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FACTORS THAT INFLUENCE WORK-LIFE BALANCE



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FACTORS THAT INFLUENCE WORK-LIFE BALANCE

By

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ABSTRACT

This study is conducted to examine the relationship between factors that influence work-life balance among administrative staff in Universiti Utara Malaysia (UUM). The independent variables of this study comprises of supervisor support, co-worker support, workload, flexible work arrangement and job involvement, whereas the dependent variable is work-life balance. The quantitative research method via Google Documented Questionnaire was used as the research instrument to collect data. Total of 317 samples randomly selected from UUM Departments (N=1723). The collected data was analysed by using Statistical Packages for Social Science version 26.0 (SPSS 26.0). The reliability test, normality test, descriptive test, Pearson Correlation and Multiple Linear Regression had been used in this study. The Pearson Correlation and Multiple Linear Regression are used to test the relationship between independent variables and dependent variable. The results revealed that there is positive relationship between supervisor support, co-worker support, and job involvement with work-life balance. While, there is significant and negative correlation between workload and work-life balance and flexible work arrangement and work-life balance. This is because, the higher workload felt by the employees, the lesser the work-life balance enjoyed by them, and the specific flexible working arrangement can exacerbate the balance between work and life. Finally, the implication for managerial, individuals and academicians and some recommendation for future research were discussed.

Keywords: Work-life, supervisor support, co-worker support, workload, flexible work arrangement, job involvement

ABSTRAK

Kajian ini dilakukan untuk mengkaji hubungan antara faktor yang mempengaruhi keseimbangan kerja-kehidupan di kalangan kakitangan pentadbiran di Universiti Utara Malaysia (UUM). Pemboleh ubah bebas kajian ini terdiri daripada sokongan penyelia, sokongan rakan sekerja, beban kerja, pengaturan kerja yang fleksibel dan penglibatan pekerjaan, sedangkan pemboleh ubah bersandar adalah keseimbangan kerja-kehidupan. Kaedah penyelidikan kuantitatif melalui 'Google Documented Questionnaire' digunakan sebagai instrumen kajian untuk mengumpulkan data. Sebanyak 317 sampel dipilih secara rawak dari Jabatan UUM ($N = 1723$). Data yang dikumpulkan dianalisis dengan menggunakan Paket Statistik untuk Sains Sosial versi 26.0 (SPSS 26.0). Ujian kebolehpercayaan, ujian normaliti, ujian deskriptif, Korelasi Pearson dan Regresi Linear Berganda telah digunakan dalam kajian ini. Korelasi Pearson dan Regresi Linear Berganda digunakan untuk mengkaji hubungan antara pemboleh ubah bebas dan pemboleh ubah bersandar. Hasil kajian menunjukkan bahawa terdapat hubungan positif antara sokongan penyelia, sokongan rakan sekerja, dan penglibatan pekerjaan dengan keseimbangan kerja-kehidupan. Sementara, terdapat hubungan yang signifikan dan negatif antara beban kerja dan keseimbangan kerja-kehidupan, dan pengaturan kerja yang fleksibel dan keseimbangan kerja-kehidupan. Ini kerana, semakin tinggi beban kerja yang dirasakan oleh pekerja, semakin rendah keseimbangan kerja dan kehidupan yang dinikmati oleh mereka, serta pengaturan kerja fleksibel khusus dapat memperburuk keseimbangan antara kerja dan kehidupan. Akhirnya, implikasi untuk pengurusan, individu dan ahli akademik dan beberapa cadangan untuk penyelidikan masa depan telah dibincangkan.

Kata kunci: Kehidupan kerja, sokongan penyelia, sokongan rakan sekerja, beban kerja, pengaturan kerja yang fleksibel, penglibatan pekerjaan

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In the Name of Allah S.W.T and beloved prophet (PBUH),

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LIST OF ABBREVIATION

UUM	Universiti Utara Malaysia
AIA	American Insurance Association
KGWI	Kelly Global Workforce Index
WIPL	Work Interferes Personal Life
PLIW	Personal Life Work Interferes
WPLE	Work Personal Life Enhancement
CAS	Contract Academic Staff
COVID-19	Coronavirus Disease 2019
SARS-COV-2	Severe Acute Respiratory Syndrome Coronavirus 2
MOH	Ministry of Health
WHO	World Health Organization
FWA	Flexible Work Arrangement
SPSS	Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This first chapter focuses on the background of the study and the knowledge gap in work-life balance. It is followed by research objectives, the scope of the research, and the definitions of terms used in this study. At the end of this chapter, the organization of the study is provided.

1.2 Background of Study

Work-life balance defined as the point of harmony between a person's amount of time and involvement in his or her career and personal life (Clarke, Koch, & Hill, 2004). According to Kalliath and Brough (2008), work-life balance is based on the employee's thought of the work and non-work roles balance. Guest (2002) and Haar, Russo, Sune, and Ollier-Malaterre (2014) supported that postulation by describing the work-life balance similarly as to how much employee feels a non-work and work balance. That leads to the perceptions, desires, goals, and attitudes of the individuals. Career and family are two critical domains for working persons. Researchers find significant interdependence in the positions each need. The conflict between family and career

occurs when there is a disparity between the two characters. One character may require more time or more responsibilities, leaving it to suffer the duties of the other role.

Furthermore, the imbalance between work and life is believed to give rise to personal involvement, family involvement and organisational involvement. The employee who cannot maintain particular and work tends to be less productive, less socio-friendly, lower family dissatisfaction and suffer from a health problem (Delecta, 2011). Thus, allows workers to deal with pressures, tensions and conflicts by practising work-life balance (Raymond, 2017). At the same time, it also helps maintain an organisation and workplace efficiency and stability (Perrons, 2003). The reality is that they have enough time to get a remote job from their personal lives by remove the adverse effect and contributing to the more positive impact, which will result in happy and productive workers in an organisation. In turn, a person who has spent full time balancing family and work will enjoy a higher quality of life than those who have spent time on more work than family (Greenhaus, Collins, & Shaw, 2003).

According to Suresh (2019) in News Straits Times, reports that Malaysian workers are overworked, sleep-deprived, and ill-healthy. There are a few effects of work-life imbalance suffered by employees and organizations, such as the dimensions of work-related stress, musculoskeletal disorder, chronic condition, diet imbalance, obese or overweight, workplace bullying, low levels of engagement, less sleep, long hours of work, absenteeism and presenteeism. Table 1.1 provide detailed data on the impact of the work-life imbalance faced by Malaysian employees.

Table 1.1*The effect of work-life imbalance*

Effect of Work-Life Imbalance	Data
The dimension of work-related stress	51%
Musculoskeletal disorder	84%
Chronic condition	32%
Imbalance diet	90%
Overweight or obese	42%
Workplace bullying	20%
Low levels of engagement	16%
Less than 7hours sleep/day	53%
Long working hour	15 hours more than contracted hours/week
Absenteeism and presenteeism	73.3 day / employee (RM 1.46 Million/employer)

Sources: News Strait's Times (2019)

Based on the survey, work-life has an immediate impact on employee productivity and organizational productivity. In Table 1.1, 51 percent of Malaysian employees suffer from one dimension of work-related pressure, and 53 percent sleep shorter than 7 hours within 24 hours. Also, long hours spent in the office on computers were assigned to the raising of overwork, exposure in clinical wellness issues, even sleep loss. Besides, 20 percent of the workers examined told that they stayed to be influenced by workplace bullying, which overall leads to their work pressure. Mental health problems are also toward the increase, with 22 percent of workers proclaiming that people currently have a lot of monetary matters (Suresh, 2019).

One of the highest percentages in table 1.1, 84 percent of workers stated having at least one or more musculoskeletal disorders (Suresh, 2019). That was injury or pain in the human musculoskeletal system that includes the joints, ligaments, muscles, nerves, tendons, and structures that support the limbs, neck, and back. Besides, 32 percent of employees have one or more chronic conditions, such as kidney disease, high blood pressure, high cholesterol, diabetes, heart disease, stroke or cancer. This survey also reveals that 16 percent of employees have low or deficient levels of work engagement; 90 percent of employees who do not eat a balanced diet is the highest percentage on table 1.1, while fat or overweight employees in Malaysia account for 42 percent.

Moreover, absenteeism and presenteeism (being at work when painful or not being productive) have a direct effect in the organization because, due to absence and presenteeism of employees, company lose a total of 73.3 days per employee, costing each employer RM1.46 million per year. On average, Malaysians work 15 hours more than their contract hours a week. Extra hours, however, did not contribute to increased productivity but showed one of the highest productivity losses percentages.

Most current analyses focus on the impact of work-family conflicts externally, acknowledging the factors that influence work-life balance. In this research, the researcher aims to commit to work-life balance research at solidifying the principles of work-life balance by examining its association by five critical factors: supervisor support, co-worker support, workload, flexible work arrangement, and job involvement.

The strength to harmony between workplace demands and personal life demands is necessary among employees globally, including employees in higher education—University as a knowledge-based institution essential to support development through disseminating knowledge and expertise. There is a study that shows that the universities employees are not satisfied with their workplace's work-family climate compared to the corporate employees (Anderson, Coffey, & Byerly, 2002). A public university decision making, for instance, to implement some policies often was intervening by the government, policymakers, university management and also society. Even though, the university management plan to suggest some strategies to satisfy their employees, but usually they have to understand the standard, rules and regulation set up by the government through education ministry for public universities.

For most cases, there are two categories of workers in the institution, such as academic and non-academic workers. Nonetheless, the need for non-academic personnel is often overlooked because they are believed to have more flexible working time than academics (Hayman, 2005). Academic and non-academic staff play a significant role in educational institutions, and the success of a university depends not only on the standard of teaching and learning but on the management of all matters relating to university administration (Che, Ismail, Ibrahim, Raston, Zamzamin & Jaini, 2016).

Public university-based research in Ghana found stress among non-academics to be high because of a variety of factors, such as no time for themselves, anxiety,

frustration, lack of attention, workload and several other rational factors (Mensah, Fosu, & Oteng-Abayie, 2017). The whole aspect is linked to patterns of work-life balance, which demonstrate that the imperfect balance between work and life is the real reason for all of this because tension among the non-academic workers is emerging. It could be problematic as it could affect their work performance and their well-being due to frustration.

1.3 Problem Statement

Non-Academic staff are professional staff who make a very important contribution to university achievement (Baltaru, 2018). Ekechukwu and Isiguzo (2016), investigate the problem health in the Nigerian Universities among 673 non-academic staff, which are many are seen with depression, chest pain, inability to relax, rapid heartbeat, waist pain, isolation from others general aches and pain. According to Phyu (2014), a study was conducted among 222 non-academic staff of International Islamic University Malaysia, Kuantan. The result shows that the prevalence of job stress was found higher in female (20.7%), non-smoker (19.0%) and those who are single (19.7%), which can lead to work-life imbalance.

Like employees in the other sector, work-life balance has also become a problem for the non-academic today. It is because the workers bring a valuable range of technical skills to the university, possess a wealth of institutional expertise, provide vital services and work alongside the faculty and administration to accomplish the objective of the university. Most have served on the departmental level through several administrations and various changes in leadership (Baltaru, 2018). In this study, the researcher was inclined to investigate the factors influencing work-life balance by

making it specific in the academic institution context and being more centred among non-academics. In this challenging and competitive environment, work-life balance is very important.

According to Ekechukwu and Isiguzo (2016), non-academic workers, like any other worker in an institution, have various duties in the University School system, varying from student registration, results reporting, lecturer management, reports, writing minutes during meetings, taking custody the school library, taking care the school laboratory, school farm, school hostels, taking supervision the work unit, school clinic ensuring sufficient safety, and so on. The disproportionate workload is because of the policies and initiatives of government education, including the responsibility completely out of reach. As a consequence, it tends to work in the culture of the weekend, while this will indirectly build tension that will have a detrimental impact on their health, family and social life. As implicitly, it can be said they do not have or practice a good work-life balance.

A look at the first explanation shows that stress may result from incendiary internal or external factors (Ekechukwu & Isiguzo, 2016). Non-academic staffs in the school institution, consider to have a poor work-life balance because excessive of workloads. From the perspectives of a non-academic staffs in higher education institution also can be assume have different job involvement to be completed by them. A non-academic staff's task can be divided into five categories that are firstly administration, second is academic support, third is information management, forth is personnel management and fifth is exam centre administration.

A Corporate Executive Board study shows that people who feel they have a good work-life balance work 21 percent harder than those who don't. It is a critical phenomenon that concerns several employees in both the private and public sectors (Times, 2018). While, according to Leslie and Jessica (2009), 94 percent of 1,000 experts said they put in 50 hours or further a week. In addition, people operate harder and longer without worrying about how they could work better.

In Malaysia, Tay (2019) stated that Kuala Lumpur had the most critical work-life balance overall among the world's 40 major cities. Also, it was the city with the second most significant number of people working for an average of 46 hours a week, plus, 22 percent working for over 48 hours. Additionally, Malaysian employees took the third lowest of 12.3 paid days of leave in a year. Furthermore, Wong (2019) in the Star Online Malaysia also stated that cities around the world supported the most holistic work-life balance, the national capital of Malaysia ranked 40 out of the 40 municipalities; moreover, it is the 4th most overworked city in Kisi study (Wong, 2019).

In a study by Kelly Global Workforce Index (KGWI), find out that Malaysian workers prefer more on a good work-life balance rather than securing high pay or career development (Cheah & Naidu, 2015). This mean, almost 67 percent of the workers in Malaysia is interested in work that give emphasize on work-life balance. Meanwhile, another 54 percent is willing to give up on higher pay for a flexible work schedule. It can be concluded is that even the job is a successful income generator, but it is not an predictor for the happiness of an employee.

In this study, the researcher focuses on several factors that can influence work-life balance, such as supervisor support, co-worker support, workload, flexible work arrangement and job involvement. Each of these facets can significantly influence work-life balance. Workers distinguish between support from the organization and support from their direct working group or supervisor.

Support from supervisors is essentially based on supervisors who assist workers in fulfilling job requirements (Tucker, Jimmieson, & Bordia, 2016). When supervisors provide support to workers, they experience less job stress, have fewer time constraints, and benefit more than those who do not obtain supervisory encouragement (Smith & Gardner, 2007). The supervisor's function includes professional experience, human relationships, competence, and management of work activities. The supervisory conduct ranges from highly autocratic to democratic as workers and subordinates have the right to express their views. Besides, the supervision style employed by the supervisor can contribute to employee comfort, job satisfaction, and the organization's commitment (Mathieu, Fabi, Lacoursière, & Raymond, 2015). Ko, Hur, and Smith-Walter (2013) reported that workers assisted by managers are often highly pleased with their work availability and schedule flexibility. Plus, having a helpful and encouraging supervisor leads employees to higher rates for positive indicators of quality of life (coping/knowledge) and less for negative indicators of quality of life (work-life conflict, overload, and pressure) (Meon & Yan, 2000). A supervisory relationship impacts work-life balance, but other work relationships can also assist in work-life balance.

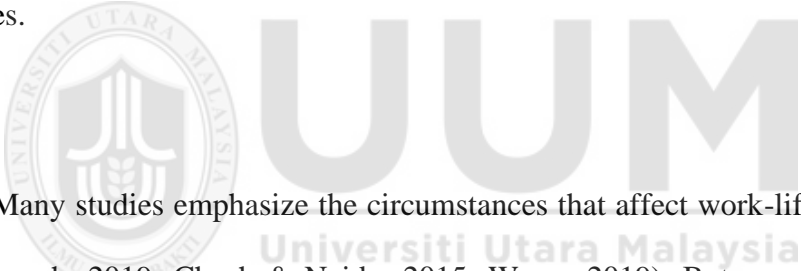
Co-worker support is the support employees provide to each other through a social network (Tews, Michel, & Ellingson, 2013), including generating friendships, acceptance, and loyalty between colleagues or the entire organization. Kram (1986) discovered that peer relationships at work differ from those sharing job and organizational knowledge to those that provide acceptance and emotional support. Besides, job satisfaction highly correlates with workgroup interactions and co-workers' support (Ducharme & Martin, 2000). When staff has a great social life, for instance, a bond with co-workers, they are happy to work in such organizations.

Workload refers to a person's subjective perspective that they have to do so much work in time. Major, Quinton and McCoy (2002) avoid overload if the perceived amount of work overwhelms the perceived strength of a person to cope. Individuals who recognize like their workload is heavy and regularly differ often complain of tiredness, anxiety, and depression. These mental symptoms cause emotional stress, which leads to higher levels of conflict between work and family.

Flexible working arrangements are one of the work-life balance practices at the workplace which offer flexibility in arranging the time of arrival and departure from or to work, flexible selection of workplaces, family leave, parental leave, personal monetary support for child care, job sharing, part-time job, teleworking, etc. Organizations that implement flexible work arrangements enable parents to look after their families while accomplishing their duties during a given work period. For instance, an employee may adjust working hours to meet the teachers or bring his children or parents to a physician (Halpern, 2005). Flexible working arrangements can

facilitate work, and family needs reconciled and allow employees to manage their obligations and achieve the quality of life.

Job involvement is the rate at which workers experience their work, get involved actively, and recognize how important it is to their employer. Furthermore, it is also a degree to which a person sees his overall working conditions as an integral part of his life and fundamental to him and his identity so he can satisfy his essential needs. Boon, Arumugam, Safa and Bakar (2007) theorized that involvement in a job is a remarkable factor in shaping an individual employee's motivation. Further, job involvement has been connected to job-related behaviour and is a subsequent predictor of job-related outcomes.



Many studies emphasize the circumstances that affect work-life balance (Tay, 2019; Suresh, 2019; Cheah & Naidu, 2015; Wong, 2019). But, most of the studies conducted in the banking sector, in the corporate area, and much less in higher academic institutions, especially among non-academic staff (Baltaru, 2018). Thus, in the Malaysia Public Higher Institution, these become necessary to investigate the circumstances affecting work-life balance and specify the research to non-academician. Furthermore, since most of the previous studies come from Western countries, they may have some variations, especially in terms of cultures, as each nation may have different cultural values resulting in different races and members of the community (Dahlia, 2008), so this might give impact to finds of the research result. So, further investigation on this field is required as the past findings may not be generalized in the context of Malaysia.

1.4 Research Objective

An objective is an important element in a research as it is a main guidance for the researcher to clear about the purpose of the research being conducted. As for that, this research is attempted to focus on several research objectives as follows:

- i. To examine the relationship between supervisor support and work-life balance
- ii. To examine the relationship between co-worker support and work-life balance
- iii. To study the relationship between workload and work-life balance
- iv. To assess the impact of job involvement on work-life balance
- v. To determine the effect of flexible working arrangement on work-life balance

1.5 Research Question

The primary purpose of this research is to identify the factors than influence work-life balance. So, the following research questions were developed as guidance when conducting the research later. In other words, by clarifying the problems, the study goals could be automatically accomplished.

- i. Does supervisor support relate to work-life balance?
- ii. Does co-worker support relate to work-life balance?
- iii. Does workload relate to work-life balance?
- iv. How does job involvement relate to work-life balance?
- v. How does flexible working arrangements relate to work-life balance?

1.6 Scope of study

The scope of this research study will cover non-academic staff as individually from a public university in the Northern part which is known as Universiti Utara Malaysia (UUM).

1.7 Significance of Study

Significance of the study is very important to be highlighted in a research. This is because, within it only the importance or benefit of the particular research to other parties can be identified. Basically, a research is considered important when can contribute to theoretical and practical knowledge. So, first of all, the main significance of this research is it will contribute to the general body of knowledge about the topic of work-life balance and the factors that influencing its.

Even though, the past studies have many literature reviews on the factors that influencing work-life balance but most of that is based on the different work-life balance dimension. Thus, through this research it believed will fill the gaps by including other dimension of work-life balance and investigate factors that influencing its. Furthermore, most of the studies was conducted on corporate sector, health sector, hotel and banking.

As for that, this present study is believed can contribute to educational industry as its main intention to examine the relationship of work-life balance and factors that influence among non-academic staffs in public university from northern part in Malaysia.

1.8 Definition of Key Terms

The main variables in the present study are work-life balance, supervisor support, co-worker support, workload, flexible working arrangement and job involvement. The meaning of each variable that are used in the present study are listed below.

Work-life Balance can be described as the satisfaction and good functioning at home and work, with minimal conflict of role (Clark., 2000). Also, it can be defined as the lack of tension between family and work or personal roles (Bell, Rajendran, & Theiler, 2012).

Supervisor support refers to inquiring about the personal needs of employees, or to giving care and guidance to employees who strained by the struggle between family and work (Clark, 2001).

Co-worker support refers to workers who assist each other in their employment while having to offer impressions and abilities as thoroughly as comfort and support (Doerr, 2015).

Workload refers to the quantity of work completed or capable of performing usually within a given period (Kluczyk, 2013).

Flexible working arrangement refers to job arrangements of workers that are different from those of standard operating plan for the organization (Doerr, 2015).

Job involvement refers to the extent to which a person is psychologically associated with his work or the significance of his work in his entire self-image (Huang, 2001).

1.9 Organization of study

Chapter one for this research is consists of discussion on background of the research, problem statement, research objective, research question, scope of study and significance of the study.

Next, chapter two described on the past literature review, that related to variable as will be use in this research, discussion on hypotheses formulated and also regarding the framework that been developed for this research.

Chapter three illustrate on methodology part. These mean about the research design, unit of analysis, measurement for variable sample and population, questionnaire design, data collection, data analysis technique.

Chapter four focus on the findings of this research which obtain from the data collection. In addition, the result from descriptive statistics, reliability analysis, normality analysis, Pearson correlation and also Multiple linear regression analysis will be discussed in this part.

Finally, chapter five summarize of the previous finding in chapter before and at the same time discussion will be generated in order to show the relationship among the variables. In addition, the implication and limitation of the research followed by the recommendation for future research also will discuss.



CHAPTER 2

LITERATURE REVIEW

2.1 Chapter Overview

In this chapter, the relevant literatures on work-life balance, supervisor support, co-worker support, workload, flexible work arrangement and job involvement are presented. Also, this chapter highlights the underpinning theory, hypotheses development and the research framework for this research.

2.2 Work-Life Balance

Work-Life Balance was invented in America in 1986 (Lockwood, 2003). It became common in the 1990s through the book published by Juliet Schor's (Schor, 1991) called, *The Overworked American: The Unexpected Decline of Leisure*. The book presents the alternating pattern of the profession has caused various demands on people that they have brief leisure time left (Guest, 2002).

Work-life balance is a philosophy that encourages workers who strive to designate their participation and energy within different essential characters concerning their lives and job. professional and personal are the two-separate set of performance and interest which a person must perform. Accordingly, workers are noticing it challenging to arrange the time within a family, group activity support, colleagues and other individual activities, distant of the interests that people obtain from the workplace.

Various difficulties are faced by person, family, company and community when such role demands overlap. A worker can accomplish both individual and professional intentions if there is a precise balance in profession and life.

Now, corporations are growing more demanding in concerns of deadlines and outcomes. Due to extremely intense rivalry, Corporations have a focus and emphasis on their business interests, plus all companies are profit-driven entities. Regardless of this, corporations rarely cared or less worried about the personal life and job satisfaction problems of their employees. Therefore, it generates an imbalance in work-life (Singh, 2020).

Besides, the concern in work-life balance has grown in the popular press and educational publications over 15 years. The rise in anxiety is partly driven by concerns that troubled ties between family and work may occur in diminished health performance for individuals, households and corporations. Nevertheless, it is intriguing to perceive that a formal representation of this word remains elusive, while work-life balance is popularly used.

2.2.1 Definition of Work-life balance

It's better to start with a basic introduction regarding the details concept on this work-life balance. Most of the time, the researcher usually getting confused with the term of Work-life balance and Work-family balance, whether it belongs to the same or different concept. The terms of work-life balance and work-family balance are often used reciprocally; despite that, it's still the same concept (Hill, Hawkins, Ferris, & Weitzman, 2001). In line with the change in time, most researchers tend to use work-life balance rather than work-family balance. The justification for changing the use of work-family balance to work-life balance is that childcare is not only an employee's primary concern, but it also includes other commitments. For instance, travel, personal growth, leisure and other activities that are one of life's parts for married or non-married workers.

Work-life balance is a state that allows an individual to balance the emotional, behavioral and time demands of satisfying works, family and personal commitments equally (Hill, Hawkins, Ferris, & Weitzman, 2001). Also, work-life balance is regarded as an individual's circumstance in achieving an equal balance between their professional and personal lives (Clark., 2000). In many organisations, this concept is a significant factor because it may bring adverse effects to the workplace. In different finding, it mentioned that there is a strong potential for an impressive work-life balance to turn a person into more comfortable and content (Veenhoven, 1991). Indirectly, this comfort actually

will motivate the particular person to maintain the hard work in their work besides being satisfied.

Within a rush to work hard to boost their job performance or gain any other interest or desire in life, without the employee's consent, they often sacrifice a healthy work-life balance and reduce the job satisfaction level. Another study indicates that most professional experiences rise in stress level in every area (Beehr, 1978). Consequently, it becomes convinced of the demand for work-life balance in the workplace.

From the perspective of work-life balance at the workplace, the United States (U.S) Bureau of Labor Statistics (Clark, 2001) proclaimed, five key trends will give impact individuals and also workplaces in this 21st century. Without any doubt, one of the main trends been listed is work-life balance. Besides, 87 percent of individuals are believed to work harder for the company to provide or assist them with work-life balance terms. In comparison, Malaysia is about 67 percent of employees that prefer for work that emphasize work-life balance (Cheah & Naidu, 2015).

Furthermore, the improper practice of work-life balance believed to cause less work comfort, less devotedness, and involvement in profession and organization. Further, an increase in absenteeism, psychological stress, and also lower the level of socialization with others. Therefore, if workers have excellent work and life balance, it concluded that they would react positively to minimize

the company's workload, build a unique organizational culture where there is no burden on the staff. According to Allen (2001), more job is not considered a load. Work-life balance also increases the workforce's productivity in an organization (Shepard III, Clifton, & Kruse, 1996). When employees feel happy and satisfied with the work, they will put unique energy into their careers with more passion and excitement.

2.2.2 Conceptualization of Work-life balance

According to Zuhaida (2013), the work-life balance consists of three-dimension, namely personal life interference work (PLIW), work interference personal life (WIPL), also work personal life enhancement (WPLE). Several researchers (Frone, Russel, Cooper, 1992; Gutek, Searle, Klepa, 1991) investigated the impacts of various counteracting factors of work-family issues. They suggested some specific elements for the concept of work-life balance. They stated that imbalance in work-family might occur causes starting unless of profession or family realms. The circumstance may be either work interferes with the support allocated to the personal life (WIPL) or personal life interferes with the resources allocated to the work domain (PLIW).

According to Antani (2007), work-family conflict is frequently known as consisting of two distinct, though related concepts, work interference with personal life (WIPL), and personal life interference with work (PLIW) (Antani, 2007). PLIW may happen if a child's sickness prevents the parent from

working. Conversely, an employee's inability to attend a family gathering due to profession demands is indicative of WIPL.

WIPL conflict has consistently been found to transpire more than PLIW conflict toward both men and women (Frone, Russell, & Cooper, 1992; Frone, Yardley, & Markel, 1997; Kossek & Ozeki, 1998; Thomas & Ganster, 1995). That can be due to the employee's economic or financial demand for jobs, which is more challenging to overlook or disregard. The job needs are permitted to control the time the worker has to attend to their family, which gives the worker stress because they notice that they are ignoring the family. People see themselves as more flexible in arranging family plans than work plans (Gutek, Searle, & Klepa, 1991).

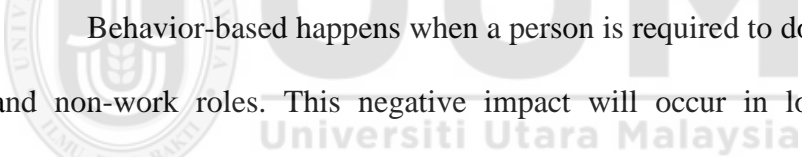
WIPL conflict and PLIW conflicts have been found to have related relationships with accurate results. Both PLIW conflict and WIPL conflict demonstrated a negative correlation to work issues such as job satisfaction and organizational commitment (Kossek & Ozeki, 1999; Netemeyer, McMurrian, & Boles, 1996; Thomas & Ganster, 1996). Both conflict characters also showed negative relationships with non-work issues such as life satisfaction (Kossek & Ozeki, 1998; Netemeyer, McMurrian, & Boles, 1996). Also found during the research was the differential impact of the two characters of work-family conflict on results, further endorsing the dual constructs. For instance, PLIW conflict was positively associated with work distress and depression, whereas

WIPL conflict was not associated with family distress or depression (Frone, Russell, & Cooper, 1992; Frone, Yardley, & Markel, 1997).

Payto-Miyazaki and Brayfield (1976) came up with the third dimension of work-life balance: work personal life enhancement (WPLE) wherein they consider work as a socializing strength and workers acquire skills, values and expectations, cultural philosophy, and so forth. Those workers will bring over these qualities to the family. Zedeck (1992) and Fisher (2001) similarly referred to WPLE, the extent to which one's personal life is enhanced by work and vice versa. Alternatively, Greenhouse and Beutell (1985) and Netemeyer, McMurrian, & Boles (1996) proposed three major of work-family balance conflicts, namely time-based, strain-based, and behavior-based conflicts (Greenhaus & Beutell, 1985).

Time-based conflict refers to the task of combining family time with work- or non-work-related activities. That is reflected in a working person's life, which works for more or more extended hours and had little time or energy for themselves and their family. This occurs in particular to one who does not hold strong family values and is more likely to occur on women as housework and childcare present the second shift for married women in dual families. It may also happen when position demands emerging from the two separate realms compete for the person's time; for example, forcing employees to work late and with little warning may make it difficult for employees to fulfil family obligations (Greenhaus & Beutell, 1985).

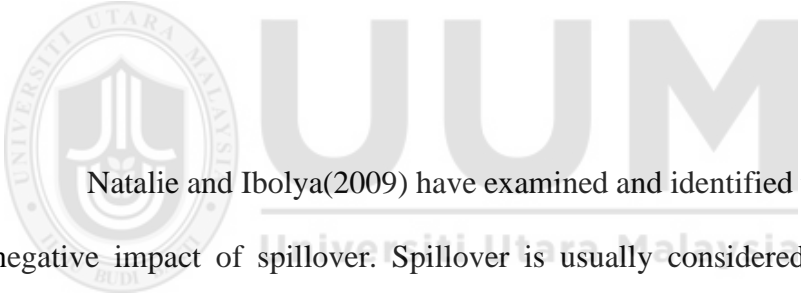
Strain-based relates to when pressure from one part leads to another section. Relationship dilemmas, financial difficulties, and loss of loved ones are top lists of non-work stressors. The pressure at work also spills over to an employee's private life and usually becomes the basis of stressful relations with family and friends. Strain-based conflicts occur when the strain felt in one role domain interferes with the adequate performance of role behaviors in the other area. A father or a sick child, for instance, may not be able to concentrate on his job responsibilities, thus leading him to make mistakes in his work (Netemeyer, McMurrian, & Boles, 1996).



Behavior-based happens when a person is required to do a different job and non-work roles. This negative impact will occur in lowered morale, diminished motivation, decreased productivity, also raised burn out and turnover. It often stems from inappropriate behavior needed with competing roles. For instance, an executive is a monetary services firm that forces to be aggressive, emotional, and hard-driving. Despite those identical acts in the family domain, it most likely leads to conflict with family members (Netemeyer, McMurrian, & Boles, 1996).

One of the numerous theories explain how work can interfere with private life is based on the principle of spillover. It underlines that workers in-demand jobs encounter significantly higher rates of negative spillovers from

work to life, leading to a risk to their personal and family well-being. According to Gambles, Lewis, and Rapoport, (2006) approximately 90 percent of higher than 69 million American parents with children under the age of 18 are employed, plus dual-income households are discriminated as being overextended, overworked and over the top. The number of families managed by sole parents has risen by 25 percent to higher than 7.5 million families. Those trends reveal it more critical that researchers analyze ways to alleviate conflicts resulted from work and life imbalance. By constructing better solutions in work and life balance, working parents, be it single or not, can discover how to handle work and family domains effectively. Bruton (2006) has confirmed that 89 percent of parents believed work satisfaction improved home life quality.



Natalie and Ibolya(2009) have examined and identified the positive and negative impact of spillover. Spillover is usually considered in terms of a positive relationship and the chance of having adverse effects. Nevertheless, according to Brunton (2006), positive spillover gained more insufficient research attention. Refer to an article by Natalie and Ibolya (2009), several factors relating to the work characteristic are connected by negative work-family spillover. Pressure and work long hours will harm household life as parents cannot allocate a specific time, including energy, to maintain the family relationship.

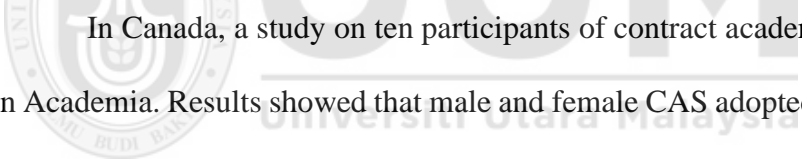
2.2.3 Implication from past research

There were many studies previously conducted to examine towards employees' work-life balance in all occupations (Khalil, Idaya, & Shafiq, 2015). In addition, many researches were conducted at the international level on work-life balance issues at the workplace by using various independent variables and occupations. In United States, several studies were conducted on work-life balance and one of the studies focused on 15 administrators who are working at institutions.

Research by Laura (2016) found that majority of these administrators saw themselves as the primary caregiver to their child, and work-life supports contributed to the women's ability to manage the student affairs role with motherhood feeling supervisor support and flexibility to attend to personal responsibilities. In addition, Cameron (2011) conducted a study among 30 mid-level student affairs administrators from an array of post-secondary institutions across the United States and reported that shortage of time, coupled with the demands of multiple roles impacts personal well-being and career satisfaction.

Besides, in a study on 143 of tenure-track faculty at Iowa State University, the decision reveals there is a significant association between work life and job satisfaction. The result also indicated that age, climate, and culture were substantial predictors for work-life balance. The level of job satisfaction was lower for pure hard disciplines than pure soft disciplines (Farah, 2012). In

addition, Jill, Isabel and David (2014) conducted a research on work-life balance in the family firm context focused on the impacts that balance perceptions can have on company owners' emotional well-being and the company's performance. 80 percent of respondents were from California (58 percent from Ventura and Santa Barbara) and 20 percent from 15 countries across the U.S. ranging from Maine to Arizona and South Dakota to Virginia and reported that work-life conflict has been negatively related to work-life balance perceptions. Job participation, job flexibility, and communication permeability were closely linked to work-life conflict perceptions. Plus, the finding shows work-life conflict and spousal support in these copreneurial firms are directly related to perceptions of work-life balance.



In Canada, a study on ten participants of contract academic staff (CAS) in Academia. Results showed that male and female CAS adopted similar Work-life Balance Programmes as boundary management strategies to integrate and/or separate their work and family obligations (Eno, 2019). Besides, Galina and Julia (2017) conducted a research on theorize the work-life balance experiences of men in high-performance male-dominated industries. The research provides an in-depth qualitative study that includes interviews and informal discussions with male lawyers and ten lawyers decided to participate, between the ages of 31 to 46. Based on the research, male lawyers need to work long hours to reap long-term benefits for their family, ensuring job security and making a partnership and due to industry and professional expectations and behavioural norms, it is hard and often impossible to accomplish work-life

balance. Not only was the lack of autonomy related to how many hours they worked, but also how and when they worked.

Johannes, Marcello and Alfredo (2018) studied the role of work-life balance psychological contract inducements on three work-related results for a sample of elderly Dutch employees. The quantity at which satisfaction happens is crucial in predicting feelings of violation of the psychological contract and intention to participate in development activities, but this relationship is not straightforward for the intention of turnover. Older workers are responsive not only work-life balance inducements but also in terms of the number of inducements delivered, with significant repercussions on their attitudes and behaviours at work, to the situation in which their employer fulfilled their promises or not (Johannes, Marcello, & Alfredo, 2018).

Another study was analysed on work-life conflicts and enrichments among female expatriates that occur during the global task. A total of 20 interviews with female expatriates were conducted. The participants represented a variety of industries, covering 11 nations in their assigned locations. The results show that during global tasks, women have experiences of conflict but also enrichment. Both aspects are the impact of personal life the working life and vice versa. The results indicate that there were also women who had abroad a spouse and kids with them and who often took great care of family affairs (Liisa, Vesa, & Helena, 2011).

In African and Caribbean, Forson (2013) explored black migrant women entrepreneurs' work-life balance experiences, examining the connection between macro, meso, and micro-level company activity. The data were drawn from that of a more extensive study in the legal and hairdressing sectors of 50 black female business owners. The analysis shows that women's ability to handle work-life balance in the study shaped by power relationships including social interactions between and within the cultural, structural and agentic dimensions of ownership of the small business (Forson, 2013).

According to Meenakshi, Subrahmanyam, and Ravichandran (2013), the balance between work and life can be treated if the organization encourages flexibility for all its employees, shows a willingness to explore ways in which senior positions can be redesigned to accommodate greater flexibility where and when work is being performed. Besides, concentrates on outcomes rather than time spent in the office, and shift thinking away from the assumption that presence equals professionalism and success. Next, establish a formal process to request the Human Resources department or diversity manager to monitor a flexible work arrangement. That should ensure all staff have equal opportunities for a fair and objective examination of their needs. Lastly, help managers evaluate low-value work and review workloads and working practices to reduce the time they spend on non-essential work or work delegated to others.

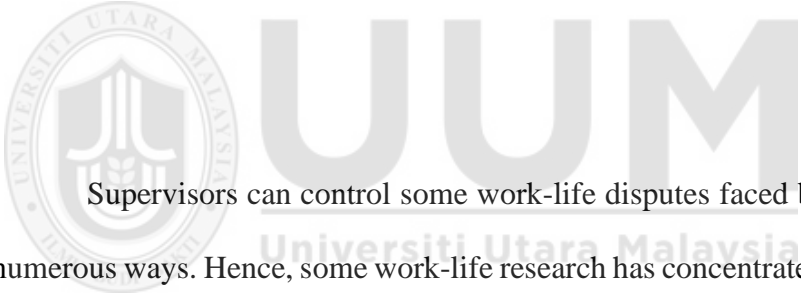
2.3 Supervisor Support

Supervisor support means an essential control on employee work-life conflict and impacts the association within work-life benefit and work-life culture. For this study, the word supervisor assigns an individual direct report in the company hierarchy. However, staff may indirectly report contacts by others in their company. The direct reporting association, including its direct impact on day-to-day advantages, benefits, and compensations, is possibly the most significant association work-life domain.

Research by Russo, Shteigman and Carmeli (2015) prescribed that social assistance in work and non-work boost work-life balance through organizing employees' various roles. Besides, the supervisor supports decentralizing decision-making to obtain employees to feel satisfied with the working atmosphere (Mas-Machuca, Berbegal-Marabent, & Alegre, 2016). According to Tucker, Jimmieson, and Bordia (2016), supervisor support concentrates on supervisors assisting employees in coping with work demands. In addition, Smith and Gardner, (2007) declared if supervisors support workers, workers will recognize less work damage, have some time constraints, also accept gain of work-life profits more than those who do not obtain supervisor support.

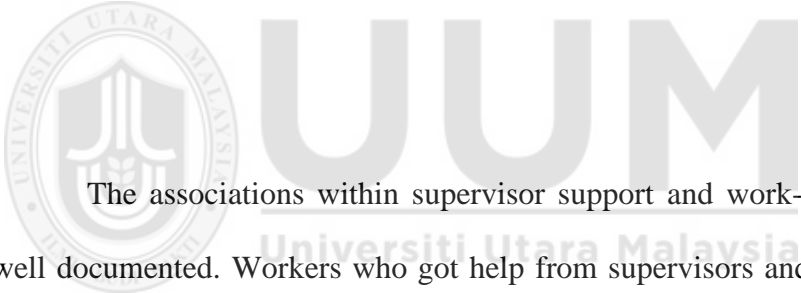
2.3.1 Definition of Supervisor Support

According to Eisenberger, Stinglhamber, Vandenberghe, Sucharski and Rhoades (2002), supervisor support is the thought an employee has to which their supervisor preferences and cares about their wellness. Also, supervisor support as an employee's perception of his or her supervisor's willingness to offer support, interest, and aid (Babin & Boles, 1996). For this research, supervisor support operationally interpreted as the degree to which workers perceive their executives to value their grants and to care for their well-being, as well as provide support and encouragement (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Babin & Boles, 1996).



Supervisors can control some work-life disputes faced by their units in numerous ways. Hence, some work-life research has concentrated on the impact of a comprehensive conceptualization of executive support. Allen (2001) described a supportive director as compassionate to the employee's desire to explore the equilibrium within work and family, including who involves in efforts to assist the employees in accommodating their work and family obligations. Supervisors perform an essential role in forming employees' perceptions of organizational support. According to Shanock and Eisenberger (2006), as supervisors serve the point of contact between employees and their organization, their actions in providing employees with the numerous backing are seen as representing the organization.


It is wise to propose that supervisors perform some related role in giving workers specific kinds of comfort, such as support for work-life balance as people do in offering to, including transmitting overall company support. Research conducted by Allen (2001) propose that supervisor support for family matters makes an impact on employee thoughts of their company as family-supportive. Those understandings of the company as family-supportive possess an immediate negative influence on employee perceptions of work-family dispute (Allen, 2001). However, the influence of supervisor support is not limited to this indirect impact through employee perceptions of organizational family support. Allen (2001) said that support from the supervisor also has a direct impact on reducing employee perceptions of work-family dispute.



The associations within supervisor support and work-life dispute are well documented. Workers who got help from supervisors and sharing work-life values experience fewer differences over work-life than employees who do not get supervisors' support (Kossek, Colquitt, & Noe, 2001). According to Thomas and Ganster (1995), working alongside a supportive supervisor involved as the degree in which supervisors presented particular behaviors support, such as changing programs to assist an employee's family obligations or listen to employees' dilemmas, will reduce work-family dispute. Also, Scharlach (2001), informed that the degree to which an employee's supervisor was concerned with his or her well-being decreased employees' experience of role pressure due to family and career obligations.

2.3.2 Conceptualization of Supervisor Support

According to Schindler and Burkholder (2014), there are four supervisor support dimensions: mentoring, coaching, social support, and task support. Mentoring means supporting, guiding, and facilitating an employee's career development. Mentoring can be represented as a communication relationship in which a senior person helps, tutors, guides, and promotes a junior person's career development. Mentoring enhances an individual's possibilities of success and shows that successful individuals have had mentoring relationships in their career development. Besides, employees with instructors are more promotable and possess more upward professional progression (Hill, Bahniuk, & Dobos, 1989).



The second dimension is coaching, which means teaching an employee about the organization's rules, goals, and politics. As experts began to believe in coaching results, they explored ways to maximize earnings from such activity via organizational culture transformation, as seen in several research articles. Managers were inspired to adopt coaching cultures where management activity converted from a control paradigm to a more empowering mindset. Studies showed a positive correlation between managerial coaching programs and employee performance, plus implementing a coaching culture is a complex and challenging process. Numerous companies registered training programs to teach proper managerial coaching behaviours (Jamison, 2018).

The next dimension is social support, that means assisting an employee with personal and professional challenges. Social support is an essential construct in organizational research. Leadership study illustrates the social support subordinates receive from their supervisor as a buffer of job demands and other stressors (Bliese & Castro, 2000). Past research has often investigated the effects of perceived social support instead of accepted or enacted support. As a resource, perceived social support describes the thought that one's network is ready to offer aid if needed, rather than sanctioned supportive behaviours. Perceived social support appears to have a more significant influence on health and well-being than the effects of received supportive behaviours. That comprehends social support is considered a coping resource that individuals carry upon when dealing with stressors (Thoits, 1995). Social support may be classified as instrumental, emotional, informational, or assessment (Kelloway, Sivanathan, Francis, & Barling, 2005). The last dimension is task support that assisting an employee with work duties (Hill, Bahniuk, & Dobos, 1989).

2.4 Co-worker Support

Co-worker support is distinct from administrative support because co-workers struggle alongside and no powers to control. According to Valcour, Ollier-malaterre, Matz-costa, Pitt-catsoupes, and Brown (2011), support from co-workers would improve the perceived work-life support. Researchers decided co-worker comfort is one of the tools that allow workers to build a caring and safe workplace in the integration of work and non-work domains. Besides, it also helps employees divide their time, including strength in private life, by tangible support from their co-workers. Co-workers' support contributes to a positive job outcome as well. The researcher assumed that co-worker assistance of both affective and instrument characters would positively influence job comfort and drive to a sense of well-being. With low work-family disputes, including excellent job satisfaction, co-worker help is vital in work-life equilibrium.

2.4.1 Definition of Co-worker Support

Co-worker support is the comfort employees provide to each other within a social network at work (Tews & Michel, 2013). According to Ferguson, Carlson, Zivnuska, and Whitten (2012), workers' work-life balance experience is best when there is perceived co-worker support. This co-worker support has a positive influence on many organizational circumstances, such as job satisfaction (Ferguson, Carlson, Zivnuska, & Whitten, 2012). Employees typically enjoy being part of a social network. Hence, if one's co-workers do

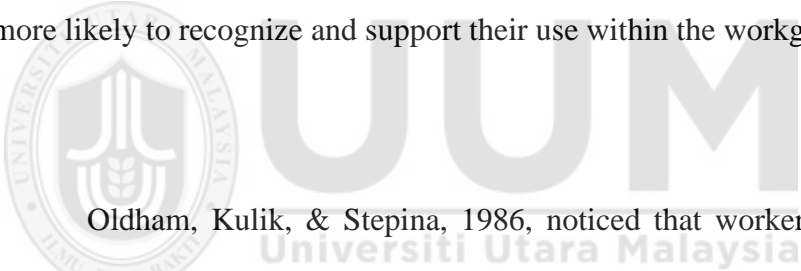
not approve of work-life benefit utilization, they are believed to be less likely to gain an advantage potentially available.

The circumstances of the employee, which means the manager and the team, can affect whether the employee believes the fundamental supports are truly available or accessible to them personally (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009). This can help encourage the choices that a person makes about how to balance work and non-work obligations.

Several studies have investigated how marital and parental status impact a person's recognized level of co-worker support. The people who are married and have kids may feel more comfort from their co-workers because their co-workers are also married and have children. When individuals are not married, they may notice less supervisor support because their supervisor may not be able to relate to them and offer the help they require. Some views of marital status propose it may play a role. For instance, seldom single workers notice less fairness in the workplace, particularly in areas linked to advantages, expectations, and honor for non-work life than their co-workers with children, proposing that family status might influence perceived social support (Waumsley, Houston, & Marks, 2010).

2.4.2 Conceptualization of Co-worker Support

It is essential to recognize the contextual power of co-workers and teammates. Because personal arrangements within valued workers and employers are predicated on the unbalanced treatment of people based on preferences, job demands and discussion, co-workers can be seen as interested third parties. Lai, Rousseau and Chang (2009) discovered that co-worker taking of arrangements between workers and their employers could affect their effectiveness. If co-workers perceive individualized compromise between workers and employers as accepted and the result of a profitable social exchange between workers and employers rather than an economic transaction, they are more likely to recognize and support their use within the workgroup.



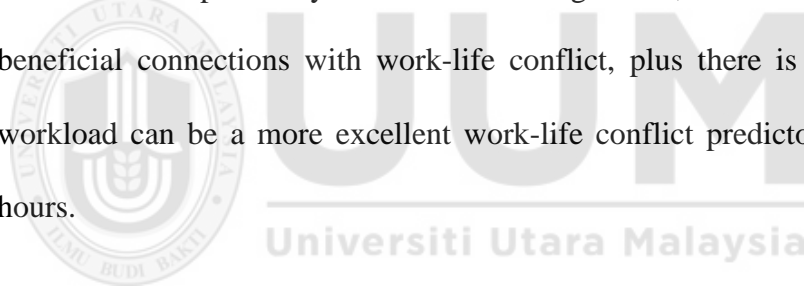
Oldham, Kulik, & Stepina, 1986, noticed that workers manage their reactions toward their job by comparing themselves with their co-workers. If they sense that they have fewer chances in the workplace, they are less mentally motivated. In contrast, if they feel they have higher probabilities than others, they are more likely to be mentally motivated and present well. White and Mitchell (1979) found that partners getting positive social cues from co-workers were more satisfied and more productive than those getting negative social signals from co-workers.

According to Chiaburu (2009), various problems increase the value of actions coming from colleagues. First, co-workers are pervasive: when their colleagues' study for knowledge on how to do the job, or for an assisting, co-workers are an essential reference. Next, they are powerful because of shifts in how tasks are designed. Improved dependence on workgroups makes co-worker changes influential, as does a transformation toward more complex, interdependent, and less individual ways of making the job completed (Parker, 2007). Workers at the same hierarchical level are also more likely to utilize resources located laterally. Third, communications with co-workers are more common than with managers, due to the time limitations and the span of control of the latter and the closeness and salience of the former (Cole, Schaninger, & Harris, 2002). Ultimately, people seldom enter organizations because they want to work with particular co-workers (Schneider, 1987).

Based on Russo, Shteigman and Carmeli (2015), research exposed co-worker support split into distinct features: instrument, emotion, role modeling, and work-life control. Instrumental assigns to reliable comfort from co-workers, such as attentive to job distribution demands and privacy concerns. In contrast, emotional refers to physiological support such as changing views and ideas in a more reliable regulating work-life and private life. Those components assist in managing work and non-work domains.

2.5 Workload

Work demands have many dimensions, such as time pressure (tightened deadlines), high work speed, and the amount of work (work overload). In this research, we concentrate on work overload, as this has been recognized as one of the most reliable and most consistent work-life conflict predictors (Geurts & Demerouti, 2003). Work overload will probably have a dual impact on the conflict between job and life. Besides, high workloads are likely to boost working hours, as well as lead to stress and exhaustion (Frone, Yardley, & Markel, 1997). For instance, Frone, Yardley, and Markel (1997) discovered that workload was positively linked to working hours, and both showed mild beneficial connections with work-life conflict, plus there is also proof that workload can be a more excellent work-life conflict predictor than working hours.



2.5.1 Definition of Workload

The workload is one of the tension factors for workers. It also refers to the intensity of workload tasks. The dilemma of employee mental burden and difficulties of workload and pressure are growing crucial, plus necessitating to be solved in-depth study Shah, Jaffari, Aziz, Ejaz, Ul-Haq, Raza, Elloy and Smith (2011) proposed that job overload appears to occur if a person receives several work demands exceeding their ability, and it involves a qualitative or quantitative imbalance.

According to Shah, Jaffari, Aziz, Ejaz, Ul-Haq, Raza, Elloy and Smith (2011), workers received numerous tasks in large organizations to be finished within a precise time. They also generate a burden on workers to finish the whole assignment to fulfill the deadline. Deadlines and job overload make life even more challenging (Awang, Dollar, & Winefield, 2010). A result of the study by Awang, Dollar, and Winefield (2010) described work pressure frequently occurs during various tasks that are assigned together, and follow with the task's tight deadline gives it slightly pressure and challenging. However, according to another respondent, some of the specified assignments are essential and meaningful tasks; they must be finished within a precise time. According to Goh, Ilies, and Wilson (2015), there is no direct impact on workload and life satisfaction; thus, people seem not to appraise life happiness due to high work requirements poorly.

2.5.2 Conceptualization of Workload

The workload is one of the most vital, and famous stressors consistently presented in the stress study. The workload is the quantity of work that workers have to do and consists typically of perceived and actual workload (Jex, 1998; Cooper, Dewe, & O'Driscoll, 2001). Stress researchers have been expressly inspired in perceived workload since an individual's perception of his/her situation is crucial for the experience of tension.

The perceived workload is extra divided into 'quantitative' and 'qualitative' workload. The quantitative workload is represented as the absolute amount of work needed and the time frame in which work must be done (Jex, 1998). On the other hand, qualitative overload occurs when individuals assume they do not have the essential skills or abilities to manage their jobs (Cooper, Dewe, & O'Driscoll, 2001). Also, the perceived workload is usually viewed conceptually proximal to 'role overload,' described as the stressor that happens when people notice the demands of work as extreme (Jex, 1998).

2.6 Flexible Work Arrangement

One tool company can give their employees to help them balance work and non-work is flexibility in time and place of work (Prottas & Kopelman, 2009). Numerous organizations have specific procedures that state-specific flexible arrangements that are assumed to be convenient to workers, such as flexible hours or flexible work choices, although using these methods is often left up to the discretion of individual managers and workgroups (Richman, Civian, Shannon, Hill, & Brennan, 2008).

The most important study on the flexibility of work shows that providing that type of service is generally helpful to both employee and employer (Grawitch & Barber, 2010). Telecommuting, the ability to work from home or another location through the support of communication technology, has frequently been cited as a significant way for organizations to provide flexibility in work schedules for workers (Morganson, Major, Oborn, Verive, & Heelan, 2010).

In a white paper summarizing research finding and making recommendations for best practices, the Center for Work and Family recommends that organizations make more flexible work arrangements to increase workers' ability to manage work and life effectively (Hamilton, 2010). However, some managers and organizations are hesitant to establish flexible work arrangements due to fears of productivity loss and employee alienation. The study has indicated that productivity is not affected by the use of flexible work arrangements (Dumham, Pierce, & Castaneda, 1987; Lingard, Brown, Bradley,

Bailey, & Townsend, 2007) and employee commitment is not negatively affected by telecommuting for half or less time per workweek (Golden, Veiga, & Dino, 2008).

2.6.1 Definition of Flexible Work Arrangement

A diversity of alternative work arrangements includes flexible work benefits and flexible hours. Flexible work-life benefits, which will be the center of the current study, can be interpreted as policies that propose to improve flexibility in the work field (Shockley & Allen, 2010). Flexible work-life benefits involve reducing work hours, working from home (telecommuting), flexible hours, and reduced work weeks (Konrad & Yang, 2012).

Reducing work hours may cover the way for job sharing, which occurs when one job is shared by two or more workers (Dracy, McCarthy, Hill, & Grady, 2012). An instance of when job sharing may become important is when a woman is on maternity leave, and the organization is looking for two interim employees to fill the individual's full-time position. Telecommuting, which has grown popular mainly due to technological improvements, includes working from a different location other than the office (Allen, Golden, & Shockley, 2015).

This situation may consist of working from home, a coffee shop, etc. Hence, flexible work-life interests relate to flexibility not only in scheduling but also concerning the place. Growing up on the example of the woman who is pregnant above, perhaps the organization would let her telecommute as her due date nears, before selecting the temporary employees.

Furthermore, flexible hours also known as flextime consist of having a plan in which one can determine his or her start and end times, which may sometimes include a set of core hours for all employees (Grobler & De Bruyn, 2011; Lee & DeVoe, 2012). That assists in creating ease in scheduling partner meetings amongst other communicative needs. Hence, if the pregnant lady wants to come in late and stay late so that she can go to a doctor's appointment that morning, she would be welcome to do so. Also, compressed workweeks consist of working longer hours each day to reduce the number of days an individual work in a week (Fiksenbaum, 2014). Maybe a new dad chooses to work long hours Monday through Thursday to consume all day on Friday with his infant child as opposed to working.

Eaton (2003) stated that flexible work-life benefits might be evident within organizations either formally or informally. Formal flexibility is defined as the official, written policy, typically approved by human resources. In contrast, informal flexibility involves unofficial systems that may be available to some employees on a discretionary basis.

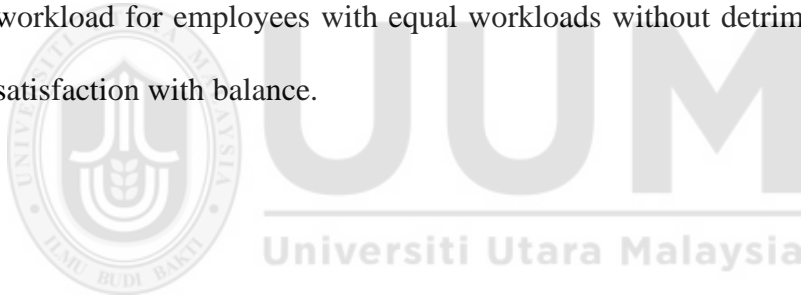
2.6.2 Conceptualization of Flexible Work Arrangement

Flexible work arrangements have been linked to work-life research. While companies seek to relieve work-life conflict anxieties on workers, they often look to two principal types of provisions—those that provide solid supports to reduce conflict (like childcare or concierge services) plus encourage flexible work accommodations (Giardini & Kabst, 2008). Some study on the effectiveness of these programs as a whole has been ambiguous, causing organizations to rethink the benefit of providing these services to workers (Kossek & Ozeki, 1998). But, Grawitch and Barber (2010) got a closer look at the work-life balance program efficacy. They found that support for resource supports was obscure, but the advantages of flexible work arrangements to work-life balance were well supported. Prottas and Kopelman (2009) show that in contrast to other types of workplace work-family supports (such as onsite childcare), flexibility may assist in preventing work-life conflict before it occurs rather than providing back-end support once it already happens.

Besides, flexible work arrangements may affect work-life balance through the ways it can moderate the effects of a robust workload. Hill, Erickson, Holmes, and Ferris (2010) did an in-depth study of place and time flexibility in a large, multi-national tech firm. Place flexibility was defined as the capability to work remotely on occasion (telework). Time flexibility was described as having some responsibility regarding start and stop time for

workdays and found that both types of flexibility were related to the decreased work-life conflict.

They also found that employees who reported more flexibility were able to work more extended hours before reaching work-family conflict, often 8 to 16 more hours of work per week than other workers with less flexibility. It would resemble that flexible work arrangements may make it possible for workers to manage their work and personal lives so that the two roles do not conflict, thus bypassing instances of work-family conflict. This would suggest that those with flexible arrangements would be better able to manage that workload for employees with equal workloads without detrimental effects on satisfaction with balance.



2.7 Job Involvement

Job Involvement is the power to which the worker acknowledges with his or her work, actively engages in it, also perceives how vital the involvement is to their employer. Additionally, it includes the extent to which a person understands his whole work situation as an essential part of his life and means to him and his identity because of the chance it allows him to satisfy his critical needs.

2.7.1 Definition of Job Involvement

Lodahl and Kejner (1965) dispute that job involvement is the point to which a person is recognized psychologically by his work or the value of work in his entire self-image. Job involvement may remain thought of the internalization of quality about the goodness of work or the greatness of work in the person's value, and possibly it measures the efficiency with which the organization can further socialize the person.

While early studies, researchers determined job involvement as the degree to which a person's work performance influences his self-esteem. Others have seen job involvement and called it by different names; however, they defined it very similarly. Likewise, the way of the psychology of cooperation, ego involvement was assigned as the circumstances in which the person engages the status-seeking motive in his work (Allport, 1947).


Those definitions have an essential core of meaning, they define the job-involved person as an individual for whom work is a necessary part of life, and as one who is concerned very much individually by his entire job situation: the work itself, his co-workers and the organisation. Moreover, the non-job-involved workers do their living off the job. The profession is not as vital a part of their psychological life. Their concerns are elsewhere, and the centre of their self-image, the crucial role of their identity, is not significantly affected by the kind of work they perform or how great they do it. It is vital to note that the job-involved workers are not undoubtedly happy with their jobs; in fact, outraged people may be just as involved in their careers as pleasant ones (Lodahl & Kejner, 1965).



2.7.2 Conceptualization of Job Involvement

According to Suriani, Asogan, and Waemustafa (2015), there is three-dimension circumstance of job involvement in workplaces which are motivation, organizational citizenship behaviour and job satisfaction. Sukri, Asogan, and Waemustafa (2015) also stated that job involvement concerns as an imperative of primary source of a corporate commitment, motivation and job satisfaction that impact employee's job performance. This show the worker being involved in enhancing the motivational process, which turns personal job performance such as absenteeism and also turnover.

Further, working undergraduates in the USA have examined the relationship between job involvement and organizational citizenship behaviour by Rotenberry and Moberg (2007). This show the collaborate validity of an employee's self-rated job involvement which refers to the first key term of organizational citizenship behaviour such as altruism, civic virtue and conscientiousness on the effect of work centrality, personality, employee status. Rotenberry and Moberg (2007) disclose that job involvement has an impact on employee performance, which leads to measuring the job performance of the current study, both in-role job performance and extra-role organizational citizenship behaviour. Besides, they had studied an individual noted their full-time or parttime work quality that gives insufficient variability of the data for the variables.



Cortis and Cassar (2005) discovered that worker captivates themselves concerning their job but including as the centre part of their lives. Female managers who have work path and offspring align at a detriment. Because of the offspring demand, which meddling with the women's career, lead them to do overtime, reorganize their working hours on additional work assignment also compromise the circumstance of less involving than the male counterparts. The employees who job involved more likely to rely on their work virtue also show the progress obligation which reinforces the individual within an organization. For instance, the theory of job involvement has searched extensively by organizational research that been examined to the work experiences and job attitudes of employees, which have a unique need for success and growth (Cortis & Cassar, 2005).

2.8 Underpinning Theories

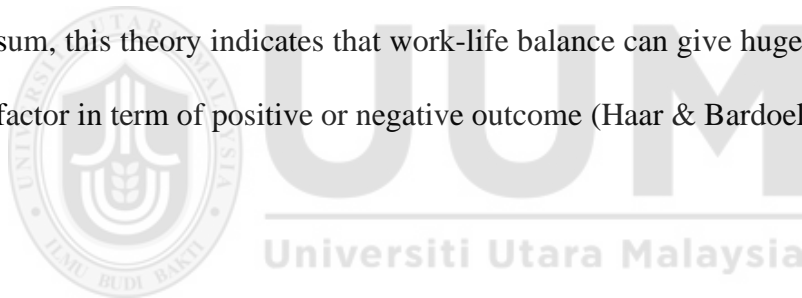
2.8.1 Spillover Theory

Spillover theory can be considered as one of the popular theories in order to support on work-life balance concept. Spillover theory explains the condition of the spillover between the work microsystem and also family microsystem whether it act to show positive or negative effect. To be clear, if the work-family interaction is strictly controlled in term of time and space, therefore the spillover in term of time, energy and behavior also will be significantly negative. This is because, when not able to balance between work and family, the outcome such as production of energy and behavior at workplace especially will be in the negative. In addition, work-flexibility that enables a person to balance between work and family responsibilities will lead to positive spillover (Hills, Ferris, & Martinson, 2003) such an increment in job performance, organizational commitment and less absenteeism.

Other than that, Spillover theory also clarify that an individual emotion, attitudes, behavior and skills is produced by either work or personal and it will exchange to another outcome (Balmforth & Gardner, 2006). For example, from organization context if a person able to balance between work and family, so it will produce good attitudes and job involvement which indicate the satisfaction feeling and therefore the final mean is it can exchange to produce a good job performance level.

Natalie and Ibolya (2009) have discussed and recognized the positive and negative impact of spillover. Referring to an article by Natalie and Ibolya (2009) too, a number of factors relating to the work environment have been found to be associated with negative work family spillover. Workload and long working hours can have a negative impact on family life as parents are unable to allocate the necessary time and energy to maintain family relationship.

Furthermore, spillover not only can show either positive or negative impact but the most important it can occur in both direction, that is personal to work and/or work and personal (Hill, Hawkins, Ferris, & Weitzman, 2001). In sum, this theory indicates that work-life balance can give huge impact to other factor in term of positive or negative outcome (Haar & Bardoel, 2007).



2.8.2 Organizational Commitment Theory

Allen and Meyer (1990) introduce organizational commitment theory. The researcher classified it into three dimensions: affective (desire to), continuation (demand to), and normative (ought to) commitment. Affective commitment describes to emotionally connected to the company; continuance commitment refers to the alertness of costs needed to leave the company; whereas the normative commitment refers to the growth of the responsibilities for being loyal (Alniacik, Alniacik, Erat, & Akcin, 2013). Considering work-life balance is linked with emotional affection. Hence, this research links affective commitment to drawing a clear view regarding the relationship between work-life balance and selected factors.

On the other hand, Omar (2013) suggested the positive relationship between working arrangement and affective commitment. Also, Ariffin et al. (2016) also demonstrated that emotional engagement could be enhanced by introducing flexible working arrangements since this formal organization support can enhance life satisfaction by integrating work and non-work domain issues.

Additionally, flexible working arrangements, affective commitment does trigger by social support. Cakmak-Otluoglu (2012), mentioned that supervisor support improves both affective and normative commitment among workers towards an organization and reduces the possibility of work mobility moving to a new company. As an outcome, earlier studies provide insight that links affective involvement in representing the relationship between work-life balance and working arrangement and social support.

2.9 Hypotheses Development

2.9.1 Supervisor support and work-life balance

Supervisor support means an essential control on employee work-life conflict and impacts the association within work-life benefit and work-life culture. The word supervisor assigns an individual direct report in the company hierarchy. The supervisor supports decentralizing decision-making to obtain employees to feel satisfied with the working atmosphere (Mas-Machuca, Berbegal-Marabent, & Alegre, 2016). According to Tucker, Jimmieson, and Bordia (2016), supervisor support concentrate on supervisors assisting employees in coping with work demands.

There are four supervisor support dimensions: mentoring, coaching, social support, and task support (Schindler & Burkholder, 2014). Supervisors can control some work-life disputes faced by their units in numerous ways.

Working alongside a supportive supervisor involved as the degree in which supervisors presented particular behaviors support, such as changing programs to assist an employee's family obligations or listen to employees' dilemmas, will reduce work-family dispute (Thomas & Ganster, 1995). The degree to which an employee's supervisor was concerned with his or her well-being decreased employees' experience of role pressure due to family and career obligations (Scharlach, 2001).

In brief, this can be supported by the affective commitment theory proposed by Allen and Meyer (1990), which stated that commitment to an organization and job, depends on the positive emotional attachment (Cakmak-Otluoglu, 2012). The employee who is affectively committed firmly identifies the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he or she wants to. This commitment can be influence by supervisor support which is particularly essential because supervisors are formally responsible for monitoring the performance of employees. Also, involved in decisions regarding pay and promotions that affect their employees and increasingly made accountable for reducing turnover in their teams. The associations within supervisor support and work-life balance are well documented. Workers who got help from supervisors and sharing work-life values experience fewer differences over work-life than employees who do not get supervisors' support (Kossek, Colquitt, & Noe, 2001).

Empirically, previous studies have found a significant relationship between supervisor support and work-life balance. The study by Johnson (2013), found that supervisor support positively correlated with work-life balance. When employees report higher supervisor support, they also tend to report experiencing more work-life balance. Other than that, employees with positive dispositions receive more supervisor support because they are more socially oriented and likable (Yoon & Thye, 2000).

Based on the review regarding past studies as discussed before, it indicates a significant and positive relation of supervisor support and work-life balance. As from that, the hypotheses can be generated according to the previous finding in order to carry out this research is as stated below:

H₁: There is a positive relationship between supervisor support and work-life balance

2.9.2 Co-worker support and work-life balance

Co-worker support is one of the tools that allow workers to build a caring and safe workplace in the integration of work and non-work domains (Wong, Bandar, & Sali, 2017). It help employees divide their time and energy into personal life with tangible support from their co-worker. For instance, co-worker help fill in when the employees are unable to perform their jobs due to personal issues.

The relationship between co-worker support and work-life balance can be explained by affective commitment theory that proposed by Allen and Meyer, which suggests that the situation in which an individual want to gain friendship ties with co-workers. This is because, co-worker support has a positive influence on many organizational circumstances (Chiaburu, 2009), such as co-workers are pervasive, powerful of shifts in tasks, can improved dependence on teamwork and more common in communications with colleague compared to manager (Cole, Schaninger, & Harris, 2002). By having high co-worker support, will lead to an increased work-life balance.

Empirically, previous studies have found a significant relationship between co-worker support and work-life balance. In the study by Mazurowski (2019), they found that co-worker support and work-life balance have a positive correlation. The result revealed that mid-level healthcare managers who experienced work-life balance support were more engaged at work and

dedicated to their organization. Besides, co-worker's positive effect on work-life balance as instrumental support from colleagues is one of the strong reasons to achieve a more excellent work-life balance (Wong, Bandar, & Sali, 2017).

The review of past studies, as discussed before, indicates a significant and positive relation of co-worker support and work-life balance. As from that, the hypotheses can be generated according to the previous finding in order to carry out this research is as stated below:

H₂: There is a positive relationship between co-worker support and work-life balance



2.9.3 Workload and work-life balance

The workload is one of the indicators of work stress among employees. Referring to the intensity of job assignments, workload also be the cause of mental stress for employees (Shah, Jaffari, Aziz, Ejaz, Ul-Haq & Raza, 2011). The work overload tends to happen when the employee receives several works demands that are beyond their capabilities, which can affect the employee's work-life balance. Also, the combination of deadlines and work overload makes work even more stressful (Awang, Dollar, & Winefield, 2010). The workload is negatively predicting work-life balance among employees, and the employers need to be aware of workload segregation hence taking action to avoid increment of workload among employees (Omar, Idaya, & Ariffin, 2015).

The relationship between workload and work-life balance can be explained by continuance commitment theory that proposed by Allen and Meyer, which suggests that the situation in which an individual remain because they do not have much of a choice. The workload is frequently one of the most emotional exhaustion of the workplace. The emotional attachment increases the level of workload and decrease the employee work-life balance.

Empirically, previous studies have found a negative relationship between workload and work-life balance. The survey by Holland, Tham, Sheehan, & Cooper (2019), found that workload was negatively related to work-life balance. Thus, the study state that higher levels of perceived workload were

related to lower levels of satisfaction with work-life balance. Also, in research by Suhaimi, Mohamad, Seman, Nazmi, Ismail, Rahman, Nee and Jafri (2018), indicated that there is a negative correlation between workload and work-life balance. A significant proportion of employees have problems planning and controlling their workload and even come to work when they are ill. The increases in working time and workload are also impacting on members' private lives (French, 2013). The workload was the most dominant factor affecting work-life balance (Omar, Idaya, & Ariffin, 2015). That is because the higher the workload felt by the employees, the less the work-life balance they enjoyed.

A review of past studies, as discussed before, indicates a slightly significant and negative correlation between workload and work-life balance. As from that, the hypotheses can be generated according to the previous finding in order to carry out this research is as stated below:

H₃: There is a negative relationship between workload and work-life balance.

2.9.4 Job involvement and work-life balance

Job involvement is a descriptive belief of the present job. It tends to be a function of how much the job can satisfy one's current needs, plus it has a direct correlation with job satisfaction and also influences the work performance, of achievement, and unexplained absenteeism (Kanungo, 1982). Job involvement has been linked to job-related behavior as well as being a

subsequent predictor of job-related outcomes such as intentions to leave an organization, professional commitment, and ethical behaviour (Freund, 2005).

People are social creatures where, through job involvement, they experience emotional attachment. A managerial job is often complicated and challenging, and most of the time, they are incredibly involved in the task performed, where they remain beyond the required working hours. High involvement in job and family had a beneficial impact on distress but a negative impact on work-life balance. According to Singh and Kumar (2011), married employees have significantly more job involvement than unmarried. That may occur because they have more responsibility, so they keep themselves involved in the job.

The affective commitment theory can explain the positive relationship between job involvement and work-life balance. Apart from that, organizational tenure is also always positively associated with job involvement. Because of the general assumption that the more years employees are with a company, the more benefits they get (Pare, Tremblay, & Lalonde, 2001). According to Demir (2012), individuals who are organizationally committed are more adaptable, productive, work with a sense of responsibility, and are not financial liabilities to the organization. Committed employees will remain in the organization compared to non-committed employees (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Empirically, several past studies prove job involvement has influence work-life balance. The survey by Noor and Abdullah (2012), which involved 120 respondents of the largest manufacturing firms in Malaysia, found that job involvement and work-life balance have the strength of the relationship and positive correlation. Besides, in research by Permarupan, Abdullah, and Roselina (2013), participated by 334 respondents of the middle management level of the public and private sector organizations from Malaysia, found job involvement and work-life balance have a positive and significant relationship. That directly indicates that employer who provides high work-life balance ensures high job involvement from their employees.

Victor (2015) stated that the quality of work-life and job involvement significantly impact each other. Thus, organizations should strive to provide good quality of work-life to obtain the best results from their employees. Based on review regarding past studies as discussed before, it indicates a significant and positive relation of job involvement and work-life balance. As from that, the hypotheses can be generated according to the previous finding in order to carry out this research is as stated below:

H₄: There is a positive relationship between job involvement and work-life balance

2.9.5 Flexible work arrangement and work-life balance

Flexible working arrangements enhanced work-life balance and labor productivity (Sivatte, Gordon, Rojo, & Olmos, 2015). A study done in Malaysia said that FWAs (Flexible Work Arrangements) help reduces females' stress regarding household chores, job demands, and commuting to the workplace (Subramaniam, Tan, Maniam, & Ali, 2013). However, flexible work might be criticized for its negative effects on workers and society. In India, flexible time, place, or child care does not contribute to balancing work-family issues (Baral & Bhargava, 2010). That is because working at home in high-stress jobs can lead to more significant intrusion into family life because of its constant omnipresence. Thus, working at home may increase work-life conflict and lead to work-life imbalance.

The negative relationship between flexible working arrangement and work-life balance can be explained by time-based spillover theory, which is the spillover condition between the work microsystem and family microsystem, act to show whether it positive or negative effect. The spillover theory can be classified as time-based or strain-based (Netemeyer, McMurrin, & Boles, 1996). Time-based negative spillover occurs when time devoted to the work role interferes with the performance of the family role. While, Strain-based spillover occurs when the stretch is experienced in work roles interfere with family responsibilities. When not able to balance between work and family, the outcome will be in the negative. The specific flexible working arrangement can exacerbate the balance between work and life. For instance, flexible working

periods can lead to workers working beyond set hours, inefficiencies and a drop in quality and communication (Russell, Helen, O'Connell, Philip, McGinnity, & Frances, 2007). If flexible working arrangements were increased, the balance between work and life would decrease.

Empirically, previous studies have found a negative relationship between flexible work arrangement and work-life balance. A survey conducted by Sharafizad, Paull, and Omari (2011) found that flexible work arrangement has negative relationship with work-life balance among non-academician. That is because flexible work arrangements do not provide adequate work-life balance requirements (Sharafizad, Paull, & Omari, 2011). Besides, working from home has various effects on working families conflict, the more workers work remotely, the lower the battle between work and life, but the higher life to work (Aziz-Ur-Rehman & Siddiqui, 2020).

The flexible working arrangement might create some difficulties in the workplace and employee work-life balance, if not monitored by the manager. Based on a review regarding past studies as discussed before, it indicates a significant and positive relation of flexible work arrangement and work-life balance. From that, hypotheses can be generated according to the previous finding to carry out this research is, as stated below:

H_s: There is a negative relationship between flexible work arrangement and work-life balance

2.10 Research Framework

Research framework can be classified as the main foundation on which the entire research paper is based (Sekaran & Bougie, 2016). In line with that, the independent variables for this study are considered as supervisor support, co-worker support, workload, flexible work arrangement and job involvement, the dependent variable is work-life balance. Thus, the research framework for this study is as known in Figure 2.1.

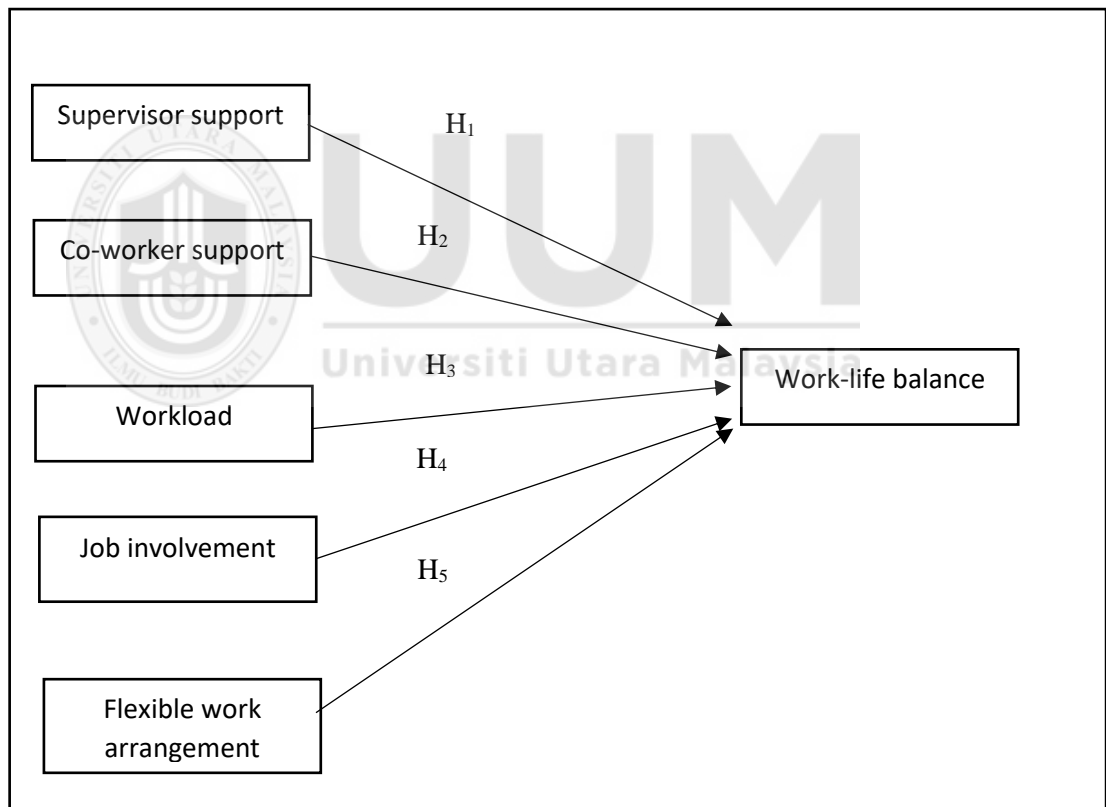


Figure 2.1

Research framework

2.11 Summary of Hypotheses

Table 2.1

Hypotheses of Study

Hypotheses	
H₁:	There is a positive relationship of supervisor support and work-life balance
H₀:	There is no significant relationship of supervisor support and work-life balance
H₂:	There is a positive relationship of co-worker support and work-life balance
H₀:	There no a significant relationship of co-worker support and work-life balance
H₃:	There is a negative relationship of workload and work-life balance
H₀:	There is no significant relationship of workload and work-life balance
H₄:	There is a positive relationship of job involvement and work-life balance
H₀:	There is no significant relationship of job involvement and work-life balance
H₅:	There is a negative of between flexible work arrangement and work-life balance
H₀:	There is no significant of between flexible work arrangement and work-life balance

2.12 Summary

This chapter has covered a review of previous literatures regarding the concepts and definition of work-life balance, supervisor support, co-worker support, workload, flexible work arrangement and job involvement. Furthermore, in this chapter also discussed on the previous studies regarding this work-life balance, supervisor support, co-worker support, workload, flexible work arrangement also job involvement. The hypotheses develop for this research also being highlighted in this chapter. The discussion on underpinning theory that related to area of research also been done. Finally, end up with research framework that in the form of a diagram figure that show the variables that studied in this research.



CHAPTER 3

METHODOLOGY

3.1 Chapter Overview

This chapter is a demonstration of the research design and methodologies used in this study. It contains an overview of the research study, discussion regarding the population and sample, the description of the instruments selected for the data gathering and also the procedures or analysis used in the study.

3.2 Research Design

The main purpose of this study is to examine the factors that influencing work-life balance. As for that, this study setting is in noncontrived setting, which is to be more specific correlational studies that also called as field study. This type of study setting can reveal the cause and effect relationship between variable that researcher wants to examine (Sekaran & Bougie, 2016). Basically, there are two types of data analysis method known as qualitative and quantitative (Zikmund W. , 2003).

In this study, quantitative research method will be used to achieved the objectives set up for the research. Quantitative research is a method of quantifying data using statistical techniques (Awais & Veera, 2015) that available in Statistical Packages of Social Sciences (SPSS). There are many reasons or particularly advantage for selecting this quantitative research method. Firstly, within the quantitative research, it

is able a researcher to use survey or statistical analysis research strategies or method. This survey and statistical analyses is one of the strategies of quantitative which useful in explaining the relationship between variable and also make comparison to identify which one is better using data from the instrument like questionnaire.

At the same time, the hypotheses that developed in the earlier also can be tested using this quantitative research. Furthermore, based on observation of past research on this particular field, many of the researchers using quantitative method in order to answer the research questions as it can provide the accurate result for the research. To compare with quantitative methods, it's not very suitable to use in this study as it very subjective and only suitable for a small number of respondent (Zikmund, Babin, Carr, & Griffin, 2013).

There are two types of sources of data namely as primary data and secondary data (Sekaran & Bougie, 2016) are being practices in this research. Primary data refer to the questionnaire that will be used in this research. The information from the questionnaire will be helpful in derived statistical report regarding the findings for the study. However, secondary data refer to the materials that already exist like newspaper cutting, journals and books, also data from previous researchers. So, it will useful to support the findings or any related argument brought by the researcher later.

Lastly, cross sectional study used in this research, which can be mean as data are collected just once in order to complete the research question or problem (Awais & Veera, 2015).

3.3 Unit of Analysis

Unit of analysis that been selected for this research is individual, that mean non-academic staff, as individual person in Universiti Utara Malaysia (UUM). When a data gathered from each individual and treating each of the employee response as an individual data source, therefore it's consider as individual unit of analysis (Sekaran & Bougie, 2016). Unit of analysis is recognizing as an important aspect in a research, because it's the main subject on who or what, the study about.

3.4 Population and Sample

Population can be defined as the overall number of group of people, events or things of interest whereby the researcher intends to make an investigation (Sekaran & Bougie, 2016). Due to time constrains and Malaysia are facing worldwide pandemic of coronavirus disease 2019, researcher decides to choose only one public university that operate in the Northern Region of Malaysia. In line with that, the population for this study consists of 1712 non-academic staff at Universiti Utara Malaysia (UUM). The total numbers of non-academic staff of every department as shown in Appendix A.

In order to determine the required sample size for the present study, Krejcie and Morgan's (1970) sample size determination table was used. As according to Krejcie and Morgan (1970) sample size determination procedure, a sample size of 317 would be required for a population of 1712.

After determine the population it's a must to determine the sampling design. For this study, Universiti Utara Malaysia have 1712 non-academic staff from 56 department and simple random sampling is the preferable technique in determine number of sampling. Sekaran (2000) states that simple random sampling is appropriate when the generalizability of the findings to the whole population is the main objective of the study. Table 3.1 show the total number of staff in Universiti Utara Malaysia (UUM).

Table 3.1

Statistic on Number of Staff in Universiti Utara Malaysia

University	Number of department	Number of non-academician
UUM	56	1712
TOTAL		1712

Source: Registrar's Department, Universiti Utara Malaysia (2020)

Since other universities in the Northern Region are not included in the study, therefore the results of the study may not represent the whole population of non-academic staff in Malaysia. However, future research may fill the gap by carrying the same study in other settings to see whether there is any significant differences or similarities.

3.5 Instrument development

Questionnaire is one of the appropriate instruments used by researchers in order to collect data from respondents (Zohrabi, 2013). The design of the questionnaire should be simple so that the respondents can easily understand all of the items given to them (Brancato, et al., 2004). The items in the questionnaire are created as closed ended question to prevent confusion during interpretation of the respondent's answers. Closed-ended questionnaires are more preferable because they are simpler and can be answered quickly when compared to open-ended questionnaires.



3.5.1 Dependent variable

Work-life balance is measured by using 5-point Likert scales with the range of measure from “1” (Strongly disagree) to “5” (Strongly Agree). In this section, there was a total of 5 items adapted from Bell, Rajendran, & Theiler (2012). The original instrument is developed by Hill, Hawkins, Ferris, & Weitzman (2001). Table 3.2 shows the items in the work-life balance variable.

Table 3. 2

List of items Work-life balance

Work-life balance
1. It is easy for me to balance the demands of work and also my personal life.
2. I have sufficient time away from my job to maintain adequate work and personal life balance.
3. When I take a vacation (holiday), I am able to separate myself from work and enjoy myself.
4. I feel successful in balancing between my work and personal life.
5. I feel drained when go back to home from work because of work-pressures and problem.

Source: Bell, Rajendran, & Theiler (2012)

3.5.2 Independent variable

There are five independent variables in this study for instance, supervisor support, co-worker support, workload, flexible work arrangement and job involvement.

3.5.2.1 Supervisor Support

Supervisor support is inquiring about the personal needs of employees, or to giving care and guidance to employees who strained by the struggle between family and work (Clark, 2001). Supervisor support is one of the independent variables for this study and was measured by 5-point Likert scales with the range of measure from “1” (Strongly disagree) to “5” (Strongly Agree). There was a total of 5 items of supervisor support adopted from Doerr (2015). Table 3.3 shows the items for supervisor support.

Table 3. 3

List of items supervisor support.

Supervisor Support

1. I feel comfortable requesting a change in my work schedule from my supervisor.
 2. I feel my supervisor makes an effort to understand my need to be flexible.
 3. My supervisor allows me to attend personal appointments during the workday.
 4. My supervisor encourages me to strike a balance between my work and personal life.
 5. I can rely on my supervisor to be understanding if I have an immediate need to change my schedule.
-

Source: Doerr (2015)

3.5.2.2 Co-worker Support

Co-worker support refers to workers who assist each other in their employment while having to offer impressions and abilities as thoroughly as comfort and support (Doerr, 2015). Co-worker support is second of the independent variables for this study and was measured by 5-point Likert scales with the range of measure from “1” (Strongly disagree) to “5” (Strongly Agree). There was a total of 5 items of co-worker support adopted from Doerr (2015). Table 3.4 shows the items for co-worker support.

Table 3.4

List of items co-worker support.

Co-worker Support

1. I feel comfortable discussing changes in my work schedule with my coworkers.
 2. My coworkers suggest changes in my work schedule so I can better meet my work demands.
 3. I can rely on my coworkers to be understanding if I have an immediate need to change my schedule.
 4. My coworkers are understanding that when a conflict arises, I have to put my personal life first.
 5. My coworkers would not like it if I changed my schedule.
-

Source: Doerr (2015)

3.5.2.3 Workload

Workload defined as the quantity of work completed or capable of performing usually within a given period (Kluczyk, 2013). Workload is an independent variable for this study and was measured by 5-point Likert scales with the range of measure from “1” (Strongly disagree) to “5” (Strongly Agree). There were a total of 6 items of workload adopted from Kluczyk (2013). Table 3.5 shows the items for workload.

Table 3. 5

List of items workload.

Workload
1. The demands of my work interfere with my home and family life.
2. Things I want to do at home do not get done because of the demands my job puts on me.
3. My job produces strain that makes it difficult to fulfil family duties.
4. Due to work-related duties, I have to make changes to my plans for family activities.
5. I am able to enjoy my normal day-to-day activities.
6. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.

Source: Kluczyk (2013)

3.5.2.4 Flexible work arrangement

Flexible work arrangement is job arrangements of workers that are different from those of standard operating plan for the organization (Doerr, 2015). Flexible work arrangement is an independent variable for this study and was measured by 5-point Likert scales with the range of measure from “1” (Hardly ever or never) to “5” (Any time I want to). There were a total of 4 items of flexible work arrangement adopted from Doerr (2015). Table 3.6 shows the items for flexible work arrangement.

Table 3. 6

List of items flexible work arrangement.

Flexible work arrangement

1. How often would you want to work flexible hours?
 2. How often would you want to adjust the days of the week that you work?
 3. How often do you work from a location other than the office?
 4. In general, how often do you use a flexible working arrangement?
-

Source: Doerr (2015)

3.5.2.5 Job involvement

Job involvement refers to the extent to which a person is psychologically associated with his work or the significance of his work in his entire self-image (Huang, 2001). Job involvement is an independent variable for this study and was measured by 5-point Likert scales with the range of measure from “1” (Strongly disagree) to “5” (Strongly Agree). There was a total of 5 items of job involvement adopted from Huang (2001). Table 3.7 shows the items for job involvement.

Table 3. 7

List of items job involvement.

Job involvement

1. The most important things that happen to me involve my present job.
 2. I like to be absorbed in my job most of the time.
 3. I am very much personally involved in my job.
 4. Most of my interests are centered around my job.
 5. I have very strong ties with my present job which would be very difficult to break.
-


Source: Huang (2001)

3.6 Pilot test

Pilot test is considered as one of the important process before conducting or distributed the real questionnaire to the target respondent. This is because; it's very useful in obtaining information on the part of the questionnaire that seeming not very clear to the respondent. It's considered as a pre-test for a research instrument (Baker, 1994). For the purpose of this study, in order to make sure the questionnaire is understandable by the respondent, by the early week of June 2020, a pilot test was conducted among randomly selected 30 respondents from Universiti Utara Malaysia. Their feedback is helpful in make improvement to the questionnaire before emailed to targeted respondent. Table 3.8 show the reliability analysis result for pilot test.

Table 3. 8

Reliability analysis result for Pilot test



Variable	Item	Cronbach's alpha
Dependent variable		
Work-life balance	5	0.670
Independent variable		
Supervisor support	5	0.820
Coworker support	5	0.657
Workload	6	0.800
Flexible working arrangement	4	0.832
Job involvement	5	0.556

3.7 Questionnaire design

This questionnaire is design with a closed-ended question which all question has a set of alternative answers and respondent need to choose the one appropriate answer that best describes their opinion. Besides, it consists of four sections namely as Part A, and B. Part A is about demographic profile of the respondent (Question 1-6) which regarding some of their personal information like gender, race, age, marital status, highest educational level and length of service.

Part B is regarding all independent variables in this study which are work-life balance (Question 7-11), supervisor support (Question 12-16), co-worker support (Question 17-21), workload (Question 22-27) and job involvement (Question 28-32), with 5-point scale, The scale is label as 1= Strongly disagree, 2= Disagree, 3= Neither agree nor disagree, 4= Agree, 5= Strongly agree. Furthermore, flexible work arrangement (Question 33-36), with 5-point scale is label as 1= Hardly ever or never, 2= Less than half of the time that I want to, 3= Half of the time I want to, 4= Most of the time I want to and 5= Any time I want to. The complete questionnaire as in Appendix C. Therefore, all together it compromised of 30 questions in part B.

3.8 Data collection method

First of all, by early of February 2020, an official letter required by researcher from Othman Yeop Abdullah (OYA) Graduate School of Business office as a pre-requirement to get permission or proved that researcher is from UUM and currently in the process of conducting research as a final process to complete master studies. Despite of that, the other purpose of letter is for collecting data, such as total number of non-academic staff from Universiti Utara Malaysia (UUM). Through the letter, data for UUM non-academician was obtain from Registrar Department on May 2020.

The next step is creating a Google documented questionnaire. Researcher interested to use this type of questionnaire because considers the time and busyness of the non-academic staff that sometime make them to not give proper response on time. In addition, on January 2020, Malaysia are facing worldwide pandemic of coronavirus disease 2019 (COVID-19) (Walsh, 2020). Social distancing is encouraged to prevent virus spread, so distributing questionnaire through Google questionnaire are safe, compare to meet directly with respondents. Thus, within this Google questionnaire, it believed can achieve the objective of this research. In addition, an email questionnaire is considered to reach respondent when they open their email, which is indirectly assume that the participant is ready to interact (Awais & Veera, 2015). Furthermore, Google documents questionnaire is ease of use, wide availability, and enhance security besides cost effective, simple and efficient for the user (Rayhan, Zheng, Uddin, Timbol, Adewuyi, Baraniuk, 2013).

So, after creating the Google documents questionnaire, by middle of June 2020, emails were sent to the non-academic staff based on email that obtains from every department in UUM through phone call after getting their permission. In addition, data collection thru email allowed the researcher to distribute the questionnaire to bigger number of respondent in a very limited of time (Alan & Laskey, 2003) and also provide flexibility to them in order to complete the survey at their own free time (McDonald & Adam, 2003). Even though this email survey is consider as very risk as researcher may end up with low response rate but within appropriate effort it's believed can increased the rate at the end Zuniga & Quinn (Nulty, 2008).

It's theoretically proved that there is the difference in term of before and after regarding the response rate for mail survey after implementing several methods (Nulty, 2008). Realizing this fact and risk that could be face in future, researcher plan to increase the number of responses as it very important to make the research is reliable at the end. As for that, researcher tent to follow several ways as recommended by Zuniga & Quinn (Nulty, 2008), some of that is send a frequent reminder email to the respondent after one week if still not receive the response together with a message that their response will be useful and helpful in completing the research, also extend the duration of survey availability in order to enhance the rate. The google documented questionnaire were distributed to 390 of non-academician at UUM. By early of August, 322 respondents were answered the google questionnaire and only 317 data were used.

3.9 Data Analysis Technique

These data analysis sections explain on the techniques used in order to analyze the data obtained from the questionnaire. The whole analysis will be done using SPSS Version 26. Based on the feedback from the respondent regarding the questionnaire, the valid data will be entered into SPSS 26 for further analysis. The other analysis technique that will be conducted is data screening, descriptive statistics, reliability analysis, normality test, correlation analysis and multiple regression analysis.

After creating an appropriate data file and done entering data, the first step a researcher should do is screening and cleaning the data. Data screening is considered as very important in order to make sure there is no any missing values that could affect the result of the research later. In case, if found any missing values, then it can be corrected before further to other analysis (Pallant, 2013).

Descriptive statistics is useful in derived information on categorical variable such as respondent demographic in the form of frequencies. However, for continuous variable such as independent variable and dependent variable, it will be useful in derived information on mean and standard deviation own by each variable (Pallant, 2013).

Reliability analysis is useful to check whether scales are reliable and valid. From this analysis, researcher can get to know on the Cronbach's alpha value own by the measurement. However, it's highly recommended that before conducting a reliability analysis, any negatively worded item should be reserve coded as it might affect the Cronbach's alpha value (Pallant, 2013). A minimum value of 0.7 and above is consider as ideal and appropriate (DeVellis, 2016).

Normality test is defined as the shape of data distribution for a single variable and can be assessed graphically or numerically. For this study, the graphical Quantile-Quantile probability plot (Q-Q plot) has been used in order to test for data normality. The data is considered normal if all points were closely situated to the reference line or diagonal line in the graph. However, if the points in the graph are located far from diagonal line, the data are considered as not normal.

Correlation analysis is mainly explained on to what extend the strength and direction of a linear relationship between two variables. In this analysis, the importance is given to Pearson product-moment correlation coefficient (r) value that is + 1 to -1. The sign at the front is an indicator whether it's a positive or negative correlation (Pallant, 2013). In order to measure the strength of relationship, researcher tends to follow the guideline set by Cohen (1988), that is when $r = 0.10$ to 0.29 it is categorized under small correlation, $r = 0.30$ to 0.49 is medium correlation while $r = 0.50$ to 1.0 is large correlation.

Multiple regression analysis is basically very useful to answer the research question that has been developed previously. One of its main contribution is it can explain on how well a variable is capable to predict the particular outcome. There are three major types of multiple regression that is standard multiple regression, Hierarchical multiple regression and stepwise multiple regression (Pallant, 2013). However, for the purpose of this study, standard multiple regression will be the choice to analyze the data.

3.10 Summary

This chapter emphasize on the methodology part of this research. Some of the methodology consisted in the study is research design, sample and population, measurement, questionnaire design, data collection and the data analysis. In addition, this chapter will help to complete this research because it gives a clear illustration regarding how the research will be conducted. As a consequence, researcher will be clear on the type of methodology that will be applied in order to complete this study.

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.1 Chapter overview

This chapter will present the results of data analysis according to the research methodology that was discussed in Chapter 3. Data analysis is important as it is the process used in evaluating data by using analytical tools. Reliability test, normality test, descriptive test, Pearson Correlation and multiple regression analysis was used in analysing all of the data.

4.2 Response rate

For this study, 390 google questionnaire were distributed to non-academic staff at UUM. A total of questionnaire answered by respondents were 322 or 82.56 percent and based on sample size, only 317 or 81.28 percent could be used for analysis. Table 4.1 shows the response rate of this study.

Table 4.1

Response rate

	No. of Questionnaire	Percentage (%)
Distributed	390	100
Answered	322	82.56
Usable	317	81.28

4.3 Profile of respondent

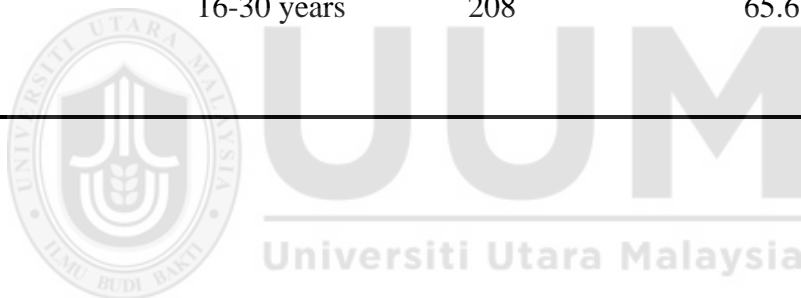
Descriptive statistics are the statistics which describes the phenomena of interest (Loeb, et al., 2017). Thus, the profile of respondents (non-academic staff) were analysed throughout this study by using descriptive statistics. From the data analysis, the researcher was able to understand the differences among respondent such as gender, race, age, marital status, highest educational and length of service.

Table 4.2

Profile of respondent

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	184	58.0
	Female	133	42.0
Race	Malay	302	95.3
	Chinese	4	1.3
	Indian	5	1.6
	Others	6	1.9
Age	20 – 29 years old	47	14.8
	30 – 39 years old	42	13.2
	40 – 49 years old	81	25.6
	Above 50 years old	147	46.4
Marital Status	Single	49	15.5

	Married	261	82.3
	Divorce	4	1.3
	Others	3	0.9
Highest Education	Diploma	24	7.6
	Degree	194	61.2
	Masters	75	23.7
	Doctoral degree	3	0.9
	Others	21	6.6
Length of service	Less than 5 years	49	15.5
	6-15 years	60	18.9
	16-30 years	208	65.6



The gender of respondent is shown in Table 4.2. The result demonstrated that majority of respondents were male which was 184 respondents or 58.0 percent of the total number of respondents. The remaining respondents were 133 females or 42.0 percent. The majority of respondents were Malay (302 respondents or 95.3 percent) followed by others (6 respondents or 1.9 percent), Indians (5 respondents or 1.6 percent), and lastly Chinese (4 respondents or 1.3 percent).

The majority of respondent 's age was among the age group of Above 50 years old (147 respondents or 46.4 percent). The next largest age group was 40–49 years old (81 respondents or 25.6 percent). 47 respondents or 14.8 percent were of 20–29 years old and 42 respondents or 13.2 percent were 30-39 years old. Most of the respondents were married (261 respondents or 82.3percent) but 49 respondents were single (15.5 percent) and followed by others with only three respondent or 0.9 percent.

The non-academic length of service in the organization is shown in Table 4.2. The majority of respondents had been working between 16-30 years (208 respondents or 65.6 percent) followed by 60 respondents or 18.9 percent of respondents had been working for 6-15 years. Additionally, 49 respondents or 15.5 percent had been working Less than 5 years. The biggest group by level of education among respondents was at the degree level (194 respondents or 61.2 percent), followed by masters (75 respondents or 23.7 percent). Besides, 24 respondents or 7.6 percent had a diploma, followed by others (21 respondents or 6.6 percent) and only 3 respondents or 0.9 percent had doctoral degree for their educational level.

4.4 Descriptive test of data collection

The means and standard deviations of the dependent variables and independent variables are shown in Table 4.3. For this study, the dependent variable is work-life balance and independent variables are supervisor support, co-worker support, workload, job involvement and flexible work arrangement. The work-life balance variable had the highest mean value of 3.88 and the co-worker support had the lowest mean value of 2.91.

Table 4.3

Mean and standard deviation of variables.

Construct	Dimension	Mean	Standard Deviation
Independent Variables	Supervisor support	3.17	0.756
	Co-worker support	3.70	0.574
	Workload	2.91	0.703
	Job involvement	3.68	0.707
	Flexible work arrangement	3.38	0.826
Dependent Variables	Work-life balance	3.88	0.587

4.4.1 Descriptive test of work-life balance

Mean and standard deviation of items that examined work-life balance are shown in Table 4.4. The highest mean value was 4.10 which was for the item “It is easy for me to balance the demands of work and also my personal life”. The lowest mean value was the item “I feel drained when go back to home from work because of work-pressures and problem” which indicated the value as 3.14.

Table 4.4

Mean and Standard Deviation (Work-life balance)

Items	Mean	Std. Deviation
It is easy for me to balance the demands of work and also my personal life	4.10	0.805
I have sufficient time away from my job to maintain adequate work and personal life balance.	4.06	0.840
When I take a vacation (holiday), I am able to separate myself from work and enjoy myself.	4.01	1.005
I feel successful in balancing between my work and personal life.	4.09	0.817
I feel drained when go back to home from work because of work-pressures and problem.	3.14	1.107

4.4.2 Descriptive test of supervisor support

The mean and standard deviation of the independent variable of Supervisor support is shown in Table 4.5. The most dominant factor in measuring the Supervisor support value was the item “I can rely on my supervisor to be understanding if I have an immediate need to change my schedule” which has the mean value of 3.84. However, the items “I feel comfortable requesting a change in my work schedule from my supervisor” had the lowest mean value which was 3.44.

Table 4.5
Mean and standard deviation (Supervisor support)

Items	Mean	Std. Deviation
I feel comfortable requesting a change in my work schedule from my supervisor.	3.44	0.991
I feel my supervisor makes an effort to understand my need to be flexible.	3.78	0.926
My supervisor allows me to attend personal appointments during the workday.	3.68	1.074
My supervisor encourages me to strike a balance between my work and personal life.	3.81	0.946
I can rely on my supervisor to be understanding if I have an immediate need to change my schedule.	3.84	0.866

4.4.3 Descriptive test of co-worker support

Means and standard deviation of items which used to measure co-worker support is shown in Table 4.6. The items “I feel comfortable discussing changes in my work schedule with my coworkers” had the highest mean value of 4.06. Meanwhile, the item “My coworkers would not like it if I changed my schedule” scored the lowest mean value which was 2.73.

Table 4.6

Mean and standard deviation (Co-worker support)

Items	Mean	Std. Deviation
I feel comfortable discussing changes in my work schedule with my coworkers.	4.06	0.786
My coworkers suggest changes in my work schedule so I can better meet my work demands.	3.78	0.908
I can rely on my coworkers to be understanding if I have an immediate need to change my schedule.	4.03	0.807
My coworkers are understanding that when a conflict arises, I have to put my personal life first.	3.89	0.904
My coworkers would not like it if I changed my schedule.	2.73	0.991

4.4.4 Descriptive test of workload

Mean and standard deviation of items that examined workload are shown in Table 4.7. The highest mean value was 3.99 which was for the item “Been able to enjoy your normal day-to-day activities”. The lowest mean value was the item “My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.” which indicated the value as 2.38.

Table 4.7

Mean and Standard Deviation (Workload)

Items	Mean	Std. Deviation
The demands of my work interfere with my home and family life.	2.54	1.123
Things I want to do at home do not get done because of the demands my job puts on me.	2.69	1.138
My job produces strain that makes it difficult to fulfil family duties.	2.52	1.127
Due to work-related duties, I have to make changes to my plans for family activities.	3.33	1.068
Been able to enjoy your normal day-to-day activities.	3.99	0.860
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	2.38	1.163

4.4.5 Descriptive test of job involvement

The mean and standard deviation of the independent variable of job involvement is shown in Table 4.8. The most dominant factor in measuring the job involvement value was the item “I am very much personally involved in my job” which has the mean value of 3.89. However, the items “I have very strong ties with my present job which would be very difficult to break” had the lowest mean value which was 3.38.

Table 4.8

Mean and standard deviation (Job involvement)

Items	Mean	Std. Deviation
The most important things that happen to me involve my present job.	3.55	0.969
I like to be absorbed in my job most of the time.	3.76	0.972
I am very much personally involved in my job.	3.89	0.955
Most of my interests are centered around my job.	3.79	0.918
I have very strong ties with my present job which would be very difficult to break.	3.38	1.084

4.4.6 Descriptive test of flexible work arrangement

Means and standard deviation of items which used to measure flexible work arrangement is shown in Table 4.9. The items “How often would you want to work flexible hours?” had the highest mean value of 3.72. Meanwhile, the item “How often do you work from a location other than the office?” scored the lowest mean value which was 3.03.

Table 4.9

Mean and standard deviation (Flexible work arrangement)

Items	Mean	Std. Deviation
How often would you want to work flexible hours?	3.72	1.085
How often would you want to adjust the days of the week that you work?	3.49	1.132
How often do you work from a location other than the office?	3.03	1.156
In general, how often do you use a flexible working arrangement?	3.28	1.156

4.5 Normality test

Normality test is defined as the shape of data distribution for a single variable and can be assessed graphically or numerically. Table 4.10 shows normality test result for this study.

Table 4.10

Normality Test Result

Work-life Balance		
	Statistic	Std. Error
Skewness	-0.953	0.137
Kurtosis	1.894	0.273
	Statistic	Sig.
Kolmogorov-Smirnov	0.146	0.000

Based on table 4.10, for this study, a Kolmogorou-Smirnor Test ($p > 0.05$) (Doob, 1949) and a visual inspection of the histogram and normal Q-Q plots showed that the work-life balance score was not approximately normal distributed with a skewness of -0.953 (SE=0.137) and a kurtosis of 1.894 (SE=0.273) (Fellew, 2015). For graphical Quantile-Quantile probability plot (Q-Q plot), data is considered normal if all points were closely situated to the reference line or diagonal line in the graph. However, for this study the points in the graph are located far from diagonal line, the data are considered as not normal (shown in Appendix G).

4.6 Reliability test

The purpose of reliability test in a research is to ensure that the study is conducted without bias and achieved the consistency of variables to measure a certain concept (Sekaran & Bougie, 2016). Cronbach's coefficient alpha was used to test the inter-item consistency for this study. Table 4.3 shows the value of Cronbach's Alpha together with the internal consistency. If the value of Cronbach's alpha is more than 0.7, the consistency is considered as strong.

Table 4.11

Internal Consistency Measurement

Cronbach Alpha	Internal Consistency
$\alpha=0.9$	Excellent
$\alpha =0.8 < 0.9$	Good
$\alpha= 0.7 <0.8$	Accepted
$\alpha= 0.6 < 0.7$	Questionable
$\alpha = 0.5 < 0.6$	Poor
$\alpha <0.5$	Unacceptable

Sources: Sekaran & Bougie (2016)

Based on the result shown in table 4.12, the total number of items measured in this study was 30. Each variable was measured with several numbers of items. The result showed that had achieved supervisor support the highest cronbach's alpha value at 0.844 followed by job involvement ($\alpha = 0.769$), flexible work arrangement ($\alpha = 0.707$), workload ($\alpha = 0.724$), co-worker support ($\alpha = 0.660$), and the lowest value was work-life balance ($\alpha = 0.632$).

Table 4.12

Reliability Test Result

Variables	No of items	Cronbach's Alpha
Work-life balance	5	0.632
Supervisor support	5	0.844
Co-worker support	5	0.660
Workload	6	0.724
Job involvement	5	0.769
Flexible work arrangement	4	0.707

4.7 Hypotheses testing

4.7.1 Pearson Correlation

Pearson correlation analysis is used to reveal the strength and significance of the variables and also measure the association between two variables (Sekaran & Bougie, 2016). In addition, correlation coefficient can be explained in term of positive or negative association. Positive correlation will cause an increasing in one variable and impact another factor to increase. The correlation coefficient also was named as 'r' to show the strength of association between work-life balance, supervisor support, co-worker support, job involvement and flexible work arrangement. The values +1 indicates positive association and -1 indicates negative association. If the value is 0, this means there is no association between variables.

Table 4.13

Correlation between supervisor support, co-worker support, workload, job involvement, flexible work arrangement and work-life balance.

		Work-life balance	Supervisor support	Co-worker support	Workload	Job involvement	Flexible work arrangement
Work-life balance	Pearson Correlation	1	.475**	.469**	-.072	.210**	.121*
	Sig. (2-tailed)		.000	.000	.204	.000	.031
	N	317	317	317	317	317	317

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

Based on table 4.13, the result of Pearson Correlation between supervisor support and work-life balance among non-academician at Universiti Utara Malaysia was stated. There was a positive and significant relationship between supervisor support and work-life balance, $r = 0.475$, while $p < 0.01$. Besides, there was a positive and significant relationship between co-worker support and work-life balance ($r = 0.469$, $p < 0.01$). Next, the workload indicates that $r = -0.072$, while $p < 0.01$. There was a negative correlation and strong association between workload and work-life balance. Thus, the findings confirmed that increasing workload will decrease the employees' work-life balance and vice versa. While, correlation between job involvement and work-life balance among non-academician at Universiti Utara Malaysia, is a positive and significant relationship with value $r = 0.210$ and $p < 0.01$. Lastly, the sig value is 0.031 ($p < 0.01$) so, there is a positive and not significant relationship between flexible working arrangement and work-life balance with $r = 0.121$ and $p < 0.01$. Thus, the findings confirmed that increasing flexible work arrangement will decrease the employees' work-life balance and vice versa.

4.7.2 Multiple Linear Regression

The coefficient of determination (R^2) is a statistical technique which was used to measure and elaborates how a variable can predict the association with other variables. The main focus of R^2 is explaining the changes of independent variables (supervisor support, co-worker support, workload, job involvement and flexible work arrangement).

Table 4.14

Multiple linear regression (Supervisor support, Co-worker support, Workload, Job involvement, Flexible work arrangement with work-life balance)

Variable	Standardized Beta	T	Sig.
Constant		8.152	0.000
Supervisor support	0.306	5.451	0.000
Co-worker support	0.284	4.990	0.000
Workload	-0.106	-2.080	0.038
Job involvement	0.124	2.356	0.019
Flexible work arrangement	-0.027	-0.529	0.597
Sig	0.000		
F	27.821		
R Square	0.309		
Adjusted R Square	0.298		

The result from table 4.14 show supervisor support, co-worker support, workload, job involvement and flexible work arrangement had 30.90 percent of influence to work-life balance among non-academic staff at Universiti Utara Malaysia ($R^2 = 0.309$). Meanwhile, the remaining 69.10 percent of the variation of dependent variable was interpreted by other factors. This means that, there are other additional variables that are important that affects work-life balance that have not been considered in this study.

In ANOVA, the higher the F-value, the higher the significant effect (Winter, 2011). This means if the F-value is large, it indicates more variance in the dependent variables (work-life balance). The ANOVA result in table 4.18 shows significant relationship between supervisor support, co-worker support, workload, job involvement, flexible work arrangement and work-life balance ($F = 27.82$ $p < 0.05$). In addition, it is important to examine the coefficient between supervisor support, co-worker support, workload, job involvement, flexible work arrangement and work-life balance. Beta (β) shows that the higher the Beta value, the higher the influences towards dependent variables. Thus, Supervisor support had a high influence towards work-life balance among non-academic staffs at Universiti Utara Malaysia ($\beta = 0.306$, $t = 5.451$, $p < 0.05$).

Table 4.14 also shows that the study model was fit, which the significant value that is less than 0.01 ($p < 0.01$) with F value of 27.82. In this step, the relationship between supervisor support, co-worker support, job involvement and work-life balance are considered significant and positive as it records the value with $p < 0.01$, $\beta = 0.306$, $\beta = 0.284$ and $\beta = 0.124$ respectively. Therefore, it was proven that there is a relationship between supervisor support and work-life balance, co-worker support and work-life balance and job involvement and work-life balance. Thus, H_1 , H_2 and H_4 , were supported.

Through that, it was found that both independent variables which are workload and flexible work arrangement are considered not significant and positive, with $p < 0.01$, $\beta = -0.106$ and $\beta = -0.027$ respectively. Thus, both of variables of workload and flexible work arrangement have significant negative effects towards employees' work-life balance. Therefore, it was proven that both of the hypotheses H_3 and H_5 were supported, there is a negative relationship between workload and work-life balance, same as, there is a negative relationship between flexible work arrangement and work-life balance, while both of H_0 were rejected.

Hence, if workload among employees were to be increase, their work life balance will reduce (Omar, Idaya, & Ariffin, 2015). While, if flexible work arrangement were increase, the employees' work-life balance will decrease. That is because, the specific flexible working arrangement can exacerbate the balance between work and life, for instance, flexible working periods can lead to workers working unsocial hours and more significant intrusion into family life (Russell, Helen, O'Connell, Philip, McGinnity, & Frances, 2007).

4.8 Summary

This chapter has presented the result of the study for data analysis from the collected data. Specifically, a few data analytical tool has being used includes normality test, reliability test, descriptive test, Pearson correlation and multiple linear regression analysis. Then analysis was made to ensure the objective of the study either achievable or not achievable. Lastly, this chapter concludes the supported and not supported of hypothesis.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Chapter overview

For the last chapter, the researcher gives an overview and summarized the findings which was obtained from Chapter 4 and relates it with Chapter 2. The section below includes the discussion on the findings, implication of the study, limitation of the study and recommendations for future research and the conclusion from this study.

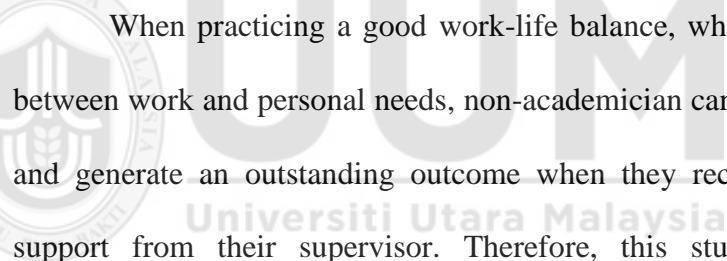
5.2 Recapitulation of the study's findings

Before move into the discussion part, it's a good way to enlighten back the background of this study and the objective for this study. This study was conducted among non-academician from public university in Northern region that is Universiti Utara Malaysia. About 317 respondents participate in this survey, which their response is very helpful and useful in derived a statistical analysis result to achieve the final mean for this study. The objectives that set up for this study, (i) to examine the relationship between supervisor support and work-life balance, (ii) to examine the relationship between co-worker support and work-life balance, (iii) to study the relationship between workload and work-life balance, (iv) to determine the effect of flexible working arrangement on work-life balance, (v) to assess the impact of job involvement on work-life balance.

5.3 Discussion

5.3.1 The relationship between supervisor support and work-life balance

The first objective to be clarified here is relationship between supervisor support and work-life balance. In the findings from this study. The Pearson correlation analysis confirmed that there was a significant association between supervisor support and work-life balance.



When practicing a good work-life balance, whereas balancing between work and personal needs, non-academician can perform better and generate an outstanding outcome when they receive emotional support from their supervisor. Therefore, this study found that supervisor support has a relationship with work-life balance among non-academician. This is consistent with previous studies done on various occupational groups that found supervisor support is significantly and positively related to work-life balance (Johnson, 2013, Jacqueline, 2017, Maphanga, 2014, and Yoon & Thye, 2000). To sum, it can be conclude that this result answer the first research question and objective that have been built for this study. It statistically proved that, supervisor support influence work-life balance.

5.3.2 The relationship between co-worker support and work-life balance

The second objective to be clarified here is relationship between co-worker support and work-life balance. In the findings from this study, the Pearson correlation analysis confirmed that there was a significant association between co-worker support and work-life balance.

In determining the influence of co-worker and work-life balance, there is significance influence between co-worker support towards work-life balance among non-academician at Universiti Utara Malaysia.

The result of the regression analysis of coefficient test demonstrated that co-worker support value of Beta coefficient which indicated that co-worker support had a significant influence towards work-life balance among non-academician. Therefore, this study had found that co-worker support influenced the work-life balance among non-academician.

Therefore, this study found that co-worker support has a relationship with work-life balance among non-academician. This is consistent with previous studies done on various occupational groups that found co-worker support is significantly and positively related to work-life balance (Mazurowski, 2019; Chiaburu, 2009; Doerr, 2015; Wong, Bandar, & Sali, 2017). Positive effect of co-worker towards work-life balance as instrumental support from colleagues is one of the strong reasons to achieve greater work-life balance, besides, it provides

emotional support in order to reduce the negative job outcome (Wong, Bandar, & Saili, 2017). It can be conclude that this result answer the second research question and objective that have been built for this study. It statistically proved that, co-worker support influence work-life balance.

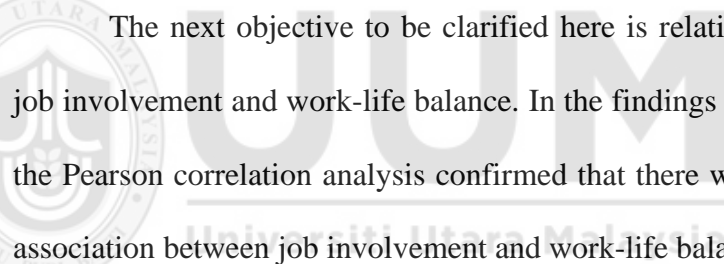
5.3.3 The relationship between workload and work-life balance

The third objective to be clarified here is relationship between workload and work-life balance. In the findings from this study, the Pearson correlation analysis confirmed that there was a negative significant association between workload and work-life balance. Researcher conclude that, there was a negative significant and strong association between workload and work-life balance. Thus, the findings confirmed that increasing workload will decrease the employees' work-life balance.

Therefore, this study found that workload has a relationship with work-life balance among non-academician. This is consistent with previous studies on various occupational groups that found workload is significantly and negatively related to work-life balance (Omar, Idaya, & Ariffin, 2015; Suhaimi, et al., 2018). According to French (2013), employees have difficulties balancing their private lives with work, plus a significant proportion of employees have difficulties planning and controlling their workload and even come to work when they are ill.

The result of the regression analysis indicated that workload had negative influence towards work-life balance among non-academician. It can be conclude that this result answer the third research question and objective that have been built for this study. The higher workload felt by the employees, the lesser the work-life balance enjoyed by them. It statistically proved that, workload is significantly and negatively effect employees' work-life balance.

5.3.4 The relationship between job involvement and work-life balance



The next objective to be clarified here is relationship between job involvement and work-life balance. In the findings from this study, the Pearson correlation analysis confirmed that there was a significant association between job involvement and work-life balance.

Therefore, this study found that job involvement has a relationship with work-life balance among non-academician. This is consistent with previous studies done on various occupational groups that found job involvement is significantly and positively related to work-life balance (Noor & Abdullah, 2012; Victor, 2015; Permarupan, Abdullah, & Roselina, 2013). Victor (2015) stated that organizations should strive to provide good quality of work-life to obtain the best results from their employees. Besides, employer whom provides high quality of work-life ensures high job involvement from their employees

(Permarupan, Abdullah, & Roselina, 2013). To sum, it can be conclude that this result answer the research question and objective that have been built for this study. It statistically proved that, job involvement influence work-life balance.

5.3.5 The relationship between flexible work arrangement and work-life balance

The last objective to be clarified here is relationship between flexible work arrangement and work-life balance. Researcher concluded that there is a negative correlation between flexible work arrangement and work-life balance.

This study found that flexible work arrangement has negative relationship with work-life balance among non-academician. This is consistent with previous study done academic and general staff at an Australian University that found flexible work arrangements do not provide adequate improvement in work-life balance requirements (Sharafizad, Paull, & Omari, 2011).

According to Aziz-Ur-Rehman and Siddiqui (2020), flexible work arrangements help increase job satisfaction and maintain work-life balance but often contributes to the increase in employment and work-life conflicts. Besides, working from home has various effects on working families conflict, the more workers work remotely, the lower

the battle between work and life, but the higher life to work (Aziz-Ur-Rehman & Siddiqui, 2020).

To sum, it can be conclude that this result answer the research question and objective that have been built for this study. It statistically proved that, the higher flexible working arrangement that provided from organization, the lower work-life balance that employee's faced.



5.4 Implication of study

There were three implications obtained from this study which are managerial, individual and theoretical implications.

5.4.1 Managerial Implication

The results from this study are important for the management of university as this study will allow them to know the relationship of supervisor support, co-worker support, workload, job involvement, flexible work arrangement and work-life balance among non-academician. Based on the result generated, workload had a big impact towards work-life balance of non-academician and the management of university will be able to improve from time to time to ensure all non-academician in the university have good work-life balance as it contributes to the overall success of an organization. Specifically, this study found that it is important for the management to notice this issue in an early stage to prevent work-life imbalance among employees as it could lead to work-related stress, musculoskeletal disorder, chronic condition, diet imbalance, obese or overweight, workplace bullying, low levels of engagement, less sleep, long hours of work, absenteeism or presenteeism. All these problems will affect the organizational productivity.

5.4.2 Individual Implication

The implication at the individual level for non-academician is that there is a significant relationship between supervisor support and their work-life balance. Supervisor support is important to ensure non-academician as the extent to which employees perceive their supervisor to value their contributions and to care for their well-being, as well as provide support and encouragement. Therefore, the results highlighted that the supervisor support is vital for the non-academician in order to face difficult situations or problems at workplace. It is necessary for them to get supervisor support in order to have good work-life balance. Having the support from supervisor, family and society will indirectly increase the level of work-life balance among non-academician.

5.4.3 Theoretical Implication

The theoretical implication from this study is it can be an additional contribution to the study regarding this field that are supervisor support, co-worker support, workload, flexible work arrangement, job involvement and work-life balance. Besides that, it can be a reference to the theory that has been addressed in this study that is spillover theory and organizational commitment theory. First of all, in term of spillover theory, work or personal balance can influence a single emotion, attitudes, behaviour and skills whereas it will exchange to another outcome neither positive nor negatively (Balmforth & Gardner, 2006). So, in this study, the result shows that work-life balance can be influenced by supervisor and co-worker support positively, depending on the

way it's being practised in a workplace that actually will form the personal behaviour.

Second, Organizational commitment theory classified it into three dimensions which are affective (desire to), continuation (demand to), and normative (ought to) commitment. Affective commitment describes to emotionally connected to the company; continuance commitment refers to the alertness of costs needed to leave the company; whereas the normative commitment refers to the growth of the responsibilities for being loyal (Alniacik, Alniacik, Erat, & Akcin, 2013). Considering work-life balance is linked with emotional affection. Hence, this research links affective commitment to drawing a clear view regarding the relationship between work-life balance and selected factors. In this study, the result shows that work-life balance can be influenced flexible working arrangement positively, depending on the way it's being practised in a workplace.

In general, this study contributed to expand existing knowledge, especially when it is related to work-life balance. The findings from this study could be used as a reference and could be applied to future research of the same topic and be helpful in strengthening the validity of the literature.

5.5 Limitation

It is common this for a research to face limitation issue in order to complete the study. Firstly, the data in this study was collected solely from a public University in Northern Region which was the Universiti Utara Malaysia. This limits the researcher in generalizing the results of the study. Thus, future studies may consider collecting data from all public universities in Malaysia or focus on universities within the Northern Region of Malaysia which covers Perlis, Kedah, Perak and Penang.

Secondly, another limitation identified was that the data was only collected in a public university. This may lead to biases and inaccuracy when interpreting the results. Future researchers are suggested to collect data both in public and private universities in order to reduce any potential biases. The work-life balance among non-academician might differ between public and private universities.

Thirdly, this study only focused on the work-life balance of non-academician in the education industries. Future researchers should widen the scope of study which includes all categories in the education system such as academician, non-academician and students. Future researchers are also suggested to study the work-life balance in other service industries such as transportation, banking or construction in order to confirm the findings of this study.

The fourth limitation was in using the statistical analysis package to analyze the results. In this study, SPSS was used to analyze all of the collected data. Future researchers should consider using the partial least squares path modeling (PLS-PM) to estimate the cause-effect relationship models between variables. SPSS had its own limitations to analyze very large data sets and there are many different versions of SPSS, making it difficult to determine and learn about each different version.

The final identified limitation was related to the variables in this study. Future research could explore and include other factors such as role conflict, spousal support or long work hours which are related to work-life balance.

5.6 Recommendation



Researcher suggests to expand the sample size to more big number. This mean, expand the research to the non-academician from other universities from other state in Malaysia as well rather than focusing at Northern Region as the result later on can be useful to verify the finding of this study. Besides that, not only focusing on public universities but in future this kind of study also can be done in private universities, as the finding can be useful to make comparison on the differences in term of the result if any. Other than that, another recommendation is diversify the other factors that influencing work-life balance in generating the result. Lastly, in order to increase the variety in data analysis method and make the study more reliable and valid, qualitative method also can be included.

5.7 Conclusion

The main objective of this study was to examine the factors that influencing work-life balance among non-academician at one public university in Northern Region which is Universiti Utara Malaysia. The result of this research has steered the researcher to answer five research objectives that the researcher intended to achieve. Where five hypotheses were accepted and null hypothesis (H_0) was rejected. The significant relationship between supervisor support, co-worker support, workload, job involvement and flexible work arrangement with work-life balance were identified using Pearson correlation and Multiple regression analysis.

This study concludes that supervisor support is more robust than workload and flexible work arrangement that was negatively predicting work-life balance among employees. That further suggests that the employers need to be aware of workload segregation hence to take action to avoid increment of workload among employees. Besides, the trust between employer and employee is an important issue when it comes to a flexible working arrangement. The flexible working arrangement might create some difficulties in the workplace and employee work-life balance, if not monitored by the manager. Only after reviewing the flexible working arrangement from both positive and negative sides, organizations might consider applying flexibility to the workplace. While the present study only incorporated two variable that affect work-life balance, future research is recommended to examine other factors that affect work-life balance besides workload and flexible work arrangement.

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APPENDIX A – TOTAL NUMBER OF NON-ACADEMIC STAFF OF UUM

TARIKH PROSES DATA STAF	2020-06-1
Status Umum	Berkhidmat
Kategori Jawatan	Pentadbiran
Jabatan	Jumlah
Akademi Golf Nasional UUM	6
Awang Had Salleh Graduate School of Arts and Sciences	18
Ghazali Shafie Graduate School of Government	7
Institut Pembangunan Keusahawanan dan Koperasi	15
Institut Pemikiran Tun Dr. Mahathir Mohamad	11
Institut Pengurusan Kualiti	20
Institut Penyelidikan Pengurusan & Perniagaan	7
Jab. Pembangunan dan Penyenggaraan	229
Jabatan Bendahari	63
Jabatan Canselori	69
Jabatan Hal Ehwal Akademik	43
Jabatan Hal Ehwal Pelajar	221
Jabatan Keselamatan	110
Jabatan Pendaftar	120
Jabatan Strategik dan Pembangunan Perniagaan	14
Medical Diagnostic Universiti Utara Malaysia	8
Othman Yeop Abdullah Graduate School of Business	21
Perpustakaan Sultanah Bahiyah	110
Pusat Alumni	4
Pusat Asasi Pengurusan	6
Pusat Hal Ehwal dan Kerjasama Antarabangsa	16
Pusat Inovasi dan Pengkomersilan	6
Pusat Islam	21
Pusat Kerjasama Universiti-Industri	19
Pusat Kesihatan Universiti	55
Pusat Kokurikulum	11
Pusat Pengajaran Pembelajaran Universiti	12
Pusat Pengujian, Pengukuran dan Penilaian	4

Pusat Pengurusan Penyelidikan dan Inovasi	31
Pusat Sukan	25
Unifilm Studio UUM	15
UUM College of Arts and Sciences	86
SAPSP	11
SCIMPA	16
SEML	14
SLCP	9
SMMTC	11
SOC	14
SQS	9
UUM CAS	2
UUM College of Business	62
IBS	9
SBM	15
SEFB	11
STML	11
TISSA	12
UUM COB	4
UUM College of Law, Government and International Studies	47
GSGSG	9
SoG	8
SoIS	11
SoL	9
STHEM	10
UUM Information Technology	139
UUM Kampus Kuala Lumpur	18
UUM Press	43
Grand Total	1712

APPENDIX B – DATA COLLECTION APPROVAL LETTER



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA



Tel.: 604-928 7101/7113/7130
Faks (Fax): 604-928 7180
Laman Web (Web): www.oysagb.uum.edu.my

UUM/OYAGSB/R-4/4/1
11 February 2020

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION

COURSE: Research Paper
COURSE CODE: BPMZ69912
LECTURER: Dr. Indraah a/p Kolandaisamy

This is to certify that the following is a postgraduate student from Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. She is pursuing the above mentioned course which requires her to undertake an academic study and prepare an assignment. The details are as follows:

NO.	NAME	MATRIC NO.
1.	Nur Shafiqah Binti Mohamad Pauzi	824874

In this regard, I hope that you could kindly provide assistance and cooperation for her to successfully complete the assignment given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"SERVING THE NATION"
"KEDAH AMAN MAKMUR – HARAPAN BERSAMA MAKMURKAN KEDAH"
"KNOWLEDGE VIRTUE SERVICE"

Yours faithfully


ROZITA BINTI RAMLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Student's File (824874)

APPENDIX C - QUESTIONNAIRES



SCHOOL OF BUSINESS MANAGEMENT
UNIVERSITI UTARA MALAYSIA

FACTORS THAT INFLUENCING WORK-LIFE BALANCE

Dear Value Respondents,

I am a student from Universiti Utara Malaysia (UUM), currently enrolled in Master of Science (Management). This survey is crucial to collect various information in order to complete my final year research project. The main purpose of this survey is to examine the factors that influencing Work-life balance.

I sincerely hope you could spend some times to answer this survey. The result from this survey will be used in aggregate, without referring to any one individual, and will be used solely for academic research purposes. Your response will be kept confidential and there is no right or wrong answer.

Thank you for your time and kind cooperation.

Respondent Yang Dihormati,

Saya pelajar dari Universiti Utara Malaysia (UUM), dalam bidang Sarjana Sains (Pengurusan). Soal selidik ini sangat penting untuk mengumpulkan pelbagai maklumat untuk menyelesaikan projek penyelidikan tahun akhir saya. Tujuan utama tinjauan ini adalah untuk mengkaji faktor-faktor yang mempengaruhi keseimbangan kerja dan kehidupan.

Saya sangat berharap anda dapat meluangkan masa untuk menjawab soalan yang berkaitan dengan ujian ini. Hasil tinjauan ini akan digunakan secara menyeluruh, tanpa merujuk kepada satu individu, dan akan digunakan hanya untuk tujuan penyelidikan akademik. Respons anda akan dirahsiakan dan tidak ada jawapan betul atau salah.

Terima kasih atas masa dan kerjasama anda.

Nur Shafiqah binti Mohamad Pauzi
Master Science (Management)
School of Business Management (OYAGSB)
nur_shafiqah_moha@oyagsb.uum.edu.my

PART A / BAHAGIAN A

Instructions:

indicate a (/) in the relevant box and fill in the blanks for the following questions.

Arahan:

Tandakan (/) pada petak yang disediakan dan isi tempat kosong bagi soalan-soalan yang berikut.

1. Gender (Jantina)

Male (Lelaki)

Female (Perempuan)

2. Race (Bangsa)

Malay
(Melayu)

Chinese
(Cina)

Indian (India)

Others
(Lain-lain)

3. Age

(Umur)

20-29 years old
(20-29 tahun)

40-49 years old
(40-49 tahun)

30-39 years old
(30-39 tahun)

Above 50 years old
(50 tahun ke atas)

4. Marital Status (Status Perkahwinan):

Single (Bujang)

Divorced (Bercerai)

Married (Berkahwin)

Others (Lain-lain)

5. Highest Education (Tahap pengajian tertinggi):

Diploma (Diploma)

Doctoral Degree (Ijazah Kedoktoran)

Degree (Ijazah Sarjana Muda)

Others (Lain-lain)

Masters (Ijazah Sarjana)

6. Length of service (Tempoh perkhidmatan):

Less than 5 years (Kurang daripada 5 tahun)

6-15 years (6-15 tahun)

16-30 years (16-30 tahun)

PART B / BAHAGIAN B

Instructions:

The following statements ask for your opinion about work-life balance. Read each statement carefully and indicate your level of agreement using the following scale:

Arahan:

Soalan-soalan berikut mengenai pendapat anda berkenaan keseimbangan kerja dan kehidupan. Baca setiap pertanyaan dengan teliti dan nyatakan tahap persetujuan anda berdasarkan skala berikut:

Strongly disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neither agree nor disagree (Tidak pasti)	Agree (Setuju)	Strongly agree (Sangat setuju)
1	2	3	4	5

7.	It is easy for me to balance the demands of work and also my personal life. (Mudah bagi saya untuk menyeimbangi tuntutan kerja dan juga kehidupan peribadi saya)	1	2	3	4	5
8.	I have sufficient time away from my job to maintain adequate work and personal life balance. (Saya mempunyai masa yang cukup dari pekerjaan saya untuk mengekalkan keseimbangan kerja dan kehidupan peribadi)	1	2	3	4	5
9.	When I take a vacation (holiday), I am able to separate myself from work and enjoy myself. (Semasa saya bercuti, saya dapat memisahkan diri dari kerja serta dapat menikmati cuti saya)	1	2	3	4	5
10.	I feel successful in balancing between my work and personal life. (Saya merasa berjaya mengimbangi antara pekerjaan dan kehidupan peribadi saya)	1	2	3	4	5
11.	I feel drained when go back to home from work because of work-pressures and problem. (Saya berasa letih ketika pulang ke rumah dari tempat kerja kerana tekanan kerja dan masalah)	1	2	3	4	5

Instructions:

The following statements ask for your opinion about how supportive you feel your immediate supervisor is. Read each statement carefully and indicate your level of agreement using the following scale:

Arahan:

Pernyataan berikut mengenai pendapat anda tentang sokongan yang diberikan oleh penyelia. Baca setiap pertanyaan dengan teliti dan nyatakan tahap persetujuan anda berdasarkan skala berikut:

Strongly disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neither agree nor disagree (Tidak pasti)	Agree (Setuju)	Strongly agree (Sangat setuju)
1	2	3	4	5

12. I feel comfortable requesting a change in my work schedule from my supervisor. (Saya berasa selesa meminta perubahan jadual kerja dari penyelia saya)	1	2	3	4	5
13. I feel my supervisor makes an effort to understand my need to be flexible. (Saya merasakan penyelia saya berusaha untuk memahami keperluan saya untuk bersikap fleksibel)	1	2	3	4	5
14. My supervisor allows me to attend personal appointments during the workday. (Penyelia saya membenarkan saya menghadiri temu janji peribadi semasa hari bekerja)	1	2	3	4	5
15. My supervisor encourages me to strike a balance between my work and personal life. (Penyelia saya mendorong saya untuk mencapai keseimbangan antara kerja dan kehidupan peribadi saya)	1	2	3	4	5
16. I can rely on my supervisor to be understanding if I have an immediate need to change my schedule. (Saya percaya penyelia saya memahami sekiranya saya mempunyai keperluan segera untuk mengubah jadual saya)	1	2	3	4	5

Instructions:

The following statements ask for your opinion about how supportive you feel your coworkers are. Read each statement carefully and indicate your level of agreement using the following scale:

Arahan:

Pernyataan berikut mengenai pendapat anda tentang sokongan yang diberikan oleh rakan setugas. Baca setiap pertanyaan dengan teliti dan nyatakan tahap persetujuan anda berdasarkan skala berikut:

Strongly disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neither agree nor disagree (Tidak pasti)	Agree (Setuju)	Strongly agree (Sangat setuju)
1	2	3	4	5

17. I feel comfortable discussing changes in my work schedule with my coworkers. (Saya berasa selesa untuk membincangkan perubahan dalam jadual kerja dengan rakan sekerja saya)	1	2	3	4	5
18. My coworkers suggest changes in my work schedule so I can better meet my work demands. (Rakan sekerja saya mencadangkan perubahan dalam jadual kerja saya supaya saya dapat memenuhi tuntutan kerja saya dengan lebih baik)	1	2	3	4	5
19. I can rely on my coworkers to be understanding if I have an immediate need to change my schedule. (Saya percaya rakan sekerja saya dapat memahami sekiranya saya mempunyai keperluan segera untuk mengubah jadual saya)	1	2	3	4	5
20. My coworkers are understanding that when a conflict arises, I have to put my personal life first. (Rakan sekerja saya memahami apabila timbul konflik, saya harus mengutamakan kehidupan peribadi saya)	1	2	3	4	5
21. My coworkers would not like it if I changed my schedule. (Rakan sekerja saya tidak menyukainya sekiranya saya mengubah jadual saya)	1	2	3	4	5

Instructions:

The following questions are about the workload. Read each statement carefully and indicate your level of agreement using the following scale:

Arahan:

Pernyataan berikut mengenai bebanan kerja. Baca setiap pertanyaan dengan teliti dan nyatakan tahap persetujuan anda berdasarkan skala berikut:

Strongly disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neither agree nor disagree (Tidak pasti)	Agree (Setuju)	Strongly agree (Sangat setuju)
1	2	3	4	5

22.	The demands of my work interfere with my home and family life. (Tuntutan pekerjaan saya mengganggu kehidupan rumah tangga dan keluarga saya)	1	2	3	4	5
23.	Things I want to do at home do not get done because of the demands my job puts on me. (Perkara yang ingin saya lakukan di rumah tidak dapat diselesaikan kerana tuntutan kerja)	1	2	3	4	5
24.	My job produces strain that makes it difficult to fulfil family duties. (Pekerjaan saya menghasilkan tekanan yang sukar untuk memenuhi tugas keluarga)	1	2	3	4	5
25.	Due to work-related duties, I have to make changes to my plans for family activities. (Oleh kerana tugas yang berkaitan dengan pekerjaan, saya harus membuat perubahan pada rancangan aktiviti keluarga saya)	1	2	3	4	5
26.	I am able to enjoy my normal day-to-day activities? (Saya dapat menikmati aktiviti harian saya yang normal?)	1	2	3	4	5
27.	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime. (Kehidupan di rumah mengganggu tanggungjawab saya di tempat kerja seperti bekerja tepat pada waktunya, menyelesaikan tugas harian, dan bekerja lebih masa)	1	2	3	4	5

Instructions:

The following questions ask about your job involvement. Read each statement carefully and indicate your level of agreement using the following scale:

Arahan:

Soalan-soalan berikut mengenai penglibatan kerja anda. Baca setiap pertanyaan dengan teliti dan nyatakan tahap persetujuan anda berdasarkan skala berikut:

Strongly disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neither agree nor disagree (Tidak pasti)	Agree (Setuju)	Strongly agree (Sangat setuju)
1	2	3	4	5

28.	The most important things that happen to me involve my present job. (Perkara-perkara penting yang berlaku pada saya melibatkan pekerjaan saya sekarang)	1	2	3	4	5
29.	I like to be absorbed in my job most of the time. (Saya suka beri perhatian dalam pekerjaan saya sepanjang masa)	1	2	3	4	5
30.	I am very much personally involved in my job. (Saya terlibat secara peribadi dalam pekerjaan saya)	1	2	3	4	5
31.	Most of my interests are centered around my job. (Sebilangan besar minat saya tertumpu pada pekerjaan saya)	1	2	3	4	5
32.	I have very strong ties with my present job which would be very difficult to break. (Saya terikat sangat kuat dengan pekerjaan saya sekarang dan sangat sukar untuk dihentikan)	1	2	3	4	5

Instructions:

The following questions ask for your desire to use flexible working arrangements. Read each statement carefully and indicate your level of agreement using the following scale:

Arahan:

Soalan-soalan berikut mengenai hasrat anda untuk menggunakan susunan kerja yang fleksible. Baca setiap pertanyaan dengan teliti dan nyatakan tahap persetujuan anda berdasarkan skala berikut:

Hardly ever or never (Tidak pernah)	Less than half of the time that I want to (Kurang separuh masa yang saya perlukan)	Half of the time I want to (separuh masa saya perlukan)	Most of the time I want to (Sebilangan besar masa saya perlukan)	Any time I want to (Bila-bila masa saya perlukan)
1	2	3	4	5

33.	How often would you want to work flexible hours? (Berapa kerap anda mahu bekerja pada waktu yang fleksibel?)	1	2	3	4	5
34.	How often would you want to adjust the days of the week that you work? (Berapa kerap anda mahu menyesuaikan hari bekerja anda dalam seminggu?)	1	2	3	4	5
35.	How often do you work from a location other than the office? (Berapa kerap anda bekerja di lokasi selain daripada pejabat?)	1	2	3	4	5
36.	In general, how often do you use a flexible working arrangement? (Secara umum, berapa kerap anda menggunakan susunan kerja yang fleksibel?)	1	2	3	4	5

APPENDIX D – RESPONDENT PROFILE

Gender 1M 2F

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	184	58.0	58.0	58.0
	Female	133	42.0	42.0	100.0
	Total	317	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	302	95.3	95.3	95.3
	Chinese	4	1.3	1.3	96.5
	Indian	5	1.6	1.6	98.1
	Others	6	1.9	1.9	100.0
	Total	317	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 years old	47	14.8	14.8	14.8
	30-39 years old	42	13.2	13.2	28.1
	40-49 years old	81	25.6	25.6	53.6
	Above 50 years old	147	46.4	46.4	100.0
	Total	317	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	49	15.5	15.5	15.5
	Married	261	82.3	82.3	97.8
	Divorced	4	1.3	1.3	99.1
	Others	3	.9	.9	100.0
	Total	317	100.0	100.0	

Highest Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	24	7.6	7.6	7.6
	Degree	194	61.2	61.2	68.8
	Masters	75	23.7	23.7	92.4
	Doctoral Degree	3	.9	.9	93.4
	Others	21	6.6	6.6	100.0
	Total	317	100.0	100.0	

Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	49	15.5	15.5	15.5
	6-15 years	60	18.9	18.9	34.4
	16-30 years	208	65.6	65.6	100.0
	Total	317	100.0	100.0	

APPENDIX E – DESCRIPTIVE STATISTICS

Work-life Balance

	N	Minimum	Maximum	Mean	Std. Deviation
WLB 1: It is easy for me to balance the demands of work and also my personal life.	317	1	5	4.10	.805
WLB 2: I have sufficient time away from my job to maintain adequate work and personal life balance.	317	1	5	4.06	.840
WLB 3: When I take a vacation (holiday), I am able to separate myself from work and enjoy myself	317	1	5	4.01	1.005
WLB 4: I feel successful in balancing between my work and personal life.	317	2	5	4.09	.817
WLB 5: I feel drained when go back to home from work because of work-pressures and problem.	317	1	5	3.14	1.107
Valid N (listwise)	317				

Supervisor Support

	N	Minimum	Maximum	Mean	Std. Deviation
SS 1: I feel comfortable requesting a change in my work schedule from my supervisor.	317	1	5	3.44	.991
SS 2: I feel my supervisor makes an effort to understand my need to be flexible.	317	1	5	3.78	.926
SS 3: My supervisor allows me to attend personal appointments during the workday.	317	1	5	3.68	1.074
SS 4: My supervisor encourages me to strike a balance between my work and personal life.	317	1	5	3.81	.946
SS 5: I can rely on my supervisor to be understanding if I have an immediate need to change my schedule.	317	1	5	3.84	.866
Valid N (listwise)	317				

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Co-worker Support

	N	Minimum	Maximum	Mean	Std. Deviation
CS 1: I feel comfortable discussing changes in my work schedule with my coworkers	317	1	5	4.06	.786
CS 2: My coworkers suggest changes in my work schedule so I can better meet my work demands	317	1	5	3.78	.908
CS 3: I can rely on my coworkers to be understanding if I have an immediate need to change my schedule.	317	1	5	4.03	.807
CS 4: My coworkers are understanding that when a conflict arises, I have to put my personal life first.	317	1	5	3.89	.904
CS 5: My coworkers would not like it if I changed my schedule.	317	1	5	2.73	.991
Valid N (listwise)	317				

Workload

	N	Minimum	Maximum	Mean	Std. Deviation
WL 1: The demands of my work interfere with my home and family life	317	1	5	2.54	1.123
WL 2: Things I want to do at home do not get done because of the demands my job puts on me.	317	1	5	2.69	1.138
WL 3: My job produces strain that makes it difficult to fulfil family duties	317	1	5	2.52	1.127
WL 4: Due to work-related duties, I have to make changes to my plans for family activities.	317	1	5	3.33	1.068
WL 5: Been able to enjoy your normal day-to-day activities.	317	1	5	3.99	.860
WL 6: My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	317	1	5	2.38	1.163
Valid N (listwise)	317				

Job Involvement

	N	Minimum	Maximum	Mean	Std. Deviation
JI 1: The most important things that happen to me involve my present job	317	1	5	3.55	.969
JI 2: I like to be absorbed in my job most of the time.	317	1	5	3.76	.972
JI 3: I am very much personally involved in my job.	317	1	5	3.89	.955
JI 4: Most of my interests are centered around my job.	317	1	5	3.79	.918
JI 5: I have very strong ties with my present job which would be very difficult to break	317	1	5	3.38	1.084
Valid N (listwise)	317				



Flexible Work Arrangement

	N	Minimum	Maximum	Mean	Std. Deviation
FWA 1: How often would you want to work flexible hours?	317	1	5	3.72	1.085
FWA 2: How often would you want to adjust the days of the week that you work?	317	1	5	3.49	1.132
FWA 3: How often do you work from a location other than the office?	317	1	5	3.03	1.156
FWA 4: In general, how often do you use a flexible working arrangement?	317	1	5	3.28	1.156
Valid N (listwise)	317				

APPENDIX F –RELIABILITY TEST

i) Reliability result of Work-life balance

Case Processing Summary

		N	%
Cases	Valid	317	100.0
	Excluded ^a	0	.0
	Total	317	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.632	5

Item Statistics

	Mean	Std. Deviation	N
WLB 1: It is easy for me to balance the demands of work and also my personal life.	4.10	.805	317
WLB 2: I have sufficient time away from my job to maintain adequate work and personal life balance.	4.06	.840	317
WLB 3: When I take a vacation (holiday), I am able to separate myself from work and enjoy myself	4.01	1.005	317
WLB 4: I feel successful in balancing between my work and personal life.	4.09	.817	317
WLB 5: I feel drained when go back to home from work because of work-pressures and problem.	3.14	1.107	317

ii) Reliability result of Supervisor Support

Case Processing Summary

		N	%
Cases	Valid	317	100.0
	Excluded ^a	0	.0
	Total	317	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.844	5

Item Statistics

	Mean	Std. Deviation	N
SS 1: I feel comfortable requesting a change in my work schedule from my supervisor.	3.44	.991	317
SS 2: I feel my supervisor makes an effort to understand my need to be flexible.	3.78	.926	317
SS 3: My supervisor allows me to attend personal appointments during the workday.	3.68	1.074	317
SS 4: My supervisor encourages me to strike a balance between my work and personal life.	3.81	.946	317
SS 5: I can rely on my supervisor to be understanding if I have an immediate need to change my schedule.	3.84	.866	317

iii) Reliability result of Co-worker Support

Case Processing Summary

		N	%
Cases	Valid	317	100.0
	Excluded ^a	0	.0
	Total	317	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.660	5

Item Statistics

	Mean	Std. Deviation	N
CS 1: I feel comfortable discussing changes in my work schedule with my coworkers	4.06	.786	317
CS 2: My coworkers suggest changes in my work schedule so I can better meet my work demands	3.78	.908	317
CS 3: I can rely on my coworkers to be understanding if I have an immediate need to change my schedule.	4.03	.807	317
CS 4: My coworkers are understanding that when a conflict arises, I have to put my personal life first.	3.89	.904	317
CS 5: My coworkers would not like it if I changed my schedule.	2.73	.991	317

iv) Reliability result of Workload

Case Processing Summary

		N	%
Cases	Valid	317	100.0
	Excluded ^a	0	.0
	Total	317	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.724	6



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Item Statistics

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	Mean	Std. Deviation	N
WL 1: The demands of my work interfere with my home and family life	2.54	1.123	317
WL 2: Things I want to do at home do not get done because of the demands my job puts on me.	2.69	1.138	317
WL 3: My job produces strain that makes it difficult to fulfil family duties	2.52	1.127	317
WL 4: Due to work-related duties, I have to make changes to my plans for family activities.	3.33	1.068	317
WL 5: Been able to enjoy your normal day-to-day activities.	3.99	.860	317
WL 6: My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	2.38	1.163	317

v) Reliability result of Job Involvement

Case Processing Summary

		N	%
Cases	Valid	317	100.0
	Excluded ^a	0	.0
	Total	317	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.769	5

Item Statistics

	Mean	Std. Deviation	N
JI 1: The most important things that happen to me involve my present job	3.55	.969	317
JI 2: I like to be absorbed in my job most of the time.	3.76	.972	317
JI 3: I am very much personally involved in my job.	3.89	.955	317
JI 4: Most of my interests are centered around my job.	3.79	.918	317
JI 5: I have very strong ties with my present job which would be very difficult to break	3.38	1.084	317

vi) Reliability result of Flexible Work Arrangement

Case Processing Summary

		N	%
Cases	Valid	317	100.0
	Excluded ^a	0	.0
	Total	317	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.707	4

Item Statistics

	Mean	Std. Deviation	N
FWA 1: How often would you want to work flexible hours?	3.72	1.085	317
FWA 2: How often would you want to adjust the days of the week that you work?	3.49	1.132	317
FWA 3: How often do you work from a location other than the office?	3.03	1.156	317
FWA 4: In general, how often do you use a flexible working arrangement?	3.28	1.156	317

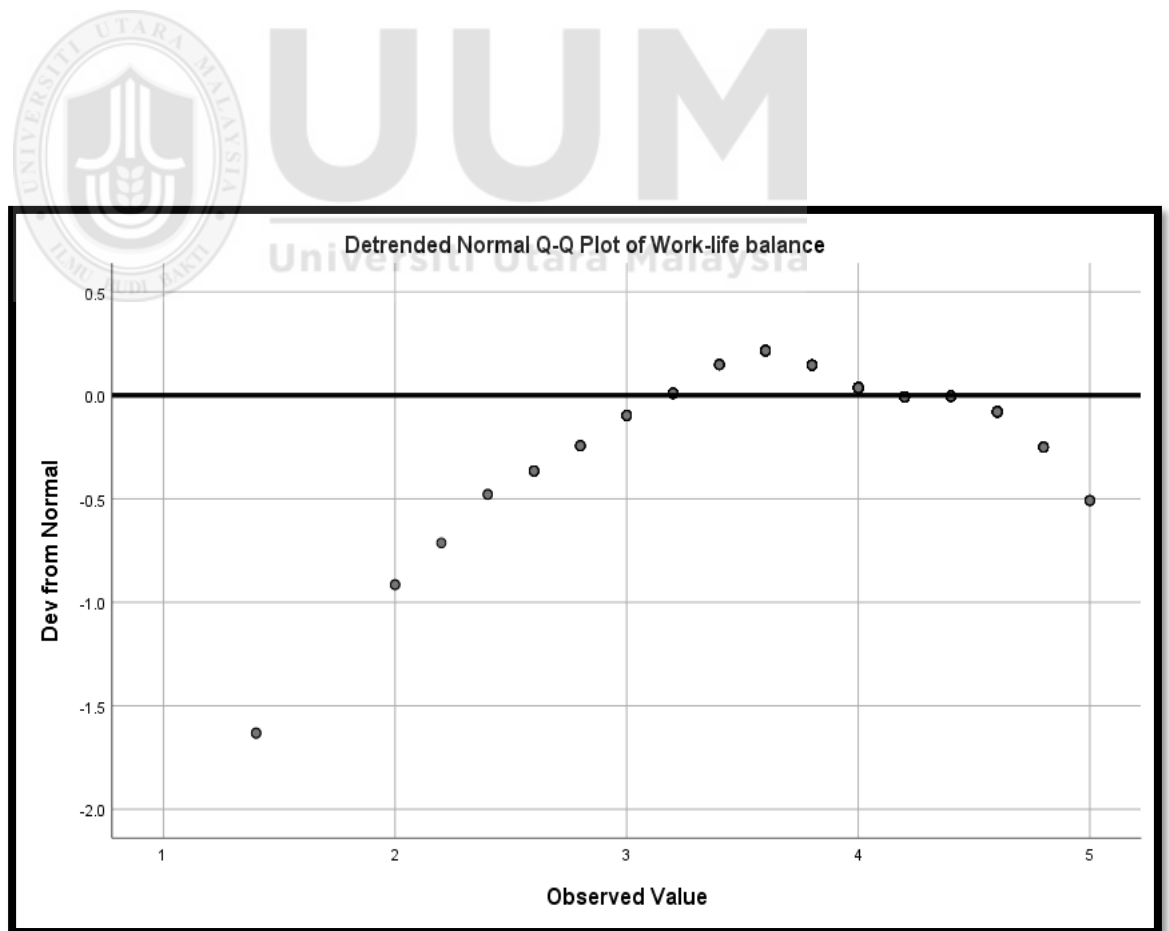
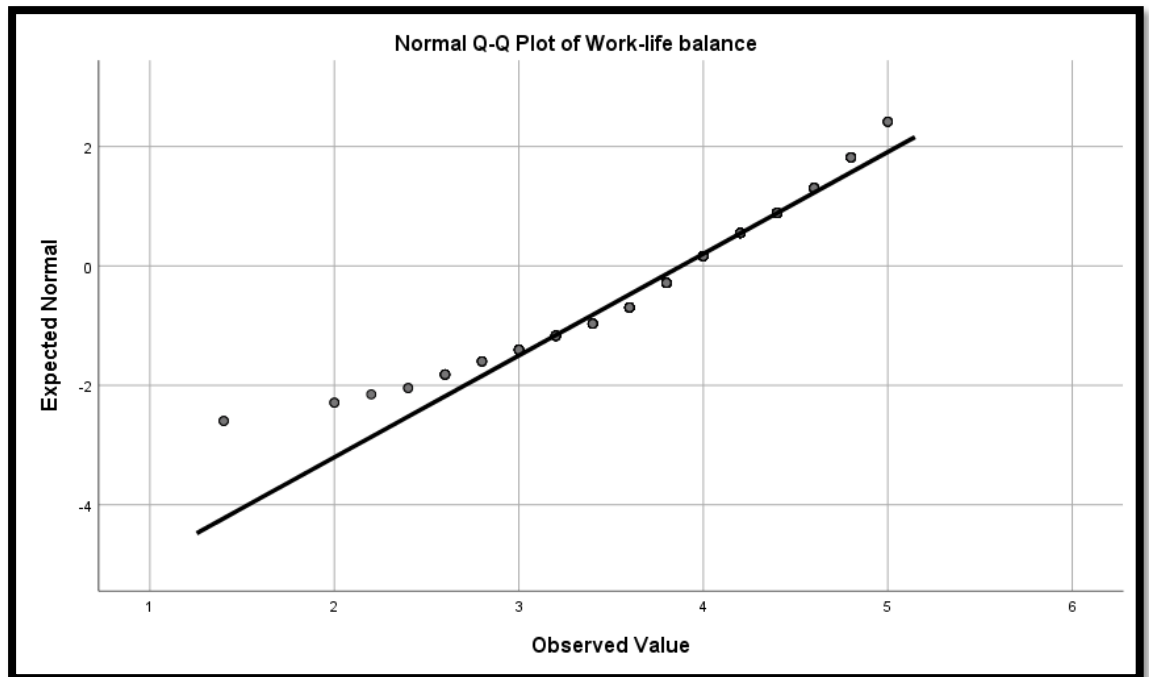
APPENDIX G – NORMALITY TEST

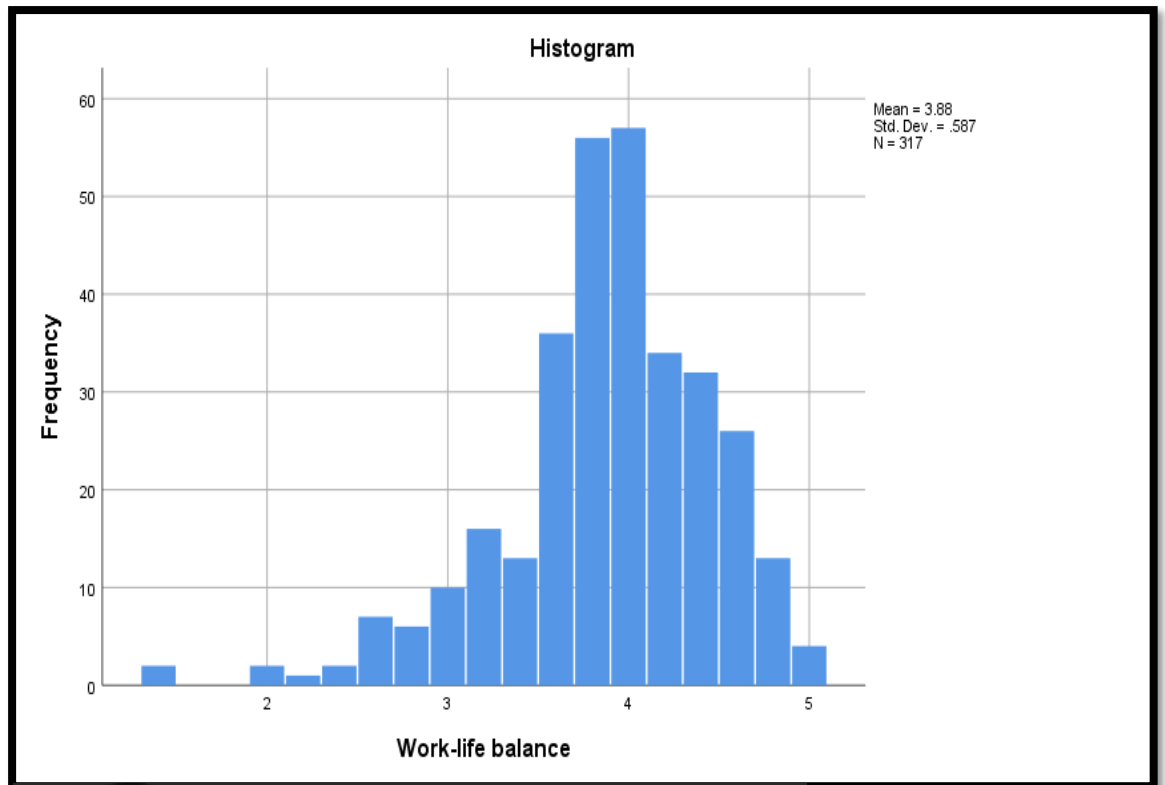
Descriptives

		Statistic	Std. Error	
Work-life balance	Mean	3.88	.033	
	95% Confidence Interval for Mean	Lower Bound	3.82	
		Upper Bound	3.95	
	5% Trimmed Mean	3.91		
	Median	4.00		
	Variance	.344		
	Std. Deviation	.587		
	Minimum	1		
	Maximum	5		
	Range	4		
	Interquartile Range	1		
	Skewness	-.953	.137	
	Kurtosis	1.894	.273	

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Work-life balance	.146	317	.000	.941	317	.000





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APPENDIX H – PEARSON CORRELATION

		Correlations					
		Work-life balance	Supervisor support	Co-worker support	Workload	Job involvement	Flexible work arrangement
Work-life balance	Pearson Correlation	1	.475**	.469**	-.072	.210**	.121*
	Sig. (2-tailed)		.000	.000	.204	.000	.031
	N	317	317	317	317	317	317
Supervisor support	Pearson Correlation	.475**	1	.531**	-.004	.191**	.227**
	Sig. (2-tailed)	.000		.000	.938	.001	.000
	N	317	317	317	317	317	317
Co-woker support	Pearson Correlation	.469**	.531**	1	.013	.247**	.243**
	Sig. (2-tailed)	.000	.000		.813	.000	.000
	N	317	317	317	317	317	317
Workload	Pearson Correlation	-.072	-.004	.013	1	.316**	.261**
	Sig. (2-tailed)	.204	.938	.813		.000	.000
	N	317	317	317	317	317	317
Job involvement	Pearson Correlation	.210**	.191**	.247**	.316**	1	.304**
	Sig. (2-tailed)	.000	.001	.000	.000		.000
	N	317	317	317	317	317	317
Flexible work arrangement	Pearson Correlation	.121*	.227**	.243**	.261**	.304**	1
	Sig. (2-tailed)	.031	.000	.000	.000	.000	
	N	317	317	317	317	317	317

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

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

APPENDIX I – MULTIPLE REGRESSION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.556 ^a	.309	.298	.492

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.629	5	6.726	27.821	.000 ^b
	Residual	75.184	311	.242		
	Total	108.813	316			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	1.871	.230		8.152
	Supervisor support	.238	.044	.306	5.451
	Co-woker support	.290	.058	.284	4.990
	Workload	-.088	.042	-.106	-2.080
	Job involvement	.103	.044	.124	2.356
	Flexible work arrangement	-.019	.037	-.027	-.529