**Faculty of Cognitive Sciences and Human Development**

# WORK-LIFE INTEGRATION AND WELL-BEING AMONG E-HAILING DRIVERS IN SARAWAK: MODERATING ROLE OF MOBILE TECHNOLOGY

**Felicia anak Agam**

**Bachelor of Science with Honours**

**(Human Resource Development)**

**2020**

**UNIVERSITI MALAYSIA SARAWAK**

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Final Year Project Report    | √ |

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Received for examination by:

ASSOC. PROF. DR.ZAITON HASSAN

(Name of Supervisor)

Date:

25TH AUGUST 2020

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# ACKNOWLEDGEMENT

I would like to express my appreciation and gratitude to those who supported and helped me in completing this final year project, directly and indirectly.

Firstly, I would like to thank my supervisor, Assoc. Prof. Dr. Zaiton Hassan who spent her time to guide me through completing this project. Her guidance and patience helped me a lot in building my confidence for completing this project. I would also like to thank Dr. Nur Fatihah Abdullah Bandar for all the guidance she provided.

To my parents, thank you for all the unconditional support, mostly emotional support in going through the challenges in completing this project. I appreciate your prayers and blessings. For my late grandmother, who gave me unconditional love, motivation and advices even until her last breath.

Next, I would like to thank all the respondents who are willing to spend some time in completing the questionnaires. This project will not be possible without the cooperation from the e-hailing drivers.

Lastly, I thank my friends for giving me motivational talks and support throughout this semester. I would not be able to go through this without your support and guidance. I feel blessed for having these individuals in my life.

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# ABSTRACT

As the e-hailing industry is quite new to the market, the study of e-hailing drivers are very limited. Most of the previous studies only focuses on the business aspect and customer's perspective but very little on the well-being of the drivers. In addition, work-life integration also needs to be discussed deeper as most research would mainly highlight on work-life balance.

This study is conducted to determine the relationship between work-life integration and well-being moderated by the usage of mobile technology among e-hailing drivers in Sarawak. This research used survey method to obtain data and data were analyzed using Spearman correlation test and the moderating effect of mobile technology is tested using Hayes Macro Processing. The result of this study showed that there is a positive significant relationship between the direct correlation of work-life integration and well-being. The moderating effect of mobile technology in the relationship between the variables however is not significant.

Thus, this study helps organizations to understand the relationship between work-life integration and job satisfaction and family satisfaction. It also helps to understand more on the difference between work-life integration and work-life balance.

Keywords: work-life integration, well-being, job satisfaction, family satisfaction, mobile technology.

**ABSTRAK**

Indsutri "e-hailing" ialah industry yang agak baru kepada pasaran. Oleh itu, tidak banyak kajian terhadap pemandu "e-hailing" telah dijalankan. Kebanyakan kajian yang berkaitan dengan "e-hailing" hanya meliputi aspek bisnes dan kajian berdasarkan perspektif pelanggan sahaja. Namun begitu, tidak banyak yang membincangkan tentang kesejahteraan pemandu "e-hailing". Tambahan pula, integrasi kehidupan keluarga perlu dikaji dengan lebih mendalam kerana kebanyakan kajian hanya membincangkan tentang keseimbangan kehidupan kerja dan keluarga.

Kajian ini dijalankan untuk menentukan hubungan antara integrasi kehidupan keluarga dan kerja, serta kesejahteraan di kalangan pemandu "e-hailing" di Sarawak, penggunaan teknologi mudah alih sebagai moderator. Data ini dianalisis menggunakan cara korelasi. Keputusan kajian ini menunjukkan bahawa terdapat hubungan yang kuat antara integrasi kehidupan keluarga dan kerja dan kesejahteraan. Manakala untuk teknologi mudah alih sebagai moderator bagi hubungan ini adalah tidak signifikan.

Oleh itu, kajian ini membantu organisasi memahami hubungan antara integrasi kehidupan keluarga dan kerja, kesejahteraan serta kesejahteraan.

Kata kunci: Integrasi kehidupan keluarga dan kerja, kesejahteraan, kepuasan kehidupan kerja, kepuasan kehidupan keluarga, teknologi mudah alih

**CHAPTER 1**

**INTRODUCTION**

**1.0     BACKGROUND OF STUDY**

Over the last five years, the gig economy has become popular as digital platforms build competitive marketplaces to promote direct customer-service connections ("Working in the gig economy", 2019). According to the company report by McKinsey & Company entitled "A labour market that works: Connecting talent with opportunity in the digital age", they have shown that the gig economy contributes 2% into the global economy in 2025. The so-called "gig economy" term came into the employment vocabulary only recently and has become the catchphrase for everyone from e-hailing drivers to freelance professionals.

In this study, we focus on one of the biggest components in the gig economy, which is the e-hailing services. Global ride sharing platforms such as Grab, Uber, GoJek, EasyTaxi and Didi Chuxing has been exponentially expanding over the recent years. In the year 2019, e-hailing has collected 996.71 million users worldwide, which is a drastic growth from 736.7 million in 2017 (Statista, 2019). In China, e-haling applications such as Kuaidi and Didi have almost 200 million registered users combined (He & Shen, 2015). The huge numbers of consumers and the booming gig economy has led people to make e-hailing driving as a full-time or part-time job. According to APAC Workforce Insight Survey 2018, 43% of the participants acknowledge that people nowadays prefer to be having a flexible contract-based role than traditional permanent full-time roles.

According to the World Bank data, around 26% of the Malaysian workforce are freelancers. The number is continuously growing because people are inclined to go for a job that has more flexible working hours. In Malaysia, e-hailing users has grown exponentially from 2.62 million in 2017 to 4.12 million in 2019 and is expected to increase to 6.03 million in 2023 (Statista, 2019). According to the Land Public Transport Agency (APAD), Malaysia currently has 41 e-hailing firms.

While being the the gig industry, specifically e-haling, highlights that work-life balance is more achievable because of the flexible work schedule, it is possible that the issue of over-working and over-committing arise (Allen, 2018). This can be caused by some drivers who are too eager to pull in as much cash as possible, they may forget about their well-being and not able to achieve the desirable work-life balance. Thus, we use the term work-life integration instead of work-life balance because it creates more synergy between the "work" and "life" areas instead of creating a sense of competition between "work" and "life" associated with work-life balance ("Why Work/Life Integration Instead of Work/Life Balance?", n.d.). Considering that e-hailing drivers mainly use mobile technology to work, it is easier to incorporate work-life integration, making mobile technology as a medium to integrate their "work" and "life".

There is a need to understand the work-life integration and mobile technology to help improve the well-being of e-hailing drivers. Hence, this study will explore the relationship between work-life integration and well-being, and mobile technology as a moderator.

## 1.1 PROBLEM STATEMENT

Based on the previous study on e-hailing, most of the study mainly focuses on the business aspect of the platform rather than the well-being of the drivers. Cramer and Krueger (2016), conducted a study to observe the competition between e-hailing services which use internet-based mobile technology such as Uber and Lyft, with the taxi industry. In addition, a study conducted by Chen and Sheldon (2016) showed the impact of dynamic pricing of trips on drivers' behavior in the e-hailing platform. One study by Berger et al. (2018) showed that Uber drivers that expresses their preference for flexible work are strongly correlated with their subjective well-being, and their choice of jobs go beyond monetary benefits. However, the study did not discuss on how the drivers use mobile technology to integrate their "work" and "life" aspects.

Another gap is previous studies have mainly focus on preference of boundary management, segmentation, and integration, but not many has dive into specifically integrating "work" and "life" using mobile technology. For example, Carlson, Ferguson and Kacmar (2016) studied on why individuals adopt their methods of boundary management and the effects of those decisions on significant work and home outcomes.

Lastly is the methodological gap, where there are not many studies on Malaysian e-hailing drivers are conducted. Researches on e-hailing are mostly done in other countries such as South Africa (Marcano, 2019) and London (Berger et al., 2018).

## 1.2 RESEARCH OBJECTIVES

**General objective:**

To determine the relationship between work-life integration and well-being among e-hailing drivers and the role of mobile technology.

**Specific objectives:**

i. To examine the relationship between work-life integration and well-being among e-hailing drivers.

ii. To identify the relationship between work-life integration with job satisfaction among e-hailing drivers.

iii. To identify the relationship between work-life integration with family satisfaction among e-hailing drivers.

iv. To identify the moderating effect of mobile technology in the relationship between work-life integration and well-being.

## 1.3 RESEARCH HYPOTHESIS

$H_1$: There is a positive significant relationship between work-life integration and well-being (Battard & Mangematin, 2013)

$H_2$: There is a positive significant relationship between work life integration and job satisfaction (Nam, 2013).

$H_3$: There is a significant relationship between work life integration and family satisfaction.

$H_4$: Mobile technology moderates the relationship of work-life integration with well-being among e-hailing drivers.

## 1.4    CONCEPTUAL FRAMEWORK

Independent variable:                                    Dependent variable:
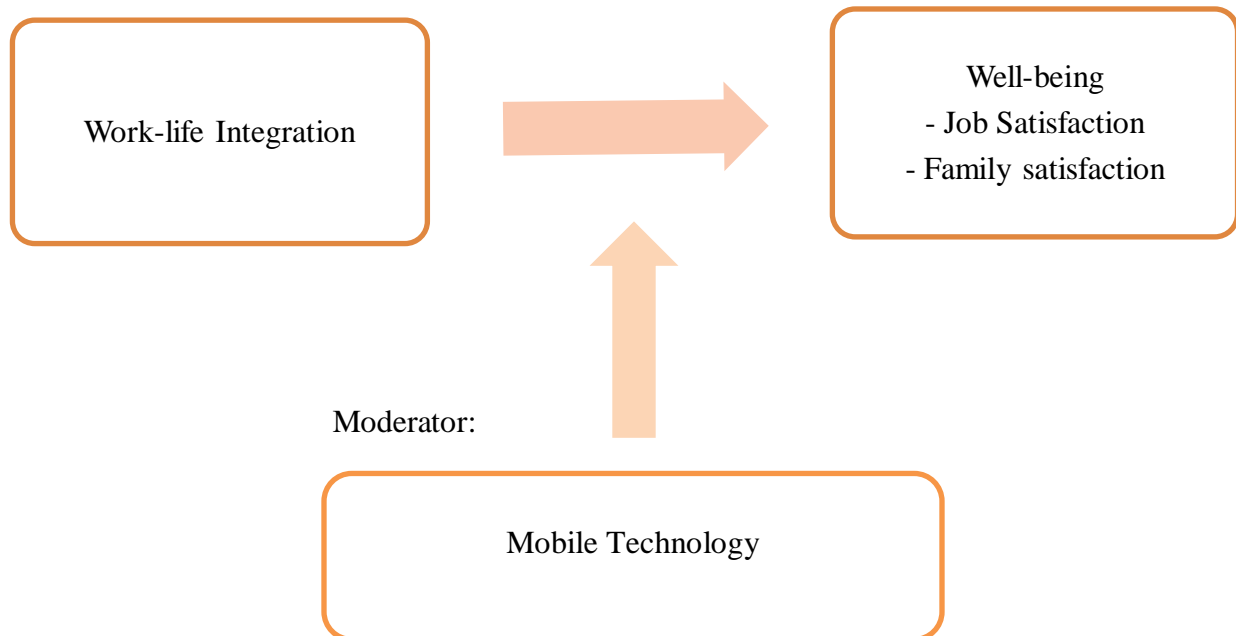


Figure 1.0 *Conceptual framework*

## 1.5    SIGNIFICANCE OF THE STUDY

This study will contribute to the knowledge of how work-life integration relates to well-being moderated by mobile technology. Next, it will also contribute to the knowledge of work-life balance and well-being among e-hailing drivers. These knowledges may be a source of input for the e-hailing companies to improve their work policy.

## 1.6    LIMITATION OF THE STUDY

A quantitative study is to identify the relationship and the surface of the research. The collection of data method that will be used, which is questionnaire, may result in the study not accurate as observation or conducting an interview because questionnaires cannot capture emotional responses of the respondents. In addition, the respondents may also not be completely truthful with their answers caused by various reasons such as social desirability bias and attempting to protect privacy. Lastly, the respondents cannot be considered as representatives for the whole population because this study only conducted in selected e-hailing company in Malaysia.

## 1.7 DEFINITION OF TERMS

| Term | Conceptual definition | Operational definition |
|---|---|---|
| **Work-life integration** | Integrated boundaries, which have high overlap and are flexible with variability in timing and place. They are permeable with many cross-role interruptions (Nippert Eng, 1996). | A phenomenon where the worker can blend work and family roles. |
| **Wellbeing** | According to Litchfeild et al (2016), well-being is the measure of life satisfaction based on the perception of an individual's health, happiness, and purpose. | In this study, well-being focuses on the satisfaction of the workers towards their job and family. |
| **Mobile technology** | Handheld IT artefacts that encompass hardware (devices), software (interface and applications) and communication (network services)" (Jarvenpaa and Lang, 2005, p. 8). | Devices to integrate the work and family domain, in the case of e-hailing drivers, mobile phone or tablets. |
| **E-hailing** | According to Commercial Vehicles Licensing Board, e-hailing is defined as "a motor vehicle having a seating capacity of four persons and not more than eleven persons (including the | A platform to summon or hail a motor vehicle using mobile applications. |

driver) used for the carriage of persons

on any journey in consideration of a

single or separate fares for each of

them, in which the arrangement,

booking or transaction, and the fare for

such journey are facilitated through an

electronic mobile application provided

by an intermediation business" (Rajah

and Tann Asia, 2017).

Table 1.0 *Definition of terms*

## 1.8   SUMMARY

This chapter discusses the important parts of the study which includes background of study related to work-life integration, well-being, e-hailing and mobile technology. A discussion regarding the statement of problem, objectives of the study, significance and the definitions of all the terms used during the entire study is also included in this chapter.

**CHAPTER 2**

**LITERATURE REVIEW**

**2.0    PERTINENT ISSUES RELATED TO THE STUDY**

**Work-life Balance or Work-family Integration**

Work-life integration is one of the preferences on how employees choose to manage their work and non-work domain. The modern lifestyle of today's generation, work life integration is a more suitable term to fit into their work-life structure and attainable, than seeking work-life balance. Work-life balance has been labelled as a person's perception of the satisfactory balance between family care, personal interests, and work with minimum conflicts between the roles (Clark, 2000; Ungerson & Yeandle, 2005).

However, work life balance has been receiving some increasing attention as work domain and familial roles have changed over the past years. This is mainly due to the increase number of dual-earning families and employed single parents, where people are able to do their jobs from locations other than the office or working at a flexible time (Valcour & Hunter, 2005). In fact, some researchers reject the notion that balance is achievable, and prefer to use the term "work-life integration" to indicate the harmony and satisfaction from multiple demands of work and non-work domains (Lambert & Kossek, 2005).

According to Ashforth et al. (2000), integration is described as roles that have low contrast against each other. The specific description of an integration between work and life is the flexibility of the boundary (flexible place and time), and permeable boundary between work and life. An example of a high boundary flexibility and permeability is when a self-employed person based at home deals with a client through Skype while tending to their family's needs.

Nevertheless, the issue with work life integration, high integration makes it hard for a person to disengage psychologically, making either one role being interrupted (Ashforth et al., 2000). For an instance, a child crying for his work from home mother, during a meeting through Skype would interrupt the mother's work domain in order to fulfill the needs for the family domain.

**Use of mobile technology in integrating family and life**

Mobile technologies, generally referred to be handheld communication devices, has been a particular interest to analysts seeking to understand the work-life balance as they have been related to a fundamental shift in how work-life boundaries are established in Western societies (Golden & Geisler, 2007; Shumate & Fulk, 2004). The main reason why mobile technology use is increasing among working adults is because of their characteristics of not attached to a specific location but always available anywhere they go (Pica & Kakihara, 2003).

With the increasing use of mobile technology in our daily lives, work and life are most likely to be intertwined. For some people, the existence of technological device is a convenience because it allows them to do more work during their personal time (Nam, 2014). Mobile technologies can compress space and time of working. According to Warhurst et al. (2008), those using mobile technology are more likely to experience multiple worlds and multiple roles at the same time, and existing in a physical environment and virtual environment simultaneously.

The advantages to having mobile technology incorporated into work and life domain has enable employees to work in a longer hour. According to a report by Gartner Group, having a notebook computer at home has increased productivity of 5 hours each week (Dulaney et al., 2000). Another advantage is the easier accessibility of the employees, whereby an employee can

bring their work home and employers can check on their progress anytime (Duxbury & Smart, 2011).

Thus, the ability to integrate work and life using mobile technology has given employers to make use of their employees' time to the fullest. Nowadays, the term "I cannot be in in two places a once" can no longer be used as mobile technology allows employees to be in one place physically and another virtually simultaneously (Thompson & Bunderson, 2001). However, this situation can be both disrupting and intrusive towards an employee (Middleton et al., 2005).

### E-hailing platform

E-hailing services fall under the "gig work" category, where gig work is defined as a temporary work engagement, and the worker is paid after completing a job. The e-hailing industry has been growing steadily in the past years due to the full autonomy over working hours and a more achievable work-life balance (Berger et. al., 2018). Meanwhile, the gig economy has been around for a while but it has been exponentially expanding in the past decade due to the "digital platform economy" era. Application based technology has been substituting people as a middlemen to link consumers and producers easily (Istrate & Harris, 2017).

A remark written by Kalleberg and Dunn (2016), which states that the gig economy's fast-pacing growth poses concerns about the quality of the employment. Although some people might see this economy promotes the innovation and entrepreneurship skills in some people, skeptics on the gig economy are arguing that gig jobs leave the workers vulnerable to exploitation, bad management and low wages. For an instance, the case of Yip Lai Ching, a single mother who works as an e-hailing driver was wrongfully terminated without any valid reasons most probably due to a technological issue. However, this issue was taking too long to be

resolved, and affects on her income to support her family. According to a spokesperson for the Campaign to Protect the Rights of E-hailing Drivers in Malaysia, the system that is currently used by the e-hailing platform is less safe for female drivers ("E-hailing Drivers Fight for Their Rights", 2019).

Thus, it is advised for the gig workers to have a social safety net to protect them from the insecurity associated with the gig economy (Harries & Krueger, 2015; Smith & Leberstein, 2015).

## 2.1    RELATED THEORY

### Spillover theory

Spillover theory is mainly divided into two types: positive or negative spillover. Positive spillover is perceived when a feeling of accomplishment or satisfaction in one domain (e.g., family) can bring satisfaction and achievement in another domain (e.g., work). Meanwhile, negative spillover can be described as when an emotion dealing with a problem in one domain would be brought along in another domain (Xu, 2009).

In this study, spillover theory is relevant because work-life integration can increase the blurring effect between family domain and work domain with the facilitation of mobile technology. These psychological border between work and family are flexible and permeable, which enable high integration between the two domains. This can cause intrusion from a domain to another domain (Nam, 2013) and may lead to negative spillover and role conflict.

### Boundary Theory

According to Nippert-Eng (1996) boundary theory proposes that the way individuals manage the boundary between their life and work is influenced by how they perceive the relationship between their different roles. If the roles are perceived as overlapping each other, they are more likely to engage in integration. Meanwhile, if they perceive the roles are too different, they are more likely to engage in segmentation.

This theory is related to this study by finding out whether the drivers lean more on integration on family and life because of the frequent use of their mobile technology. Mobile

technology are now considered as one of the most important aspect in shaping work-home

boundaries. Scholars have been arguing that mobile technology are creating a lesser boundary

and distinctions between work, practices and relationships (Wajcman et al., 2009). A higher

preference on work-life integration has shown to decrease work life conflict (Olson, Buchanan &

Boswell, 2006), which makes integration between work and life in increasingly the norm

(Dumas & Sanchez-Burks, 2015).