



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE
FACTORS AND JOB SATISFACTION AMONG EMPLOYEES IN
AVIATION INDUSTRY.**

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The project entitled 'The Relationship Between Work-Life Balance Factors and Job Satisfaction Among Employees In Aviation Industry' was prepared by Oliviana Lim and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

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ABSTRACT

THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE FACTORS AND JOB SATISFACTION AMONG EMPLOYEES IN AVIATION INDUSTRY.

Oliviana Lim

This study aims to determine the relationship between work-life balance factor (flexible work arrangement, social support and work-family conflict) and job satisfaction among employees in aviation industry. The theory used in this study is Work-Life Theory, Maslow's Hierarchy of Needs Theory and Demand Control Model. The method used in this research is a cross-sectional survey. This research involves 100 employees working in Hornbill Skyways Sdn. Bhd. Kuching, Sarawak. The relationship between work-life balance factor and employee job satisfaction was analyzed using the Pearson Correlation Analysis. The dominant factor that affects employee job satisfaction were identified using Multiple Regression Analysis. The results revealed that there is strong positive relationship between flexible work arrangement and social support with job satisfaction, whereas work-family conflict with job satisfaction showed a strong negative relationship. The results also revealed that the dominant factor that affects employee job satisfaction is social support. Hence, from this study, the organization can foster socially supportive environment, which is accomplished via the establishment of structures and practical solutions that allow workers to work successfully and cooperatively, as well as promote social interaction and communication. In order to gain future insight regarding the area of this study, the future researcher can use other work-life balance factor as independent variables.

Keywords: work-life balance, flexible work arrangement, social support, work-family conflict, job satisfaction, aviation industry.

ABSTRAK

HUBUNGAN ANTARA FAKTOR KESEIMBANGAN KEHIDUPAN DAN KERJA DAN KEPUASAN KERJA DI KALANGAN PEKERJA DALAM INDUSTRI PENERBANGAN

Oliviana Lim

Kajian ini bertujuan untuk mengetahui hubungan antara faktor keseimbangan kehidupan dan kerja (pengaturan kerja yang fleksibel, sokongan sosial dan konflik keluarga dan kerja) dan kepuasan kerja di kalangan pekerja dalam industri penerbangan. Teori yang digunakan dalam kajian ini ialah Work-Life Theory, Maslow's Hierarchy of Needs Theory dan Demand Control Model. Kaedah yang digunakan dalam penyelidikan ini adalah kaedah kajian selidik. Penyelidikan ini melibatkan 100 pekerja yang bekerja di Hornbill Skyways Sdn. Bhd. Kuching, Sarawak. Hubungan antara faktor keseimbangan kehidupan dan kerja dan kepuasan kerja pekerja dianalisis menggunakan Analisis Korelasi Pearson. Faktor dominan yang mempengaruhi kepuasan kerja pekerja dikenal pasti menggunakan Analisis Regresi Berganda. Hasil penelitian menunjukkan bahwa ada hubungan positif yang kuat antara pengaturan kerja yang fleksibel dan sokongan sosial dengan kepuasan kerja, manakala konflik keluarga dan kerja dengan kepuasan kerja menunjukkan hubungan negatif yang kuat. Hasilnya kajian juga mendedahkan bahawa faktor dominan yang mempengaruhi kepuasan kerja pekerja adalah sokongan sosial. Oleh itu, dari kajian ini, organisasi dapat memupuk persekitaran yang menyokong secara sosial, yang dicapai melalui pembentukan struktur dan penyelesaian praktikal yang membolehkan pekerja bekerja dengan baik dan bekerjasama, serta mempromosikan interaksi dan komunikasi sosial. Untuk mendapatkan pandangan masa

depan mengenai bidang kajian ini, penyelidik masa depan dapat menggunakan faktor keseimbangan kehidupan kerja lain sebagai pemboleh ubah.

Kata kunci: keseimbangan kehidupan kerja, pengaturan kerja yang fleksibel, sokongan sosial, konflik keluarga kerja, kepuasan kerja, industri penerbangan.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter consist of background of study, problem statement, research objectives, research hypothesis, conceptual framework, significance of this study and research terms description.

1.1 Background of Study

As uttered by George & Prathamesh (2017), aviation industry is the industry that had hectic working environment and long hours' time. Workers from aviation industry need to work on shift basis or weekend time that will be interest for the researcher to investigate their preference toward their job satisfaction. According to George & Prathamesh (2017), job satisfaction described as an individual measurement of satisfaction about their own job in the workplace. It is essential to know the employee job satisfaction because it affect their job performance, quality of work, productivity performance and health condition. Because of that reason, researcher had propose to examine more about factors in work-life balance since it is related with employees in aviation industry job satisfaction. It was supporting by past research from Hansani et al. (2019) and Wasif (2016) that had come out with the evidence that there are relationship between work-life balance factors and employee job satisfaction.

As proclaimed by Seema (2019), flexible work arrangement is one of the work-life balance factor that related with job satisfaction. It can be defined that flexible work arrangement as the working activities can be flexible in time or location of working can be arrange based on the individual preference. Employees with flexible schedules may alter their

arrival and leave hours, as well as their work days. For example, a worker may be permitted to come between 9 a.m. and 11 a.m. and leave between 5 a.m. and 7 p.m., or they may be permitted to begin work on Friday if they complete work on Sunday. Flexible work schedules are becoming more popular in the workplace these days, as an alternative to the standard working hours of 9 a.m. to 5 p.m. and the usual 40-hour work week. There are a variety of procedures and unbiased options available that allow for flexible scheduling. Employees may choose when and where they work as long as they complete all of their tasks. Flexible schedules are particularly popular in the United States and small companies. Flexible timetables help employees reconcile work and personal commitments (Seema, 2019). Flexible schedules, according to Maja and Matija (2019), let workers spend more time with family, attend graduate college, travel long distance, also maintain several jobs. Flexible scheduling is valued by employers as a method of attracting and retaining workers, as well as increasing workplace satisfaction and productivity.

Flexible schedules also contribute to the development of trust between employees and managers, as employees must typically plan their respective schedules (under the monitoring of their employers) in order to take the effort to complete their work even when their schedules are irregular. Whenever an employer provides a flexible schedule option, the staff's supervisor authorises the schedule based on workplace needs and the employee's request for flexibility (Maja & Matija, 2019). According to a 2014 survey conducted by Sussanna and Rashad, 69 percent of Americans prefer to work early. 17% prefer to work between 8 a.m. and 4 p.m., while 14% prefer to work between 7 a.m. and 3 p.m. Almost 20% of people would rather sit at the adjacent table. 20% of millennials work in the afternoon and do not report to work until after 9 a.m. Delayed start time is slightly less common among Generation X (19%) and those aged 55 and older (17%).

As uttered by Jie et al. (2018), social support is become one of the work-life balance factor that had relationship with job satisfaction. Social support can be means as the social community that supporting the employees in term of emotion or physical. Referring to Jie et al. (2018), social support has a relationship with productivity and better working conditions. Social factors in the workplace which include process demands, social assist, organizational climate and work dedication are elements that contribute to suitable working conditions and work strain. This view is supported by Hamidreza et al. (2014), where social support from supervisors and colleagues can shape positive work experiences to individuals. Supervisor support refers to the attitude of caring for subordinate employees, appreciating contributions, assisting employees in work-related issues and managing employee skills development. While co-worker support refers to the common level of help extended including caring attitude, real help and information. In addition, the study also shows that employees who consider the organization to support them when rewards are given fairly, there are job adjustments, employees are involved in voicing decisions and support from supervisors. The stronger the perception of organizational support the higher the performance shown (Hamidreza et al., 2014).

Work-family conflict, according to Katarina and Metka (2014), is one of the factors that contributes to work-life balance. It can be described as an individual conflict between the job and personal life that need to handle together. Self-conflict is an individual conflict, a conflict within oneself. This conflict arises with everyone who needs a decision or choice over some of the options available. In making this choice there is definitely conflict because one needs additional good and bad implications on the choices or decisions made. Work-family also stems from the way of thinking and self-maturity. Elements of self-frustration, self-emotion and personal problems are involved in whatever choices are made. While inter-human conflict

(inter-personal) in workplace among co-workers, is a conflict involving two or more individuals that occurs in the organization, for example conflict with the leader, with the staff and conflict among colleagues (Katrina & Metka, 2014). And the last of the team conflicts is the conflict that arises in the working relationship between two departments or two divisions related to the role and task of managing a matter for which there may be misunderstandings in the management made whose implications involve related parts (Kengatharan, 2015). Based on the three factors that had stated above which consisted flexible work arrangement, social support and work-family conflict become the interest for the researcher to investigate and examine their relationship with job satisfaction. Researcher had decided to choose aviation industry since the three factors really related and closed with the researcher topic.

1.2 Problem Statement

Western countries had come out with many research about flexible work arrangement and job satisfaction comparing to Malaysian research. As indicated by Kristina (2019), nowadays American country will prefer the direction for the employees to work will be difference because of the enhancement of digital gadget such as smart phone and laptop that making customer with the flexibility in work condition. Since 2005, employees that be allow to work from home has increase. It is because majority of employees demanding to have flexibility in location and working time including the employees from aviation industry (Kristina, 2019). According to Joshua (2019), option of flexibility for employees working at home has increase employee retention rate around 89% because they have spend more time with family, friends and society.

Based on the past research from Dragomir (2021), he found that American small business offering their employees to work from home and the results shows that 67% of

employee were agree to work from home. Moreover, majority of the respondent also agreed that flexibility in work will enhance their job satisfaction in workplace. Compare to Malaysian, in 2018 more than 80% of employees were preferred to come office and work compare to work from home. They felt, the productivity and focus will be increase if they located physically in office (Ong et al., 2019). Hence, this study will find out if this recent time the respondents will give the different view and opinion about the flexibility work in the organization.

As proclaimed by Naz (2019), in American social support give many positive influences to the employees retain their job satisfaction. Mental and physical need to be healthy in order to maintain their job performance. Employees will become more healthier when employers showed their concern and social support. Besides, employers that give more social support and concern will also increase the employee job satisfaction. Employee will retain to the job if the employers showing their empathy that resulted 96% respondent agreed (Naz, 2019). In addition, based on Naz (2019) research, employees felt more empowered if their employers give social support by hearing their problem in job. The past research by Ibrahim et al. (2014), shows that 87% Information Technology (IT) employee in Malaysia agree that work-life balance and personal commitment were need a support from their employers. However, this research is based on other industries of aviation. Researcher found out that lack of research area in term of social support for job satisfaction among employees in aviation industry.

As uttered by Ashley (2019), work-family conflict is focusing to the women workers. It was supported with the study from Ashley (2019) mentioned that majorities of women that had kids considering to work with company that give maternity benefits to them to retain and

loyal with companies. Besides, majorities of parents consider to work with company that preparing kindergarten benefits to their kids as their job satisfaction. According to Porschia (2020), since pandemic COVID-19 had effecting our system of life and working condition, employee prefer the employers to understand their difficulties to handle their family. Moreover, it can be supported from a research by Hoboubi et al. (2017), the findings shows that 61% of employees from Iranian agree that those company that provide a wellness program will give the employees some break from work or vacation in order to settle down with their family matter. As stated by Nilufar et al. (2008), in Malaysia country the researcher had conducted among the millennial workers that mentioned majorities of young workers really consider to have good pay salary for their job satisfaction. However, 85% of young workers were also had a personal problem with their boss or co-worker which make them lack of job satisfaction. It showed the gap research had happened in work-family conflict between Western and Asian which Malaysian is still shortage of study the job satisfaction based on employee in aviation industry.

According to the statement above, flexible work arrangements, social support, and work-family conflict can all influence employees job satisfaction. Bernadette (2016) stated majorities of American employers agreed the main drive of job satisfaction is based on potential to growth. If employees are content with their jobs, a 21% increase in profitability can be gained. 68% of employees expressed satisfaction with their jobs when their employers expressed appreciation for them. However, Malaysia are still shortage of study of work-life balance factor that could affect employee job satisfaction especially a study in aviation industry. Hence, researcher had come out with this research to examine more about the topic specifically in aviation industry.

1.3 Research Objective

This study has two objectives: general and specific.

1.3.1 General Objective

General objective for this research is to determine the relationship between work-life balance factors and job satisfaction among employees in aviation industry.

1.3.2 Specific Objectives

The following objectives are pursued by this research:

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

1.4 Research Hypotheses

A few hypotheses have been constructed to understand the objectives of this research is to determine the relationship between work-life balance factors and job satisfaction among employees in aviation industry. For this research, the following hypotheses have been developed:

Ha1: There is significant relationship between flexible work arrangement and job satisfaction.

Ha2: There is significant relationship between social support and job satisfaction.

Ha3: There is significant relationship between work-family conflict and job satisfaction.

Ha4: There is dominant factors explaining relationship of selected work-life balance factors with job satisfaction.