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STANDING ALONE TOGETHER: MANAGING THE PARADOX



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PRAKATA

Di kesempatan ini saya ingin memanjatkan kesyukuran kerana dengan izinNya pihak penulis daripada Universiti Malaysia Sarawak (UNIMAS) khususnya daripada Fakulti Sains Kognitif dan Pembangunan Manusia (FSKPM) mampu menyiapkan penulisan bab masing-masing dengan jayanya. Terima kasih kepada barisan pensyarah yang menyumbang hasil karya atau penulisan akademik mereka bagi tajuk khusus yang menjadi bidang penyelidikan dan kepakaran masing-masing. Semoga tulisan sarjana dalam bidang kepakaran ini dapat menyumbang kepada pembentukan dan pengembangan idea baru bagi tajuk yang dipilih berdasarkan sudut pandangan ilmu akademik yang berkaitan dan dapat dikaitkan pula dengan isu semasa yang terkini iaitu COVID-19 dan kesan serta impak langsung atau tidak langsung yang berkaitan. Atas kerja keras berterusan dan tanpa mengenal penat lelah, sumbangan ini sesungguhnya sangat berguna untuk pembinaan tradisi keilmuan dan pembinaan peradaban sejagat.

Penulisan bab dalam buku ini dibuat sempena *International Counselling Convention 2022 (ICC2022)* yang diadakan di Riverside Majestic Hotel, Kuching, Sarawak, Malaysia pada 1 hingga 4 November 2022. Jutaan terima kasih khususnya kepada pihak Urusetia ICC2022 UNIMAS kerana memberikan ruang dan peluang untuk ahli akademik di UNIMAS dan pihak lain yang berminat untuk menulis bab berkaitan dan maka akhirnya terhasil lah sebuah buku yang bertajuk, "*Standing Alone Together: Managing the Paradox*". Buku ini merupakan gabungan idea dan buah fikiran semua penulis terlibat dalam menangani permasalahan masyarakat yang wujud akibat munculnya krisis besar kesihatan yang berlaku di dunia pada abad ke-21 iaitu COVID-19. Buku ini ditulis dalam dwibahasa dimana lima bab yang pertama ditulis dalam bahasa Inggeris dan bab seterusnya dalam Bahasa Melayu. Bukan mudah tugas yang nampaknya kecil untuk menyumbangkan satu bab ini dan sebagai impak besarnya terbitnya himpunan 18 bab yang setiap satunya mempunyai citra dan nilai tersendiri dari perspektif ilmu berkaitan dalam menghubungkan dan menghuraikan isu berkaitan dengan paradok yang muncul iaitu COVID-19 dan serta impak daripadanya.

Alhamdulillah, setelah melalui beberapa proses penulisan ilmiah, maka terhasil lah sebuah bab. Bab-bab yang dari pelbagai disiplin ilmu berkaitan isu pengurusan, kemasyarakatan dan kemanusiaan ini dikumpulkan dan menjadi sebuah buku yang mempunyai pelbagai tajuk. Inti pati penulisan yang berasaskan teori, kerangka umum, pengalaman sebenar, praktis semasa serta testimoni diri ini diharap dapat menjadi salah satu bacaan umum kepada pembaca. Diharap buku ini sesuai untuk dijadikan bahan rujukan dan bacaan ilmiah bagi bidang yang berkaitan pengurusan, kemasyarakatan dan memberikan impak terhadap diri, keluarga, masyarakat serta negara ketika berdepan situasi pandemik COVID-19.

Saya berharap budaya menulis sama ada artikel, bab, buku dan apa – apa catatan bertulis dalam karya popular, penulisan separa akademik dan penulisan akademik penuh (jurnal akademik dan buku ilmiah) perlu disemarakkan dalam kalangan masyarakat Malaysia. Tradisi keilmuan ini perlu dimulakan oleh ahli akademik dan rakyat Malaysia yang lain. Bahan penulisan yang ingin dikongsikan itu pastinya mempunyai manfaat, kebaikan atau dapat menjadi penunjuk jalan atau titik asas kepada pemupukan budaya membaca yang lebih serius dalam kalangan masyarakat Malaysia. Keluarga besar Malaysia pada abad ke-21 ini perlu disajikan bukan sahaja dengan bacaan dalam bentuk buku bercetak tetapi bahan lain dalam bentuk elektronik seperti *eBook* dan lain-lain. Sesuai dengan peredaran semasa dan generasi milenial yang lebih berorientasi dan mesra teknologi maklumat, penulisan atau pengeluaran mekanisme bacaan yang berbantuan komputer dan internet perlu diberi perhatian utama. Diharap agar semua rakyat Malaysia mampu untuk menyumbang sesuatu bahan atau idea atau petua yang berguna dalam genre yang berbeza dan seterusnya dapat menyumbang kepada pembentukan masyarakat Malaysia yang bermaklumat dan berpengetahuan luas. Dengan ilmu di dada yang ada pada rakyat dan keluarga besar Malaysia, negara merdeka ini sudah tentu mampu untuk duduk sama rendah dan berdiri sama tinggi dengan seluruh negara dan bangsa lain yang bergelar negara maju.

Orang bijak pandai pernah berbicara *'The journey of thousand miles, start with a single step'*. Bagi tujuan itu keperluan untuk membaca adalah wajib bagi semua rakyat Malaysia. Hal ini selari dengan gagasan besar dalam Prinsip Rukun Negara iaitu Kepercayaan kepada Tuhan. Gesaan membaca dan menuntut ilmu pula disuruh atau diminta oleh seluruh agama besar dunia dan agama-agama lain yang muncul. Rakyat Malaysia yang bertuhan

mesti patuh dan taat pada perintah Tuhan masing-masing. Lantaran itu, moga buku ini dan penulisan lain yang akan wujud dalam pelbagai bentuk dan media perlu disokong keberadaannya. Diharap inisiatif penulisan bab dalam buku sempena ICC2022 ini mampu memberi ruang kepada penambahan bacaan bagi Keluarga keluarga besar Malaysia yang dahagakan ilmu pengetahuan.

'Bangsa membaca, bangsa yang mulia'

Selamat membaca dan terima kasih.

PROFESOR DR HAJI RUSLI BIN HAJI AHMAD

Ketua Editor

Fakulti Sains Kognitif dan Pembangunan Manusia

Universiti Malaysia Sarawak

PENGHARGAAN

Alhamdulillah, segala puji dan syukur ke hadirat Ilahi kerana dengan limpah dan kurnia-Nya buku *'Standing Alone Together: Managing the Paradox'* dapat disempurnakan dengan jayanya. Penulisan buku ini adalah himpunan dari bab-bab secara individu yang ditulis oleh barisan staf akademik dari Fakulti Sains Kognitif dan Pembangunan Manusia serta beberapa penulis lain. Penulisan buku ini merupakan inisiatif mulia dan kena pada tempatnya yang dibuat oleh Urusetia *International Counselling Convention 2022 (ICC2022)* yang diadakan di Riverside Majestic Hotel, Kuching, Sarawak, Malaysia pada 1 hingga 4 November 2022. Tahniah dan terima kasih pada semua pihak yang terlibat bagi penganjuran ICC2022. Pihak PERKAMA International berasa sangat berbangga dengan penganjuran konvensyen ini dan dapat ikut serta sebagai rakan penganjur utama bersama rakan penganjur yang lain. Jaringan pintar sebeginilah yang diharapkan dapat membawa kita semua dan Negara Malaysia ke arah kecemerlangan.

Sungguh kita sedia maklum bahawa usaha memperbanyakkan bahan bacaan kepada masyarakat adalah menjadi satu kegiatan penting bagi ahli akademik di universiti. Penulisan buku di bumi kenyalang ini pula perlu diberikan perhatian dan disemarakkan lagi. Usaha ini juga amat penting untuk memastikan rakyat negeri Sarawak mempunyai ilmu pengetahuan, kemahiran, keupayaan (sikap dan bakat) serta kompetensi lain dalam menyediakan diri mereka untuk menjadi rakyat yang bertanggungjawab dan dapat menyumbang kepada pembangunan Negeri Sarawak. Diharap cita-cita Sarawak untuk menjadi sebuah Negeri Maju dan Sejahtera pada tahun 2030 akan dapat dicapai dengan berkesan melalui amalan membaca yang tinggi dalam kalangan masyarakat.

Diharapkan dengan adanya buku-buku dan pelbagai bahan bacaan ini mampu membawa suatu perubahan yang lebih baik dan positif dalam meningkatkan kualiti dan kuantiti bahan bacaan di Bumi Kenyalang ini. Tambahan pula, dengan adanya usaha ini diharap pensyarah dan penulis dapat berkongsi ilmu pengetahuan, kepakaran, pengalaman dan detik-detik berharga dalam kerjaya dan bidang pengkhususan masing-masing kepada masyarakat.

Sekalung tahniah dan ucapan terima kasih diucapkan kepada semua pihak yang bertungkus lumus dalam penyediaan buku ini dan semoga sumbangan anda akan menjadi ilmu yang bermanfaat yang dapat membawa kebaikan kepada semua pihak. Kerjasama yang ditunjukkan dalam menyediakan buku ini adalah melibatkan koordinasi dan persefahaman daripada pelbagai pihak iaitu sidang editor, barisan penulis, pihak penilai, perunding yang dilantik, pihak penerbit dan pihak-pihak lain yang berkaitan. Hasil dari kerjasama dan usaha mengembleng tenaga ini, lahirlah sebuah karya yang dapat menambahkan lagi kerangka pengetahuan kita tentang kesan COVID-19 pada bidang-bidang yang terlibat serta kaedah dan tatacara sebenar dalam menangani isu besar kesihatan yang memberi impak besar kepada setiap individu. Diharap dasar-dasar, peraturan dan garis panduan terbaik dalam menangani perkara yang berbangkit dari setiap perspektif ilmu dapat menjadi bahan berharga untuk menghadapi krisis kesihatan sedia ada dan krisis kesihatan lain yang akan timbul. Bagi kumpulan pengamal pula, melalui perkongsian sebenar mereka dapat mengaplikasikan hal berkenaan dalam konteks pekerjaan dan penglibatan mereka semasa berdepan dengan masyarakat.

Sesuai dengan nama buku *"Standing Alone Together: Managing the Paradox"* saya menyeru untuk semua kita bersama-sama mengikut prosedur operasi standard yang bermula dari diri kita dan terus tabah untuk menghadapi krisis ini bersama dengan ahli keluarga dan anggota masyarakat lain. Pastinya, cabaran yang datang ini dapat kita uruskan secara sistematik, cekal dan berkesan. "Bersatu kita teguh, bercerai kita roboh" adalah pepatah masyarakat kita yang diadun dalam kebijaksanaan setempat (*local wisdom*) untuk menggambarkan kepada semua betapa cekalnya kita menghadapi segala cubaan, dugaan, pemikiran, andaian dan kecelaruan yang ada apabila kita berdepan dengan sesuatu cubaan atau dugaan termasuklah virus kesihatan dunia iaitu COVID-19 yang melanda dunia dan semua kita.

Moga kita terus cekal dan dapat memakmurkan muka bumi ini secara yang terbaik. Ilmu dan iman yang ada di dada adalah teras dan prinsip ikutan yang utama. Sekian, terima kasih.

Wasalam.

DATO' DR ABD. HALIM BIN MOHD HUSSIN
Presiden, PERKEMA International

CHAPTER 2

SARAWAK TECHNICAL AND VOCATIONAL EDUCATIONAL TRAINING INSTRUCTORS: THE PURSUIT OF HAPPINESS AND PSYCHOLOGICAL DETACHMENT ACROSS THE SARAWAK REGION

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ABSTRACT

The study aims to identify the relationship between psychological detachment (i.e., relaxation, mastery, and control of experience) and happiness in the workplace among Technical and Vocational Education Training (TVET) instructors from various TVET institutions across the Sarawak region. Electronic survey was completed by 122 TVET instructors. Pearson correlation coefficient analysis was used, and overall, the findings showed that the TVET instructors' psychological detachment had a significant relationship with their happiness in the workplace. Multiple linear regression was used to further examine the associations between the predictor and outcome variables, with control of experience mostly contributed to the TVET instructors' happiness in the workplace. Thus, it is suggested that TVET institution should strategically creating leisure areas at the workplace for the instructors to relax during their off-work hours, provide skills training, and allow them to have control over own leisure time can increase their happiness in the workplace.

INTRODUCTION

Work, a key source of pride and meaning in people's lives, is an important source of well-being (Gavin & Mason, 2004). When a workplace is designed and managed to create meaning for its employees, they tend to be happier, healthier, and productive. However, organizations frequently have difficult times to ensure that their employees are always happy whilst performing their jobs. Such lack of awareness led to major issues which include work disengagement and high employees' turnover. Thus, ensuring that the employees are happy in the workplace should be the main priority and responsibilities for all in an organization.

Generally, happiness, one of the most effective components of the psychological states, is a combination of well-being, quality of life, and guidelines for individuals to achieve their goals (Lim et al., 2021). In any form of basic human emotions, happiness occurs in the way of joy and is associated with other positive feelings (Khoo & Zhooriyati, 2020). Thus, to achieve happiness, everyone had tried various ways and means (e.g., financial security, fame, assets). In a global context, happiness belonged to the developed nations such as Finland, Denmark, and the Netherlands which have better life structure and conducive environment (Helliwell et al., 2022). As for Malaysia, according to World Happiness Report 2022, happiness is ranked at 70 (Helliwell et al., 2022).

In Malaysia, happiness in the workplace remained elusive due to its lack of research and it is unfortunate considering that a link between happiness and productive employees (Yap & Badri, 2020), life satisfaction (Ismail et al., 2014), and work autonomy (Yap & Badri, 2020) had been previously established. There are many constructs surrounding happiness in the workplace. It is conceptualized as affective well-being and it also defined as a condition in which employees feel comfortable, secure, and safe in their office (Awada & Ismail, 2019).

Today, many Malaysian workers spend a considerable part of their lives working in organizations. Much of the work productivity is gained due to the increased use of information communication technology (e.g., ICTs use for work) (Hastings, nd). Thus, it may not be easy to psychological detach from work especially when employees are often confronted with a variety of work demands (e.g., time, cognitive, and emotional demands) (Fritz & Taylor, 2020). These observations raise some key questions. Albeit

the work demands and constant connection of technology for work purposes in the workplace, does employee able to psychology detach and be happy? Sonnentag and Fritz (2007) defined psychological detachment as “switching off” or unwinding from work mentally and physically. It further implies refraining from work-related thoughts and gaining mental distance from one’s work during nonwork time (Chawla et al., 2020; Sonnentag & Fritz, 2007; Sonnentag et al., 2022). Instead, employees get involved in thoughts, activities, and experiences in the nonwork domain (Fritz & Taylor, 2020), which in turn, increased feeling of happiness (Fritz & Taylor, 2020).

According to Panthee et al. (2020), they hypothesized that psychological detachment was positively associated with happiness in the workplace. Even though psychological detachment from work have been linked to outcomes such as individual’s well-being (Rodriguez-Munoz et al., 2018) and relationship quality at home (Debrot et al., 2017), little is known about how recover experiences affect happiness in the workplace. Furthermore, studies on psychological detachment or recovery from Asian countries are still relatively rare (Firoozabadi et al., 2018; Ouyang et al., 2019). In Malaysia, only few studies were done on psychological detachment (e.g., Nasharudin et al., 2020; Wesarat et al., 2015) and as far as the researchers are concerned, there is no study focusing on psychological detachment and happiness in the workplace. As such, the psychological detachment literature still lacks a comprehensive theoretical and empirical understanding of the combinations of both variables. Thus, research on employees’ psychological detachment and happiness should be further studied as it is associated with organizations’ competitive edge. Happy employees are more likely to be actively engaged with dynamic behavior, constantly motivated, and are in line with the organizational goals (Anchor, 2010).

Based on Effort Recovery Model (Meijman & Mulder, 1998), this current study highlights psychological detachment from three aspects namely relaxation, mastery, and control of experience. In addition, current researchers focused on studying the relationship between psychological detachment and happiness in the workplace, specifically among Technical and Vocational Education and Training (TVET) instructors in TVET institutions across Sarawak.

TVET is an institution that provides technical and vocational education to students, which concentrated on the in-depth learning of science and technology for the purpose of meeting the local and international manpower needs and requirements. TVET is the key institution for changing the current economy to high technology-based, the IR 4.0. Thus, the TVET instructors’ happiness at work is important to be understood as happiness at work will influence their work performance.

Relaxation and Happiness in the Workplace

Relaxation is a process that is linked with taking time for leisure activities and is also known as a condition of activation and increased positive affect (Chawla et al., 2020; Stone et al., 1995). It is marked by a low physical and mental activation and can result from specifically selected activities aimed at body and mind relaxation such as progressive muscle relaxation or meditation. A degree of relaxation can also be reached when other tasks such as taking light stroll in a beautiful natural setting (Hartig et al., 2003) or hearing to calm music were acted by the individuals. The potential for relaxation experience to reduce activation and to increase positive affect are very important for recovery. Sonnentag and Fritz (2007) stated that relaxation strategies could support the recovery process as they buffer the impact of stress and stimulate a happy or positive mood. Apart from that, the need for recovery after work is significantly important as the ability to relax after a stressful workday can positively impact employees’ well-being such as happiness in the workplace (Hahn et al., 2010).

H₁: Relaxation is positively related to happiness in the workplace.

Mastery and Happiness in the Workplace

Sonnentag and Fritz (2007) deduced that mastery refers to off-job activities that distract employees from their job by giving challenging experiences and learning opportunities in other fields. Furthermore, Chawla et al. (2020), stated that employees actively engage in activities that provide opportunities for learning new things or skills (e.g., taking a language class, climbing, or gardening) help to increase specific knowledge and skills. These activities provide opportunities for competence and competence to be experienced. While mastery skills can impose additional

requirements on some people, these skills are expected to contribute to recovery because they can help build up new resources such as abilities, competencies and self- efficacy. At the same time, research showed that mastery activities can be a more effective way for employees, working in environments with greater intensity to recover as they promote good psychological well-being while enhancing a happy and positive mood (Totterdell & Parkinson as cited in Singh, Boekhorst & Burke, 2016).

H₂: Mastery is positively related to happiness in the workplace.

Control of Experience and Happiness in the Workplace

The final aspect of psychological detachment, which is control of experience, can be described as a person's ability to choose and control how to spend one's leisure time (Chawla et al., 2020; Sonnentag & Fritz, 2007). In the current study, the researchers concentrated on the degree to which a person can determine which activity to undertake during leisure time as well as when and how to pursue this activity. It appears that personal control is correlated with positive reactions (Burger, 1989). This can lead to a positive reassessment of potentially challenging conditions and is associated with lower stress and greater psychological well-being such as happiness in the workplace. Therefore, individual well-being is improved when one feels in charge or have the control of the essential areas of life. Further research indicated that there was a positive correlation between control experiences and low levels of fatigue and exhaustion after work which contributed to happiness in the workplace (Kinnunen et al., 2011). Furthermore, it was believed that the sensation of control is one significant recovery experience since control is a crucial external resource that allows the possibility to develop internal resources (Hobfoll as cited in Sonnentag & Fritz, 2007). Aside from that, it was found that individuals experiencing psychological detachment such as having the control to choose the activities that they preferred during leisure time reported better mood at the end of the evening (Sonnentag & Bayer, 2005).

H₃: Control of experience is positively related to happiness in the workplace.

Psychological Detachment and Happiness in the Workplace

Psychologically detached from work, which was initially introduced by Etzion, Eden and Lapidot in 1998, means "individual's sense of being away from the work situation". Ragsdale and Beehr (2016) indicated that employees need to be disengaged mentally from their jobs and rest after work in order to maintain their well-being. It implies avoiding thinking about one's job and challenges or opportunities related to work whenever one is off from work. In the current Covid-19 pandemic situation, employees faced work-related issues at night and weekends where increasing workloads are inevitable. In such situation, being physically away from the workplace might be vital for recovery but it may not be sufficient. In other words, detachment from work-related tasks such as receiving emails, job-related telephone calls or text messages at home or actively engaging in work-related activities may be difficult to implement.

H₄: Physical detachment is positively related to happiness in the workplace.

METHODOLOGY

Sample and Procedure

The selected population of this research consisted of 123 instructors from TVET institution across Sarawak, with a minimum sample size of 84 respondents. In total, as many as 122 TVET instructors responded in this current study.

Research Instrument

The data was collected in Sarawak via online survey using Google form as such method considered to be cost-efficient, timesaving, and a high possibility of return rate. Respondents needed to fill in the questionnaire which consisted of five (5) sections namely demographic characteristics, relaxation, mastery, control of experience and happiness in the workplace.

Relaxation. We measured respondents' relaxation using the four-item scale adapted from Sonnentag and Fritz (2007). They indicated their (dis)agreement (1= strongly disagree to 5 = strongly agree) with each statement. A sample item was "I take time for leisure". Cronbach's α

was .74.

Mastery. Mastery was measured with a four-item scale adapted from Sonnentag and Fritz (2007). All items were rated on a 5-point scale (1= strongly disagree to 5 = strongly agree). Sample of an item is "I do things that challenge me". Reliability for this scale was .76.

Control of experience. Adapted from Sonnentag and Fritz (2007), the control of experience four-item scale was rated on a five-point scale (1= strongly disagree to 5 = strongly agree). Sample of an item is "I determine for myself how I will spend my time". Cronbach's α was .75.

Happiness in the workplace. We measured the respondents' happiness in the workplace using nine-item scale by Salas-Vallina and Vidal (2018). All items were rated on a five-point Likert scale (1= strongly disagree to 5 = strongly agree). Sample of an item is "I find the work that I do full of meaning and purpose, and the reliability for this scale was .87, indicating a good reliability.

DATA ANALYSIS

Data was collected and analyzed using *The Statistical Package for the Social Science (SPSS)* version 27. Pearson correlation test was conducted to examine the relationship between the predictor and outcome variables. Meanwhile, a multiple linear regression analysis was used to identify the dominant factor of the relationship between psychological detachment (i.e., relaxation, mastery, and control of experience) and happiness in the workplace.

RESEARCH RESULT

Demographic Background

In this study, between male and female respondents, male respondents have the highest frequency with 81 of them (66.4%) whereas the female respondents were 41 (33.6%). There were 33 (27.0%) respondents aged between 46 to 55 years old and followed by 25 (20.5%) respondents aged between 26 to 35 years old. In term of race of the respondents, majority of them were Malay (N=81, 66.4%). Both Melanau and Sarawak Bumiputera's respondents have the same frequencies of 14

with the percentage of 11.5%. In addition, a total number of 107 (87.7%) respondents were married whereas 9 (7.4%) of the respondents were remain single. Besides, majority of the respondents were Muslim (N=112, 91.8%) and 10 (8.2%) of them were Christian. In term of their teaching field, most of the respondents were teaching hard trade field (N=74, 60.7%) and only 48 (39.3%) of the respondents were teaching soft trade field in the TVET institution across Sarawak. As for their length of service, there were 31 (25.4%) of the respondents who served around 16 to 20 years followed by 30 (24.6%) of them who served around 6 to 10 years. Whereas respondents who served around 11 to 15 years were 26 (21.3%) of them and 13 (10.7%) of them have served around 21 to 25 years.

HYPOTHESES RESULTS

Hypothesis 1 proposed that relaxation is positively related to happiness in the workplace. Results (see Table 2) showed that the coefficient value, $r = 0.933$, and the significant value, $p = 0.000$, which indicated a significant, positive, and strong relationship between relaxation and happiness in the workplace. This is because the significant value, $p = 0.000$ was less than 0.05. Moreover, the table also indicated that the r-value was 0.933 which was in the range of 0.80 until 1.0. Hence, there was a very strong relationship between relaxation and happiness in the workplace.

Table 1: Pearson correlation

Variables	Correlation	
	p-value	r-value
Relaxation	0.000	0.933
Mastery	0.000	0.987
Control of experience	0.000	0.978

In Hypothesis 2, we predicted that mastery is positively related to happiness in the workplace. Referring to Table 2, the coefficient value, $r = 0.987$, whereas, the significant value, $p = 0.000$. Therefore, there is a significant, positive, and strong relationship between mastery and happiness in the workplace. This is because the significant value, $p = 0.000$ was less than 0.05. In addition, the table also showed that the r-value was 0.987 which was between 0.80 and 1.0. This showed that there was a very

strong relationship between mastery and happiness in the workplace. This means that as the mastery aspect increases, the happiness in the workplace increases simultaneously. Whereas, when the mastery aspect decreases, the happiness in the workplace may decrease, as well.

According to Hypothesis 3, control of experience will be positively related to happiness in the workplace. Results (see Table 2) showed that the coefficient value, $r = 0.978$, whereas, the significant value, $\rho = 0.000$. Therefore, there is a significant, positive, and strong relationship between control of experience and happiness in the workplace. This is because the significant value, $\rho = 0.000$ was less than 0.05. Moreover, the table also indicated that the r -value was 0.978 which was in the range of 0.80 and 1.0. Hence, there was a very strong relationship between control of experience and happiness in the workplace. The findings also showed that when the control of experience aspect increases, the happiness in the workplace increases, at the same time. While, as the control of experience aspect decreases, the happiness in the workplace also will decrease.

Table 2: Regression

Variables	Regression	
	<i>p</i> -value	β -value
Relaxation	0.000	0.061
Mastery	0.000	0.357
Control of experience	0.000	0.479

Multiple Linear Regression Analysis was used to determine the last alternative hypothesis in this study which was H_4 . The function of this statistical analysis was used to identify the significance of the predictors based on the independent variables (relaxation, mastery and control of experience) with the dependent variable (happiness in the workplace) among TVET instructors.

Table 4 shows result of multiple linear regression analysis. Based on table 2 above, the Multiple Regression Analysis result showed that the alternative hypothesis, H_4 , was failed to reject. All the independent variables (relaxation, mastery and control of experience) have significant relationship with the dependent variable which was the happiness in the

workplace. This is because all the independent variables have a significant value, $\rho = 0.000$ which was less than 0.05. Moreover, from this table, among the variables, control of experience has the highest contribution (0.479), followed by mastery (0.357) and relaxation (0.061). Thus, control of experience was a significant predictor to the dependent variable as it contributed about 0.479 and when converted into 100%, it was 47.9% to the dependent variable. This was because among the other variables, control of experience has the large value of β .

The results from the Pearson Correlation Coefficient Analysis indicated that all of the alternative hypotheses were failed to reject in this study. Therefore, it showed that there was a significant relationship between all of the independent variables with the dependent variable. As for the result of Multiple Linear Regression Analysis, it was found that control of experience has the largest value of β which showed that control of experience was the dominant factor or contributed the most to the dependent variable which was happiness in the workplace among TVET instructors.

DISCUSSIONS

There is a significant relationship between relaxation and happiness in the workplace. The findings also showed that when the relaxation aspect increases, the happiness in the workplace also increases. Whereas, when the relaxation aspect decreases, the happiness in the workplace will decrease, as well. Moreover, this finding was supported by some past studies done by other researchers. Hahn, Binnewies, Sonnentag and Mojza (2010) stated that the ability to relax after a stressful working day is significantly important to employees' well-being such as happiness. It was also mentioned by Stone, Kennedy-Moore and Neale as cited in Bennett, Baker and Field (2017) that relaxation contributed to employees' well-being because it entails little or no stimulation of the psychophysiological system which allowing previously depleted resources to be replaced easily.

Nature of the respondents' jobs as instructors are usually packed with busy teaching schedules and classes. Sometimes, they barely have a free or leisure time to rest even during the meal or prayer break. Thus, during their off day in the weekend, they are most likely spending their time by relaxing. Thus, for instructors in TVET institution, by psychologically detached from their works during their off day is an excellent opportunity for them to relax and devote more attention to areas of their life that are

frequently overlooked. They will be able to return to work with renewed energy, happiness, and enthusiasm if they get enough rest and relaxation. This is because by relaxing would allow their brains to rest by allowing it to switch off. A well-rested instructor would make a happy instructor and the next day, when they are working, they may feel happier to do their jobs than before. Hence, getting enough rest affect their moods at the workplace in which their happiness increases.

From a theoretical discussion, it was implied that by no longer being exposed to job- related demands such as teaching, load reactions can return to pre-stressor levels and recovery can occur before the next working period starts. Individuals can be psychologically detached from their works successfully if it was facilitated by relaxing, resting and sleeping which although a slow process of recovery but it turned out to be effective to increase employees' well-being when they return to work. Therefore, it was indicating that Effort Recovery Model supported that as relaxation increases, the happiness in the workplace will increase, too.

Furthermore, there was a very strong relationship between mastery and happiness in the workplace. This means that as the mastery aspect increases, the happiness in the workplace increases, simultaneously. Whereas, when the mastery aspect decreases, the happiness in the workplace may decreases, as well. There are some studies that were done by some other researchers that can support this finding. Totterdell and Parkinson as cited in Singh, Boekhorst and Burke (2016) supported that mastery activities are known to be an effective way for employees to recover after work as they promote good psychological well-being while enhancing a happy and positive mood in the workplace. In addition, it is critical to avoid work demands that require the same functional system or internal resources as those required at work (Shimazu, Matsudaira, De Jonge, Tosaka, Watanabe & Takahashi, 2016).

Respondents in this study are known for having different skills which are related to soft trade and hard trade. Thus, most of them prefer to spend their time during their off day to learn new skills other than what they have already acquired in their workplace in order to challenge them to enhance their mastery. By having these extra skills that might be useful in their jobs will make them happy. This was supported by Petrou and Bakker (2016) in which they explained that employees who faced with job strain were most

likely to engage in leisure such as mastery activities to challenge themselves and addresses their passions. One may never know when initially their intention to master the skills during their free time was to broaden the horizons might be helping them to accomplish something in their future works which could contribute to their happiness.

According to the Effort Recovery Model, activities such as learning new skills which are considered both challenging and fun can help people learn while also increasing their recovery after work. For instance, the mastery experience during the day has been demonstrated to boost energy and enhance employees' well-being in the next morning of working. Hence, this model showed that mastery activities can support the employees to recover from their work and improve their happiness in the workplace.

Other than that, the findings also showed that when the control of experience aspect increases, the happiness in the workplace increases, at the same time. While, as the control of experience aspect decreases, the happiness in the workplace also will decrease. The finding of this study was similar with the findings of several past studies. Research done by Kinnunen, Feldt, Siltaloppi and Sonnentag, (2011) found that there was a positive correlation between control of experiences and low levels of fatigue and exhaustion after work which contributed to happiness in the workplace. As control refers to enable for individuals to decide on their own leisure schedule and activities gave them the autonomy to choose the best activities when they were in the phase of being psychologically detached from work which in the end leads them to be enjoying and experiencing greatest pleasure that contribute to positive mood.

Commonly, instructors love to have full control or take in charge when they are dealing with their students in the classroom. This sense of control remains when they want to decide on what they want to do during their off day. For example, one of the items in questionnaire which was "I feel like I can decide for myself what to do" described what they really were as instructors. Having the control contribute to their happiness in the workplace. Aside from that, most of the respondents in this study were aged between 36 to 45 years-old which was known as Generation X or Gen X. Generation X is the generation that highly valued the freedom and control in their life. This was supported by Wong, Gardiner, Lang and Coulan (2007) in which they mentioned that Gen X tends to seek control over other elements in their lives. This may because of their work experience, so, they

know what works best for them in recovering after work (Virtanen, Bloom & Kinnunen, 2020).

Based on Effort Recovery Model, to maintain employees' daily well-being, adequate recovery from load effects that accumulate at work is critical. For example, control of experience is considered as the activities that act as the external resource which enhances recovery from work during off-job time. Van Hooff and Geurts (2014) added that as control or in other word, autonomy is also considered as one of human basic psychological needs, it was informed by Occupational Health Research that it showed that it involved in the recovery of the employees after work. Thus, this model supported that control of experience is able to help the employee to recover themselves and return to work with positive and happy mind the next day.

Apart from that, there is a dominant factor in the relationship between psychological detachment and happiness in the workplace. Based on the finding, among the three independent variables, the control of experience was seen as the most dominant factor that contributed the most to the happiness in the workplace among TVET instructors which then followed by mastery and lastly, relaxation. By referring back to the items of questionnaire in this study, control of experience consisted of four items which include "I feel like I can decide for myself what to do", "I decide my own schedule", "I determine for myself how I will spend my time" and "I take care of things the way I want them done" showed that employees who psychologically detached from work through the act of controlling their activities during their off day were individuals that have strong willing to decide or making their own choice. Kumalasari, Karremans and Dijksterhuis (2020) addressed that people will choose or decide the options that they believe contribute to their happiness.

They also added that the influence of expected happiness on decision-making will be mitigated by thinking style such as deliberative. For instance, a situation related to this study particularly when they were psychologically detached from their works and that if individuals have to choose between option 1 which is to relax or option 2 which is to learn new mastery skills. We would hypothesize that they might choose between option 1 or option 2, but they might also choose both options because control of experience means the capacity of the person to choose an action from two or more alternatives. Any options that they decide to choose are what making them

happy during their off day. Correspondingly, happiness in the workplace were produced when the employees feel happy in every aspect of their lives. Based on a recent study by Oregon University, a happy home life may lead to a happier work life. Hence, if comparing to other variables such as relaxation and mastery, it was seen that control of experience contributed more to happiness in the workplace.

IMPLICATIONS

Based on the findings of this study, implications of the study towards organization, Human Resource (HR) practitioner and body of knowledge will be discussed according to each of the research objectives in this study. To increase the instructors' happiness level in the workplace, the relaxation aspect needs to be at a higher level, as well. To accomplish it, the institution must invest money to create a conducive leisure area in the office as a place for the employees to relax their minds and bodies during the meal or prayer breaks to increase their happiness. It is critical to have some downtime when the instructors continuously sitting in front of a computer for eight hours or more in the office especially during the Covid-19 pandemic where some of the classes need to be conducted through online medium. Therefore, conducive leisure rooms are essential when it comes to recharging their batteries and energies, allowing them to have a short rest to refill themselves with a much-needed change of environment and at the same time, allowing their eyes to relax from the harsh lighting of their computer screens.

An employee's perception of having control is usually framed by three aspects and these aspects include control of thinking, action, and expression. They assess their own organizations, as well as those to which they aspire in terms of these factors since it influenced their happiness in the workplace. Therefore, institution must give the emphasize on the aspect of control of experience in order to increase the instructors' happiness in the workplace.

The finding in this study showed that as the mastery increases, the happiness in the workplace increases, as well. Hence, HR practitioners have to make sure that the instructors are given the opportunity to upgrade their mastery skills through the implementation of continuous training programmed with the budget specification provided by the institution. Training is planned effort and specific activities that imparts new

information or skills to new or recently promoted employees, but it can also be given to those instructors that want to improve their skills even though they are not belonged in those two categories. It is an important duty of HR practitioners who are usually in charge of planning and implementing these training programmed. HR practitioners have to assess on each of the instructors' current skills in order to ensure that they know which training skills that the instructors need the most.

Based on the findings of this study, it was seen that the most dominant factor in the relationship between psychological detachment and happiness in the workplace was control of experience which means that control of experience contributed the most to the dependent variable, happiness in the workplace. This indicates that the aspect of control of experience should be focused more than the other variables to increase the instructors' happiness in the workplace. Thus, the institution should prioritize instructors' control of experience such as providing freedom for them to freely make decision or create their own planning as a strategy to improve their happiness. Not only that, since having control is considered as one of human basic needs, the instructors themselves need to be ensure that they fulfil this basic need during their off-job days to increase their happiness in the workplace. This is because as the control of experience increase, the happiness in the workplace also increase.

Organizations should create a climate that supports employees' efforts to psychologically detach during off-work hours. For example, managers or supervisors should avoid assigning work tasks late in the workday because it can hinder psychological detachment. Employees may ruminate about the pending tasks or worse, spend time completing the given tasks during off-work hours. Therefore, leaders should support and enforce organizational policies and regulations which protects employees from work-related communications during nonwork time.

CONCLUSION

The relationship found between psychological detachment and happiness in the workplace suggested that psychological detachment from work during off job time is crucial for protecting one's well-being such as happiness in the workplace. Hence, organization must implement the strategies suggested such as creating the leisure area for the employees to

relax when they are off duty, allowing them to have control and choose the job tasks that interest them and also HR practitioner must provide require training skills for them to increase their overall happiness in the workplac

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