

**The Impact of Digital Devices on Work-Life Balance, Job Stress,
and Job Satisfaction**

Baheeratiy A/P Baskaran



**Research Project Submitted in Partial Fulfillment of the Requirements
For the Degree of Master of Business Administration
Universiti Tun Abdul Razak**

June 2023

DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.



Signature :

Name : Baheeratiy a/p Baskaran

Date : 20 June 2023

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration

The Impact of Digital Devices on Work-Life Balance, Job Stress, and Job Satisfaction

By

Baheeratiy Baskaran

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ABSTRACT

Digital devices are useful for reducing job stress and employee dissatisfaction. In the research on digital devices, the roles of employees and managers are highlighted. Research objectives and questions are developed that lead the study to toward employee dissatisfaction. The Malaysian government report has shown that employee dissatisfaction due to job stress is a serious issue. Thematic analysis is developed along with the consideration of transaction cost theory and scientific management theory. Both alternative and null hypotheses are developed so that the data analysis process becomes easier. The methodology chapter of this study depicts the appropriate research design, data collection process and analysis of the data. These factors analyse the responses of the employees through the survey questions. The data collection method helps to depict the perspective of the respondents about the nature of the effects of digital devices on workplace and its employee of Malaysia.

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CHAPTER 1:INTRODUCTION

1.1 Background of the Study

Digital devices are a valuable inception in modern business scenarios in Malaysia. In present days, the digital devices that can be used within the workplace are computers, mobiles, servers, entertainment systems, navigation systems, occupancy sensors, and smart lockers. Such tools are used for advancing the work experience so that the employees feel satisfied and motivated within the workplace (Yalina and Rozas, 2020). With the help of digital devices, projects can be completed easily and thus, workers balance their working life and personal activities.

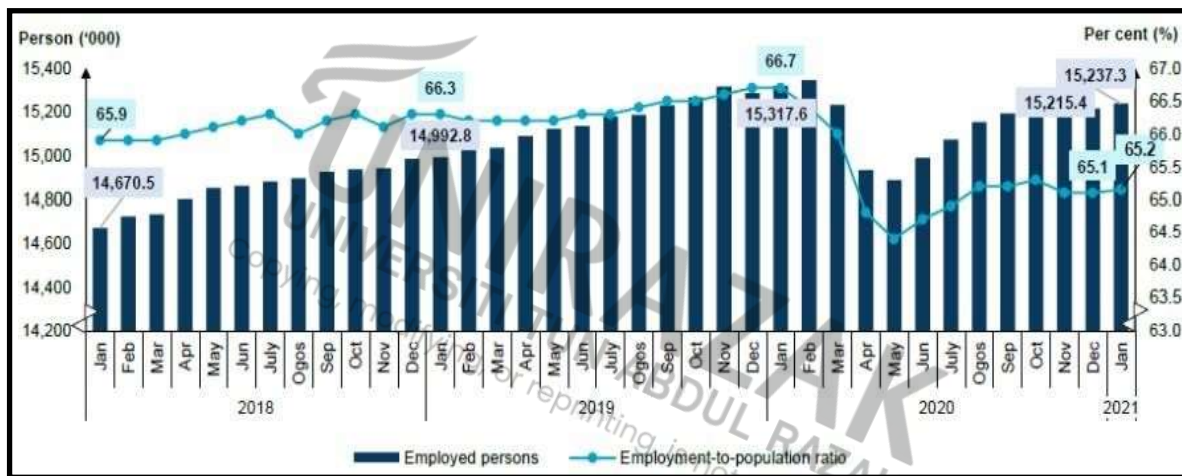


Figure 1.1: Employed people and employment-to-population ratio in Malaysia

(Source: Gov.my, 2021)

Employee satisfaction is created by the inclusion of digital devices in projects. However, workers with poor knowledge of software and hardware management cannot control their activities accurately (Gov.my, 2021). In this case, depreciation is noted in the employment rate along with delayed project delivery. In Malaysia, 15.24 million persons are employed in 2021, which is increased to 16.05 million in 2022 (Gov.my, 2022). The enhancement of the employment rate is happened due to the inclusion of digital devices. It can be stated that digital devices raise productivity, which results in employee retention. The government report of Malaysia has shown that the workplace satisfaction rate is 59% in 2022. In other words, 59%

of Malaysian employees are highly satisfied with their job roles and activities. The management of developed and developing companies needs to be more efficient in increasing the knowledge of digital devices among employees.

The technology and hardware-based knowledge are not created accurately among the workers. The employees feel pressured as they have less experience with digital tools. The managers have included digital solutions but have not arranged any training sessions. As a result, workplace-related stress increased exponentially as 51% of employees reported the inability in a work-life balance. Additionally, 53% have stated that they are suffering from sleep deprivation. It can be underlined that stress within the Malaysian workplace is a common factor (Sao *et al.* 2020). Due to this problem, the unemployment rate is raised among the existing workforce group.

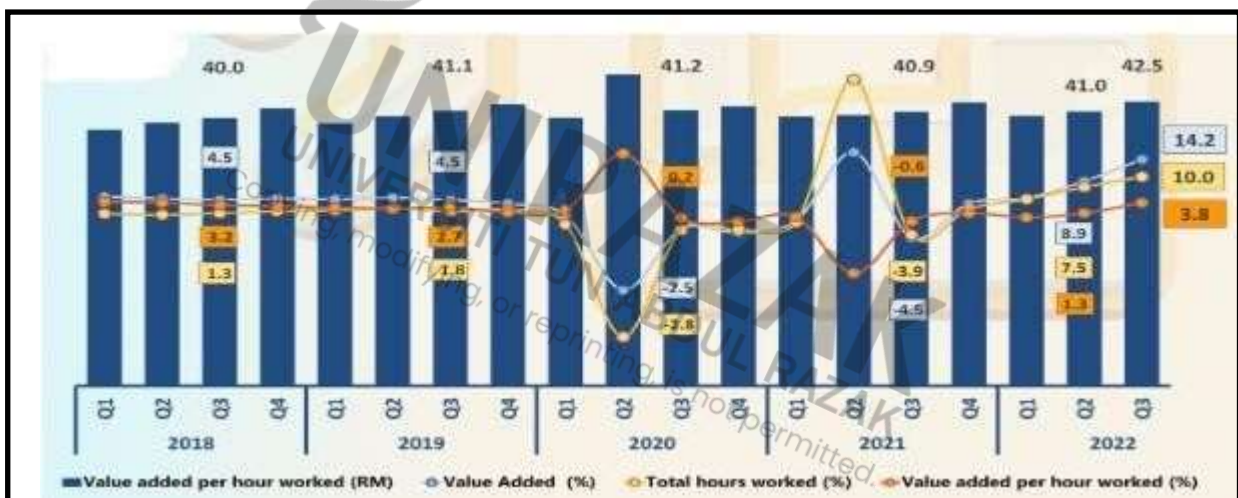


Figure 1.2: Productivity rate of Malaysian workers

(Source: Gov.my, 2022)

The above diagram depicts that the total working hours is 9 billion in 2022. 15.8 million employees are engaged within the workplace. Labour productivity has enhanced the gross revenue of Malaysian workplaces, which is valued at RM 42.5 per working hour (Gov.my, 2022). In 2022, the value added per employment was RM 24,241. The new employees of Malaysia have possessed a strong knowledge of software and device management. This group has increased productivity while the existing group lacks this knowledge. Due to this issue, a certain growth is highlighted in workplace-related stress.

1.2 Problem Statement

The inclusion of digital devices has raised workplace motivation, productivity, and personal growth. Based on the background research, it can be underlined that the existing workforce group of Malaysia has inadequate knowledge of digital devices. On the contrary, the new employees have a detailed knowledge of using such devices. The existing employees are more productive than the new group and thus, it is necessary to incorporate advanced information within the existing workforce (Stefania and Spiridnova, 2022). The managerial section does not shed any importance on the training sessions and resultantly, the expected level of productivity cannot be generated within Malaysia. Due to this challenge, the workplace retention rate is decreased as the workers cannot balance their work and personal activities.

1.3 Research Objectives

- RO1. To analyse the importance of digital devices in the Malaysian workplace
- RO2. To understand the impact of digital devices on work-life balance
- RO3. To illustrate the role of digital devices in controlling job stress
- RO4. To articulate the relationship between using digital devices and job satisfaction.

1.4 Research Questions

RQ1. What is the importance of digital devices for increasing productivity? RQ2. What is the impact of digital devices on work-life balance?

RQ3. What is the role of digital devices in reducing job stress? RQ4. How do digital devices control job satisfaction?

1.5 Significance of the Study

The study of digital devices is significant in terms of creating knowledge of productivity among Malaysian workers. Current research helps to understand the advantage and disadvantages of digital devices. Based on the former discussion, it can be implied that a lack of knowledge increased the stress and turnover rate. Sleep deprivation and poor productivity are also highlighted as a result. The managerial role for organising motivational sessions is described in this research. Such sessions need to be developed for the existing group as the new generation knows the way of controlling digital devices. With the help of such programs, employees can manage their work and personal life. The impact of stressors such as sleep deprivation and depression can be removed. The impact of digital devices on increasing personal and professional growth is described.

1.6 The Organisation of the Study

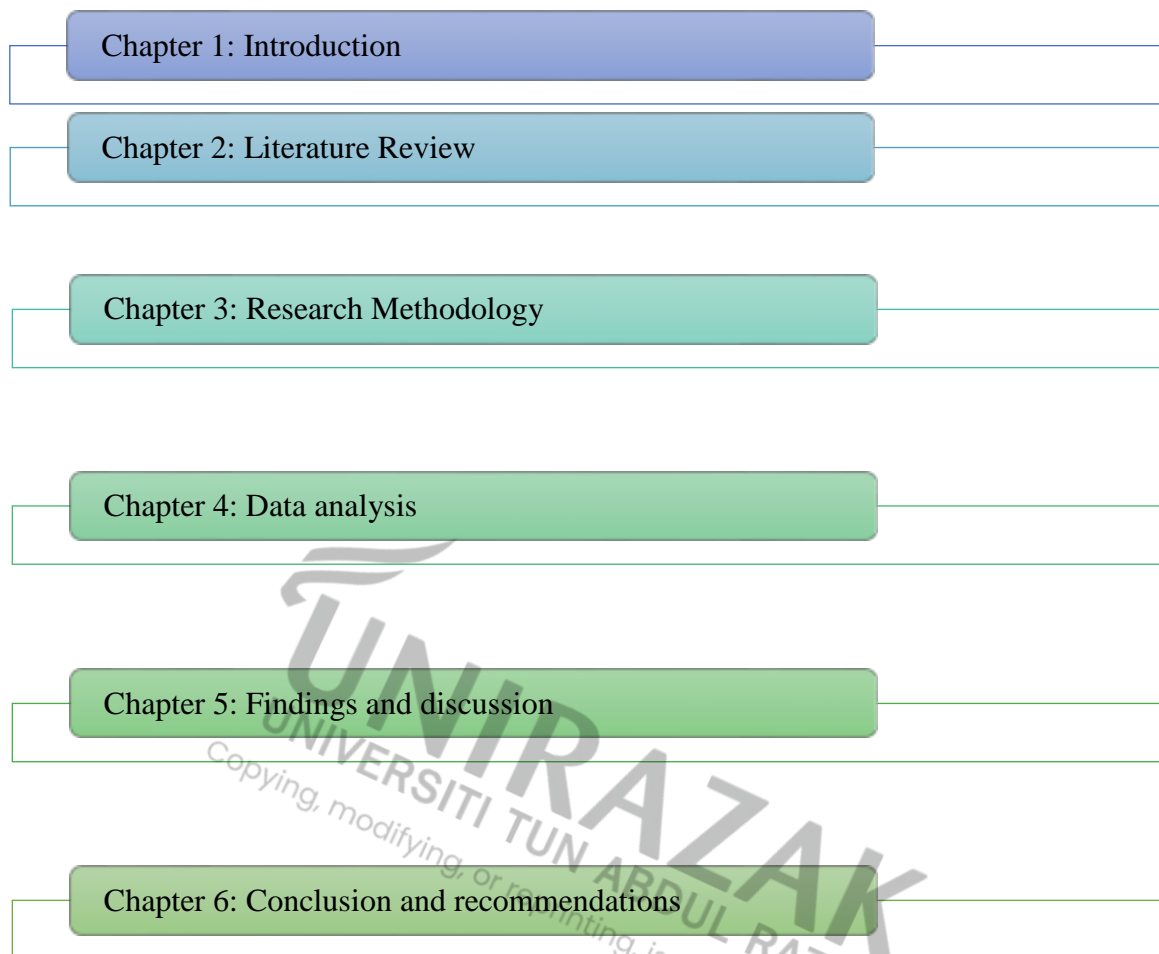


Figure 1.3: Organisation of the study

(Source: Self-developed)

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Understanding the impact of digital devices on the working ground raises the knowledge of business management. This section of research analyses the importance of such devices along with their role in developing job satisfaction. In the opposite context, the negative impact of digital devices such as workplace dissatisfaction, burnout, and sleep deprivation are discussed. All details are supported with theoretical justification, which maintains the authenticity of this research. Both dependent and independent variables are identified for the construction of the hypothesis. A conceptual framework is developed with consideration of variables and theories.

2.2 Theoretical Foundation

Scientific management theory

The scientific management theory underlines the effectiveness of advanced technologies and tools within the working ground. The employees need to understand the importance of digital devices so that all processes of project management can be conducted scientifically. This research highlights the managerial role as they provide the knowledge of managing such devices (Achrol and Stern, 1988). In Malaysia, employees are suffering from workplace-related stress. The scientific management theory describes their performance and analyses their productivity. According to Taylor's scientific management theory, it can be underlined that mental revolution and cooperation are fundamental to business development (Paris, 2019). On the contrary, this fact does not analyse the importance of economic factors. The role of project capital and investment in undertaking digital devices are not discussed in this theory.

Transaction cost theory

The transaction cost theory states the importance of investment and profit in Malaysian organisations. It can be outlined that the employees are the backbone of project development and fulfil all customers' needs. According to the transaction cost theory, the organisational structure needs to be developed in a definite way so that all human resources possess technological and hardware knowledge. As per the view of Cuypers *et al.* (2021), it can be stated that the ground of this theory is based on cost minimisation and higher revenue. More precisely, the managers should select a moderate price structure for investment and the revenue must exceed the former value. In this way, the company assets can be enhanced within Malaysian firms. Developing economic efficiency is the ultimate aim of this theory. On the other hand, the transaction theory highlights the role of all shareholders and customers.

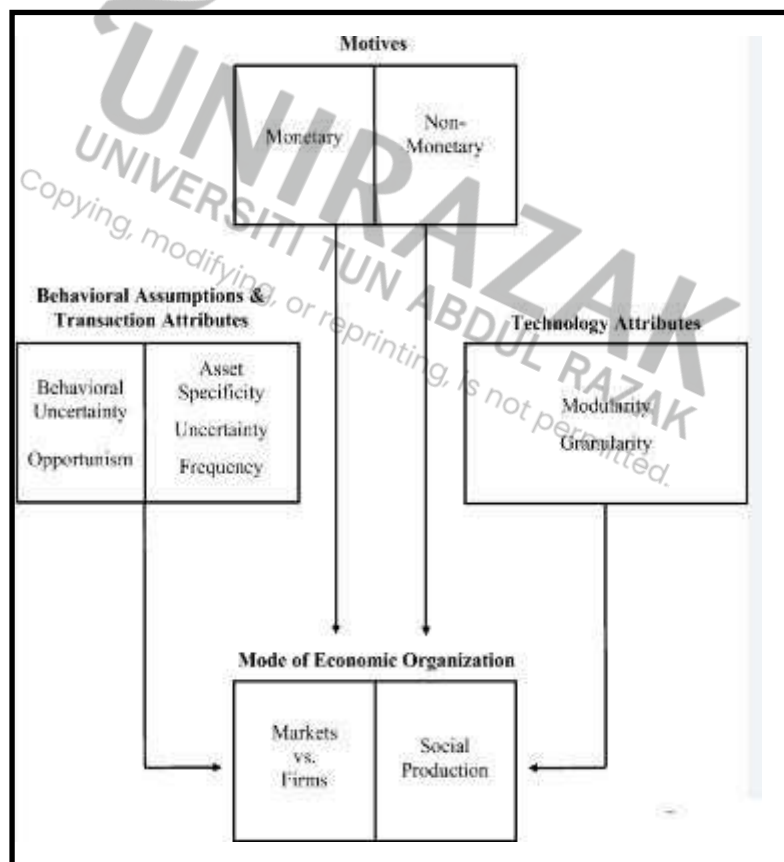


Figure 2.1: Transaction cost theory

(Source: Rindfleisch, 2020)

The shareholders increase the investment by providing economic shares to the company's fund. Additionally, the customers enhanced the profit margin after the completion of successful projects.

The transaction cost theory covers all details of project management. It can be depicted that digital devices control the process of project management and product and service delivery (Rindfleisch, 2020). The selection of this theory seems accurate for understanding the impact of digital devices within Malaysian organisations.

Herzberg's two-factor theory of motivation

The workplace-related stress and job dissatisfaction are the core issues of Malaysian organisations. In order to resolve this issue within the workplace, managers need to arrange training sessions. These sessions are highly influential for increasing motivation along with the removal of workplace distress. With the help of training sessions, the workers become able to gain knowledge of device management and become motivated (Siruri and Cheche, 2021). This description can be justified by Herzberg's two-factor theory. The motivators and hygiene factors need to be included for enhancing motivation. Sobaih and Hasanein (2020) have opined that the aspects of motivators that must be included are achievement, recognition, responsibility, advancement, and growth. On the other hand, the hygiene factors are company policies, relationships, physical workspace, remuneration, and security. The managers must consider all factors during constructing the training sessions for the workforce.

2.3 Empirical Research

Importance of digital devices for increasing the productivity

Digital devices are associated with advanced technologies and aim to reduce stress within Malaysian organisations. In earlier days, human resources control all activities of project management. This process required huge costs and time for the completion of the project within the desired duration. In order to manage the cost effectively, digital devices are included in the workplace (Aguilar, 1967). With the help of such devices, managers become able to understand market needs. These features are considered the fundamental to vision and mission of projects. As a result, online communication strategies allow the delivery of such valuable information from managers to employees. As per the view of Roczniowska *et al.* (2022), digital devices can also be included in strengthening supply chain activities. In this way, the export and import business can be conducted efficiently with trading partners.

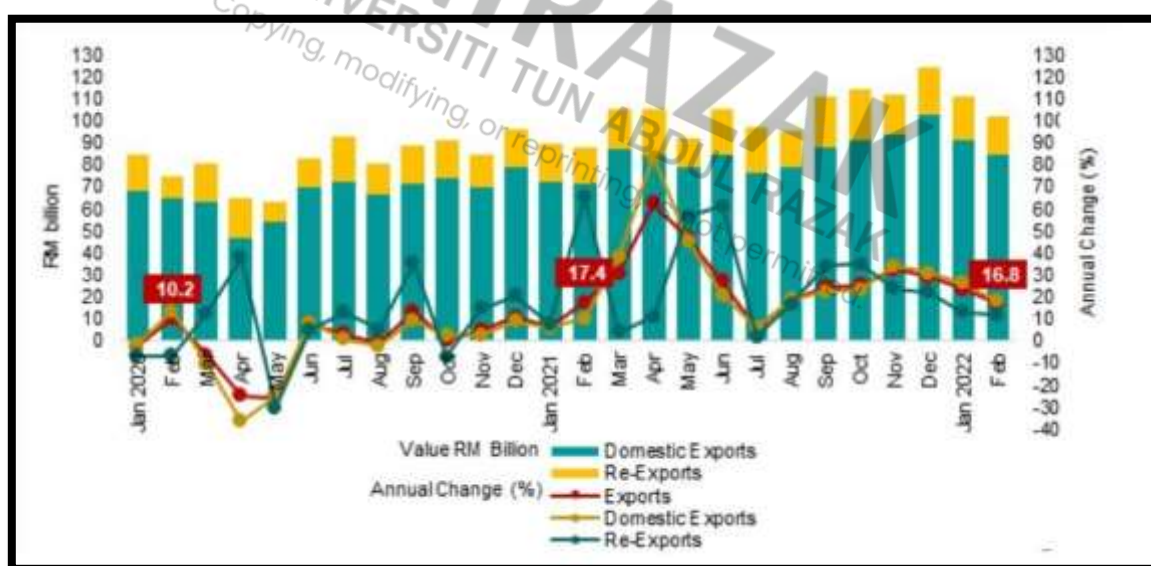


Figure 2.2: Export activities in Malaysia

(Source: Gov.my, 2022)

The above image underlined that the total export volume of Malaysia is RM 102.3 billion. The value of re-export is increased by 11.7% along with a valuation of RM 18 billion (Gov.my, 2022). Due to the higher productivity of Malaysian firms, export activities are managed accurately.

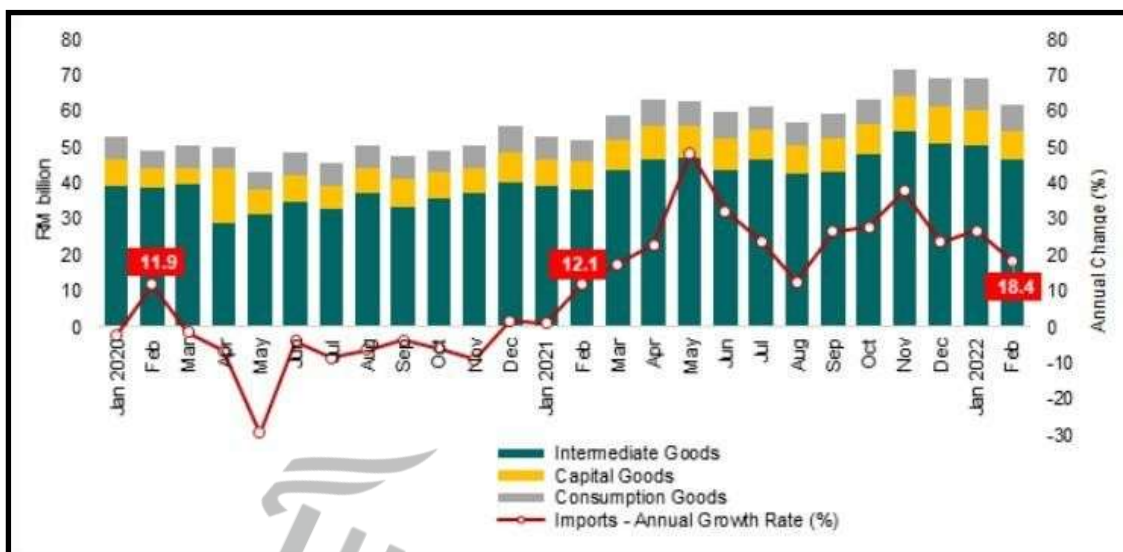


Figure 2.3: Import activities of Malaysia

(Source: Gov.my, 2022)

The value of import activities is RM 82.5 billion while the annual growth rate is 18.4%. On the other hand, this value dropped by 10.8% on a month-to-month basis.

Thus, it can be summarized that the export and import activities have raised the position of this developing country (Gov.my, 2022). Such a success becomes possible with the help of digital devices and advanced technologies. The inclusion of such factors within the supply chain raises the economy of the Malaysian government. The trading relationships are maintained with China, the United States, and Singapore. With the help of digital devices, productivity is increased and its reflection is noted in profit margin.

Impact of digital devices on work-life balance

Digital devices are influential to manage cost and time-effectiveness within and outside the workplace. Consideration of advanced technologies and digital devices empowered the employees. As a result, they become able to complete all activities within a specific duration and deliver the market demands through the supply chain (Bagozzi, 1994). Completion of all project activities within the desired duration has saved more time. In this way, the human resources can spend enough time with their families and friends. The unnecessary workload is removed along with the removal of sleep deprivation. Productivity and attraction to the job roles are increased as well.

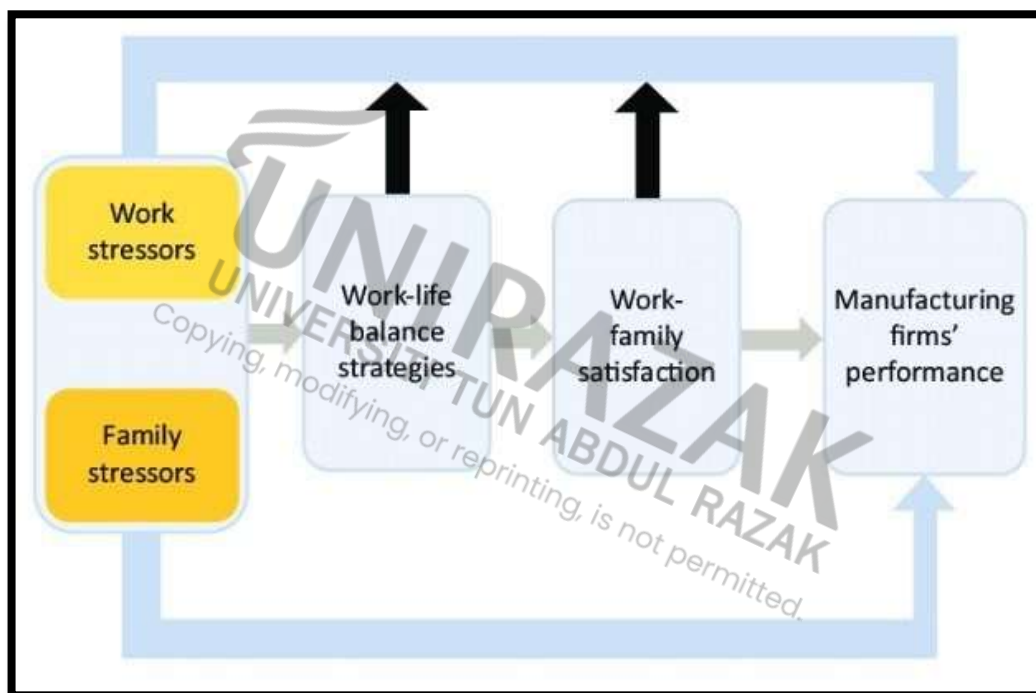


Figure 2.4: Relationship between workplace stressors and work-life balance

(Source: Ganiyu *et al.* 2020)

The training sessions have enhanced the business knowledge among the employees. Such information develops the professional and personal careers among the workers. A higher motivational level engages them towards the workplace and resultantly, the gross output is increased (Ganiyu *et al.* 2020).

Customers become satisfied after receiving the services within the desired demands. Higher growth of firms is denoted as satisfied buyers providing positive views. This stakeholder group has also played a valuable role in terms of increasing the sales value of Malaysian organisations. Based on the former discussion, it can be marked that workplace-related stress is a severe issue in Malaysian companies. Managers need to develop a session where the importance of digital devices is provided (Wood *et al.* 2020).

This session must be structured before the formation of training phases.

Relationship between inadequate knowledge of device management that leads to job stress

Digital devices need to be controlled effectively so that their purposes are fulfilled. The existing employees have a strong knowledge of business management but have a poor understanding of digital devices. This advanced factor is a modern invention and thus, this knowledge is not developed among the existing workers. On the contrary, the millennial generation and new workforce are introduced with such an advancement. After their recruitment within the workplace, the new employee section becomes more productive than the existing workers (Hussain *et al.* 2019). As a result, productivity can be lowered, which further suppresses the profit value of Malaysian firms.

The existing workforce becomes unable to manage operational activities with digital devices. This problem has led them towards workplace distress, disinterest, and job stress. Reduced productivity demotivated them and resultantly, the turnover rate increased exponentially. The managers need to place more interest in existing workers and structure training sessions for them.

It is observed that the productivity level of existing workers seems to be high as they possess accurate knowledge of business management (Brignall *et al.* 1991). In this way, workplace retention and employee motivation can be generated within the working ground of Malaysia.

Digital devices challenges with work-life balance

One of the primary challenges is the constant connectivity that digital devices provide. Emails, instant messaging, and collaboration tools keep us connected to work 24/7. This makes it difficult to detach from work responsibilities and truly unwind during personal time. The expectation of immediate responses and the fear of missing out on important can lead to an “always on” mentality, where individuals find it hard to switch off and engage in personal activities.

Moreover, digital devices contribute to an increased workload. With the ability to access work-related information and communication channels at any time, the pressure to be constantly available and responsive rises.

Digital devices have no significant relationship with job stress and satisfaction

Constant connectivity, blurred work-life boundaries, interruptions, and information overload caused by digital devices can contribute to increased job stress. The pressure to always be available and the difficulty of disconnecting from work during personal time can lead to dissatisfaction. While digital devices bring convenience, it is important to recognize and address their potential negative effects to maintain a healthy work environment. Strategies such as setting boundaries, promoting work-life balance, and encouraging breaks from digital devices can help mitigate the impact and foster job satisfaction.

Understanding the importance of digital devices for increasing the employee satisfaction

The inclusion of digital devices within the workplace has empowered workers. The human resources critically understand the market requirements and manufacture the particulars according to the instructions. They have applied digital devices and associated technologies in all phases of project management. In this way, the products are delivered accurately and employees feel satisfied (Chin *et al.* 1998). On the other hand, managers have established direct communication in the workplace. Therefore, the employees can represent personal demands and issues to the leaders. The challenges are resolved and the best infrastructure is developed for employee satisfaction. It can be stated that digital devices are not only influential in business management but also plays a valuable role in human resource management.

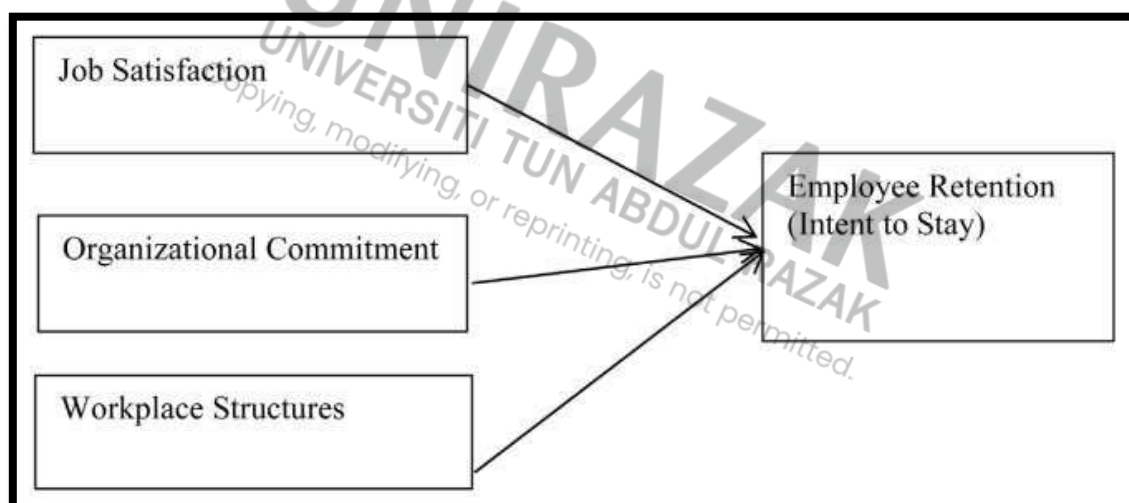


Figure 2.5: Relationship between job satisfaction and employee retention

(Source: Sishuwa and Phiri, 2020)

Employee satisfaction needs to be maintained within Malaysian sectors. As per the requirements, training sessions can adhere to motivators such as spot payment and internal promotion. These are useful ways to gain employee engagement in Malaysian firms. Concerns of the government are also considered during this phase (Sishuwa and Phiri, 2020). The economic support is gained from shareholders, which is effective to create employees' interest. Resultantly, the workplace retention rate is increased along with revenue growth

2.4 Proposed Conceptual Framework

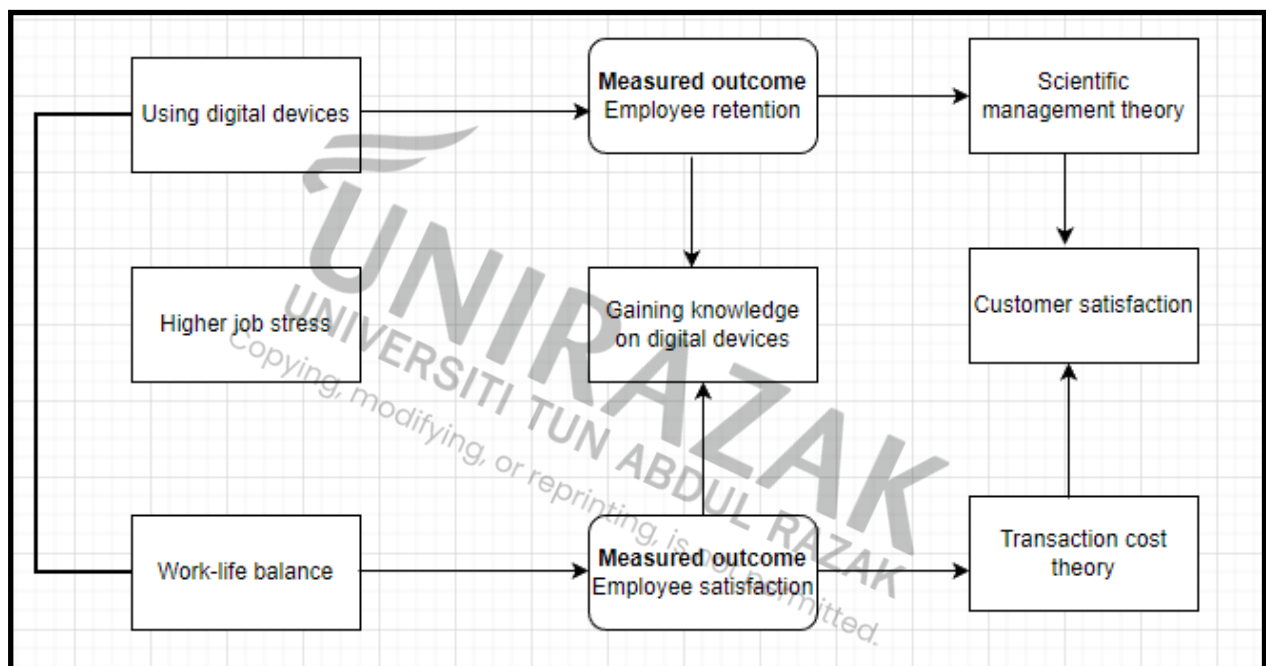


Figure 2.6: Proposed conceptual framework

(Source: Self-developed)

2.5 Hypothesis Development

H1. The inclusion of digital devices has a strong relationship with work-life balance.

H0. Digital devices have no relationship with work-life balance.

H2. The application of digital devices can reduce job stress and increase satisfaction.

H0. Digital devices have no significant relationship with job stress and satisfaction.

H3. Using digital devices can enhance employee retention within Malaysian firms.

H0. Digital devices are not correlated to employee retention.

2.6 Summary of chapter 2

In the modern business scenario, digital devices can control the activities of project management and human resource management. The themes are developed on the impacts of digital devices on job stress, work-life balance, and workplace satisfaction. The descriptions are justified by scientific management theory, transaction cost theory, and Herzberg's motivation theory. The alternative and null hypotheses are developed with consideration of independent and dependent variables. The conceptual framework depicts the flow of information, which leads the study towards hypothetical justification.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology analyses the procedure of current research that aims to justify the hypotheses. In this section, the preferable research design is highlighted along with its reason for selection. A number of the population and the procedure of sampling are outlined so that the researcher can conduct the methodology accurately. The data collection process is followed by the analysis technique. Based on the independent and dependent variables, the questionnaire is constructed. The responses are gathered and are analysed for justification of research objectives and hypothesis.

3.2 Research Design

The explanatory research design is used for analysing all details of digital devices within Malaysian firms. With the help of this research design, the importance of digital devices for enhancing employee satisfaction is described. The problem statement is considered the issue of using digital devices. It is denoted that the existing workers have inadequate knowledge of business management. On the other hand, the new workforce has possessed strong knowledge of handling the devices (Kurdi *et al.* 2020). Such devices and associated technologies can raise employee motivation and thus, their productivity is raised remarkably. Explanatory research design analyses all these details with accurate justification. This design is also influential in identifying the impact of digital devices on project development.

Completion of projects within certain duration has encouraged the workforce as it saves time. In this way, human resources can also maintain a work-life balance. The explanatory research design can determine the outcomes by analysing the usage of digital devices. The concept is developed in a definite way so that it can justify objectives and meets hypotheses. On the other hand, the descriptive research design is not considered as it gives a theoretical elaboration.

This present research needs to justify the statement in terms of numerical. Therefore, the explanatory research design is chosen as it seems accurate for determining the importance of digital devices (Toyon, 2021). Moreover, the role of such tools in creating workplace satisfaction and employee retention is described as well.

3.3 Study Population and Sampling Procedures

The study population depicts the subset of the participant that has been chosen for the study. The study sample is the chosen sample for the study among this selected population (Pandey and Pandey, 2021). In this study, the researcher has chosen the answer of the 25 participants for collecting the data. Most of the population for this research belongs to the group of employees in different sectors. They replied and disclosed the impacts of digital devices on the workplace and their employees. In this kind of study population, the researcher has chosen Random sampling for the study (Mishra and Alok, 2022). This kind of sampling method increases the probability of every sample being selected for the study. This presents an unbiased selection of the population and gathers the desired information for their responses. This kind of sampling method provides an approx idea about the reply of the other populations.

3.4 Data Collection Method

The researcher preferred to use the primary quantitative data collection method for this study. In this study, the researcher generated the questionnaires and proceeds with the survey. The primary data collection through surveys and Questionnaires provides the perspective of a certain group of people (Nayak and Narayan, 2019). The research implemented the survey and collects information from the rest of the participants. The researcher can gather the reply through an online survey result or email. In this case, study the researcher generated the survey through Google form. Most of the participants belonged to the employee group and they replied to the survey questionnaires and submitted their answers over the internet (Li *et al.*

2019). The researcher provided multiple-choice questions to answer for the respondents. The primary method of the data collection process helps to collect accurate data as then respondent can submit their answer easily. On the other hand, the study seems to be inappropriate for the secondary data collection method as this often fails to provide the appropriate answers to the research questions. The data collected in the secondary often provides biased answers to the questions. Thus, the data quality get lowers and becomes less reliable for the study.

3.5 Operationalisation and Measurement

3.5.1 Independent Variables

Mediating Variable

The researcher has divided the research objectives into two parts such as independent variables and dependent variables. Here, the effects of the digital device on the work-life balance, controlling job stress and job satisfaction are considered the independent variable. The study mainly focuses on the work life of Malaysian employees while their workplace uses digital infrastructure. This shows that employees are able to determine the time that they deliver for their tasks (Yap *et al.* 2011).

This lowers the rate of spending extra time unnecessarily in their workplace. On the other hand, the task often gets hard to execute for the lack of digital pieces of knowledge among the employees (Trenerry *et al.* 2021). The researcher found out that the use of digital devices in the workplace helps the employee to increase their knowledge about the recent market trend. Thus, this is capable of increasing job satisfaction and generating a proper outcome.

Dependent Variable

The researcher selected the impact of digital devices on the workplace as the dependent variable. This variable shows how the digital transformation of the place increases the productivity of the employees along with higher job satisfaction the management of stress is one of the main factors that workplace hierarchy tried to manage with the help of digital devices

(Cijan *et al.* 2019). This variable showed that the companies have to own control over the cost and time of traditional project management. This implied that digital devices lower the contribution of the human being in the project and lower the chances of human error (Mintzberg *et al.* 2001). This lowers the cost and ensures the closer of the task at the proper time. Hence, the productivity of Malaysian companies seemed to be increased after workers adopted digital devices as part of their work.

3.6 Data Analysis Techniques

3.6.1 Descriptive Analysis Techniques

The descriptive analysis of the data helps to depict the summary data. This is a constructive way to determine the pattern of the data, which fulfils every condition of the research. Descriptive Analysis Techniques help the researcher to facilitate the process of Descriptive Analysis Techniques (Mishra *et al.* 2019). This provides a conclusion of the distributed data and supports the detection of typos and outliers. The formation of the relationship between the dependent and independent variables is the main factor of statistical analyses of the data (Chin, 1998).

This kind of data analysis allows the researcher to determine the reason for the phenomenon and helps to predict the future of the study. The researcher here avoids the prescriptive analysis of the data, as this is costly and often time-consuming. In-control situations of the prospective data collection enforced that researcher to choose the Descriptive Analysis Techniques.

3.6.2 Inferential Analysis Techniques

The Inferential Analysis Technique is used in the study for testing the hypothesis of the research. The inferential statistics is posed as the confidence intervals and this helps to generate the regression analysis of the collected data. As per the view of HR and Aithal (2022), this kind of data analysis in the research method produces similar kinds of summary

values. These summary values are mostly related to the descriptive statistics of the data. Inferential Analysis deals with the mean and standard deviation while analysing the statistical data for the research. Inferential statistics seems to be appropriate for this research study as this helps to explain the phenomenon and situation described in the study. As per the opinion of Amrhein *et al.* (2019), the researcher gets the ability to draw a conclusion based on those explanations of the statistics. This kind of data analysis is chosen for generalizing the data of the large group of respondents.

3.7 Summary of Chapter 3

The researcher of this significant study used an explanatory research design for describing the impacts of digital devices in the workplace of Malaysia. The impacts of the devices are determined through the survey. This helps to help to gather information from the employees of the different sectors. It provides the answers to the survey questions and depicts their perspective on the digital transformation of the workplace. With the help of the survey, the researcher gets to know about the recent business management process of the company. Here, the researcher has chosen the IV and DV for the study. This helps the researcher to proceed with the statistical analysis of the data. Descriptive Analysis Techniques of the research methodology help to build the relations between the dependent and independent variables.

CHAPTER 4: ANALYSIS AND RESULTS

4.1 Correlation analysis

Correlation is an effective statistical tool that helps in analysing different variables allowing businesses to investigate multiple outcomes based on hypothesis testing. As per the words of Erro-Garcés *et al.* (2022), in order to understand the relationship between the variables of digital devices with work-life balance, job stress and job satisfaction, will help companies to determine the impact of digital devices on their workforce.

Correlations

		Do you believe digital devices are essential in business organisations?	Do you think digital devices can maintain a work-life balance?
Do you believe digital devices are essential in business organisations?	Pearson Correlation Sig. (2-tailed) N	1 50	.628** 50
Do you think digital devices can maintain a work-life balance?	Pearson Correlation Sig. (2-tailed) N	.628** 50	1 50

Table 1. Correlation is significant at the 0.01 level (2-tailed).

From the correlation analysis of digital devices on work-life balance, it can be stated that the correlation between digital devices and work-life balance is 0.628. which is close to 1. This states a direct correlation between both variables.

The relationship between digital devices and work-life balance has a positive relationship that signifies both variables are positively correlated. This means that digital devices have a direct impact on work-life balance that can be described with a magnitude of strength.

Correlations

		Do you believe digital devices are essential in business organisations?	Do you believe digital devices can manage job stress?
Do you believe digital devices are essential in business organisations?	Pearson Correlation	1	.583**
	Sig. (2-tailed)		.000
	N	50	50
Do you believe digital devices can manage job stress?	Pearson Correlation	.583**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis of digital devices on job stress can be observed that the correlation between both variables is 0.583. From the analysis of digital devices and job stress, it can be identified that both have a significant linear relationship which states a positive relationship between both variables (Limantaet *al.* 2023). Therefore, digital devices have a direct impact on the job stress of employees. Both variables tend to increase together. Also, the value between both variables measures a moderate magnitude of strength.

Correlations

		Do you believe digital devices are essential in business organisations?	Do you think digital devices can promote job satisfaction?
Do you believe digital devices are essential in business organisations?	Pearson Correlation Sig. (2-tailed) N	1 50	.498** 50
Do you think digital devices can promote job satisfaction?	Pearson Correlation Sig. (2-tailed) N	.498** .000 50	1 50

** . Correlation is significant at the 0.01 level (2-tailed).

From the correlation analysis of digital devices on job satisfaction, it can be observed that the correlation between both variables is 0.498. Since the correlation value is <0.5, it signifies a low relation between both variables. Hence, it can be stated that digital devices have a direct impact on job satisfaction, but the magnitude of strength is low.

4.2 Regression analysis

Here, the regression analysis of digital devices on work-life balance, it can be observed that the ANOVA F-ratio statistic of work-life balance is 31.187. In ANOVA hypothesis value is close to 1 then there is no relation between the variables. However, the F-ratio of the variable is much higher than the 1 which indicates a direct relation between digital systems and work-life balance.

Analysis of variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	28.679	1	28.679	31.187	.000 ^b
Residual	44.141	48	.920		
Total	72.820	49			

a. Dependent Variable: Do you believe digital devices are essential in business organisations?

b. Predictors: (Constant), Do you think digital devices can maintain a work-life balance?

Table 1: Analysis of variance of work-life balance

From the regression analysis of digital devices on job stress, it can be stated that the ANOVA F-ratio static of job stress is 24.723.

Analysis of variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	24.756	1	24.756	24.723	.000 ^b
Residual	48.064	48	1.001		
Total	72.820	49			

a. Dependent Variable: Do you believe digital devices are essential in business organisations?

b. Predictors: (Constant), Do you believe digital devices can manage job stress?

Table 2: Analysis of variance of manage job stress

The F-ratio statistic close to 1 implies null hypothesis and it can be indicated that there is no direct relationship between the variables (Ismail *et al.* 2022). However, the value is not close to 1, hence there is a there is a direct relation between digital systems and job stress. From the hypothesis of digital devices on job satisfaction, it can be evaluated that the ANOVA F-ratio static of job satisfaction is 15.083.

Analysis of variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.083	1	18.083	15.858	.000 ^b
	Residual	54.737	48	1.140		
	Total	72.820	49			

a. Dependent Variable: Do you believe digital devices are essential in business organisations?

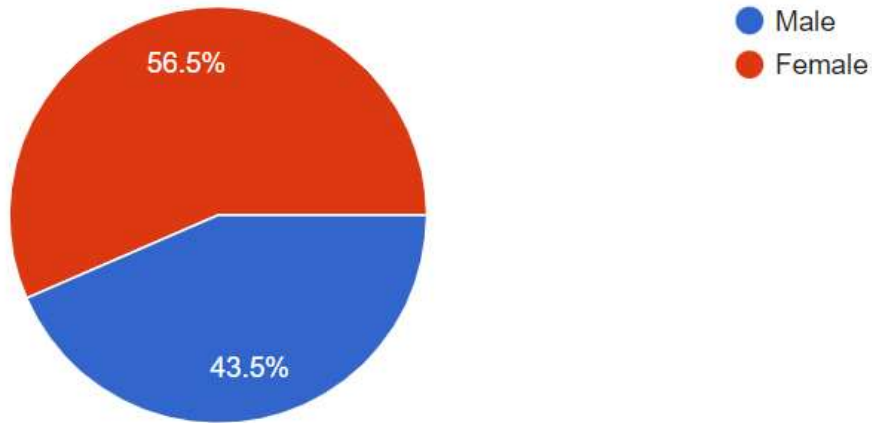
b. Predictors: (Constant), Do you think digital devices can promote job satisfaction?

Table 3: Analysis of variance of job satisfaction

The statistical value of the independent variable in correspondence to the variable factor is much higher than 1 which signifies a positive relation between the variables.

4.3 Demographic analysis

Gender
53 responses



Based on the above figure, it can be said that 43.5% out of all the respondents were females where followed by there have 56.5% respondents' lies in the category of male.

Figure 4.1: Demographic analysis for gender

(Source: SPSS)

Age
53 responses

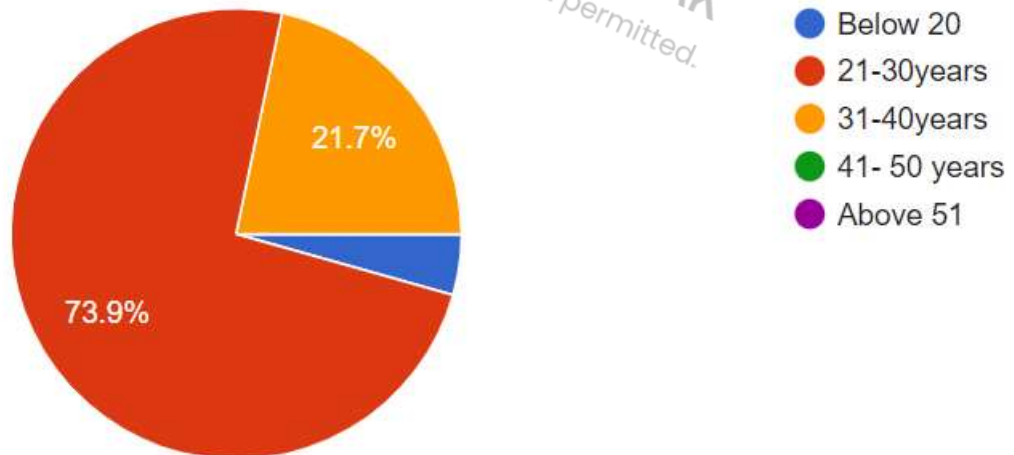


Figure 4.2: Demographic analysis for age

(Source: SPSS)

Based on the above figure it has been well mentioned that 73.9% out of the entire respondents were in the category of gag group of 21-30 years. On the other hand, whereas 4.4% were the below of 20 years and followed by their 21.7% of the respondents out of whole were in the age group of 31-40years.

Marital status
53 responses

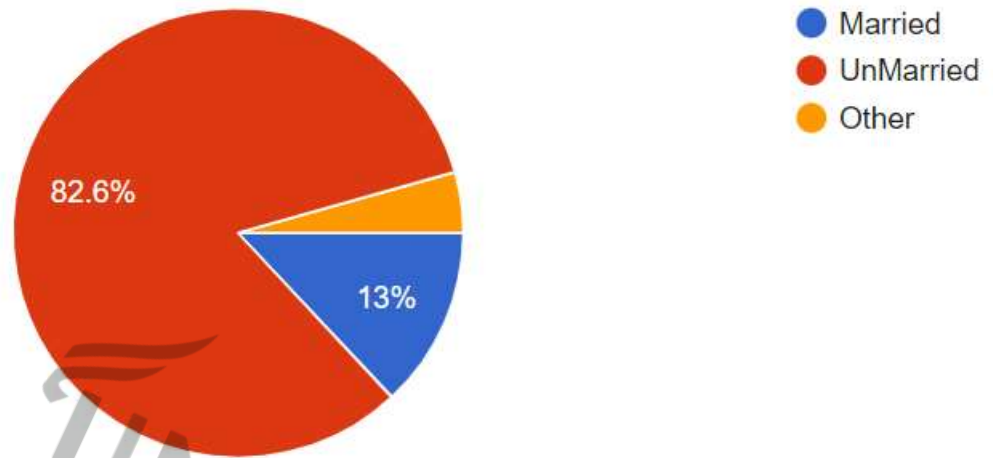


Figure 4.3: Demographic analysis for marital status

(Source: SPSS)

From the above figure of the marital status exhibits that there have 82.6% respondents were the unmarried one whereas 13.0% were categorized in the others.

Highest Level of Education
53 responses

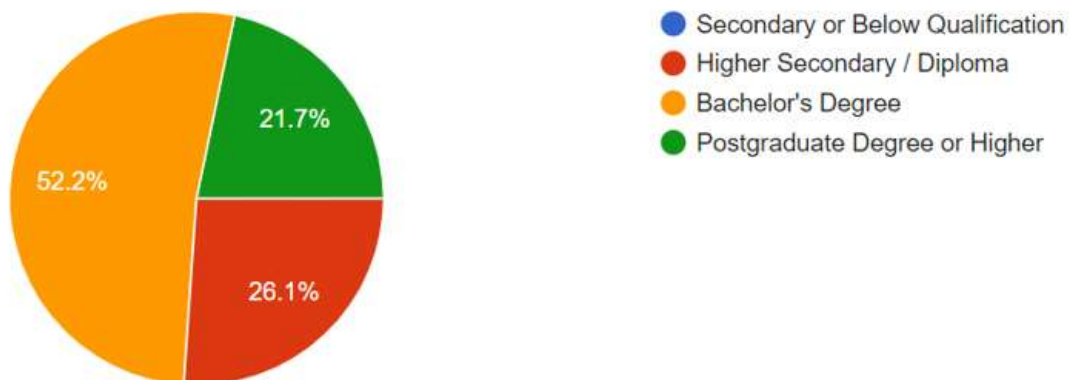
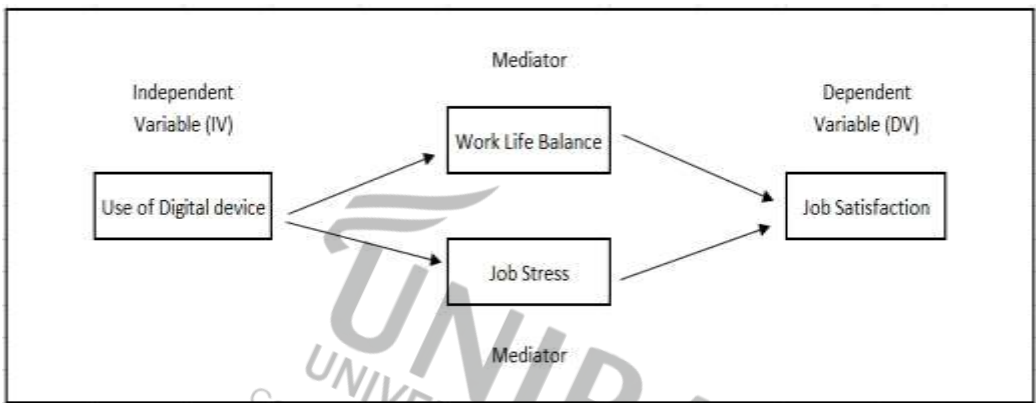


Figure 4.4: Demographic analysis for highest level of education

(Source: SPSS)

This figure is demonstrated the educational level of the respondents. Based on this figure, it can be well said that 50% of the respondents were pursuing the bachelor’s degree. On the other hand, 21.4% and 28.6% of the respondents from the total one is holds the educational level in higher secondary and postgraduate degree respectively.

Conceptual Framework



Descriptive analysis

PartB

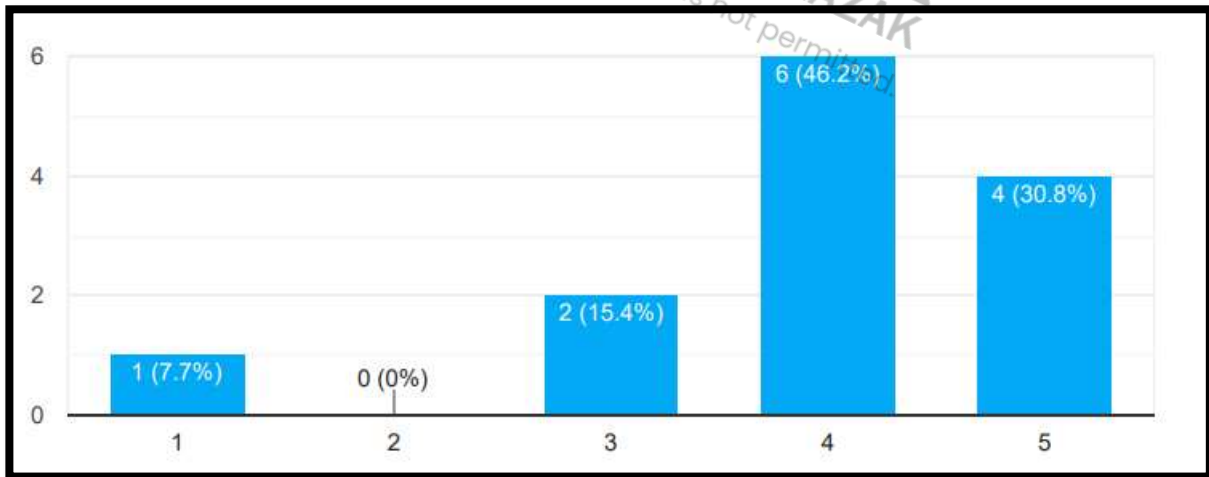


Figure 4.5: Role of Digital Device

(Source: SPSS)

It has been founds that digital devices have lays a great impacts and influences the performance level effectively (Zimmer *et al.* 2020).

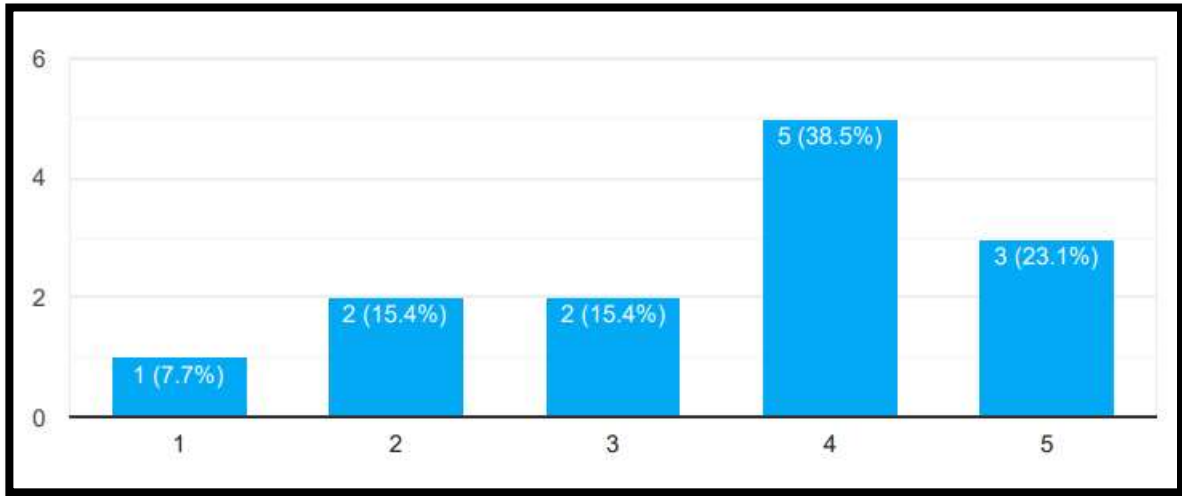


Figure 4.6 Role of Digital Device

(Source: SPSS)

This is evident from the above table as well as graph that digital services is very much helpful to reduces disruptions chances.

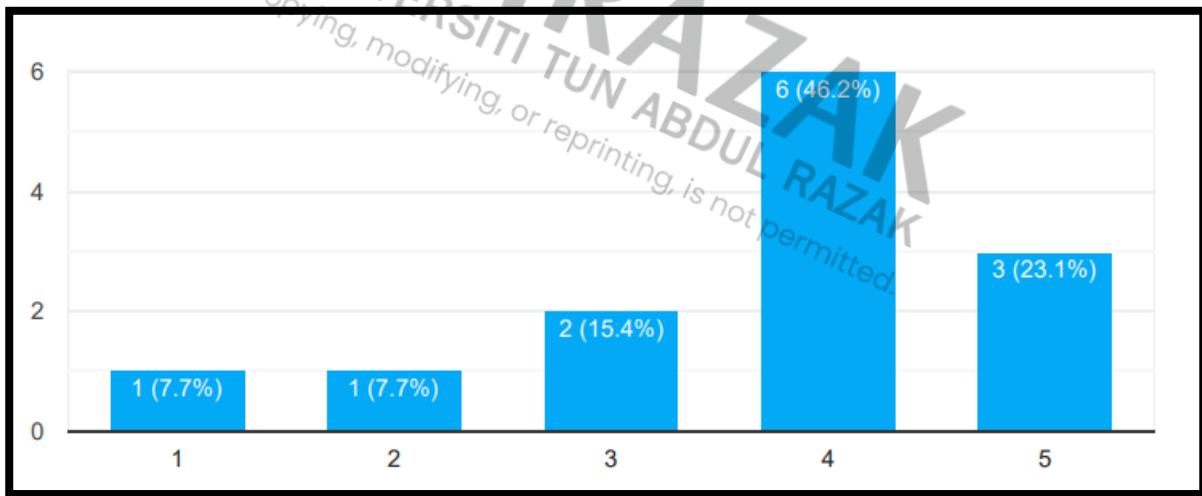


Figure 4.7: Role of Digital Device

(Source: SPSS)

From the above table it has been said that digital services able to influences employees capability devastatingly.

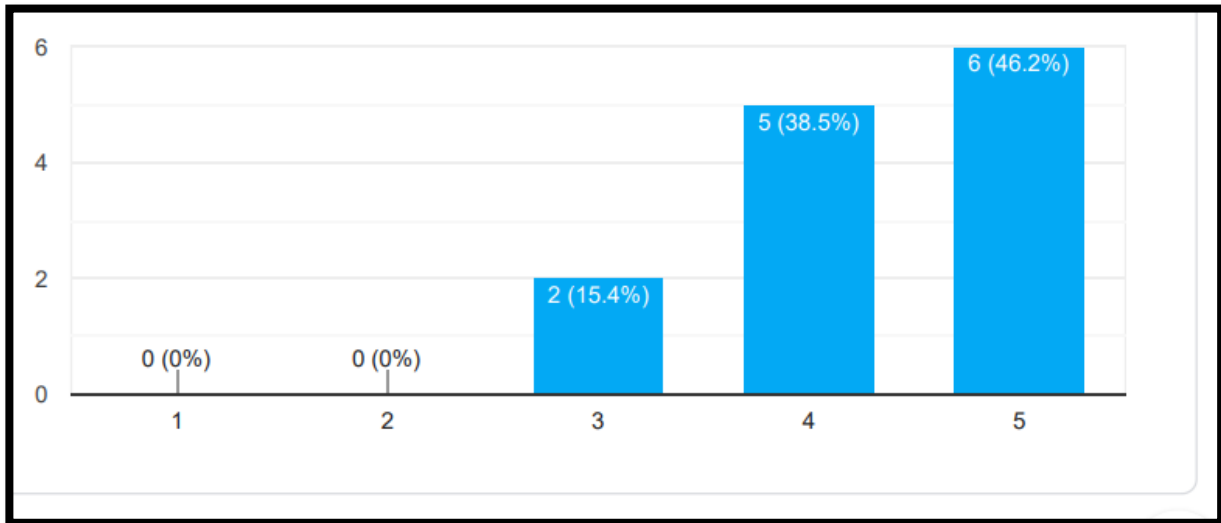


Figure 4.8: Role of Digital Device

(Source: SPSS)

This is evident from the above graph that digital services are severely influences workplace communication factors.

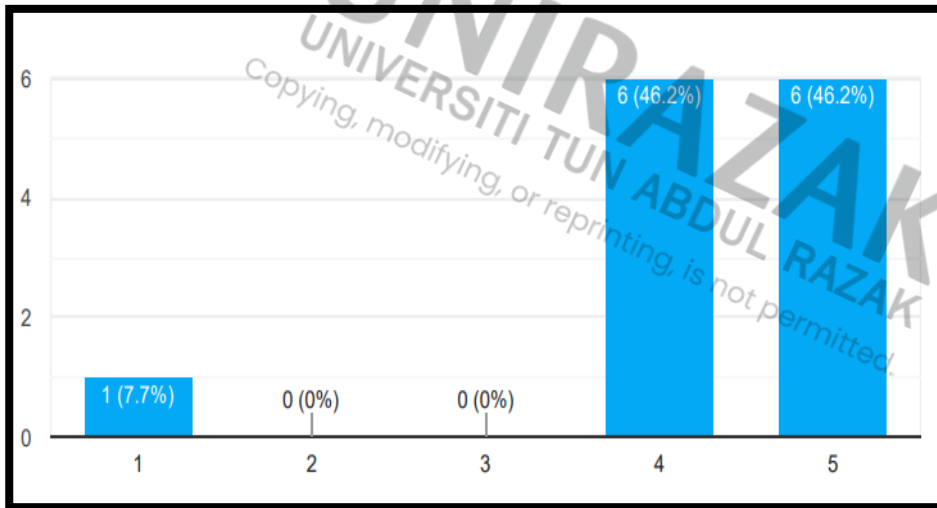


Figure 4.9: Role of Digital Device

(Source: SPSS)

Digital service provides the scope to access the data regarding the strategic development in a strategic way.

Part C

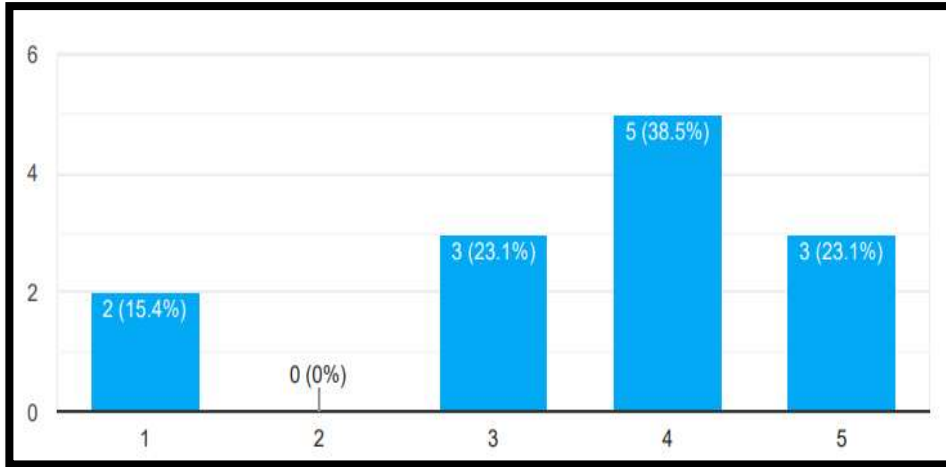


Figure 5.0: Work-life balance

(Source: SPSS)

Based on the table, it has founds that work-life balance have a great impacts on the employees absenteeism level.

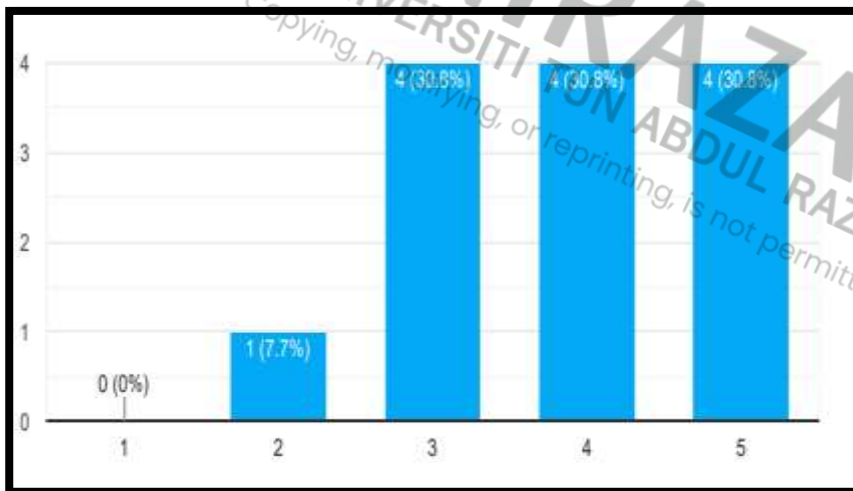


Figure 5.1: Work-life balance

(Source: SPSS)

The respondents were consent with the fact that this also influences workers' retention policy.

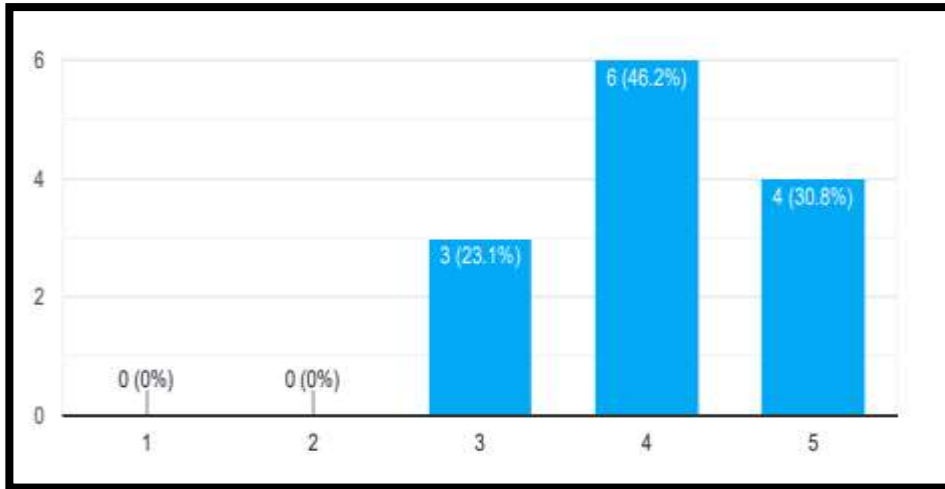


Figure 5.2: Work-life balance

(Source: SPSS)

It has also clear that this will increase the engagement rate of all the employees.

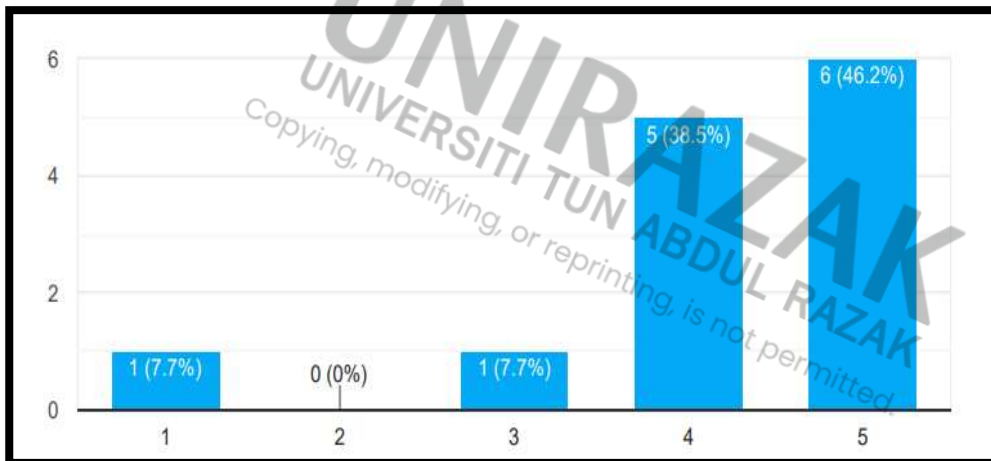


Figure 5.3: Work-life balance

(Source: SPSS)

The respondents were also provides their consent and supports the role of work-life balance in motivate and skills development of the employees.

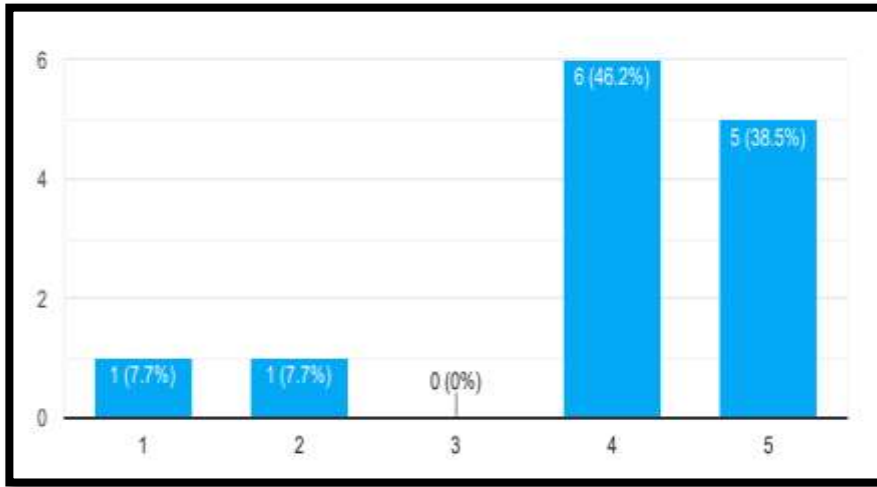


Figure 5.4: Work-life balance

(Source: SPSS)

Most of the respondents were strongly agreed with the fact it helps in the development of positivity to working area.

Part D

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Job stress affect the ability of the employees	1	2	3	4	5
Job stress reduce the productivity of the company	1	2	3	4	5
Relationships among employees be influenced by higher job stress levels?	1	2	3	4	5

Can the retention policy be disrupted due to increased job stress?	1	2	3	4	5
Does Job stress affect the innovation level of the work area?	1	2	3	4	5

Table 5.5: Job stress

(Source: SPSS)

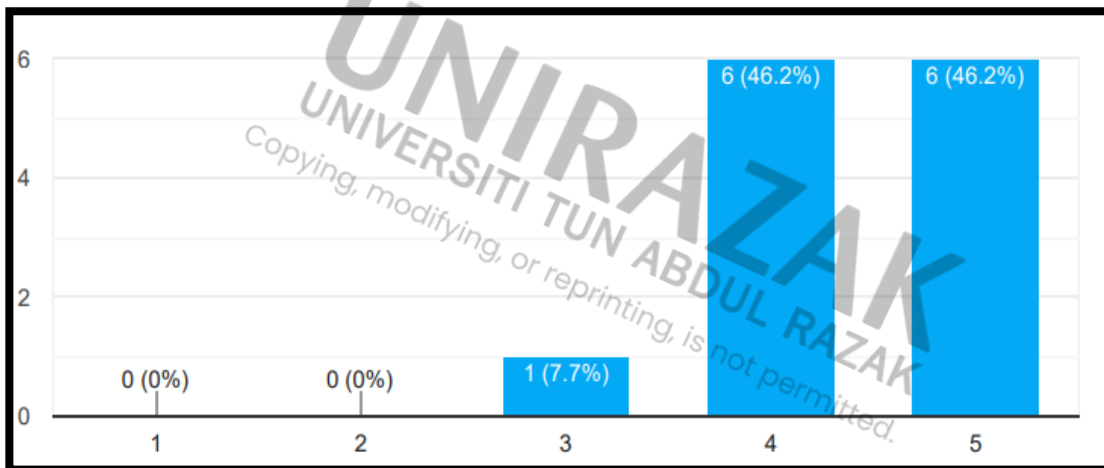


Figure 5.6: Job stress

(Source: SPSS)

Based on the above graph most of the employees were consent that job stress mainly affects employees' ability.

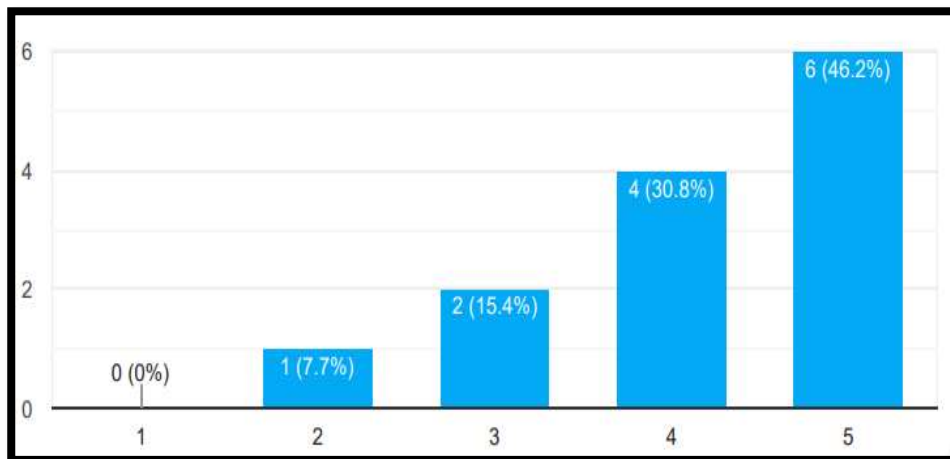


Figure 5.7: Job stress

(Source: SPSS)

The above graph is also presents the fact that most of the respondents were going with supports that job stress were able to reduce the firms' productivity.

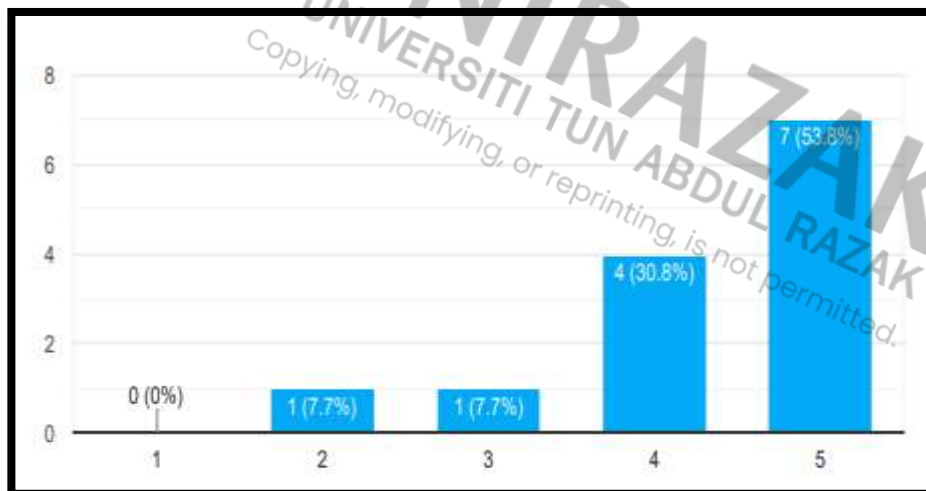


Figure 5.8: Job stress

(Source: SPSS)

It has also been seen from this graph that higher level of job stress severely influenced employee's relationship with one another.

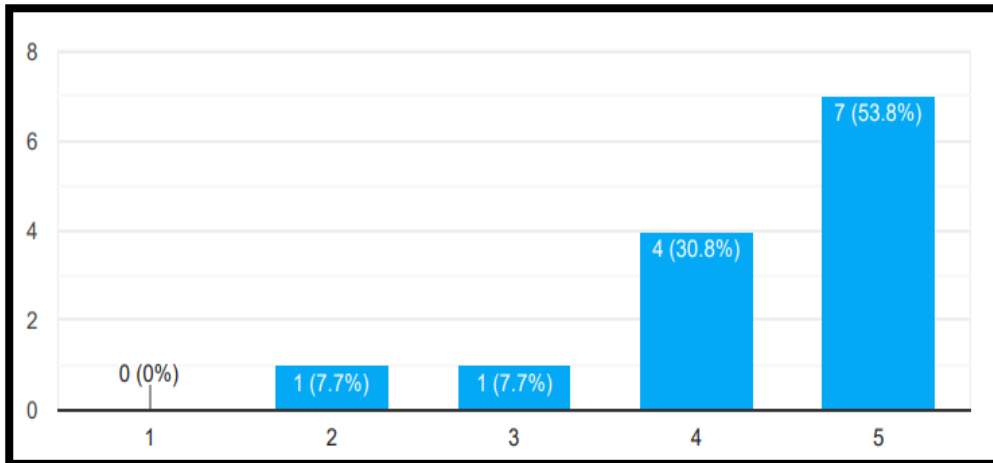


Figure 5.9: Job stress

(Source: SPSS)

From the above graph it has been founds that most of the participants were consent with the disruption of the retention policy regarding the increasing state of the job stress.

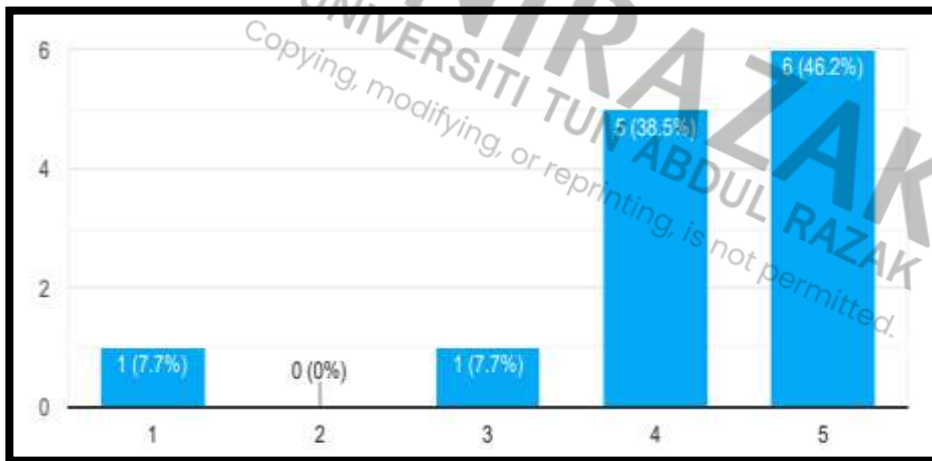


Figure 6.0: Job stress

(Source: SPSS)

This is evident from the graph and the responses of the respondents that job stress level were also affects the very innovativeness to the working areas.

Part E

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Does Job satisfaction influence the capability of employees?	1	2	3	4	5
Does satisfaction level raise the productivity level?	1	2	3	4	5
Does Job satisfaction level reduce the possibility of conflict in the work area?	1	2	3	4	5
Can Job satisfaction level improve the ability to adapt to new learning?	1	2	3	4	5
Does Job Satisfaction level increase the retention level of employees in the work area?	1	2	3	4	5

Table 6.1: Job Satisfaction

(Source: SPSS)

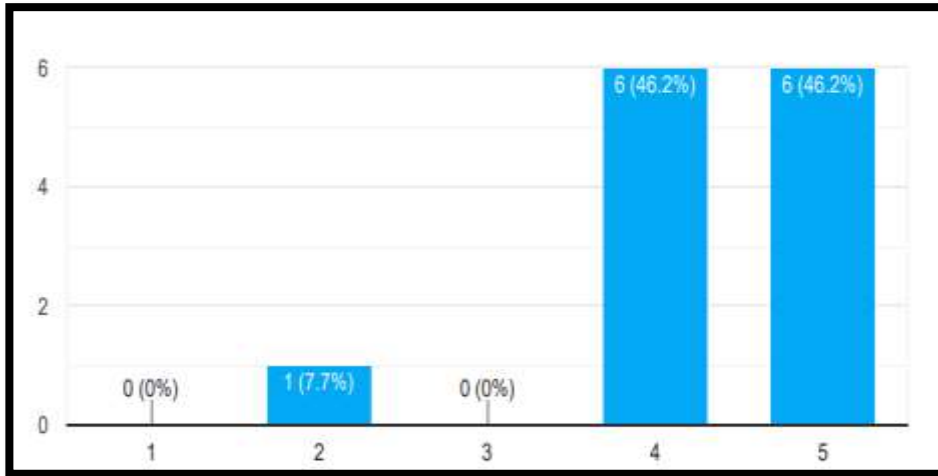


Figure 6.2: Job Satisfaction

(Source: SPSS)

Most of the participants were believes that the “job satisfaction level” devastatingly influences employees capability (Alam & Asim, 2019).

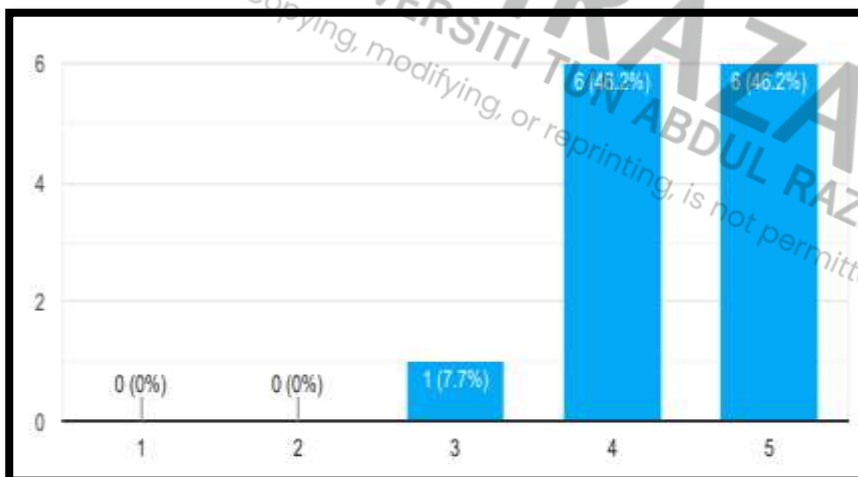


Figure 6.3: Job Satisfaction

(Source: SPSS)

This is also evident that from the graph those respondents were going with the fact that satisfaction level is able to raise the very productivity level affluently.

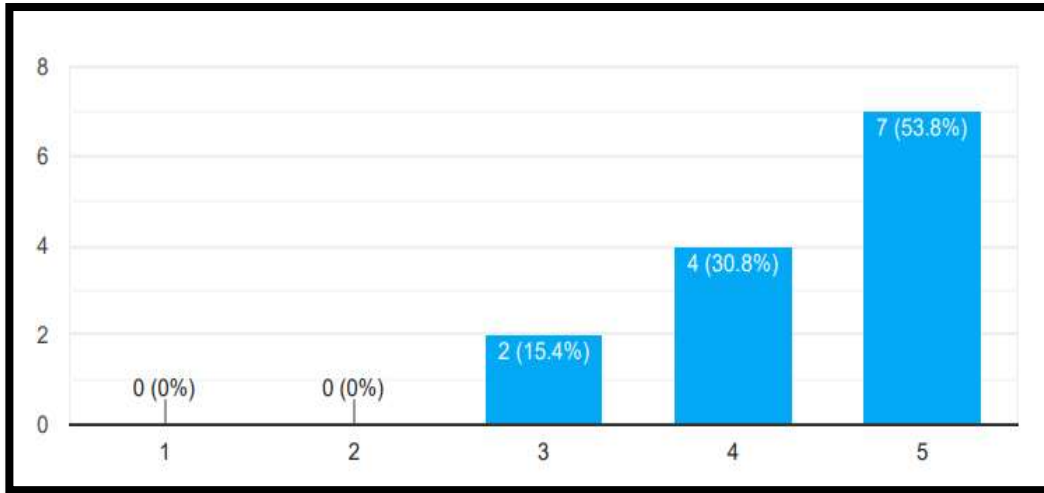


Figure 6.4: Job Satisfaction

(Source: SPSS)

The above graph exhibits that there have the possibility in mitigating the conflicts regards the employee's job satisfaction.

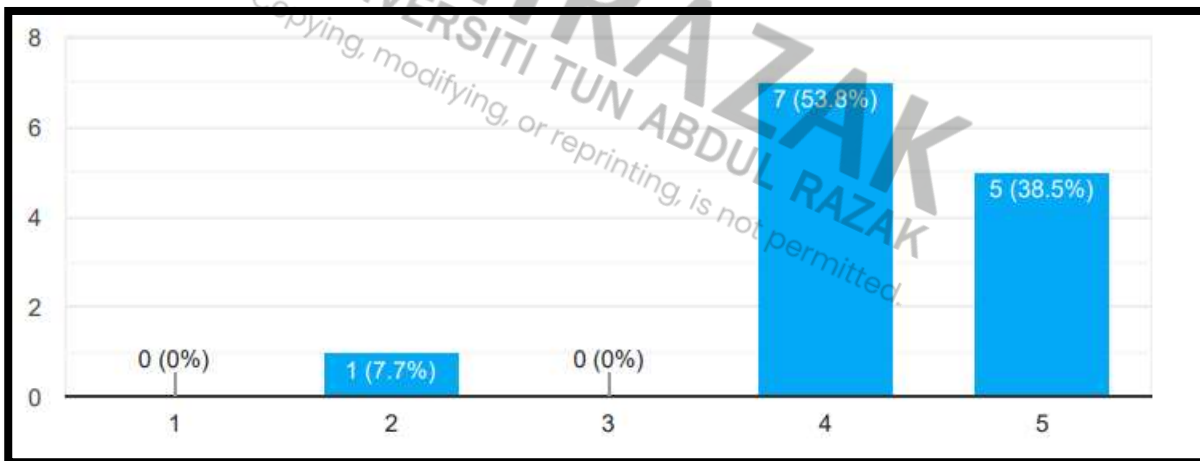


Figure 6.5: Job Satisfaction

(Source: SPSS)

It has been seen that it also improves the new normal ability regarding adopts the new learning.

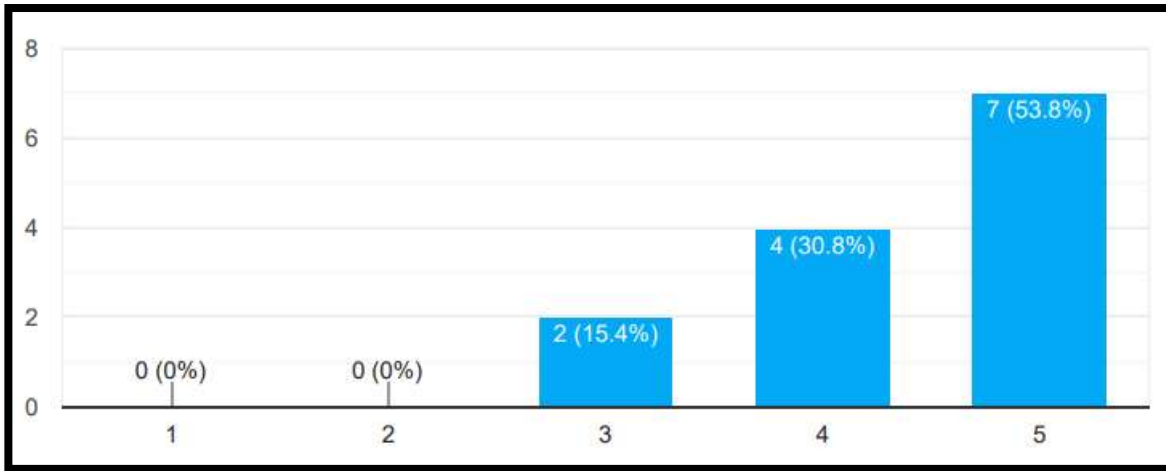


Figure 6.6: Job Satisfaction

(Source: SPSS)

This is also evident from the above graph that “job satisfaction level” were increases the employee’s retention level especially at the working place.

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CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Discussion

From the analysis of the correlation, it can be discussed that there is a direct relationship between digital systems with regards to work-life balance, job stress and job satisfaction. Implementation of digital systems within workspaces promotes digitalisation and innovation within workspaces that increase the performance of employees and can help employees to complete their responsibilities and daily targets much faster. As per the opinion of Cijan *et al.* (2019), this can help employees to maintain work life balance as well as reduce job stress. This will also result in achieving job satisfaction. Hence, it can be said that there is a direct relationship of the dependent variable with the independent variable. From the hypothesis analysis using ANOVA testing, it can be evaluated that the magnitude of the strength between digital systems and job satisfaction is significantly lower as compared to the other two variables.

5.1 Conclusion

Digital services are essential for every organisation. It allows companies to implement digitalisation within workspaces and promotes a culture of innovation and growth. Implementing digital devices allows companies to harness the power of technology into business operations and activities allowing companies to deliver better output and ensure quality in products and services. In addition, the implementation of digital systems allows organizations to impart best practices within workspaces that will help employees to improve work-life balances, job stress and will help in achieving job satisfaction.

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APPENDICES

Appendix 1: Questionnaire

Digital devices enhance employee satisfaction and retain them within the workplace.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Digital devices develop confidence among employees.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree


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Managers have arranged training sessions for delivering knowledge of digital devices.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

The most useful way of using digital devices is gaining customer satisfaction.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree


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Consideration of digital devices can help employees for managing work and personal activities.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Advanced technologies have empowered the workforce within the working ground.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

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Questionnaire

Demographic Questions

Part A: Demographic questions

Age: 1= Below 21, 2= 22 to 25, 3= 26 to 29, 4= Above 29

Gender: 1=Male, 2= Female, 3= Non binary, 4= others

Educational Background: 1= Higher Secondary, 2= Bachelor's Degree, 3= Master's Degree, 4= Doctorate/PhD

Work experience: 1=1 to 2 years, 2= 3 to 5 years, 3= 6-8 years, 4=above 9 years

Nationality: 1= Malaysian, 2= UK, 3= USA, 4= Japan

Demographic				
Age	1	2	3	4
Gender	1	2	3	4
Educational background	1	2	3	4
Work experience	1	2	3	4
Nationality	1	2	3	4

Part B

Independent variable 1: Digital Device

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Do digital devices influence the performance level?	1	2	3	4	5
Do digital devices reduce the chances of disruptions?	1	2	3	4	5
Can digital devices influence the capability of employees?	1	2	3	4	5
Do digital devices influence communication factors in the workplace?	1	2	3	4	5
Do digital device access the information for better strategic development?	1	2	3	4	5

Dependent variable 1: Work-life balance

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Does work-life balance impacts the absenteeism level of the employees?	1	2	3	4	5
Can work-life balance influence the retention?	1	2	3	4	5

policy of the workers?					
Does work-life influence the engagement rate of the employees?	1	2	3	4	5
Can work-life balance motivate employees towards skill development?	1	2	3	4	5
Does work-life balance develop positivity in the work area?	1	2	3	4	5


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Dependent variable 2: Job stress

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Job stress affect the ability of the employees	1	2	3	4	5
Job stress reduce the productivity of the company	1	2	3	4	5
Relationships among employees be influenced by higher job stress levels?	1	2	3	4	5
Can the retention policy be disrupted due to increased job stress?	1	2	3	4	5
Does Job stress affect the innovation level of the work area?	1	2	3	4	5

Dependent variable 3: Job Satisfaction

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Does Job satisfaction level influence the capability of employees?	1	2	3	4	5
Does satisfaction level raise the productivity level?	1	2	3	4	5
Does Job satisfaction level reduce the possibility of conflict in the work area?	1	2	3	4	5
Can Job satisfaction level improve the ability to adapt to new learning?	1	2	3	4	5
Does Job Satisfaction level increase the retention level of employees in the work area?	1	2	3	4	5

APPROVAL PAGE

TITLE OF PROJECT: THE IMPACT OF DIGITAL DEVICES ON WORK-LIFE BALANCE,
JOB STRESS, AND JOB SATISFACTION

NAME OF AUTHOR: BAHEERATIY A/P BASKARAN

The undersigned is pleased to certify that the above candidate has fulfilled the condition of the project paper prepared in the partial fulfilment for the award of the degree of Master of Business Administration.

SUPERVISOR

Signature : _____

Name :

Date :



ENDORSED BY:

Dean

Graduate School of Business

Date: