



Faculty of Cognitive Sciences and Human Development

**THE IMPACT OF WORK-LIFE BALANCE INITIATIVES IN
ORGANIZATION ON PSYCHOLOGICAL WELL-BEING OF
EMPLOYEES WORKING IN OIL AND GAS INDUSTRY IN SARAWAK**

Calvin Anak Tomy

**Bachelor of Science with Honours
(Human Resource Development)
2020**

UNIVERSITI MALAYSIA SARAWAK

Grade: **A**

Please tick (✓)	
Final Year Project Report	✓
Masters	
PhD	

DECLARATION OF ORIGINAL WORK

This declaration is made on the 19th day of July 2020.

Student's Declaration:

I, CALVIN ANAK TUMY, 58518, FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT hereby declare that the work entitled, "THE IMPACT OF WORK-LIFE BALANCE INITIATIVES IN ORGANIZATION ON PSYCHOLOGICAL WELL-BEING OF EMPLOYEES WORKING IN OIL AND GAS INDUSTRY IN SARAWAK" is my original work. I have not copied from any other students' work or from any other sources except where due reference or acknowledgement is made explicitly in the text, nor has any part been written for me by another person.

19th July 2020



CALVIN ANAK TUMY (58518)

Supervisor's Declaration:

I, MADAM DAYANG KARTINI BINTI ABANG IBRAHIM, hereby certifies that the work entitled, "THE IMPACT OF WORK-LIFE BALANCE INITIATIVES IN ORGANIZATION ON PSYCHOLOGICAL WELL-BEING OF EMPLOYEES WORKING IN OIL AND GAS INDUSTRY IN SARAWAK" was prepared by the above named student, and was submitted to the "FACULTY" as a * partial/full fulfilment for the conferment of BACHELOR OF SCIENCE WITH HONOURS (HUMAN RESOURCES DEVELOPMENT), and the aforementioned work, to the best of my knowledge, is the said student's work

Received for examination by: 

(MADAM DAYANG KARTINI BINTI ABANG IBRAHIM)

Date: 19th July 2020

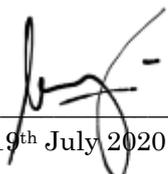
I declare this Project/Thesis is classified as (Please tick (√)):

- CONFIDENTIAL** (Contains confidential information under the Official Secret Act 1972) *
- RESTRICTED** (Contains restricted information as specified by the organisation where research was done) *
- OPEN ACCESS**

Validation of Project/Thesis

I therefore duly affirmed with free consent and willingness declared that this said Project/Thesis shall be placed officially in the Centre for Academic Information Services with the abide interest and rights as follows:

- This Project/Thesis is the sole legal property of Universiti Malaysia Sarawak (UNIMAS).
- The Centre for Academic Information Services has the lawful right to make copies for the purpose of academic and research only and not for other purpose.
- The Centre for Academic Information Services has the lawful right to digitise the content to for the Local Content Database.
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis for academic exchange between Higher Learning Institute.
- No dispute or any claim shall arise from the student itself neither third party on this Project/Thesis once it becomes sole property of UNIMAS.
- This Project/Thesis or any material, data and information related to it shall not be distributed, published or disclosed to any party by the student except with UNIMAS permission.

Student's signature  _____
19th July 2020

Supervisor's signature:  _____
19th July 2020

Current Address:

Lot No. 155, Lorong Millennium Height 2A, Taman Millennium Height, Bundusan, 88300 Penampang, Kota Kinabalu, Sabah, Malaysia.

Notes: * If the Project/Thesis is **CONFIDENTIAL** or **RESTRICTED**, please attach together as annexure a letter from the organisation with the period and reasons of confidentiality and restriction.

[The instrument was duly prepared by The Centre for Academic Information Services]

The project entitled ‘The Impact of Work-Life Balance Initiatives in Organization on Psychological Well-Being of Employees Working in Oil and Gas Industry in Sarawak’ was prepared by Calvin Anak Tomy and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfilment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

Received for examination by:



(MADAM DAYANG KARTINI BINTI ABANG IBRAHIM)

Date:

19th July 2020

Grade

A

**THE IMPACT OF WORK-LIFE BALANCE INITIATIVES IN ORGANIZATION ON
PSYCHOLOGICAL WELL-BEING OF EMPLOYEES WORKING IN OIL AND GAS
INDUSTRY IN SARAWAK**

CALVIN ANAK TUMY

This project is submitted in partial fulfilment of the requirement for
Bachelor of Science with Honours
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development
UNIVERSITY MALAYSIA SARAWAK

(2020)

ACKNOWLEDGEMENTS

Life is truly amazing, and our God is so good at writing the timeline of our lives better than we could have ever imagined. On top of my thank you list is my Lord, all glory is for Him, my Saviour Jesus Christ for giving me the strength, courage, passion and blessing as I had the opportunity to further my study in the university of my choice, Universiti Malaysia Sarawak and successfully completed my final year project. I am indeed grateful for all the possibilities, opportunities and positivity that He has showered me with.

In addition to my gratitude, I am blissfully grateful to have amazing parents who supported me both emotionally and financially throughout my studies alongside completing my first bachelor's degree. Their never-ending love, care and compassion have indeed encouraged and motivated me to complete my thesis without any single doubt. Mom and dad, I am nothing without the both of you.

To a very dedicated and supportive supervisor, Madam Dayang Kartini Binti Abang Ibrahim, thank you so much for the guidance, gratitude and support. She has done nothing less than perfection as she took up the role as my supervisor for my final year project. I am so grateful to have her as someone whom I look up to in the time when I face multitude of adversities and dead-lock situations during the execution of my final year project. Nevertheless, she helped me a lot in answering all my queries and guided me towards completing my research and to produce an excellent thesis. Not to mention, the kind evaluator Madam Sheilla Lim Binti Omar Lim for the insightful and fruitful feedback and further encouraged me to do better in improving my thesis.

In an overwhelming joy, I could not be thankful enough to have received a supportive cooperation from every single person that has been voluntarily participated in this research. To

my friends, Danial Wessley, Afiq Abdul Asyraf, Bryan Kenny Majanil and Bradley Paul, I sincerely thank all of you for pathing ways for me to do my pilot study; and also to my dad and relatives who worked in the related industry as per subjected in this research that helped me throughout the process of collecting data, I thank you for your sincere help and contribution in this project. Also, my sincere gratitude to the respondents at Miri Crude Oil Terminal (MCOT) for their time, cooperation and dedication that had contributed to the success of this research.

Last but certainly not least, I am ecstatically grateful to have worked with an amazing bunch of friends that involved directly and indirectly in this research, by providing me with the insights, assistance as well as the encouragement especially to my research co-partner, Alya Syahirah; dedicated friends: Eleine Shren Anak Eju, Yvanessa Anak Henry Lemat, Juliana Alah, Pravina Sri A/P Jayaseelan, Nur Azreen Azri, and Adam Mohd Fauzi; with all of your strong supports and continuous helps congregated together, I managed to complete my final year project successfully. I am so grateful to have each and every one of you as my friends.

To readers that will venture into the beauty of research, remember this:

“If you want to experience significant progress toward your goal, you need to be intentional about the work you’re doing every day. Believe it or not, a delay is the biggest enemy of progress, so do it at your own pace, embrace the journey and never give it a stop, but rather a pause.”

Thank you.

TABLE OF CONTENT

LIST OF TABLES	i
LIST OF FIGURES	iii
ABSTRACT	v
ABSTRAK	vi
CHAPTER ONE: INTRODUCTION	1
1.1 Background of Study.....	1
1.2 Statement of Problem.....	5
1.3 Research Objective.....	10
1.3.1 General Objective.....	10
1.3.2 Specific Objectives.....	10
1.4 Research Hypothesis.....	11
1.5 Conceptual Framework.....	11
1.6 Definition of Terms.....	12
1.6.1 Flexible Work Arrangement.....	12
1.6.2 Supervisor Support.....	12
1.6.3 Healthy Work Environment.....	13
1.6.4 Psychological Well-being.....	13
1.7 Contribution of the Study.....	14
1.7.1 Contribution to the Body of Knowledge.....	14
1.7.2 Contribution to the Human Resource Practitioner.....	15
1.7.3 Contribution to the Organizational Policy.....	15
1.7.4 Contribution to the Research Methodology.....	16
1.8 Chapter Summary.....	16

CHAPTER TWO: LITERATURE REVIEW	18
2.1 General Concept of Work-life Balance.....	18
2.2 Western Perspective of Work-life Balance.....	23
2.3 Eastern Perspective of Work-life Balance.....	26
2.4 Australian Perspective of Work-life Balance.....	28
2.5 Work-life Balance Concept and Policies in Malaysia.....	33
2.6 Types of Work-life Balance Initiatives.....	37
2.6.1 Flexible Work Arrangement.....	37
2.6.2 Supervisor Support.....	39
2.6.3 Healthy Work Environment.....	40
2.7 Concept of Well-being.....	43
2.7.1 Psychological Well-being.....	45
2.8 Relationship between Work-life Balance Initiatives and Psychological Well-being.....	48
2.9 Theoretical Framework.....	49
2.9.1 Perceived Organizational Support (POS) Theory.....	50
2.10 Linkage between Perceived Organizational Support Theory and the Variables.....	51
2.11 Practical Evidences.....	55
2.12 Chapter Summary.....	57
CHAPTER THREE: RESEARCH METHODOLOGY	58
3.1 Research Approach.....	58
3.2 Research Design.....	59
3.3 Research Methodology.....	60
3.4 Population of the Study.....	61
3.5 Location of the Study.....	61
3.6 Sample and Sampling Technique.....	62

3.7	Data Collection Method.....	63
3.8	Instrument of the Study.....	65
3.9	Validity and Reliability.....	69
3.10	Data Collection Procedure.....	70
3.10.1	Pilot Study.....	71
3.10.2	Actual Study.....	73
3.11	Data Analysis Procedure.....	74
3.11.1	Descriptive Statistics.....	74
3.11.2	Inferential Statistics.....	75
3.11.3	Pearson Correlation Statistical Hypothesis Test.....	76
3.12	Ethics of the Study.....	77
3.14	Chapter Summary.....	78
CHAPTER FOUR: FINDINGS AND DISCUSSION.....		79
4.1	Demographic Profile of Respondents.....	79
4.1.1	Range of Age.....	80
4.1.2	Gender.....	81
4.1.3	Ethnic Group.....	82
4.1.4	Educational Background.....	82
4.1.5	Length of Services.....	83
4.2	Descriptive Statistics.....	85
4.2.1	Flexible Work Arrangement.....	86
4.2.2	Supervisor Support.....	87
4.2.3	Healthy Work Environment.....	89
4.2.4	Psychological Well-being.....	90
4.3	Research Findings and Discussion.....	92

4.3.1	Flexible Work Arrangement.....	93
4.3.2	Supervisor Support.....	102
4.3.3	Healthy Work Environment.....	112
4.4	Chapter Summary.....	117
CHAPTER FIVE: CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS.....		119
5.1	Summary of the Study.....	119
5.2	Conclusion of the Study.....	123
5.3	Implication of the Study.....	127
5.3.1	Implication to the Organization.....	128
5.3.2	Implication to the Human Resource Practitioner.....	129
5.3.3	Implication to the Research Methodology.....	130
5.4	Limitation of the Study.....	131
5.5	Recommendation of the Study.....	133
5.5.1	Recommendation to the Organization.....	134
5.5.2	Recommendation to the Human Resource Practitioner.....	136
5.5.3	Implication to the Future Researchers.....	138
5.6	Chapter Summary.....	139
REFERENCES.....		141
APPENDIX A: CONSENT LETTER TO THE ORGANIZATION.....		171
APPENDIX B: SURVEY QUESTIONNAIRE.....		172
APPENDIX C: SPSS DATA ANALYSIS OUTPUT.....		178

LIST OF TABLES

Table 1	
Work-life Practices among selected European Union Member States.....	24
Table 2	
Average Weekly Hours Worked among selected Asian Countries	27
Table 3	
Australian’s Work-life Balance Policies and Practices.....	30
Table 4	
Work Conditions within Malaysia’s Employment Act 1955.....	35
Table 5	
Table for Determining Sample Size for a Known Population.....	63
Table 6	
A 5-Point Likert Scale of Measurement in Questionnaire.....	65
Table 7	
A 7-Point Likert Scale of Measurement for Psychological Well-being.....	67
Table 8	
Summary of Variable Items.....	67
Table 9	
Content of the Questionnaire.....	68
Table 10	
DeVellis Reliability Guidelines.....	70
Table 11	
The Cronbach’s Alpha Value of Pilot Study.....	72
Table 12	
Summary of the Hypothesis Test.....	75

Table 13	
Guidelines for the Value of Pearson Correlation Coefficient.....	76
Table 14	
Summary of the Frequencies and Percentage of Demographic Profiles.....	84
Table 15	
Flexible Work Arrangement – Items Results.....	86
Table 16	
Supervisor Support – Items Results.....	87
Table 17	
Healthy Work Environment – Items Results.....	89
Table 18	
Psychological Well-being – Items Results.....	90
Table 19	
Results of Hypothesis One.....	94
Table 20	
Results of Hypothesis Two.....	103
Table 21	
Results of Hypothesis Three.....	112
Table 22	
Summary of the Results of Hypothesis Testing.....	117

LIST OF FIGURES

Figure 1	
Conceptual Framework.....	11
Figure 2	
Five Practices of Psychologically Healthy Organization.....	41
Figure 3	
Ryff Core Dimensions of Psychological Well-being.....	45
Figure 4	
Distribution of Respondents by Age Group.....	80
Figure 5	
Distribution of Respondents by Gender.....	81
Figure 6	
Distribution of Respondents by Ethnic Group.....	82
Figure 7	
Distribution of Respondents by Educational Level.....	82
Figure 8	
Distribution of Respondents by Length of Services.....	83
Figure 9	
Frequency Table by Age Group.....	178
Figure 10	
Frequency Table by Gender.....	178
Figure 11	
Frequency Table by Ethnic Group.....	179
Figure 12	
Frequency Table by Educational Level.....	179
Figure 13	
Frequency Table by Length of Services.....	180
Figure 14	
Statistical Analysis of Demographic Profiles.....	181

Figure 15
The Correlations between FWA and PWB..... 182

Figure 16
The Correlations between Supervisor Support and PWB..... 182

Figure 17
The Correlations between HWE and PWB..... 183

ABSTRACT

THE IMPACT OF WORK-LIFE BALANCE INITIATIVES IN ORGANIZATION ON PSYCHOLOGICAL WELL-BEING OF EMPLOYEES WORKING IN OIL AND GAS INDUSTRY IN SARAWAK

Calvin Anak Tummy

The main purpose of this study is to identify the relationship between the impact of work-life balance initiatives in organization on psychological well-being of employees working in oil and gas industry in Sarawak. The independent variables which had been studied in this research are flexible work arrangement, supervisor support and healthy work environment; whereas the dependent variable is psychological well-being. A private organization is chosen for this present study. The research is conducted by using quantitative research methodology. The population for this study is employees in a selected oil and gas-based organization and the sample size in this research was chosen based on convenience sampling technique. A survey questionnaire had been used to collect the data in this study, and then further analysed by using 'Statistical Package for Social Science' (SPSS) version 23.0. Descriptive and inferential statistics were used to analyse the data accordingly. Descriptive statistics were used to analyse the respondents demographic background such as age, gender, ethnicity, educational background and also working experience. Pearson correlation analysis was performed to analyse and identify the relationship between the independent and dependent variables. The findings showed that there is a significant relationship between flexible work arrangement, supervisor support and healthy work environment with psychological well-being. Recommendation and suggestion had been proposed for future reference of organization, Human Resource practitioners and future researchers.

Keywords: Work-life balance Initiatives, Flexible work arrangement, Supervisor support, Healthy work environment, Psychological well-being

ABSTRAK

IMPAK PELAKSANAAN INISIATIF KESEIMBANGAN HIDUP DAN KERJA DALAM ORGANISASI TERHADAP KESEJAHTERAAN PSIKOLOGI PERKERJA YANG BEKERJA DALAM INDUSTRY MINYAK DAN GAS DI SARAWAK

Calvin Anak Tummy

Tujuan utama kajian ini adalah untuk mengenal pasti hubungan antara kesan inisiatif keseimbangan kerja-dan-hidup dalam organisasi terhadap kesejahteraan psikologi pekerja yang bekerja di industri minyak dan gas di Sarawak. Pembolehubah bebas yang telah dikaji dalam kajian ini adalah susunan kerja yang fleksibel, sokongan penyelia dan persekitaran kerja yang sihat; manakala pemboleh ubah bergantung adalah kesejahteraan psikologi. Sebuah organisasi swasta telah dipilih untuk menjalankan kajian ini. Kajian ini dijalankan dengan menggunakan metodologi penyelidikan kuantitatif. Populasi untuk kajian ini adalah pekerja dalam organisasi minyak dan gas dan saiz sampel dalam kajian ini dipilih berdasarkan teknik sampling kemudahan. Soal selidik telah digunakan untuk mengumpul data dalam kajian ini, dan selanjutnya dianalisis dengan menggunakan 'Pakej Statistik untuk Sains Sosial' (SPSS) versi 23.0. Statistik deskriptif dan inferens digunakan untuk menganalisis data dengan sewajarnya. Statistik deskriptif digunakan untuk menganalisis latar belakang demografi responden seperti umur, jantina, etnik, latar belakang pendidikan dan juga pengalaman kerja. Analisis korelasi Pearson dilakukan untuk menganalisis dan mengenal pasti hubungan antara pembolehubah bebas dan bergantung. Penemuan menunjukkan bahawa terdapat hubungan yang signifikan antara susunan kerja yang fleksibel, sokongan penyelia dan persekitaran kerja yang sihat dengan kesejahteraan psikologi. Cadangan dan saran telah dicadangkan untuk rujukan masa depan organisasi, pengamal Sumber Manusia dan penyelidik seterusnya.

Kata kunci: Inisiatif keseimbangan kerja dan hidup, Susunan kerja fleksibel, Sokongan penyelia, Persekitaran kerja yang sihat, Kesejahteraan psikologi

CHAPTER ONE

INTRODUCTION

This study aims to identify the impact of work-life balance initiatives in organization on psychological well-being of employees working in the oil and gas mining industry, specifically in Sarawak. This chapter will thoroughly discuss several sections such as background of study, statement of problem, objectives of study, research hypothesis and so on. It provides a description for the fundamental background of the study and the problem addressed. This chapter is important as it will give the reader an overview of the study and the problem arises which alter this research to be carried out; including portraying the purpose of the underlying principles and the objectives of this study as well.

1.1 Background of Study

For decades, Malaysia has been greatly involved in the activities of exploration and production of oil and gas which contributed to the main factor for economic growth. In fact, World Trend Plus's Association (2018) has listed Malaysia as one of the world largest oil producing countries at the rank of 27th with a report that Malaysia produced at an average of 636.099 barrel of crude oil per day with a significant monthly increase of 2.890 barrel per day in December 2018 as in contrast to the year before. It has played an important role in country's economic development amid with the raising of exploration and production activities in this country, specifically with the blast major oil and gas industrial hub being set up in various strategic locations such as in Kerteh, Terengganu; Lutong and Kidurong, in Sarawak; and West Coast of Sabah that drives the economic development for the country. As a proof, over 3,500 petroleum and natural gas companies in Malaysia involving foreign oil companies including the services and manufacturing provider that cater the needs of national

oil and gas value chain both internally and externally, have continuously contributed to the country's primary sector at about 94.3 per cent of total investments in 2017 with a total of thirty-two projects were successfully approved as per dated and worth the big return of investments of RM 11.7 billion (Zakariah, 2019).

The Department of Statistics Malaysia has revealed that in 2014, a total number of employed persons in petroleum and natural gas mining industry has reached up to 17 350 persons with an expansion of 6.10 per cent from 16 355 persons in the previous year. Male workers contributed to the largest employment with about 74.0 per cent compared to women's employment in the same year with about 26.0 per cent in general. In 2017, this number has significantly increased to 36 776 of total employed persons in the overall oil and gas sector in Malaysia (Department of Statistics Malaysia, 2018).

Work-life balance has been a universal struggle among workers and some even recognize it as a great 'nightmare' or threat to their working life. It is experienced by both males and females in all types of professions which includes the employed persons in the oil and gas mining industry in Malaysia, having said that, this concept still remains far-flung for most Malaysian employees who continued to struggle with a non-supportive work environment. As a proof, a study conducted by The Malaysian Reserve indicates 1 in every 4 Malaysian professionals were difficult to achieve work-life balance due to the uncooperative top managerial bosses which unfortunately resulting in the continuous struggle of these professionals to find the balance between work and life, and later became stagnant in their well-being (Singh, 2019). HR Asia news portal has suggested that the only way to build a structured and orderly change within an organization in the lead to support stronger work-life balance is by shifting the culture of business that supports flexibility, which means to inculcate the work-life balance initiatives in the organization (Mukehrjee, 2019). The work-life balance initiatives that have been implemented with the aim to

minimize the struggle and to re-balance the roles between work and life (Zacharious, 2005) will contribute to high employees' engagement and allows them to get more committed towards the organization (Mallow, 2016) and further improve employees' health and well-being (Lockett, 2008). Statistically in Malaysia, 90 per cent of organizations had encouragingly provided at least one work-life balance policy or initiative according to a study made by Talent Corporation Malaysia in 2018, but the impact of these initiatives on employee's psychological well-being specifically became the main core of this study. This is due to the fact that it has remarkably challenged the Malaysia's human resources projection as National Health and Morbidity Malaysia (NHMM) in 2018 revealed a critical issue concerning the increasing of psychological well-being problems which arises from work-related domains, statistically at 60 per cent from the outcomes of the study (Yasmin, 2019) and most of all, mental health problem dominated the top chart of psychological well-being problems among Malaysian employees. According to the 2018 AIA Vitality study, it reveals that 50.2 per cent of employed persons in Malaysia have at least one dimension of work-related pressure as reported by the New Straits Times, which also indicated that 29 per cent of 4.2 million Malaysians are having mental health problems, this broadly affecting employees to be proactive at workplace (Murugesan, 2018). In addition to that, BERNAMA (2017) also pointed out that workplace as the main factor that significantly affecting employee's mental health and well-being.

Towards the deeper understanding of the concept of psychological well-being, Warr (1987) stated that the phrase 'well-being' is the comprehensive quality of the life-experience felt by employees at work, which is divided into three common dimensions namely social, psychological and physical well-being as studied by Diener and Seligman (2004) to capture a person's well-being. The interest to study about the dimension of psychological well-being initially focused on the unhappiness and suffering rather than the

causes and consequences of positive functioning of psychological well-being (Diener, 1894; Jahoda, 1958). Psychological well-being in this study refers to the positive mental states without any contrast between the terms of happiness and satisfaction; and focused on the subjective experiences of individuals (Grant, Christiansen & Price, 2007). According to Ryan and Deci (2001), psychological well-being consists of two major aspects which are hedonic well-being and eudaimonic well-being. The focus in this study is to examine the hedonic part of well-being or refer to the subjective feelings of happiness. It refers to the extent at which people encounter positive emotions and feelings of happiness (Diener, 2000) and later feel accomplished and satisfied with their life, at which the 'life' in this study refers to the working life. Hedonic well-being contains two components, which are affective component and cognitive component. Carruthers and Hood (2004) highlighted that a person will experience happiness provided that both positive affect and one's satisfaction with life are equally high. It is important to understand the struggle to find a balance between work and life as it will contribute to the implication on variety of variables namely general health and wellbeing, greater health risk of working parents, lowered performance and productivity at work, less life satisfaction, anxiety, depression and work-related stress (Carnicer, Sanchez & Perez, 2003). The happiness of employees is crucially important as it will determine the success of organizations through performance and productivity of the employees; and serves as the underlying aspect of the overall well-being of employees in organizations. When employees feel satisfied and happy, they will reciprocate that with high performance at work, and tend to remain in the organization for a long period of time

Overall, this study will scrutinize the relationship between the impact of work-life balance initiatives implemented in the organization towards employees' psychological well-being.

1.2 Statement of Problem

Work life balance over the past decades has become the most ubiquitous struggle experienced by most of the working people across all types of professions, and has grabbed the attention of researchers to carry out the study in realization towards the effect of the demanding work environment in the competitive era under covered by the vast and brisk multi-fascinating competitive globalization. To counteract with the changes, majority workplaces nowadays have implemented at least one work-life balance policy, initiative or practice with the goal of creating desirable balance between work and personal life of their employees (Zacharious, 2005); and to reduce the negative effect of work-life conflict that associated with the psychological health risks (Pattu, Subrahmanyam & Ravichandran, 2013). However, research to date fails to reach the mature understanding on the impact of work-life balance initiatives from the perspective of psychological well-being or subjective happiness due to the existing theoretical, empirical, and practical gaps.

Gap 1 – Methodological Gap in the Recent Studies to Address the Connection between Work-life Balance Initiatives and Psychological Well-being

In some research related to work-life balance initiatives and psychological well-being, there is a methodological gap occurred. For instance, a recent study conducted by Yang and Zhao (2018) only examined one dimension out of various types of work-life initiatives, which is the job autonomy that was moderated by personal initiative. In the context of work-life balance initiatives, job autonomy is methodologically considered as a broad variable in determining psychological well-being as job autonomy might consist of various elements such as flexible work hours, flexible work arrangement, and flexible leave policies. In this study, the context of job autonomy is narrowed specifically to flexible work arrangement to closely examine its impact towards employee's well-being.

Additionally, a study conducted by Peros-Khan, Mohammed and Mohammad Harith in 2018 has adopted a similar sample to this study, which is the employees working in the oil and gas industry in Malaysia, however there is a disparity in terms of the variables used. In essence, the study examined the impact of telecommuting engagement of employees as the initiative to arch the work-life balance issue in Malaysia, on the performance of employees. Although it is a direct causal research, the variables used are just two, telecommuting as independent variables and employee's performance as dependent variables. Clearly, the study aimed to increase organizational performance through technological intervention, but less concerned on the wellness of employees which served as the main factor for the success and high performance of the organization (Krekel, Ward & De Neve, 2018; Agrawal, 2019).

Gap 2 – Empirical Gap: Gender Biased on the Study Related to Work-life Balance Policy, Practices and Initiatives in Organization

With reference to the past literature, most of it focused so much on how work-life balance has greatly influenced women rather than men (Burke, 2000; Chung & Van der Lippe, 2018; Fritz & Van Knippenberg, 2018). Historically, men have been considered the omnipresent workers, not impediment by responsibilities of non-work domains, and most of all concerned with financial security (Axelsdóttir & Halrynjo, 2018), but unfortunately most work-life balance policies were created to help women facing work-related constraints and the multiple roles that they entrusted with, especially married women with children, who were viewed as having the most of the caregiving responsibilities that sadly had neglected the shared responsibilities that men might have (Burke, 2000; Halrynjo, 2009; De Simone & Scano, 2017). In fact, Skomorovsky and Sudom (2011) mentioned that psychological well-being is dominantly affected by various factors such as age, gender, employment status, marital status, characteristics, and distinct life events across all professions (Compton & Hoffman, 2019; Lazic, Gavrilov-Jerkovic & Jovanovic, 2019), thus this study is relevant as it

examines the impact of work-life balance initiatives of both genders generally, rather than one.

Recently, the notion of men as traditional breadwinner has significantly changed (Olah, Kotowska, & Ritcher, 2018), it brings up to the changes of labour workforce as the dual-earning families had increased dramatically in recent years due to the emergence of globalization which had an adequate impact on the responsibility of males played in workforce as well as home in relation to work-life balance. Specifically, men dominated the working industry as such the oil and gas mining industry remains the highest number of employment recorded, but sadly less research was done to examine the effectiveness of initiatives, policies or interventions implemented in the organization. Sad to relate, many researches that undertaken women's work-life balance literature mainly focusing on females work-life balance in male-dominated work industries as such of engineering and construction, legal firms and mining industry rather than examine both genders which include both males and females employees (Tunji-Olayeni, Ogunde, Joshua & Oni, 2017; Morello, Issa & Franz, 2018).

Gap 3 – Empirical Gap: Lack of Studies on Work-life Balance Initiatives and Psychological Well-being

Most of the previous research had suggested that there is a relationship between work-life balance and variety aspect of psychological well-being (Albertsen, Carneiro, Grade, Munir & Nielsen, 2012; Sharkey, 2019; Nilsson, Blomqvist & Andersson, 2019; Yang, Suh, Lee & Son, 2018), unfortunately there is a lack of studies to address the link between work-life balance initiatives and psychological well-being especially among employees working in oil and natural gas mining industry, specifically in Sarawak. Recent studies mostly relate the connection of work-life balance with various outcomes such as quality of life (Ramos,