

**THE RELATIONSHIP BETWEEN PERSONAL FACTORS
AND WORK-LIFE CONFLICT AMONG NON EXECUTIVE
EMPLOYEES AT JABATAN PENERANGAN MALAYSIA
NEGERI SARAWAK, KUCHING**

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AUTHOR'S DECLARATION

I, Siti Mazlinda binti Mohamad Margrebbi, hereby that the work submitted in this thesis **“The Relationship between Personal Factors and Work-life Conflict among Non-Executive Employees at Jabatan Penerangan Malaysia Negeri Sarawak”** to Faculty of Business Management, University Technology Mara, is my own work. This thesis has not been submitted previously for any other degree at this university or any other university.

All sources in this study have been referenced and appear in the comprehensive list of references. This dissertation is my own work and that all sources that I have quoted have been indicated and acknowledged by means of complete references.

Signature

Date

ABSTRACT

Purpose - Work-life conflict can cause stress, depression, and problems if not controlled and managed properly. The purpose of this study is to identify the relationship between personal factors and work life conflict among non-executive employees.

Design/methodology/approach – This study involved non-executive employees at Jabatan Penerangan Malaysia Negeri Sarawak, a government sector that is located at Jalan Bako, Kuching. A survey method using questionnaire is used in this research to collect the needed data. The population of non-executive staff at JPMNS is 140 people. Convenience sampling methods were used because convenience sampling is choosing a respondent that was always ready and available. This study used correlation analysis to test the relationship between Personal Factors (Career Commitment, Household Responsibilities and Financial Needs) and Work-life Conflict. The results of the findings showed the relationship between Career Commitment and Work Life Conflict was considered as a small correlation. While, Financial Needs and Household Responsibilities relationship with Work-Life Conflict was considered as a medium correlation.

Findings - The results of the findings showed that Personal Factors such as Career Commitment, Financial Needs and Household Responsibilities have a positive relationship with Work-Life conflict among non-executive employees at Jabatan Penerangan Malaysia Negeri Sarawak. This study also indicates and proved that the higher the level of personal factors, the higher the level of work life conflict towards the employees.

Originality/value – The study presents some unique results, which are different from previous studies such as career commitment and household responsibilities have a negative significant relationship with work life conflict.

Practical implication – This informs organizations on how to tailor interventions to help non-executive employees balance work life conflict.

Keyword - Personal Factors, Work-Life Conflict, Non-executive.

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Sincerely,

Siti Mazlinda Binti Mohamad Margrebbi

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CHAPTER 1

INTRODUCTION

The purpose of the study was identifying the relationship Between Personal Factors and Work-Life Conflict. This chapter described the background of the study, limitations of the study and definitions of terms.

Background of the Study

Creating a balance between work and family-life is considered as one of the key employees' issues nowadays because people played many roles as a human such as being an employee, employer, sibling, parents and so on. Fast moving economic development and turbulent work environment has created a balance between job responsibilities and family responsibilities, which became a dilemma for the employees that resulted in demand jobs and long working hours (Omar, Ahmad, & Ismail, 2016).

Study was done by focusing on 120 employees in Malaysia federal statutory bodies which focused on the issues of the Household Responsibilities, Financial Needs and Career Commitment. The results showed that the Household Responsibilities and Financial Needs had positive relationship with the Work-Life Conflict. While, Career Commitment had negative relationship with Work-Life Conflict, Omar et al. (2016). The problems with Financial Needs and Household Responsibilities influenced the employees that resulted conflict between work and life.

Other than that, finding on other study also focused on women at the Attock and Islamabad by targeted women that work at 25 banks in the private sector on the issues of Financial Needs and Household Responsibilities. The relationship between Financial Needs and Work-Life Conflict was positive, which led us to the thought that better facilities and workplace environment provided by the manager did reduce the stress level of the employee. Besides that, the relationship between Household Responsibilities and women's Work-Life Conflict was negative, which led us to the thought that due to family responsibilities, it made them felt stress and indeed this resulted to many of them quit their jobs (Ahmad, Fakhr, & Ahmed, 2011).

For this study, the researcher investigated the relationship between Personal Factors and Work-Life Conflicts at the government industry by focusing on non-executive employees at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching.

Statement of the Problem

Omar et al. (2016) study focused on the impact of Personal Factors such as Career Commitment, Household Responsibilities and Financial Needs towards Work-Life Conflict among employees of a Malaysian statutory. The study had revealed that Career Commitment was not related to the Work-Life Conflict. However, another study was derived from Ma and Yin (2012), where researchers found that Career Commitment was related with Work-Life Conflict. Both of the studies had different results and due to this matter, this research focused on Personal Factors which was Career Commitment, whether it has positive or negative relation with Work-Life Conflict at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching.

Omar et al. (2016) study has been conducted in Malaysian Statutory body in West Malaysia and had proven that an employee's Personal Factor of Household Responsibilities has positive relationship with Work-Life Conflict. Whereas, another

study by Ahmad et al. (2011) and Woodland (2014) stated that Work-Life Conflict had negative correlation with Household Responsibilities. Therefore, this research is conducted by focusing on Household Responsibilities relation with Work Life Conflict at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching.

Furthermore, Omar et al. (2016) revealed that another Personal Factor such as Financial Needs was positively and significantly related to Work-Life Conflict. Another finding by Ahmad et al. (2011) stated that Financial Needs also influenced the Work Life Conflict, as money was the main need for which a woman went to the market and in turn confront this conflict. For this reason, the researcher also focused on the study of Financial Needs with Work Life Conflict at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching to determine whether the result remain the same.

Research Objective

The research objective of this study was:

1. To investigate the relationship between Personal Factors and Work-Life Conflict among non-executive employees at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching.

Research Questions

The research questions of this study were:

1. Is there any relationship between Career Commitment and Work-Life Conflict?
2. Is there any relationship between Household Responsibilities and Work-Life Conflict?
3. Is there any relationship between Financial Needs and Work-Life Conflict?

Significance of the Study

1. Body of Knowledge

This study apparently is investigating the relationship between Personal Factors and Work-Life Conflict among non-executive employees at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching. The Personal Factors such Career Commitment, Household Responsibilities and Financial Needs might relate to Work-Life Conflict. Therefore, this study might provide useful knowledge for assisting future researchers who were interested did a research in this area. Future researchers could make this study as one of their references in their studies. Besides, these studies could also make the employees realized the factors that are related to Work-Life Conflict so that they will do better and contribute well in their work areas.

2. Organization

Work-Life Conflicts happen when an employee could not balance their work and personal life. This study was discussed, studied and measured extensively. Therefore, this study might provide useful information for the organization to came up with a solution to avoiding Work-Life Conflict in the organization. Managers could obtain knowledge on the factors that were related to Work-Life Conflict.

Limitations of the Study

The limitations of this study were:

1. The sample of this study was only on the non-executive employees who work at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching.
2. The company's policy to allow data collection.

Definition of Terms

Definition and description of key terms used in this research were as follows:

Non-executive employee

Someone who features a non-executive position in a company or organization provided recommendation however was not liable for creating selections or made certain that selections were applied (Collins, 2018).

Work-life conflicts

There were two elements of Work-Life Conflicts. Firstly, a person could not be in more than one place at a time and this was the practical element that consisted of scheduling matter. Another element is overburden employees with many duties caused them to be stress (Son, 2012).

Household responsibilities

Cooking, cleaning, and taking care of children or aged people and other dependent family clan is the duty performed inside a household that made sure the daily essential of its family members were met (Son, 2012).

Career commitment

Individual's attitude towards his or her occupation or career might be interpreted as career commitment (Blau, 1985). Furthermore, active engagement and development, encouragement, and powerful sense of identification towards one's career goals could specify as career commitment. In other words, it was one's devotion towards his or her profession goals (Colarelli & Bishop, 1990).

Financial needs

A person's or a family's current financial situation, and created plans for future need in financial restraints are involved in financial arrangement analysis. Individual incomes, living necessity, aim and one's inclination were depended by his or her personal undertaking in personal finance (Kurt, 2018).

CHAPTER 2

LITERATURE REVIEW

Introduction

The purpose of this study is to investigate the relationship between Personal Factors and Work-Life Conflict at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching. The contributors to Work-Life Conflict are Personal Factors which was Career Commitment, Household Responsibilities and Financial Needs. The literature review focused on the Career Commitment, Household Responsibilities and Financial Needs as the independent variables. The independent variables were based on Maslow's Theory. Meanwhile, the dependent variable was on Work-Life Conflict.

Career Commitment

Career Commitment was related with Maslow's Hierarchy of Needs Theory in esteem needs. Esteem needs became important to employee where an employee act developed pride in their work and in them.

According to Iqbal, Raffat, Sarim, and Siddiq (2014), Career Commitment was one's motivation regarding his or her job in their chosen work roles. Individuals with high Career Commitment would gain benefit for the organization and achieved organizations' goal as well as their career goal. Ahmed (2017) stated that employees with high commitment would have high motivation in completing their job. They also would do well in their career and have better organization performance.

Besides that, employees' are able to balance their work and family matters when they had higher commitment in their career. Higher commitment in career will result to employees achievement their goals and when they achieved their career goals, they will not face any conflicts in work and life. It has been proven by Cicek, Karaboga, and Sehitoglu (2016), where the researchers stated that employees with a higher commitment in career help the employees to be a good family member. The employees might not face any conflicts when they could balance their career and personal matters.

In addition, the higher the individual commitment to their career, the greater chances of them to be able to overcome the disappointments in their career goals. It had been proven by Omar et al. (2016) that career commitments were not related to work-life conflict. However, Ma and Yin (2012) noting that there is a positive relationship between career commitment and work-life conflict. The researcher found that employees' with a higher commitment in their career did not facing any conflicts in their work and personal lives. Having a higher commitment in their job made the employees' able to separate their work and personal life.

Household Responsibilities

The third level of Maslow Theory was love and belongingness need that had a relationship with the Household Responsibilities. The third level of human needs was social and involves feelings of belongingness. The need for interpersonal relationships, for example, like being a part of a group (family, friends, and work) created responsibility that motivated behavior.

A married woman played two roles in their life consisted of work and family. The husband also played an important role in the family because the attitude of the husband

could directly affecting job demands, time conflicts and mental hardships that are very closely related to wife workload. If the husband did help their wife, it could cause more time conflicts and mental disorders that increased two roles at one time (Ahmad et al., 2011). Several studies looked at how children would be affected and an increase in negative consequences. Bennett, Beehr, and Ivanitskaya (2017) contributed further to this finding in noting that the employees with children under the age of six experienced the most Work-Life Conflict because of failure in their presence in life cycle stage.

Furthermore, the parents that shared roles in Household Responsibility showed positive commitment as homecare roles (Woodland, 2014). The study showed that there was a relationship between Household Responsibility and Work-Life Conflict among employees in a Malaysian statutory body by Omar et al. (2016). However, the study of Ahmad et al. (2011) and Woodland (2014) showed that there was no relationship between Household Responsibility and Work-Life Conflict.

Financial Needs

Financial Needs really affected someone's performance and job satisfaction in their work life. Financial needs was related by Maslow's Hierarchy of Needs Theory in safety needs, where it includes protection from elements, security, order, law, stability, and freedom from fear. Without receiving good financial needs, it led to negative impact where it led to work life conflict. This was supported by research on Personal Factors and Work-Life Conflict in Malaysia (Omar et al., 2016). The result of this study showed that Financial Needs and Work-Life Conflicts was positively related. Therefore, to avoid their employees becoming miserable from a high degree of conflict, the employers should be more aware about the financial needs of their employees.

Another finding by Ahmad et al. (2011) stated that Financial Needs also affect the Work-Life Conflict, as money was the main need for which a woman went to market and in turn confront this conflict. There was evident from this study that the results of disagreeable life events and therefore the effects of conflict aroused from the juggling of labor and family responsibilities had individual and interactive adverse physical and psychological state consequences for ladies.

Odle-Dusseau, McFadden, and Britt (2015) stated that the enlargement of resources and control over work had given obstructive impact of work-family conflict but might reduce those individuals in well-paying jobs. This was supported by Ford (2011) where he found that higher level of income did seem to contribute to the resources in lowering down the influence of work-family conflict into family burdens, even though high levels of wages did not lower the rates of work-family conflict. The pay and perceptions seems to be dominant for financial well-being. The fairness of pay plays an important part even though the amount of pay was not an important matter for global satisfaction. Pay satisfaction could affect someone's job performance and it is related to someone's financial needs. People were concerned if people in the same job with them was earning more than them, but they do not take much concerned if those in other jobs made more money.

Based on the study of Jawahar and Stone (2011), the way how individual's wages are being compared to the others in the same job influenced their pay satisfaction but not for people in general jobs. Another study by Schieman and Young (2011) stated that stressful situations could occur between role domains, including a conflict between work

and family dimension as a result of the financial strain and it is really important to study about salary and work family conflict.

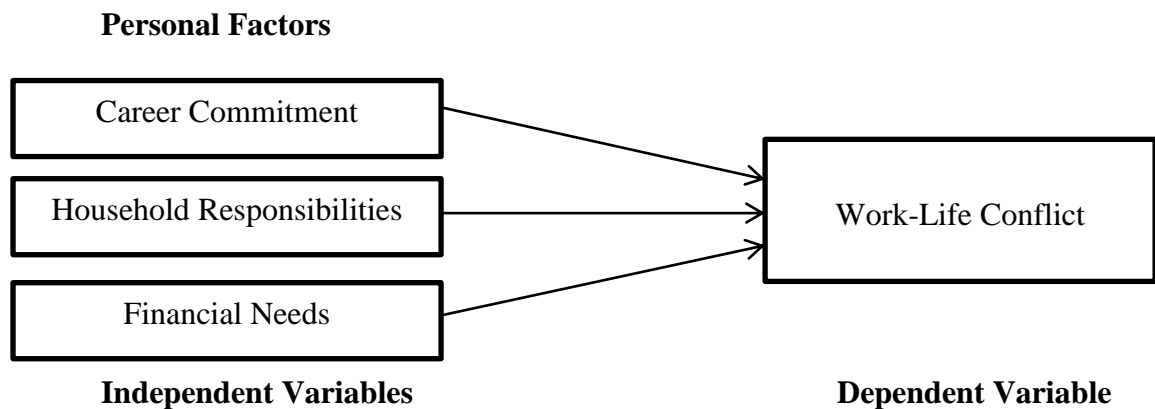
Work-Life Conflict

The main variable (dependent) which was affected by independent variables (Personal Factors) being tested in this research was Work-Life Conflict. In this part of the research, the researcher was looking at what were Work-Life Conflict and its relationship with the Personal Factors. With the development of the technology nowadays, people are still facing with Work-Life Conflict because of the responsibilities of the person towards individuals or family that require energy, time and skills to fulfill all of them. According to Omar et al. (2016), Work-Life Conflict was a common issue that has been discussed since the last of two decades because the workforce was more to individual employees or employers that had different choices to determining balance, for example, flexible hours schemes to compensate extra work. Besides that, the research had been done, which focused on female workers' by Kim and Kim (2017) noted that the more Work-Life Conflict influenced their commitment to their organization the more Work-Life Conflict female workers experiences. Furthermore, the research done by Jiang and Shen (2015) believed that it help them in preventing work stress and by adjusting to their behavior, it smoothen the marriage between work and life by giving the power of a family supportive organizational environment.

Research Framework

The research framework showed the personal factors as independent variables and Work-Life Conflict as dependent variable. The Personal Factors was Career Commitment, Household Responsibilities and Financial Need. Career Commitment

was one's motivation regarding his or her job in an individual perception of their career (Lunz, Sharp, & Castleberry, 1996). Household Responsibilities refer to where cooking, cleaning, and taking care of children or aged people and other dependent family clan was the duty performed inside a household to make sure that the daily essential of its family members were met (Son, 2012) While, Financial Needs refers to individual income; living necessity, aim and one's inclination were depended by his or her personal undertaking in personal finance (Kurt, 2018). Figure 2.1 shows the framework of this study.



Adopted from Omar et al. (2016)

Figure 2. 1: Research framework on The Relationship between Personal Factors and Work-Life Conflict

CHAPTER 3

METHODOLOGY

Introduction

This chapter described and explained the research design used, the sampling frame, population of the respondents, sampling technique and determined the sample size. Besides that, explained the unit of analysis followed by the data collection procedures, types of instrument used, described the validity of the instrument and ended with the plan for data analysis that investigated the relationship between Personal Factors and Work-Life Conflict among non-executives employees at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching.

Research Design

The research designs used for this research were non-experimental research and correlational research. Non-experimental research was the analysis lacking associate experimental variable's manipulation (Price, 2012). Instead of manipulating associate experimental variable, non-experimental researchers merely live variables as they occur naturally.

In correlation research, the researcher measured two continuous variables with little or no attempt to control foreign variables and then evaluates their relationship (Price, 2012).

Sampling Frame

A sample frame was a list of all the demographic items. It was a complete list of all the items the researcher wanted to study. The difference between a citizenry and a sample frame is that, citizenry was general and the frame is specific (Särndal, Swensson, & Wretman, 2014).

The sampling frame for this study refers to the non-executive employee which was the support staff.

Population

The target population of this study comprised non-executive employees working at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching. According to Mrs. Syafiza Morsidi (Penolong Pegawai Tadbir) the total population for non-executive employees at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching was 140 people.

Sampling Technique

Sampling technique was a method of sampling that was used to choose a subject from a population (Salkind, 2014). In this study, convenience sampling methods were used. Convenience sampling is choosing a respondent that was always ready and available. It is an inexpensive and easy way to distribute to all of the respondents (Salkind, 2014).

Sample Size

The larger the sample, the smaller the sampling error would be (Salkind, 2014). Referring to the table 3.1 by Krejcie and Morgan (1970) the researcher determined the sample size for the population at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching was 103 people.

Unit of Analysis

The unit of analysis was the subject to be included in the study or the ‘what’ or ‘who’ would be analyzed in the study (Salkind, 2014). The units of analysis used in this study were the non-executive employees from Jabatan Penerangan Malaysia Negeri Sarawak, Kuching.

Data Collection Procedure

Data collection procedure referred to the process of distributing the questionnaire and collecting the questionnaires from respondents (Salkind, 2014). This study was a quantitative research as the questionnaires were used to collect the data. The questionnaires were obtained by the researcher from a researcher of the primary source of the research paper. The questionnaires were validated by the supervisor of the researcher. Before the researcher distributed the questionnaire, the researchers conducted pilot study on the questionnaire. The questionnaires were distributed by hand. The respondents were reminded of the submission deadlines of the questionnaires. Table 3.1 shows the data collection procedures.

Table 3. 1:

Data Collection Procedures of Questionnaire

No.	Date	Procedures
1.	15 November 2018	Design Questionnaire
2.	1 March 2019	Validate Questionnaire
3.	29 March 2019	Distribute Actual Questionnaire
4.	2 April 2019	Follow-up
5.	4 April 2019	Collect Actual Questionnaire

Instrument

In this study, a set of questionnaire were used as the main instrument for the data collection. The questionnaire were divided into 3 sections which were Section A, B and C. Section A consisted of demographic information required information such as gender, age, marital status, working period and number of children which used Nominal as the level of measurement. Section B included questions about independent variables which covered the Career Commitment from Aryee and Tan (1992) and G. J. Blau (1988) questionnaires, Household Responsibilities from Parise (2002) and Financial Needs from Ahmad et al. (2011) which used 5 items and 4 - point Likert Scales. For the Section C the questions gathered information on the dependent variable that was Work Life Conflict from Parise (2002) which used 7 items and 4-point Likert Scales. The questions for Section B and C used the Likert Scales method based on the interval of measurement of points; 1=strongly disagree, 2=disagree, 3= agree and 4=strongly agree.

Validity of Instrument

According to Salkind (2014), validity mean measured what was needed to be measured. The questionnaires were measured through face validity before being distributed to the respondents, measured if the items in the instrument were reasonable, relevant and clearly defined. Besides, the questionnaires were also be measured using content validity, to make sure the items in the questionnaire were contemplated with the questionnaire that was generalized. The literature review and the follow up from the expert judge and panel were needed to measure the validity.

Pre-Test

Pre-testing the questionnaire is an essential step before its completion. The purpose of the pre-test is to check question wording, and to obtain information on open-ended question with a view to design a multiple choice format in the final questionnaire (Kumar, 2013) . Pre-test will be done to check the test validity which involves the aspect of timing and understanding of the items.

Data Analysis

The IBM SPSS version 20.0 software were used to analyze the data for this research. The basis for analyzed the data was finding the correlation between the independent variables (Personal Factor) and dependent variable (Work Life Conflict). SPSS did comprehensive and bendy statistical evaluation and grant records management solution. SPSS took facts in nearly any structure or type of file and used them in generated tabulated reports, charts, and created plot of distribution and trends, produced descriptive statistics, and run complex statistical analysis. With SPSS predictive analysis software, predictions were made with confidence on what was happening next so that wiser decisions were made to solve problem and to improve outcomes. Table 3.2 below shows the summary of Plan for Data Analysis.

Table 3. 2:**Summary of Data Analysis**

Research Objective	Concept	Research Questions	Scales	Statistics
To investigate the relationship between Personal Factors and Work-Life Conflict among non-executive employees in Jabatan Penerangan Malaysia Negeri Sarawak, Kuching.	Career Commitment: Active engagement and development, encouragement, and powerful sense of identification towards one's career goals can be specified as career commitment (Colarelli & Bishop, 1990).	Is there any relationship between Career Commitment and Work-Life Conflict?	Interval	Pearson Correlation
	Household Responsibilities: Cooking, cleaning, and taking care of children or aged people and other dependent family clan is the duty performed inside a household to make sure that the daily essential of its family members are met (Son, 2012).	Is there any relationship between Household Relationship and Work-Life Conflict?	Interval	Pearson Correlation
	Financial Needs: A person's or a family's current financial situation, and creating plans for future needs in financial restraints are involved in financial arrangement analysis. Individual incomes, living necessity, aim and one's inclination were depended by his or her personal undertaking in personal finance (Kurt, 2018).	Is there any relationship between Financial Needs and Work-Life Conflict?	Interval	Pearson Correlation

CHAPTER 4

FINDINGS AND DISCUSSION

This chapter represents the results of this study using Statistical Package for the Social Science (SPSS) Version 20 and the data was collected through distribution of questionnaires at Jabatan Penerangan Malaysia Negeri Sarawak.

Rate of Survey Return

The population of the non-executive employees at Jabatan Penerangan Malaysia Negeri Sarawak was 140 persons. The researcher has distributed 103 questionnaires to the respondents (based on Krejcie and Morgan, 1970). The returned questionnaires were 103 which equal to 100% response rate. Overall the respondents have completed the entire questionnaires distributed by the researcher. Table 4.1 showed the rate of survey returned for the questionnaires.

Table 4. 1:

Rate of Survey Return

Distributed Questionnaire	Returned Questionnaire	Percentage Returned (%)	Valid Questionnaire	Percentage valid (%)
103	103	100	103	100

Profile of Respondents

Table 4.2 showed the respondents' profile of non-executives employees at Jabatan Penerangan Malaysia Negeri Sarawak, which is a government sector situated at Kuching. The sample size was a total of 103 of respondents.

From the total of 103 respondents, 53 (51.5%) were females and 50 (48.5%) were males. Furthermore, 50 respondents (48.5%) were between the age group of 31 – 40 years old, 42 respondents (40.8 %) were under 41 years old and followed by only 11 respondents' (10.7%) were between the age of 20 – 30 years old. Besides that, most of the respondents in this research were married and the total was 78 respondents (75.7%) while those with single status were only 25 respondents (24.3%).

Moreover, the longest working period for the respondents in this study were more than 7 years with a total of 76 respondents (73.8%), 14 respondents (13.6%) have been working for 4-6 years, 11 respondents (10.7%) have been working for 1 -3 years followed by only 2 respondents (1.9%) who have been working for less than 1 year. Lastly, for the number of the children, 32 respondents (31.1%) have 1-2 children, 31 respondents (30.1%) have 3-4 children, and 30 respondents (29.1%) do not have any children followed by only 10 respondents (9.7%) who have 5-6 children.

Table 4. 2:**Profile of Respondent**

VARIABLES	LABEL	f	%
Gender	Male	50	48.5
	Female	53	51.5
Age	20-30 years old	11	10.7
	31-40 years old	50	48.5
	>41 years old	42	40.8
Marital Status	Single	25	24.3
	Married	78	75.7
Working Period	<1 year	2	1.9
	1-3 years	11	10.7
	4-6 years	14	13.6
	>7 years	76	73.8
Number of Children	None	30	29.1
	1-2 children	32	31.1
	3-4 children	31	30.1
	5-6 children	10	9.7

Normality of Analysis

Normality analysis was done to determine the normality of the data. According to Pallant (2009), to indicate the assumption of normality, the skewness and kurtosis should be between -2 and +2. Table 4.3 showed the skewness and kurtosis for all variables that are considered as normal.

Table 4. 3:***Normality Test for the Variables***

Variable	Skewness	Kurtosis
Career Commitment	-.294	.214
Financial Needs	.395	-0.81
Household Responsibilities	.439	-1.028
Work-Life Conflict	-.773	.678

Reliability Test

Reliability analysis has been done for this study. The objective of doing the reliability test was to check whether the scale was reliable or not (Pallant, 2009). Besides that, to determine the reliability of the item, one of the most commonly used indicators of internal consistency was Cronbach'alpha and coefficient of scale should be above 0.6 (Sekaran & Bougie,2013). This study was considered as acceptable and reliable. Referring to Table 4.4, the result for Career Commitment was 0.680; Household Responsibilities 0.648; Financial Needs was 0.751; followed by Work-Life Conflict was 0.677.

Table 4. 4:***Distribution of Cronbach's Coefficient Alpha***

Variables	No. of Item	Cronbach's alpha
Career Commitment	4	.680
Financial Needs	5	.751
Household Responsibilities	4	.648
Work-life Conflict	7	.677

Variable Analysis

The Descriptive statistic referred to the 4-point Likert Scale measuring the level of agreement used for this research were described as 1=Strongly Disagree, 2=Disagree, 3=Agree and 4=Strongly Agree. In this study, Table 4.5 showed the mean in average.

For Career Commitment, the respondents agree that Career Commitment has a relationship with Work-Life Conflict with mean 2.8034. The findings of this research also stated that Career Commitment was significant towards Work-Life Conflict and it was proven by another study derived from Ma and Yin (2012), where researchers found that Career Commitment was significant with Work-Life Conflict. Therefore, this study argued with the statement by the Omar et al. (2016) which stated that Career Commitment was not significant with Work-Life Conflict.

For Household Responsibilities, the respondents disagree that Household Responsibilities have a relationship with Work-Life Conflict with mean 1.46 and this is supported by Ahmad et al. (2011) and Woodland, (2014) which stated that Household Responsibilities were not significant towards Work-Life Conflict. Therefore, the findings of this research argued that Household Responsibilities were significant with Work-Life Conflict and this result is supported by Omar et al. (2016).

For Financial Needs, the respondents disagree that Financial Needs with mean 2.31, have no relationship with Work-Life Conflict. Thus, the findings of this research argued that Financial Needs were significant with Work-Life Conflict and this result was supported by other researchers; Omar et al. (2016) and Ahmad et al. (2011).

Table 4. 5:***Mean And Standard Deviation for Personal Factors and Work-life conflict.***

	N	Mean	Std. Deviation
Career Commitment	103	2.8034	.61800
Financial Needs	103	2.3146	.55561
Household Responsibilities	103	1.4636	.32541
Work-Life Conflict	103	2.6200	.45200

Correlation Analysis

Correlation analysis was used to test the relationship between independent variables and dependent variables. Different authors suggest different interpretations and according to Cohen (1988), Pearson correlation of value r was small correlation, medium correlation and large correlation. In this study, correlation analysis was used to test the relationship between three of the independent variables which were Career Commitment, Household Responsibilities and Financial Needs towards dependent variable; Work-Life Conflict.

Firstly, Career Commitment r value was .211* and that indicates the relationship between Career Commitment and Work-Life Conflict was considered as a small correlation. The p-value of Career Commitment was .032 and it indicates that the value correlation was below 0.05 significant levels. Therefore, there was a significant relationship between Career Commitment and Work Life Conflict. This is proven by another study derived from Ma and Yin (2012), where the researchers found that Career Commitment was related with Work Life Conflict.

Secondly, Household Responsibilities r value was .457** and that indicates that the relationship between Household Responsibilities and Work life Conflict was

considered as medium correlation. The p-value of Career Commitment was .000 and it indicates that the value correlation was below 0.01 significant levels. Therefore, there was a significant relationship between Household Responsibilities and Work life Conflict. This finding is similar to the result from a study by Omar et al. (2016) that was conducted in a Malaysian Statutory body in West Malaysia which showed that Household Responsibilities have positive relationship with Work-Life Conflict.

Thirdly, Financial Needs r value was .400** and that indicates that the relationship between Financial Needs and Work-Life Conflict was considered as medium correlation. The p-value of Career Commitment was .000 and it indicates that the value correlation was below 0.01 significant levels. Therefore, there was a significant relationship between Financial Needs and Work-Life Conflict. This is proven by another finding by Ahmad et al. (2011) which stated that Financial Needs also influence Work-Life Conflict.

Table 4. 6:

Correlation analysis between all variables in this study

VARIABLES	1	2	3	4
1. Career Commitment	1			
2. Financial Needs	.092	1		
3. Household Responsibilities	.287**	.525**	1	
4. Work-Life Conflict	.211*	.400**	.457**	1

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

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

DISCUSSIONS

Research Question 1: Is there any relationship between Career Commitment and Work-Life Conflict?

In answering the first research question, the findings of this research showed that Career Commitment have a small correlation r value=.211*, positive direction and significant relationship with p -value <0.05 , towards Work-life Conflict. As proven by another study derived from Ma and Yin (2012), where the researchers found that Career Commitment was related with Work life Conflict. Therefore, this study argued with the findings reported by the Omar et al. (2016), which stated that Career Commitment was not significant with Work life Conflict. The research showed different results could probably due to the different backgrounds of the respondents and the populations.

Research Question 2: Is there any relationship between household responsibilities and work-life conflict?

In answering research question 2, the findings of this research showed that Household Responsibilities have a medium correlation r value =.457**, positive direction and significant relationship with p -value <0.01 , towards Work-life Conflict. This finding is similar to the one reported by Omar et al. (2016) which indicated that Household Responsibilities have a positive relationship with Work life Conflict.

Research Question 3: Is there any relationship between financial needs and work-life conflict?

In answering research question 3, the findings of this research showed that Financial Needs have a medium correlation r value = .400**, positive direction and significant relationship with p-value <0.01, towards Work-Life Conflict. As proven by other findings by Ahmad et al. (2011) and Omar et al. (2016) which stated that Financial Needs also influenced Work Life Conflict. One of the reasons why the researchers showed the same results probably because monetary factors are considered important nowadays.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Based on the data analysis, the answers for the research questions are delivered in this chapter. There were two parts in this section which were, Conclusion and Recommendations for future research. This chapter sums up the findings of the relationship between personal factors and work-life conflict.

Conclusions

In a nutshell, all the three variables (Career Commitment, Household Responsibilities and Financial Needs) have a relationship with Work-Life Conflict. It proved that non-executive employees at Jabatan Penerangan Malaysia Negeri Sarawak unable to balance their work life conflict.

The employers should help their non-executive employees to have a better management of work life conflict in order to improve their productivity. It is important to make the non-executive employees to feel good and at the same time they also feel that their employers are concerned about their Work-Life Conflict. The employers should discuss with the non-executive employees to solve any conflicts because this study proved that the higher the level of Personal Factors, the higher level of Work-Life Conflict. This conflict is related to each other such as Career Commitment, Financial Needs and Household Responsibilities.

Besides that, the individuals also need to be positive in order to avoid conflict by managing their life properly and supporting each other especially when it comes to

household responsibilities. Household responsibilities need to be done together as a family and handled properly. Additionally, the organisation should spend some time and focus their energy together in doing an activity such as having a family day to increase the employees' motivation and commitment toward their jobs.

Recommendations

For future research, it is recommended that the same research study must be conducted at other industry using a larger sample size so that the feedback can be used as a comparison with this research. Other than that, the same study should be conducted at other sector/industries such as private sector. Future research also needs to focus on other personal factors such as travel to work, workplace environment and many more. In conclusion, this study proved that the independent variables such as Career Commitment, Household Responsibilities and Financial Needs have relationship with Work-Life Conflict and they are related to each other.

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APPENDICES

A. Consultation Form

APPENDIX A: Consultation Form

**FACULTY OF BUSINESS AND MANAGEMENT
DEGREE IN OFFICE SYSTEMS MANAGEMENT (HONS.)
ACADEMIC PROJECT (ASM662)**

CONSULTATION WITH SUPERVISOR AND/OR CO-SUPERVISOR

SUPERVISOR: MR MUHAMMAD BIN OMAR


CO-SUPERVISOR: MADAM SHIRA JOE

STUDENT: SITI MAZLINA BINTI MAHMAD MARGARETTA

H/P: 012-8533914

E-MAIL: mazlinda91@yahoo.com

TITLE OF PROJECT THE RELATIONSHIP BETWEEN PERSONAL FACTORS AND WORK-LIFE CONFLICT
AMONG NON-EXECUTIVE EMPLOYEES AT JABATAN PENERANGAN MALAYSIA
NEGERI SARAWAK, KUCHING

Date	Discussion	Signature
1/3/2019	Discussion face to face about face validity	 MUHAMMAD OMAR Pensyarah Fakulti Pengurusan & Perancangan UTM Tel: (085) 250 1111
1/4/2019	Discussion in whatsapp about respondent	
5/4/2019	Discussion in whatsapp about questionnaire	
30/4/2019	Discussion in whatsapp about correlation	
9/5/2019	Discussion face to face regarding Article Draft	
21/6/2019	Discussion face to face about research report	

B. Table Krejcie and Morgan

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384


Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

C. Students confirmation

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<http://sarawak.uitm.edu.my>



Surat Kami : 100-UITMKS (HEA&A. 30/7)
Tarikh : 26 Mac 2019

KEPADA SESIAPA YANG BERKENAAN

Tuan/Puan

PENGESAHAN PELAJAR

BIL.	NO. PELAJAR	NAMA PELAJAR
1.	2016230746	SITI MAZLINDA BINTI MOHAMAD MARGREBBI

Sukacita sekiranya pihak tuan/puan dapat membantu dan memberi kerjasama kepada pelajar di atas dari Program **Sarjana Muda Pengurusan Sistem Pejabat (Kepujian) (BM232)** untuk membuat satu kertas projek bagi kursus **ASM662 (Academic Project)**.


Maklumat-maklumat daripada jabatan/agensi/syarikat tuan/puan amatlah diperlukan bagi melengkapkan kertas projek tersebut. Semua maklumat yang tuan/puan berikan adalah untuk tujuan akademik sahaja.

Sila hubungi Penyelia Projek **Encik Muhammad Bin Omar** ditalian **082-677409** sekiranya pihak tuan/puan ingin mendapatkan maklumat lanjut berkaitan perkara di atas.

Kerjasama daripada pihak tuan/puan kami dahului dengan ucapan ribuan terima kasih.

Sekian.

Yang benar



NOR HAYATI ABDULLAH
Pegawai Eksekutif
Bahagian Hal Ehwal Akademik & Antarabangsa
bp Rektor

//

<p>Anggaran Kualiti Nakh Canselor 2013 (Kampus Negeri) Keunggulan, Perancangan Strategik & Tumpuan Kepada Tanggungjawab</p>	<p>Anggaran Kualiti Nakh Canselor 2010 & 2011 (Kampus Negeri) Perancangan Strategik, Pengurusan, Analisa & Pengukuran Proses & Pengukuran</p>	<p>Pemegang Anggaran Kualiti Perkhidmatan Awam Negeri Sarawak 2016</p>	<p>Anggaran Inovasi & Kreativiti Setiausaha Pembekalan Sarawak 2019</p>	<p>Tempat Pertama Anggaran ICT Setiausaha Pembekalan Sarawak 2009</p>	<p>Pertubuhan Perkhidmatan Berkualiti 5S 2009</p>	<p>Pengiktirafan Pengurusan Kualiti (AKQMS 2008)</p>	<p>ISO 9001 : 2008 Certification by LRQA Provision Of Student Services and Development</p>	<p>Pemegang Anggaran Kualiti Kerua Pengarah MAM(PU) 2016</p>	<p>Pemegang Anggaran Kualiti Perkhidmatan Awam Negeri Sarawak 2006</p>	<p>Pemegang Anggaran Kualiti UiTM 2006 Anggaran Gemilang</p>
---	---	--	---	---	---	--	--	--	--	--

USAHA, TAQWA, MULIA

D. Letter of Consent



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

Dear Respondent,

**PARTICIPATION IN SURVEY: THE RELATIONSHIP BETWEEN PERSONAL FACTORS
AND WORK-LIFE CONFLICT AMONG NON-EXECUTIVE EMPLOYEES AT JABATAN
PENERANGAN MALAYSIA NEGERI SARAWAK, KUCHING.**

As a final year student of Bachelor in Office System Management (Hons), I am conducting a survey **“The Relationship between Personal Factors and Work-Life Conflict among Non-executive Employees at Jabatan Penerangan Malaysia Negeri Sarawak, Kuching.”**

The purpose of this study is to investigate the relationship between Personal Factors and Work-Life Conflict. Therefore, you are invited to participate in this study.

The survey questionnaire will take less than 10 minutes to complete. I would appreciate if you would answer this question sincerely. Please return the questionnaire to me one week from the date of this letter or I may come to collect the questionnaire myself whenever possible.

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

Should you have questions about the survey, you may contact the researchers;

Siti Mazlinda Binti Mohamad Margrebbi

0128533914

Thank you.

Yours faithfully,

Supervisor,

(Siti Mazlinda Binti Mohamad Margrebbi)

(Muhammad Bin Omar)

HP No: 012-8533914

HP No: 082-677409

Section A: Personal Information (Demographic profile)

Instruction: please put a tick (✓) in the box provided next to the answer of your choice.

1. Gender

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

2. Age

<input type="checkbox"/>	20-30 years old
<input type="checkbox"/>	31-40 years old
<input type="checkbox"/>	>41 years old

3. Marital Status

<input type="checkbox"/>	Single
<input type="checkbox"/>	Married

4. Working Period

<input type="checkbox"/>	<1 year
<input type="checkbox"/>	1-3 years
<input type="checkbox"/>	4-6 years
<input type="checkbox"/>	>7 years

5. Number of children

<input type="checkbox"/>	None
<input type="checkbox"/>	1-2 children
<input type="checkbox"/>	3-4 children
<input type="checkbox"/>	5-6 children

Section B: Personal Factors

Instruction: Please state your opinion about personal factors that you have experienced by ticking (✓) only in one column for the each following statement:

1 – Strongly Disagree	2 – Disagree	3 – Agree	4 – Strongly Agree
-----------------------	--------------	-----------	--------------------

Career Commitment	1	2	3	4
I definitely want a career for myself in this profession.				
If I could do it all over again I would not choose to work in this profession.				
I would go into a different profession if I were paid the same.				
If I had all the money needed I will still choose this profession.				
I am disappointed that I took this profession.				

Household Responsibilities	1	2	3	4
I am worried that I should work less and spend more time with my family.				
I am a better person because I am not with my family all day.				
I am worried about my family while I am working.				
I find enough time in the day for my family.				
Making arrangements for my family while I work involves a lot of effort.				

Financial Needs	1	2	3	4
Too much of my life will be disrupted if I decided to leave the job due to financial need at home.				
Due to my family size I am working hard to fulfil their needs and face this conflict.				
The presence of family has positive influence in inducing this conflict, because I have to fulfil my financial requirements.				
Previously, I often have trouble paying the bills.				
Previously, I do not have enough money to buy food, clothes, or other household goods.				

Source from Ahmad, Fakhr, and Ahmed (2011), Blau (1988), Mirowsky and Ross (2001) and Parise (2002)

Section C: Work-Life Conflict

Instruction: Please state your opinion about work-life conflict that you have experienced by ticking (✓) only in one column for the each following statement:

1 – Strongly Disagree	2 – Disagree	3 – Agree	4 – Strongly Agree
-----------------------	--------------	-----------	--------------------

Work – Life Conflict	1	2	3	4
My job keeps me away from my family all the time.				
I have a good balance between my job and my family time.				
I wish I had more time to do things for my family.				
My time off from work does not match other family members' schedules.				
I am worried if my co-workers feel my family interferes with my work.				
I feel more respected than I would if I didn't have a job.				
I am worried that others would feel I should spend more time with my family.				

Source from Parise (2002)

E. Data Analysis

CLEANING DATA FOR DEMOGRAPHIC DATA

Statistics		Gender	Age	Marital Status	Working Period	Number of children
N	Valid	103	103	103	103	103
	Missing	0	0	0	0	0
Mean		1.51	2.30	1.76	3.59	2.20
Minimum		1	1	1	1	1
Maximum		2	3	2	4	4

CLEANING DATA FOR VARIABLE

Career Commitment

Statistics		I definitely want a career for myself in this profession.	If I could do it all over again I would not choose to work in this profession.	I would go into a different profession if I were paid the same.	If I had all the money needed I will still choose this profession.	I am disappointed that I took this profession.
N	Valid	103	103	103	103	103
	Missing	0	0	0	0	0
Mean		3.04	2.40	2.51	2.65	2.08
Minimum		1	1	1	1	1
Maximum		4	4	4	4	4

Household Responsibilities

Statistics		I am worried that I should work less and spend more time with my family.	I am a better person because I am not with my children all day.	I am worried about my family while I am working.	I find enough time in the day for my family.	Making arrangements for my family while I work involves a lot of effort.
N	Valid	103	103	103	103	103
	Missing	0	0	0	0	0
Mean		2.67	1.90	2.79	2.36	2.68
Minimum		1	1	1	1	1
Maximum		4	4	4	4	4

Financial Needs

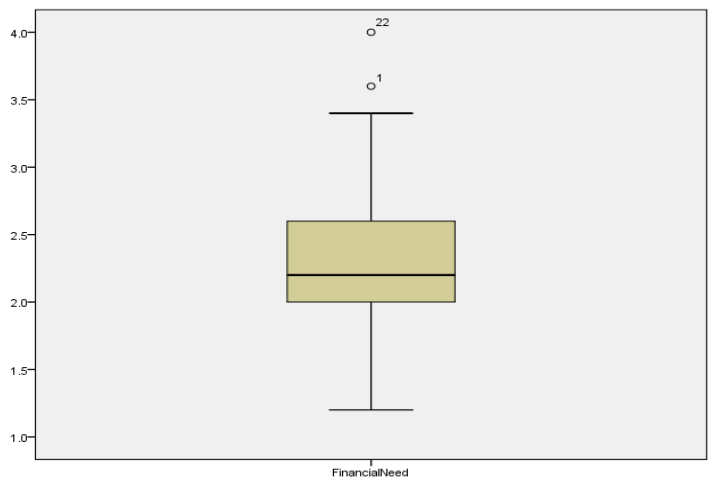
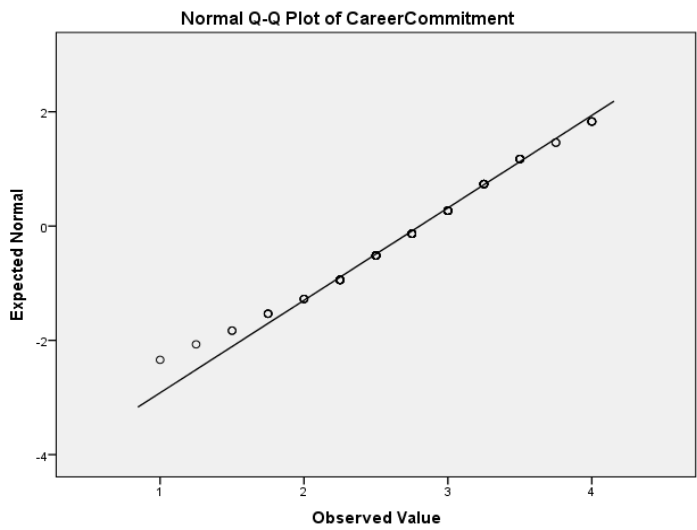
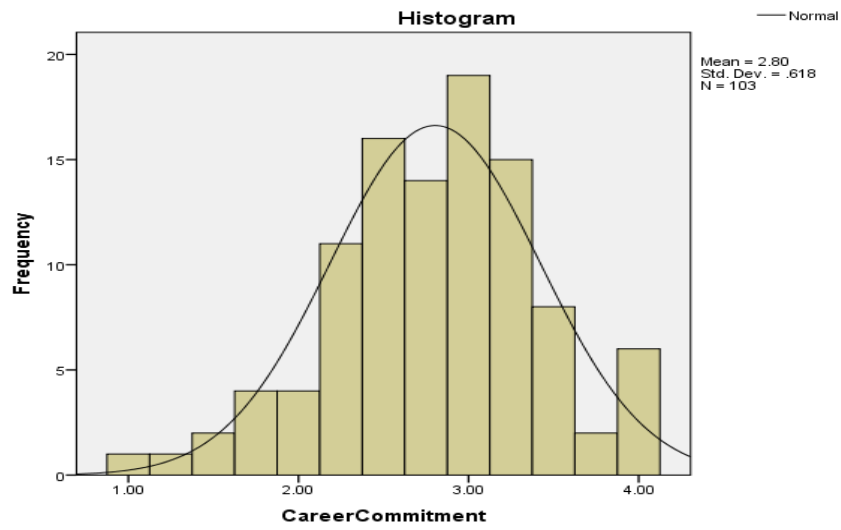
Statistics	Too much of my life will be disrupted if I decided to leave the job due to financial need at home.	Due to my family size I am working hard to fulfil their needs and face this conflict.	The presence of family has positive influence in inducing this conflict, because I have to fulfil my financial requirements.	Previously, I often have trouble paying the bills.	Previously, I do not have enough money to buy food, clothes, or other household goods.
N Valid	103	103	103	103	103
Missing	0	0	0	0	0
Mean	3.18	2.80	2.92	2.33	2.19
Minimum	1	1	1	1	1
Maximum	4	4	4	4	4

Work-Life Conflict

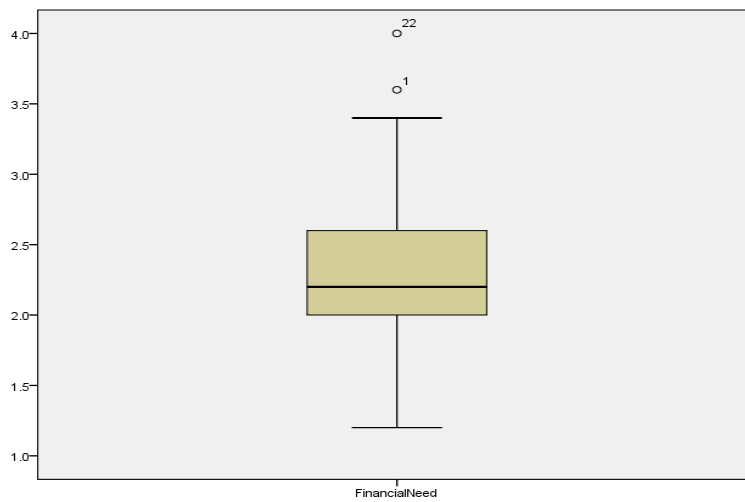
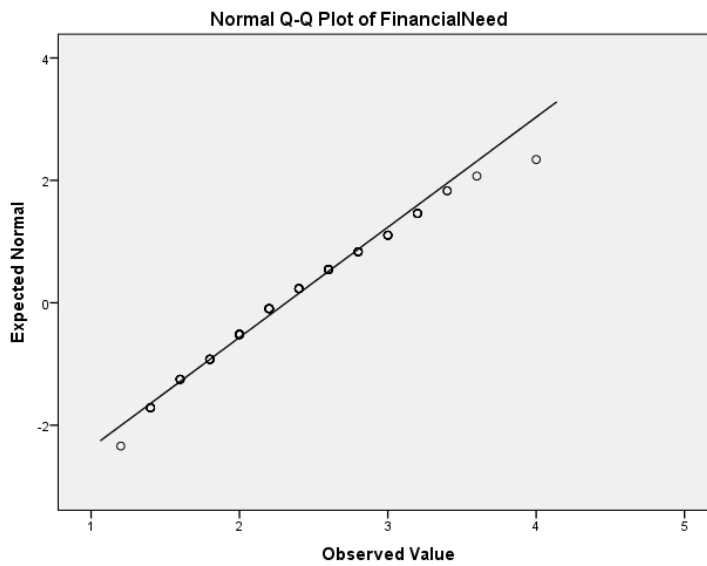
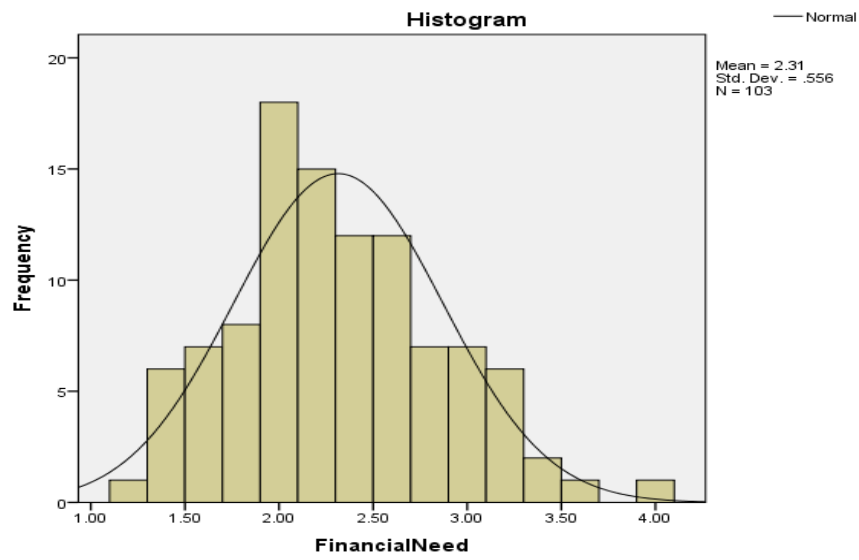
Statistics	My job keeps me away from my family all the time.	I have a good balance between my job and my family time.	I wish I had more time to do things for my family.	My time off from work does not match other family members' schedules.	I am worried if my co-workers feel my family interferes with my work.	I feel more respected than I would if I didn't have a job.	I am worried that others would feel I should spend more time with my family.
N Valid	103	103	103	103	103	103	103
Missing	0	0	0	0	0	0	0
Mean	2.36	2.64	3.12	2.47	2.17	1.72	2.19
Minimum	1	1	1	1	1	1	1
Maximum	4	4	4	4	4	4	4

NORMALITY TEST

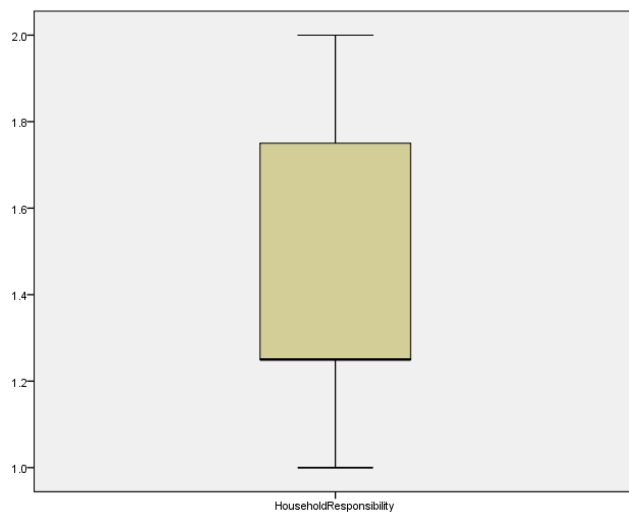
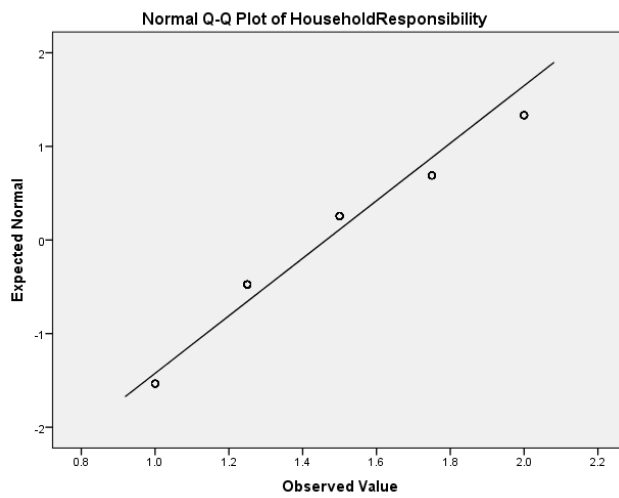
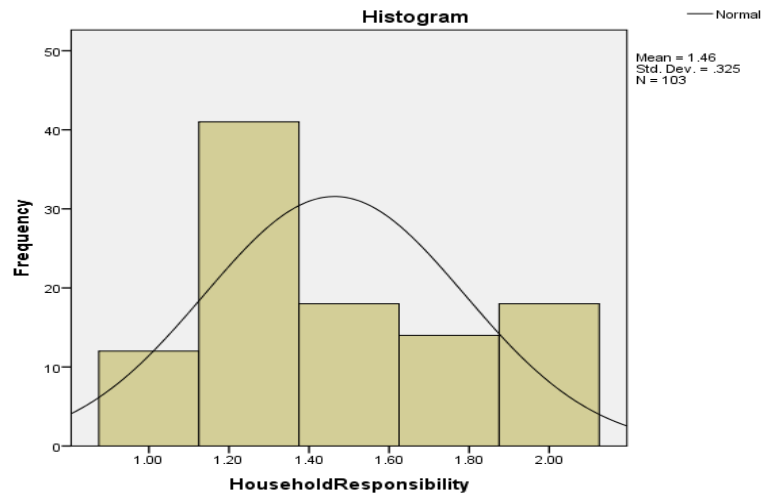
Career Commitment



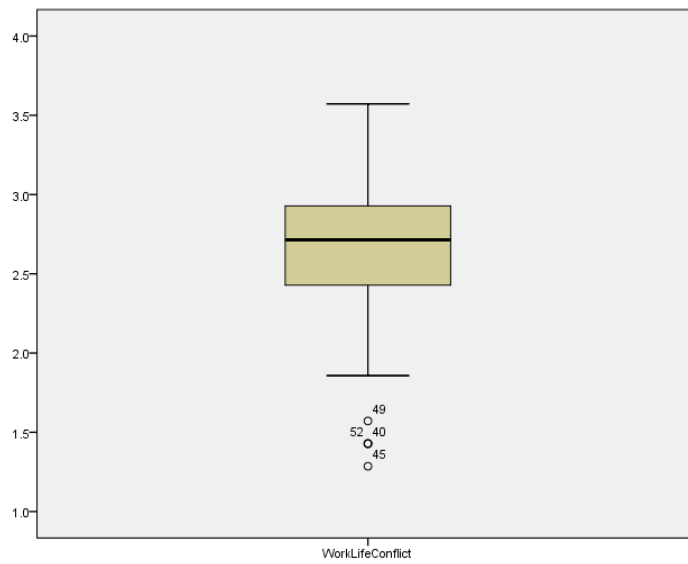
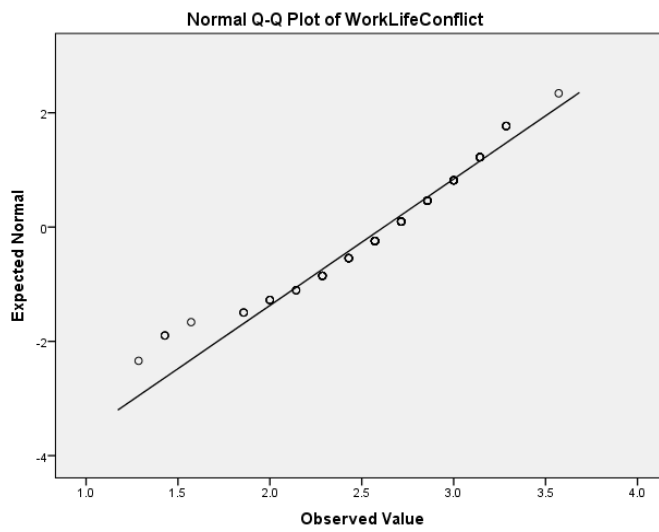
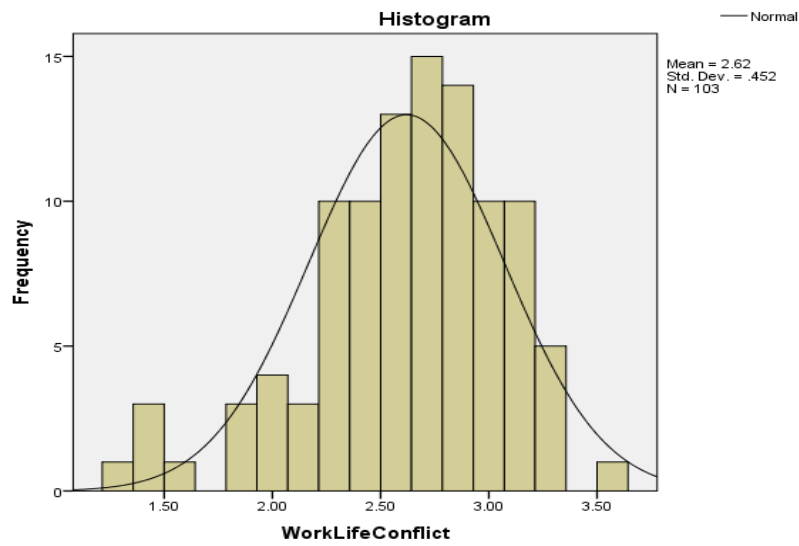
Financial Needs



Household Responsibilities



Work-Life Conflict



DESCRIPTIVE**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Career Commitment	103	1.00	4.00	2.8034	.61800
Financial Need	103	1.20	4.00	2.3146	.55561
Household Responsibility	103	1.00	2.00	1.4636	.32541
Work Life Conflict	103	1.29	3.57	2.6200	.45200
Valid N (listwise)	103				

RELIABILITY TEST

Independent Variables

Reliability Statistics

Cronbach's Alpha	N of Items
.748	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I definitely want a career for myself in this profession.	25.6019	21.320	.074	.765
If I had all the money needed I will still choose this profession.	25.9903	21.147	.056	.775
If I could do it all over again I would not choose to work in this profession.	26.0388	17.253	.556	.707
I am disappointed that I took this profession.	25.7184	17.655	.569	.706
Too much of my life will be disrupted if I decided to leave the job due to financial need at home.	26.8252	20.577	.202	.750
Due to my family size I am working hard to fulfil their needs and face this conflict.	26.4369	18.150	.537	.711

The presence of family has positive influence in inducing this conflict, because I have to fulfil my financial requirements.	26.5631	19.131	.475	.721
Previously, I often have trouble paying the bills.	25.9709	18.166	.475	.719
Previously, I do not have enough money to buy food, clothes, or other household goods.	25.8350	18.708	.414	.727
I am worried that I should work less and spend more time with my family.	27.2816	19.969	.517	.724
I am a better person because I am not with my children all day.	26.8641	21.393	.222	.746
I am worried about my family while I am working.	27.3107	20.177	.478	.727
Making arrangements for my family while I work involves a lot of effort.	27.2524	20.014	.496	.725

Career Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
.680	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I definitely want a career for myself in this profession.	8.1748	4.185	.427	.637
If I had all the money needed I will still choose this profession.	8.5631	3.719	.451	.623
If I could do it all over again I would not choose to work in this profession.	8.6117	3.416	.529	.567
I am disappointed that I took this profession.	8.2913	3.895	.447	.624

Financial Need

Reliability Statistics

Cronbach's Alpha	N of Items
.751	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Too much of my life will be disrupted if I decided to leave the job due to financial need at home.	9.76	6.048	.321	.769
Due to my family size I am working hard to fulfil their needs and face this conflict.	9.37	4.765	.667	.648
The presence of family has positive influence in inducing this conflict, because I have to fulfil my financial requirements.	9.50	5.488	.553	.697
Previously, I often have trouble paying the bills.	8.90	4.481	.676	.640
Previously, I do not have enough money to buy food, clothes, or other household goods.	8.77	5.455	.396	.753

Household Responsibilities

Reliability Statistics

Cronbach's Alpha	N of Items
.648	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am worried that I should work less and spend more time with my family.	4.4951	.958	.533	.501
I am a better person because I am not with my children all day.	4.0777	1.445	.074	.778
I am worried about my family while I am working.	4.5243	.938	.582	.465
Making arrangements for my family while I work involves a lot of effort.	4.4660	.918	.572	.469

Work-Life Conflict

Reliability Statistics

Cronbach's Alpha	N of Items
.677	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My job keeps me away from my family all the time.	15.70	7.232	.450	.622
I have a good balance between my job and my family time.	15.98	10.568	-.230	.780
I wish I had more time to do things for my family.	16.46	7.976	.331	.657
My time off from work does not match other family members' schedules.	15.81	7.550	.472	.619
I am worried if my co-workers feel my family interferes with my work.	15.50	6.645	.613	.569
I feel more respected than I would if I didn't have a job.	15.06	7.448	.552	.600
I am worried that others would feel I should spend more time with my family.	15.53	6.840	.599	.576

CORRELATION

Correlations

		Financial Need	Career Commitment	Household Responsibility	Work Life Conflict
Financial Need	Pearson Correlation	1	.092	.525**	.400**
	Sig. (2-tailed)		.356	.000	.000
	N	103	103	103	103
Career Commitment	Pearson Correlation	.092	1	.287**	.211*
	Sig. (2-tailed)	.356		.003	.032
	N	103	103	103	103
Household Responsibility	Pearson Correlation	.525**	.287**	1	.457**
	Sig. (2-tailed)	.000	.003		.000
	N	103	103	103	103
Work Life Conflict	Pearson Correlation	.400**	.211*	.457**	1
	Sig. (2-tailed)	.000	.032	.000	
	N	103	103	103	103

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

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