



**BACHELOR IN OFFICE SYSTEMS  
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**THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND  
EMPLOYEES' WELL-BEING AMONG THE EMPLOYEES AT  
THE IMMIGRATION DEPARTMENT OF KUCHING**

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SEMESTER SEPTEMBER – DECEMBER 2018**

## **ABSTRACT**

The main purpose of this study is to identify the relationship between work-life balance and employees' well-being. This study is conducted at the Immigration Department of Kuching where 80 participants responded to the questionnaires. The result of this study finds that there is large strength of relationship between work-family conflict and employees' well-being ( $r=.514$ ) meanwhile there is no relationship between family-work conflict and employees' well-being ( $r=.020$ ). Based on the results, it shows that employees at the Immigration Department of Kuching felt that only work-family conflict influence employees' well-being. Therefore, it is recommended for the organization to provide proper training to their employees and as for the employees they should have more control over their schedules.

## **ACKNOWLEDGEMENT**

The researchers would like to thank most sincerely to the supervisor Miss Angie Edward, for her support encouragement and guidance throughout the writing of the research proposal.

Sincerest appreciation is also addressed to Dr. Norlina, for her advice and encouragement.

An extension of gratitude to Madam Affidah Morni, as the co-supervisor for her guidance in the thesis. Not forgetting, Mr. Abang Sulaiman Abang Naim, for assisting us to questionnaire for the study and also the family and friends for their support.

Last but not least, the researchers would like to thank the supporting staffs of Immigration Department of Kuching who have participated in this study.

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## CHAPTER 1

### INTRODUCTION

#### **Background of the Study**

Work-life balance (WLB) is a key concern on everyday written, debate or spoken communication (Talukder & Haque, 2016). WLB is not a new topic.

WLB has gained attention in Western and Asian countries. Examples of Asian countries are Malaysia, South Korea, Singapore, Indonesia, Vietnam and India. Past researchers stated that Asian workers are more stressful than the Westerners as WLB can cause the pressure of social changes and the rise in the competition due to economic globalization (Lu, 2015).

Family is the most important aspect in human's quality of work life (Colichi *et al.*, 2016). The researchers further predicted that working during time-off will have negative relationship impact between daily family-work conflict and daily well-being (Nohe *et al.*, 2013). However, work and family duties have become a part of daily routine for an individual. Workers who are married need to offer their time and commitment to perform their work and family responsibilities. Multiple roles will affect the existence of work-family conflict (WFC) that contributes to problems occurring in working place (Bakar & Salleh, 2015). Additionally, high level of

family-work conflict (FWC) will decrease life satisfaction and increase the depression (Li, 2015).

Overall, WLB focuses on the imbalance of the employees between their work and family commitments which will cause arising conflicts between family and work as an implication for the workers (Gabriel, 2018).

### **Problem Statement**

Work place has a strong impact on one's mental health and well-being. So, work-life balance is very important for the employees (Awani, 2017). Work-life balance affects the employees' well-being. This research will study the well-being of employees by measuring family satisfaction, work satisfaction and psychological health of employees (Kluczyk, 2013).

Work and family are two of the most important things in people's life and cannot be simply separated (Nurnazirah Jamadin, Samsiah Mohamad, Zurwina Syarkawi, Fauziah Noordin, 2015). To choose which is the most important between the two is difficult. Like other countries, Malaysia is also having issues with work-family conflict. At present, the number of dual-earner families in Malaysia has increased from 7,421.8 people (2010) to 8,410.1 people (2013), (Department of Statistics Malaysia, 2013). The Former General Director of Public Services Department (PSD), Tan Sri Mohamad Zabidi Zainal stated in his speech at the launching ceremony of Psychology Open Day 2014 that employees in the public sectors have to face the increasing pressure if they want to perform well in the services of the Malaysia's public system. The increase of workload will affect the level of stress in employees (Zakaria & Ismail, 2017). Malaysian employees especially married couples have many roles that they need to balance between roles at

work and family. This will cause the rise in work-family conflicts which will affect their well-being (Zakaria & Ismail, 2017).

The negative effect of high work-family conflict may cause high absence, lateness, little commitment, and loss of talented employees in an organization (Jamadin *et al.*, 2015). So, this high work family conflict among Malaysians can affect the individual's mental, physical fitness and performance of an organization (Zakaria & Ismail, 2017). Psychological health problems among Malaysians are usually stressful when it comes to work matter. Workload can affect the work-life balance of the employees. They have to spend their time more on work and work overtime. Regus's latest online survey in 2017 stated that 70% of Malaysian workers are having stress-related illnesses caused by global economic challenging condition (Zakaria & Ismail, 2017).

In Malaysia, 60% of Malaysian employees felt that they did not have time to spend with their family and some who were not satisfied with this problem would leave their workforce to spend their time with family (Teng, 2017). For dual-earner who wants to overcome the high cost of living, it is another cause factor that causes high work-life balance (Teng, 2017). This has caused family satisfaction of Malaysian's employees low because they have high work-life balance.

This study is conducted to identify how work-life balance is affecting the employees' well-being.

### **Research Objective**

To identify the relationship between work-life balance and employees' well-being among the employees at the Immigration Department of Kuching.

### **Research Questions**

1. Is there any relationship between work-family conflict and employees' well-being?
2. Is there any relationship between family-work conflict and employees' well-being?

### **Limitation**

The limitation of this study is it only focuses on the supporting staff of Immigration Department of Kuching. Therefore, the results of the study may vary or be different depending on the nature of business and the company type. The method that will be used to collect the data at Immigration Department of Kuching is by distributing questionnaires to the supporting staff.

### **Significance of the Study**

#### For the Body of Knowledge

Work-life balance has been reflected as vital in many sectors for forming and sustaining the well-being of employees' culture. Individuals cannot be effective at work if they are not able to manage their personal lives, as their well-being is poor. It is very important for all organizations to know those factors that may affect their employees' work life and well-being in order to enhance the organization level of performance. This study contributes to the existing body of knowledge by giving an insight into the relationship that exists between work-life balance and well-being among the employees.

#### For Employees/Practitioners

The findings of this study will benefit the organization because they focus on the relationship between work-life balance and well-being of the employees. Apart

from the management team in the organization, this study will benefit many human resource practitioners in surveying its employees' well-being level and factors that influence it. By understanding the source of the problem, ultimate ways and solutions to reduce the effects towards employees' well-being to the organization can be carried out.

#### For Future Researchers

Finally, the contribution of this study is expected to be a great reference for future researchers. This study can guide the future researchers to the insights of the relationship between work-life balance and well-being of employees.

### **Definition of Terms**

#### Work-Life Balance

According to Dalal (2016), the term "work-life balance" is a catch-all term for measuring work hours, accessibility and leave policies. But in reality, it is defined differently by regions and generation. In Asia-Pacific, work-life is commonly an indirect term for balancing work with family time. However, many parts of the western world, family is not permanently narrowed to married couples who care for the children only. In Asian societies, for larger joint families, it is a common thing for them to balance their work with family time. In order to carry out familial commitments, it may have equal or greater importance to social activities.

#### Work-Family Conflict

Work-family conflicts refer to an incompatibility in the roles that have been set upon individuals. All social structures like firms or families are linked with obligations that determine each person's responsibilities. The purpose of work-family

conflict is also to make sure the functioning of such structure (Rhnima & Pousa, 2017).

#### Family-Work Conflict

Based on the Mansour and Tremblay (2016) study, family responsibilities refer to family bonds that go beyond children that include also individuals or couples who have their responsibilities towards their own aged parents or spouse, siblings or relatives. Family-work conflict also refers to a form of inter-role conflicts that have the prevalent demands of time devoted to, and pressure created by the family intervening with performing work-related responsibilities.

#### Employees' Well-Being

The definition of well-being becomes wider which includes multiple components that lead to employee satisfaction in all areas of life such as work, relationships, job satisfaction, and psychological health (Casey, 2016).

#### Job Satisfaction

Zafar-Uz-Zaman Anjum (2014) defines job satisfaction as the amount of achievement and happiness that an employee develops from its job. Job satisfactions will be the prime output of your job if you are sincere in performing your job. However, there will be an opposite situation if you are not in comfort with your placement.

#### Psychological Health

According to the World Health Organization (2014), mental health is defined as a state of well-being in which every individual realizes his or her potential. They can cope with the normal stresses of life. Next, they can also work productively and fruitfully. Lastly, they are able to make contribution to his or her community.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **Introduction**

##### Work-Life Balance

The main purpose of conducting this study is to investigate the relationship between work-life balance and employees' well-being. Work-life balance is known as a concept that advocates the determination of employees to split their time and energy between work and also other essential aspects of their personal lives. It is an employee's daily effort to make some time for their family, friends, community participation, personal growth, self-care, and other personal activities, along with the needs of the workplace (Heathfield, 2018). Work-life balance refers to the way people behaving when they manage time between their jobs and other activities, such as family, personal pursuit, and community involvement (Smith *et al.*, 2016).

Work-life balance helps to reduce the stress of employees at workplace. This is because when they spend most of their days at workplace, it makes them feel as if they fail to take care of other important parts of their lives. It will cause them feeling stress and unhappy. So, work-life balance is important in order to enable employees to feel as if they are prioritizing all the important aspects of their lives. Thus, in this study, the researchers wanted to see how work-life balance would affect employees' well-being.

As for the employees' well-being, the researchers were only interested in two areas which are job satisfaction and psychological health.

Employees' well-being does not only involve employees' happiness, but also their satisfaction and quality towards life and work (Huang *et al.*, 2016). Therefore, organization needs to remember that an employee's overall well-being includes all aspects of his or her life, not just at the workplace. So, an organization needs to create an environment that can encourage employees to flourish and achieve their potential for the benefit of themselves and the organization.

Job satisfaction is a collection of positive actions, attitudes, and opinions that employees show towards their job at the workplace (Mehradh & Zangene, 2017). Job satisfaction is a pleasurable emotional state of a person's feeling about his or her job and also realizing the satisfaction of the important values of their job.

People with high level of well-being will be more positive to work-related results and experiences of positive emotions and pleasant moods. It will make them to feel more active when pursuing their goals. They will also effectively confront challenges and make assertive decisions. Thus, their colleagues and the organization will benefit from their positive well-being in which they can work together efficiently and improve relationship (Liu *et al.*, 2017).

According to Cheprasov (2017), positive psychological health involves normal emotional, behavioural and social maturity to a healthy state of a person. It means that they can function normally in the public or society and also during everyday event. They will have good emotional, behavioural, and social health which refers to how they feel inside out, how they act when doing something, and how they interact with others. Thus, employees with a healthy mental well-being will lead them to have a



work-life balance in which they would have both positive minds and behaviours that help them perform better at workplace and spend time with their family.

### **Work-Family Conflict on Employees' Well-Being**

Greenhaus and Beutell (1985) define work-family and family-work conflicts as “*a form of friction in which role pressures from work and family domains are mutually incompatible in some respects*”. Work-family conflict occurs when role responsibilities from work and family areas are mismatched (Greenhouse, 1985). Work-family conflict is where the job interferes with the family activities (Richard G. Netemeyer, 1996) . According to Somroo (2018), work-family conflict is a type of inter-role conflict in the aspect of negative spill over from work-to-family areas. It influences the degree of stress on the employees. It causes them stress when employees have to spend more time working. This is because they have less time available for the family. The many roles petition by the family cause a lot of conflicts of pressure that affect employee’s work (Sabila *et al.*, 2016).

There are three major forms of work-family conflict which are time-based conflict, strain-based conflict and behaviour-based conflict (Greenhaus, 1985). Any character appearances that affect one’s time, strain and behaviour can cause a conflict between one’s role with the other role. Time-based conflict is when too much work and schedule conflict involved at the same time (Pleck, 1980) that causes difficulty for an employee to focus to fulfil his necessities in one role. Strain-based conflict is when there is exhaustion that affects one’s work (Pleck, 1980). Behaviour-based conflict is the behaviour of expectation which is not the same with the behaviour in another role (Greenhaus, 1985).

By using the multi-dimensional method to work-family conflict takes both work-family conflict and family-work conflict. Then, there are major forms of work-family conflict which are time-based conflict, strain-based conflict and behavior-based conflict. Thus, work-family conflict can give more knowledge of worker's experience misrepresenting work and family demands (Houliort *et al.*, 2017).

Work-family conflict is the main factor of well-being, so it is important to understand how it affects individual well-being develop overtime (Matthews *et al.*, 2014). Almost every day, employees are struggling in managing both work and family (Pluut *et al.*, 2018). Based on Malgorzata Kluczyk's (2013) study, employees' well-being deals with work satisfaction, psychological health and family satisfaction.

### **Family-Work Conflict on Employees' Well-Being**

Conflict was first illustrated in ancient Greek Literature as "*Ago*" and the researcher stated conflict as "*a state of disagreement between persons or ideas*". So, the misalliance of equally demand of family and work led to either work-family conflict or family-work conflict. Family-work conflicts are due to the effect of family work responsibilities (Khan, 2017).

Job satisfaction is affected by a few factors such as individual factors and environmental factors. Individual factors can be age, gender, work experience, occupation, level of education or/and personality while environmental factors, concern pay, promotion, opportunities, working conditions, the nature of work and employees' institution. Almost 70% individuals spend their day at the working place will have job satisfaction because the individual's satisfaction with what the individual does will contribute to positive attitude outcomes towards their job and raise the level of his or her performance in the working place (Erdamar & Demirel,

2016). The degree of job satisfaction is viewed as a traditional yardstick of an employee's well-being and low job satisfaction seems to be the yardstick of withdrawal behaviour such as absenteeism (Lee-Peng Ng *et al.*, 2016).

Work environment can be influenced by home as well. Studies have shown that health and well-being of workers are affected by the FWC. The study stated that work can interfere with family and family can interfere with work (Demirel, 2014) According to Clark (2000), "the satisfaction and good functioning both at work and home with minimal role conflict" are the balance between work and the life of domains. In addition, the increasing of female labor force especially married women will face complications of balancing their working life and household responsibilities (Aazami *et al.*, 2015).

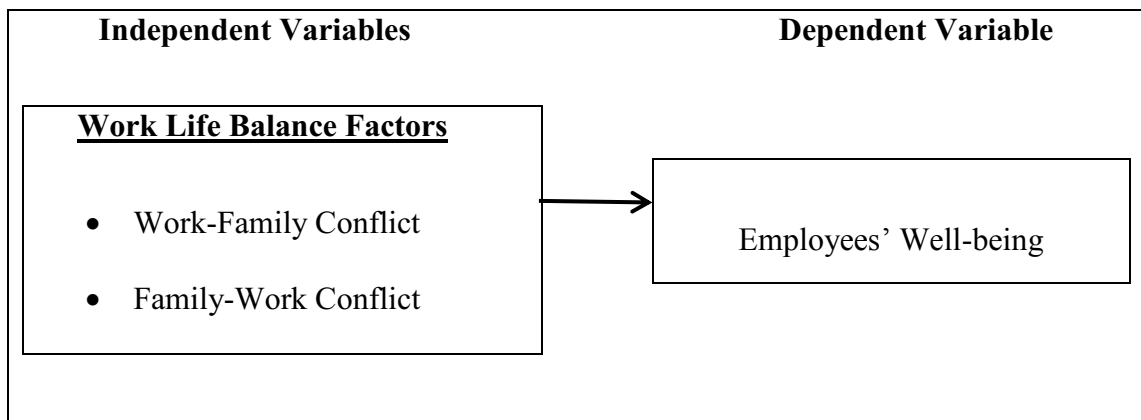
An individual with mental problems is also associated with family problems and dissatisfaction in the workplace. According to Utusan Malaysia (2013), 50% of the employees comprise women and 70% of the percentage are married and in 2012, 56,760 divorces were recorded. Statistical studies in 2011 showed that every 15 minutes, they will be cases of divorce or three Muslim couples divorced for every three hours in Malaysia. This is due to stress among the couples in which they failed to balance between career and home responsibilities. In the nutshell, it will affect their health (Sharifah, 2016).

Occupation well-being is interconnected with all aspects of working life which forms the quality and safety of the physical environment to how employees feel about work, their working environment, the climate at workplace and work organization. Well-being is more than an avoidance of becoming physically sick which involves making an environment to promote a state of contentment that allows workers to

flourish and achieve their full potential for the advantage of themselves and the organization (Oludeyi & Olajide, 2016).

A review of past studies about personal and work life suggested that strain balancing of work with family responsibilities will have negative results that will cause suicide and depression (Khamisa *et al.*, 2017).

### Conceptual Framework



*Figure A Conceptual Framework of the relationship between work-life balance factors and well-being among employees of Immigration Department of Kuching Adapted from (Kluczyk, 2013).*

The conceptual framework as shown in Figure 1 is the factors that cause well-being effect among employees of Immigration Department of Kuching. The well-being effect among employees is identified by several independent variables under the work-life balance which are work-family conflict and family-work conflict.

## **CHAPTER 3**

### **METHODOLOGY**

#### **Introduction**

This chapter describes the methodology that the researchers used in this study. The purpose of the study is to identify the relationship between work-life balance and employees' well-being among supporting staff of Immigration Department of Kuching. This chapter elaborates the research design, sampling frame, population, sampling technique, sampling size, unit of analysis, data collection procedures, instrument, validity and reliability instrument, pre-test and data analysis.

#### **Research Design**

Correlation research is the research design that has been used to complete this study. Salkind (2014) stated that a correlation research studies the relationship between variables. Salkind (2014) also stated that the correlational research is to measure the strength point of the relationship between variables. This study is a non-experimental research. So, the correlation can be either positively or negatively correlated.

#### **Sampling Frame**

Sampling frame refers to a list of population that can be used as a sample for the study. Salkind (2014) explained that the use of sampling frame can ensure the study to

be completed within the time planned and the use of proper sampling techniques gave an exact outcome. A sample refers to a small group which is selected from the population. The selected respondents were the employees that are working at Immigration Department of Kuching.

### **Population**

Salkind (2014) stated that population is a set group of people or entities to which findings are to be discovered. The population refers to individuals that take part in the study. For this study, the population consisted of 101 employees of Immigration Department of Kuching.

### **Sampling Technique**

Sampling is a method of selecting an adequate number of elements from the population. Thus, a study of the sample and understanding of its characteristics would make it possible for the researchers to simplify such properties or characteristics to the population elements. In the process of sampling, the researchers are selecting some elements of the population as the subjects of the sample. The sampling techniques are classified into probability sampling and non-probability sampling. Methods of probability sampling are simple random, stratified, systematic, cluster, and multistage cluster sampling. Meanwhile, non-probability are convenient, judgement, quota, and snowball sampling (Kumar *et al.*, 2013). For this study, the researchers will use non-probability sampling method which is convenient sampling. It refers to the collection of information from members of the population who have agreed to provide it.

### Sample Size

Sample size is the technique of selecting the number of focused population to be included in a sample (Singh & Masuku, 2014). The size of the population in an organization will help determine the sample size. For this study, the researchers would use Krejcie and Morgan (1970) sample size table in order to determine the sample. The total number of employees for all departments in Immigration Department of Kuching is 101. Therefore, the researchers will take the closest population of the sample size which is 80.

**TABLE 3. 1**

*Convenient Sampling Technique*

<b>Department</b>	<b>Population</b>	<b>Calculation</b>	<b>Number of Respondents</b>
Human Resources	N=19	19 x (80/101)	16
Finance	N=17	17 x (80/101)	13
Competency and Training	N=16	16 x (80/101)	13
Acquisition and Asset	N=15	15 x (80/101)	12
ICT	N=17	17 x (80/101)	13
Development	N=17	17 x (80/101)	13
<b>TOTAL</b>	101	<b>TOTAL</b>	80

### Unit of Analysis

The unit of analysis is an important element that you examine in your study. It is the “what” or “who” is being considered. The unit of analysis is the basic things the researchers study to make rundown descriptions and clarify the differences among

them (Trochim, 2006). In this study, the unit of analysis consisted of 101 supporting staff of Immigration Department of Kuching.

### **Data Collection Procedures**

There are many techniques that can be used to collect data in a correlational research study. There are interviews, observations, scales, questionnaires and physiological measurement. For this research study, the researchers used the questionnaires method. The reason for the researchers to use the questionnaires as the researcher's collection method was because it is the easiest way to collect data and also the least expensive. The researchers designed and decided to use the questionnaires on the previous research study carried out in relevance to the topic which is on the relationship between work-life balance and employees' well-being. Next, to test the reliability of the questionnaires, the researchers conducted a pre-test study. The last step was to collect the questionnaires distributed to the staff Immigration Department of Kuching before analysing them using the SPSS software version 25.

**TABLE 3. 2**

*Data Collection Procedures*

Week	Procedures	Comments
Week 1 3 September 2018	Conducted a pilot- test study	Distributed 10 questionnaires to any selected supporting staffs
Week 2 10 September 2018	Distributed questionnaires	The actual research was conducted by distributing the questionnaires to the supporting staff at Immigration Department

(Table continued)



Week 3 17 September 2018	Collected questionnaires	of Kuching Sarawak Collected the distributed questionnaires from Immigration Department of Kuching
Week 4 24 September 2018	Second collection for the misplaced questionnaires	Collected the questionnaires that were misplaced by the supporting staff of Immigration Department of Kuching.

### **Instrument**

The questionnaire was used as the primary instrument for this research and it was distributed to the supporting staff of Immigration Department of Kuching. The questions consisted of three sections. For Section A, the questions focused on seven general demographic variables such as gender, age, marital status, number of children, age of children, details on taking care of any elderly relatives, employment status, number of hours paid employment, work sectors and job roles.

For Section B, there were 10 questions which focus on work-family conflict and family-work conflict variables. This section uses the Four-point Likert scale which represents, “1=strongly disagree” “2=disagree” “3=agree” “4=strongly agree”. For Section C, the 13 questions focus on the employees’ well-being.

### **Validity and Reliability of Instruments**

The validity of instrument is to measure the accuracy of the questions in the questionnaire before it is distributed to the respondents. There are two types of validity that were used in this study which are content validity and face validity. The

content validity will be tested by an expert as to make sure that the items match to what the researchers wanted to study. The expert has to be a person who has the background of Human Resource Management. Face validity was done through brainstorming and discussion. The experts are the lecturers of UiTM Kota Samarahan which are Mr. Abang Sulaiman bin Abang Naim for content validity, Miss Angie Edward for face validity as the supervisor, and Madam Affidah Morni as the co-supervisor.

Therefore, a pilot test study was conducted to test the reliability of the questionnaires after it has been developed. The purpose of this study is to know whether the respondents were able to understand the questions and find out the length of time needed to answer the questionnaires in real time. 10 respondents from the same background were needed to complete the pilot test. The questionnaires were collected right after the respondents answered the questionnaires.

### Plan for Data Analysis

**TABLE 3.3**

*Plan for Data Analysis*

<b>Research Objectives</b>	<b>Concept / Construct</b>	<b>Research Questions</b>	<b>Scale</b>	<b>Statistic</b>
To identify the relationship between work-life balance and employees' well-being.	Work-life balance can be defined as a concept that supports the efforts of employees to split	<b>RQ1:</b> Is there any relationship between work-family conflict and employees' well-being? <b>RQ2:</b> Is there any	Interval	Pearson Correlation

(Table continued)

	their time between work and family.	relationship between family-work conflict and employees' well-being?		
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## CHAPTER 4

### FINDINGS AND DISCUSSION

#### Introduction

This chapter focuses on the findings and discussion of the research. The findings were analyzed using Statistical Package for Social Science (SPSS) version 25. This chapter focuses on the analysis of the findings for the descriptive statistics, normality test, reliability test and correlation. The aim of this chapter is to present the analysis of the relationship between the variables.

#### Rate of Survey Return

The questionnaires were distributed to the employees at the Immigration Department of Kuching. 80 questionnaires were distributed and all distributed were returned to the researcher. Hence, the response rate is 100%.

**TABLE 4. 1**

*Rate of Survey return*

	Number/Frequency
Questionnaires distributed	80
Questionnaires returned	80
Response Rate	100%

### **Demographic Profile of the Respondents**

Table 4.2 below shows the demographic profile of the respondents. For the gender variable, female respondents (60%) were found to be more than the male respondents (40%). For the age variable, most respondents were within the range of 36 to 45 years old (48.8%) and least respondents of 2.5% were within the age of 18 to 25 years old. As for the marital status, it is found that married respondents of 61 (76.3%) were more than the single status respondents (23.8%)

The next variable on children's detail, 62.5% responded that they have children whereas 37.5% responded having no children. For item on the number of children, 21 (26.3%) married respondents have 2, and 3 and above children. Meanwhile, 30 married and single respondents (37.5%) responded having no children. 8 (10%) married respondents responded they have only 1 child.

The next variable on looking after elderly relatives' detail, 56 (70%) responded that they take care of the elderly relatives meanwhile 24 (30%) responded they do not. The last variable on working experience, majority of the respondents (53.8%) have 10 years and above experience and only 3 (3.8%) having less than 1 year experience.

**TABLE 4. 2***Demographic Profile of the Respondents*

Demographic Data	N	Frequency	Percentage(%)
<b>Gender</b>			
Male	80	32	40
Female	80	48	60
<b>Age</b>			
18-25	80	2	2.5
26-35	80	23	28.7
36-45	80	39	48.8
46-55	80	12	15.0
56 and above	80	4	5.0
<b>Marital Status</b>			
Single	80	19	23.8
Married	80	61	76.3
<b>Details on children</b>			
Yes	80	50	62.5
No	80	30	37.5
<b>Details on number of children</b>			
1	80	8	10.0
2	80	21	26.3
3 and above	80	21	26.3
No children	80	30	37.5
<b>Details on look after any elderly relatives</b>			
Yes	80	24	30.0
No	80	56	70.0
<b>Working experience</b>			
Less than 1 year	80	3	3.8
1 -5 years	80	9	11.3
5-10 years	80	25	31.3

(Table continued)

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10 years and above	80	43	53.8
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**Data Cleaning and Screening Data**

It is important to check the data to look for any errors that may occur before you can start to analyze the data. There are 3 steps involved in data screening. The first one is checking for errors, then finding the errors in the data files and lastly correcting the data. There are two ways on how to look for errors in the data set which are through visual and descriptive statistics. For this data set, no missing data were found. Furthermore, the N is equal to 80.

**TABLE 4.3**

*Data Cleaning and Screening Data*

---

							How long	
				Marital	If you are	If yes how	Do you	have you
		Gender	Age	status	married	many	look after	been
				children	do you	children	any	working
				have any	do you	elderly	with your	employer
				children	have	relatives	employer	
N	Valid	80	80	80	80	80	80	80
	Missing	0	0	0	0	0	0	0

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**Descriptive Analysis**

After making sure there were no errors in the data file, the next step was to carry out the descriptive analysis. Descriptive statistics describes the characteristics of the sample in the method section of report, checks if there is any violation to the variables, and addresses specific research questions. The mean and standard deviation

are measured using the Four Point Likert scale.. The Likert scale is rated from 1 to 4 which consists of scale 1 Strongly Disagree, scale 2 Disagree, scale 3 Agree and scale 4 Strongly Agree. Based on Table 4.4 below, it shows that most respondents agreed to family-work conflict questions with the mean of 3.14 and standard deviation of 0.65. The second highest is the work-family conflict questions with the mean of 3 and standard deviation of 0.80. Employees' well-being questions show the result of mean 2.95 and standard deviation of 0.44.

**TABLE 4. 4**

*Descriptive Analysis*

Variables	Mean	Standard Deviation
Work-Family Conflict	3	.797
Family-Work Conflict	3.14	.651
Employees' Well-being	2.95	.445

**Normality Test**

The purpose of normality test is to know whether the data is normal or not. There are two methods that can be used to test the normality which are through Skewness and Kurtosis values using the descriptive analysis and second using Explore in descriptive statistic.

According to Pallant (2009), Skewness and Kurtosis should be between -2 and +2. Based on the results in Table 4.5, it shows that the data for all the variables are normal. For the work-family conflict, the value for Skewness is -.654 and for Kurtosis .303. Meanwhile, for the family-work conflict, the value is -.587 for Skewness and .910 for Kurtosis. For the employees' well-being, the value is -.760 for Skewness and



2.04 for Kurtosis. The data are normal because the result for Skewness and Kurtosis was between -2 and +2.

**TABLE 4.5**

*Normality Test*

Variables	Skewness	Kurtosis
Work-Family Conflict	-.654	.303
Family-Work Conflict	-.587	.910
Employees' Well-being	-.760	2.04

**Reliability Test**

The objective of the reliability test is to check whether the items are reliable or not for further analysis. According to Allen and Bennett (2010) if the value of Cronbach's Alpha is around 0.90 and above, it is ideal and if the value is above 0.70, it is considered acceptable. Based on Table 4.6, it shows that all the variables have ideal and acceptable value for the reliability test. The work-family conflict recorded the pilot test value of .837 while the actual test is .959 and both are considered ideal. Family-work conflict shows the pilot test value of .933 and the actual test is .903 which is an ideal value. Meanwhile, for the employees' well-being, the pilot test value is .631 which is at poor value according to Sekaran and Bougie (2013) however, the actual test is .849 and it is a good value.

**TABLE 4. 6***Reliability Test*

Variables	No. of Item	Pilot Test	Actual Test
Work-Family Conflict	5	.837	.959
Family-Work Conflict	5	.933	.903
Employee's Well-being	13	.631	.849

**Correlation**

The objective of the correlation test is to describe the strength, direction, and significance value between two variables. The correlation can be run because the normality test for this data is normal. The method used was Pearson Product-Moment Coefficient. This can range from -1.00 to 1.00. According to Cohen (1988), the following guidelines can be used to interpret values between 0 and 1, ( $r=.10$  to  $.29$  or  $r=-.10$  to  $-.29$ ) small strength of relationship, ( $r=.30$  to  $.49$  or  $r=-.30$  to  $-.49$ ) medium strength of relationship and ( $r=.50$  to  $1.0$  or  $r=-.50$  to  $-1.0$ ) large strength of relationship.

Based on the result shown in Table 4.7, work-family conflict has a large strength of relationship with employee's well-being with the result  $r= .514^{**}$ . Family-work conflict shows no relationship with employees' well-being with the result  $r=.020$ .

**TABLE 4. 7***Correlation*

Variables	1	2	3
Work-Family Conflict	1	.305**	.514**
Family Work-Conflict	.305**	1	.020
Employees' Well-being	.514**	.020	1

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

## Discussion

### Research Question 1:

**Is there any relationship between work-family conflict and employees' well-being among employees of the Immigration Department of Kuching?**

Based on the result of the findings, work-family conflict has a large strength of relationship with the employees' well-being with  $r=.514^{**}$  correlation with the employees' well-being. This means that employees of the Immigration Department of Kuching felt that factors in work-family conflict gave the most impact to the employees' well-being. The findings of this study are supported by the previous research by Somroo (2018) in which he stated that work-family conflict is a type of inter-role conflict in the aspect of negative spill over from work-to-family areas. It influences the degree of stress on the employees. It causes them stress when employees have to spend more time working. This is because they have less time available for the family.

Based on the demographic profile of the respondents, it shows that most of the respondents are married with the percentage of 61% as compared to respondents with single status (19%). Based on the result, this means that respondents agreed that their work life did influence their time for family and this affected their well-being.

### **Research Question 2:**

#### **Is there any relationship between family-work conflict and employees' well-being among employees of the Immigration Department of Kuching?**

Based on the result of the findings, it shows that there is no relationship between family-work conflict and employees' well-being among employees of the Immigration Department of Kuching with the correlation result of  $r=0.20$ . A previous study by Demirel (2014) stated that work can interfere with family and family can interfere with work. Employees' health and well-being are affected by the family-work conflict. However, the findings of this research on relationship between family-work conflict contradict with the previous research.

As shown in the demographic profile of the respondents, on working experience, 43 respondents responded having experience for 10 years and above. This may be one of the factors why there was no relationship between family-work conflict and employees' well-being. Employees with more than 10 years of experience usually know how to control and manage their work and family responsibilities. They know what they are supposed to do in order to prevent stress. They also make sure that they are being professional at their work and problems do not affect their work responsibilities.

Furthermore, based on the results gathered from the demographic profile of the respondents, 80 respondents of them, only 24 respondents are looking after their

elderly relatives. Meanwhile, 54 respondents responded not having to look after any elderly relatives. Adults that have to look after any elderly relatives would find themselves having more responsibility as compared to those who do not. It is also discovered that there is quite high percentage (37.5%) of respondents that having no children. This also may be one of the factors why there is no relationship between family-work conflict and employees' well-being of Immigration Department Kuching. Adults with no children will find themselves having less stress. Their responsibility is lesser than those who have children.

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATION**

#### **Conclusion**

The demographic findings of this study present the majority of percentage for gender, age, marital status, details on children, details on number of children, details on looking after any elderly relatives and working experience at the Immigration Department of Kuching. For the gender variable, majority of the respondents were females (60%). For the age variable, majority of the respondents (48.8%) were within the age of 36 to 45 years old. Majority of the respondents (76.3%) were married.

The next variable which is on the details of children, 62.75% responded that they have children. For details on the number of children, majority of the respondents (37.5%) responded having no children. The next variable on looking after elderly relatives' details, majority of respondents (70%) responded that they do not look after any children. The last variable on working experience, majority of the respondents (53.8%) have more than 10 years of experience.

In order to find the relationship between the independent variable, work-family conflict and family-work conflict and dependent variable, employees' well-being, the method used was Pearson Product-Moment Coefficient. From the findings, it shows that work-family conflict has a large strength of relationship with employees'

well-being. Meanwhile, family-work conflict shows that there is no relationship with employees' well-being. This implies that most employees of the Immigration Department of Kuching felt that only work-family conflict influenced their well-being rather than the family-work conflict.

### **Recommendation**

These are some recommendations based on the results of the findings. Employees should have more control over their schedules. If they can manage and control their work schedule, the employees are more likely to feel that they have enough time for their families. This can help to minimize the stress level of employees and give them more positive well-being. As for the organization, they can provide proper trainings to their employees. If the employees are well-trained, the less stress they face in order to fulfil their work or responsibilities. Well-trained employees will always have the know-how whenever there are tasks given to them. Other than that, the employer should also provide a better working environment for the employees. For example, provide an ergonomic workplace environment so that the employees feel more comfortable while doing their tasks. At least, this can lessen the employee's stress towards work in which they will feel less burden when they return home.

This study only focuses on the employees of the Immigration Department of Kuching. For future researcher, it is suggested that they conduct a study at a different setting from the Immigration Department of Kuching such as schools or hospitals where employees in these organizations have to deal with many people interactively daily unlike those who work at the office. Teachers have to handle hundreds of

students a day and this is similar to the employees who are working at the hospitals such as nurses who have to handle a lot of patients daily.

In addition, future researchers are recommended to use another method of data collection such as the mail survey. For the mail survey, the researchers just need to send the questionnaires via mail to the organizations. Some of the advantages of mail survey are it is cost effective and not biased because there is no personal contact between the researcher and the respondents. Research that requires many respondents usually use questionnaires method. Furthermore, future researchers can also use a comparative research. Comparative research is a research methodology in the social sciences that aims to make comparisons across different countries or culture. The future researchers can do a comparative analysis between gender or different states such as East Malaysia and West Malaysia with regards to the topic.



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**APPENDIX A: APPLICATION LETTER TO DISTRIBUTE  
QUESTIONNAIRES**

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**KEPADA PIHAK YANG BERKENAAN,**

Jabatan Imigresen Malaysia,  
Jalan Simpang Tiga,  
Bangunan Sultan Iskandar,  
93300 Kuching,  
Sarawak.  
2018

17 SEPTEMBER

Tuan/Puan,

**PERMOHONAN KEBENARAN UNTUK MENGEDARKAN BORANG SOAL  
SELIDIK KAJIAN BAGI PROJEK TAHUN AKHIR**

Perkara di atas adalah dirujuk,

Saya merupakan pelajar tahun akhir bagi jurusan Ijazah Pengurusan Sistem Pejabat (Kepujian), ingin memohon kebenaran untuk mengedarkan borang soal selidik kajian mengenai **Hubungan Antara Keseimbangan Kerja dan Kesejahteraan di Kalangan Pekerja.**

Untuk makluman tuan/puan, salah satu syarat untuk saya lulus semester ini adalah saya dikehendaki untuk membuat satu kajian mengenai mana-mana topik yang bersesuaian dan ia telah mendapat kelulusan daripada penyelia saya. Daripada hasil

dorongan dan sokongan, saya mendapati Jabatan Imigresen Kuching menepati ciri-ciri organisasi yang bersesuaian dengan tajuk kajian saya.

Oleh yang demikian, bagi melengkapkan borang soal selidik yang akan saya edarkan, saya memerlukan sekitar 100-110 orang pekerja untuk mengisi borang tersebut. Bersama ini saya lampirkan surat kelulusan daripada universiti saya untuk membuktikan kesahihan maklumat diri saya sebagai pelajar. Saya juga turut lampirkan contoh borang soal selidik yang akan saya edarkan kepada pekerja atas keizinan daripada pihak tuan/puan.

Dengan ini, saya berharap agar pihak tuan/puan dapat mempertimbangkan permohonan saya dan kerjasama daripada pihak tuan/puan amatlah saya hargai.

Sekian, terima kasih.

Yang Benar,

(Nike Arnella Jalung)

Pelajar Tahun Akhir UITM



**APPENDIX B: CONSENT LETTER**



**FACULTY OF BUSINESS AND MANAGEMENT  
BACHELOR IN OFFICE SYSTEMS MANAGEMENT (HONS)  
Universiti Teknologi Mara (UiTM) Cawangan Sarawak, Kampus Samarahan.**

Dear Respondent,

**PARTICIPATION IN SURVEY: THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND EMPLOYEES' WELL-BEING AMONG EMPLOYEES**

As a final year student of Bachelor in Office Systems Management (Hons), I am conducting a survey on “**The Relationship between Work-Life Balance and Employees' Well-Being**” among employees in this organization.

The purpose of this study is to investigate the relationship between work-life balance and employees' well-being. Therefore, you are invited to participate in this study.

This survey questionnaire might take 10 minutes to complete. I appreciate it if you would answer this question sincerely. Please return to me one week after you've received this questionnaire or I will collect it from you whenever possible.

All information provided will be kept **STRICTLY CONFIDENTIAL** and used for **ACADEMIC PURPOSE** only.

*Sebagai seorang pelajar tahun akhir Ijazah Sarjana Muda Pengurusan Sistem Pejabat (Kep), saya sedang menjalankan kaji selidik mengenai hubungan diantara keseimbangan alam pekerjaan dan kesejahteraan pekerja dalam organisasi ini.*

*Tujuan kajian ini adalah untuk mengkaji hubungan diantara keseimbangan alam pekerjaan dan kesejahteraan pekerja. Oleh itu, anda dijemput untuk mengambil bahagian dalam kajian ini.*

*Borang soal selidik ini mungkin mengambil masa 10 minit untuk dijawab. Saya sangat menghargai keikhlasan anda dalam menjawab soal selidik ini. Sila kembalikan borang soal selidik ini seminggu selepas anda menerima borang ini atau saya akan mengambil daripada anda pada bila-bila masa.*

*Segala maklumat yang disediakan akan disimpan secara sulit dan hanya digunakan untuk tujuan akademik sahaja.*

Yours sincerely,

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Nike Arnella Jalung  
Student ID (2015718669)  
011-25162675

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Angie Edward Daung  
Supervisor UiTM Kampus  
Samarahan  
014-3950442

## APPENDIX C: QUESTIONNAIRE

### SECTION A (DEMOGRAPHIC BACKGROUND)

#### BAHAGIAN A (MAKLUMAT DEMOGRAFI)

Please tick ( / ) in the appropriate / relevant box provided.

*Sila jawab soalan-soalan berikut dengan menandakan ( / ) pada kotak yang disediakan.*

1. Gender / *Jantina*

Male / *Lelaki*

Female / *Perempuan*

2. Age / *Umur*

18 – 25 years old / *18 – 25 tahun*

26 – 35 years old / *26 – 35 tahun*

36 – 45 years old / *36 – 45 tahun*

46 – 55 years old / *46 – 55 tahun*

56 years old and above / *56 tahun dan ke atas*

3. Marital Status / *Status Perkahwinan*

Single / *Bujang*

Married / *Berkahwin*

4. If you are married, do you have any children? / *Sekiranya anda telah berkahwin, adakah anda mempunyai anak?*

Yes / *Ya*

No / *Tidak*

5. If yes, how many children do you have? / *Jika ya, berapakah jumlah anak yang anda ada?*
- 1 person / *1 orang*
  - 2 persons / *2 orang*
  - 3 and above / *3 dan ke atas*
6. Do you look after any elderly relatives? / *Adakah anda menjaga mana-mana saudara-mara yang sudah berumur?*
- Yes / *Ya*
  - No / *Tidak*
7. How long have you been working with your employer? / *Berapa lamakah anda sudah berkhidmat dengan majikan anda?*
- Less than 1 year / *Kurang dari 1 tahun*
  - 1 – 5 years / *1 – 5 tahun*
  - 6 – 10 years / *6 – 10 tahun*
  - 10 years and above / *10 tahun dan ke atas*

## SECTION B (BAHAGIAN B)

Using the 1–4 scale, please indicate your agreement with each item by ticking the appropriate box.

*Dengan menggunakan skala 1–4, sila tandakan kotak jawapan yang sesuai di setiap soalan.*

1	2	3	4
<b>Strongly disagree / Sangat tidak setuju</b>	<b>Disagree / Tidak setuju</b>	<b>Agree / Setuju</b>	<b>Strongly agree / Sangat setuju</b>

No.	Work-Family Conflict / Konflik Kerja-Keluarga	1	2	3	4
8.	The demands of my work interfere with my home and family life. <i>Pelbagai tanggungjawab dalam pekerjaan, mengganggu kehidupan harian dan keluarga saya.</i>				
9.	The amount of time my job takes up makes it difficult to fulfil my family responsibilities. <i>Masa yang digunakan untuk pekerjaan membuatkan saya sukar untuk memenuhi tanggungjawab kepada keluarga.</i>				
10.	Things I want to do at home do not get done because of the demands my job puts on me. <i>Perkara yang saya ingin lakukan di rumah tidak dapat disempurnakan atas sebab tanggungjawab yang tinggi dalam pekerjaan.</i>				
11.	My job produces strain that makes it difficult to fulfil family duties. <i>Pekerjaan ini memberi tekanan kepada saya dan saya sukar untuk memenuhi tanggungjawab kepada keluarga.</i>				
12.	Due to work-related duties, I have to make changes to my plans for family activities. <i>Disebabkan oleh tugas kerja, saya perlu mengubahsui perancangan aktiviti untuk keluarga.</i>				

No.	Family-Work Conflict / <i>Konflik Keluarga-Kerja</i>	1	2	3	4
13.	The demands of my family or spouse/partner interfere with work-related activities. <i>Tanggungjawab kepada keluarga atau pasangan saya mengganggu aktiviti yang berkaitan dengan pekerjaan.</i>				
14.	I have to put off doing things at work because of demands on my time at home. <i>Saya perlu menangguh melakukan tugas di tempat kerja atas tanggungjawab saya kepada keluarga di rumah.</i>				
15.	Things I want to do at work do not get accomplished because of the demands of my family or spouse/partner. <i>Tugas yang ingin saya lakukan di tempat kerja tidak dapat disempurnakan atas sebab tanggungjawab kepada keluarga atau pasangan.</i>				
16.	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime. <i>Tanggungjawab di rumah mengganggu saya dalam pekerjaan seperti menepati masa untuk hadir ke tempat kerja, menyiapkan tugas harian dan bekerja lebih masa.</i>				
17.	Family-related strain interferes with my ability to perform job-related duties. <i>Tekanan berkaitan keluarga mengganggu kebolehan saya untuk melaksanakan tugas kerja.</i>				

### SECTION C (BAHAGIAN C)

Using the 1–4 scale, please indicate your agreement with each item by ticking the appropriate box.

*Dengan menggunakan skala 1–4, sila tandakan kotak jawapan yang sesuai di setiap soalan.*

1	2	3	4
<b>Strongly disagree / Sangat tidak setuju</b>	<b>Disagree / Tidak setuju</b>	<b>Agree / Setuju</b>	<b>Strongly agree / Sangat setuju</b>

No.	Employees' Well-Being/Tingkah-laku Pekerja	1	2	3	4
18.	Generally speaking, I am very happy with my work. <i>Secara umumnya, saya sangat berpuas hati dengan kerja saya.</i>				
19.	I frequently think of leaving this job. <i>Saya sering kali berfikir untuk meninggalkan pekerjaan ini.</i>				
20.	I am generally satisfied with the kind of work I do in my job. <i>Secara keseluruhannya, saya sangat berpuas hati terhadap jenis pekerjaan yang saya lakukan.</i>				
21.	I am able to concentrate on things I have been doing recently. <i>Saya dapat memberikan tumpuan terhadap perkara yang saya lakukan kebelakangan ini.</i>				
22.	Lately, I lack of sleep for worrying about my family and job responsibilities. <i>Kebelakangan ini saya kurang tidur kerana bimbang akan tanggungjawab saya terhadap pekerjaan dan keluarga.</i>				
23.	I have been feeling constantly under strain recently. <i>Kebelakangan ini saya sentiasa merasa tertekan.</i>				
24.	I recently feel I could not overcome my difficulties. <i>Kebelakangan ini saya merasakan bahawa saya tidak dapat mengatasi kesukaran masalah yang dihadapi.</i>				
25.	In the past few days, I was able to enjoy my normal day-to-day activities. <i>Kebelakangan ini saya dapat menikmati aktiviti kehidupan harian saya.</i>				
26.	Lately, I am able to face my problems. <i>Kebelakangan ini saya dapat menghadapi masalah saya.</i>				

27.	Lately, I have been feeling unhappy and depressed. <i>Kebelakangan ini saya berasa tidak gembira dan tertekan.</i>				
28.	I have lost confidence in myself lately. <i>Kebelakangan ini saya telah kehilangan keyakinan terhadap diri saya.</i>				
29.	Lately, I have been thinking of myself as a worthless person. <i>Kebelakangan ini saya memikirkan bahawa diri saya seorang yang tidak berharga.</i>				
30.	Recently, I feel that I am reasonably happy over things such as time, family, and work. (Other things are also considered) <i>Kebelakangan ini saya berasa gembira terhadap perkara seperti masa, keluarga dan pekerjaan. (Perkara lain juga dipertimbangkan)</i>				

*Adapted and adopted from Malgorzata Kluczyk (2013), questionnaires on the Impact of Work-Life Balance on the Well-Being of Employees' in the Private Sector in Ireland.*



## APPENDIX D: DEMOGRAPHIC PROFILE

### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	32	40.0	40.0	40.0
	FEMALE	48	60.0	60.0	100.0
	Total	80	100.0	100.0	

### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	2	2.5	2.5	2.5
	26-35	23	28.7	28.7	31.3
	36-45	39	48.8	48.8	80.0
	46-55	12	15.0	15.0	95.0
	56 AND ABOVE	4	5.0	5.0	100.0
	Total	80	100.0	100.0	

### Marital\_status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	19	23.8	23.8	23.8
	MARRIED	61	76.3	76.3	100.0
	Total	80	100.0	100.0	

### If you are married do you have any children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	50	62.5	62.5	62.5
	NO	30	37.5	37.5	100.0
	Total	80	100.0	100.0	

**If yes how many children do you have**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	10.0	10.0	10.0
	2	21	26.3	26.3	36.3
	3 AND ABOVE	21	26.3	26.3	62.5
	NO CHILDREN	30	37.5	37.5	100.0
	Total	80	100.0	100.0	

**Do you look after any elderly relatives**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	24	30.0	30.0	30.0
	NO	56	70.0	70.0	100.0
	Total	80	100.0	100.0	

**How long have you been working with your employer**

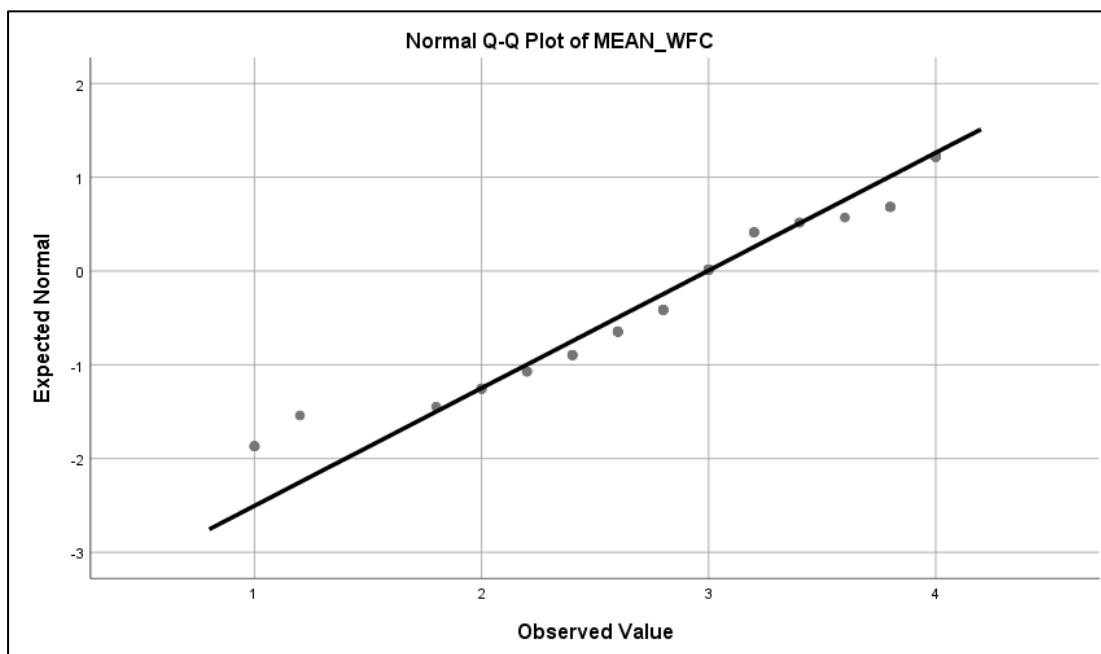
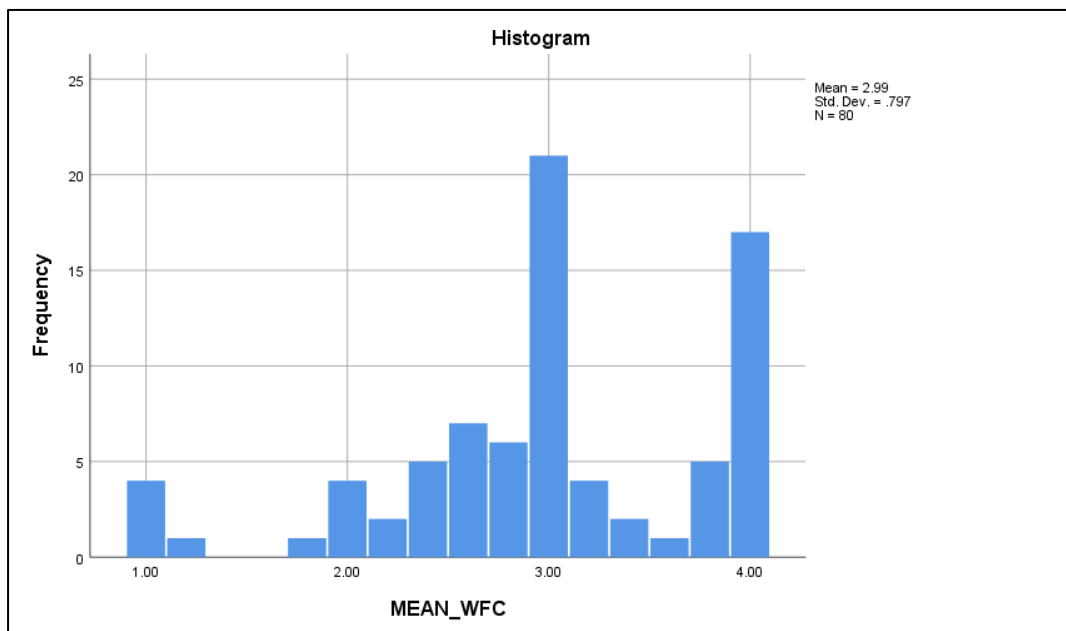
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS THAN 1 YEAR	3	3.8	3.8	3.8
	1-5 YEARS	9	11.3	11.3	15.0
	6-10 YEARS	25	31.3	31.3	46.3
	10 YEARS AND ABOVE	43	53.8	53.8	100.0
	Total	80	100.0	100.0	

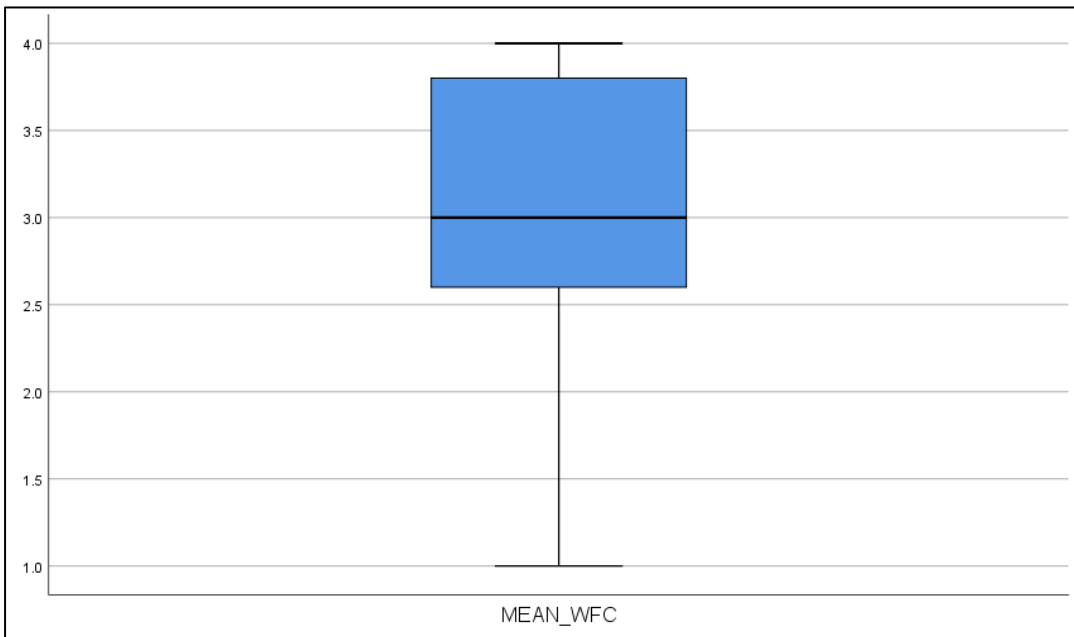
**APPENDIX E: DESCRIPTIVE ANALYSIS****Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
MEAN_WFC	80	1.00	4.00	2.9950	.79681
MEAN_FWC	80	1.00	4.00	3.1375	.65107
MEAN_EWB	80	1.38	4.00	2.9538	.44478
Valid N (listwise)	80				

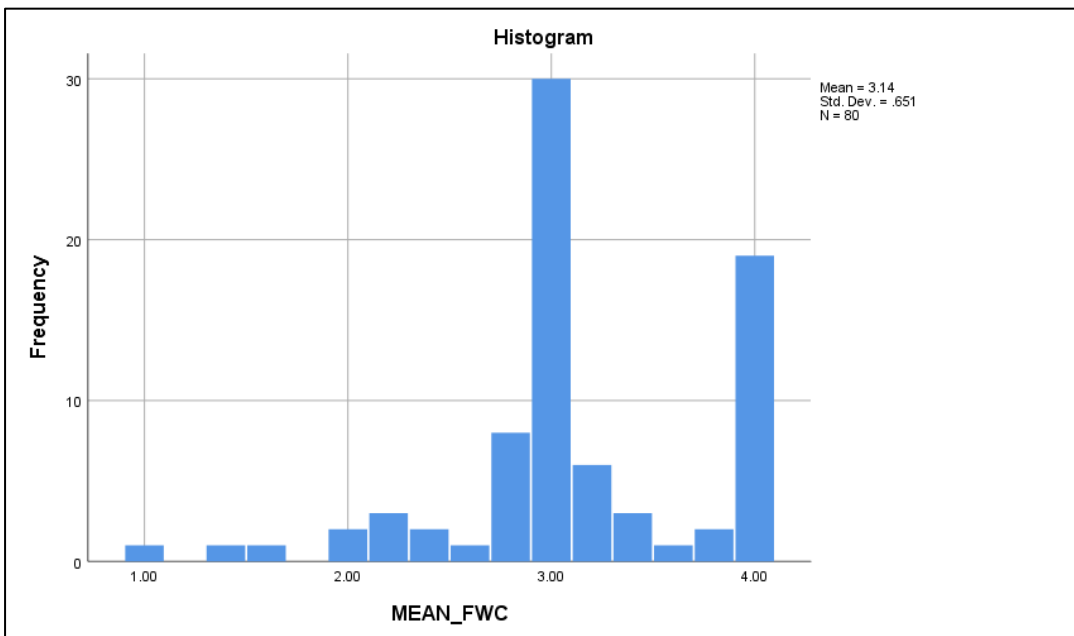
**APPENDIX F: NORMALITY TEST**

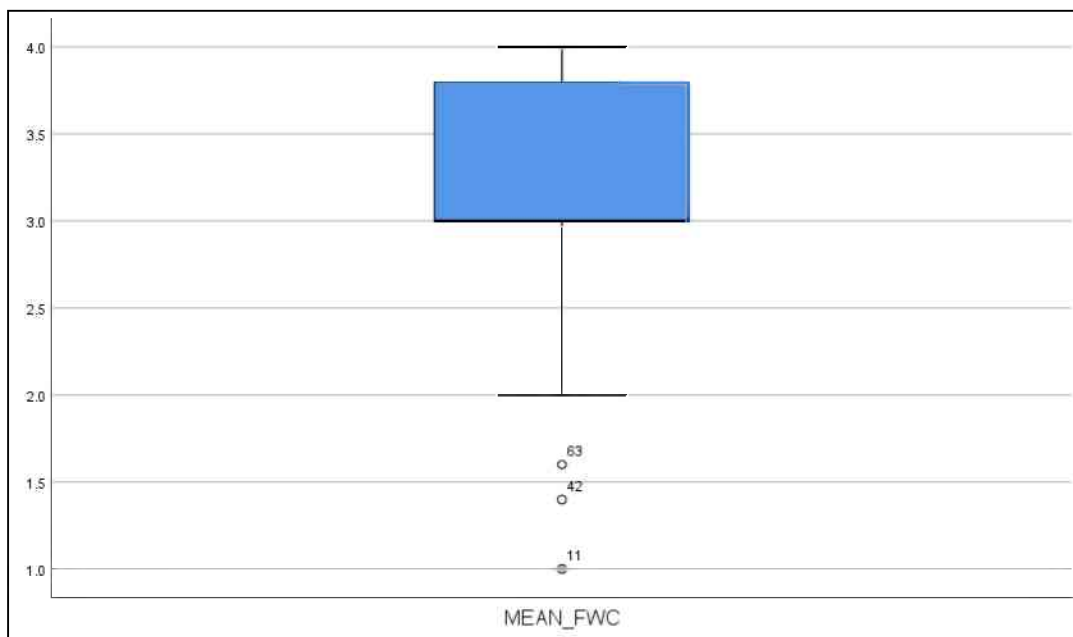
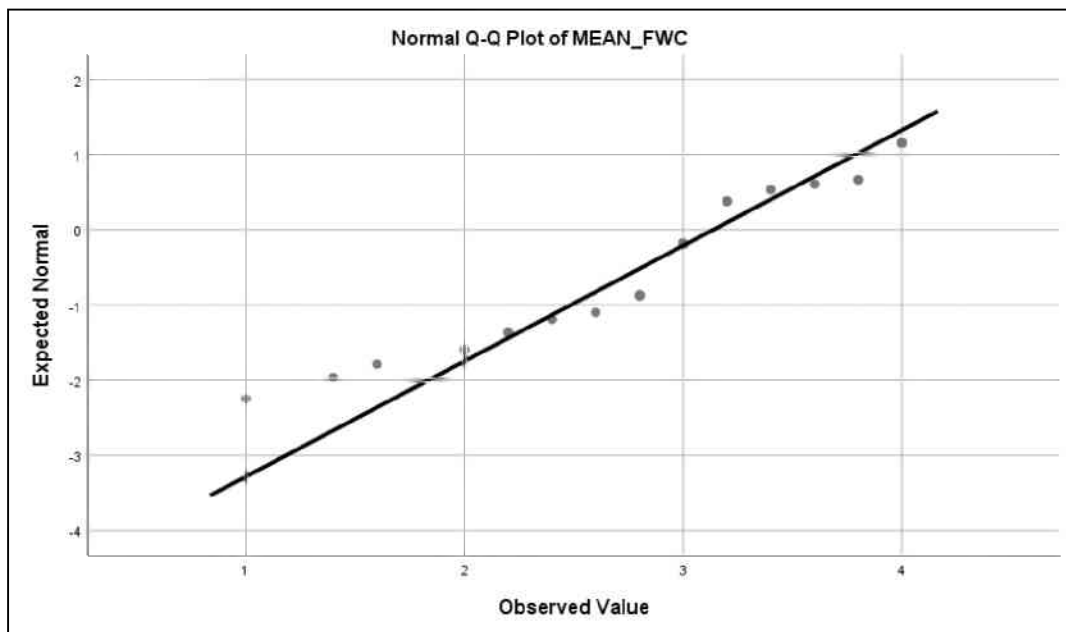
## Work-family Conflict



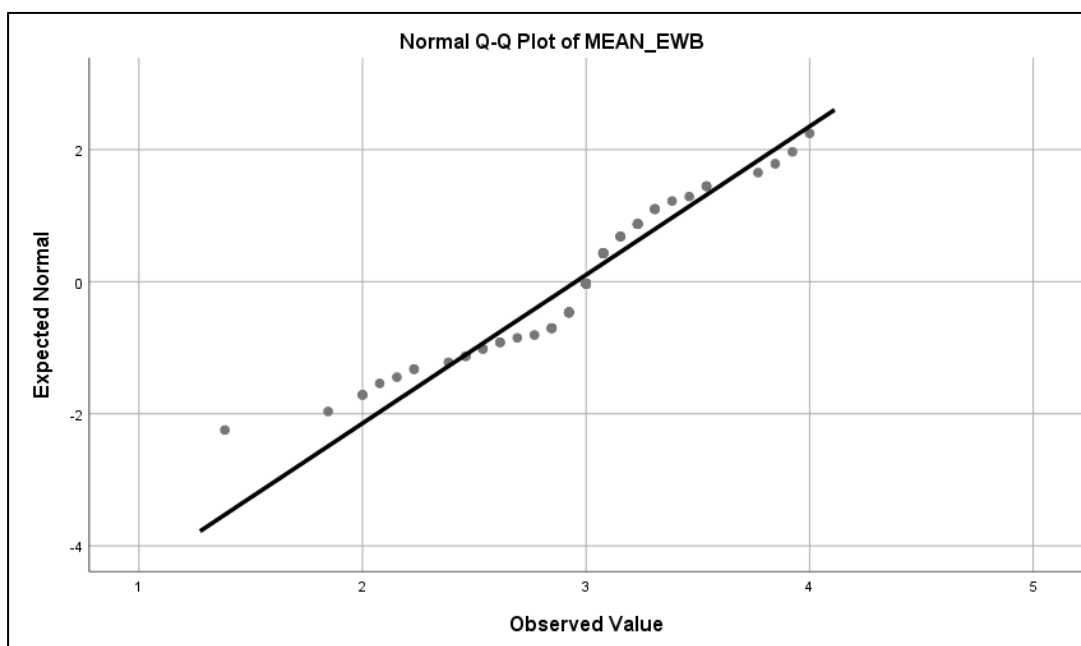
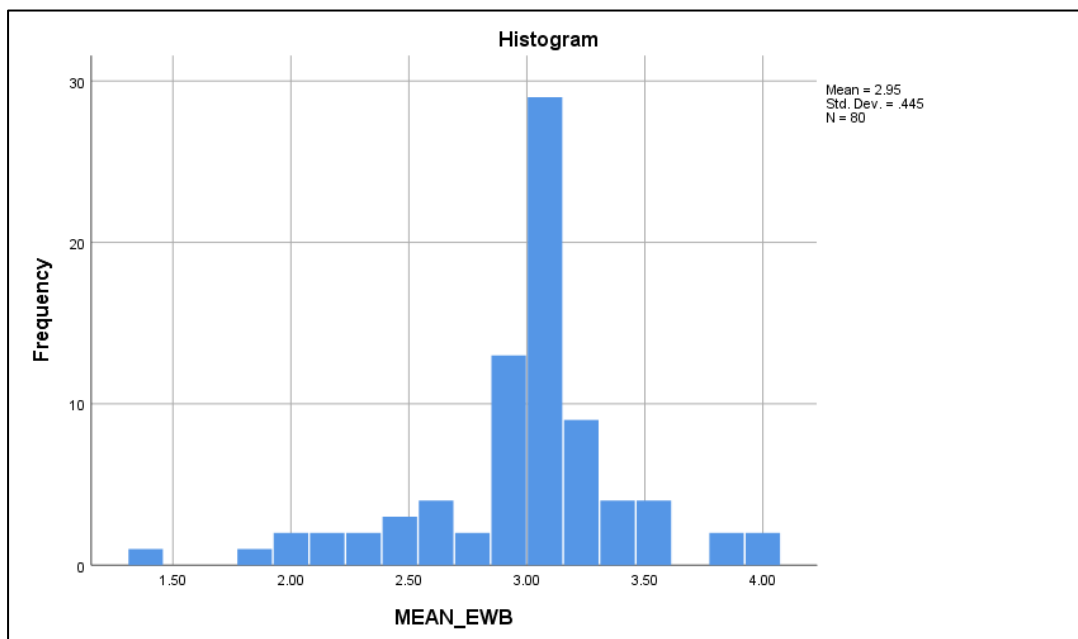


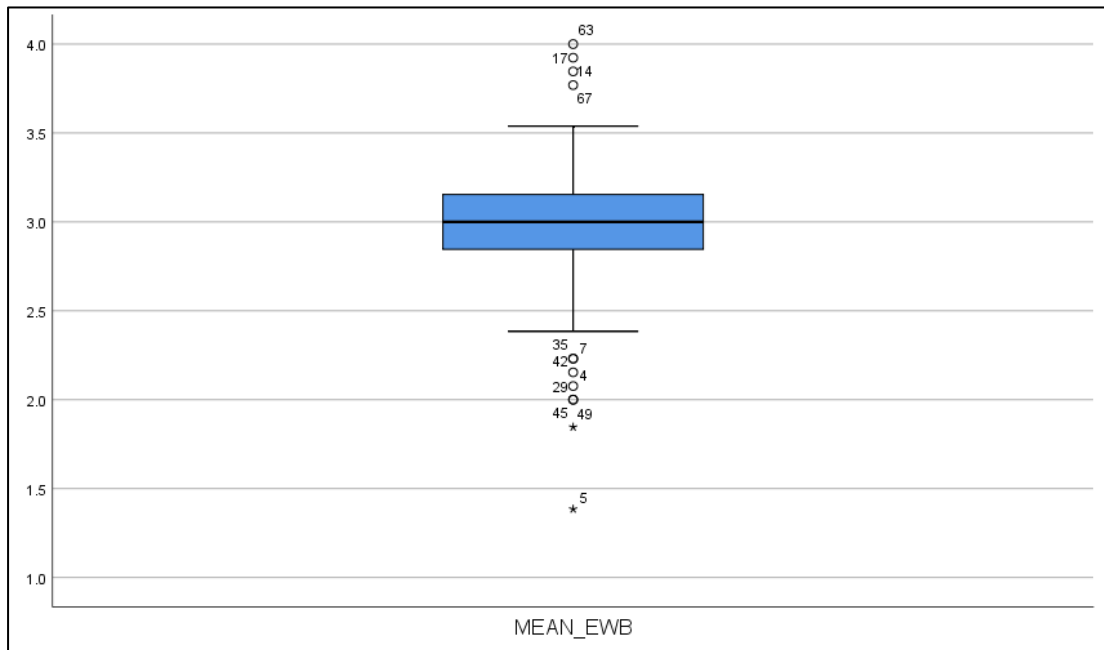
### Family-work Conflict





## Employees' Well-being





**APPENDIX G:RELIABILITY TEST**

Work-family Conflict

**Reliability Statistics**

Cronbach's Alpha	N of Items
.959	5

**Item Statistics**

	Mean	Std. Deviation	N
The demands of my work interfere with my home and family life.	2.93	.911	80
The amount of time my job takes up makes it difficult to fulfil my family responsibilities.	3.03	.842	80

Things I want to do at home do not get done because of the demands my job puts on me.	3.09	.830	80
My job produces strain that makes it difficult to fulfil family duties.	3.14	.775	80
Due to work-related duties, I have to make changes to my plans for family activities.	2.80	.933	80

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The demands of my work interfere with my home and family life.	12.05	9.947	.887	.949
The amount of time my job takes up makes it difficult to fulfil my family responsibilities.	11.95	10.225	.918	.943
Things I want to do at home do not get done because of the demands my job puts on me.	11.89	10.278	.922	.943
My job produces strain that makes it difficult to fulfil family duties.	11.84	10.669	.909	.946
Due to work-related duties, I have to make changes to my plans for family activities.	12.18	10.197	.806	.964



## Family-work Conflict

**Reliability Statistics**

Cronbach's Alpha	N of Items
.903	5

**Item Statistics**

	Mean	Std. Deviation	N
The demands of my family or spouse/partner interfere with work-related activities.	3.21	.774	80
I have to put off doing things at work because of demands on my time at home.	3.10	.805	80
Things I want to do at work do not get accomplished because of the demands of my family or spouse/partner.	3.11	.746	80
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	3.18	.725	80
Family-related strain interferes with my ability to perform job-related duties.	3.09	.783	80

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The demands of my family or spouse/partner interfere with work-related activities.	12.48	7.544	.577	.919

I have to put off doing things at work because of demands on my time at home.	12.59	6.701	.779	.877
Things I want to do at work do not get accomplished because of the demands of my family or spouse/partner.	12.58	6.779	.839	.864
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	12.51	6.911	.829	.867
Family-related strain interferes with my ability to perform job-related duties.	12.60	6.800	.780	.876

### Employees' Well-being

#### Reliability Statistics

Cronbach's Alpha	N of Items
.849	13

#### Item Statistics

	Mean	Std. Deviation	N
Generally speaking, I am very happy with my work.	3.00	.763	80
I frequently think of leaving this job.	3.19	.731	80
I am generally satisfied with the kind of work I do in my job.	2.83	.823	80
I am able to concentrate on things I have been doing recently.	2.86	.545	80
Lately, I lack of sleep for worrying about my family and job responsibilities.	2.74	.759	80
I have been feeling constantly under strain recently.	2.70	.848	80

I recently feel I could not overcome my difficulties.	2.90	.739	80
In the past few days, I was able to enjoy my normal day-to-day activities.	2.95	.778	80
Lately, I am able to face my problems.	2.84	.665	80
Lately, I have been feeling unhappy and depressed.	3.03	.779	80
I have lost confidence in myself lately.	3.13	.700	80
Lately, I have been thinking of myself as a worthless person.	3.28	.729	80
Recently, I feel that I am reasonably happy over things such as time, family, and work. (Other things are also considered)	2.98	.795	80

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Generally speaking, I am very happy with my work.	35.40	31.281	.184	.859
I frequently think of leaving this job.	35.21	29.359	.447	.842
I am generally satisfied with the kind of work I do in my job.	35.57	29.387	.377	.847
I am able to concentrate on things I have been doing recently.	35.54	29.290	.652	.832
Lately, I lack of sleep for worrying about my family and job responsibilities.	35.66	28.252	.571	.834
I have been feeling constantly under strain recently.	35.70	30.137	.277	.855
I recently feel I could not overcome my difficulties.	35.50	26.785	.797	.818

In the past few days, I was able to enjoy my normal day-to-day activities.	35.45	28.681	.498	.839
Lately, I am able to face my problems.	35.56	28.629	.613	.832
Lately, I have been feeling unhappy and depressed.	35.37	27.174	.696	.825
I have lost confidence in myself lately.	35.27	28.303	.623	.831
Lately, I have been thinking of myself as a worthless person.	35.12	28.617	.550	.835
Recently, I feel that I am reasonably happy over things such as time, family, and work. (Other things are also considered)	35.42	29.108	.430	.843

## APPENDIX H :CORRELATION

### Correlations

		MEAN_WFC	MEAN_FWC	MEAN_EWB
MEAN_WFC	Pearson Correlation	1	.305**	.514**
	Sig. (2-tailed)		.006	.000
	N	80	80	80
MEAN_FWC	Pearson Correlation	.305**	1	.020
	Sig. (2-tailed)	.006		.864
	N	80	80	80
MEAN_EWB	Pearson Correlation	.514**	.020	1
	Sig. (2-tailed)	.000	.864	
	N	80	80	80

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