



UUM
Universiti Utara Malaysia



e-PROCEEDING

ICSC 2023

8
th

INTERNATIONAL

CASE STUDY

CONFERENCE

**FOSTERING COMPETITIVE BUSINESS ENVIRONMENT
FOR NATIONAL SUSTAINABILITY**

(e-ISSN: 2756-8482)

ORGANISED BY:



Institute for Management and
Business Research (IMBRe)

Universiti Utara Malaysia

SPONSORED BY:



**Proceedings of the 8th International Case Study Conference
(ICSC)**

**Ibis Melaka Hotel, Bandar Melaka, Malaysia
30 August-1 September 2023**

Editorial:

Narentheren Kaliappen

Nur Amirah Zakaria

Aida Muslieana Mustaffa

Cover Designed by:

Aida Muslieana Mustaffa

e-ISSN: 2756-8482

Published by:

Universiti Utara Malaysia 06010 UUM Sintok, Kedah MALAYSIA

Copyright © 2023 Institute for Management and Business Research (IMBRe)

All rights reserved. No part of this publication may be reproduced in any form or by any means without prior permission from the copyright holders.

TEACHING CASE

	Title	Page
1.	My Land is Neglected... My Land is Mortgaged... <i>Azrihisyam Jambut</i>	1
2.	Cry Me a River: Overcoming Public Policy Implementation Barriers Through Public Marketing <i>Iswalah Arshad, Zarina Rahim</i>	14
3.	Auto 365, Aesthetic Blue Wave and X50: The Steps of Diversification Strategy Implementation of Kental Bina Sdn. Bhd. <i>Mohd Sufli Yusof, Muhamad Ali Imran Kamarudin, Azahari Ramli, Hasnizam Hasan</i>	30
4.	Crisis at Go First – India's Low-Cost Airline <i>Raghavendra Rao G N, Harish R</i>	34
5.	Managing Unexpected Crises in Event Business Organizations: The Case of QLIC Solution <i>Yen Sin Foo, Asmahany Ramely, Noor Amalina Yusof, Rozila Ahmad</i>	44
6.	HRD Corp's Stakeholder Engagement Practices <i>Nursafwah Tugiman, Marfunizah Ma'Dan, Saidatul Nurul Hidayah Jannatun Naim Nor Ahmad, Mohamad-Noor Salehuddin Sharipudin, Soffian Mohammed Amin</i>	52
7.	Another Blow or A Resurrection? <i>Cordelia Mason</i>	57
8.	Business Distribution Model: Change or Not to Change? <i>Abdul Kafi, Nizamuddin Zainuddin, Yuhainis Mohd Yusoff, Norita Deraman</i>	63

RESEARCH CASE

	Title	Page
1.	Revolutionizing Recruitment: Navigating Recruitment Trends for Long-Term Success <i>Uthaya Prakash Santhanam</i>	68
2.	A Study on Multinational Company's Management Control and Coordination Mechanism towards Subsidiaries in Kulim Industrial Area <i>Sanggetha Gopalan, Narentheren Kaliappen</i>	78
3.	A Case Study of Work-Life Balance among Female Investigator <i>Harularasan S/O Krishnan, Ida Juliana Hutasuhut, Mohamad Hardyman Barawi, Ross Azura Zahit</i>	93
4.	Effect of Dividends Policy on Firms Size, Leverage and Performance <i>Jeniza Jamaludin, Bachevinder Singh, Saiful Bahri Sufar</i>	106
5.	Critical Success Factors (CSFs) For Waste Management Service Provider in Malaysia <i>Mazri Yaakob, Nur Arlieatul Marissa Sulong Muharom, Nurul Fahira Fazleen Che Abas, Haikal Ismail</i>	121
6.	Unveiling the Symbolic Tapestry: The Mauritian Traditional Hindu Symbolic Kerchief in the Artworks of Arvin Ombika <i>Arvin Ombika</i>	133
7.	The Issues and Challenges of Diversification Strategy: The Case of Sutera Sanjung Sdn. Bhd. <i>Muhamad Ali Imran Kamarudin, Mohd Sufli Yusof, Azahari Ramli, Shahrina Othman, Hasnizam Hasan</i>	144
8.	Diversification Strategies Among Small-Medium Enterprises: Embracing Practical Solutions in the Implementation of Indah Teraju Sdn. Bhd. <i>Muhamad Ali Imran Kamarudin, Juraifa Jais, Syamsuriana Sidek, Abdul Rahman Jaaffar, Maliani Mohamad</i>	154

9.	Whistleblowers, Media and the Law: Challenges in Combating Corruption <i>Mukhriz Mat Rus, Normahfuzah Ahmad, Ahmad Shahrizan Ahmad Tekmezi</i>	165
10.	Sustainability Development Model of MSMEs Through Financial Literacy and Financial Inclusion <i>Winda Riskianita, Tiko Pajri, Tohir Tohir, Firmansyah Firmansyah, Hamsani Hamsani</i>	176
11.	Village Fund Problems: Unraveling Problems Towards Accountable Village Fund Management in Bangka Regency, Bangka Belitung Islands Province in Indonesia <i>Alisaputra, Andi Jaenuri, Iwan Yunanto, Nasirudin Kholish, Nizwan Zukhri</i>	184
12.	Utilization of Technology in Financial Management has Positive Impact on the Results of Sales of MSMEs in South Bangka <i>Meidarina Yunfin, Leo Adiwina, Mas Agus Muhammad Fahmi Fauzi, Darus Altin</i>	191
13.	The Conception of the Inheritance and Development of Cantonese Opera in Malaysia <i>Wong Oi Min</i>	200
14.	Spatial Decision Support System based on Multicriteria Decision Analysis and Spatial Information for Flood Management Planning: Location Analysis for Construction of New Hospital Building in Kelantan, Malaysia <i>Mohammad Fikry Abdullah, Zurina Zainol, Amri Md Shah</i>	212
15.	Road Safety in Aerotropolis: Enhancing Student Awareness Through Gamification Engagement <i>Nur Khairiel Anuar, Rohafiz Sabar</i>	226
16.	Blockchain Intellectual Property (BCIP) <i>Saeed Ali Faris Alketbi, Massudi Mahmuddin</i>	238
17.	Cryptocurrencies: Disrupting International Money Transfers Through Technology <i>Saeed Ali Faris Alketbi, Massudi Mahmuddin</i>	253

18.	Modernizing of Plant Records Management: A Case Study of UUM'S Herbs Garden <i>Nur Syazwani Mohd Nawi, Fadhilah Mat Yamin, Wan Hussain Wan Ishak, Siti Nur Aziah Abdul Wahab, Fatim Liyana Abdul Hamid</i>	264
19.	Proposed Airport Terminal and Commercial Facilities in Kedah Aerotropolis, Kedah <i>Rohafiz Sabar, Nur Khairiel Anuar</i>	273
20.	Strategic Evolution: Enhancing China Railway Construction Group Co., Ltd. Marketing Approach for Quality Growth and Scalability <i>Yuan Xiangxianga, Rohafiz Sabar</i>	285
21.	Managing the Unmanageable: Crisis Management <i>Asmahany Ramely, Foo Yen Sin, Noor Amalina Mat Yusof, Rozila Ahmad, Nick Tan Yeet Fhong</i>	298
22.	Graduate Communication Issues from Industrial Perspectives <i>Marfunizah Ma'dan, Nursafwah Tugiman, Saidatul Nurul Hidayah Jannatun Naim Nor Ahmad, Mohamad-Noor Salehuddin Sharipudin</i>	311
23.	Understanding the Challenges of the Halal Frozen Foods Distribution Channel in the ABC Industry <i>Abdul Kafi, Nizamuddin Zainuddin, Yuhainis Mohd Yusoff, Norita Deramand</i>	318
24.	New Construction Technology Application of Bricks by Using Organic Waste from Sugar Refinery Industry <i>Maheera Mohamad, Khai Lin Chong, Rahimi Abidin, Noor Hidayah Abu, Mohd Rizal Razalli, Che Azlan Taib, Yuhainis Mohd Yusoff</i>	324
25.	Potentiality of Pressmud Application in Soil for Palm Oil Plantation Productivity <i>Maheera Mohamad, Mohd Rizal Razalli, Md Abdul Kafi, Alminnourliza Noordin, Rosini Nawang Mustapen, Haikal Ismail, Khai Lin Chong</i>	330

26. **EUDR and Potential Collaboration with Malaysian Palm Oil Industry Stakeholders** 337
Uthaya Kumar Muthu
27. **Technology as an Enabler for Smallholder Inclusion and European Union Deforestation Free Regulation (EUDR)** 349
Uthaya Kumar Muthu, U.R. Unnithan, Prakash Santhanam

A Case Study of How Female Investigator Deal with Work-Life Balance

Harularasan S/O Krishnan^a, Ida Juliana Hutasuhut^{*b}, Mohamad Hardyman Bin Barawi^c, Ross Azura Zahit

^{a,b,c,d} Faculty of Cognitive Sciences and Human Development, University Malaysia Sarawak, Malaysia

^{*b}hijuliana@unimas.my

Abstract

Life as a female investigator is undoubtedly challenging. The need to balance between work and family affairs is one of the challenges for a female investigator, especially with irregular working hours. The challenges faced by female investigators today are focused not only on reducing the crime index or maintaining border security but they also need to constantly develop professionalism in dealing with professional challenges and personal challenges. This study aimed to examine the phenomenon of work-life balance among female investigators in a law enforcement agency, including the problem faced, factors influencing them, and finding ways for improving the circumstances. This study was conducted at a law enforcement department, in Malaysia. A purposive sampling technique is used to select the informants of this study with the criteria of married female investigators from the Criminal Investigation Department (CID). They have a minimum of two years of service in the current department and are willing to share their experience voluntarily. Seven officers were selected and interviewed using semi-structured interviews to gather rich data to answer all research questions built. Data were analyzed using content analysis. This study found that female investigation officers face difficulties balancing their work and personal life. Among the significant problems that they are facing is managing the conflict between personal/family and organizational commitment. This situation influences the occurrence of work-life conflict that requires personal skills improvement, management consideration, and family support to improve physical and emotional well-being.

Keywords: work-life balance, professional challenges, personal challenges

1. INTRODUCTION

The expression of "work-life balance" was first used in the late 1970s to describe the balance between an individual's work and personal life (Kumar, 1995). The work-life balance is beyond the similar calculation regarding time allocation between the work and life domains. Work-life balance is more about a sense of control of the working and personal, family, and spiritual lives. The state of balance is accomplished when a person is satisfied with work and personal life (Kirchmeyer, 2000).

An investigator profession is a highly demanding job, especially due to the nature of work where working hours are irregular. It is being recognized that the nature of the work of those investigators, including the managerial levels demand high stamina and always fit to keep their professionalism. Once a woman decides to join and defines herself as an officer in a law enforcement agency, especially an investigator, she needs to accept the consequences of her choice and must be able to find fulfillment in that job.

* Corresponding author. Tel.: +0-000-00000000; Fax: +0-000-00000000
E-mail: hijuliana@unimas.my

Malaysia Police Department statistics revealed on The Sun Daily News on 4th May 2018 that the total number of police females in Malaysia is 13 348. This data showed a significant growth in females' participation in the law enforcement agency and at the same time it remind us about the challenges in dealing with the family and work-life domain simultaneously. With the increasing demands of the community, including for investigators to be more professional and relevant to the current circumstances, therefore, this situation puts a further burden on the duties and responsibilities of female investigators, especially for those married.

Several studies on work-life balance in India found that married female employees indeed experience work-family conflict (WFC) while balancing their work and family lives (N Krishna Reddy et al., 2010). Working females, especially female leaders always find it challenging to preserve the balance between the competing pressures at work and demands at home (Hemlata & Suruchi, 2022). Sundaresan (2014) found that work-life conflicts negatively impacted organizational performances and the employees themselves. Employees who are overloaded or whose work interferes with family (and vice-versa) are highly stressed, experience burnout, express life dissatisfaction, and have poor mental or physical health (Sundaresan, 2014). A study conducted by Subha S. and Devika R.K (2014) seems similar to the Sundaresan study (2014) where female investigation investigators face conflicting situations between dual commitments and find practical difficulty in combining work with their household activities. Married working females tend to experience physical and psychological exhaustion due to work-life imbalances (Maslach & Leiter, 2008). In fact, emotional exhaustion is the most central aspect of fatigue which refers to feelings of being exhausted and drained of one's emotional and physical resources (Maslach & Leiter, 2008).

In Malaysia, there are limited studies that focus on the effects of work-family conflict on employees' emotional and psychological well-being, especially among female investigators. Remembering that the number of female workers in Malaysia is increasing and most of them are married, it is valuable to examine this phenomenon in-depth. Although several previous kinds of research seem to focus on the quantitative approach to test the hypothesis build, it is very beneficial to conduct a qualitative study to get rich and in-depth data to get insight into this phenomenon. Therefore, the general objective of this study is to explore the experience of female investigators in balancing between work and family/personal life. The following are the specific objectives for this paper: (1) to examine the challenges faced by female investigators in balancing between work and family/personal life, (2) to identify the effect of the challenges related to work-life balance faced by female investigators (3) to identify ways to overcome work-life balance problems faced by female investigators.

2. LITERATURE REVIEW

2.1 Work-life balance

A number of scholars who proposed definitions of balance in the context of work and life domain (Kirchmeyer, 2000; Marks & MacDermid, 1996) found out that the definitions of balance have not achieved a solid consensus. Marks and MacDermid define role balance as "the tendency to become fully engaged in the performance of every role in one's total role system, to approach every typical role and role partner with an attitude of attentiveness and care" (Marks & MacDermid, 1996, p. 421). It seems that Marks and MacDermid (1996) emphasized "mindfulness" as a reference for a person to be in a state of balance where fully engaged reflects a condition of "positive" role balance. Another scholar, Kirchmeyer (2000), pictures a balanced life as "achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains" (Kirchmeyer, 2000, p. 81). Therefore, a balanced state of work and life is an approximately equal level of attention, energy, time and involvement, and satisfaction.

Greenhaus and Beutell (1985) proposed three types of work-family conflict, namely, time-based conflict, strain-based conflict, and behaviour-based conflict. Time-based conflict occurs when facing pressure from one of the two roles competing for time allocation. For example, working time will inhibit married working female from fulfilling their responsibilities at home as a wife and mother (Greenhaus

& Beutell, 1985). Then, strain-based conflicts happen when events in one domain interfere with the performance of other domain roles (vice-versa). For example, when married, working female face problems that impact their performance at the workplace or vice versa (Greenhaus & Beutell, 1985). Finally, behaviour-based conflict occurs when individual behaviour in one domain does not match the role of another domain. For example, the behaviour of being serious during working time does not make it suitable for the needs of a family that want "love" and "care" (Greenhaus & Beutell, 1985).

A previous study on the effects of family responsibilities on work commitment and job performance among working female demonstrated a constant work-family conflict that has become a common experience among working female (Greenhaus & Powell, 2006). The situation of work-family conflict can happen due to inter-role conflict between work demands and family responsibilities (Kahn et al., 1964). The interaction between job demands and family responsibilities that overlap in terms of time, energy, and behaviour will cause one of the demands not to be fulfilled (Hill et al., 2003), which will create a stressful atmosphere over time.

Married working female tend to have emotional exhaustion manifested by both physical fatigue and a sense of feeling psychological and emotionally due to work-life imbalance. Emotional exhaustion is a power and energy loss due to burnout that brings on the feeling of failure, exhaustion, and too much workload (Freudenberger, 1974). N. Krishna Reddy et al. (2010) concluded that married female employees indeed experience Work-Family Conflict (WFC) while attempting to balance their work and family lives. Thus, the organization needs to formulate guidelines for the management of WFC's since they are related to job satisfaction and performance.

A study that tries to examine how organizations can help improve the situation was conducted by Hartel (2007). They identify that organizations can implement various work-life balance initiatives that may assist employees to balance their work and family responsibilities better, improve well-being, and provide organizational benefits. There are a large variety of family-friendly policies, which include but are not limited to the following: flexible working hours, job sharing, part-time work, compressed workweeks, parental leave, telecommuting, and onsite child care facilities. Niharika and Supriya (2010) studied the work-based and family-related factors that contribute to work-life balance. Work-based factors are flexi-time, option to work part-time, freedom to work from home, child care facility and flexibility to take care of emergencies at home. Hall (1990) proposes an organizational change approach to promote work-family balance, and the popular press is full of advice to companies and employees on how to promote a more excellent balance in life. Meanwhile, Marks and MacDermid (1996) found that individuals in a balanced state experienced less role overload, were easier to assume more prominent roles, and were less emotional distortion than their unequal counterparts. In addition, balance in work and family roles can also reduce chronic work-life conflicts because they are able to regulate so as not to allow " situational urgency " to undermine long-term role performance (Marks & MacDermid, 1996).

Furthermore, N. Gayathri and P. Karthikeyan (2013) said that Work-Life balance is not about something that just happened. It involves the efforts of all stakeholders: the employee, the management, the family and the society in which all are embedded. It requires mutual understanding and respect between all of these players.

2.2 Spill Over Theory

Spillover's theory explains that involvement in the work domain impacts the family domain and vice versa. Spill-over is a process in which the experience of carrying out a role in one domain affects the life experience in another domain; for example, emotions, attitudes, tension, skills, and activities at work affect the family life domain and vice versa (Morris & Madsen, 2007). Furthermore, spillover theory argues that experiences in one domain, either work or family, can facilitate or undermine a person's ability to carry out responsibilities in another domain (Bowen, 1995), meaning that the spillover can be positive or negative. Many studies focus more on negative spillovers, but Greenhaus and Powell (2006) state that there are also studies that emphasize positive spillovers. Negative spillover means experiences in one domain perceived as unsatisfied or challenges that result in the same emotions in

another domain. This negative spillover escalates when individuals receive no or little support to enable them to balance work and family roles (Zedeck, 1992).

On the other hand, positive spillover means that experiences in one domain, such as feelings, skills, and values, can be transferred to another domain that improves the quality of life in the other role (Edwards & Rothbard, 2000). For example, when a worker feels satisfied with his/her work domain because the job was done successfully with the help of supportive co-workers and managers, then these positive emotions will spill over to the family domain where he/she takes on household responsibilities with a positive mood which helps lighten in doing the task. Barnett (1994) identified that work domain such as a flexible and conducive work environment influences their behaviour and satisfaction at home. Positive spillover occurs when employees can experience a good balance between their work and personal lives (Zedeck, 1992).

Meanwhile, positive emotions at home create positive moods, which impact the positive spirit in doing work. Positive spillover explains that achievement and satisfaction in one domain can bring satisfaction to another. This spillover theory has helped stakeholders to realize the importance of satisfaction in one domain because it will affect other domains of life. Therefore, employees need to be able to balance work with personal life based on understanding positive or negative spillovers (Morris & Madsen, 2007).

2.3 Female Professional Challenges

Participation of female in the workforce has increased significantly in most societies (Grady & McCarthy, 2008). Female's involvement in the workforce contributes to the increment of the family's income (Reskin & Padavic, 1994). However, managing work and family responsibilities is one of the most significant challenges for female (Noor, 2004), including in Malaysia. Markwei et al. (2018) study about female's involvement in politics in Ghana found that female need to work extra hard to justify their meaningful existence both at work and in the family and put extra effort into it. This hard work can cause tension and affect their well-being as they face two demanding domains, career and family (Ummu Markwei et al., 2018).

Tetteh (2005) stated that most female work for about 8 hours or more at work on a full-time basis and 4 hours on a part-time basis. The working female are faced with a situation where they are under pressure to excel in their careers while maintaining an active personal life (Delina & Raya, 2013). The professional woman is then struggling with managing time and performing her multiple roles simultaneously (Fine-Davis et al., 2004), then role conflict occurs (N Krishna Reddy et al., 2010; Ummu Markwei et al., 2018), which is had a negative impact on organizational performances and the employees themselves (Sundaresan, 2014). The work-life imbalances among married working female can cause them to experience physical and psychological exhaustion (Maslach & Leiter, 2008), be highly stressed, experience burnout, express life dissatisfaction, and poor mental or physical health (Sundaresan, 2014). Studies show that female experience job strain as a result of the negative job spillover derived from juggling between career and family demands (Dako-Gyeke & Ibrahim, 2013; Lahelma et al., 2002; Catalyst, 2012).

This is more challenging for female who find themselves in male-dominated careers like investigators in Malaysia. A study conducted by Subha S. and Devika R.K, (2014) seems similar to Sundaresan's study (2014) where female investigation investigators are facing conflicting situations between dual commitments and find the practical difficulty in balancing work with their household activities. Balancing work and family is often more difficult for female than for men due to the unequal responsibilities which become major barriers to the advancement of their careers (Cross & Linehan, 2006). These challenges faced by female professionals may cause some of them to leave the labour force (Bertrand et al., 2010). From the human resources perspective, of course, this is a loss for the country's talent development and economic growth in general.

3. METHODOLOGY

This is a qualitative case study approach conducted at the headquarters of the Law Enforcement Department, in Malaysia. A case study is an in-depth description and analysis of a bounded system

(Creswell, 1998; Merriam, 2009), where "the single most defining characteristic of case study research lies in delimiting the object of study, that is the case" (Merriam, 2009, p.40). The case in this study is the experience of female investigators in balancing work and family life.

A purposive sampling technique was used to select the participants who possess specific characteristics that could provide the most relevant information to answer the research questions being studied (Maxwell, 2013; Merriam, 2009; Creswell, 1998). The criteria of participants of this study are (1) married female investigators from the Criminal Investigation Department, (2) who have a minimum of two years of service in the current department, (3) willing to share their lived experiences voluntarily. With these criteria, it is ensured that the informant has a good understanding of their works-life and at the same time, they have a responsibility to manage their personal and family, which these understanding and experience are very important to contribute to the research. The sample size is determined by the concept of where saturation or redundancy is reached (Lincoln & Guba, 1985).

Seven female investigators were selected and using a semi-structured interview protocol interviewed deeply. The data gathered also included participants' backgrounds (job position, education, experience, and years of service). After an explanation of the study and assurances about confidentiality, all respondents were asked to give their informed consent and were asked whether their sharing information or experience could be tape-recorded. After they gave their consent, then the interview process was carried out. Further, the interviews were transcribed, and the accuracy of the transcripts was checked by listening to the tapes repeatedly. Preliminary analysis was conducted while data collection started. The times for interviews were adjusted based on the availability of the informants. Finally, data were analyzed using content analysis. To achieve the trustworthiness of the study, the analysis follows the six steps introduced by Graneheim and Lundman (2004), namely (1) Data transcription, (2) Data Conceptualization, (3) Code Generation, (4) Code Categorization (5) Coding Each Transcript (6) Code and Category Revision.

Details for the informants are outlined in Table 1.

Table 1: Demographic information of the informants

Informant	Ethnic/Race	Age	Year of Services	Marital Status	Education Level
1	Malay	25-35	13	Married	Diploma
2	Malay	36 - 45	11	Married	Degree
3	Indian	46>	20	Married	Master
4	Malay	36-45	11	Married	Degree
5	Chinese	36-45	12	Married	Degree
6	Indian	36 - 45	11	Married	Degree
7	Malay	36-45	10	Married	Degree

4. RESULT AND DISCUSSION

Some of the findings from this study were similar to previous research. However, some aspects of the findings differed from past research findings. The findings of this study are unique. It is based on sharing experiences from female investigators.

4.1 The challenges faced by female investigators in balancing between work and family/personal life.

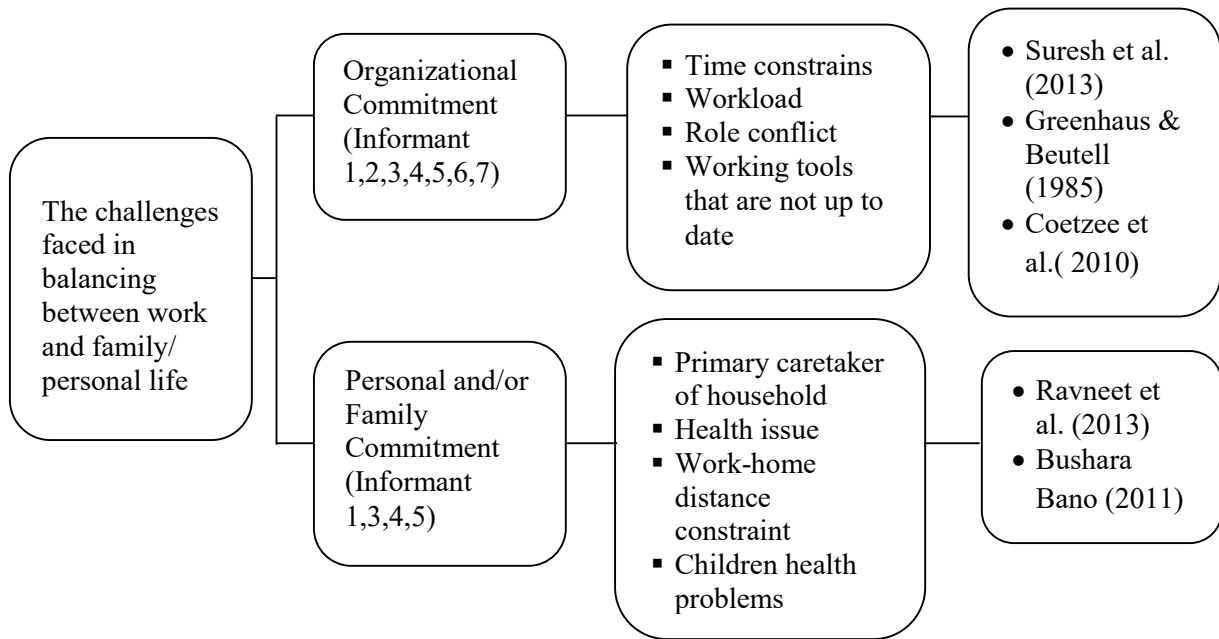


Figure 1: The challenges faced in balancing between work and family/ personal life

This study found some problems female investigation officers face in balancing work life and family life, which are divided into two categories: personal and/or family commitment and organizational commitments. From the organizational commitment, time constraints were perceived as the main problems female investigation officers face due to their work and family life commitments. As an investigation officers, Informants 1, 2, 3, 5, 6 and 7 strongly mentioned that insufficient time is the main problem because they need more time to settle administrative or paper-related tasks, to give more attention and focus on handling the investigation itself, and at the same time the failure to complete the motherhood task. This finding corroborated the previous studies, where experiences in one domain, either work or family, can facilitate or undermine a person's ability to carry out responsibilities in another domain (Bowen, 1995; Morris & Madsen, 2007). This finding is also relevant to what Greenhaus and Beutell (1985) found in their study titled: "Sources of Conflict between Work and Family Roles", which suggested that one of the commonly measured forms of work-family conflict was a time-based conflict that occurs when facing pressure from one of the two roles competing for time allocation. They defined the concept of conflict as occurring when the amount of time devoted to one role makes it difficult to fulfil the requirements of another role. Similar to Suresh, Anantharaman, Angusamy, and Ganesan (2013), in their article titled: "Sources of Job Stress in law enforcement Work in a Developing Country", they considered that the organizational and social aspects of their job were more stressful, especially due to the demand of round the clock duty, irregular working hours, insufficient time for family, political pressures from outside, inadequate facilities, fewer salaries, outdated equipment, no recognition/appreciation after achievement, less of manpower and less healthy interaction with friends and colleagues. These articles mentioned and supported that time constrain as the main problem most female investigation officers face.

Informants 2, 5 and 7 have informed that workload is the second problem female officers face. They mentioned that we do not have a fixed break hour as investigation officers, nor the workload is not consistent or specific. This has been strongly supported by Coetzee and Villiers (2010) in their article titled: "Sources of Job Stress, Work Engagement and Career Orientations of Employees in a South African Financial Institution", that role ambiguity, relationships with colleagues, job insecurity, lack of job autonomy, work home interface, inadequate compensation and benefits, and poor management support are the key sources of creating job stress. Workload and role ambiguity are perceived as sources

of stress that impact employee engagement to work decreased, and ultimately it negatively affects the efficiency and productivity of employees.

From personal and/or family commitment, it was identified that the role of the primary caretaker of the households, health issues, and distance constraints are the main problem for female investigation officers. For instance, Informant 1, 3 and 4 has mentioned that "usually problems arise when it comes to household issues like timing for children's, cleaning house, etc." Therefore, the role of female as the primary caretaker in managing the household and the needs of children to focus on is the cause of depression or stress among female investigators. Ravneet et al. (2013) also supported this finding, and he has mentioned that personality traits and coping styles had significant factors. In addition, Bushara Bano (2011), in her article titled; "Job Stress among investigators personnel", discovered that political pressure, insufficient time for family, bad reputation and image among the public and inadequate salaries were the primary causes of stress among investigators personnel. So it is shown that female investigation officer is easily affected by any psychological issues while balancing their work life and family life.

Informant 5 has highlighted the issue of distance constraint as the problem faced by her while balancing work and family life. According to informant 5, she has mentioned that she is staying far from the IPD (working place) area; therefore, she was struggling with the distance of the working place and, at the same time, family commitments. It reflects the problem faced by a mother in between work and family.

4.2 The effect of the challenges related to work-life balance faced by female investigators

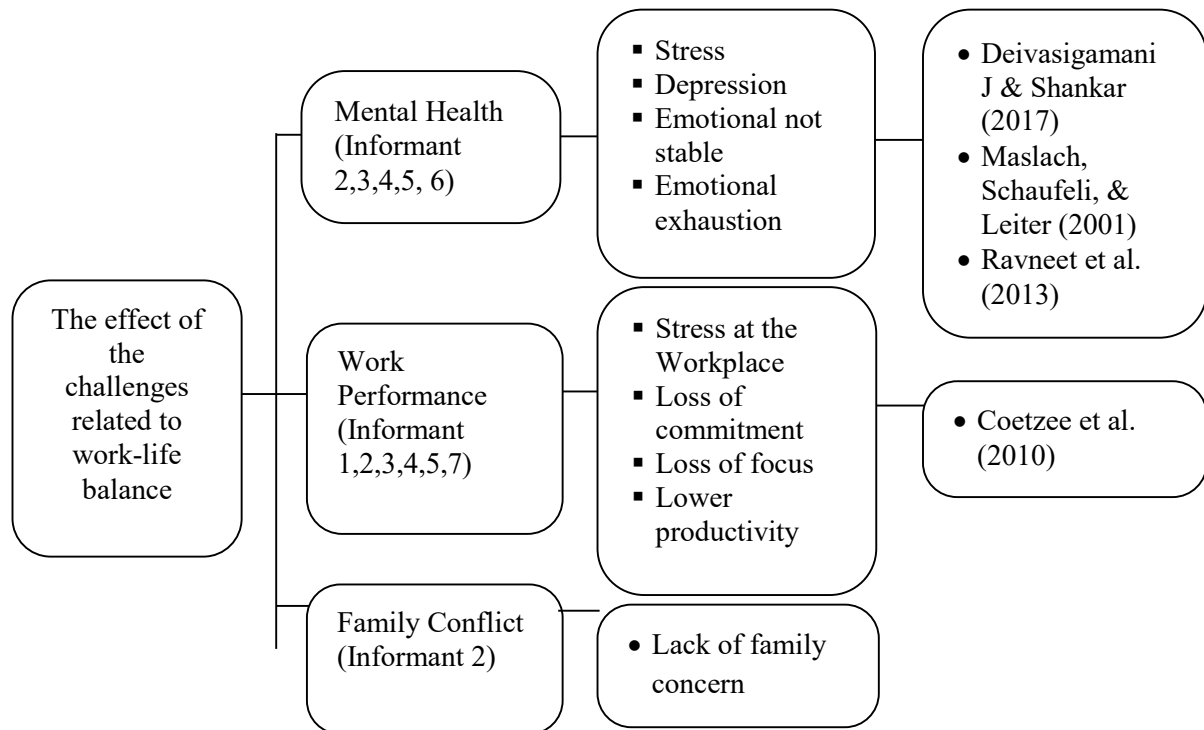


Figure 2: The effect of the challenges related to work-life balance faced by female investigators

Most informants stated that they were personally affected when they tried to balance their work-life where they experienced stress or emotional imbalance. Most of them raised the issues of mental health. All informants agreed that a large part of the private lives of female investigator would be affected by the problems they face at work, followed by emotional exhaustion resulting in loss of commitment and focus. For example, informants 3 and 4 mentioned that investigative officers faced stress, especially when they struggled all day long at the office to solve a case, and then when they returned home, sometimes their emotion was triggered coincidentally due to children or husband's deed. In fact, informant four also mentioned that one of her colleagues had divorced because she frequently came

home late at night and perceived neglected her responsibilities as a mother so that her husband left her. This finding strongly supports the spillover theory, which explains that involvement in the work domain has an impact on the family domain and vice versa. This study provides empirical data that the involvement of female investigators with a highly demanding job where one has no choice for fixed working hours has influenced the family life domain. Sundaesan (2014) found that work-life conflicts negatively impacted organizational performances and the employees themselves. Employees who experience work overloaded that interferes with the family domain experience high stress, experience burnout, express life dissatisfaction, and have poor mental or physical health (Sundaesan, 2014).

Informant 1 stated that she used to experience depression which led to long emotional exhaustion due to juggling between work and family life. Emotional exhaustion is one of the sources of burnout in which emotional feelings are caused by mental and physical fatigue (Maslach, Schaufeli, & Leiter, 2001). In addition, Ravneet et al. (2013) stated that personality traits and coping styles have a significant independent and interactive role in developing high psychological stress on investigator officers, thus placing them at high risk of experiencing mental health issue.

Another impact that researchers have classified is a family conflict due to the inability to properly handle the family. Informant 2 clearly stated that the female investigator had to spend most of their time at the office station solving their cases and that it sometimes took them about two to three days to return home. In such a situation, married and maternity workers will be more affected because they cannot spend time with their children and husbands. Directly or indirectly, it will impact the child's welfare and the marriage lifestyle. In addition, six out of seven informants explicitly mentioned the imbalance between work-life and family life affecting their work. This is particularly the case for female investigating officers. they really need to investigate cases in detail and thoroughly, which of course takes a long time so that those who are offended can be prosecuted. However, when it comes to family issues such as child health problems or quarrels with their husbands, these officers cannot focus on their work and these family-related problems will affect their performance at work. This study highlights the significant effect of family problems on work productivity. Albertsen, Rafnsdottir, Grimsmo, Tomasson, and Kauppinen (2008) have also highlighted this problem in their research on work-life balance. He states that non-standard working hours have a negative effect on work-life balance, and some of the resulting evidence will lead to this negative effect on the welfare of children and marital satisfaction. Similar to these findings, Deivasigamani J and Shankar (2017) identified that female employees face many psychological problems such as mental stress, anger, depression, hypertension, headaches, obesity, back pain, poor sleep, and neck pain, impatience, frustration, irritated, and lack of confidence.

4.3 The ways to overcome work-life balance problems faced by female investigators

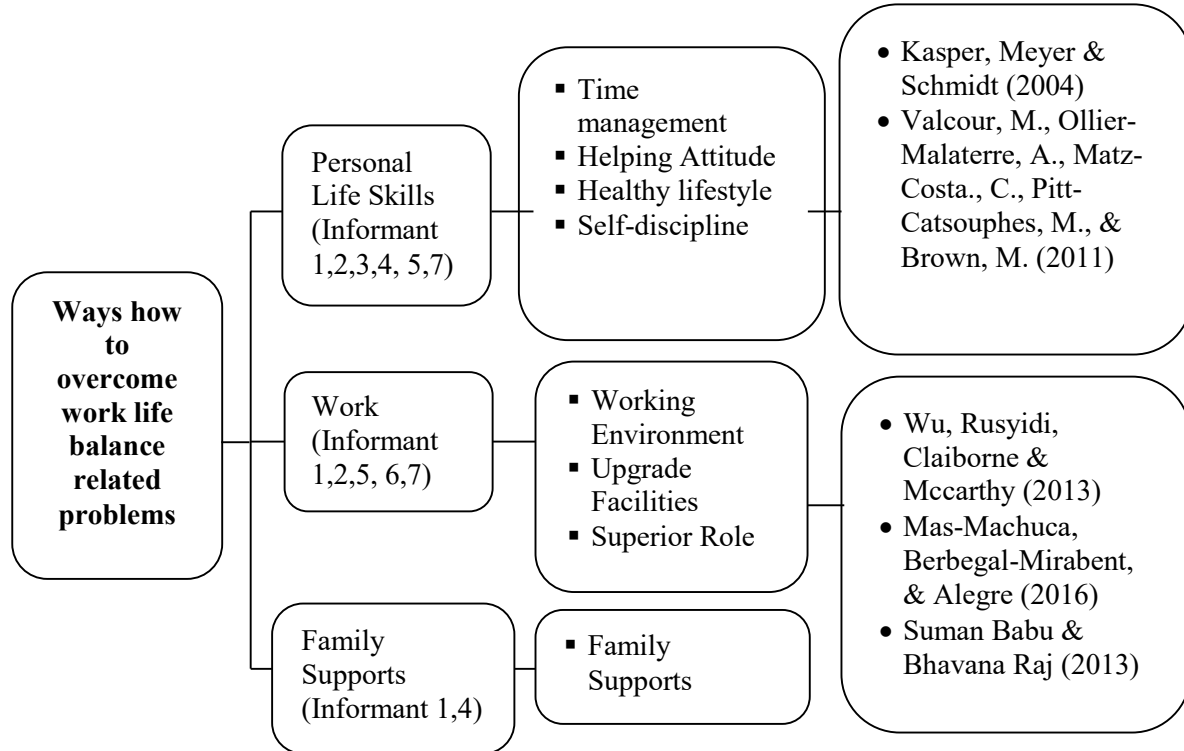


Figure 3: Ways how to overcome work-life balance-related problems faced by female investigation officers

The most highlighted solutions that informants mentioned are improved personal life skills such as time management, attitude toward helping, self-discipline, and healthy lifestyle practice. Out of seven, six informants mentioned the importance of having good time management. As informants 1 and 3 mentioned, we need to manage our time wisely for family, friends, work, and personal as an investigation officer. Kasper, Meyer, and Schmidt (2004) stated that individuals who invest huge proportions of their time in their profession and devote specifically high emotional involvement to their jobs would bring profession and family into competition for a limited amount of time and emotional commitment. Therefore, good time management skills are very important. In line, this study also highlighted that officers need self-discipline in managing their time and energy in handling their work or family.

Furthermore, informants suggested a better work environment, upgrading the working tools which makes work easier, and superior support in the work context. Informants 2, 3, 4, and 7 have mentioned that all officers in this investigation department should have teamwork skills and an attitude toward helping others to build a better work environment. This is because sometimes administration staff might not be as busy as investigation officers, so whenever they are free, they can offer help to lighten the burden of investigator officers. Valcour, Ollier-malaterre, Matz-costa, Pitt-cartouches, and Brown (2011) stated that the support given by co-workers would enhance the spirit of togetherness and a sense of unity. The researchers summarised that the co-worker's support is one of the contributions that help employees develop a caring and helpful workforce in integrating work and non-work domains. Plus, it will help the employees to manage their time and energy in their personal life with the tangible support they receive from their co-workers. Referring to the spillover theory, employees need to be enabled to balance work and personal life (Morris & Madsen, 2007).

In the work domain, which has been informed by informants 1, 2, 5, 6, and 7 that a pleasant working environment, including teamwork, will improve their motivation to work and minimize conflicts, particularly in handling cases. This study supports Wu, Rusyidi, Claiborne, and Mccarthy's (2013) study

that a pleasant working environment plays an important role in enhancing the work-life balance in the employees compared to supervisor support which does not significantly influence work-life balance. Moreover, informant 2 suggested upgrading work facilities to make work more straightforward. For instance, the management can try to upgrade nursery or childcare assistants in their workplace so those female investigation officers will not be worried about their kid's health or safety. Suman Babu and Bhavana Raj (2013) concluded that childcare assistants at the organization might positively impact the employee work-life balance the organization as it indirectly improves the employee retention rate. This is because by having a childcare center at the organization, the employees do not have to worry thinking about who would take care of their children while they are working and nevertheless, this gives the autonomy to the employees to perform at their very best potential (Suman Babu & Bhavana Raj, 2013).

Apart from a pleasant working environment and upgrading the working facilities, superior support is also suggested as one crucial aspect that needs to be considered under the work domain. Informants 5, 6, and 7 have mentioned that superior support is important in work-life because the relationship with the superior significantly impacts how the officers' feelings and reactions influence their work and life satisfaction. This statement is relevant to Mas-Machuca, Berbegal-Mirabent, and Alegre's (2016) proposition that the involvement of a supervisor's support in giving autonomy to the employees to take part in decision-making makes them feel comfortable. Thus, organizations need to build a better work environment by improving interpersonal skills, including teamwork, helping relationships, and leadership skills, and at the same time upgrading the work facilities.

Lastly, it has been highlighted that support from family is very important, especially from their husbands, as mentioned by informants 1 and 4. Nevertheless, unfortunately, only a small number of literature studies how spouses can help working female manage their burden in these two domains of work and life, particularly in Asia.

CONCLUSION

This study supports previous studies regarding the importance of work-life balance for a healthy life and well-being. The imbalance between work and personal life will affect personal life and work quality and cause work-life conflict. It is suggested to all stakeholder to facilitate and improve this situation such as strengthening the individual's skill (mindset, self-management, time management, and healthy lifestyle practices), management intervention (improving work facilities, policies that supports work-life balance and leadership), and family support (good understanding between family members). The officers themselves need to improve their skills in managing stress as it is the consequence of their choice. Therefore, it is suggested that the organization mentioned in the study provide sufficient training to their female officers on time management, self-development skills, and technical job skills. Time management tips will reduce their stress in the workplace because they will be capable of completing the task within the time limit. Skill development training is imperative because the contemporary varying environment necessitates those female officers be as up-to-date as men. Likewise, family support for female officers in carrying out big responsibilities in two domains, work, and life, requires strong support from each family member.

It is recommended that the future study triangulate the data collection method through documentary analysis, observation, and focus group interviews with the family members to gain richer and more depth data. Other than that, this research can be enhanced by getting a better perspective on this phenomenon.

Acknowledgment: Big appreciation to fellow Female Investigators in Criminal Investigation Department (CID) for their volunteering in sharing their experience in managing work and personal life.

REFERENCES

- Albertsen, K., Rafnsdóttir, G. L., Grimsmo, A., Tómasson, K., & Kauppinen, K. (2008). Workhours and Work-Life Balance. *Scandinavian Journal of Work, Environment & Health*, 2008(5), 14-21.
- Barnett, R. C. (1994). Home-to-work spillover revisited: a study of full-time employed women in dual-earner couples. *Journal of Marriage and the Family*, 56(3), 647-656.
- Bertrand, M., Goldin, C., & Katz, L. F. (2010). Dynamics of the gender gap for young professionals in the financial and corporate sectors. *American Economic Journal: Applied Economics*, 2(3), 228-255.
- Bowen, G. L. (1995). Corporate supports for the family lives of employees: a conceptual model for program planning and evaluation, in Bowen, G.L. and Pittman, J.E (Eds), *The Work and Family Interface: Toward a Contextual Effects Perspective*, National Council, Minneapolis, MN.
- Bushara Bano. (2011). Job Stress among police personnel. *International Conference on Economics and Finance Research, IPEER*, 4(2011).
- Catalyst. (2012). 2011 Catalyst Census: Financial Post 500 Women Board Directors, Catalyst, New York, NY, available at: www.catalyst.org (accessed March).
- Coetzee, M., & Villiers, M. De, (2010). Sources of Job Stress, Work Engagement and Career Orientations of Employees in a South African Financial Institution, *Southern African Business Review*, 14(1).
- Creswell, J. (1998). *Qualitative inquiry and research design: Choosing among five traditions*. Thousand Oaks, CA: Sage Publications.
- Cross, C., & Linehan, M. (2006). Barriers to advancing female careers in the high-tech sector: empirical evidence from Ireland, *Women in Management Review*, 21(1), 28-39.
- Dako-Gyeke, M., & Ibrahim, I. (2013). The Relationship between Multiple Roles and the Psychosocial Well-being of Working Mothers among Non-academic Staff of the University of Ghana, Social Work Department, University of Ghana.
- Deivasigamani, J., & Shankar. (2017). Dimension of Work Life Balance in Software Companies. *Asian Journal of Applied Sciences*, 5(2). DOI:[10.24203/ajas.v5i2.4593](https://doi.org/10.24203/ajas.v5i2.4593)
- Delina, G., & Raya, R. P. (2013). A study on work-Life balance in working women. *International Journal of Indian Culture and Business Management*, 2(5), 274-282.
- Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, 25, 178-199.
- Fine-Davis, M., Fagnani, J., Giovannini, D., Højgaard, L., & Clarke, H. (2004). *Fathers and Mothers: Dilemmas of the Work-Life Balance, A Comparative Study in Four European Countries'*. Kluwer Academic Publishers, Dordrecht.
- Freudenberger, H. (1974). Staff Burnout. *Journal of Social Science*, 30, 159-165.
- Gayathri, N., & Karthikeyan, P. (2013). Work life balance in India- A social responsibility or a Competitive tool. *International Research Journal of Business and Management*, 1.
- Grady, G. & McCarthy, A. M. (2008). Work-life integration: experiences of mid-career professional working mothers. *Journal of Managerial Psychology*, 23(5), 599-622, doi: 10.1108/02683940810884559.
- Graneheim, U. H., & Lundman, B. (2004). Qualitative content analysis in nursing research: concepts, procedures and measures to achieve trustworthiness. *Nurse Education Today*, 24(2), 105-112. doi: 10.1016/j.nedt.2003.10.001
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1).
- Greenhaus, J. H., & Powell, K. (2006). The relation between work-family balance and quality of Life. *Journal of Vocational Behaviour*, 63(2003), 510-531.
- Hall, E. T. (1990). *Understanding Cultural Differences, Germans, French and Americans*. Intercultural Press, Yarmouth.
- Hartel. (2007). The role of Work life balance Practices in order to improve organizational performance. *European Research Studies*, 2007; XIII (1):2010.

- Hemlata, V. G., & Suruchi P. (2022). Determination in Leadership: A Study on Women's Leadership in Indian Government Services and Armed Forces. *Pertanika Journal of Social Sciences and Humanities*, 30 (1): 97 – 119. DOI: <https://doi.org/10.47836/pjssh.30.1.06>
- Hill, E. J., Ferris, M., & Martinson, V. (2003). Does it matter where you work? A comparison of How three work venues influence aspects of work and personal/family life? *Journal of Vocational Behavior*, 62, 220–241.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational Stress: Studies in role conflict and ambiguity*. New York: Wiley.
- Kasper, H., Meyer, M., & Schmidt, A. (2004). Managers dealing with work-family-conflict: an explorative analysis. *Journal of Managerial Psychology*, 20(5), 440-461.
- Kirchmeyer, C. (2000). *Work-life initiatives: Greed or benevolence regarding workers' time?* In C. L. Cooper & D. M. Rousseau (Eds.), *Trends in organizational behavior, Vol. 7. Time in organizational behavior* (p. 79–93). John Wiley & Sons Ltd.
- Kumar, B. M. (1995). *Stress profiles of police personnel posted in the police stations of Hyderabad City*, NPA Magazine, 47(1), SVP, Hyderabad, NPA Press.
- Lahelma, E., Arber, S., Kivelä, K., & Roos, E. (2002). Multiple roles and health among British and finish women: the influence of socioeconomic circumstances. *Soc. Sci. Med*, 54(5), 727-740.
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. Beverly Hills CA: Sage Publications.
- Marks, S. R., & MacDermid, S. M. (1996). Multiple roles and the self: A theory of role balance. *Journal of Marriage and the Family*, 58(2), 417–432. <https://doi.org/10.2307/353506>
- Ummu Markwei, Kubi, M., Quao, B., & Attiogbe, E. J. (2019). Work-family balance of female parliamentarians in Ghana. *Gender in Management: An International Journal*. 34(1), 34-44.
- Maslach, C., Schaufeli, W.B., & Leiter, M. (2001). Job Burnout. *Annual Review of Psychology*, 52, 397-422. DOI: [10.1146/annurev.psych.52.1.397](https://doi.org/10.1146/annurev.psych.52.1.397)
- Maslach, C., & Leither, M. (2008). Early Predictors of Job Burnout and engagement. *Journal of Applied Psychology*, 93(3), 498-512.
- Mas-Machuca, M., Berbegal-Mirabent., & Alegre, I. (2016). Work-life balance and its relationship with organizational pride and job satisfaction. *Journal of Managerial Psychology*, 31(2), 586-602.
- Maxwell, J. A. (2013). *Qualitative research design: An interactive approach (13th ed.)*. Thousand Oaks, CA: Sage Publications.
- Merriam, S. B. (2009). *Qualitative research: A guide to design and implementation*. San Francisco: Jossey-Bass Publishers.
- Morris, M. L., & Madsen, S. R. (2007). Advancing work-life integration in individuals, organizations, and communities. *Advances in Developing Human Resources*, 9(4), 439–454. <https://doi.org/10.1177/1523422307305486>
- N Krishna Reddy, Vranda, M. N., Ahmed, A., Nirmala, B. P., & Siddaramu, B. (2010). Work-life balance among married women employees. *Indian Journal of Psychological Medicine*, 32(2), 112-118.
- Niharika, D., & Supriya, M. V. (2010). Gender Differences in the Perception of Work-Life Balance, *Management*, 5(4).
- Noor, N. (2004). Work-family conflict, work- and family-role salience and women's well-being. *Journal of Social Psychology*, 144(4), 389-405.
- Ravneet, K., Vamsi, K. C., & Narasimha, K. R. (2013). A psychological study of stress, personality and coping in police personnel. *Indan J Psychol Med*, 35(2), 141-147.
- Reskin, B. F. & Padavic, I. (1994). *Women and Men at Work*, Pine. Thousand Oaks, CA.
- Subha, S., & Devika Rani, D. K. (2014). Work Life Balance Amog Women Police In Coimbatore District-An Empirical Study. *International Journal of Advance Research in Computer Science and Management Studies*, 2(11).
- Suman Babu, S., & Bhavana Raj, K. (2013). Impact of Childcare Assistance (A Work-Life Balance Practice) on Employee Retention in Indian I.T. Sector. *Global Journal of Management and Business Research Interdisciplinary*, 13(6).
- Sundaresan, S. (2014). Work-Life Balance- Implications for working women. *OIDA International Journal of Sustainable Development*, 93-102.

- Suresh R. S., Anantharaman R. N., Angusamy, A., & Ganesan, J. (2013). Sources of job stress in police work in a developing country. *International Journal of Business and Management*, 8(13), 102-110.
- Tetteh, P. (2005). Childcare arrangements of working mothers in Accra. *Legon Journal of Sociology*, 2(2), 81-98.
- The Sun Daily News. (2018), *RMP Recognizes Womens Role, Participation in the force* (OnlineAvailable). <https://WWW.Thesundaily.My/Archieve/RMP-Recognises-Women-Role-Participation-Force-KUARCH545296>
- Valcour, M., Ollier-Malaterre, A., Matz-Costa., C., Pitt-Catsoupes, M., & Brown, M. (2011). Influences on employee perceptions of organizational work–life support: Signals and resources. *Journal of Vocational Behavior*, 79(2), 588-595.
- Wu, L., Rusyidi, B., Claiborne, N., & McCarthy, M. L. (2013). Relationships between work–life balance and job-related factors among child welfare workers. *Children and Youth Services Review*, 35(9), 1447–1454. <https://doi.org/10.1016/j.chilyouth.2013.05.017>
- Zedeck, S. (Ed.). (1992). *Work, families, and organizations*. Jossey-Bass.



UUM
Universiti Utara Malaysia



ICSC 2023

8th INTERNATIONAL CASE STUDY CONFERENCE

FOSTERING COMPETITIVE BUSINESS ENVIRONMENT
FOR NATIONAL SUSTAINABILITY

ORGANISED BY:



Institute for Management and
Business Research (IMBRe)
Universiti Utara Malaysia

SPONSORED BY:

