

Factors Occupying Psychological Well-Being at : Study of Manufacturing Company
in Klang Valley, Malaysia

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Research Project Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Business Administration
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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 another institution.



Signature :

Name :

Date :

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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

Factors Occupying Psychological Well-Being At: Study of Manufacturing Company in Klang Valley, Malaysia

By

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ABSTRACT

This study investigates the factors that contribute to work-life balance, including work-family conflict, family-work conflict, job satisfaction, family satisfaction, life satisfaction, and work overload, and their impact on psychological well-being. The research uses a quantitative approach and cross-sectional research design with snowball sampling technique. The sample size is 350 employees from a manufacturing company in Klang Valley. The study uses a survey method, with 210 questionnaires completed and returned, yielding a 60% response rate. The data is analyzed using descriptive and inferential analysis using IBM Statistical Package for Social Science Version 27.0.1, and multiple regression analysis is performed to test the hypothesis. The study found that psychological wellbeing was explained by three variables: family satisfaction, psychological distress, and work satisfaction. This contributes to the existing literature by analyzing the factors affecting work-life balance's impact on psychological well-being and distress among manufacturing industry employees. The findings provide a guide for the management of the manufacturing industry and ways to improve work-life balance to improve well-being among employees.

KEYWORDS: *Work-life balance, Work-family conflict, Family-work conflict, Well-being, Family satisfaction, Work satisfaction, and Psychological distress.*

CHAPTER 1:

INTRODUCTION

Many companies now realize that their employees' productivity is connected to their work-life balance and well-being. However, more focus has been placed on physical health rather than on mental health and well-being (Gaston, 2000). Several factors can promote employees' Psychological Distress and mental health, one of them is an opportunity to be included in Common causes of work-related stress such as long hours of work, heavy workload, and conflicts with co-workers or superiors, also must be identified so that employers can assess the risk and tackle the problem. It can be difficult for employers to identify who needs help since each person's experience of the crisis has been unique to them, but there are ways that organizations can take to ensure the healthy mental well-being of their employees.

Many people devote a sizable portion of their lives to their jobs. Given that a significant portion of people's waking hours are spent at work, it is crucial to take into account the possibility that the workplace and working environment may have an impact on one's physical and mental health. Individuals labor in order to support themselves, their families, and/or themselves in daily life. Employees' daily lives may be impacted by their jobs even beyond work hours. Employers must make sure that their staff members have favorable working circumstances and a healthy balance between their personal and professional lives. While they are more likely to perform

more effectively and meet production targets, employees who enjoy their jobs and flourish there help the business. There are several regulating documents at various levels, both worldwide and nationally, that a work organization or employer might abide by in order to promote good health among employees.

The UN General Assembly's Agenda 2030, or set of sustainable development goals, was formed in 2015. Agenda 2030 is a comprehensive framework at the global level for fostering sustainable development worldwide. It includes 17 objective areas to work with in order to realize an equal economic, environmental, and social society across the world. Dignified working conditions for all people are one of these focus areas. The goal of Agenda 2030 is to make sure that firms provide employees with fair and secure working conditions. The competitiveness between production businesses has risen in tandem with the global transportation and technology advancements that have occurred so quickly. As a result, production businesses are under more pressure which to meet increased demands, which has forced them to raise their output levels in order to sustain and attract clients.

As a result, employers have increased the pressure on manufacturing workers to remain competitive with other businesses. These circumstances can have an impact on work-life balance and well-being since production employees occasionally need to work longer hours and more effectively to meet organizational goals, for example by cutting down on recuperation time throughout the workday. I became interested in examining the well-being and work-life balance of production workers while I was a production worker myself. As the years passed and I learned more about working life,

this curiosity grew. I want to combine my real-world job experience in manufacturing with academic knowledge from an MBA with a Human Resources (HR) concentration and a thorough examination of work-life balance with a focus on human resources and work pressure.

Risk factors of Psychological Distress at work:

Workplace stress is a powerful and persuasive concept. This authority stems from the notion that stress at work plays a role in the development and continuation of disease. Stay in contact, look out for signs, and make ourselves available in making employees understand and know where to go when they need it. Several investigations in this area have shown that the direct costs to businesses, such as health insurance and the cost of prescription medications, are surpassed by the indirect costs of mental diseases, particularly the loss of productivity.

Depression - The most common mental health condition at work is depression, in part because it affects so many people. According to a representative study, around 6% of workers experience symptoms of depression each year.

Bipolar disorder - In general, bipolar disorder may be identified by its alternating episodes of elevated (manic) and low emotions. During a manic time frame, the personnel may seem to be highly creative and active, but their real output may deteriorate. Additionally, when a full-blown manic episode is present, a person may

exhibit uncontrolled or frightening behavior, be excessively violent, and make poor decisions (such as going over budget).

Anxiety disorders - Disorders of anxiety at work may include nervousness, weakness, issues focusing, and excessive concern. Employees may need ongoing performance reassurance. Sometimes, as with depression, it may be possible to observe physical signs or irritation. About 6% of people will have anxiety disorders at some time in their lives, although they often go undetected for five to 10 years. Only around one in four patients having been identified with mental illness get treatment.

ADHD - ADHD impacts adults as well but is often initially identified as an issue in children. According to a global study, 3.5% of staff members may have Attention-Deficit / Hyperactivity Disorder (ADHD) which symptoms may manifest in the job as a disorder, failure to keep appointments, inability to manage workload, difficulties adhering to directions from superiors, and conflicts with employees.

There may be multiple mental health risk factors at work. The majority of risks are interactions between the type of work, the organizational and managerial environments, the skills and competencies of the employees, and the support systems at hand. For instance, a person might be capable of carrying out tasks but lack the resources or put up with intolerable management or organizational practices. Risks to mental disorders include:

- A lack of health and safety policies;
- Poor management and communication strategies;
- Minimal involvement in decision-making or ineffective management of the workspace;
- Low levels of employee support;
- Non-negotiable working hours; and
- The duties or goals of the organization are unclear.

1.1 BACKGROUND OF STUDY

The goal of the current study is to evaluate the two - dimensional model of ethnicity and work-life balance in a sample of Klang Valley factory employees based on earlier studies on ethnicity and psychological well-being of workers in factories (Capasso et al., 2018). In specifically, the model for the entire sample made the hypothesis that the impacts of job satisfaction, family satisfaction, and assessments on psychological distress conditions would change depending on the qualities of the worker's well-being and the diversity of the employees' racial backgrounds.

"An imprecise phrase that refers to a wide range of work hour arrangements comprising two or more teams (shifts) that differ in terms of the starting and completing periods of their work" is how shift work is described (Sallinen & Kecklund, 2010, p. 121). The maximum number of consecutive shifts, direction and speed of shift rotation, sequence of shifts, duration of shift or length of working hours,

time off between shifts, start and end times of shifts, shift intensity, social aspects of working hours, and weekend and night shifts are among the factors that can be used to describe the shift work design, according to various authors. (Knauth & Hornberger, 2003; Härmä et al., 2015; Klein Hesselink et al., 2010; Sallinen & Kecklund, 2003; Kerstedt, 2003; 2010). The design of shift work can have a variety of effects on employees, including social marginalization, health issues, reduced sleep and weariness (Kerstedt et al., 2002; Knauth & Hornberger, 2003), and significant disruption of family and social activities (Harrington, 2001, p. 69). A detrimental influence on workers' physical, mental health and job performance and an increased risk of accidents at work and/or after shifts are some additional repercussions of shift work (Harrington, 2001). The work-life balance of these individuals may be impacted by all these shift-related side effects. Employees' perceptions of their level of control over their schedules are measured by a concept called worktime control (WTC). Employees' WLB may be impacted by WTC as one aspect of their shift schedules.

Mental illness definitely affects how well people function at work.

In 2016, According to research conducted by the International Labor Organization (ILO), a heavy workload, high expectations for one's job performance, and workplace disputes are all highly linked to mental health problems including weariness, burnout, anxiety, and depression. These may physically appear as cardiovascular disease, musculoskeletal issues, or other physical impairments. For instance, data shows that the pressures felt at work are increasing the number of employees in Malaysia who experience anxiety, despair, and mental stress (Zolkepli, 2021). Throughout the

world, one in every four individuals will at some point in their lives have a mental health issue, and over two-thirds will never seek help (MIND, 2020). There are thus virtually certainly employees at every company who suffer from depression, anxiety, bipolar disorder, PTSD, or other severe mental health conditions. Notwithstanding the fact that these problems cannot be solely categorized as "work-related," they create challenges regarding the responsibility of employers to look out for their employees' mental health and well-being.

There are two main types of working environments, one in the working environment's physical components and the other in its psychological components. These two variables each have performance indicators that are tied to them. This research analyzes important workplace environment characteristics that have an impact on manufacturing workers and investigates how to leverage them to enhance worker performance.

As we perceive many workers have mental health problems, a reality that is sometimes overlooked since these disorders seem to occur at work. However, there is such a stigma around mental illness that some people may be reluctant to seek therapy, particularly in the present economic climate, for fear of losing their employment. Managers could simultaneously wish to assist but lack the knowledge to do so. Additionally, physicians in unfamiliar locations are going to make an effort to medicate a patient and provide guidance on how to control the treatment at home-life. We performed this study to find out what influences the physical and worker's well-being of Klang Valley manufacturing industry employees.



Figure 1: Efficient workplace action

1.2 PROBLEM STATEMENT

According to Ryff, achieving a state of balance that is impacted by both trying and satisfying life circumstances is the definition of well-being. Another important aspect of presenting well-being is to do so from an integrated perspective that takes into account perspectives on clinical, mental, and life development. The pursuit of one's own full potential has been described as wellbeing, which is distinct from happiness. Instead of being the primary message, happiness, in Ryff's opinion, may be the result of living a joyful life. The definition of psychological well-being (PWB)

is a good life or well-being that encompasses interpersonal harmony, environmental mastery, independence, life purpose, personal growth, and self-acceptance.

Work-life balance (WLB) measures how well someone can consistently manage the time, emotional, and behavioral demands of both paid employment and personal and family responsibilities. Work-life Balance (WLB) refers to a person's ability to handle possible conflicts between competing demands on their time and energy in order to fulfill their needs for welfare and self-realization. WLB is also described as the capacity of people, regardless of their age or gender, to effectively juggle work and domestic duties. The line separating work from life is hazy; for instance, in terms of time spent on tasks connected to the job, time spent commuting to and from work cannot be considered either leisure time or work, particularly in any paid position. A balance between work and life shouldn't be equal in importance, according to Guest's opinion. The relationship between work and life should be viewed as acceptable and stable because of the subjectivity involved in perceiving this issue as a desired point that could differ among individuals. In addition, how work and life are related to one another changes depending on the expectations of both the employer and the employee. Hughes and Bonzonielos describe WLB as balancing a person's obligations, pursuits, and goals in both their professional and personal lives.

According to earlier research, human traits, including temperament and personality, have an impact on Psychological Well-Being (PWB). It may also be impacted by professional aspects, including the job, workplace, and level of job satisfaction. According to research, there may be a connection between PWB and a

number of aspects of a person's life, such as marital happiness, general health, and work-life balance. According to earlier studies, there are considerable gender variations when it comes to PWB. Men seem to have a greater level of PWB than women in the overall Swedish population, according to research by Dimenas, Carlsson, Glise, Israelsson, and Wiklund. Scholars have long shown that employment affects the psychological and physical distance between family members and that this failure to balance work and family obligations has a negative impact on wellbeing.

Karunanidhi and Chitra investigated factors influencing the PWB of manufacturing employees. They discovered that psychological discomfort, work-life balance, job satisfaction, and personality characteristics were all related to PWB. Another study discovered that work-life balance (WLB), which was advantageous to businesses, had positive effects on people's health, reduced workplace stress, and lessened burnout. WLB has also been shown to have an impact on happiness. The study's findings also show that a lack of organizational loyalty might result in a lack of job satisfaction and a lack of well-being.

Work Pressure (WP) will also have negative long-term effects on the organization's manufacturing and social standing, as well as its personnel. Employees that are under a lot of stress are more likely to be classified as unwell, unmotivated, unmotivated, and unmotivated, as well as less safe at work. Workplace stress has been linked to organizational issues including absenteeism, high turnover, subpar work performance, accidents and mistakes, alcohol and drug misuse, and burnout. Further research came

to the conclusion that stress at work may have led to workers who were less productive.

Factors affecting of Work Stress

"Workplace stress" is when a worker's position requires and the degree of power, they possess in addressing those requirements, It's can lead to negative physical and emotional reactions.

IMPLICATIONS OF WORK STRESS

Individuals who are in distress endure negative impacts on their own health, their families, and the organizations they're employed in.

❖ Implications to Individual

Psychological Distress impacts people in ways that are subjective, cognitive, physiological, behavioral, and related to health. The psychological or intrapersonal impacts of stress include the person experiencing it feeling anxious, dissatisfied, passive, nervous, depressed, exhausted, angry, irritable, and sometimes behaving offensively. The cognitive impacts include difficulty focusing, a limited attention span, mental barriers, and difficulty making judgments.

❖ Implications to Organizations

As such are numerous organizational stress in the workplace. The negative effects include high absenteeism, low performance, productivity and turnover rates, poor decision-making, lost business as a result of negative workplace behaviors, a rise in employee alienation from their jobs, and even violence and destructive behavior that results in strikes and sabotage. Employees who assume important roles and are in charge of safety can occasionally suffer from stress that is harmful to the general public. Serious accidents may occur as a result of the pressures that a flight attendant, navigator, or pilot of an aircraft are examples of occupations that fall under this category. It goes without saying that employee stress costs the company in terms of lowered productivity, damaged reputation, and loss of future business.

1.3 RESEARCH OBJECTIVES

The purpose of this study is to determine the relationship between work-life balance in the selected factors Job Satisfaction, Psychological Distress, Family Satisfaction. For this research, a few physical and behavioral elements, there are a number of factors have been identified, including task support, communication, monitoring, and working area comfort.

The aim of this research is to discover the factors that have a major impact on Psychological Well Being and its impacts on Malaysian manufacturing employees.

Research was conducted to determine how WLB may affect the degree of PWB among workers in light of the significance of PWB. This study's examines hypotheses are:

RO1: To identify the relationship between Work-Family toward Work Satisfaction.

RO2: To identify the relationship between Family-Work toward Work Satisfaction

RO3: To identify the relationship between Work-Family toward the Psychological Distress.

RO4: To identify the relationship between Family-Work toward the Psychological Distress

RO5: To identify the relationship between Work-family toward Family Satisfaction.

RO6: To identify the relationship between Family-Work toward Family Satisfaction

1.4 RESEARCH QUESTIONS

This research will examine how the working environment's impact on employee performance in the manufacturing industry relates to the factors occupying work-life balance gives impacts to worker's psychological well-being of employees in the manufacturing in Kelang, Valley. The above elements must be taken into account for those who are either employees or employers and a company.

Specific research questions:

- I. Does work-family correlate with work satisfaction?
- II. Does work-family correlate with psychological distress?
- III. Does work-family balance correlate with family satisfaction?
- IV. Does family-work correlate with work satisfaction?
- V. Does family-work correlate with psychological distress?
- VI. Does family-work correlate with family satisfaction?

1.1 SIGNIFICANCE OF THE STUDY

A qualitative approach to analysis is used to support the goal of the investigation. This research is carried out to promote a better understanding of Work Life Balance impacts to worker's Psychological Well-Being and Psychological Distress faced by employee manufacturing at Klang Valley, Malaysia. The research highlights the key elements influencing manufacturing employees and gives businesses the tools to apply the results to improve internal performance and therefore their position in the market.

THE ORGANIZATION OF THE STUDY

It has been determined that the existing level of knowledge and its application for real-world problems are insufficient given the growing interest in workplace mental health as well as awareness of and control over the need to address these issues. Financial challenges that need a clear cost-benefit analysis are faced by employees and companies when trying to justify mental health programs. The participants in this research claim that they are unaware of the how, where, why, or what kinds of treatments in mental health are required. From the perspective of the financial cost to society, it is crucial to establish effective measures for mental wellness at work. Despite our best efforts to improve mental wellness at work via a successful intervention, we presently lack knowledge on the types of mental health treatments that should be used in the workplace or how to interpret the data already available to evaluate the response to this issue. We have discovered that employing scientific information to inform decision-making methods is fraught with difficulties.

These problems include the requirement for specialized data for accuracy the cost of acquiring data, an examination of research literature, the abilities needed for critical evaluation of a main study or systematic review, and the difficulty of accurately interpreting the research findings. Many persons with mental health concerns also need to be treated for other physical diseases, such as heart disease, diabetes, respiratory illness, and abnormalities of the muscles, bones, and joints. Treatment costs for individuals with co-occurring mental health and other illnesses are two to three times greater than for those without such co-morbidities. Adult well-being-improving

activities might be concentrated in the workplace. Wellness workplace services may identify at-risk people and connect them to treatment, as well as provide options for workers to manage and reduce stress. By providing mental health care to employees while they are at work, employers may reduce the cost of health insurance for both their employees and the business.

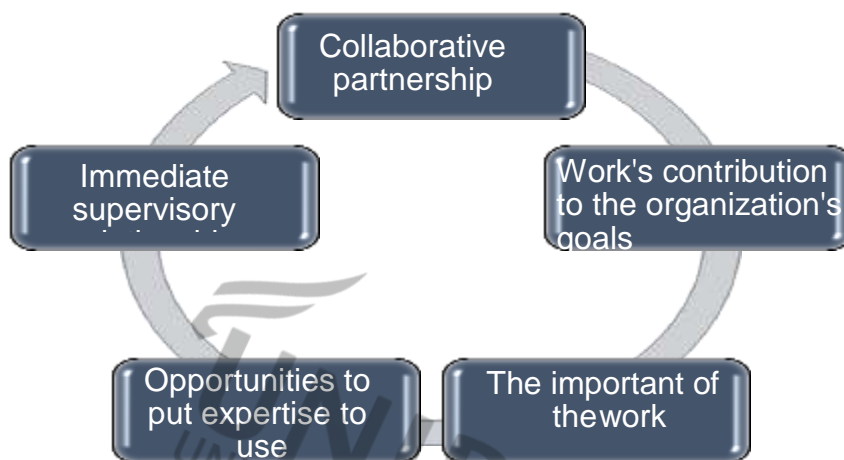


Figure 2 – The highest five reasons an employee wants a job

The highest 5 explanations for why individuals want to be employees are as described in the following:

a) Collaborative partnership: It should not be underestimated how important it is for coworkers to work together and build solid relationships within the process. trust and devotion grow to reflect the team's culture of regard for unique viewpoints and to produce a tremendous amount of internal desire to keep the organization running.

b) Contribution of work to organizational goals: Employees are informed about the direction and methods of the organization by its aims. When faced with tough decisions, workers might turn to the organization's objectives for guidance. Goals encourage planning to ensure their accomplishment. Workers often develop targets to address needs; as a result, goals may be motivating and enhance efficiency.

c) Job satisfaction to speak up: Increasingly, businesses now appreciate employee input and provide staff members with the opportunity to lead in their industry. Employees have a more gratifying and in-control feeling at work because of it. Since employers have faith in and high standards for their employees' performance, empowerment motivates workers to perform at the top of their game.

d) Possibilities for using expertise: Being an expert has several benefits. You may gain knowledge while assisting others. High-profile assignments and promotions may also result from it. Choose a topic and schedule time to study it to gain knowledge. Use training, networks, and industry events to increase your expertise.

e) Immediate supervisory relationship: A great job requires this connection to be strong. When this connection is strong, it might have a favorable impact on workers' devotion. Either way, you can perform and connect to the mission, vision, and values of the organization or burden after work office hours at home. It's depending on how your supervisor treats you because of this, mental health issues are often disregarded and left untreated, which has a negative impact on a person's wellness, career, and job efficiency. On the other side, receiving the right treatment will help an employee feel better and increase productivity. At this point, achieving these goals necessitates a shift

in viewpoint regarding the nature of mental illness as well as an understanding of how much time and work it took to achieve this.

Few researchers have looked at manufacturing workers' mental health to this point. Around 19% of employees exhibited obsessional and phobic anxiety, according to a study by Sutherland and Cooper. According to Sutherland and Cooper, anxiety was more common among manufacturing employees than it was in the general population, and perceived stress related to workplace safety issues was a noteworthy predictor of anxiety among this group of employees. In their analysis of 2,126 medical evacuations from four significant manufacturing workers operating in the Klang Valley areas of Klang Valley between 1976 and 1984, De Drue et al. concluded that 42 out of 2,126 evacuations, or 1.98%, were done so primarily because of mental health issues. Anxiety rates were much greater among manufacturing workers than among on-production staff ones, according to comparison research by Parkes discusses the mental health of platform users who work for manufacturing and outsourcing companies. In contrast, neither difference was discovered in a similar study by Gann et al on the symptoms of anxiety and depression between employee manufacturing companies in Klang Valley. According to reports, over 264 million people worldwide are thought to experience work-related depression. Around the world, the cost of mental illness has topped US\$2.5 trillion. According to Bernama, the cost of mental illness in Malaysia itself could rise sharply between 2010 and 2030, between RM43.6 and RM99.9 billion (2017)

Level of Emotional Distress:

We all experience stress in our real-life activities. Either stress or distress results from our lives at work and home. The job and life consist of both work and non-work-related aspects. as noted by Near, Rice, and Hunt (1980) and Sekaran (1986), among others. Their strains with pressures that exist in one domain also exist in the other. As a result, if one is under a lot of stress at work, that tension will follow them home, making them more sensitive to any difficulties they may have with their family. The actual work is a significant cause of workplace stress. The structure of a person's employment, the amount of time pressure they deal with, and other people's expectations at work can all contribute to job stress. Another element of work stress is interpersonal interaction. An individual's level of workplace stress is influenced by their level of interaction with coworkers, managers, and clients, as well as how enjoyable those interactions are finally, personal issues could manifest at work, adding to the difficulty of an already challenging workplace.

Interpersonal Relationships:

Contact with others, dealing with fellow employees from different departments, and organizational roles. examples: Supervisors, Co-workers, Subordinates, Threats of violence, harassment, etc Threats to personal safety)

Job Characteristics:

- o Conflicting roles, overworked or underworked employees, moral dilemmas, Pace, variety, and productive of labor,
- o Autonomy (the capacity to decide for yourself, for example, regarding your own career or Particular duties
- o shift work and hours worked
- o The surrounding surroundings (noise, air quality, etc.)
- o Solitude at the office (emotional or working alone)

Organizational factors:

Factor's stressor Role ambiguity (lack of clarity about obligations, expectations, etc.), role conflict (contradictory job demands, many supervisors or managers), and level of responsibility.

Personal Factors - Emotional distress, geographic mobility, and rate of life change are all possible sources of occupational stress.

Changing Work Place for Wok Life Balance:

- o Shifting jobs to achieve work-life harmony It is a good idea to incorporate our place of employment in the evaluation of our work-life balance.

The following should be possible in the workplace:

- o Inform the staff of the potential negative effects of lengthy work hours on our well-being.

- o Urge the staff to be more honest about their workplace issues, particularly with the hours.
- o They ought to give the staff members the confidence that they can stand up for their rights.
- o Create sensible rules that take into account the link between stress at work and mental health issues.
- o The duties and functions of the workers in promoting mental health should be specified in these regulations.
- o The regulations should also specify how the company may assist employees who have mental health issues.
- o Improve managers' training to enable them to recognize stress and a lack of a healthy work-life balance.
- o managers need to receive adequate training on creating stronger employee protection measures.
- o Ensuring that the chores can be completed within the allotted time; employing a prioritizing strategy, which means completing the most crucial duties first before moving on to the less crucial tasks.
- o Examine workplaces to find any components of policy, practice, or culture that could be harmful to everyone's ability to maintain a good work-life balance.
- o All employees should have the same access to counseling and support services offered during working hours as they would to a medical visit. Regularly review and assess the rules in light of workplace indicators, including absenteeism, illness, and worker satisfaction.

List for Reducing Maintaining a Stress-Free Environment for Healthy Work-Life Balance:

Allow workers to work four 10-hour shifts each week rather than considering the workweek as having five days. Because of this schedule, employees may take three days off each week instead of the customary two-day weekend. Create a rule permitting remote work whenever it is practical. This advantage can be useful for even a few days a year. Make on-site daycare an option for staff members or offer a benefit that would cover childcare at a discounted rate and establish a deal with a nearby dry cleaner, or even think about installing one on site. Give a reward for tax preparation services. For the holidays and other significant events, provide complimentary gift-wrapping services. Instead of or in addition to cash bonuses, think about providing family vacation packages to high-performing staff.

Provide concierge services to assist staff in juggling their daily errands. Provide for flexible scheduling so that employees may specify their optimum working hours. (7 a.m. to 4 p.m., 8 a.m. to 5 p.m., 9 a.m. to 6 p.m.). If several workers ask for the same shift, provide a rotating schedule to accommodate everyone. Give staff flexible schedules that allow them to leave early on Fridays during specific seasons. Make yearly corporate anniversaries a special occasion. paid day off to encourage workers to honor their longevity. By providing them this day off, their company will serve as a constant reminder of their worth. Ask employees not to check their voicemail or email after hours or on the weekends to encourage them to keep their personal and

business lives separate if workers arrive earlier or stay later to make up for lost time, let them take a longer lunch.

The employees will find it simpler to book appointments or conduct errands during their break with this option. Conduct virtual meetings so that participants are not required to be present. Urge staff to often rehydrate and use the toilet during breaks (at least once every two hours). It might seem silly to talk about this, yet a lot of individuals who are busy neglect to set out time each day for their own wellbeing.

Even while you might not be able to implement all of these ideas, even a handful will show employees that your company cares about having a proper work-life balance. To adapt your strategy and implement your plan, discuss these suggestions as soon as you can with your leadership team.

In Chapter 1, is the introduction is representing the background of the study on the Factor occupying of work life balance impacts to worker's Psychological Well-Being and Psychological Distress to employees in manufacturing company. The research problem statement includes in this section. In addition, there is mention of the significant research question and the objective of this research study. The significance of the study been described as well in this section.

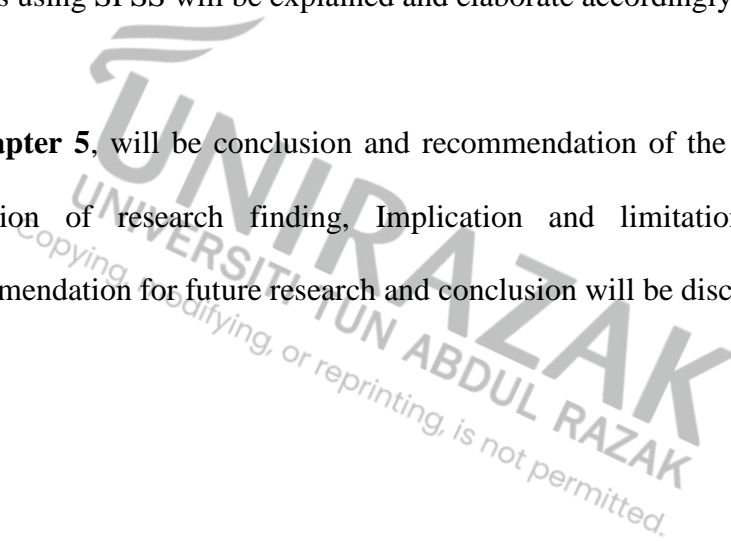
In Chapter 2, Literature Review: provides a theoretical concept and theoretical framework for this research. Preceding literature is reviewed to gain understanding of previous studies, there are review prior empirical research as well. The researcher

proposed conceptual framework in this chapter. The Hypothesis development been provided in this chapter.

In Chapter 3, this chapter discussed about the methodology of the research which is include of Research Design, Population sample and sampling method, Data Collection Procedure and Questionnaire Design

In Chapter 4, this chapter describe about the Data Analysis and Result and it is comprised data presentation and analysis of data. In this chapter all result statistical analysis using SPSS will be explained and elaborate accordingly.

In Chapter 5, will be conclusion and recommendation of the research, which is a discussion of research finding, Implication and limitation of the research, Recommendation for future research and conclusion will be discussed in this chapter.



CHAPTER 2:

LITERATURE REVIEW

2.1 INTRODUCTION

A selection of available published documents that relate to manufacturing employees' Psychological Distress which contains information, ideas, data, and evidence written from the standpoint of the interest of the study was reviewed extensively to fulfill the objective of the research. In regard to the interest of the researcher in the topic, a few variables were selected as the subject of the study. The dependent variable (DV) is the Psychological Well-Being. The independent variables (IV) are Work-Family Conflict and Family-Work Conflict, in a workplace. This chapter explains the underpinning theory that supports this study, explains each and every stressor that is identified for the interest of the study as well as proposes a conceptual framework for the research

2.2 THEORETICAL FOUNDATION

The sources of stress at work, according to Kreissl include the people who work there as well as the organization, which can be more complex, ubiquitous, and have a wider range of origins. According to McHugh, workplace interpersonal relationships have a big impact on how stressed-out employees are at work. Additionally, the way in which an organization manages its employees, how they communicate with one another, and how each employee interacts with others can all reflect on interpersonal relationships at

work and psychological distress is a compelling and powerful concept. This power is embedded the belief that work life balance is a causal factor in the development and maintenance of psychological well-being.

In addition, personal factors such as coping strategies, social support, and personality traits can also affect the level of psychological distress experienced by an individual. It is important for employers to consider both job characteristics and personal factors when addressing and managing psychological distress in the workplace. The study highlights Quah and Campbell's emphasis on the importance of effective conflict management and ambiguity reduction strategies in organizations to minimize Psychological Distress among employees. By implementing these strategies, organizations can create a healthier work environment and improve employee well-being.

Research on the variables that affect job stress is based on numerous of studies. Work overload (50%) and job burnout (19%) are among the factors that affect job stress, followed by relationships at work (9%), depression (8%), the work environment (7%), and other factors (7%), such as employment conflict, low salary, occupational source, and lack of job stability. However, work overload (50%) and job burnout (19%) are the main causes of workplace stress. Work overload is a major contributor to workplace stress because employers frequently ask employees to perform tasks that are beyond their capacity. Due to an abundance of work, employees occasionally feel as though they do not have enough time to complete their tasks. Employees consequently receive more. Work overload is a major contributor to workplace stress because employers frequently ask employees to perform tasks that are beyond their

capacity. Due to an abundance of work, employees occasionally feel as though they do not have enough time to complete their tasks.

Manufacturing employees must deal with pressures that are both typical of jobs and unique to off environments. The latter category includes the challenging ocean environment, sporadic separation living and working in compact spaces, from the family and neighborhood, the dangers of ship and helicopter flying, rough seas, an uninteresting environment, and the unique requirements and limitations of manufacturing work. In accordance with the Michigan Occupational Stress Model, According, to two studies by Huang and colleagues, UK manufacturing workers experienced occupational stress from eight different sources, including relationships between the workplace and home, site management issues, intrinsic job-related factors, the uncertain nature of the work environment, living manufacturing workers, safety, the interplay between work and family, and career prospects and rewards.

There are two different a variety of stressors: "the father of stress," which is positive stress, and "bad stress," which is negative stress (Selye, 1976). There are two types of stress that can be distinguished from one another: objective stress, for instance, demands and subjective stress such as reactions (Lazarus and Folkman 1984; Selye 1956; Ganster and Rosen 2013). Age, religion, gender, and line of work are all factors that can contribute to stress. Each person manages their anxiety in a distinctive manner, either through helpful or outside assistance. when the needs or abilities of the workers do not match the demands of the job., harmful physical and emotional conditions called "job stress" commonly result (Okechukwu & Babatunde B., 2021), increasing instances of stress in the workplace.

The extensive literature review and research studies are the basis and underpinning theory for this paper where the specific focus is fixated on the Malaysian Manufacturing employee's psychological distress relationship based on the previous studies done by many other researchers.

The reason given above shows earlier studies based on the experiences of psychological distress on organizational or, individual-based variables the workplace with Job characteristics, job expectations, organizational structure, organizational roles, and others. Interpersonal relationships, individual attitudes, character characteristics, sources of control, and other elements are examples of individual-based on factors. However, there is a dearth of research relating organizational and individual factors to workplace stress. In order to specifically combine both individual and organizational factors, the current study is being conducted.

Person-Environment Fit Theory

The theory involves the environment of the work culture and business environment that create a concern for the employees. The theory highlights the challenges of the employees to fulfil the demand of the organization. There are obstacles in the manufacturing industries in Malaysia in different forms (Vleugels et al. 2023). the principles of the theory interpret stress management and establish an effective framework for a healthy work environment.

The definition of a healthy workplace will be included the physical, social and psychological condition of the employees and the organization's need to consider the

requirements of the employees. The theory describes the interconnection and similarities between the work environment and the employees. Hence, the innovative technology that has seen used in the current situation has helped them to attain adequate training so that better business operations can be designed. According to the current survey it is seen that there is a huge requirement to initiate new strategies so that the addressed challenges can be easily addressed. Along with that, it can also be denoted that these interventions can help in focusing on the core requirements that are based on quality services so that better interventions can be planned and designed (Wahab et al.2022).

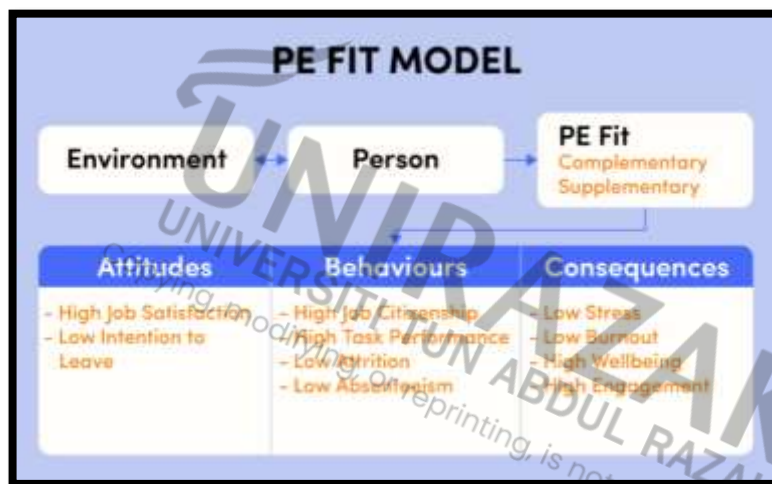


Figure 3: Person-Environment Fit Theory

(Source: Guan et al. 2021)

Different factors like intelligence, capabilities, and intrapersonal skill, such as example section, interest job satisfaction, influence the requirements of the employees, respectively. The environment of the organization's characteristics has a great impact on the performance and interaction between employees and the industries (Rauvola et al. 2020). The theory has different variations to interpret the different aspects of the environment and they denote and work with the integration of organizational factors, remuneration, design and ethics that the employees can interpret with stress regarding

their job role in the organization. The sustained level of the factors of the organization and mismatch with the expectation the employees are often responsible to affect productivity, and work efficiency in the organization. The stress level of their employees remains (Guan et al. 2021). The limitation of the theory is the mismatch of some of the variations in the interpersonal relationship with the well-being factors of the industries.

2.1.2 Additional Stress Models

The JDC model regarding the stress of the employees offers insight into the workplace factors that interpret the stress of the employees. This theory impact on job control in the workplace and its impact on psychological factors in industries (Rocconi et al. 2020). The demand of the organization has the potential to impact the psychological aspect of the employees. here in the context, the offshore employees who are at their job in Malaysia have been suffering from mental stress. The high expectation of the manufacturing industries, and long working hours in an obstacle place, create extra pressure on them. The proposed diagram of the job level from the organization explored the demand control and the stress level.

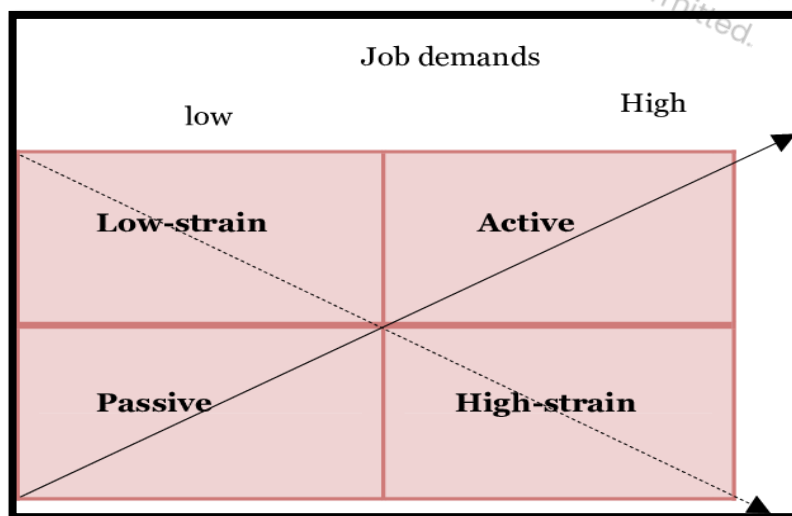


Figure 4 : JDC model

(Source: Pellegrini et al. 2021)

The job demand has four major components low strain jobs include fewer demanding roles or the employees have the choice to decide their own schedule, the schedule maintenance and performing the job role and they do not find the challenges to complete this (Shen et al. 2021). The drawback of the job is the employees get bored with the task. High strained job refers to a task that has a high demand the employees have less control over this. The work in the manufacturing industries is of teamwork, the strong strain job in the field takes time and the employees need to have better control over the job (Ehrhardt et al. 2020). The application of the theory in the manufacturing industries in Malaysia is to indicate the employees who are from outside of the counter, however, the theory can be applied in the other aspects of the industries to manage the relationship between the organization and the workers (Pellegrini et al. 2021). The increasing stress level of the employees in the field is in high demand in skill management; the high strain work to the employees creates higher pressure and less control over the work. As a result of it, the stress level of offshore workers increases. Hence, the focus has been also laid on the core impact that has been laid upon the manufacturing industry and the overall employee performance. These aspects have helped in monitoring better business aspects and also focusing on the core interventions for a better and more progressive business plan. Hence, the innovative technology that has been used here has helped in focusing on the technological advancements so that better services can be designed for the employees.

2.3 EMPIRICAL STUDY

Definition of concepts

This section clarifies the central concepts of the thesis.

2.3.1 Work-life Balance

Work-life balance refers to how work and personal lives are balanced and how they interact. Maintaining a balance between work and personal life lowers the likelihood of stress, exhaustion, and sick days and improves overall well-being for the person (Poulose & Sudarsan, 2017). A person who maintains a healthy balance between work and personal life may unwind at home, engage in other hobbies, or spend time with family and friends during their free time to recuperate from their workday. Achieving a balance between work and personal life also means giving people the time and energy they need to spend with their friends and family and take care of other tasks necessary for day-to-day functioning. A low level of work-life conflict may be associated with non-work-related results, including family performance, life satisfaction, and lifestyle emotion (Poulose & Sudarsan, 2017).

The ability of an individual to simultaneously manage the emotional, behavioural, and time demands of both a paid job and personal and family obligations is referred to as work-life balance (Poulose & Sudarsan, 2017). Work-life balance refers to an employee's ability to prioritise duties according to the demands put on them and the resources at their disposal while also allowing enough time for rest and recuperation in both their professional and personal lives. A good work-life balance occurs when an employee experiences a balance of demands and resources between work and personal life while also having time for recovery by taking a quick break to get a

coffee, chat with a coworker, engage in some form of mindfulness, spend time with their family, or engage in other leisure activities. Employee recuperation may vary greatly depending on the person; for some, it may include taking breaks between jobs or unwinding with friends, while for others, it may require spending more time in their leisure time. The requirement for rehabilitation increases when an employee places more demands on themselves while working. Employees experience the demands of work in different ways, and these demands might be either physical (such as heavy lifting) or cerebral (such as doing many tasks at once) (Poulose & Sudarsan, 2017).

Work-Family Conflict (WFC)

Work-family conflict is one of the most important aspects in determining a person's work-life balance. As previously discussed, either work-family conflict or family-work conflict gets a directional influence on the roles of work and family. A poor work experience can have an impact on a worker's family life since disagreements occur in both directions (Wayne, 2007).

The employee that shares their time and energy for the demand of work and family as well as trying to create a good balance and good synchronisation between them, but excessive demand of one domain over another gives rise to work-life conflict. Greenhaus (1985) defined three categories of work-family and family-work conflict. They are time-based conflict, strain-based conflict and behaviour-based conflict. Yang defined and interpreted the many forms of work-family conflict (2005). As for time-based conflict, it arises when work or family related activities participate with other activities. The stresses and requirements of conflict through one position with the expectations of the other role are an indicator of strain-based conflict, whereas

behaviour-based conflict occurs once the anticipated character's behaviour competes with some other role's action.

Once the burdens, responsibilities, and duties of job and family portions becoming irreconcilable, work-personal life conflicts emerge. Work-family conflict as defined by Netemeyer (1996) is "a kind of inter-role conflict wherein the basic needs of, time dedicated to, and strain caused by the workplace conflict with completing family-related obligations." The same concepts were also characterised as a "kind of inter-role conflict wherein role pressures from the job and family domains were mutually contradictory in certain ways" (Greenhaus, 1985).

According to the research, work-life conflict may result in decreased organisational loyalty, job satisfaction, and emotions of well-being (Singh and Amanjot, 2013). Work-family conflict is defined as work interfering with family life, and several studies have revealed links between job-family conflict and lower family performance, reduced family contentment, worse job satisfaction, inadequate emotional wellbeing, anxiety, and depression (Hill, 2005).

Family-Work Conflict (FWC)

The diminishing of work quality happens when family demands dominate over work demands, and this is defined as a family-work conflict (FWC). FWC is less popular and not widely been discussed by past researcher compared to WFC but both are clearly different and relatively independent with each other. However, there are cases when both types of conflict are faced by an individual when both work and family responsibilities become imperative for him/her (Greenhaus J. , 2008).

In today's era, individual is required to maximize earn to fulfil family demand due to today's competitive and global environment. As an example, a wife is expected to share the responsibility of their home with her husband, if she would not agree, work-family conflict and family-work conflict may arise, resulting in work-life inequality. The inability of a worker to fulfil or satisfy the requirements of office and personal around the same time has a negative impact on their performance at work and in personal.

2.3.2 Well-being

The World Health Organization's (WHO) definition of well-being is as follows: "Well-being occurs in two dimensions, subjective and objective. It includes the perception of one's own existence as well as a comparison of one's own circumstances with society's standards and ideals (WHO, 2012, s1). 6 According to WHO (2014), the working environment and interactions with supervisors and coworkers might have an impact on one's level of well-being. Being able to participate in what is happening in one's daily life while being in a healthy, comfortable, or pleasant condition is referred to as being in a state of well-being. Work-life balance may have an impact on wellbeing in both professional and personal spheres since it helps people feel more mentally and physically healthy (WHO, 2012).

Previous Research on employee's work-life balance and well-being

Work-life balance may have an impact on people's happiness and job satisfaction (Wen et al., 2018). The purpose of Wen et al.'s (2018) study was to investigate the relationship between work-life balance and workers' wellbeing and job satisfaction.

The study revealed a link between work-life balance, job satisfaction, and employee growth. The sentiments and experiences that workers have at work, both good and bad, as well as their level of motivation at work, may all be categorised as indicators of job satisfaction. Workshops held inside the organisation may help increase workers' feelings of job satisfaction and can promote a sense of better health and balance in one's working life. Wen et al. (2018) found a correlation between employee motivation, work satisfaction, and benefits inside the organisation, such as remuneration or feedback. Employees who are motivated may help businesses succeed by increasing output and improving efficiency, which may help them meet production targets earlier than expected.

According to studies, a healthy work-life balance increases happiness and job satisfaction at work. Employee well-being and work-life balance are advantageous to both the employee and the business, and evidence of this may be seen in increased employee productivity since they are more engaged at work (Wen et al., 2018).

Mihelic et al. (2017) performed a study on a global firm utilising a survey of production workers to examine the connection between happiness, work-life balance, and private life as well as the significance of fostering employee innovation. Allowing workers to use their own initiative and have an impact on their job duties by suggesting changes is a key component of being creative at work. They discovered that workers believed their freedom to express their creativity and affect the workplace had a favourable impact on how they regarded the harmony between their professional and personal lives. Motivated workers may accomplish their production targets more quickly, according to a prior study by Wen et al. (2018).

According to a study by Mihelic et al. (2017), workers who are given the freedom to innovate and have a say in their jobs accomplish their production objectives more quickly. Workers who are given the opportunity to affect their job may become more motivated because they may become more connected and engaged in their work (Ariussanto et al., 2020; Mathews & Khan, 2013).

According to studies, having a healthy work-life balance helps both workers and the organisation because it fosters employees' creativity, which helps them work more productively (Mihelic et al., 2017) Work-related stress has a propensity to influence employees beyond working hours, according to research by Klitzman et al. (1990) on workers in a production manufacturing business. Production workers' quality of life and health may be impacted by job-related stress after work, which may have an impact on their personal lives. According to Klitzman et al. (1990), workers in the production sector who experience more stress at work also experience more stress in their personal lives.

The study also shows that various working relationships, disagreements with coworkers or superiors, and heavy task demands may negatively impact the private lives of industrial workers. A company's work-life balance policies and output are positively impacted by its commitment to providing decent employment and working conditions.

According to a study, stress from both work-related and non-work-related sources may negatively impact an individual's physical and mental health (Klitzman et al., 1990).

Well-being among employees

According to Grawitch et al. (2006), whether or not a company promotes health may have an impact on the wellbeing of its workers. A corporation that intends to advance the physical and mental health of its workers is referred to as a "health-promoting workplace." Workplace wellness programs or occupational health care may be considered health-promoting interventions that avoid illness. Workplace wellbeing includes chances for engagement, personal and professional growth, work-life balance, health and safety, and feedback (Grawitch et al., 2006).

According to research, a company's environment and culture affect how well its employees feel included, satisfied with their work, and at ease in the workplace (Lewis et al., 2007; Stefanovska-Petkovska et al., 2019). Lewis et al. (2007) investigated the relationship between work-life balance and social and economic factors, as well as how each person has been impacted by changes in the workplace and issues brought on by globalization. According to Stefanovska-Petkovska et al. (2019), businesses that value staff growth and learning limit well-being, which benefits the output and financial success of the enterprise. According to studies by Stefanovska-Petkovska et al. (2019) and Lewis et al. (2007), there is a connection between an employee's pleasure and well-being and how they perform at work and complete their responsibilities. Organizations operating in the global market are in a position to adapt to ongoing changes and developments by implementing organizational adjustments. Work tasks may have less time to adjust to the new work environment that occurs since growth often happens rapidly and organizational changes are put into place quickly. As a result, employee work environments may degrade. Employee health may be significantly impacted by a worsening work environment, which has an impact on their wellbeing. To avoid negatively affecting the health and well-being of workers,

businesses should adjust their organizational structure to changes in the workplace and development (Lewis et al., 2007; Stefanovska-Petkovska et al., 2019). Employees and managers are exposed to elements such as technological advancements, growing globalization, and more competition; therefore, working conditions and the workplace environment should be tailored to the organization's demands (Lewis et al., 2007). Using information gathered from 35 nations and the responses of 44,000 individuals to a survey conducted by the European Foundation for the Improvement of Living and Working Conditions in 2015, Mensah assessed the wellbeing of men and women in Europe in 2020 and 2021.

According to the findings, stress at work is bad for workers' psychological health and ability to manage their personal and professional lives. According to the research, social support at work and psychological health while under stress from the job are associated. It seems that workers who received greater social support from their coworkers in the workplace were less stressed out at work. Low control at work, strong demand for labor, and an imbalance between incentives and efforts in the workplace were some of the reasons for job-related stress that were discovered. The findings demonstrated that having supportive bosses and coworkers leads to lower levels of work-related stress and improved wellbeing. The research revealed that although women suffer greater levels of job-related stress, which negatively impacts their wellbeing, there are no gender differences in results when it comes to social support at work (Mensah 2020; Mensah 2021).

Well-being in the workplace for employees

In the United States, Schultz et al. (2014) discovered that employee well-being at work may boost corporate satisfaction, decrease sick days, and increase turnover in the business. Well-being was attained via mindfulness and autonomy support. Support for autonomy involves backing from superiors and acknowledgment of others' perspectives. The findings indicate that practicing mindfulness and taking shorter breaks may reduce workplace stress and help maintain a healthy work-life balance. Being mindful means paying close attention to one's consciousness and environment. Those who find themselves in stressful circumstances at work may find it easier to relax and unwind if they practice mindfulness. The findings demonstrate that less managerial encouragement to engage in mindfulness practices or take shorter breaks resulted in less such behavior on the part of workers (Schultz et al., 2014).

The organization and management's effect on the work-life balance of the employee

Work-life balance and employee wellbeing seem to be significantly influenced by corporate culture, which may also promote these things (Wen et al., 2018). Tan et al.'s study (2019) supports Wen et al.'s (2018) findings that corporate culture plays a big part in employee well-being. Employees may believe that the company values them more if there is a healthy organizational culture and excellent ties between employers and workers. The eleven beliefs, attitudes, customs, practices, and unwritten laws that make up an organization's culture are listed by Watson (2017). Employee behavior is a common way for organizational cultures to be conveyed. As an example, consider how workers interact with one another, their use of jargon, attire, or unwritten

regulations like where to sit for lunch. Employee productivity is positively impacted by an effective corporate culture, which also helps them feel engaged at work (Watson, 2017). Employees may work effectively together and be more motivated as a result, which is advantageous to both the business and the employee. It seems that workers perform better and accomplish tasks more quickly if they love working together and can communicate with one another (Tan et al., 2019; Wen et al., 2018).

Work-life balance may be impacted by managers' interactions with their staff, according to research by Abu Bakir (2018). The study sought to determine if managers affected the work-life balance of their staff in any way. The study discovered that managers' interpersonal abilities and comprehension of their workforce had a beneficial impact on work-life balance. It seems that supervisors who lacked empathy and did not display emotion significantly impacted both the work-life balance and the health of their staff.

According to the findings, managers who are able to comprehend and pay attention to their staff members foster a more pleasant workplace, which in turn may help with work-life balance. Managers may help their staff feel seen and heard by listening to them; this might help them feel in charge at work. Work-life imbalance, according to Abu Bakir (2018), has a number of effects, including a decline in employee productivity and a reduction in attrition rates.

Work-life balance among employees

Work-life balance is finding a way to balance your personal and professional lives so that you may spend time with your family, take care of domestic duties, travel, heal, and plan activities for your downtime without letting work interfere (Grawitch et al., 2006). According to Grawitch et al.'s (2006) study, an employee's stress may be influenced by their workplace environment, and a holistic strategy for managing stress in working life may be necessary to minimize work-related stress. The findings suggest that giving workers more choice over their work-life balance may improve it. According to research, more employee flexibility may benefit stress management, control, and work-life balance. The ability to work with a more diversified approach and modify working hours to accommodate family obligations, leisure time, or other interests is referred to as flexibility (Grawitch et al., 2006).

The study by Ejlerstssons et al. (2018) discovered a strong correlation between recovery during working hours and self-rated health, as well as the significance of recovery during working hours for workers' feelings of wellbeing. Longer shift workers have a larger requirement for recuperation. The quality of life was impacted by higher expectations in connection with lower incentives at work, while the work environment was viewed as better when the managers made sure that their staff had fun and a good time at work.

The research found that having a good work-life balance was related to workers looking forward to coming to work rather than feeling more worried about it (Ejlerstsson et al., 2018). As a result of the necessity to compete with other businesses

owing to the expansion of the digital economy and globalization, research by Ariussanto et al. (2020) and Mathews and Khan (2013) demonstrates that the work pressure for people working at multinational corporations has grown (Europaparlamentet, 2019; Guest, 2002). Employees are thus expected to be more adaptable, flexible, and productive so that they can keep up with emerging global and technological trends. As a result, the workers' professional and personal lives get out of balance, which requires them to put in more effort and raise their availability. The quality of work suffers as a result of workers' sense that their work and personal lives are not balanced, which has an adverse effect on businesses by lowering productivity and turnover (Ariussanto et al., 2020; Mathews & Khan, 2013).

Work-life balance among production employees

According to Clement et al.'s (2020) research on production workers in industry, those who have a worse balance between work and personal life are less committed to their jobs because they are more fatigued or feel under pressure to complete work-related duties. The health of workers is harmed, and stress levels rise when work and personal life are out of harmony. According to Clement et al. (2020), industrial employees' lives are less flexible owing to their set working hours, which they are unable to change. This has an impact on how they balance their professional and personal lives. According to research, industrial workers' wellbeing may be enhanced if their work environment is flexibly organized. An organization's and its profits higher productivity may be a result of healthier production workers.

When production workers believe they can balance their personal and professional lives and that they have time to recharge throughout the workday, there is a work-life balance (Clement et al., 2020). Breaks, conversations with coworkers, downtime at home, or vacations may all help people recover in ways that are beneficial to their well-being and health. Production workers have faced increased expectations at work and stress over the years, which has increased their need for recuperation after work and may have an impact on their daily lives. After work, production workers are often more worn out and lack the stamina to engage in activities like hanging out with friends, being active with their families, or doing housework. Many industrial workers are more constrained in their ability to control their job and working hours, which may cause stress, dissatisfaction, or restricted access to leisure activities since they are more dependent on their duties and working hours. A better work-life balance improves the quality of privacy and reduces stress, which, according to Clement et al. (2020), are both beneficial to production workers' health.

Work-life balance refers to the equilibrium between professional responsibilities and personal life, which includes family, social, leisure, and self-care activities. Achieving a healthy work-life balance is essential for overall well-being, as it helps prevent burnout, reduce stress, and improve overall satisfaction in both work and personal domains.

An effective work-life balance involves setting boundaries between work and personal time, prioritizing self-care, and managing time efficiently to ensure that both professional and personal needs are met. Employers can contribute to work-life

balance by offering flexible work arrangements, encouraging regular breaks, and promoting a supportive workplace culture that values employees' holistic well-being.

An example of work-life balance could be an employee who effectively manages their professional and personal responsibilities by establishing a clear daily routine. This individual might work from 9 am to 5 pm, focusing exclusively on their job tasks during that time. After work, they might spend quality time with their family, engage in leisure activities such as reading, exercising, or pursuing hobbies, and allocate time for self-care and personal growth.

To achieve this balance, the employee might utilize efficient time management techniques, avoid working overtime, and ensure that they do not bring work-related stress or tasks into their personal life.

Their employer could support this work-life balance by offering flexible work hours, implementing a reasonable workload, and encouraging employees to take their vacation days and breaks to recharge. As a result, the employee experiences reduced stress levels, increased job satisfaction, and a higher overall sense of well-being.

2.3.3 Family Satisfaction

According to (Diener, 2005), life satisfaction is being used by the researcher as the term to describe family satisfaction. As according to (Clark, 1998), the study used 'home-life satisfaction' to describe family satisfaction. This study employs the phrase 'family satisfaction,' which encompasses not just kids, partners, or spouses, but also parents, siblings, as well as other members. This phrase was utilized to differentiate

individuals' job lives from their family lives, particularly while filling out the survey. This phrase had also been employed to minimize misunderstanding among the researcher and respondents, because 'life happiness' could refer to fulfilment with both one's family and one's career.

These terms were characterized as a judgement strategy wherein individuals assess their lives based on personal factors like wellness and excellent relationships. Nevertheless, Diener, Emmons, Larsen & Griffin, 1985 argued that it might have different understanding by individuals. The accessibility of work-life balance throughout the office should increase since this assists people in balancing job and family commitments. The issues of these two domains of family and work satisfaction were discussed in many research papers in which most of the researchers recognize that there will be relationship between family and work satisfaction with the employees' wellbeing at their workplace (Brough, 2005). According to the research conducted by (Hill, 2005), better levels of family happiness could contribute to greater job satisfaction, commitment to the organization, and enhanced performance, as well as lesser conflicts of work and life equilibrium overall.

2.3.4 Work Satisfaction

According to Hill (2005) and Greenhaus JH (2003), numerous studies have discovered a substantial positive association between job satisfaction and well-being. This job satisfaction is often separated into two categories: emotional work satisfaction and cognitive work satisfaction. People's broad feelings regarding their employment everywhere are crucial to affective quality of work life. This is defined as individuals'

logical evaluations of workplace conditions (e.g., working hours, compensation, and retirement funds), chances, and results for cognitive quality of work life (Spector, 2004).

According to (Clark, 1998), "Job satisfaction relates to a feeling of accomplishment and economic security, and firms who offer flexible work alternatives instantly acquire a competitive advantage mostly in labour force by becoming 'employers of choice'".

2.3.5 Psychological Distress

Psychological distress refers to non-specific symptoms of stress, anxiety and depression. High levels of psychological distress are indicative of impaired mental health and may reflect common mental disorders, like depressive and anxiety disorders. Consequently, as the level of perceived stress increases, employees tend to feel more psychologically distressed, which then is associated with a decrease in their performance at work. Thus, psychological distress is one of the mechanisms explaining the influence of perceived stress on job performance

Psychological distress adversely affects life satisfaction and wellbeing during normal times as well. Earlier studies have shown that depression, anxiety, and stress negatively affect life satisfaction irrespective of gender and geographical location (Cömert et al., 2016; Tonsing, 2014). Similarly, previous evidences show that depression, anxiety, and stress negatively affect well-being in different groups irrespective of race, place, and gender (Bhullar et al., 2014; Davis et al., 2016; Ryan et al., 2019). A platform of a company in Malaysia will be the subject of a quantitative

method to research the relationship between Work-Life balance including the effects of the recent psychological distress among the employees.

Psychological Distress and finding a work-life balance go hand in hand. It appears that what matters in this regard is how much workers value balance in their lives and how well workplace policies and practices help them accomplish this goal. This essay focuses on how employers and employees live their professional lives and makes recommendations for how work-life balance should be achieved. To successfully balance work and life, the employer must create policies that reduce employee workloads while maintaining organizational productivity.

Stress, despair, social dysfunction, and sensations of ineptitude and uncertainty are all signs of psychological discomfort (Goldberg, 1972). According to (Klainin-Yobas, 2016), psychological well-being is an essential component that can enhance health and extend life. They demonstrated the links between psychological wellbeing as well as the opportunity to live a satisfying life by emphasising the association between work-family conflict and psychological suffering."

For this research, psychological wellbeing was being analyzed by using the scale of psychological distress. According to (Horvath, 2018), High-level interpretations have a greater influence on a person's long-term health. According to Self-Determination Theory, the societal environment is critical in meeting basic mental requirements.

2.3.6 Work Pressure (WP)

Work pressure (WP) should be distinguished from work stress. Stress is defined as a harmful response that occurs when an individual is in a threatening situation for a period of time and is unable to get out of it. With such a definition, WP may be seen as one of the hazardous circumstances, and as a result, it seems to be connected to stress. Stress and WP vary from one another in that stress is sustained more often than WP is variable. While WP could be one of the stressors, under normal circumstances, a person might perceive WP as high or even low without feeling stressed. As a result, it implies that stress's "wavelength" is longer than that of WP.

According to Gallie, a variety of variables, including skill, job control, new technology, job security, and the number of hours worked, all have an impact on WP. The stress that the workers may be under as a consequence of the demand might lead to a decline in wellbeing. WP is one of the elements that adversely impacts workers' health and well-being, according to several studies. As opposed to what the company anticipates, WP has been proven to increase work-related stress and impairment.

- ❖ Work Life Balance (WLB) Impact on work rotation schedule.

Goddard et al. (2006) found that burnout, decreased job satisfaction, and a lack of organizational commitment are all linked to environments where pressures at work are combined with psychologically generated stress (job threat stress). High levels of stress are associated with poor health, particularly when people lack coping mechanisms or employ inadequate coping mechanisms. Non-work outcomes such as

life, family, marriage, and leisure happiness, as well as family performance, were connected to good work-life balance and minimal work-life conflict.

❖ The Signs of Unhealthy Work-life Balance

2.1 Weariness. We get physically and mentally exhausted when we consistently put in long hours at work and do not establish a separation between personal and professional lives. Your clarity of thought and hand-eye coordination diminish as a result. We work less effectively and are more prone to errors. We run the danger of harm, responsibility, and even damage to our professional image due to poor or inadequate performance since our thoughts are foggy and our reflexes are slower.

2.2 Ignorance. We miss significant family occasions when we don't set boundaries between our job and home life. We also miss special occasions, such as birthdays and anniversaries. Our absence can seriously harm our connections making loved ones feel unappreciated by spending time with them.

2.3 No relationships. We don't spend any time fostering and expanding our connections since we are so preoccupied with our work. Friends are a crucial component of our support network. They provide us with good energy and support and prevent us from being isolated as a result of our heavy workloads. To achieve balance in our lives, feel fulfilled, and find personal happiness in life, we must surround ourselves with supportive people. Yet friendships must be fostered. Without this, things lose quality or don't last as long.

2.4 The workload grows. we will receive a higher salary as a result of consistently giving greater effort at work. We shall be given more duties and obligations. While adopting this action may be a great way to advance professionally and increase our income, we must watch out that it does not have a detrimental effect on different aspects of our lives. The going here is shaky that might quickly spiral into an unending cycle of work, concerns, and expectations.

2.5 Stress may linger for a long time if there is either no work-life balance or an inappropriate amount. Cardiovascular disease, issues with sexual function, a weakened immune system, migraines, backaches, acne, depression, weight gain, substance abuse, anxiety, difficulty, memory loss, irritability, and difficulty focusing inadequate adaptive techniques feelings of helplessness, and mental and physical exhaustion are all possible effects of stress. It's simple to understand health effects of your profession and stay away from statistics. Be in charge of your schedule, job, and personal life. Both a fulfilling work life and a satisfying personal life are possible. This is quite likely and in your control. The most effective work-life balance successful with rewarding pertaining to you must be achieved by having a strong desire for it and being ready to make changes.

❖ Significance of stress management

During the past few decades, job stress has increased across all industries, with significant performance repercussions. Despite the significance of stress management, there hasn't been a good program in place. Job stress must be closely monitored and managed since it has an impact on productivity outcomes. Although while organizations provide employee support programs like stress management and flexible work schedules, the complex nature of stress still seems to have a detrimental impact on health and work-life balance. So, for increased productivity, it is the obligation of both the company and the employee to support a better work-life balance.

- ❖ Two elements influence how much stress people bring to work from their personal lives.

Career Concerns: *A lack of job security is a significant career concern that can be stressful. Status incongruity, or having jobs with less status (power, prestige), can make employees anxious and lead to second career concerns.*

Geographical Mobility: *Because they interfere with daily routines, geographic moves can be stressful. The relocation process can be made even more difficult when it involves a job transfer. The transferred employees are probably going to feel uncontrollable and unpredictable in their new workplaces as well.*

2.4 RESEARCH FRAMEWORK

The conceptual model developed for this study was derived from a literature review. This study initially assumed that there is a relationship between of Work-Family Conflict , Family -Work Conflict are indications or elements of an employee's work-life balance and wellness The researcher opted to utilise these two issues as the two key factors in assessing work- life balance, and three variables - satisfaction with life, job satisfaction, and psychological discomfort - in evaluating workers' well-being impact on a work rotation schedule occurs among the operational company worker as shown in Figure 5.

Each Six (6) hypotheses as shown in the figure represents related and non-related contribution factors toward Psychological Well-Being.

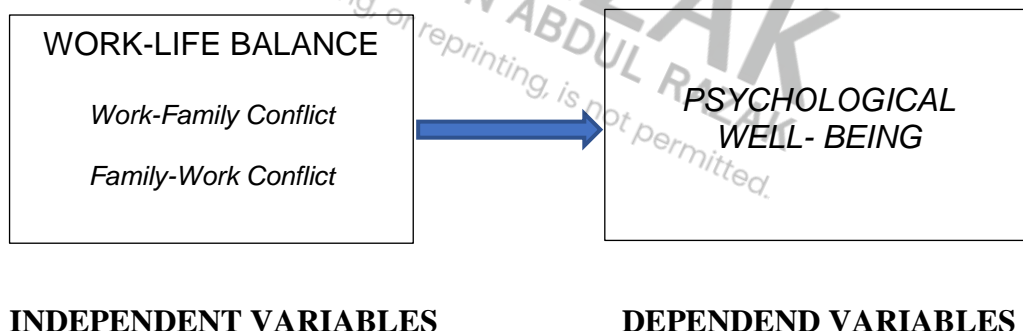


Figure 5: Theoretical Framework of the Relationship between Work Life Balance and Psychological Wellbeing

Associated Theories Driving the Conceptual Framework's Development

The notion of human capital, which connects independent variables to mediating and dependent ones, is used in this essay. The decision to internalize or externalize

employment is based on a comparison of the projected rewards for employee productivity. Moreover, turnover has a negative correlation with work satisfaction. Employees anticipate being appropriately compensated for their jobs. Employees are likely to be dissatisfied with their work or leave, which has an impact on their productivity if that expectation is not met. Notably, job satisfaction and intentions for turnover were correlated, according to Hellman's (1997) validated research.

Model for the Theory of Technological Adoption (TAM)

The goal of the literature on technology acceptance is to investigate how people's views impact how they use and perceive technology. Understanding the factors that might affect people's adoption of new technology has become an increasingly essential topic as a result of the rapid proliferation of new tools and gadgets. The acceptability of technology has been explained by several writers. There are several models accessible in the psychological and social literature nowadays. The TAM is the most significant model of technological acceptance. A person expects his or her desire to use technology, and that intention indicates actual usage of perceptions about a new sort of information technology, according to TAM, which is based on Reasoned Action Theory (IT). Associated Theories Driving the Conceptual Framework's Development

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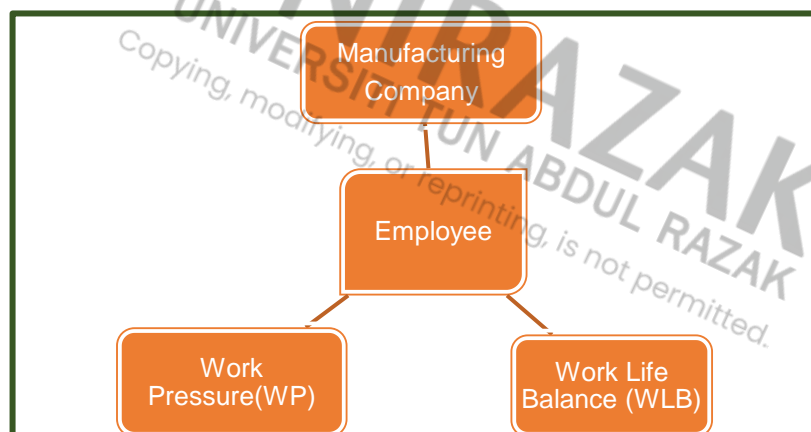


Figure 6 - Technology Acceptance Model (TAM)

Indices of Development Readiness (TRI)

The technology readiness index (TRI), a 36-point scale used to gauge people's propensity to embrace and employ cutting-edge technologies, was first published in a

service research magazine more than 10 years ago. Since then, academics have employed it in a variety of scenarios across more than two dozen nations. In the meantime, several ground-breaking technologies were just launched a decade ago, such as:

The first phase of the research project involved identifying the four dimensions of technological availability, which are access, skill, confidence, and motivation. In the second phase, the authors used these dimensions to develop a new version of the TRI that is more comprehensive and up-to-date. Mobile commerce, social media, and cloud computing are already having a significant influence on people's lives. Based on their understanding of the TRI and the considerable changes in its technological environment, the authors started a two-phase research project with the goal of updating and upgrading the TRI. Technological availability is a gestalt that, by combining psychological motivators and inhibitors, characterizes a person's propensity to employ new technology (Parasuraman 2000).

The structure is multilayered and contains Four dimensions:

The first phase of the research project involved identifying the key dimensions of technological availability, while the second phase focused on developing a comprehensive measurement tool for the TRI that incorporates these dimensions. The authors believe that this updated and upgraded TRI will provide a more accurate assessment of individuals' technological readiness and help organizations better understand how to support their employees in adopting new technologies.

- i. *Optimism: a favorable opinion of technology and belief that technology has given people more power, flexibility, and efficiency in life.*
- ii. *Innovativeness: a propensity to adopt new technologies first*
- iii. *Uncomfortable: needing to exert control and feeling overpowered.*
- iv. *Insecurity: mistrust of technology due to concerns over privacy and security*

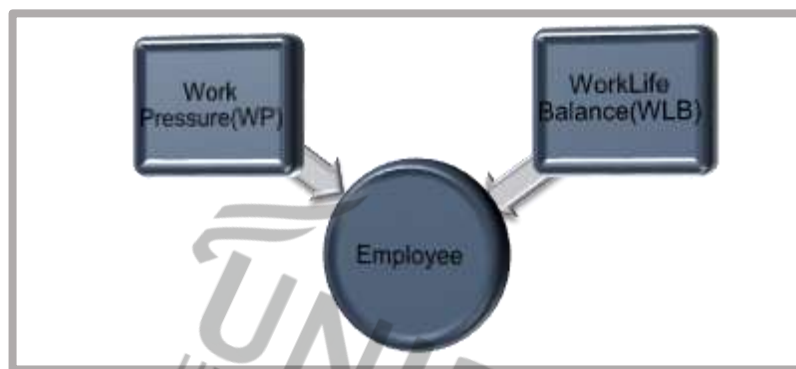


Figure 7 - Frame of Concepts

Mental health is just as important as physical health, and seeking treatment for mental health issues should be viewed in the same light as seeking treatment for physical ailments. It is essential to prioritize self-care and seek help when needed to maintain overall well-being. Yet this connection functions in another way. It is important to note that seeking mental health treatment does not necessarily mean that one's life will be completely free of challenges or difficulties. However, it can provide individuals with the tools and support they need to better manage these challenges and maintain a fulfilling life.

2.5 HYPOTHESIS DEVELOPMENT

Hypothesis 1: There is a significant relationship between Work-Family with Work Satisfaction

Hypothesis 2: There is a significant relationship between Family-Work with Work Satisfaction

Hypothesis 3: There is a significant relationship between Work-Family with Psychological Distress.

Hypothesis 4: There is a significant relationship between Family-Work with Psychological Distress.

Hypothesis 5: There is a significant relationship between Work-Family with the Family Satisfaction

Hypothesis 6: There is a significant relationship between Family-Work with the Family Satisfaction

2.6 SUMMARY OF CHAPTER 2

This chapter explicates the excessive literature review that was studied prior to this research which is the foundation for the underpinning theory on manufacturing Malaysian employees with work-life balance factors. The chapter details the account for all the selected factors Occupying; Job Satisfaction, Family Satisfaction, and Psychological Distress impact to a worker's well-being.

CHAPTER 3 :

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The research technique and methodologies employed to ascertain the relationship between Psychological well-being and the identified stressors are thoroughly interpreted in Chapter 3. The research design, sample, and sample population acquisition strategy, data collection technique, operationalization, and measurement of each variable are also covered in this chapter. Finally, a thorough explanation of the data analysis methodology is provided.

3.2 RESEARCH DESIGN

Research design is a strategic plan that is charted during a study in order to reach valid conclusions, with particular consideration given the researcher's selection and assignment to conditions, data collection, and data analysis. Research designs may take a variety of forms, including experiments, observational studies, longitudinal designs, surveys, focus groups, and other nonexperimental methods. In research design, the researcher is expected to create their own step-by-step guidance in order to ensure the objectives of the research is met. It comprises the blueprint of the data collection, measurement and analysis of the gathered data and is the arrangement of conditions for collection and evaluation of data in a fashion which is designed to combine relevance to the research purpose.

A descriptive study will be undertaken in order to ascertain and be able to describe the characteristics and the relationships of the dependent and independent variables that are defined in this particular research of all the different type of research strategy, A survey research will be selected to conduct this research since it is the best scheme for collecting information from targeted individuals. A questionnaire that is adapted and modified from previous studies on manufacturing workers in the UK will be used for collecting information from the subject of interest to describe, compare and explain Malaysian manufacturing employees' knowledge, attitudes and behaviour towards the stressors and psychological well-being relationship. A cross-sectional study will be conducted among manufacturing employee area Klang Valley Malaysian via a non-contrived field study with minimal researcher interference. The unit of analysis will be individuals working at various platforms that belongs to the particular all department in company.

The results of the study showed a significant correlation between work pressure and work-life balance issues among factory employees in Klang Valley, Malaysian. The findings suggest that interventions to reduce work-related stress could potentially improve the mental well-being of these employees.

3.3 STUDY POPULATION AND SAMPLING PROCEDURES

According to Sundaram et al., (2016), the term “target population” refers to the category of people the researcher is interested in studying. In this research, the size the population in the selected Manufacturing Company that is currently operating in Malaysia in the South China Sea has about 3000 employees and service contractors.

The sample population needed for this research according to Taro Yamane, 1967 [34] is $n=97$ with $\pm 10\%$ precision level at 95% confidence level.

Size of Population	Sample Size (n) for Precision (E) of:			
	$\pm 3\%$	$\pm 5\%$	$\pm 7\%$	$\pm 10\%$
3,000	811	353	191	97

Table 1: Taro Yamane sample population table

Probability sampling will be used for this research since this study has a population frame and a simple random sampling will be chosen to conduct this study since any individual in the population has an equal possibility of being selected for this research and has the most negligible bias.

Population and Sampling

In order to be more precise with the study's objectives, the employees that work in manufacturing company are the chosen population for this research. Individuals that work in this particular industry are the suitable respondents to obtain their feedback, opinions or even suggestions regarding this study.

Population of Study

For a narrower scope, the personnel among all sectors in the manufacturing company in Klang Valley are the target audience for this research. Moreover, these individuals work extremely long hours and spend a lot of time travelling to work as opposed to other company workers in Malaysia operating outside the Klang Valley office. In this study, researcher could employ probabilistic sampling strategies that reflect the

population to allow generalisability. Unfortunately, due to a constraint of accessibility to every personnel in the manufacturing company in Klang Valley, probability sampling is not practicable in this study. Non-probability sampling was employed in this cross-sectional survey to get data from the whole population.

3.3.1 Sampling Method

The comfort sampling approach was utilised in this study as a non-probability sampling strategy. Non-probability sampling is a sampling method in which the likelihood of each individual being chosen for a sample may be calculated, which in the case of this study, is the manufacturing company personnel in Klang Valley. In this study, the sample size is the manufacturing company personnel ranging between 200 and 220 people. This sample size was calculated using Krejcie and Morgan's sample size table. The (Krejcie, 1970) formula, or the usage of tables derived from the formula, is a commonly used and acknowledged technique for estimating sample size. Once the investigator alters the tabular value based on the population size, which should be less than or the same as 120, these sample size methods create similar sample sizes.

3.3.2 Respondents of the Study

The sample population will include the job scopes of 210 respondents consisting of employees from all departments in the manufacturing company are the unit of analysis for this research. The individuals that work at a Manufacturing company in Klang

Valley are the chosen unit to answer the questionnaire to gather their opinions towards this study that focuses on their work-life balance and also their well-being at work.

3.4 DATA COLLECTION METHOD

According to Taro Yamane's sample population theory, with more than 3000 employees and contractors, only 97 valid questionnaires will be required for the reasoning and data analysis. However, as stated by Nigell Lindemann (2021), only 33% of respondents to questionnaire-based data-gathering methods really respond to the questionnaires. Hence, a set of 350 self-administered questionnaires through Google Forms will be blasted via social media apps, email, and the Internet to allow for quick access for respondents, cost savings, minimal researcher interference, and the avoidance of biases.

The questionnaire survey form is a quantitative technique and as a mean of primary data and this method is chosen for this study as it is a convenient method to get information from the respondents. According to Hox & Boeije (2005) define primary data is defined as first-hand data has been collected from the original sources to help the researcher get explicit and raw information needed to answer the research question.

The questionnaire will be in bilingual (English and Malay language) format to accommodate the majority of Malaysian manufacturing employees and contractors who do not have English as their 1st language in the identified organization. The questionnaire will be translated from English to Malay and the translated draft will be verified by a linguistic specialist who is fluent in both Malay and English. This is in

accordance with the back translation method suggested by Brislin (1980) [36] to ensure consistency in meaning. Although the sample size needed was between 200 to 220 employees, the questionnaire was distributed more than the required amount in case of unresponsive respondents. All of them had been explained beforehand about the contents and were aware that their answers in the form will be kept strictly confidential. The data collection is estimated to begin in Mid of August 2023 and is expected to complete by the end of End August 2023. This whole process of distributing and collecting respondents took around 2 weeks in total.

This research will be analysed based on secondary data as well to support the findings and theory as well as the data collected from the questionnaire. Secondary data is data recorded and gathered from previous research such as journals, websites, articles, and other databases. Secondary data can be separated over time since it is made accessible to readers. It helps the researcher get more information and shows a strong indication that the source is accurate and based on the facts.

This study's objectives were achieved through the use of a quantitative strategy. In quantitative research, ideas are measured using scales that either directly or indirectly offer numerical data. There was A descriptive survey design used in this investigation. In order to characterize a huge population, information that is impossible to directly see is gathered via surveys. This research gathered data and sent self-administered survey questions through email and WhatsApp groups to possible responders. Due to the survey's broad geographic distribution, participants were contacted through WhatsApp groups and emails.

There are a number of reasons why self-administered surveying through a questionnaire was used for this research. Thus, it was suitable to use surveying through a questionnaire in this investigation. Using an electronic questionnaire for electronic dissemination was more affordable and practical. Also, prospective responders find it easier to complete an electronic questionnaire form since they get the right instructions for responding to each question. Also, individuals may submit their responses straight after completing the questionnaire.

3.5 OPERATIONALIZATION AND MEASUREMENT

The questionnaire will be divided into 6 segments with the 1st segment covering the demographic measurements whereas the last 5 segments will be covering each independent variable.

To determine the respondent's agreement with the question, a 5-point Likert scale method will be used. A Likert scale is a scale used to measure surveys taken directly from the respondent on a single factor. To minimize information bias and to ensure that no sensitive information was concealed, all questionnaires will be on an anonymous basis. The employees will be reassured that the data would be used for research purposes only and that the questionnaires would not be released to their respective organizations.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Table 2: 5 Point Likert Scale

Independent Variables

- I. Demographic information [age; education level, marital status, years of work experience and job titles]
- II. Questions related to Work-Family Conflict
- III. Questions related to Family-Work Conflict
- IV. Questions related to Work Satisfaction
- V. Questions related to Family Satisfaction
- VI. Questions related to Psychological Distress

Dependent Variable

- I. Psychological Well-Being

Table 3 below summarises the explanation of the research instruments.

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Table 3*Construct and Sources*

Variable	No. of Items	of Scale	Source
Family-work conflict	5	5-point Likert scale	Netemeyer et al. (1996)
Work-family conflict	5	5-point Likert scale	Netemeyer et al. (1996)
Family satisfaction	5	5-point Likert scale	Diener et al. (1985)
Work satisfaction	5	5-point Likert scale	Hackman and Oldham (1975)
Psychological health	5	5-point Likert scale	Goldberg & Williams (1988)
Demographic factor	6	5-point Likert scale	Hu, Steward-Brown, Twigg & Weich 2007
Total	33		

The research aim, conceptual framework, hypothesis, and literature review were all incorporated into the questionnaire for this study. This study employs recognized and established questionnaire to determine work-life balance as well as the interference of work and family roles among workers in the manufacturing company in Klang Valley.

The questionnaires for this study were adopted from the previous research as stated in the Table 3 above.

Questionnaire Design

Survey research was employed as one of the study's research methodologies. This study primarily relied on the survey method as it was developed to capture the information relating to the research objective. A structured questionnaire was issued to manufacturing company personnel in Klang Valley, which included demographic as well as all characteristics, to evaluate the impact of work-life balance on workers' well-being. A questionnaire is a general word for any form of data collection in which each subject is required to collect responses to survey questions in a specific order.

This structured questionnaire consists of three (3) sections which is Section A, Section B and Section C. For Section A, the questions are about respondent's background information and it is divided into two (2) subsections which are the demographic characteristic and also work-related question. As for the demographic questions, it consists of questions on gender, age, marital status and also child status. Another subsection comprises of questions related to respondent's work. Work related questions included in the questionnaire are the total working hours in a day.

As for the next section (Section B), the questionnaire covers five (5) subsections (as per table below). It is separated into five segments: family-work conflict scale, work-family conflict scale, and psychological health scale, which were used to assess

participants' well-being; family satisfaction scale, work satisfaction scale, and psychological health scale that are being used to evaluate respondents' work-life balance. Each of the subsections contains an equally five (5) related questions to each variable.

Table 4

Subsections of Questionnaire

No	Independent Variable	Objective
1	Family-Work Scale	measuring participants' work-life balance
2	Work-Family Scale	
3	Family Satisfaction Scale	to assess participants' wellbeing
4	Work Satisfaction Scale	
5	Psychological Scale	

For Section C, it consists of questions that require the respondents to make some comments on their overall satisfaction towards their current work-life balance available at their workplace. This also includes questions on suggestions that the respondent's company should take in order to improve employees' work-life balance.

To answer the questions on Section B, 5-point Likert scale was used for respondents to rate their satisfaction and the results were used to examine the

relationship between independent and dependent variables, as shown in the range mentioned below. The responses ranged from 1 (strongly disagree) to 5 (strongly agree). In terms of outcomes, high scores are indicative of high level satisfaction for both variables of family satisfaction and work satisfaction. In addition, higher scores indicate low results for the variable of psychological distress.



Layout of the Questionnaire

Below is the layout for questionnaire:

Table 5

Layout of Questionnaire

SECTION	TOPIC	NUMBER OF ITEMS
A	Gender, Age, Marital Status, Number of Children (if have), Members of family dependency, WorkingHours in a day	6
B	Family-Work Conflict, Work-Family Conflict, Work Satisfaction, Family Satisfaction, Psychological Distress	25
C	Comments on Satisfaction Work Life Balance in Workplace and Suggestion on Action Taken thatEmployer Could Improve.	2

3.6 DATA ANALYSIS TECHNIQUES

The technique of data analysis is a crucial part of the research and the researcher should be able to identify the right *modus operandi* in order to get the desired results. It is the application of logic to comprehend a subject. The data identifying a systematic method and summarizing the important information the research has revealed may be included in the data analysis approach. The data collected through the surveys will be analyzed using the IBM Statistical Package for Social Science Version 26.0.1 (SPSS 26.0.1), which will run reliability analysis, descriptive analysis, frequency distribution analysis, correlation analysis, and multiple regression.

RELIABILITY ANALYSIS

A reliability test will be carried out to determine the trustworthiness of the data for the analysis to determine whether or not the data obtained from the survey is reliable for the analysis. According to Ursachi, Horodnic, and Zait (2013), before the data is analyzed, the acceptable level of error needs to be determined. The error is classified as a Type 1 error, which serves as a standard for what constitutes an acceptable margin of error. The accuracy of multiple-question surveys using the Likert scale is evaluated using Cronbach's alpha. The range of Cronbach's alpha should be between 0 and 1, with a minimum acceptable limit of 0.7, according to Hair Jr., Black, Babin, & Anderson (2014).

Cronbach' Alpha	Internal Consistency
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
≥ 0.9	Excellent

Table 6: Interpretation of Cronbach's Alpha

DESCRIPTIVE AND INFERENTIAL STATISTICS ANALYSIS

Typically, in most research conducted on groups of people, both descriptive and inferential statistics will be used to analyze the results to draw conclusions. According to Krosnin (2008), descriptive analysis is an analysis method of data that helps to explain, examine and summarize data in a quantitative and constructive way such that patterns might emerge that will satisfy every condition of the data that had been gathered. However, descriptive analysis alone will not be sufficient to make conclusions beyond the data that had been analyzed regarding the hypotheses that are made for this research.

They are simply a way to describe the gathered data based on the sample population. Hence why, the descriptive analysis is paired with inferential analysis which is a strategy that allows the use of the sample population data to make generalizations about the populations from which the samples were drawn. The descriptive analysis

which will consist of the percentages and frequency of each variable of the respondent will be used quantitatively using values for each stressor's means and standard deviations in this research and an inferential analysis based on secondary data will be used for a more precise and reliable analysis.

Level	Mean Score
Low	1.00 – 2.33
Moderate	2.34 – 3.67
High	3.68 – 5.00

Table 7: Mean Score Level for Descriptive Analysis

FREQUENCY DISTRIBUTION ANALYSIS

According to Gravetter FJ and Wallnau LB (2000), one of the common methods for organizing data is to construct frequency distribution which is an organized representation of the number of individuals in each category on the scale of measurement either in tabulated or graphical format. It allows the researcher to have a glance at the entire data conveniently and presents a picture of how the individual observations are distributed in the measurement scale. The frequency of the analysis will be carried out to gather a total number of responses corresponding to various values of a single variable and to determine the majority and minority levels of respondents in the demographic data.

CONFIRMATORY FACTOR ANALYSIS (CFA)

This is a sort of statistical technique, which is mainly used regarding verifying all the structural factors regarding set out observable variables. On the other hand, it can be better said that CFA also allows going to test the very hypothesis of the research study and finds the relationship among the observed variables as well as the underlying latent constructs that exist. As per opined by Bastian et al. (2020), in order to develop as well as validate the measurement model CFA analysis adds value and facilitates a lot. Therefore, it can be better said that this analysis helps test how the measured variables of this research study represent the very numbers of the construct. This is a multivariate procedure, which is the statistical one that facilitates this current research study.

Talking about the CFA factor it can also be stated that it has held in allowing better business practices and has also helped in contributing better statistical aspects for progressive growth. On the contrary, it can also be demonstrated that these factors have helped in testing the overall hypothesis. Through this better structure of the business is being designed. In simple terms, it can also be denoted that these as aspects are considered highly effective in boosting the current research study and other variables as well. However, there are many interventions that have highly contributed towards the overall development of goods and services. Long with that, it is also considered highly progressive in altering the current business segments and also focuses on the current business segment that needs to be analysed for progressive growth. Hence this model has helped in facilitating the ads and other facilities for focusing on the validities and also measuring the current variables of the study.

CORRELATION ANALYSIS

Analysis of correlation will be considered for this study because it will be used to examine and determine how the independent and dependent variables of this study relate to one another. A person's correlation is used for studying and looking at the connection between two quantitative and continuous variables. According to Guildford (1973), the Pearson correlation measures the strength of the linear relationship between two variables. It has a value between -1 to 1, with a value of -1 meaning a total negative linear correlation, 0 being no correlation, and + 1 meaning a total positive correlation. It indicates that the two variables are linked to each other.

R	Strength of Relationship
<0.20	Almost negligible
0.20 – 0.39	Low correlations, definite but small relationship
0.40 – 0.69	Moderate correlation with substantial relationship
0.70 – 0.89	High correlation; marked relationship
>0.90	Very high correlation; very dependable relationship

Table 8: Correlation Table

MULTIPLE REGRESSION ANALYSIS

Finally, multiple regression analysis will be conducted to investigate the significance of the relationship between the contributing factors and wellbeing. Likewise, the significance of each stressor to the relationship

3.7 SUMMARY OF CHAPTER 3

A detailed study of the researcher's methods and strategies for measuring the dependent and independent variables is clearly outlined in this chapter. In addition, the study design, population, and sampling technique were all mentioned in this chapter. The chapter also covers the research design, sample and sample population acquiring strategy, data collecting method as well as operationalization and measurement of each variable. Finally, the method of data analysis is explained comprehensively.

CHAPTER 4:

RESEARCH FINDINGS

4.1 Introduction

This chapter outlines the study's findings. In order to achieve the research's goal, the entire hypothesis was tested and analyzed. The software used to analyze the data is IBM SPSS Statistics. There are five sections in this chapter. The profile of the study's respondents is described in the first part using percentages. The descriptive statistics for the study's variables are discussed in the next section. This chapter also covers reliability analysis using the Cronbach's Alpha method. The inferential analysis of Pearson Correlation is then presented in this chapter in order to evaluate the study's major premise. The final portion discusses the chapter's conclusion.

4.1.1 Response Rate

Although the URL link to the Google Forms was distributed among 350 selected employees, a total of 210 respondents answered and returned the questionnaire form through the Google Forms link given via WhatsApp and e-mail. By using Google Forms, the researcher was able to monitor the number of respondents and the statistics for each question.

4.1.2 Demographic Profile of Respondents

This section describes the background of the respondents of this study.

Table 9

Demographic Profile (Source: Develop for the research)

		Frequency	Percent
Gender	Male	105	50.0
	Female	105	50.0
Age	18-25	12	5.7
	26-35	50	23.8
	36-45	91	43.3
	46-55	48	22.9
	Above 56	9	4.3
	Marital status	Single	35
Married		166	79.0
Widowed		9	4.3
Do you have children?	Yes	163	77.6
	No	47	22.4
Do you look after any members of your family or any elderly relatives?	Yes	81	38.6

No	129	61.4
Hours per daythat you9 hours	133	63.3
normally work		
10 hours	55	26.2
> 11 hours	22	10.5
Hours per daythat you9 hours	133	63.3
normally work		
10 hours	55	26.2
> 11 hours	22	10.5

Table 9 above shows both genders were balanced with 105(50%) respondents respectively. Most of the 91 respondents (43.3 %) were between the age of 36 and 45.

This is followed with age category between 26 to 35, 46 to 55 and 18 to 25 years old with 50 respondents (23.8%), 48 respondents (22.9%) and 12 respondents (5.7%), respectively. While the rest, only 9 respondents (4.3%) were above 56 years old.

With 166 respondents, majority of the respondents were married (79%). This is followed by single with 35 respondents (16.7%). While the rest, only 9 respondents (4.3%) were widowed. The majority of the respondents had children with 163 respondents (77.6%), while the rest, 47 respondents (22.4%) had no children.

Out of total 210 respondents (N=210), 81 respondents (38.6%) were currently looking after their family members or their elderly relatives while the rest with 129 (61.4%) respondents were not. This also includes some of the single respondents or married

respondents that do not have children but also have the responsibility to look after their family members or elderly relatives.

As for the working hours, the respondents that worked 9 hours per day or normal working hours were 133 (63.3%). Followed with respondents working 10 hours per day with 55 respondents (26.2%). As for the rest, only 22 respondents (10.5%) had working hours more than 11 hours per day.

4.2 Descriptive Statistic Analysis (Mean)

For inferential statistic, compare means was used to analyse the relationship of the study variables to address the research objective. Figures 2 to 7. Typically, descriptive statistics are derived from all of the survey's questions and serve as the study's raw data output. All variables were measured using a 5-point Likert scale, with 1 signifying a severe disagreement and 5 signifying a strong agreement or demographic characteristics. Descriptive statistics are essential to the researcher because they lay the groundwork for further analysis, enable the research reader to reproduce the study, and give a summary of the results. The most significant descriptive statistics are those that focus on the central tendency. One of the most popular methods for characterising the main trend in quantitative research is the use of the mean (M). The descriptive analysis, mean analysis, and standard deviation analysis were done to examine the results of the respondent response. Standard deviation is the amount by which data deviate from the mean, whereas mean is the average produced by dividing the sum of the data by the amount of data in the set. A measurement of how closely the data is

clustered around the mean is the standard deviation. The average score will be contrasted with the findings of the mean and standard deviation analyses. Here is the mean score table:

Score	Level
1.00-2.33	Low
2.34-3.67	Moderate
3.68-5.00	High

Table 10 Mean Core Table

4.3 Descriptive Statistics of Variables of Study

The descriptive statistics of the study's variables are covered in this section. Family-work conflict, work-family conflict, work satisfaction, family satisfaction, and psychological distress are the seven primary factors in this study.

Table 11

A summary of the descriptive statistics analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Family-Work	210	1	5	2.50	0.999
Work-Family	210	1	5	2.77	1.105
Work Satisfaction	210	1	5	3.64	0.865
Family Satisfaction	210	3	5	4.20	0.583
Psychological Distress	210	1	5	2.50	0.950

Referring to Table 11, the lowest family satisfaction rating was 3 and the highest was 5. The average value was 4.2, with a standard deviation of 0.583. The average value of 4.2 suggests that family satisfaction is high. Based on the five-point Likert scale, the minimum and maximum ranges for Work-family balance, psychological distress, and job satisfaction were 1 and 5, respectively. Family-Work 2.50(0.999), Work-Family 2.77(1.105), Work Satisfaction 3.64 (0.865), Family Satisfaction 4.20 (0.583), and Psychological Distress 2.50 (0.950) were the mean and standard deviation values, respectively (Landell,1977).

4.4 Reliability Analysis

For this study, a reliability analysis was carried out. The reliability test had been carried out to guarantee that the assessment used in this study is dependable, regular, and consistent. Cronbach Alpha was used to calculate the reliability coefficients for all items on Family-Work Conflict, Work-Family Conflict, Satisfaction with work, satisfaction with family, and psychological distress.

Table 12

Reliability Test (Source: Develop for this research)

Variable	No. of Items	Alpha N= 210
Family-Work Conflict	5	0.889
Work-Family Conflict	5	0.930
Work Satisfaction	5	0.872
Family Satisfaction	5	0.673
Psychological Distress	5	0.910

The reliability coefficients for every variable tested using Cronbach Alpha are shown in Table 12 above. The reliability coefficients for the questionnaires were more than 0.6. As for the Cronbach Alpha value, Family-Work Conflict had 0.889, Work-Family Conflict had 0.930, Work Satisfaction had 0.872, Family Satisfaction had 0.673, and Psychological Distress had 0.910.

4.5 Inferential Statistics

4.5.1 Pearson's Correlation Analysis

Correlation is a method or estimate of a linear relationship's amplitude between two variables. There are three possible connections between the two variables:

If there is a strong linear association, a weak linear correlation, or no correlation at all (Fah & Hoon 2009).

The Pearson Correlation analysis was utilized in this study to examine the relationship among the variables.

4.5.2 Use of Pearson Correlation

Correlation analyses are that analysis whether and how strongly pairs of variables are related/ significant. This studied are used Pearson correction analysis. Pearson correlation analysis is used for examining and analyze the relationship between occupational stressor and job performance. This studied and compared the result generalized Pearson Correlation scale to identify and interpreted the strength of correlation as table below table 13.

Coefficient Range	Strength Of Association
± 0.91 to ± 1.0	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but define relationship.
± 0.01 to ± 0.20	Slight, almost negligible

Table 13: Pearson's Correlation Scale Model by David (1996)

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And Below table 14 are the Pearson's Correlation Statistic Analysis resulted on each of variable in this research.

Table 14

Correlations among Family-Work Conflict, Work-Family Conflict, Work Satisfaction, Family Satisfaction, Psychological Distress (N=210)

Pearson Correlation	Family-Work	Work-Family	Work Satisfaction	Family Satisfaction	Psychological Distress
Family-Work	1				
Work-Family	.733**	1			
Work Satisfaction	-.304**	-.432**	1		
Family Satisfaction	-.070	-.176*	.435**	1	
Psychological Distress	.509**	.674**	-.520**	-.124	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

Work-Family Conflict, as shown in Table 15, shows a weak negative connection with Family Satisfaction ($r = -0.176$, $p = 0.0110.05$). Secondly, Work-Family Conflict seems to have a negative impact on Job Satisfaction ($r = -0.432$, $p = 0.0000.05$). Work-Family Conflict, on the other hand, shows a somewhat positive connection with Psychological Distress ($r = 0.674$, $p = 0.0000.05$). Following that, there was a modest

negative association between Family-Work Conflict and Family Satisfaction ($r = -0.070$, $p = 0.314 > 0.05$). Finally, Family-Work Conflict had a moderately negative association with Work Satisfaction ($r = -0.304$, $p = 0.0000.05$) as well as a moderately positive link with Psychological Distress ($r = 0.509$, $p = 0.0000.05$).

4.6 Multiple Regressions

The results of the study's tests of the hypotheses are presented in this section. Multiple Regression Analysis was used to test six (6) hypotheses. As for this research, there were three (3) variables; Family Satisfaction (FS), Work Satisfaction (WS) and Psychological Distress (PD) used to measure the Wellbeing (dependent variable). Another two (2) variables; Family-Work Conflict (FWC) and Work-Family Conflict (WFC) were used to measure employees' Work-Life Balance (WLB) which is the independent variable.

Table 15

Results of the Multiple Regression Analysis with Family-Work Conflict and Work-Family Conflict as Predictors of Family Satisfaction

Coefficients^a

Model	Unstandardised Coefficients		Standardised Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	18.838	.413		45.627	.000
	Total FWC	-.258	.095	-.252	-2.720	.007
	Total WFC	-.092	.040	-.245	-2.306	.002

Dependent Variable: Total FS

$R^2 = .550$, Adjusted $R^2 = .440$, $F=5.395$, $P<0.05$

The findings of the Multiple Regressions Analysis (family-work conflict and work-family conflict) are shown in Table 15 which evaluates the impact of independent variables (family-work conflict and work-family conflict) on the dependent variable (family satisfaction). The regression results yielded an R^2 (R Square) value of .550, as seen in the table above. This means that the IVs (family-work conflict and work-family conflict) accounted for 55% of the variation that explained the DV (family satisfaction), with F value of 5.395 at p 0.05.

Thus, the above findings support below hypothesis:

Hypothesis 1: There is a negative relationship between family-work conflict (FWC) and family satisfaction (FS). The value of β is -0.252 which indicates the more family-work conflict is experienced by employees, the lesser level of family satisfaction will be achieved. The p value for family satisfaction is less than level of significance of 0.05 which is amounted of 0.007. Therefore, this hypothesis is accepted.

Hypothesis 2: There is a negative relationship between work-family conflict (WFC) and family satisfaction (FS). The value of β is -.245 which indicates the more work-family conflict (WFC) is experienced by employees, the lesser level of family satisfaction will be achieved. The p value for family satisfaction is less than level of

significance of 0.05 which is amounted of 0.002. Therefore, this hypothesis is accepted.

Table 16

Results of the Multiple Regression Analysis with Family-Work Conflict and Work-Family Conflict as Predictors of Work Satisfaction

Coefficients^a

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	22.570		28.345	.000
	Total FWC	-.076	.106	-.077	.475
	Total WFC	-.435	.077	-.552	-5.655

Dependent Variable: Total WS

$R^2 = .199$, Adjusted $R^2 = .191$, $F=25.742$, $P<0.05$

Table displays the results of a multiple regression analysis to assess the impact of independent variables (family-work conflict and work-family conflict) on the dependent variable (work satisfaction). The regression findings shown in the table above indicated that the R square value was .199. This means that the IVs (family-work conflict and work-family conflict) accounted for 19.9% of the variance that explained the DV (job satisfaction), with F value of 25.742 at p 0.05.

Thus, the above findings support below hypothesis:

Hypothesis 3: There is a negative relationship between family-work conflict (FWC) and work satisfaction (WS). The value of β is -0.77 which indicates the more work-family conflict (WFC) is experienced by employees, the lesser level of work satisfaction (WS) they will have. But the p value for family satisfaction is more than level of significance of 0.05 which is amounted of 0.475. Therefore, this hypothesis is not accepted.

Hypothesis 4: There is a negative relationship between work-family conflict (WFC) and work satisfaction (FC). The value of β is -0.552. As for that, work-family conflict is inversely connected to job happiness. It will have an interpretation based on how much work-family conflict employees encounter; the lesser work satisfaction level they will have. The p value for work satisfaction is less than level of significance of 0.05 which is amounted of 0.000. Thus, this hypothesis is accepted. As from the above result, the work-family conflict is the most solid determinants compared to other independent variables tested on work satisfaction.

Table 17:

Results of the Multiple Regression Analysis with Family-Work Conflict and Work-Family Conflict as Predictors of Psychological Distress

Coefficients^a

Model	Unstandardised Coefficients		Standardised Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	3.836	.687		5.588	.000
	Total FWC	.036	.076	.036	.467	.001
	Total WFC	.585	.066	.680	8.822	.000

Dependent Variable: Total PD

$R^2 = .501$, Adjusted $R^2 = .496$, $F = 103.8$, $P < 0.05$

The results of multiple regressions analysis on the impact of independent variables (family-work conflict and work-family conflict) on the dependent variable are shown in Table 17. (Psychological Distress). The regression findings shown in the table ahead indicated that the R square value was .501. This means that the IVs (family-work conflict and work-family conflict) accounted for 50.1 percent of the variance that explained the DV (psychological distress), with an F value of 103.8 at $p < 0.05$.

Thus, the above findings support the below hypothesis:

Hypothesis 5: There is a positive relationship between family-work conflict (FWC) and psychological distress (PD). The value of β is 0.36, indicating that the more the work-family conflict (WFC) faced by workers, the greater the psychological discomfort involved. The p-value for family satisfaction is more than the level of significance of 0.05 which is amounted of 0.001. Therefore, this hypothesis is supported. From the above analysis, psychological distress is the most solid determinants compared to other independent variables tested on family-work conflict.

Hypothesis 6: There is a positive relationship between work-family conflict (WFC) and psychological distress (PD). The value of β is .680, demonstrating that the bigger the workers' work-family conflict (WFC), the greater the psychological discomfort involved. The p-value for family satisfaction is less than the level of significance of 0.05 which is amounted of 0.000. Therefore, this hypothesis is supported.

4.7 Conclusion

This overall Chapter 4 presents all the results that are gathered from different tests and analysis of the questionnaire that is analysed using IBM SPSS Statistics. The result from Pearson Correlation Analysis shows the correlation between variables and on the other hand, In Multiple Linear Regression, there is an overview of acceptance or rejection of the proposed hypothesis besides examining the strength between variables as described below in Table 18.

Table 18

Summary of Multiple Linear Regression Analysis(Source: Develop for the research)

	Beta, β	P-Value	Hypothesis
H1: There is a negative correlation between family-work conflict and family satisfaction	-0.252	0.007	Accept
H2: There is a negative correlation between work-family conflict and family satisfaction	-0.245	0.002	Accept
H3: There is a negative correlation between family-work conflict and work satisfaction	-0.77	0.475	Reject
H4: There is a negative correlation between work-family conflict and work satisfaction	-0.211	0.000	Accept
H5: There is a positive correlation between family-work conflict and psychological distress	0.36	0.001	Accept
H6: There is a positive correlation between work-family conflict and psychological distress	0.681	0.000	Accept

4.7.1 Summary & Hypothesis of finding

The research results presented in this chapter are based on SPSS outcomes. Each of the five hypotheses is supported shown in Table 19 summary of Hypothesis finding.

Hypothesis	Significance	Conclusion
H1: family-work conflict has significant relationship with family satisfaction	substantiated	Support
H2: work-family conflict has significant relationship with family satisfaction	substantiated	Support
H3: family-work conflict has significant relationship with work satisfaction	substantiated	Support
H4: work-family conflict has significant relationship with work satisfaction	substantiated	Support
H5: There significant effect of family-work conflict with psychological distress	substantiated	Support
H6: There significant effect of work-family conflict with psychological distress	substantiated	Support

Table 19 Summary of Hypothesis Finding

This chapter is entirely based on the primary quantitative data analysis and adheres to the perceptions of nearly 210 respondents' points of view from the survey questionnaires. Moreover, the help of SPSS techniques helps in addressing the analysis of the reliability factor, correlation as well as multiple regression analysis for addressing the objectives of this present research work. It can be better said that with the help of analysis of the respondent's demographic analysis provides better outcomes

and facilitates this present research study. The hypothesis of this study has also been considered the significant one and has had an influence on the understanding of the wellbeing factors of the manufacturing employees and their impacts on the industry of Malaysia. This chapter mainly outlines the CFA analysis, also establishes the very reliability as well as validity measurement, and at the same time the survey analysis as well as the hypothesis testing.

Throughout this study it can be seen that the wellbeing factors which affect the professional and the personal lives of the employees who are working in the factory industry. In that scenario, the factory employees get affected more as they have to spend a long time in this industry apart from home. This situation creates mental illness among factory employees for they can be depressed regarding their professional lives on a large scale.

In order to work for the manufacturing sector in Malaysia, the organisation supposed arrange training session for the employees to prepare them for organisational well-being. For this training session, technological advancement has been prioritised among the employees as well as the offshore employees in an effective path. The workplace where the employees work for the manufacturing sector is risky enough and this creates a level of stress among the offshore employees of this industry. This risk increases the chances of physical as well as mental disorders among the employees on a large scale. From this research, it can be known that the factory employees of these industries can be attacked by cardiovascular diseases. In order to come out of the factory employees from this position regarding stress management has been

implemented for them with special care (Della Valle et al. 2020). This support maintaining the effectiveness of the employees for the manufacturing industry in the Malaysian market and most importantly, through that the physical, as well as mental, and psychological well-being of the factory employees, can be possible.



CHAPTER 5:

CONCLUSION AND THE WAY FORWARD

5.1 Introduction

Chapter 5 consists of the overall analysis that have been summarized from previous chapter, and explanation of the study's principal results and consequences. All of the constraints and suggestions for further study have been derived for this study as the future research will be improved by the implementation of the suggested recommendations based on the limitations encountered during completion of this research.

5.2 Discussion of Major Findings

5.2.1 Negative Correlation between Family-Work Conflict and Family Satisfaction

Once the correlation value is negative, the recommended hypothesis of a negative link between work-family conflict and family satisfaction is validated. The Multiple Regression result of -0.252 shows negative relationship that supports Hypothesis 1. These data suggest that as more workers encounter home-work conflict, the more dissatisfied they seem to be with their family situation, and the more dissatisfied they will be with their family situation. This suggests that conflicts arise when family occasions clash with work-related duties that can lead to decreased levels of family

happiness. There has been minimal research in the family and work research on the conflict of family trips with job-related tasks and its impact on family happiness. In a research of 1314 employees, Hill (2005) revealed a negative relationship between home-work conflict and family satisfaction (634 females and 680 male). The present study's results are consistent with Hill's previous research (2005).

5.2.2 Negative Correlation between Work-Family Conflict and Family Satisfaction

The hypothesis between work-family conflict and family satisfaction is correlated by negative relationship. This hypothesis has been analysed using Multiple Regression and result of $-.245$ also shows negative value, supporting Hypothesis 2. These findings imply that the more work-family conflict workers face, the worse pleased they would be with their home life. This happens when participation in one field makes participation in a second domain immensely difficult (Greenhaus & Beutell, 1985). As a result, greater job obligations may constrain or inhibit individuals from having time with family and friends, resulting in a reduced fulfilment with family issues. This illustrates that any work-related tasks that interfere with family trips promote friction between the work and family domains (Netemeyer et al., 1996). As a consequence of this stress, workers have become less happy with their family life.

5.2.3 Negative Correlation between Family-Work Conflict and Work Satisfaction

It has also been suggested that family-work conflict negatively correlates with work satisfaction. This hypothesis has been analysed using Multiple Regression and the

result of -0.77 shows negative value, supporting Hypothesis 3. The results of this study could well endorse Greenhaus and Beutell's (1985) assertion that involvement in the family domain allows involvement in the domain of work trickier, implying that every family-related events that interact with workplace activities increase tensions between those two domains, resulting in low job satisfaction.

5.2.4 Negative Correlation between Work-Family Conflict and Work Satisfaction

The hypothesis between work-family conflict and work satisfaction is correlated by negative relationship. This hypothesis has been analysed using Multiple Regression and result of -0.552 also shows negative value, supporting Hypothesis 4. These data suggest that the more work-family conflict people have, the less pleased they are with their jobs. This demonstrates that job duties, workplace period, and anxiety related to workplace anticipations and pressure seemed to have a negative effect on respondents' happiness levels with the type of employment they have been operating in their workforce, level of employees' job satisfaction, as well as commitment to their industries. The current results of the study support the premise that work-related duties that conflict with family outings produce time-based conflict (Yang, 2005), as job-related stressors and demands conflict with family-domain commitments, leading in strain-based conflict (Edwards & Rothbard, 2000).

The outcomes of the new study are consistent with prior research done by Hill (2005), Allen et al. (2000), and Netemeyer et al. (1996), which demonstrated negative relationships between work-family friction as well as work performance. Moreover, Frye and Breugh (2004) observed that employees who have high levels of work-

family conflict become less satisfied at work, which leads to reduced customer loyalty to their organisation. This is supported by the literature review.

5.2.5 Positive Correlation between Family-Work Conflict and Psychological Distress

The notion of a positive link among family problems with psychological suffering is proposed. This Hypothesis 5 has been analysed using Multiple Regression in order to derive the results of .036 as well as in supporting the hypothesis. This study also suggested that family-work conflict is linked to psychological distress. According to Frone et al. (1992), family-work conflict as well as anxiety have a beneficial link. Indeed, according to Frone et al. (1992), the association between anxiety and work-family conflict is stronger over time than the link between stress and work - life conflict. Hill (2005) managed to establish a connection between family problems and mental stress. According to the research, family-work conflict is frequently related with mental and substance addiction problems (Frone, 2000).

5.2.6 Positive Correlation between Work-Family Conflict and Psychological Distress

Work-family conflict is highly associated with mental trauma, according to the results of the study. Hypothesis 6 is validated by a value of .680. This study revealed that the greater the work-family friction faced by workers, the greater the psychological suffering exhibited. According to these results, respondents who experienced greater levels of work-family problems as a result of fairly higher job pressure and requirements, as well as extended hours invested in careers, had higher rates of

depression, difficulty concentrating, trouble sleeping, sadness, strain, and lack of self-confidence. Dikkers et al. (2007) in their studies, discovered a link between work-family conflict and mental trauma.

5.3 Implications of the Study

By conducting this research, the results should have some implications that give valuable and beneficial understanding to employee itself as well as towards organisation or company that they work for, towards the importance of work-life balance and the possible effects on worker's psychological well-being. A proper balance of work and family activities and obligations would improve a person's well-being, performance, quality and also productivity of the company. This study manages to provide a wider perspective on work-life balance, allowing for a better understanding of the demands both from job and family aspects, and the implications for the overall well-being of every individual in an organization.

One of the practical implications this research has is that manufacturing employee sector needs to implement work-life enrichment initiatives to attract new quality front-line employees as well as increasing the performance of retain and current workers. As for example, the manufacturing company can provide health benefits that also covers for at least their spouse or their parent. The availability of flexible schedule (shifts, hours or days) can also be implemented by the organisation to grow their level of work-life balance in the company.

The employer or the human resource of the organisation could also clarify all the needs and issues from their employees by conducting orientation or any other related

programmes such as team building activities. Such activity could reduce their stress level and can also increase their confident level as well as decreasing the level of psychological distress and work-life conflicts as a whole.

The results of this analysis also suggest that the intervention from government and labour regulatory agencies for industries employees could also give higher level of psychological wellbeing from the aspects of work-life balance in the organisation. The strict enforcement and laws on current regulatory regarding the benefits that they could minimum be enjoyed (for example, provisions for maternity and paternity leave, availability of childcare and other labour benefits) will extremely reduce their stress and time constraint problems.

In achieving the perfect level work-life balance, it is obviously impossible for all organisations to implement and execute, but as for these whole recommendations that have been suggested, these will be upright initiative and assisting of an organisation as a whole to uplift the level of employees' psychological wellbeing.

5.4 Limitations of the Study

In completing this study, there are some limitations encountered during several stages of the research. The main reason for the delay in answering the given questionnaires is the limitation and unavailability of time faced by some of the employees as some bankers were very busy with end of month closing and hectic daily work load. All these limitations and restrictions affected the statistical strength of this research as the sample size is smaller than the projected numbers.

Besides that, the sampling method used for this research is also considered as the limitation. The sample strategy employed in this study was convenience sampling. The individuals known by the researcher, easy to approach and the individuals available for answering the questionnaire were included in this research. Many arguments from past researcher claim that this convenience sampling method is less reliable, has no specific calculations or even specific table to be used as guidance in providing precise data. This has an effect on the percentage of chances of an individual to be selected in this research.

Another limitation towards completion of this study is when there are many studies from past researcher conducted limitedly focus on specific gender or even specific status such as female workforce, individual with children and single parent families. There are not widely tested and only some available studies that discussed on overall mixture types of employees in research. These gaps especially in literature create difficulties in gathering and analysed the variables.

5.5 Recommendations for Future Research

According to the research on work and family, job-family conflict is mostly caused by work conditions, whereas family variables are primarily responsible for family-work conflict (Grzywacz & Marks, 2000; Frone et al., 1992). The lack of research on the relationship between family-work disputes and pleasure could be attributable to the fact that work-family conflict occurs more frequently than family problems (Frone, 2003). Nonetheless, a low probability does not throw out the potential of linkages between family troubles and job satisfaction, as well as family-work conflict and

psychological distress. As a result, more study on this subject is advised. According to the most recent study, family-work conflict might have had a detrimental impact on employee performance. The relationship between work-family conflict and job satisfaction, on the other hand, was modest and won't achieve statistical significance. Family-work conflict was also expected to have a strong link with psychological distress. The interaction between those two factors was similarly very low, with no statistically significant.

A continuing investigation is required to identify how and then when sibling rivalry impacts people's well in employees' job satisfaction and mental trauma. Alternative measurements could be studied to see if there are any linkages between family problems and work satisfaction, including between family problems and emotional distress. Because the latest research employed objective, quantitative metrics, it is advised for future study in this sector to include subjective measures, qualitative methodologies such as interviews. The latest research solely employed research methods that focused with using information to measure hypothesis. The latest research concentrated on work-life balance, work-family friction or family problems was used to examine the intervention among work - family interface. According to the work – family research, growth or excellent spillover between family and work realms has to have a major influence on person's work-life balance and pleasure. Thus, future study should incorporate characteristics of interruption and also augmentation between work and home domains in order to quantify WLB and its influence on individual welfare. According to Grady et al. (2008, p.3), the phrase "work-life balance" seems to be more inclusive and encompasses "family, society, leisure, and private time." The latest research concentrated solely on people' families and jobs, leaving out

components of leisure, groups, and community. Future study must employ WLB in a wider meaning, including features of civic engagement and recreation. Personal salary and other financial environments have been excluded. According to family and work study, there is still a strong correlation among income and sentiments of well-being, as well as a significantly negative relationship between capital structure and anxiousness (Jacobs & Gerson, 2001). As a result, future studies must incorporate economic elements too such as personal income.

5.6 Conclusion

The primary goal of this research was effectively accomplished in researching the influence of work-life balance on workers' well-being, notably in the manufacturing company. The manufacturing employees working in Klang Valley are the selected sample to gather information in order to test the dependent and independent variables in this research. Work-family conflict or family problems were researched throughout the whole study in order to assess each individual's level of work-life balance. This study's independent variables include work-family conflict and family-work conflict, with the overall purpose of examining workers' levels of psychological well-being.

This research found a negative relationship and association between work-life equilibrium with work performance and satisfaction with life due to factors such as work-family conflict and family-work conflict. Growing demands and intervention from work activities into home life lead to poor or weak levels of job satisfaction and satisfaction with life. The result of the positive relationship between work-life balance with psychological distress also has been confirmed in this study.

This research also showed that work satisfaction is the most solid determinant compared to other independent variables tested on work-family conflict. These results reflected that high numbers of working days, excessive working hours, and the unavailability of workers' benefits will drastically reduce the well-being of the workers. In achieving a high level of well-being for the employees, some recommendations have been suggested in this study and the limitations of this study also have been addressed based on the output of those recommendations.



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APPENDICES



Appendix A: Questionnaire

MASTER OF BUSINESS ADMINISTRATION

RESEARCH TOPIC:

*Factors Occupying Psychological Well-Being At: Study of Manufacturing Company
in Klang Valley, Malaysia*

Dear Respondents,

Salam and Thank You for participating in this survey.

I'm a Master of Business Administration student in my last year at GSB-UNIRAZAK. The survey's primary emphasis is on the factors occupying psychological well-being at: study of workers at Klang Valley, a manufacturing business. A family-work conflict scale and a work-family conflict scale will be used to assess your levels of contentment with your work-life and family life, which is regarded as your levels of satisfaction with both. Family life in this inquiry refers to your personal life. A scale of family, job, and psychological health satisfaction will be used to quantify well-being, which is defined as happiness.

The full questionnaire should take approximately fifteen minutes to complete. Your personal information will remain confidential. The findings of this survey will be included in my final thesis.

Thank you.

If you have any queries regarding this survey please contact me, Zaimiwyati Binti Che' Azmi (Matric no: M211111041) via HP no: 014-2398057 or Email: c.a.zaimiwyati2111@ur.unirazak.edu.my

Questionnaire cited from :Kluczyk, M. (2013). The impact of work-life balance on the Mental Health of employees in the private sector in Ireland.

SECTION A

Please tick ✓ your answer in the appropriate box:

Sila tanda ✓ di dalam kotak yang bersesuaian :

DEMOGRAPHIC

1) GENDER (*jantina*)

Male (*Lelaki*) Female (*Perempuan*)

2) AGE (*umur*)

18-25 26-35 36-45 46-55 Above 56

3) MARITAL STATUS (*taraf perkahwinan*)

Single (*Bujang*) Married (*Berkahwin*) Widowed (*Janda/Duda*)

4) DO YOU HAVE CHILDREN? (*mempunyai anak?*)

a. YES, (please state no. of children) _____

b. NO

5) DO YOU LOOK AFTER ANY MEMBERS OF YOUR FAMILY OR ANY ELDERLY RELATIVES?

Adakah anda menjaga ahli keluarga anda atau mana-mana saudara yg lebih tua?

YES

NO

WORK RELATED

1) HOURS PER DAY THAT YOU NORMALLY WORK

Jumlah jam dalam sehari anda bekerja.

9hours

10 hours

More than 11 hours

SECTION B:

Please tick the most appropriate answer in the column.

Sila tandakan jawapan yang paling sesuai.

STRONGLY DISAGREE (SANGAT TIDAK BERSETUJU)	DISAGREE (TIDAK BERSETUJU)	NEUTRAL (NEUTRAL)	AGREE (BERSETUJ U)	STRONGLY AGREE (SANGAT BERSETUJU)
1	2	3	4	5

Levels of satisfaction with your family life will be measured using a family-work conflictscale as below:

Tahap kepuasan dengan kehidupan keluarga anda akan diukur menggunakan skala konflik keluarga-kerja seperti di bawah:

No	FAMILY-WORK CONFLICT	PLEASE TICK				
		1	2	3	4	5
1	The demands of my family/spouse/partner affect my work-related activities <i>Tuntutan keluarga saya/pasangan menjejaskan aktiviti yang berkaitan dengan kerja</i>					
2	My home lives affect my responsibilities at work. Such as, getting work on time, completing daily tasks, and working overtime. <i>Kehidupan di rumah saya menjejaskan tanggungjawab saya di tempat kerja. Contoh: masuk kerja pada masa yang ditetapkan, menyelesaikan tugas harian di tempat kerja dan bekerja lebih masa</i>					
3	Things I want to do at work sometimes don't get done because of the demands of my family/partner/spouse <i>Perkara yang saya mahu lakukan di tempat kerja kadang-kadang tidak dapat dilakukan kerana tuntutan keluarga saya /pasangan</i>					
4	I have to put off doing things at work because of demands on my time at home. <i>Saya terpaksa menunda perkara di tempat kerja kerana tuntutan masa di rumah</i>					
5	Family related strains interfere with my ability to perform job-related duties. <i>Ketegangan berkaitan keluarga boleh mengganggu keupayaan saya untuk melakukan tugas berkaitan kerja.</i>					

STRONGLY DISAGREE (SANGAT TIDAK BERSETUJU)	DISAGREE (TIDAK BERSETUJU)	NEUTRAL (NEUTRAL)	AGREE (BERSETUJ U)	STRONGLYAGREE (SANGAT BERSETUJU)
1	2	3	4	5

Levels of satisfaction with your work life will be measured using a work-family conflictscale as below:

Tahap kepuasan dengan kehidupan kerja anda akan diukur menggunakan skala konflik kerja-keluargaseperti di bawah:

NO.	WORK-FAMILY CONFLICT	PLEASE TICK				
		1	2	3	4	5
1	The demands of my work affect my home and familyactivities <i>Tuntutan kerja saya menjejaskan aktiviti rumah dan keluarga saya</i>					
2	Amount of time at work makes me difficult to fulfil my familyresponsibilities <i>Jumlah masa ditempat kerja membuatkan saya sukar untuk memenuhi tanggungjawab keluarga saya</i>					
3	Things I want to do at home not get done because of the demands at work <i>Perkara yang saya mahu lakukan di rumah tidak dapat saya lakukan kerana tuntutan di tempat kerja</i>					
4	My job produces strain that makes me difficult to fulfil familyduties <i>Tugas kerja saya menimbulkan tekanan yang membuatkan saya sukar untuk memenuhi tugas keluarga</i>					
5	Due to work-related duties, I have to make changes to myfamily plan activities <i>Oleh kerana tugas yang berkaitan kerja, saya perlu membuat perubahan kepada pelan aktiviti keluarga saya</i>					

STRONGLY DISAGREE (SANGAT TIDAK BERSETUJU)	DISAGREE (TIDAK BERSETUJU)	NEUTRAL (NEUTRAL)	AGREE (BERSETUJ U)	STRONGLYAGREE (SANGAT BERSETUJU)
1	2	3	4	5

Your level of work satisfaction:

Tahap kepuasan kerja anda ;

NO.	WORK SATISFACTION	PLEASE TICK				
		1	2	3	4	5
1	I am very happy with my work <i>Saya amat gembira dengan kerja saya</i>					
2	I will never think of leaving this job <i>Saya tidak pernah berfikir untuk meninggalkan kerja ini</i>					
3	I am satisfied with the work that I do in my job <i>Saya berpuas hati dengan semua tugas yang saya lakukan dalam kerja saya</i>					
4	I am not feeling stress in my work <i>Saya tidak berasa tertekan dalam kerja saya</i>					
5	The condition of my work-life are excellent <i>Keadaan kerja dan kehidupan saya adalah sangat baik</i>					

Your level of family satisfaction:

Tahap kepuasan keluarga anda :

NO.	FAMILY SATISFACTION	PLEASE TICK				
		1	2	3	4	5
1	In most way my family-life is close to my ideal <i>Kehidupan keluarga saya adalah yang paling penting</i>					
2	The condition of my family-life is excellent. <i>Keadaan hidup keluarga saya adalah sangat baik</i>					
3	I am satisfied with my family life <i>Saya berpuas hati dengan kehidupan keluarga saya</i>					
4	I have important things that I want in my family-life <i>Saya mempunyai matlamat penting dalam kehidupan keluarga saya</i>					
5	I would not change anything in my family-life <i>Saya tidak akan mengubah apa-apa dalam kehidupan keluarga</i>					

STRONGLY DISAGREE (SANGAT TIDAK BERSETUJU)	DISAGREE (TIDAK BERSETUJU)	NEUTRAL (NEUTRAL)	AGREE (BERSETUJU)	STRONGLY AGREE (SANGAT BERSETUJU)
1	2	3	4	5

Your level of Psychological Health will be measured using levels of psychological distress as below:

Tahap Kesihatan Psikologi anda akan diukur menggunakan tahap tekanan psikologi seperti dibawah :

NO	PSYCHOLOGICAL HEALTH	PLEASE TICK				
		1	2	3	4	5
1	Unable to enjoy day-to-day activities <i>Tidak dapat menikmati aktiviti harian</i>					
2	Lost much sleep over worry <i>Tidak dapat tidur kerana bimbang</i>					
3	Always in hurry when doing things <i>Sentiasa dalam keadaan tergesa-gesa apabila melakukan apa-apa perkara</i>					
4	Felt couldnt concentrate on what I am doing <i>Saya tidak dapat menumpukan perhatian kepada apa yang sayalakukan</i>					
5	Feeling unhappy/stress <i>Tidak berpuas hati / stress</i>					

SECTION C:

YOUR COMMENTS

- 1) In overall, did you satisfy on your current work-life balance at your workplace? *Secara keseluruhan, adakah anda berpuas hati atas keseimbangan kerja dan kehidupan semasa anda?*

<input type="checkbox"/>	Very dissatisfied (1)
<input type="checkbox"/>	Dissatisfied (2)
<input type="checkbox"/>	Satisfied (3)
<input type="checkbox"/>	Very Satisfied (4)

- 2) What do you think your employer could do to improve your work-lifebalance? *Apa yang anda fikir majikan anda boleh*

*lakukan untuk meningkatkan
keseimbangan kerja dan kehidupan
anda?*

THANK YOU FOR YOUR PARTICIPATION


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APPROVAL PAGE

**TITLE OF PROJECT: FACTORS OCCUPYING PSYCHOLOGICAL
WELL-BEING AT: STUDY OF
MANUFACTURING COMPANY IN KLANG
VALLEY, MALAYSIA**

NAME OF AUTHOR: ZAIMIWATY BINTI CHE'AZMI

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:

