



Faculty of Cognitive Sciences and Human Development

**THE INFLUENCE OF UTILIZATION OF INFORMATION  
COMMUNICATION TECHNOLOGY(ICT) TOWARDS WORK-LIFE  
BALANCE SATISFACTION**

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Human Resource Development  
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Grade: A-

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Final Year Project Report

Masters

PhD

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**THE INFLUENCE OF UTILIZATION OF INFORMATION COMMUNICATION  
TECHNOLOGY(ICT) TOWARDS WORK-LIFE BALANCE SATISFACTION**

NUR ISMANIZA AKMA BINTI SALAM

This project is submitted in partial fulfillment of the requirements for a  
Bachelor of Science with Honours  
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development  
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(2020)

The project entitled ‘The relationship between employee engagement, work environment, organizational learning and job satisfaction on organizational commitment’ was prepared by Nur Ismaniza Akma Binti Salam and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours(*Human Resource Development*)

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**Grade**

**A-**

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## **ABSTRACT**

**Title: The Influence of Utilization of Information Communication Technology (ICT) Towards Work-Life Balance Satisfaction**

Technology has become an important part of people's lives. It allows everyone to share information or to access new information. Everyone uses technology on a daily basis for education, communication, job, or business. With the invention of mobile phones and the internet, everyone can use technology to communicate with their family and friends. Technology has changed the way of communication. The aim of this study is to study the influence of utilization of Information Communication Technology (ICT) towards work-life Balance satisfaction. This study was conducted in a public school which involves 108 respondents. The statistical analysis which is Pearson Correlation used to test the hypotheses. Statistical Package for Social Sciences (SPSS) version 26 is used for analyzing the data. The findings show that accessibility to work and maintaining personal relationships does have a significant relationship with respondent's work-life balance satisfaction. The implication of this study is that bring insight to the employers and employees on how technology can influence work-life balance satisfaction and how to ensure work-life balance is not affected by technology.

## ABSTRAK

**Tajuk: Pengaruh Penggunaan Teknologi Komunikasi Maklumat Ke Arah Kepuasan Keseimbangan Kerja dan Kehidupan**

Teknologi telah menjadi bahagian penting dalam kehidupan manusia. Teknologi membolehkan semua orang berkongsi maklumat atau mengakses maklumat baru. Setiap orang menggunakan teknologi dalam kehidupan seharian untuk pendidikan, komunikasi, pekerjaan atau perniagaan. Penemuan telefon pintar dan internet membolehkan semua orang dapat menggunakan teknologi untuk berkomunikasi dengan keluarga dan rakan-rakan. Teknologi telah mengubah cara komunikasi. Tujuan kajian ini adalah untuk mengkaji pengaruh penggunaan Teknologi Komunikasi Maklumat terhadap kepuasan keseimbangan kerja dan kehidupan. Kajian ini dilakukan di sekolah awam yang melibatkan 108 orang responden. Analisis statistik yang merupakan *Pearson Correlation* digunakan untuk menguji hipotesis. *Statistical Package for Social Sciences (SPSS)* versi 26 digunakan untuk analisis data. Hasil kajian yang diperoleh menyimpulkan bahawa kebolehcapaian untuk bekerja dan menjaga hubungan peribadi mempunyai hubungan yang signifikan dengan kepuasan keseimbangan kerja dan kehidupan responden. Implikasi dari kajian ini ialah dapat memberi gambaran kepada majikan dan pekerja mengenai bagaimana teknologi dapat mempengaruhi kepuasan keseimbangan kerja-kehidupan dan bagaimana memastikan keseimbangan kerja-kehidupan tidak dipengaruhi oleh teknologi.

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# CHAPTER 1

## INTRODUCTION

### 1.0 Background of study

The recent working world will witness changes in how work and life are influenced by the advancement of new technology and how technology is being used by humans in this digital world. Communication technologies such as mobile phones already become the most important thing that we can find everywhere in our daily life, it allows everyone to keep on connecting with people around the world with the assist of the internet. Furthermore, considering that smartphones are nowadays the most important Information Communication Technology (ICT) device, the researcher specifically investigated the influence of work-related use of smartphones after working hours on Work-life balance satisfaction (Steemers et al., 2017). In the end of 2019, 53.6% or 4.1 billion people of the global population are using the internet (International Telecommunication Union, 2019). While, in Malaysia, smartphone connectivity rates increased by 7.2% from 68.7% in 2016 to 75.9% in 2017 (Malaysian Communications and Multimedia Commission, 2017). Communication technology has changed many things in today's modern social life especially in the work environment.

Employers are quickly bringing these new technology innovations into the organization and expected employers to stay connected to job-related activities at anywhere and anytime (Bott, Montagno, and Lane, 2010). The new Information Communication Technology has improved workers' ability to stay linked with their work even though they are not in the workplace. This flexibility used of ICTs also allowed them to carry their work home because the boundaries between the domains of work and home are blurred (Demerouti et al., 2014). The new technology of information communication (ICT) devices has encouraged employees to stay

twenty-four hours a day linked to their work (Harma, Towers, Duxbury, Higgings, and Thomas, 2006). For example, 44% of Americans admits keep checking their email daily during vacation, and 54% do so even when they are sick (American Psychological Association, 2013).

Furthermore, technological advances have affected how the information was transferred and how people in the workplace maintain relationships with everyone (Barber and Santuzzi, 2014). Dorrestijn and Verbeek (2013) in a study explores the relationship between technology and well-being and explain how technology influencing human life and their well-being. Employees may also feel the need to respond immediately to job-related ICT notifications, regardless of their normal schedule of work (Barber and Santuzzi, 2015; Davis, 2002). The usage of ICT after working hours for work-related activity may delay the recovery of employees from work (Derks, Van Mierlo and Schmitz, 2014; Schlachter, McDowall, Cromptley and Inceoglu, 2018; Van Laethem, van Vianen, and Derks, 2018).

Despite the massive changes in the environment blurring the lines of work and life, people try to meet the demands of work and daily life. (Lewis et al., 2007). Brodie and Rubin (2011) emphasize that technology has changed the work environment to twenty-four hours a day because of organizational commitment. This study will be conducted to study the influence of utilization of ICTs towards work-life balance satisfaction in selected school. Lee (2012 ) stated that heavy workloads influence work efficiency and performance because they have a low enthusiasm for the job. A school teacher under stress may not able to created a good students. This is because the school teachers that lack support and resources may not able to fulfill students ' needs (Bauer et al., 2005; Bauer et al . , 2007; Weber, Weltle and Lederel., 2006). This will also affect the teaching profession.

## **1.1 Problem statement**

Over the past decades, technology has radically redesigned the workplace. ICTs provide a variety of advantages to organizations and their employees as well as increasing the perception that the advancement of the technology in the workplace may harm the employee's work-life balance. Work-life balance has been defined as an individual's ability to meet his or her work and family demands or other leisure time activities (Parkes and Langford, 2008: 267). Besides, the issue of work-life balance (WLB) is not only relevant to employees with family responsibilities such as taking care of children, elderly or disabled adults, but also to everyone in the organization (Zalimiene and Juneviciene 2016). Achieving positive experiences in all life domains that require individual personal investments such as money , time and effort to be very well-distributed across domains (Kirchmeyer, 2000, p.81). Every individual needs a good work-life balance.

Past research primarily studies the effect of ICT on efficiency in the workplace, interruptions related to work related to technology. Moreover, there are many past research about ICT, but not about the research that link it with work-life balance. Based on past year research, Information Communication Technology (ICT) was found to have had a negative impact on decision-making performance (Gupta, Li, and Sharda, 2013; Liebowitz, 2011; Speier, Vessey, and Valacich, 2003). ICT also have negatif impact on workload evaluation (Kirmeyer, 1988), and emotion (Zijlstra, Roe, Leonora, and Krediet, 1999). Kossek, Baltes, and Matthews (2012) also suggested that work-family research still always has a significant impact on employees ' lives compared to the amount of research being conducted. This indicates that, based on the literature review, the research on the relationship between ICTs and work-life balance satisfaction is limited. This study will be conducted to determine the influence of utilization of ICT towards employee's satisfaction with their work-life balance.

Moreover, the domination of research on this topic is mostly carried out in United States and lack of cross-cultural comparisons has hindered understanding of the work-family interface beyond the U.S. border (Shaffer, Joplin and Hsu, 2011). Past research shows that 44% of American employees admit to checking their work e-mail while on holiday, and 54% do so while they are sick at home (American Psychological Association, 2013). However, the understanding of ICT influences works life satisfaction in Malaysia remain undiscovered. This research is to find the influence of utilization of information communication technology (ICT) towards work-life balance in Malaysia because based on research in national culture continues to show that people in Asian countries have low individualism and strong collectivism traits while in the United States showed strong individualism traits and low collectivism traits (Yu, 2014). So that, we can see the differences between Asian countries and united states because both of the region have difference culture.

## **1.2 Research Objective**

### **1.2.1 General objective:**

To study the influence of utilization of Information Communication Technology (ICT) towards work-life Balance satisfaction.

### **1.2.2 Specific objectives:**

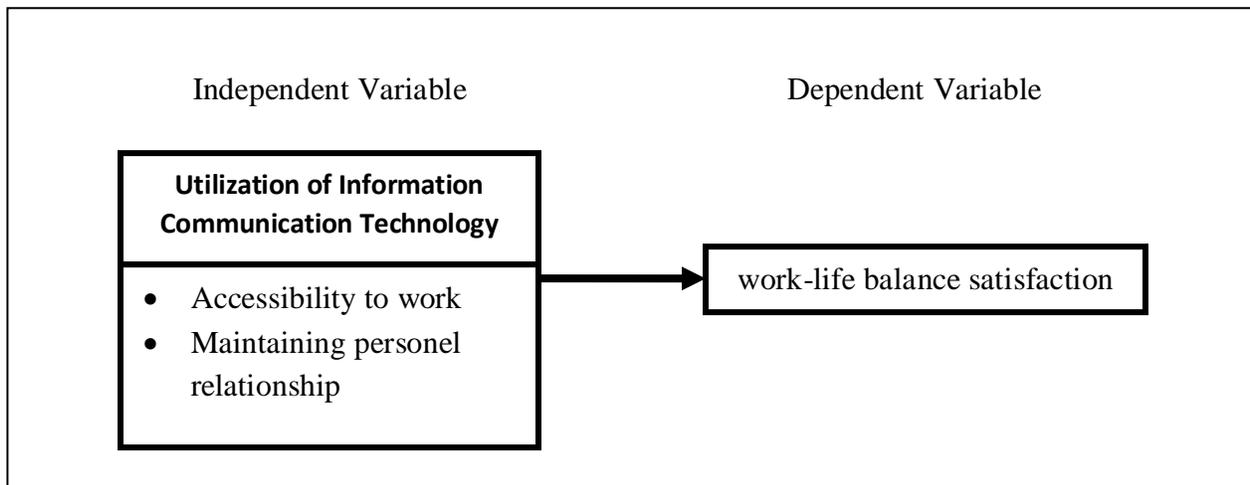
1. To determine the influence of accessibility to work towards work-life balance satisfaction.
2. To determine the influence of maintaining personal relationship towards work-life balance satisfaction.

### 1.3 Research hypothesis

H<sub>a1</sub> There is a significant relationship between accessibility to work and work-life balance satisfaction.

H<sub>a2</sub> There is a significant relationship between maintaining personal relationship and work-life balance satisfaction.

### 1.4 Conceptual framework



*Figure 1 Conceptual framework the influence of utilization of Information Communication Technology (ICT) towards work-life Balance satisfaction.*

### **1.5 Significance of study**

This research can contribute more to the understanding of how ICTs influence individual work-life balance satisfaction especially among educators that work at public sector in Malaysia. This research can help HR practitioners in assisting the organization to manage the human resource of entire organizations specifically linked with Information Communication Technology and their work-life balance. In addition, this study can assist the HR practitioner to promote work-life balance even though the boundaries between work and life have been blurring by the technology. Contribute to the policy of the organization in terms of having a better strategy to improve employee work-life balance satisfaction. The organization can offer employees with an efficient work environment that can help employees to develop favorable commitment towards the organization and improve their work performance.

### **1.6 Limitation of study**

There are several limitations on this study. First, the sample for the study may not be representative the total population of educators in Malaysia because only conducted among educators in selected school. Moreover, there is limited period for collecting the data. This has made the researcher to catch up with the time for collecting the data. Besides that, there are limitation for the respondents to give their opinion as they only required to answer question that was provided in the questionnaire.

## **1.7 Conceptual and operational definitions of terms**

### **1.7.1 Information and Communication Technology**

#### Conceptual definition

The technology involved obtaining, processing, storing and distributing information through electronic networks (Tornqvist, Fontela, Mellstrand, Gustavsson, and Andrieu, 2015).

#### Operational definition

Electronic gadgets, device and service that allow constant connection with people around the world.

### **1.7.2 Utilization of Information Communication Technology**

#### Conceptual definition

A process that is concerned with employee behavior regarding acceptance and usage of technology; it is the employee's perception of whether technology is perceived to be useful (Laudon and Laudon, 2012).

#### Operational definition

The action of making practical and effective use of modern technology.

### **1.7.3 Work life balance satisfaction**

#### Conceptual definition

SWLB is a unitary and holistic construct (Valcour, 2007). It has been negatively linked to a variety of job demands and positively associated with job resources such as job control and

social support at work (Abendroth and den Dulk, 2011; Beham and Drobnic, 2011; McNamara et al., 2013; Valcour, 2007).

#### Operational definition

Satisfaction with work-life balance refers to the general level of satisfaction with how one handles his/her work and life demands.

### **1.7.4 Accessibility to work**

#### Conceptual definition

Accessibility allows individual to achieve the desired activity sites, such as those offering work opportunities, entertainment, medical care or social activity (Hanson, 2009).

#### Operational definition

The ability to reach work broadened by Information Communication Technology.

### **1.7.5 Maintaining personal relationship**

#### Conceptual definition

Capability maintaining relationships with family and friends both close-by and distant (Wet, Koekemoer, and Nel, 2015)

#### Operational definition

The ability to keep in touch with family and friends.

## **1.8 Summary**

Overall in chapter 1, this chapter focus more on the introduction about the research that will be conducted. Such as the problem statement, research objective, research hypothesis, conceptual framework and others.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter includes a summary of the literature review conducted by previous researchers. The literature review conducted by numerous researchers around the world will address in the topic of discussion on past research findings.

#### **2.1 Concepts Related To The Study**

##### **2.1.1 Work-life balance Satisfaction**

Work-life balance is having a balance between personal life and work (Kumar and Chakraborty, 2013). However, Greenhaus and Allen (2011) stated that work-life balance accomplishment occurs when work and family satisfaction is aligned with one's life priorities. Work-life balance means that the individual or employee has work-life satisfaction between the two domains. The phrase 'Work-life balance' is commonly used in the newspaper, public discussion, and by organizations that aim to be 'family-friendly' (Greenhaus et al., 2003; OECD, 2001). Kumar and Chakraborty (2013) stated that work-life balance plays a key role in ensuring an organization's success, efficiency, and also improving employee's productivity.

A study of the previous literature review indicates that work-life balance concepts tend to focus on the work-life alliance (Resch, 2003). Mostly, this term focus on the harmonious relationship between different dimensions of life (Frone, 2003). Based on Valcour's (2007) concept, satisfaction with work-life balance is defined as an overall level of satisfaction resulting from evaluating individual success in meeting the demands of work and family roles. From an organizational point of view, work-life balance has a positive impact on performance,

productivity and employee satisfaction. The reality of the work environment today is in challenging situations and workers' lives have become much more difficult than before (Khan and Agha, 2013). This makes it is difficult to have a work-life balance because the advances in technology have made it much easier to stay connected to the workplace, especially by using mobile communication technology, which is smartphone.

The organizations are now starting to see work-life balance as a major issue for the growth of the organization (Downes and Koekomoer, 2011). Employers and employees are now increasingly acknowledging the benefits of understanding the work-life balance. Work-life balance give advantages to the employer include increased employee productivity, lower turnover, and absenteeism rates, improve employee satisfaction, interaction, and the customer's satisfaction (Downes and Koekomoer, 2011). Organizations are starting to focus on work-life balance systems that enable employees to manage multiple life roles with a concentration on improving success and well-being (Brough and Driscoll, 2010). Policies and procedures for work-life balance should be designed to reduce conflicts between work-life. This research will address these issues and creates guidelines for the organization. Work-life balance is having a balance between personal life and work (Kumar and Chakraborty, 2013). However, Greenhaus and Allen (2011) stated that work-life balance accomplishment occurs when work and family satisfaction is aligned with one's life priorities.

### **2.1.2 Utilization of Information Communication Technology (ICT)**

Mobile communications systems are a primary source of coordination in today's organizations. Employers are increasingly introducing into the company mobile devices such as laptops and mobile devices and expect employees to always available to access work wherever and anytime (Bott et al., 2010). Employer's attraction to mobile devices increased productivity,

reduced response times and costs, improved customer service, and improves efficiency.

Employees will also perceive increased personal liability and work-life balance conflict, making it difficult to meet the needs of their family role (Greenhaus and Beutell, 1985).

### **2.1.3 Accessibility to work**

A highly powerful recovery experience has been negatively associated not only with the utilization of ICT for work-related activity after work hours, such as responding to work-related messages, but also urging them to respond quickly to those messages. (Barber and Santuzzi, 2015; Grawitch, Werth, Palmer, Erb, and Lavigne, 2018; Santuzzi and Barber, 2018). Constant connection to work causes stress and makes it impossible for employees to take a break from work (Day, Scott, and Kelloway, 2010; Olson-Buchanon and Bowsweel, 2006). Employees often feel the need to be connected to the workplace through ICTs in order to meet employers, colleagues and customers ' needs. (Mazmanian et al., 2013).

### **2.1.4 Maintaining personal relationship**

The use of technology in the workplace has significant advantages for efficiency and enhanced expectations of greater organize over the timing and location of work and minimized perceived tensions between work and life (Kossek, Lautsch, and Eaton, 2006; Mazmanian, Orlikowski, and Yates, 2013). Employers realize that the quality of personal and family life of an employee affects the quality of work and that there are specific business reasons for encouraging work and non-work integration (Lockwood, 2003). Someone who does not allows work to interrupts family time, but often interrupts work time when required to deal with family demands is called family firster (Kossek, 2016).

## **2.2 Theory and Model related to the study**

### **2.2.1 Spillover Theory**

Spillover is a process in which experience in one role influences experiences in another and making two roles more similar (Rothbard and Dumas, 2006). The theory of Spillover states that attitudes, emotions, skills, and actions of an individual in an individual's work or personal life can influence another life role (Balmforth and Gardner, 2006; Frone, 2003; Zedeck, 1992). The spillover interactions can be either positive or negative (Morris and Madsen, 2007). Research by Grzywacz and Marks (2000) in research related to the Spillover theory shows that the authors found four different types of work-family experiences which are negative spillover from work to family and also from family to work, positive spillover from family to work and also from work to family. While employees try to balance both domains it is often one of the domains that will contribute to positive or negative spillover.

#### **i. Positive Spillover**

Positive spillover refers to the transition of positive effects, abilities, attitudes, and beliefs in one domain give positive impacts on the other receiving domain (Edwards and Rothbard, 2000). The literature indicates that work-life balance and well-being also play an important role in improving work and family domains. In this research context, the utilization of ICT will lead to satisfaction with work-life balance.

#### **ii. Negative Spillover**

Negative spillover refers to the degree at which the participation one domain give negative impacts to the participation in the other domain (Kinnunen, Feldt, Geurts, and Pulkkinen, 2006). More barriers can be arising from the interactions with people in the