

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



FACTORS THAT INFLUENCE WORK-LIFE BALANCE



MASTER OF SCIENCE (MANAGEMENT)

UNIVERSITI UTARA MALAYSIA

2020

FACTORS THAT INFLUENCE WORK-LIFE BALANCE

By

NUR SHAFIQAH BINTI MOHAMAD PAUZI



Thesis submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of Science (Management)



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

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

NUR SHAFIQAH BINTI MOHAMAD PAUZI (824874)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF SCIENCE (MANAGEMENT)

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

FACTORS THAT INFLUENCE WORK-LIFE BALANCE

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

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

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

Nama Penyelia : **DR. INDRAAH A/P KOLANDAISAMY**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **24 OGOS 2020**
(Date)

PERMISSION TO USE

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

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



Dean of School of Business Management
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

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

ACKNOWLEDGEMENT

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

All praise and gratitude be given to Allah the almighty for giving me such great strength, patience, courage, and ability to complete this study. The completion of this study would not have been possible without the contribution number of people that help me to finish this research.

First of all, my deepest appreciation goes to my research supervisor, Dr Indraah a/p Kolandaisamy who has provided an unlimited amount of encouragement and professional support. Without her assistance and dedicated involvement in every step throughout the process, this research would have never been accomplished. Honest gratitude and special thanks to my family members, especially my parents, Mr Mohamad Pauzi and Mrs Norhayati, who always give support and encourage me to finish this study.

A sincere appreciation and special thanks to my fiancé, my friends and other lecturers in Universiti Utara Malaysia who always there whenever needed. Without their constant attention, care, encouragement and sacrifice, it would be hard for me to complete this study. For the final word, May Allah blessing upon the readers for this research. I hope this research will be of assistance to someone in the future.

Thank you.

TABLE OF CONTENTS

PERMISSION TO USE	i
ABSTRACT	ii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATION	xi
CHAPTER ONE	
INTRODUCTION	1
1.1 Chapter Overview	1
1.2 Background of Study	1
1.3 Problem Statement	6
1.4 Research Objective	12
1.5 Research Question	12
1.6 Scope of Study	13
1.7 Significant of Study	13
1.8 Definition of Key Terms	14
1.9 Organization of Study	15
CHAPTER TWO	
LITERATURE REVIEW	17
2.1 Chapter Overview	17
2.2 Work-life Balance	17
2.2.1 Definition of Work-life balance	19
2.2.2 Conceptualization of Work-life balance	21
2.2.3 Implication from past research	26
2.3 Supervisor Support	30

2.3.1	Definition of Supervisor Support	31
2.3.2	Conceptualization of Supervisor Support	33
2.4	Co-worker Support	35
2.4.1	Definition of Co-worker Support	35
2.4.2	Conceptualization of Co-worker Support	37
2.5	Workload	39
2.5.1	Definition of Workload	40
2.5.2	Conceptualization of Workload	41
2.6	Flexible Work Arrangement	42
2.6.1	Definition of Flexible Work Arrangement	43
2.6.2	Conceptualization of Flexible Work Arrangement	45
2.7	Job Involvement	47
2.7.1	Definition of Job Involvement	47
2.7.1	Conceptualization of Job involvement	48
2.8	Underpinning Theory	50
2.8.1	Spillover Theory	50
2.8.2	Organizational Commitment Theory	52
2.9	Hypotheses Development	53
2.9.1	Supervisor Support and Work-life Balance	53
2.9.2	Co-worker Support and Work-life Balance	56
2.9.3	Workload and Work-life Balance	58
2.9.4	Job Involvement and Work-life Balance	59
2.9.5	Flexible Work Arrangement and Work-life Balance	62
2.10	Research Framework	64
2.11	Summary of Hypothesis	65
2.12	Summary	66

CHAPTER THREE

METHODOLOGY	67
3.1 Chapter Overview	67
3.2 Research Design	67
3.3 Unit of Analysis	69
3.4 Population and Sample	69
3.5 Instrument Development	71
3.5.1 Dependent Variable	72
3.5.2 Independent Variable	72
3.5.2.1 Supervisor Support	73
3.5.2.2 Co-worker Support	74
3.5.2.3 Workload	75
3.5.2.4 Flexible Work Arrangement	76
3.5.2.5 Job Involvement	77
3.6 Pilot Test	78
3.7 Questionnaire Design	79
3.8 Data Collection Method	80
3.9 Data Analysis Technique	82
3.10 Summary	84

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS	85
4.1 Chapter Overview	85
4.2 Response Rate	85
4.3 Profile of Respondents	86
4.4 Descriptive Test of Data Collection	89
4.4.1 Descriptive Test of Work-life Balance	90
4.4.2 Descriptive Test of Supervisor Support	91
4.4.3 Descriptive Test of Co-worker Support	92

4.4.4 Descriptive Test of Workload	93
4.4.5 Descriptive Test of Job Involvement	94
4.4.6 Descriptive Test of Flexible Work Arrangement	95
4.5 Normality Test	96
4.6 Reliability Test	97
4.7 Hypotheses Testing	99
4.7.1 Pearson Correlation	99
4.7.2 Multiple Linear Regression	101
4.8 Summary	104
CHAPTER 5	
DISCUSSION AND CONCLUSION	105
5.1 Chapter Overview	105
5.2 Recapitulation of The Study's Findings	105
5.3 Discussion	106
5.3.1 The Relationship Between Supervisor Support and Work-life Balance	106
5.3.2 The Relationship Between Co-worker Support and Work-life Balance	107
5.3.3 The Relationship Between Workload and Work-life Balance	108
5.3.4 The Relationship Between Job Involvement and Work-life Balance	109
5.3.5 The Relationship Between Flexible Work Arrangement and Work-life Balance	110
5.4 Implication of Study	112
5.4.1 Managerial Implication	112
5.4.2 Individual Implication	113
5.4.3 Theoretical Implication	113
5.5 Limitation	115
5.6 Recommendation	116

5.7 Conclusion	117
REFERENCES	118
APPENDIX A – Total Number of Non-Academic Staff of Uum	143
APPENDIX B – Data Collection Approval Letter	145
APPENDIX C - Questionnaires	146
APPENDIX D – Respondent Profile	154
APPENDIX E – Descriptive Statistics	156
APPENDIX F –Reliability Test	161
APPENDIX G – Normality Test	167
APPENDIX H – Pearson Correlation	170
APPENDIX I – Multiple Regression	171



LIST OF TABLES

TABLES		Page
Table 1.1	The effect of work-life imbalance	3
Table 2.1	Hypotheses of Study	65
Table 3.1	Statistic on Number of Staff in Universiti Utara Malaysia	70
Table 3.2	List of items Work-life balance	72
Table 3.3	List of items supervisor support.	73
Table 3.4	List of items co-worker support.	74
Table 3.5	List of items workload.	75
Table 3.6	List of items flexible work arrangement.	76
Table 3.7	List of items job involvement.	77
Table 3.8	Reliability analysis result for Pilot test	78
Table 4.1	Response rate	85
Table 4.2	Profile of respondent	86
Table 4.3	Mean and standard deviation of variables.	89
Table 4.4	Mean and Standard Deviation (Work-life balance)	90
Table 4.5	Mean and standard deviation (Supervisor support)	91
Table 4.6	Mean and standard deviation (Co-worker support)	92
Table 4.7	Mean and Standard Deviation (Workload)	93
Table 4.8	Mean and standard deviation (Job involvement)	94
Table 4.9	Mean and standard deviation (Flexible work arrangement)	95
Table 4.10	Normality Test Result	96
Table 4.11	Internal Consistency Measurement	97
Table 4.12	Reliability Test Result	98
Table 4.13	Correlation Between Supervisor Support, Co-Worker Support, Workload, Job Involvement, Flexible Work Arrangement and Work-Life Balance	99
Table 4.14	Multiple Linear Regression	101

LIST OF FIGURES

FIGURE		Page
Figure 2.1	Research framework	64

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

REFERENCES

- Ain, U. M., Syafiqah, N. A., Thevadas, R., Kamariah, N., Azmawani, A. R., Zamberi, S., . . . Thariq, M. H. (2020). COVID-19 outbreak in Malaysia: Actions taken by the Malaysian government. *International Journal of Infectious Disease*, 108-116.
- Aisyah, A. H. (25 June, 2019). *Seeking better work-life balance with 40-hours week*. Retrieved from New Strait Times:
<https://www.nst.com.my/opinion/columnists/2019/06/499164/seeking-better-work-life-balance-40-hour-week>
- Alan, W., & Laskey, N. (2003). Internet based marketing research: A serious alternative to traditional research methods? *Marketing Intelligence & Planning*, 79-84.
- Alena. (8 August, 2019). *Study: KL is the 4th most overworked*. Retrieved from World of Buzz: <https://www.worldofbuzz.com/study-kl-is-the-4th-most-overworked-city-ranks-lowest-in-work-life-balance/>
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational and Organizational Psychology*, 1-18.
- Allen, T. (2001). Family-Supportive Work Environments: The Role of Organizational Perceptions. *Vocational Behavior*, 414-435.
- Allen, T. D. (2001). Family-Supportive Work Environments: The Role of Organizational Perceptions. *Journal of Vocational Behaviour*, 414-435.

- Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How Effective Is Telecommuting? Assessing the status of our scientific findings. *Psychological Science*, 40-68.
- Allport, G. W. (1947). Scientific models and human morals. *Psychology Review*, 182-192.
- Alniacik, E., Alniacik, U., Erat, S., & Akcin, K. (2013). Does person-organization fit moderate the effects of affective commitment and job satisfaction on turnover intentions? *Social and Behavioral Sciences*, 274-281.
- Anderson, S. E., Coffey, B. S., & Byerly, R. T. (2002). Formal Organizational Initiatives and Informal Workplace Practices: Links to Work–Family Conflict and Job-Related Outcomes . *Journal of Management* , 787-810.
- Antani, A. (2007). The Role Of Social Support And Work-Family Conflict On . 1-92.
- Arif, A., & Farooqi, Y. A. (2014). Impact of Work Life Balance on Job Satisfaction and Organizational Commitment Among University Teachers: A Case Study of University of Gujrat, Pakistan . *International Journal Of Multidisciplinary Sciences And Engineering*, 24-29.
- Ariffin, D. N., Abdullah Bandar, N. F., Sabil, S., Jayos, S., Ali Amaran, M., & Hamdan, R. (2016). The relationship between flexible working arrangements and quality of work life among academicians in a selected public institution of higher learning in Kuching, Sarawak, Malaysia. . *Journal of Cognitive Sciences and Human Development*, 46-55.
- Awais, M. B., & Veera. (2015). *Business research: quantitative and qualitative methods*. Pearson.

- Awang, M., Dollar, M. F., & Winefield, A. H. (2010). Lay Theory Explanations Of Occupational Stress: The Malaysian Context. *Cross Cultural Management An International Journal*, 135-153.
- Aziz-Ur-Rehman, M., & Siddiqui, D. A. (2020). Relationship Between Flexible Working Arrangements and Job Satisfaction Mediated by Work-Life Balance: Evidence From Public Sector Universities' Employees of Pakistan. *International Journal of Human Resource Studies*, 104-127.
- Babin, B. J., & Boles, J. S. (1996). The Effects of Perceived Co-Worker Involvement and Supervisor Support on Service Provider Role Stress, Performance and Job Satisfaction. *Journal of Retailing* , 57-75.
- Baker, T. L. (1994). *Doing Social Research (2nd ed)*. New York: McGraw-Hill Inc.
- Balmforth, K., & Gardner, D. (2006). Conflict and facilitation between work and family: realizing the outcomes for organizations. *New Zealand Journal of Psychology*, 69-76.
- Baltaru, R. D. (2018). Do non-academic professionals enhance universities' performance? Reputation vs. organisation. *Studies in Higher Education*, 1-15.
- Baral, R., & Bhargava, S. (2010). Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes. *Journal of Managerial Psychology*, 247-300.
- Bartol, K., & Martin, D. (1982). Managing information systems personnel: A review of the literature and managerial implications. *MIS Quarterly*, 49-70.

- Beehr, T. (1978). Job Stress, Employee Health, And Organizational Effectiveness: A Facet Analysis, Model, And Literature Review. *Personnel Psychology*, 665-700.
- Bell, A. S., Rajendran, D., & Theiler, S. (2012). Job Stress, Wellbeing, Work-Life Balance and Work-Life Conflict Among Australian Academics . *Electronic Journal of Applied Psychology*, 25-37.
- BHARAT. (2003). Women, Work And Family In Urban India. *Psychology In Human And Social Development*, 155-169.
- Bliese, P. D., & Castro, C. A. (2000). Role clarity, work overload and organizational support: Multilevel evidence of the importance of support. *Work & Stress*, 65-73.
- Boon, O., Arumugam, V., Safa, M. S., & Bakar, N. A. (2007). HRM and TQM: association with job involvement . *Personnel Review*, 939-962 .
- Brancato, G., Macchia, S., Murgia, M., Signore, M., Simeoni, G., Blanke, G., & Hoffmeyer-Zlotnik, J. H. (2004). *Handbook of Recommended Practices for Questionnaire Development and Testing in European Statistical Systems*. Europe.
- Brunton, J. (2006). Current Issues in Emergency Contraception: An overview for Providers. *Midwifery & Women's Health*, 457-463.
- Buddhapriya, S. (2009). Work-Family Challenges And Their Impact On Career Decision. *Decision Maker*, 31-45.

- Burke, R. J., & Greenglass, E. (1999). Work-Family Conflict, Spouse Support, and Nursing Staff Well-Being During Organizational Restructuring. *Occupational Health Psychology*, 327-336.
- Cakmak-Otluoglu, K. O. (2012). Protean and boundaryless career attitudes and organizational commitment: The effects of perceived supervisor support. *Journal of Vocational Behavior*, 638-646.
- Cambridge, E. D. (2020). *Work hours*. Retrieved from Cambridge Dictionary: <https://dictionary.cambridge.org/dictionary/english/working-hours>
- Che, N. N., Ismail, M., Ibrahim, M. A., Raston, N. A., Zamzamin, Z. Z., & Jaini, A. (2016). Job Satisfaction among Academic and Non-Academic Staff in Public Universities in Malaysia: A Review . *International Journal of Business and Management*, 148-153.
- Cheah, R., & Naidu, N. T. (15 January, 2015). *Malaysians prefer work-life balance over higher pay*. Retrieved from mystarjob.com: http://m.mystarjob.com/articles/story.aspx?file=/2015/1/15/mystarjob_news/20150115122355&sec=mystarjob_news
- Chiaburu, D. S. (2009). How do Coworkers matter? Examining influences on peers' role definitions, attitudes, OCBs and performance. 1-242.
- Clark, S. C. (2001). Work Cultures and Work/Family Balance. *Journal of Vocational Behavior*, 348-365.
- Clark., S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human relations*, 747-770.

- Clarke, M., Koch, L., & Hill, E. (2004). The Work-Family Interface: Differentiating Balance and Fit. *Family and Consumer Sciences Research Journal*, 33 (2).
- Cole, M. S., Schaninger, W. S., & Harris, S. G. (2002). The Workplace Social Exchange Network: A Multilevel, Conceptual Examination. *Group & Organization Management*, 142-167.
- Cooper, C. L., Dewe, P. J., & O'Driscoll, M. P. (2001). Organizational Stress: A Review and Critique of Theory, Research, and Applications. In C. L. Cooper, P. J. Dewe, & M. P. O'Driscoll, *Organizational Stress: A Review and Critique of Theory, Research, and Applications*. Thousands Oaks, Calif: Sage Publications.
- Cortis, R., & Cassar, V. (2005). Perceptions of and about women as managers: investigating job involvement, self-esteem and attitudes. *Women in Management Review*, 149-164.
- Costa, G., Sartori, S., & Akerstedt, T. (2006). Influence Of Flexibility And Variability Of Working Hours On Health And Well-Being. *Chronobiol*, 1125-37.
- Dahlia, Z. (2008). Cultural Dimensions Among Malaysian Employees. *Journal of Economics and Management*, 409-426.
- De Cieri, H., Holmes, B., Abbott, J., & Pettit, T. (2005). Achievements And Challenges For Work/Life Balance Strategies In Australian Organizations. *International Journal Of Human Resources Management*, 90-103.
- Delecta, P. (2011). Work Life Balance. *International Journal of Current Research*, 186-189.

- Demir, H. (2012). Sport managers' organizational commitment levels. *African Journal of Business Management*, 6511-6515.
- DeVellis, R. F. (2016). *Scale Development: Theory and Applications*. USA: SAGE Publications, Inc.
- Doerr, K. (2015). Supervisor And Coworker Barriers To Employees' Use Of Flexible Work Arrangements And Extended Leaves Of Absence In Consulting Firms . 1-80.
- Doob, J. L. (1949). Heuristic Approach to the Kolmogorov-Smirnov Theorems. 393-403.
- Doyle, A. (3 July, 2019). *What is the average hours per week worked in the US?*
Retrieved from ThebalanceCareer.com:
<https://www.thebalancecareers.com/what-is-the-average-hours-per-week-worked-in-the-us-2060631>
- Dracy, C., McCarthy, A., Hill, J., & Grady, G. (2012). Work–life balance: One size fits all? An exploratory analysis of the differential effects of career stage. *European Management*, 111-120.
- Ducharme, L., & Martin, J. (2000). Unrewarding Work, Coworker Support, and Job Satisfaction: A Test of the Buffering Hypothesis. *Work and Occupations* , 27(2), 223–243.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention. *Journal of Applied Psychology*, 565-573.

- Ekechukwu, R. O., & Isiguzo, B. C. (2016). Stress And Its Associated Health Problems Among Nonacademic Staff In Nigerian Universities: A Case Study Of University Of Port Harcourt . *Journal of Psychological Research* , 2057-4794.
- Elloy, D. F., & Smith, C. R. (2003). Patterns Of Stress, Work-Family Conflict, Role Conflict, Role Ambiguity And Overload Among Dual-Career And Single-Career Couple: An Australian Study. *Cross Cultural Management*, 55-66.
- Eno, I. J. (2019). Precarious Work, Gender Roles, And The Use Of Work-Life Balance Programs In Academia. *Human Resource Management*, 1-151.
- FAGAN, C. (2003). Working Time Preferences And Work-Life Balance In Eu. *Living And Working Conditions*.
- Farah, M. (2012). Work life balance and job satisfaction among faculty at Iowa State University . *Education*, 1-142.
- Fellew, W. (2015). On the Kolmogorov–Smirnov Limit Theorems for Empirical Distributions. 735-749.
- Ferguson, M., Carlson, D., Zivnuska, S., & Whitten, D. (2012). Support at work and home: The path to satisfaction through balance. *Vocational Behavior*, 299-307.
- Fiksenbaum, L. M. (2014). Supportive work–family environments: implications for work-family conflict and well-being. *Human Resource Management*, 653-672.
- Fisher, G. (2001). Work-personal life balance: a construct development study. *Work and Family*.

- Forson, C. (2013). Contextualising Migrant Black Business Women's Work-Life Balance Experiences. *Journal Of Entrepreneurial Behaviour & Research*, 460-477.
- French, S. (2013). PCS workload and work-life balance survey . 1-32.
- Freund, A. (2005). Commitment and job satisfaction as predictor of turnover intentions among welfare workers. . *Administration in Social Work*, 5-21.
- Frone, M. T., Yardley, J. K., & Markel, K. S. (1997). Developing And Testing An Integrative Model Of The Work-Family Interface. *Journal Of Vocational Behavior*, 145-67.
- Frone, M., Russell, M., & Cooper, .. M. (1992). Antecedents and Outcomes of Work-Family Conflict: Testing a Model of the Work-Family Interface. *Applied Psychology*, 65-78.
- Frone, M., Yardley, J., & Markel, .. K. (1997). Developing and Testing an Integrative Model of the Work–Family Interface. *Vocational Behavior*, 145-167.
- Galina, B., & Julia, R. (2017). Work-Life Balance And Male Lawyers: A Socially Constructed And Dinamic Process. *Personnel Review*, 866-879.
- Gambles, R., Lewis, S., & Rapoport, R. (2006). The Constraints of a ‘Work-Life Balance’ Approach: An International Perspective. 1-23.
- Georgetown University, L. (2010). Flexible Work Arrangements: A Definition And Examples. *Workplace Flexibility*.
- Geurts, S., & Demerouti, E. (2003). *Work/Non-Work Interface: A Review Of Theories And Finding*. New York: John Wiley & Sons.

- Giardini, A., & Kabst, R. (2008). Effects of work-family human resource practices: a longitudinal perspective. *Human Resource Management*, 2079-2094.
- Goh, Z., Ilies, R., & Wilson, K. S. (2015). Supportive Supervisors Improve Employees' Daily Lives: The Role Supervisors Play In The Impact Of Daily Workload On Life Satisfaction Via Work-Family Conflict. *Vocational Behavior*, 65-73.
- Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The Impact of Professional Isolation on Teleworker Job Performance and Turnover Intentions: Does Time Spent Teleworking, Interacting Face-to-Face, or Having Access to Communication-Enhancing Technology Matter? *Applied Psychology*, 1412-1421.
- Grawitch, M. J., & Barber, L. K. (2010). Work Flexibility or Nonwork Support? Theoretical and Empirical Distinctions For Work-Life Initiatives. *Consulting Psychology*, 169-188.
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behaviour*, 510-531.
- Greenhaus, J., & Beutell, N. J. (1985). Source of Conflict Between Work and Family Roles. 76-88.
- Guest, D. (2002). Perspectives On The Study Of Work-Life Balance. *Social Science Information*, 41(225).
- Guildford, J. (1973). *Fundamental Statistics in Psychology and Education (5th ed.)*. New York: McGraw-Hill.

- Guta, M. (13 February, 2018). *The stats on the work-life balance of your employees*. Retrieved from Smallbiztrends.com:
<https://smallbiztrends.com/2018/02/work-life-balance-statistics.html>
- Gutek, B. A., Searle, S., & Klepa, L. (1991). Rational Versus Gender Role Explanations for Work-Family Conflict. *Applied Psychology*, 560-568.
- Haar, J. M., Russo, M., Sune, A., & Malaterre, A. O. (2014). *Journal of Vocational Behavior*, 361-373.
- Haar, J., & Bardoel. (2007). Work-family negative and positive spillover outcomes: Direct and moderating effects. 3-35.
- Halpern, D. (2005). How time-flexible work policies can reduce stress, improve health, and save money. *Stress and Health*, 157–168 .
- Hamilton, E. (2010). Advantages and Challenges of Telecommuting. *Work & Family*, 1-32.
- Hammer, L., Kossek, E., Yragui, N., Bodner, T., & Hanson, G. (2009). Development and Validation of a Multidimensional Measure of Family Supportive Supervisor Behaviors (FSSB). *Management*, 837-856.
- Harris, L., & Foster, B. (2008). The Drivers Of Work Life Balance: A Critical . 1-10.
- Hayman, J. (2005). Psychometric Assessment of an Instrument Designed to Measure Work Life Balance. *Research and Practice in Human Resource Management*, 85-91.
- Hill, E., Hawkins, A., Ferris, M., & Weitzman, M. (2001). Finding an Extra Day a Week: The Positive Influence of Perceived Job Flexibility on Work and Family Life Balance. *Family Relation*, 49-58.

- Hill, S. E., Bahniuk, M. H., & Dobos, J. (1989). The Impact Of Mentoring And Collegial Support On Faculty Success: An Analysis Of Support Behavior, Information Adequacy, And Communication Apprehension. *Communication Education*, 15-33.
- Hills, E. J., Ferris, M., & Martinson, V. (2003). Does it matter where you work? A comparison of how three work venues (traditional office, virtual office, and home office) influence aspects of work and personal/family life. . *Journal of Vocational Behavior*, 220-241.
- Holland, P., Tham, T. L., Sheehan, C., & Cooper, B. (2019). The impact of perceived workload on nurse satisfaction with work-life balance and intention to leave the occupation. *Applied Nursing Research*, 70-76.
- Hrobowski-Culbreath, G. (2010). Flexible work arrangement: An evaluation of job satisfaction and work-life balance. 1-134.
- Huang, S. Y. (2001). The Relationship amongst Professional Commitment, Organizational Commitment, and Job Involvement of External Auditors in Public Accounting Firms. 1-171.
- Jacqueline, M. (2017). Supervisor, Coworker, And Organizational Supportiveness Of Flexible Work-Life Balance Policies And Its Impact On Perceived Promotion Probability .
- Jamison, J. L. (2018). The Importance Of Front-Line Supervisor Coaching Ability And Performance To Employment Decisions And Coaching Culture Success. 1-187.

- Jena, M. (2 September, 2014). *The average work week is now 47hours*. Retrieved from The Washington Post.com: <https://www.washingtonpost.com/news/on-leadership/wp/2014/09/02/the-average-work-week-is-now-47-hours/>
- Jex, S. M. (1998). Stress and job performance : theory, research, and implications for managerial practice. In S. M. Jex, *Stress and job performance : theory, research, and implications for managerial practice*. Thousand Oaks, Calif: Sage Publication.
- Jill, R. H., Isabel, C. B., & David, R. S. (2014). Factors that influence perceptions of work-life balance in owners of copreneurial firms. *Journal of Family Business Management*, 110-132.
- Johannes, M. K., Marcello, R., & Alfredo, J. (2018). WORK-LIFE BALANCE PSYCHOLOGICAL CONTRACT PERCEPTIONS FOR OLDER WORKERS. *PERSONNEL REVIEW*, 1194-1210.
- Johnson, T. (2013). Supervisor Attitudes and Behaviors Toward Work–Life Balance Policies and Programs . *Social and behavioral science* , 1-147.
- Kalliath, T., & Brough, P. (2008). Work–life balance: A review of the meaning of the balance construct. *Journal of Management & Organization*, 323-327.
- Kanungo, R. N. (1982). Measurement of job and work involvement. *Journal of Applied Psychology*, 341-449.
- Kelloway, E., Sivanathan, N., Francis, L., & Barling, J. (2005). Poor Leadership. In J. Barling, E. K. Kelloway, & M. Frone, *Handbook of work stress* (pp. 89-112). Thousand, Oaks: CA: Sage.

- Khairunneezam, M., Siti Suriani, O., & Nurul Nadirah, A. (2017). Work-Life Balance Satisfaction among Academics in Public Higher Educational Sector. *International Journal of Academic Research in Business and Social Sciences*, 5-19.
- Khalil, M. O., Idaya, H. M., & Shafiq, M. A. (2015). Workload, Role Conflict And Work-Life Balance Among Employees Of An Enforcement Agency In Malaysia . *Journal of Business, Economics and Law*, 52-58.
- Kluczyk, M. (2013). The Impact Of Work-Life Balance On The Wellbeing Of Employees In The Private Sector In Ireland.
- Kohll, A. (27 March, 2018). *The Evolving definition of work-life balance*. Retrieved from Forbes.com: <https://www.forbes.com/sites/alankohll/2018/03/27/the-evolving-definition-of-work-life-balance/#5f1c39c19ed3>
- Konrad, A. M., & Yang, Y. (2012). Is using work–life interface benefits a careerlimiting move? An examination of women, men, lone parents, and parents with partners. *Organizational Behavior*, 1-25.
- Kossek, E. E., & Ozeki, C. (1998). Work-Family Conflict, Policies, and the Job-Life Satisfaction Relationship: A Review and Directions for Organizational Behavior-Human Resources Research. *Applied Psychology*, 139-149.
- Kossek, E. E., Colquitt, J. A., & Noe, R. A. (2001). Caregiving Decisions, Well-being, and Performance: The Effects of Place and Provider as a Function of Dependent Type and Work-Family Climates. *Journal of Management*, 29-44.

- Leslie, A. P., & Jessica, L. P. (October, 2009). *Harvard Business Review*. Retrieved from Making Time Off Predictable and Required:
<https://hbr.org/2009/10/making-time-off-predictable-and-required>
- Li, E. Y., & Shani, A. B. (1993). Stress dynamics of information systems managers: a contingency model. . *Journal of Management Information Systems*, 107-130.
- Liisa, M., Vesa, S., & Helena, M. (2011). Lives Of Female Expatriates: Work-Life Balance Concerns. *Gender In Management*, 256-274.
- Lockwood, N. R. (2003). Work-Life Balance: Challenges And Solutions. *Society For Human Resource Management Research Quarterly, Alexandria*, 48(6).
- Lodahl, T. M., & Kejner, M. (1965). The definition and measurement of job involvement. *Journal of Applied Psychology*, 24-33.
- Loeb, S., Dynarski, S., McFarland, D., Morris, P., Reardon, S., & Reber, S. (2017). Descriptive analysis in education: A guide for researchers. . *Education Sciences*, 1-53.
- Macewen, K., & Barling, J. (1994). Daily consequences of work interference with family and family interference with work. *Work and Stress*, 244-254.
- Mackay, J. (24 January, 2019). *The State of Work Life Balance in 2019: What we learned from studying 185 million hours of working time* . Retrieved from Rescuetime.com: <https://blog.rescuetime.com/work-life-balance-study-2019/>
- Maeran, R., Pitarelli, F., & Cangiano, F. (2013). Work-life balance and job satisfaction among teachers . *Interdisciplinary Journal of Family Studies*, XVIII, 51-72.

- Major, B., Quinton, W., & McCoy, S. (2002). Antecedents And Consequences Of Attributions To Discrimination: Theoretical And Empirical Advances . *Social Psychology*, 1-80.
- Malaysia Dutch Business Council. (2020). Retrieved from MCO Updates: <https://www.mdbc.com.my/mco-updates/?cn-reloaded=1>
- Maphanga, C. H. (2014). The relationship between manager support, work-life balance and talent retention in a South African utility organisation. *Economic and management sciences*, 1-172.
- Marzi, E. (2018). The Role of Empowerment on the Relationship between Flexible Work Arrangements, Work-Life Balance, and Job Satisfaction in the Canadian Public Sector. 1-141.
- Mas-Machuca, M., Berbegal-Marabent, J., & Alegre, I. (2016). Work-life balance and its relationship with organizational pride and job satisfaction. *Journal of Managerial Psychology*, 586-602.
- Mathieu, C., Fabi, B., Lacoursière, R., & Raymond, L. (2015). The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover. *Journal of Management & Organization*, 113–129.
- Mazurowski, T. (2019). Midlevel healthcare managers' experience of support of work-life balance. 1-150.
- McDonald, H. J., & Adam, S. (2003). A comparison of online and postal data collection methods in marketing research. *Marketing Intelligence & Planning*, 85-95.

- Meenakshi, S. P., Subrahmanyam, V. C., & Ravichandran, K. (2013). The Importance of Work-Life-Balance. *Journal of Business and Management*, 31-35.
- Mehta, M. (1976). Human Resource Development And Planning With Special References To Asia And The Far East. 192.
- Mensah, H. K., Fosu, F. A., & Oteng-Abayie, E. F. (2017). Occupational stressors among university non-academic staff: results from a representative public university in Ghana . *International Journal of Business Excellence* , 200-216.
- Meon, P., & Yan, Y. (2000). Effective Work/Life Strategies: Working Couples, Work Conditions, Gender, and Life Quality. *Social Problems*, 47(3) 291-326.
- Meyer, J., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences.
- Moore, J. E. (2000). One Road to Turnover: An examination of work exhaustion in technology professionals. . *MIS Quarterly*, 141-168.
- Morganson, V. J., Major, D. A., Oborn, K. L., Verive, J. M., & Heelan, M. P. (2010). Comparing telework locations and traditional work arrangements. *Managerial Psychology*, 578-595.
- Natalie, B., & Ibolya, L. (2009). Work-life balance: The experiences of Australian working mother. *Family Studies*, 122-138.
- Netemeyer, R., McMurrian, R., & Boles, J. (1996). Development and Validation of Work-Family Conflict and Family-Work Conflict Scales. *Applied Psychology*, 400-410.

- Noor, S. M., & Abdullah, M. A. (2012). Quality Work Life among Factory Workers in Malaysia. *Social and Behavioral Sciences*, 739-745.
- Nulty, D. D. (2008). The adequacy of response rates to online and paper surveys: what can be done? *Assessment & Evaluation in Higher Education*, 301-314.
- Oldham, G. R., Kulik, C. T., & Stepina, L. P. (1986). Relations between Situational Factors and the Comparative Referents Used by Employees. *Management*, 599-608.
- Omar, M. K. (2013). Non standard work arrangements and affective commitment: The mediating role of work-life balance. *Social and Behavioral Sciences*, 4-12.
- Omar, M., Idaya, H. M., & Ariffin, S. (2015). Workload, Role Conflict And Work-Life Balance Among Employees Of An Enforcement Agency In Malaysia. *Journal of Business*, 1-6.
- Pallant, J. (2013). *SPSS Survival Manual: A step by step guide to data analysis using SPSS for Windows*. New York: McGraw-Hill.
- Pare, G., Tremblay, M., & Lalonde, P. (2001). The role of organisational commitment and citizenship behaviours in understanding relations between human resources practices and turnover intentions of IT personnel. *Scientific Series*, 1-24.
- Parker, S. K. (2007). 'That is my job': How employees' role orientation affects their job performance. *Human Relations*, 403-434.
- Payton-Miyazaki, M., & Brayfield, A. H. (1976). The good job and the good life: relation of characteristics of employment to general well-being. 125-150.

- Permarupan, P. Y., Abdullah, A., & Roselina, A. S. (2013). Quality of Work Life on Employees Job Involvement and Affective Commitment between the Public and Private Sector in Malaysia . *Asian Social Science*, 1-12.
- Perrons, D. (2003). The New Economy and the Work–Life Balance: Conceptual Explorations and a Case Study of New Media. *Gender, Work and Organization*, 65-93.
- Phyu, H. M. (2014). Prevalence of job stress among non-academic staff of International Islamic University Malaysia (IIUM) Kuantan campus. *International Research, Invention and Innovation Exhibition*, 1-25.
- Prottas, D. J., & Kopelman, R. E. (2009). Comparative Work-Family Practice Availability and Employee Attitudes. *The Psychologist-Manager*, 79-96.
- Rayhan, R. U., Zheng, Y., Uddin, E., Timbol, C., Adewuyi, O., & Baraniuk, J. N. (2013). Administer and collect medical questionnaires with Google documents: a simple, safe, and free system. *Appl Med Inform*, 12-21.
- Raymond, A. N. (2017). *Employee Training and Development*. United States of America: McGraw Hill.
- Richman, A. L., Civian, J. T., Shannon, L. L., Hill, E. J., & Brennan, R. T. (2008). The relationship of perceived flexibility, supportive work-life policies, and use of formal flexible arrangements and occasional flexibility to employee engagement and expected retention. *Community, Work and Family*, 183-197.
- Russell, Helen, O'Connell, Philip, J., McGinnity, & Frances. (2007). The impact of flexible working arrangements on work-life conflict and work pressure in Ireland. *The Economic and Social Research Institute (ESRI)*, 1-30.

- Russo, M., Shteigman, A., & Carmeli, A. (2015). Workplace and family support and work–life balance: Implications for individual psychological availability and energy at work. *Positive Psychology*, 1-16.
- Schneider, B. (1987). The People Make The Place. *Personnel Psychology*, 437-453.
- Schor, J. (1991). *The Overworked American: The Unexpected Decline Of Leisure*. New York.
- Sekaran, U., & Bougie, R. (2016). *Research Method for Business*. United Kingdom: John Wiley.
- Shah, S. S., Jaffari, A. R., Aziz, J., Ejaz, W., Ul-Haq, I., & Raza, S. (2011). Interdisciplinary. *Journal Of Contemporary Research In Business*, 1-986.
- Shanock, L. R., & Eisenberger, R. (2006). When Supervisors Feel Supported: Relationships With Subordinates' Perceived Supervisor Support, Perceived Organizational Support and Performance. *Journal of Applied Psychology*, 689-695.
- Sharafizad, F., Paull, M., & Omari, M. (2011). Flexible Work Arrangements Accessibility in a University Environment. *Australian Universities' Review* , 1-7.
- Shepard III, E., Clifton, T., & Kruse, D. (1996). Flexible Work Hours and Productivity: Some Evidence from the Pharmaceutical Industry. *Economic and Society*, 123-139.
- Shockley, K., & Allen, T. D. (2010). Investigating the missing link in flexible work arrangement utilization: An individual difference perspective. *Vocational Behavior*, 131-142.

- Singh. (17 Jan, 2020). *Work Life Balance*. Retrieved from E-PAO: http://e-pao.net/epSubPageExtractor.asp?src=leisure.Essays.Work_Life_Balance
- Singh, A. P., & Kumar, A. (2011). Work-life balance, Health, job involvement and conflict management as a function of level, tenure and marital status. *Indian Journal of Community Psychology*, 173-189.
- SINGH, H. (1 MARCH, 2019). *Work-Life Balance Still A Distant Dream For Malaysian Professionals*. Retrieved From The Malaysian Reserve : <https://themalaysianreserve.com/2019/03/01/work-life-balance-still-a-distant-dream-for-malaysian-professionals/>
- Sivatte, I., Gordon, J. R., Rojo, P., & Olmos, R. (2015). The impact of work-life culture on organizational productivity. *Personnel Review*, 883-905.
- Smith, J., & Gardner, A. (2007). Factors Affecting Employee Use of Work-Life Balance Initiatives. *Journal of Psychology*, 1-12.
- Subramaniam, G., Maniam, B., & Overton, J. (2015). Flexible Working Arrangements, Work Life Balance and Women in Malaysia. *Social Science and Humanity*, 1-6.
- Subramaniam, G., Tan, P. L., Maniam, B., & Ali, E. (2013). Workplace Flexibility, Empowerment and Quality of Life. *Procedia - Social and Behavioral Sciences*, 885-893.
- Suhaimi, S. A., Mohamad, M., Seman, K., Nazmi, M., Ismail, N. F., Rahman, N. I., . . . Jafri, W. N. (2018). The effect of workload and role conflict towards work-life balance. *Social & Behavioural Sciences*, 494-500.

- Sukri, S., Asogan, P., & Waemustafe, W. (2015). Factor Influencing Job Involvement in Universiti Malaysia Perlis (UniMAP). *Mediterranean Journal of Social Sciences*, 157-167.
- Suresh, R. (15 November, 2019). *Survey: Malaysian employees are overworked, sleep deprived, unhealthy*. Retrieved from New Straits Times:
<https://www.nst.com.my/news/nation/2019/11/539026/survey-malaysian-employees-are-overworked-sleep-deprived-unhealthy>
- Syed, S., Ahsan, R., Jabran, A., Wasiq, E., Ihsan, U., & Syed, N. (2011). Workload and Performance of Employees . *Interdisciplinary Journal of contemporary research in business*, 256-276.
- Talukder, A., Margaret, V., & Aila, K. (2018). Supervisor support and work-life balance: impacts on job performance in the Australian financial sector . 1-34.
- Tay, R. (8 August, 2019). *Workers in Kuala Lumpur have the worst work-life balance in the world and the most overworked*. Retrieved from Business inside:
<https://www.businessinsider.my/workers-in-kuala-lumpur-have-the-worst-work-life-balance-in-the-world-and-theyre-also-one-of-the-most-overworked/>
- Tews, M. J., & Michel, J. W. (2013). The Impact of Coworker Support on Employee Turnover in the Hospitality Industry. *Group & Organization Management*, 630-653 .
- Tews, M., Michel, J., & Ellingson, J. (2013). The Impact of Coworker Support on Employee Turnover in the Hospitality Industry. *Group & Organization Management* , 38(5) 630–653 .

- Thoits, P. A. (1995). Stress, Coping, and Social Support Processes: Where Are We? What Next? *Health and Social Behaviour*, 53-75.
- Thomas, L., & Ganster, D. (1995). Impact of Family-Supportive Work Variables on Work-Family Conflict and Strain: A Control Perspective. *Applied Psychology*, 6-15.
- Times, N. S. (1 May, 2018). *Work-life balance and productivity*. Retrieved from New Straits Times: <https://www.nst.com.my/news/nation/2018/05/364136/work-life-balance-and-productivity>
- Tucker, M. K., Jimmieson, N. L., & Bordia, P. (2016). Supervisor Support as a Double-Edged Sword: Supervisor Emotion Management Accounts for the Buffering and Reverse-Buffering Effects of Supervisor Support . *International Journal of Stress Management*, 1-30.
- Valcour, M., Ollier-Malaterre, A., Matz-Costa, C., Pitt-Catsouphes, M., & Brown, M. (2011). Influences on employee perceptions of organizational work–life support: Signals and resources. *Vocational Behavior*, 588-595.
- Veenhoven, R. (1991). Is Happiness Relative ? . *Social Indicators Research*, 1-34.
- Victor, L. D. (2015). Quality of Work Life on Employees Job Involvement and Affective Commitment with Special Reference to Private Banks in Batticaloa District. *International Research Conference*, 41-51.
- Walsh, B. (26 March, 2020). *BBC Future*. Retrieved from Covid-19: The history of pandemics: <https://www.bbc.com/future/article/20200325-covid-19-the-history-of-pandemics>

- Waumsley, J. A., Houston, D., & Marks, G. (2010). What about Us? Measuring the Work-Life Balance of People Who Do Not Have Children. *Review of European Studies*, 3-17.
- Winter, B. (2011). The F distribution and the basic principle behind ANOVAs. *Tutorial*, 1-18.
- Wong, L. Z. (7 August, 2019). *KL lowest among 40 cities in terms of work-life balance*. Retrieved from The Star:
<https://www.thestar.com.my/lifestyle/living/2019/08/07/kl-ranks-lowest-among-40-cities-in-terms-of-work-life-balance>
- Wong, p., Bandar, N. F., & Saili, J. (2017). Workplace factors and work-life balance among employees in selected services sector. *International Journal of Business and Society*, 677-684.
- Wu, L., Rusyidi, B., Claiborne, N., & Mccarthy, M. L. (2013). Relationships between work – life balance and job-related factors among child welfare workers. . *Children and Youth Services Review*, 1447-1454.
- Yoon, J., & Thye, S. (2000). Supervisor support in the work place: Legitimacy and Positive affectivity. *Social Psychology*, 295-316.
- Zedeck, S. (1992). Work, Families and Organizations. In J. Wiley, *Human Resources Management* (pp. 271-277). Francisco: Jossey-Bass.

- Zhou, J., & George, J. (2001). When job dissatisfaction leads to creativity: encouraging the expression of voice. *Academy of Management Journal*, 683-96.
- Zikmund, W. (2003). *Business Research Methods*. South-Western: Thomson.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business Research Methods*. South-western: Cengage Learning.
- Zohrabi, M. (2013). Mixed Method Research: Instruments, Validity, Reliability and Reporting Findings. *Theory and Practice in Language Studies*, 254-262.
- Zuhaida, A. (2013). Work Life Balance And Organisational Commitment Of Secondary School Teachers In Kubang Pasu District. 1-95.



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				

Universiti Utara Malaysia

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



UUM

Item Statistics

Universiti Utara Malaysia

	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

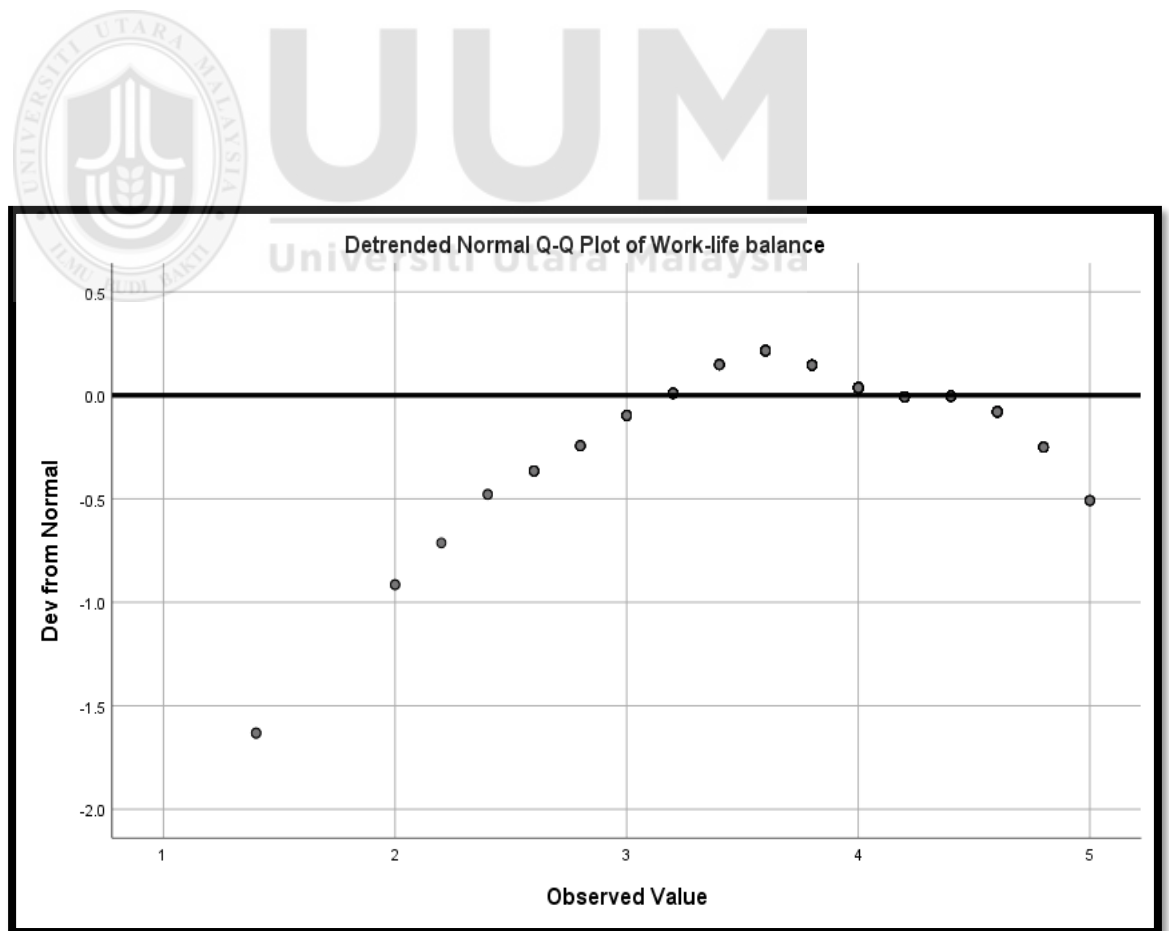
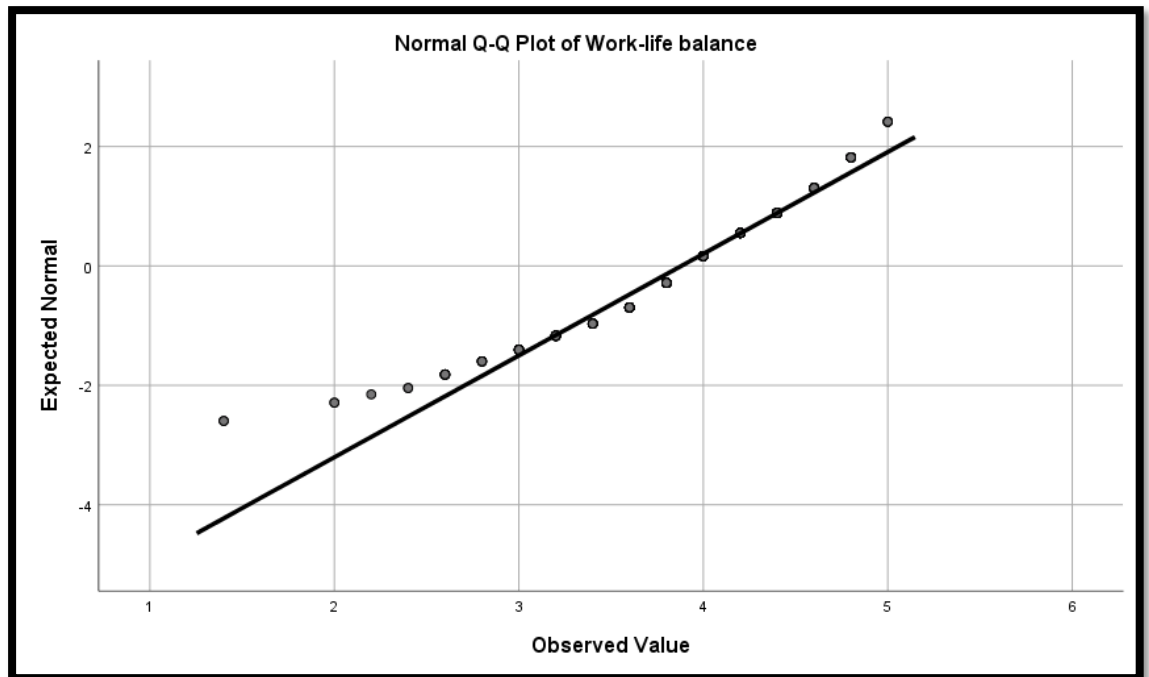
APPENDIX G – NORMALITY TEST

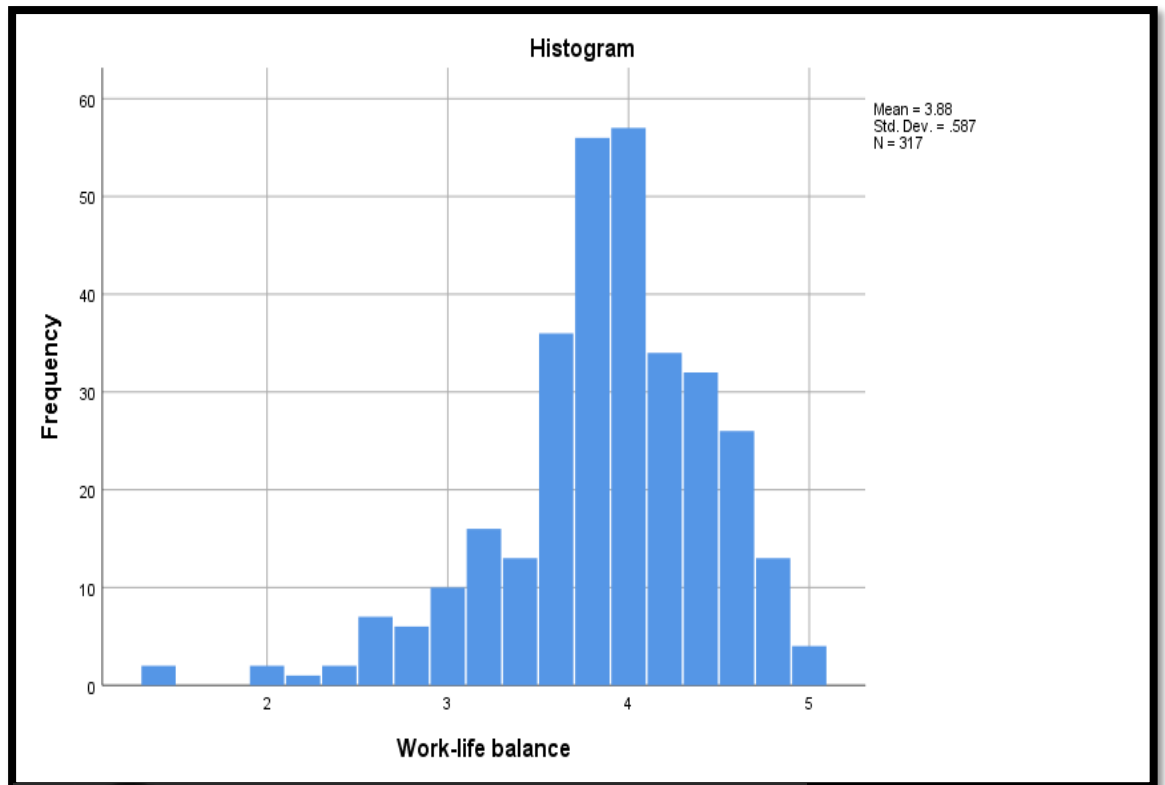
Descriptives

		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





UUM
Universiti Utara Malaysia

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