Faculty of Cognitive Sciences and Human Development

THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE FACTORS AND JOB SATISFACTION

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Bachelor of Science with Honours
(Human Resource Development)
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THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE FACTORS AND JOB SATISFACTION

ILI AMIRA BINTI MOHD ZAKI

This project is submitted in partial fulfilment of the requirements for a
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Faculty of Cognitive Sciences and Human Development
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UNIVERSITI MALAYSIA SARAWAK

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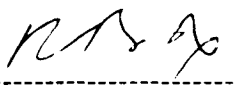

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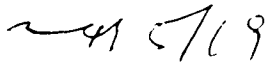

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ABSTRACT

THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE FACTORS AND JOB SATISFACTION

ILI AMIRA BINTI MOHD ZAKI

This study aims to identify the relationship between work-life balance factors and job satisfaction. Quantitative study through questionnaires which involve of 81 employees from Majlis Perbandaran Port Dickson, Negeri Sembilan was conducted. Pearson Correlation and Multiple Linear Regression were used to analyzed the data gathered. From the result, it shown that flexible work arrangement and social support have significant relationship with job satisfaction. However, one of the factors which is work-family conflict shown that there is no significant relationship between work-life balance and job satisfaction. This study contributes in-depth view on the influence of work-life balance factors towards employees' job satisfaction which increase the awareness on the importance of work-life balance in the organization. Besides, this study also discussed on the implications and recommendations that are related to this research topic.

Keyword: Work-life balance, Job satisfaction

ABSTRAK

HUBUNGAN ANTARA FAKTOR KESEIMBANGAN KEHIDUPAN KERJA DAN KEPUASAN KERJA

ILI AMIRA BINTI MOHD ZAKI

Kajian ini bertujuan untuk mengenalpasti hubungan antara faktor keseimbangan kehidupan kerja dan kepuasan kerja. Kajian kuantitatif yang melibatkan 81 pekerja dari Majlis Perbandaran Port Dickson, Negeri Sembilan telah dijalankan. Kolerasi Pearson dan Regresi Linear Berganda telah digunakan untuk mengkaji data yang telah dikumpul. Berdasarkan keputusan yang diperolehi, sususan kerja yang fleksibel dan sokongan sosial dilihat mempunyai hubungan yang signifikan dengan kepuasan kerja. Namun, salah satu faktor keseimbangan kehidupan bekerja iaitu konflik kerja keluarga tidak mempunyai hubungan yang signifikan dalam kepuasan kerja. Kajian ini menyumbang pandangan yang mendalam tentang pengaruh keseimbangan kehidupan kerja terhadap kepuasan kerja dalam kalangan pekerja serta meningkatkan kesedaran mengenai kepentingan keseimbangan kehidupan kerja dalam organisasi. Selain itu, kajian ini juga membincangkan implikasi dan cadangan yang berkaitan dengan topik kajian ini.

Kata kunci: Keseimbangan kehidupan kerja, Kepuasan kerja

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examines the relationship between work-life balance factors and job satisfaction. Chapter 1 consists of background of study, problem statement, research objectives, research hypotheses, conceptual framework, significance of study, definition of terms and summary. The importance of this chapter to explain the purpose of this study and the variables used is this study. It is hopes a comprehensive view of this study can be explained and followed by the readers.

1.1 Background of Study

Job satisfaction is one of the topic that are widely discussed among the various related discipline in the field of management, psychological and organizational behaviour (Tasnim, 2006). Job satisfaction is the emotion and perception of the individual towards a job by assessing their viewpoint on that job (Weiss, 2002). The pleasurable condition resulting from the job is the definition of job satisfaction (Kumari & Pandey, 2011). Job satisfaction contributes and influences one's behaviour towards their job. As the higher satisfaction level, one's will perform well and commit to his or her duties and job. Thus, it will increase the job performance of the employee.

Nowadays, most of women with children are working to support the family as the economy is growing rapidly. Career is very important for all workers. The changes of economy had made most of them to make a decision becomes dual-earner family in the country to support their life. Women are no longer fulltime housewives as compared to before where women are always associated with household works as they want to help spouse. According to White (1995), career is traditionally being thought through a series of related jobs with a meaningful progression. Different people have

different perceptions in their careers. Pool and Fox (1997) defined career as a progress to incorporate the notions of periods of unemployment and unpaid work (as cited in Maimunah Ismail, 2003). This definition refers to the women who are involve in unemployment, retrenchment due to family commitments.

Halpern (2005) stated that the concept of work-family balance produced is really a significant value in the scholar, applied, and international press. Work-family balance commits to the prosperity of persons and scholars argue that it is a lynchpin for a vigorous and well-functioning community. The solutions experienced by the applied experts in business and policy in accommodating their work and family lives have been struggling to solve resolutions to the 'challenge' workers. Fortune, Wall Street Journal and Newsweek are popular news outlets who have highlighted work-family balance, or even more accurately, balance (Caminiti, 2005).

1.2 Problem Statement

In the theoretical gap, an individual joins the organization with certain expectation and the individual is satisfied with the organization as well as the job if the expectation is meet with the reality and this will increase the individual efficacy and performance (Nelson & Quick, 1995). However, when these expectations do not meet with the work-life balance policy, the individual will encounter job dissatisfaction and this reduces their efficiency and performance that might cause disruption to the job. Dissatisfied employees tend to leave their jobs and this will make loss to the organization. Thus, it is critical to increase understanding on factors contributing to job satisfaction among employees in order to ensure effectiveness of the organization.

As a result of intense competition, technological change, increasing of economic and globalization, most of the families in the country make a decision to be a dual-earner family. Dual-

earner family is good for a challenging economic environment as they can have a better family income compared to single-earner family. But, dual-earner families are most likely cannot balancing with their work life and family life. Both parents have their own commitments on works until they cannot give their commitments at home. Thus, dual-earner families need to find some ways to equally distribute time between the work life and family life. They also need to know what were the barriers of work-life balance so that they can handle it well.

For the empirical gap, many researchers have been studied only focus on teachers' job satisfaction in developed countries, but limited effort had been made in developing countries (Bhim Chandra Mondal, 2014; Zembylas & Papanastasiou, 2006). Research in developed country is based on interpretation in which key factors of job satisfaction is closely linked the complexities of work and life within a certain social background. However, different societies and cultures may have different demands on job satisfaction. Most of the researchers in developing country are according to the theoretical assumptions and findings in developed countries. Hence, this study investigates on the factors of work-life balance factors which contributes to employees' job satisfaction in Malaysia.

For the practical gap, in the Malaysian Education Blueprint 2013-2025, according to Dato' Sri Mohd Najib bin Tun Haji Abdul Razak which is the 6th Prime Minister of Malaysia, education is the main contributor to social and economic development. Education is important as it provides human capital which leads this country into a global competitive country. Therefore, it is necessary to understand the dissatisfaction issues which encountered by the employees in Malaysia. Job satisfaction is important as it contributes to job performance as well as work-commitment. If dissatisfaction occurs among employees, it may reduce their commitment in performing the best and this will lead to poor performance. Hence, there is a must to understand the determinants which

contributes towards job satisfaction among employees in order to create a favourable work-life balance policy that fulfil the employees' expectations.

The 2008 recession posed a problem for many organizations in terms of human resource management. Increasing economic pressure on companies as a result of a recession often translates into increasing demands on employees and a decrease in work-life balance (Brough, Holt, Bauld, Biggs, & Ryan, 2008). These increased demands can take the form of mandatory overtime and added work responsibilities when RIFs force surviving employees to take on the duties of fired co-workers (Brough et al., 2008). The surviving employees' work-life balance will be impacted by these increased demands. A lack of job security and skeptically impact employees' characters toward their work and employers can be compounded that is resulting from those changes and can bring towards frustration (Sverke, Hellgren, & Naswall, 2002).

As stated above on the theoretical, empirical and practical facts, the significance of this research was clearly explained. In addition, Bhim Chandra Mondal (2014) reported that many studies were conducted in developed countries regarding job satisfaction. Research in developing countries like Malaysia is, however, limited.

1.3 Research Objective

Research objective is divided into two which is general objective and specific objectives. In this research, the general objective and specific objectives are stated as follows:

1.3.1 General Objective

To investigate the relationship between work-life balance factors and job satisfaction.

1.3.2 Specific Objectives

1. To determine the relationship between work-family conflict and job satisfaction.
2. To determine the relationship between flexible work arrangement and job satisfaction.
3. To determine the relationship between social support and job satisfaction.
4. To determine the dominant factors explaining relationship between selected work-life balance factors with job satisfaction.

1.4 Research Questions

There are four research questions in this study, which are:

1. What is the relationship between work-family conflict and job satisfaction?
2. What is the relationship between flexible work arrangement and job satisfaction?
3. What is the relationship between social support and job satisfaction?
4. What is the dominant factors explaining relationship between selected work-life balance factors with job satisfaction?

1.5 Research Hypotheses

The study examines the following research hypotheses:

Ha_1 : There is a significant relationship between work-family conflict and job satisfaction.

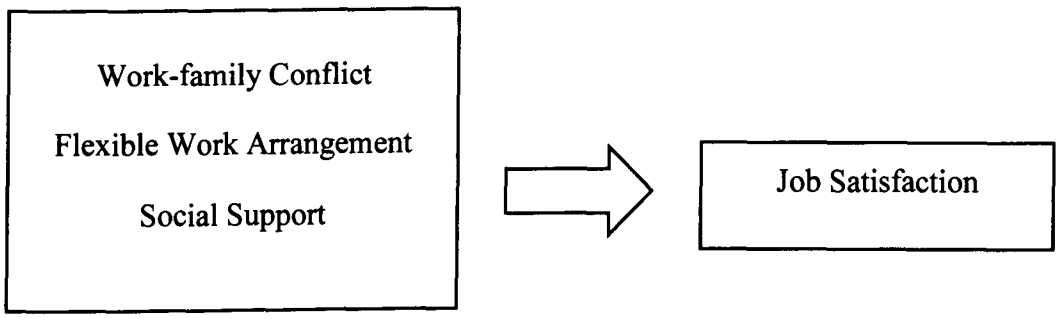
Ha_2 : There is a significant relationship between flexible work arrangement and job satisfaction.

Ha_3 : There is a significant relationship between social support and job satisfaction.

Ha_4 : There is a dominant factors explaining relationship of selected work-life balance factors with job satisfaction.

1.6 Conceptual Framework

Based on the main research objective, specific objectives and hypotheses, research framework was formulated to determine the relationship between independent variable and dependent variable. The research framework was formulated as shown below:



Source: Žalimienė & Junevičienė (2016).

Figure 1.1: Conceptual Framework of the Relationship Between Work-Life Balance Factors and Job Satisfaction.

1.7 Significance of The Study

The focus of this study is to study the relationship between work-life balance factors and job satisfaction. Through this research, management and employees will able to gain knowledge on this topic and this also will increase their awareness of work-life balance. This study expends the knowledge on direct relation between independent variables (work-family conflict, flexible work arrangement and social support) with dependent variable (job satisfaction) in this study from Malaysia perspectives. By gaining circumstances that will affect employees' job satisfaction, solution can be taken to overcome the issues. Thus, the satisfaction of employees on the job will increase.

As a policy maker, the top management have to find out the relationship of work-life balance factors and employees' job satisfaction. Other than that, management needs to examine the consequences of work-life balance that directly and indirectly influence the employees' job satisfaction. From the findings gathered from the study, management are able to transfer to the recommendations made in this study in order to solve the work-life balance issues such as work-family conflict faced by the employees and improve their job performance.

In term of methodology, the literature gathered on work-life balance factors and job satisfaction as well as the data collected in this study has achieved the minimum standard of the validity and reliability. Pilot test which is the validity and reliability test used were conducted in this finding to get accurate findings. Thus, the findings gained in this study will provide a valid source that promotes the understanding of the relationship between work-life balance and job satisfaction among the employees.

In context of society, this study can be a guideline for researcher to conduct future study related to the employees who had commitments with their family. Therefore, the result from the study can help the employees understand the way to confront with the problems of work and family in order to minimize the problems with work-life balance.

1.8 Definition of Terms

Definition of terms played an important role in defining related variables this study. Several definitions of terms would discuss in detail such as work-life balance, job satisfaction, work-family conflict, flexible work arrangement and social support. These definitions of terms would be defined into two types of definitions which where conceptual and operational definition. Conceptual definition represents the theoretical understanding of specific term or key word while

operational definition refers to the specific definition used by researcher in their research (Ahmad, Usop, Ismail, Bujang, & Abu Mansor, 2014).

1.8.1 Work-life Balance

Guest (2002) define work-life balance as an evaluation of an individual's working life and its relationship to their overall quality of life. Besides that, Frone (2003) defined this term in views of other authors as harmonious interface between different spheres of life. For this study, work-life balance is defined as the balancing of time and commitments of work life and family life responsibilities.

1.8.2 Job Satisfaction

According to Kumari and Pandey (2011), job satisfaction is the positive emotional of an individual due to one's job. Job satisfaction is how an individual perceive their feelings on a job by assessing their viewpoint (Weiss, 2002). Job satisfaction is considered to be how comfortable/satisfied an employee is with his or her job, whether he/she like his/her job or nature of job. Dissatisfaction in employees, displeasure and inefficiency in organization is due to the unclear role definition of employees, who have important leverage in the entrepreneurial and personal aims (Briggs, 2005). In this study, job satisfaction is how satisfied the employees on the job that they had done and feel comfortable with it.

1.8.3 Work-family Conflict

Work-family conflict is type of inter-role conflict that arises when the resources, time or cognitive standards of the role of the work conflict with those of the role of the family (Greenhaus & Beutell, 1985). The term ' conflict between work and life ' to reflect the several extra non-work requirements in the lives of individuals who are not limited to family members.

(Siegel, Post, Brockner, Fishman & Garden, 2005). In this study, work-family conflict is defined as the role conflict that occurs between work and family.

1.8.4 Flexible Work Arrangement

Flexible work arrangements are defined as formal or informal policies that allow employees to vary and schedule workplaces (Maxwell et al., 2006). Other than that, flexible work arrangements are interpret as employers with advantages that allow employees to control when and where they work outside the normal working day (Lambert, Marler, & Gueutal, 2008, p. 107). In this study, flexible work arrangement is any policies that enables the worker to work in different location and without specific schedule, but the task must be done on time.

1.8.5 Social Support

Term social support tends to be used interchangeably with social network with little effort to make conceptually and operationally differentiation between them (House, Umberson et al. 1988). Besides that, social support refers to supportive behaviours such as concerned behaviour, giving advice, giving a hand or providing relevant feedback (House, 1981). In this study, social support is defined as assistance or help from other people including of the family members and colleagues at work to maintain work-life balance.

1.9 Summary

Chapter 1 covers the basic entire study which includes introduction, background of study, statement of the problem, objectives of this study, research questions and hypotheses, significance of this study and the terms that will be widely used in this study. The next chapter, Chapter 2 will discuss on the theories, findings from past research and findings on practical scenarios related to the study.