implications. *Information Technology & People*, 18(4), 343-358.
- Bougie, R. et al (Ed.). (2013). *Research methods for business: A Skill-Building Approach* (6th ed.). West Sussez, United Kingdom: John Wiley & Sons Ltd.
- Brown, S., Carter, B., Collins, M., Gallerson, C., Giffin, G., Greer, J. & Richardson, K. (2009). Generation Yin the Workplace.
- Byron, K. (2005). A meta-analytic review of work–family conflict and its antecedents. *Journal of vocational behavior*, 67(2), 169-198.
- Cheah, R., & Naidu, N.T. (2015). *Malaysians prefer work-life balance over higher pay*. Retrieved from http://mystarjob.com/articles/story.aspx?file=/2015/1/15/mystarjob_news/2015011522355&sec=mystarjob_news
- Chesley, N. (2005). Blurring boundaries? Linking technology use, spillover, individual distress, and family satisfaction. *Journal of Marriage and Family*, 67(5), 1237-1248.
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human relations*, 53(6), 747-770.

- Cooper, C. D., & Kurland, N. B. (2002). Telecommuting, professional isolation, and employee development in public and private organizations. *Journal of organizational behavior*, 23(4), 511-532.
- Crant, J. M. (1995). The Proactive Personality Scale and objective job performance among real estate agents. *Journal of applied psychology*, 80(4), 532.
- Dawan, E. (2012). Gen-Y workforce and workplace are out of sync. *Forbes. Consultado el*, 6.
- Day, A., Paquet, S., Scott, N., & Hambley, L. (2012). Perceived information and communication technology (ICT) demands on employee outcomes: The moderating effect of organizational ICT support. *Journal of Occupational Health Psychology*, 17(4), 473.
- Dekocker, V., Van Daele, S., & Pulignano, V. (2012). Work-Life Balance as a Family characteristic?: A survey on the determinants of work-life balance in the non-profit sector.
- Delecta, P. (2011). Work life balance. *International Journal of Current Research*, 3(4), 186-189.
- Desrochers, S., & Sargent, L. D. (2004). Boundary/Border Theory and Work-Family Integration. *Organization Management Journal*, 1(1), 40-48.
- Devadoss, A. V., & Minnie, J. B. (2013). A study of personality influence in building work life balance using fuzzy relation mapping (FRM). In *Indo-Bhutan International Conference on Gross National Happiness* (Vol. 2, pp. 211-216).
- Dex, S., & Smith, C. (2002). *The nature and pattern of family-friendly employment policies in Britain*. Policy Press.
- Dijkers, J. S., Geurts, S. A., Dulk, L. D., Peper, B., Taris, T. W., & Kompier, M. A. (2007). Dimensions of work-home culture and their relations with the use of work-home arrangements and work-home interaction. *Work & Stress*, 21(2), 155-172.
- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A. (2005). Work and family research in IO/OB: Content analysis and review of the literature (1980-2002). *Journal of vocational behavior*, 66(1), 124-197.
- Elliott, V. (2000, May 26). Making time for home life: Schwab exec crusades for balanced work, personal life. *San Francisco Chronicle*, p. B1.
- Finn, D., & Donovan, A. (2013). PwC's Next Gen: A global generational study. *Evolving talent strategy to match the new workforce reality*, 1-16.

- Fiske, D. W. (1949). Consistency of the factorial structures of personality ratings from different sources. *The Journal of Abnormal and Social Psychology*, 44(3), 329.
- Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: testing a model of the work-family interface. *Journal of applied psychology*, 77(1), 65.
- Generation Y & Technology. (2015). Retrieved from <http://www.generationy.com/about-generation-y-in-the-workforce/generation-y-and-technology/>
- Gerstman, B. (2016). *Correlation*. Retrieved from <http://www.sjsu.edu/faculty/gerstman/StatPrimer/>
- Githinji, F., & Wekesa, S. (2017). *The Influence of Technology on Employees' Work Life Balance in the Insurance Industry*. Retrieved from <http://www.iosrjournals.org/iosr-jhss/papers/Vol.%2022%20Issue5/Version5/D2205052126.pdf>
- Goldberg, L. R. (1992). The development of markers for the Big-Five factor structure. *Psychological assessment*, 4(1), 26.
- Golden, A. G., & Geisler, C. (2007). Work-life boundary management and the personal digital assistant. *Human Relations*, 60(3), 519-551.
- Goodstein, J. D. (1994). Institutional pressures and strategic responsiveness: Employer involvement in work-family issues. *Academy of Management journal*, 37(2), 350-382.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, 10(1), 76-88.
- Grzywacz, J. G., & Marks, N. F. (2000). Reconceptualizing the work-family interface: An ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of occupational health psychology*, 5(1), 111.
- Guerin, L. (2015). *Email Monitoring: Can Your Employer Read Your Messages?* Retrieved: 28 June 2015, *Nolo Law for All*. Retrieved from <https://www.nolo.com/legal-encyclopedia/email-monitoring-can-employer-read-30088.html>
- Guest, D. (2002). Human resource management, corporate performance and employee wellbeing: Building the worker into HRM. *The journal of industrial relations*, 44(3), 335-358.

- Guest, D. E. (2002). Perspectives on the study of work-life balance. *Social Science Information*, 41(2), 255-279.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (1998). *Multivariate data analysis* (Vol. 5, No. 3, pp. 207-219). Upper Saddle River, NJ: Prentice hall.
- Hall, D. T., & Richter, J. (1988). Balancing work life and home life: What can organizations do to help?. *The Academy of Management Executive*, 2(3), 213-223.
- Hecht, T. D., & Allen, N. J. (2009). A longitudinal examination of the work–nonwork boundary strength construct. *Journal of Organizational Behavior*, 30(7), 839-862.
- Hill, E. J. (2005). Work-family facilitation and conflict, working fathers and mothers, work-family stressors and support. *Journal of Family issues*, 26(6), 793-819.
- Hudson, D. (2005). Work-life balance in the twenty-first century. IBM Australia. (2007). *Nurture Giving back to the community and the world*. Retrieved from http://www-07.ibm.com/ibm/au/corporateresponsibility/pdfs/Nurture_report.pdf
- Investopedia Staff. (2013). *Maintaining Work/Life Balance For Financial Professionals*. Retrieved from <https://www.investopedia.com/articles/professionals/061113/maintaining-worklife-balance-financial-professionals.asp>
- Jennings, J. E., & McDougald, M. S. (2007). Work-family interface experiences and coping strategies: Implications for entrepreneurship research and practice. *Academy of management review*, 32(3), 747-760.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*.
- Karatepe, O. M., & Tekinkus, M. (2006). The effects of work-family conflict, emotional exhaustion, and intrinsic motivation on job outcomes of front-line employees. *International Journal of Bank Marketing*, 24(3), 173-193.
- Kinman, G., & Jones, F. (2008). Effort-reward imbalance, over-commitment and work-life conflict: testing an expanded model. *Journal of Managerial Psychology*, 23(3), 236-251.
- Kossek, E. E., Ruderman, M. N., Braddy, P. W., & Hannum, K. M. (2012). Work nonwork boundary management profiles: A person-centered approach. *Journal of Vocational Behavior*, 81(1), 112-128.

- Kratz, H. (2013). Maximizing millennials: The who, how, and why of managing gen Y. *MBA@ UNC Blog*
- Kreiner, G. E., Hollensbe, E. C., & Sheep, M. L. (2009). Balancing borders and bridges: Negotiating the work-home interface via boundary work tactics. *Academy of management journal*, 52(4), 704-730.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Kwok, H. K. (2012). The Generation Y 's working encounter: A comparative study of Hong Kong and other Chinese cities. *Journal of family and economic issues*, 33(2), 231-249.
- Lester, S. (1999). Technology's effect on work-life balance. *Journal of European Industrial Training*, 23(3), 141-147.
- Li, Y., Miao, L., Zhao, X., & Lehto, X. (2013). When family rooms become guest lounges: Work-family balance of B&B innkeepers. *International Journal of Hospitality Management*, 34, 138-149.
- Lloyd, J., & Harris, R. (2007). The truth about gen Y. *Marketing magazine*, 112(19), 12-22.
- Manerikar, V., & Manerikar, S. (2015). Cronbach's alpha. A Peer review research journal. *aWeshkar WeSchool*, 19(1), 117-119.
- Mayberry, P. (2006). Work-life balance policies and practices in the UK: Views of an HR practitioner. *Journal of Management*, 23(2), 167-188.
- Mazerolle, S. M., & Goodman, A. (2013). Fulfillment of work-life balance from the organizational perspective: a case study. *Journal of athletic training*, 48(5), 668-677.
- McDonald, P., Brown, K., & Bradley, L. (2005). Explanations for the provision-utilisation gap in work-life policy. *Women in Management Review*, 20(1), 37-55.
- Naithani, D., & Jha, A. N. (2009). An empirical study of work and family life spheres and emergence of work-life balance initiatives under uncertain economic scenario.
- Nippert-Eng, C. (1996, September). Calendars and keys: The classification of "home" and "work". In *Sociological Forum* (Vol. 11, No. 3, pp. 563-582). Kluwer Academic Publishers-Plenum Publishers.
- Nohria, N., & Gulati, R. (1996). Is slack good or bad for innovation?. *Academy of management Journal*, 39(5), 1245-1264.

- Poulouse, S., & Sudarsan, N. (2014). Work life balance: A conceptual review. *International Journal of Advances in Management and Economics*, 3(2), 1-17.
- Powell, G. N., & Greenhaus, J. H. (2010). Sex, gender, and the work-to-family interface: Exploring negative and positive interdependencies. *Academy of Management Journal*, 53(3), 513-534.
- Prasopoulou, E., Pouloudi, A., & Panteli, N. (2006). Enacting new temporal boundaries: the role of mobile phones. *European Journal of Information Systems*, 15(3), 277-284.
- Priyadharshini, R. A., & Wesley, R. J. (2014). Personality as a determinant of work-family conflict. *Journal of Industrial Engineering and Management*, 7(5), 1037.
- Ross, C. E., & Mirowsky, J. (1988). Child care and emotional adjustment to wives' employment. *Journal of Health and Social Behavior*, 127-138.
- Ruppanner, L. (2013). Conflict between work and family: An investigation of four policy measures. *Social Indicators Research*, 110(1), 327-347.
- Sarker, S., Xiao, X., Sarker, S., & Ahuja, M. (2012). Managing Employees' Use of Mobile Technologies to Minimize Work-Life Balance Impacts. *MIS Quarterly Executive*, 11(4).
- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research Methods for Business Students* (6th edn).
- Sharkawi, S., Mohamad, S. J. A. N. S., & Roslin, R. (2016). Leaders we prefer: perspectives from Malaysian Gen Y employees. *Polish Journal of Management Studies*, 14.
- Shumate, M., & Fulk, J. (2004). Boundaries and role conflict when work and family are colocated: A communication network and symbolic interaction approach. *Human Relations*, 57(1), 55-74.
- Shuttleworth, M. (2009). *Case Study Research Design. Experiment Resources*. Retrieved from <https://explorable.com/case-study-research-design>
- Simmons, S. (2012). Striving for work-life balance. *AJN The American Journal of Nursing*, 112(1), 25-26.
- Singer, L. (2013). *How Generation Y is changing the workplace*. Retrieved from <https://blog.shrm.org/trends/how-generation-y-is-changing-the-workplace>
- Singh. (2015). *Worak life balance*. Retrieved from http://www.e-pao.net/epSubPageExtractor.asp?src=leisure.Essays.Work_Life_Balance

- Smith, B. W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P., & Bernard, J. (2008). The brief resilience scale: assessing the ability to bounce back. *International journal of behavioral medicine*, 15(3), 194-200.
- Soylu, A., & Campbell, S. S. (2012). Physical and emotional stresses of technology on employees in the workplace. *Journal of Employment Counseling*, 49(3), 130-139.
- Stepanova, O., & Blanch i Ribas, J. M. (2013). Work-life balance in organizational subcultures: the case of Mutua.
- Stredwick, J & Ellis, S (2005) (2nd Edition) Flexible working CIPD, London pp 101-105.
- Surbhi, S. (2016). *Difference Between Correlation and Regression*. Retrieved from <https://keydifferences.com/difference-between-correlation-and-regression.html>
- Tobacco in Malaysia*. (2017). Retrieved from <http://www.euromonitor.com/tobacco-in-malaysia/report>
- Uba, M., Dark, J., Duquette, M., Yendt, M., Gnatek, M., & Gallant, B. (2012). Generation Y and Work/Life Balance. *Diunduh dari*.
- Waller, A. D., & Ragsdell, G. (2012, March). The impact of e-mail on work-life balance. In *Aslib Proceedings* (Vol. 64, No. 2, pp. 154-177). Emerald Group Publishing Limited.
- Wattis, L., Standing, K., & Yerkes, M. A. (2013). Mothers and work-life balance: exploring the contradictions and complexities involved in work-family negotiation. *Community, Work & Family*, 16(1), 1-19.
- Work-life balance* (2018). Retrieved from <https://www.mentalhealth.org.uk/a-to-z/w/work-life-balance>
- Work-life balance key to keep Malaysian employees healthy*. (2014). Retrieved from <http://www.themalaysiantimes.com.my/work-life-balance-key-to-keeping-malaysian-employees-healthy-randstad-workmonitor/>
- Wright, K. B., Abendschein, B., Wombacher, K., O'Connor, M., Hoffman, M., Dempsey, M., ... & Shelton, A. (2014). Work-related communication technology use outside of regular work hours and work life conflict: The influence of communication technologies on perceived work life conflict, burnout, job satisfaction, and turnover intentions. *Management Communication Quarterly*, 28(4), 507-530.
- Zedeck, S., & Mosier, K. L. (1990). Work in the family and employing organization *American Psychologist*, 45(2), 240.

APPENDIX

A STUDY ON EVALUATING THE FACTORS AFFECTING WORK LIFE BALANCE AMONG GENERATION Y EMPLOYEES OF TOBACCO COMPANIES IN KUALA LUMPUR.

Dear Participant,

Please assist us to answer this questionnaire on which factors affect work life balance factors among generation Y employees of Tobacco companies. The full questionnaire should take approximately twenty minutes to complete. Your participation is voluntary and entirely confidential. No personal data will be collected and the final findings of the research will be included in my thesis.

Section A

(Please tick the appropriate boxes and add your comments where relevant)

What is your gender? ☐ Female ☐ Male

What is birth year? _____ year

What is your marital status? ☐ Single ☐ Married ☐ Others (please specify: __)

How Many dependents do you have? _____ pax

Are you : ☐ Working ☐ Studying ☐ Both

Average hours spent at work in a week? ☐ 40-50 ☐ > 60-70 ☐ 80-90 ☐ >90

How long have you been working in your current organization?

☐ 0-2 years ☐ 3-5 years ☐ > 6 years

Is this your first Job? ☐ Yes ☐ No (please specify: _____)

Which of the following devices do you currently have access to? (Please select all that apply)

☐ Company mobile phone

☐ Laptop

☐ WIFI access at home or other place

☐ Remote access to Company network

Other (please specify _____)

Section B

Work Life Balance

(Please check the box that most closely resembles your answer)

STATEMENT	Agree strongly	Agree	Neutral	Disagree	Disagree strongly
1. Work-life balance policies are implemented in my organization (such as flexi-hours, work from home, compressed work week, telecommuting).					
2. Do you think an organization is able to retain its employees by effective work life balance policy?					
3. Work-life balance can be said to be a person's ability to combine the multiple roles in his or her life.					
4. Work life balance policies are being practiced in my organization.					
5. Policy for work Life Balance helps in increasing satisfaction.					
6. Work-life balance policies in my organization help me improve my performance.					
7. You have attain work life balance in your current company?					
8. Are you willing to stay in an organization which does not support work life balance policy?					

Section C

Work life Balance Factors

(Please check the box that most closely resembles your answer)

PERSONALITY					
STATEMENT	Agree strongly	Agree	Neutral	Disagree	Disagree strongly
1. I struggle with trying to juggle both my work and non-work responsibilities.					
2. I feel overwhelmed when I try to balance my work and personal life.					
3. I am unable to relax at home because I am pre-occupied with work.					
4. I am happy with the amount of time I spend doing activities not related to work.					
5. I have to put aspects of my personal life "on hold" because of my work.					
6. I am able to accomplish what I would like in both my personal and work lives.					
7. My health suffers because of my work.					
8. I feel that I allocate appropriate amount of time to both work and non-work activities.					
9. I come home from work and too tired to do things I would like to do (eg. hobbies).					
10. I have to miss out on important activities due to the amount of time I spend doing work.					

FAMILY DEMAND					
STATEMENT	Agree strongly	Agree	Neutral	Disagree	Disagree strongly
1. The demands of my work interfere with my home and family life.					
2. In most ways my family-life is close to my ideal.					
3. So far I have got the important things I want in my family-life.					
4. My family and friends struggle with the amount of time I spend working.					
5. If I had to go out of town for my job, my family would have a hard time managing household responsibilities.					
6. Things I want to do at home do not get done because of the demands my job puts on me.					
7. Due to work-related duties, I have to make changes to my plans for family activities.					
8. I have to miss personal activities due to the amount of time I must spend on work responsibilities.					
9. Because I am often stressed from personal responsibilities, I have a hard time concentrating on my work.					
10. Tension and anxiety from my personal life often weakens my ability to do my job.					

TECHNOLOGY					
STATEMENT	Agree strongly	Agree	Neutral	Disagree	Disagree strongly
1. I can control how often I use my phone or laptop, during my personal time for work.					
2. I am happy with how much I use my phone or laptop for work during my personal time for work purpose.					
3. I feel that using my phone or laptop for work purpose during my personal time is beneficial to all areas of my life.					
4. I feel using my phone or laptop for work invades my personal life.					
5. My personal time is regularly interrupted by work activities because of my phone or laptop.					
6. I wish my phone or laptop did not have to be used for work during my personal time.					
7. I wish I do not have remote access to company network.					
8. My organization expect me to work outside of office hour.					
9. My work team expects me to work outside of office hours.					
10. It is a part of my work team's culture to be accessible for work at anytime / anywhere.					

THANK YOU FOR YOUR PARTICIPATION