

**THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE
AND JOB SATISFACTION AMONG NON-EXECUTIVE
EMPLOYEES AT JABATAN AKAUNTAN NEGARA
MALAYSIA, SARAWAK.**

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ABSTRACT

This research was conducted to investigate the relationship between work life balance factors and job satisfaction among non-executive employees at Jabatan Akauntan Negara Malaysia, Sarawak. This research was correlational research and using census as sampling technique. The data was gathered by using questionnaire which was divided into three sections. Section A was for demographic. Section B were for job autonomy, work to family interference and workload. Section C was for job satisfaction. This research has involved 90 non-executive employees at Jabatan Akauntan Negara Malaysia, Sarawak. Based on the findings, the results indicated that there were positive relationship between job autonomy and workload with job satisfaction. However, there was negative relationship between work to family interference and job satisfaction. This indicates that work to family interference has small influence among non-executive employees at Jabatan Akauntan Negara Malaysia, Sarawak as it rarely occurs. It can be concluded that job autonomy and workload has influenced employees' job satisfaction at Jabatan Akauntan Negara Malaysia, Sarawak. It is recommended for future researcher to conduct the same study in different organization to get difference perspective toward work life balance.

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CHAPTER 1

INTRODUCTION

Background of the Study

This chapter discusses ideas on what this study seeks to be researched upon. The introduction section is in sequence as follows: the background of the study, research problem, research objectives, research questions, significance of the study, limitations of the study and definition of key terms. This chapter justifies the reason why there was a need to conduct a research on the relationship between work-life balance and job satisfaction which is important to both employees and organization.

The implementation of work-life balance is very important to most organizations because it affects the employees' satisfaction. Work-life balance is a dividing line between work-life and personal life where a separation is formed between an individual's career, business profession, and every other domain that adds up to the individual's total life (Kalliath and Kalliath, 2013). Orrom (2008) stated that work-life balance also means to achieve the desired combination of participation in both and other segments of life. However, he also stated that the combination does not stay stagnant but changes as an individual goes through change of commitments and also responsibilities. According to Saleh, Wahjono, Aman, and Muthu (2015), work-life conflict is a serious problem that influences workers, their employers and the communities. He also stated that in reality, most of the employees are facing problems in managing their work and other personal responsibilities.

Hence, it can be said that the benefits of work-life balance are firstly, it minimizes stress and secondly, it can contribute employees' satisfaction towards their work. Work-life balance also can give results in neglecting family and leisure time, especially when employees are juggling with the demands of work-life and go "off balance" (Mathur, Purohit, and Mathur, 2013). In addition, Mirzaii, Riazi, Vares, and Alamgard (2014) proposed that job satisfaction is one of the crucial ingredients for job accomplishment which is related to higher productivity and intrinsic motivation of an employee. It also reflects on how a person reacts and what to expect from the job in order to achieve high job satisfaction (Padma and Reddy, 2014).

There are a few factors that can influence the work-life balance of an employee which are job autonomy, work to family interference and workload. Job autonomy is one of the work-life balance factors which is identified as the degree to which the job provided employees with substantial freedom, independence and the ability to plan their work and determine how they will carry out their duties (Hackman and Oldham, 1980). Work to family interference is also one of the factors in work life balance. According to Greenhaus and Beutell (1985), work-family interference is a state of affairs where the work and family domains interfere with one other. Furthermore, work load is also one of the factors which influence work-life balance. According to Iqbal and Waseem (2012), with the increased complexity, controllers use more economical control procedures to regulate their workload. Several studies have highlighted the harmful consequences of high workloads or work overload.