

THE INFLUENCE OF WORK LIFE BALANCE TOWARDS JOB PERFORMANCE IN PRIVATE HIGHER EDUCATION INSTITUTION (PHEI)

Noorlaila Hj. Yunus¹ and Siti Musalmah Ahmad Fuad²

¹ Faculty of Business and Management, Universiti Teknologi MARA, Selangor, Malaysia
¹nlaila814@salam.uitm.edu.my

² Faculty of Business and Management, Universiti Teknologi MARA, Selangor, Malaysia
²salmahsufian@yahoo.com.my

ABSTRACT

Work-Life Balance (WLB) is an important factor that the Human Resource Management of private higher education Institution (PHEI) should concern about in order to gain high Job Performance in the institution. If there are WLB practices implemented by the university, the Human Resource Department (HRD) must always get feedback from the employees to continuously improve the WLB policy. This will benefit not just the employees but the most important to the PHEI by having a good productivities and high job performance employees. The result shows that most of the employees in the university have good social support from their colleagues at work place, friends and their families. This support have given them inspiration and motivation in doing their job properly and finally they might achieved high job performance. Even-though the result were positive about the social support the employees receives, the top management including the HRD need to revise their policy of WLB especially other factors that can influenced the employees to optimized their efforts in doing their job.

Key Words: Work Life Balance (WLB), Job Performance, Private Higher Education Institution (PHEI)

1. INTRODUCTION

Recent research shows that both employees and organizations benefit from successfully balanced work and family life (Greenhaus & Powell, 2006; Hammer, Neal, Newson, Brockwood & Colton, 2005). In family domains, when people

experience a lack of work-life balance, this experience threatens key domains of their personal lives (Lachman & Boone-James, 1997); on the other hand, work-life balance enhances their well-being and family satisfaction (Grzywacz, 2000). In work domains, the absence of work-life balance causes poor performances and more absenteeism of employees (Frone, Yardley & Markel, 1997), but balanced work and family life is associated with increased job satisfaction and organizational commitment (CegarraLeiva, Sanchez-Vidal & Cegarra-Navarro, 2012; Wayne & Musisca and Fleeson, 2004). In other words, employees' work-life balance experiences deepen their role-related engagement, which related to organizational performance improvement (Carlson, Witt, Zivnuska, Kacmar & Grzywacz, 2008).

Through investigation by emails, some of the respondents have current problems at work place. Their problems through the email feedback identified. They were no job promotion for a long time, long working hours need to be reduce to normal time (example from 8 am – 5 pm), they have to do multitasking job that is not suit with their qualifications level, no benefit for staff with disabled child, leadership not in the right direction and not regulate responsibility evenly between all staffs. With all these currents problems identified, it will gives a clear view of the same issues facing by the PHEI employees especially in urban area of Selangor. Therefore, this study is conduct to examine and scrutinize on the issue of how strong of WLB variables such as salary, flexible work hours, health security and social support influenced the job

performance in PHEI in Shah Alam and Bestari Jaya, Selangor.

2. LITERATURE REVIEW

2.1 Job Performance

As cited in Brummelhuis and Tanja Van Der Lippe, 2010; conflict theory proposes that using human time and energy in one role (e.g., family) decrease the time and energy remaining for other roles (eg., work), thereby undermining performance in that role (Edwards & Rothbard, 2000; Parasuraman & Greenhaus, 2002). According to Friedman, Christensen & DeGroot (1998) of conflict theory, the relationship between family and work is best expressed as a zero-sum game because human time and energy are limited resources. Time and energy spent on the family cannot be invested in work, vice versa according to Friedman, Christensen & De Groot (1998). Employees who have heavier family demands will have less time and energy for their work, reducing their work outcomes.

2.2 Work Life Balance (WLB)

According to Gladys Hrobowski – Culbreath (2010), it is importance to have balance in one's work and life responsibilities. Balance helps maintain the advantage needed to get an idea of how to approach situations and take care of the problems. Balance in one's life is necessary to enjoy and appreciate all that can be achieve without bringing too much stress into one's life. Life responsibilities are many and situations come about in different ways, shapes and forms. It is understandable that one cannot handle stressors in the same manner as another (Hill Hawkins, Ferris & Weitzman, 2001 as cited in Hrobowski-Culbreath, 2010). He summarized for employers, if the workers cannot maintain a work-life balance, they will be fatigued and not able to perform well on the job. This situation may have disastrous effects if employees were involved in dangerous or where someone life is on the line.

2.3 Salary

Performance-related-pay can improve worker performance through direct incentive effects as workers expend more effort creating the outputs that rewarded through pay, and through worker sorting since more able workers have more to gain from a pay system that rewards them according to their performance (Lazear, 1986 as cited in Alex Bryson, Babatunde Buraimo & Rob Simmons, 2010). Many studies have established that there is a positives relationship between the reward system (salary package) and the organizational commitment (Dailey & Kirk, 1992; Sweeny & McFarlin, 1993). Studies also indicated that here is an evidence of relationship between the good salary package and the employees' commitment (Marsh & Mannari, 1977, as cited in Jawad Akhtar, 2014).

2.4 Flexible Work Hour

In the articles by Gladys Hrobowski-Culbreth (2010), flexible work arrangements include flextime, compressed workweeks, telecommuting. According to him, flextime is a very popular flexible work option. Both public and private sector employers use it. Flextime allows flexibility in start and finish times, with no change in the workers' total hours worked. For instance, a couple's partner uses flextime and start work early. With a shortened lunch, the partner is able take care of the children after school. These schedules seem to work better for the couple than the standard 9-to-5 schedule. Frank and Lowe (2003) as cited in Hrobowski-Culbreath (2010), reported that many employees require flexibility in their work schedule to help balance work with their family and personal lives. Flexible employment practices also include variances in the days and hours of work, part time work, accumulated working hours (on a timely basis e.g. monthly, yearly), job sharing, temporary employment, contracted working hours and telework (Hogarth, Hasluck & Pierre

2000, as cited in Robert & Les Roches Gruyere, 2010). They wrote the key finding suggest that longer working hours are related to an increased difficulty to manage work-related schedules to make time for non-work life. Disadvantages include the increased sacrifice of private life for work reasons, which fuelled by the increased difficulty to fit family events and personal schedules.

2.5 Health Security

Staying healthy, this measures the prevalence, incidence and associated risk factors of musculoskeletal disorders and work-based injury outcomes within the cohort, together with physical health, mental health and health behavior measures (Schluter, Turner, Huntington, Bain & McClure, 2011). According to Heather, 2013, job security and stability are increasingly viewed as dimensions of job quality, yet paid sick leave has been largely ignored in the research literature as a dimension of both compensation and flexibility and control. Paid sick leave could empower workers to make responsible decisions about days in which their health or home responsibilities outweigh the demands of work. Workers to influence their decisions about moving between jobs may also value Similar to employer-sponsored health insurance, paid sick leave sufficiently. The study also provides support for mandating paid sick leave as a method of supporting workers and promoting job stability in the face of individual and family illness.

2.6 Social Support

Social support outside of work such as that provided by spouses and friends may have a positive impact on work-family balance by reducing work-family conflict (Carlson & Perrewew, 1999). Social support in the workplace such as the support from supervisors and colleagues has a positives impact on work outcomes, such as job satisfaction. Furthermore, the result also revealed that work based social support was positively associated with job satisfaction, organizational commitment and career accomplishment. Personal

social support also found to be associated with job satisfaction and organizational commitment (as cited in Erne Suzila, Syukrina Alini, Sri Fatiany, Noor'ain, Noor Azzah, Dilla Syadia & Farhana, 2013). According to Li-Yueh Lee, SouVearna and Wann-Yih Wu (2013), social support is defined as the provision of beneficial help for at least two individuals that is intended to buffer psychological distress and to enhance emotional well-being (Kim, Kirkman& Chen, 2008).

2.7 Work Life Balance Theory

According to Marks and MacDermid (1996) (as cited in Johanna, Ulla, Saija& Kati, 2011), role balance is not an outcome but rather "both a behavioral pattern of acting across roles in a certain way and a corresponding cognitive-affective pattern of organizing one's inner life of multiple selves". Specifically, according to them, there are two ways to engage multiple roles; as either positives or negative role balance. Positive role balance, in Marks and MacDermid's theory (cf. Barnett & Baruch, 1985), refers to the tendency to engage in every role with equally high effort, devotion, attention and care, whereas negative role balance refers to the tendency to engage in roles with apathy, cynicism, low effort and low attentiveness.

2.8 The relationship between Work Life Balance (WLB) and Job Performance

According to recent research, flexibility in employees' work schedule has positive effects on employee outcomes (Gainey & Clenney, 2006; Haar, 2007, as cited in Hrobowski-Culbreath, 2010). Some benefits of flextime include improved member relationships, more engaged and loyal employees, improved communication throughout the organizations, and higher employee retention. They found that WLB support works by completing family resources, because singles and then couples profited most from various WLB support measures. This study might consider that telecommuting can harm work outcomes

when it entails fulfilling dual roles at home simultaneously (LiekeL.TenBrummelhuis & Tanja Van Der Lippe, 2010).In the article of Nien-Chi Liu and Chih-Yuan Wang (2011); work-family practices appear to benefit firms that also adopt team-based work organization because they provide value for employees as well as for organizations when those employees implement high performance work practices.

3. CONCEPTUAL FRAMEWORK

For the purpose of this study, the independent variable is work life balance that consisted of salary, flexible work hour, social support and health security that have been adapted from Jawad Akhtar (2014), Erkut & Funda (2014), Connie, John, Soheila & Simona (2015), Mei-Ling & Li-Jane (2014). The dependent variable is job performance which consists of quality and efficiency. It has been adapted from HyeKyoung Kim (2014). Therefore, this study proposed the following framework that illustrated in Figure 1.

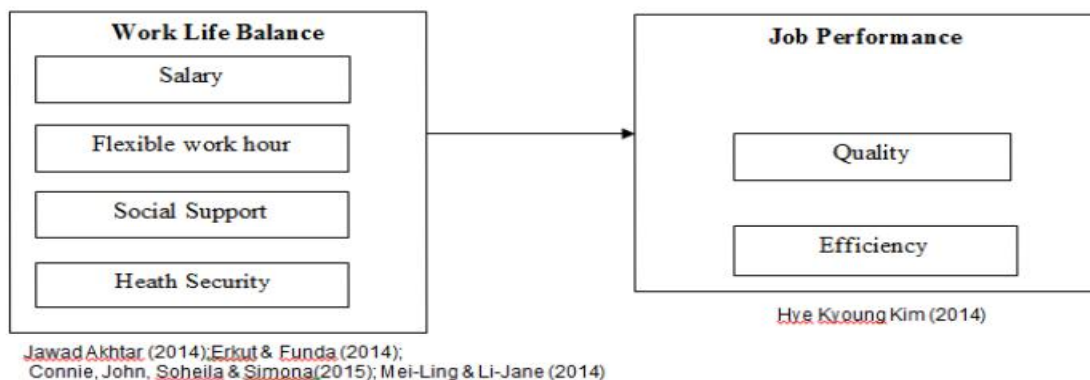


Figure 1

4. FINDINGS AND ANALYSIS

4.1 Multiple Regression Analysis

A series of regression analysis were performed to examine the influence of the Work-Life Balance factors on the Job Performance dimensions. Based on the Table 17 above, the results indicate that Social Support is the main predictor of Efficiency ($\beta=.738$, $p<.01$) and Quality ($\beta=.592$, $p<.01$). All WLB factors (salary, social support, health security and flexible work hour) explained towards Job Performance in Efficiency factor at 53.9%. The Durbin Watson value is 2.018 shows that there is no problem on auto correlation between all WLB factors (Salary, Social Support, Health Security and Flexible Work Hour) and Job Performance in Efficiency factor. While all the WLB factors (salary, social support, health security and flexible work hour)

explained towards Job Performance in Quality factor at only 37.9%. The Durbin Watson value is 1.945 shows that there is no problem on auto correlation between all WLB factors (Salary, Social Support, Health Security and Flexible Work Hour) and Job Performance in Quality factor.

The Social Support is significantly related to Job Performance in Efficiency and Quality factors. This is supported by Wong and Tsai (2014); they find out that with co-workers support among staff help reduces the consequences of Work-Family conflict in some situations and improves the job outcomes. In this result shows that employees with high Social Support are willing to perform better in their job at the Private Higher Education Institution (PHEI) such as in Universiti Selangor. These people perceive that they have the responsibilities towards their job and these responsibilities have to be

performed so that they will have high efficiency and quality scale in their job performance. This is the reason why Social Support significantly predicts

Efficiency and Quality in their job performance (support from families, friends, university's colleagues and their superior).

Table 1: Multiple Regression Analysis between Work-Life Balance factors and Job Performance.

Independent Variables	Efficiency	Quality
	Beta Values	Beta values
Salary	.030	-.110
Social Support	.738**	.592**
Health Security	-.047	-.049
Flexible Work Hour	-.010	.063
R	.734	.615
R ²	.539	.379
Adjusted R ²	.528	.363
F values	45.393	23.612
Sig F values	.000	.000
Durbin Watson	2.018	1.945

Notes: ** significant at the level 0.01, * significance at the level 0.05 level

4.2 Reliability Analysis

Reliability Analysis was conducted after factor analysis and it was carried out to measure consistency of the instrument in measuring the constructs. According to Sekaran (2006), the instruments are reliable when Cronbach's alpha values are above .70 and closer to 1.0. But Lee and Kerlinger (2005) (as cited in Riggle, 2007) stated that for social science research .50 to .60 are still acceptable. It means that the higher the value, the higher is the

internal consistency reliability. The respective alpha coefficient for the present study is between $\alpha=.340$ and $\alpha=.906$ which shows one of the construct was low degree of reliability, Work-Life Balance with $\alpha=.340$, another one construct, Flexible Work Hour with $\alpha=.509$ was moderate degree of reliability, and the other five were in high degree of reliability (Table 2).

Table 2: Reliability Statistics after factor analysis.

Construct	Cronbach's Alpha	N. of Items
Salary	.858	4
Social Support	.857	4
Health Security	.843	4
Flexible Work Hour	.509	2
Efficiency	.906	9
Quality	.810	3

4.3 Correlational Analysis

Based on Table 3, it was found that all items measuring the intended variables have moderate to high reliability coefficients indicating acceptable level of internal consistency with the coefficients

value in the range of 0.509 to 0.906. The four variables of Work-Life Balance (WLB) are moderately and significantly correlated with each other with r values in the range of very low correlation .157 ($p<.05$) between Salary and Social Support to high correlation .624 ($p<.01$) between

Salary and Health Security, denoting good convergent validity. All the two variables of Job Performance (Efficiency and Quality) are also significantly correlated with each other with high correlation ($r=.617, p<.01$). The correlation between Job Performance and WLB was from low correlation ($r=.300, p<.01$) between Quality and Flexible Work Hour to high correlation ($r=.733, p<.01$) between Efficiency and Social Support, signifying acceptable convergent validity. It is specified that there are two variables of

Work-Life Balance; Social Support and Flexible Work Hour that are significantly correlated with all variables of Job Performance (Efficiency and Quality) with the values range from low correlation ($r=.300, p<.01$) to high correlation ($r=.733, p<.01$), indicating potential influence of the independent variables and the dependent variables. While the other two variable of Work Life Balance (Salary and Health Security) are not significant correlated with Job Performance variables, Efficiency and Quality.

Table 3 : Correlation Analysis for Variables

Variables	Mean	Std. Deviation	1	2	3	4	5	6
Salary	2.83	1.41	(.858)					
Social Support	5.53	1.06	.157*	(.857)				
Health Security	3.45	1.50	.624*	.103	(.843)			
Flexible Work Hour	4.50	1.16	.131	.437**	.138	(.509)		
Efficiency	5.42	.83	.116	.733**	.047	.310**	(.906)	
Quality	5.45	1.10	-.040	.597**	-.048	.300**	.617**	(.810)

Notes: **. Correlation is significant at the 0.01 level (2 tailed), *. Correlation is significant at the 0.05 level (2 tailed), N=164; Reliability coefficients along the diagonal in the parentheses.

4.4 Demographic Background

Based on Table 4, a total of 164 respondents participated in the survey. Male respondents comprise 33.5% while female respondents constitute of 66.5%. In race distribution, majority respondents was Malay consist of 95.1, Chinese and Indian only consist of 2.4% each. With regards to age distribution, 46.2% of the respondents aged between 20 to 35 years old, 43.9% of them aged between 36 to 50 years old, 7.3% of them aged between 51 to 60 years old and only 0.6% aged above 60 years old. Majority of the respondents are married which were 80.5%, while single 18.3% and other status only 1.2%. Referring to the distance aspects, respondents who lives less 5 km from the university consists of 15.2%, whereas 5 to 10 km from home consists of 16.5%, while 11 to 30 km are 31.1% and above 30 km consists of 37.2%. Concerning the employment status of the respondents,

most of them are permanent staffs consists of 82.3%, the rest are contract staff, 17.7%. Pertaining to the educational qualification, majority of the respondents had Master Degree (30.5%), followed by those with Bachelor Degree (22.0), STPM/SPM/Certificate (20.7%), Diploma (16.5%), PhD (7.9%) and Advanced Diploma (2.4%). It shows that 57.3% respondents come from Bestari Jaya Campus while 42.7% comes from Shah Alam Campus. Work group categories were an academic staff which consists of 34.1% while most of the respondents comes from non-academic staff consists of 65.9%. Regarding the income group of the respondents, 16.5% of them received monthly salary of less than RM1500, 32.9% of them were paid in between RM1501 to RM3000, 36.0% of the respondents received monthly salary

between RM3001 to RM6000, and 14.6% received more than RM6000, respectively.

Table 4: Demographic profile in this study (n=164)

Variables	Descriptions	Frequencies	Percentages %
Gender	Male	55	33.5
	Female	109	66.5
Race	Malay	156	95.1
	Chinese	4	2.4
	India	4	2.4
Age	20-35	79	48.2
	36-50	72	43.9
	51-60	12	7.3
	>60	1	0.6
Marital Status	Single	30	18.3
	Married	132	80.5
	Others	2	1.2
Distance	<5 km	25	15.2
	5-10 km	27	16.5
	11-30 km	51	31.1
	>30 km	61	37.2
Employment Status	Permanent	135	82.3
	Contract	29	17.7
Academic Qualification	PhD	13	7.9
	Master	50	30.5
	Bachelor Degree	36	22.0
	Advanced Diploma	4	2.4
	Diploma	27	16.5
Campus	Certificate/STPM/SPM	34	20.7
	Shah Alam	70	42.7
Work Group	Bestari Jaya	94	57.3
	Academic	56	34.1
	Non-Academic	108	65.9
Length of service	<1 year	5	3.0
	1-5 years	35	21.3
	>5 years	124	75.6
Income	<RM1500	27	16.5
	RM1501-RM3000	54	32.9
	RM3001-RM6000	59	36.0
	>RM6000	24	14.6

5. DISCUSSION AND RECOMMENDATION

5.1 Relationship between Work-Life Balance (WLB) and JobPerformance

From the findings and discussion in Chapter 4, Table 3: Correlation Analysis, it can be concluded that the dimensions of WLB factors of Social Support and Flexible Work Hour were significantly correlated towards Job Performance. This is because most respondents had positives relationship with their work-life balance factors of social support and flexible work hour in order to achieve their high performance in their job. The two factors in WLB are important to them so they feel satisfied with their job and with

the benefits provided by the management of the private university. It shows that H3, H4, H7 and H8 were supported. The other hypotheses of H1, H2, H5 and H6 were not supported by these results.

5.2 Factor in WLB influences the most on job performance

According the result in Table 1: Multiple Regression Analysis, it shows' that the most influenced WLB factor towards Job Performance factors of Efficiency and Quality is Social Support. It is because they find motivation to do their job well from their friends outside work place, colleagues inside the work place, and most importantly support that comes from their own family and relatives. It is

supported by Wong & Tsai (2014), with co-workers support among employees help reduces the consequences of Work-Family conflict in some situations and improves the job outcomes. With having supports' from others' around them make them feel motivated to do their job even though they facing other obstacles in their work place.

5.3 Level of WLB among the staff

The level of WLB for factor in Social Support and Flexible Work Hour among staff is positives correlation toward Job Performance but it were not significant correlation between Salary and Health Security factors of WLB towards their Job Performance. This is because most of the staff feeling satisfied with their social support they get from others and having flexible working hour especially for academicians.

5.4 Level of job performance among the staff

Based on the Table 3: Correlation Analysis for variables, its' shown that the two variables of Job Performance (Efficiency and Quality) are also significantly correlated with each other with high correlated. This is because the staff is achieving their optimum level in their job performance for having good support by their friends, colleagues and most important their families even though other factors not significant related towards achieving high performance for example for not getting yearly increments, not having adequate medical benefit compared from other institutions and not all of the staff have flexible working hour because mostly it is for academicians. But even though academicians can have flexible working hour but they need to fulfil their class hour and tutorial with the students and doing publication and some research to achieve their good K.P.I. as a lecturer or professor.

5.5 Managerial Implications

The present study tested the influence of Work-Life Balance in Salary, Social Support, Health Security and Flexible Work Hour towards Job Performance in Efficiency and Quality factors. The finding denotes the significant influence of Work-Life Balance factor as in Social Support towards Job Performance factors as in Efficiency and Quality. These traits Work-Life Balance practice can be used by Private Higher Education Institution such as in private university as a basis to achieve high job performance in the organization in addition to the existing criteria. According to Ponnampalan P.K (2012), the social environment in Malaysia is different from that of developed nations where work life balance practices have a legal and cultural mandate.

5.6 Recommendation

Finally, it is recommended that any private higher education institution such as privates' university to create an organizational culture that facilitates the balancing of work and life responsibilities, the employer need to motivate their employees to have good relationship and cooperation among them, and implement work-life balance policies that will involves salary growth, health security, social support and flexible working hour consistent with the university culture. The measures may include in family assistance planning, yearly increments and incentives for good performance at work place, have a flexible work-hour and adequate health benefits to the employees and also to their family.

6. CONCLUSION

To conclude this study , as cited in the article wrote by Ponnampalan P.K (2012), that employees with better WLB

will be more engaged and contribute more productively towards achieving high performance in their job. This will serve not just to give the PHEI better access to a highly competitive labour market, but also to better address its social obligations to its workforce. For future research, it is suggested to examine on WLB towards Job Performance with other factors such as management support towards staff benefit, compensation package, job-security, career growth and staff rewards such as yearly increments and job promotion between an academicians and non-academicians staff. The researcher might want to examine on job promotions factor between academics and non-academics staff because they have difference chances of being promoted in the PHEI.

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