



Faculty of Cognitive Sciences and Human Development

**FLEXIBLE WORK ARRANGEMENTS AND THEIR PATHWAYS TO HAPPINESS:
THE ROLES OF WORK-FAMILY CONFLICT, ENRICHMENT, AND
ORGANIZATIONAL COMMITMENT IN UTILITY SECTOR**

Allison Tan Yew Hui

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ALLISON TAN YEW HUI

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(Associate Professor Dr. Surena Sabil)

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ABSTRACT

Flexible work arrangements (FWA) have become increasingly prominent in today's evolving work landscape, as organizations seek to support employee well-being while maintaining productivity. This study investigates the effects of flexible work arrangements on work-family conflict, work-family enrichment and organizational commitment which in turn lead to employee happiness. Data was collected through questionnaire on employees from utility sector (N=200) and were analyzed using the Statistical Package for the Social Sciences (SPSS). The findings of this study revealed that flexible work arrangements were significantly associated with lower work-family conflict and higher organizational commitment, but showed no significant relationship with work-family enrichment. Additionally, work-family conflict was negatively correlated with happiness, while both work-family enrichment and organizational commitment were positively correlated with happiness. These results suggest that flexible work arrangements can contribute to employee happiness in the workplace, primarily by reducing conflict and enhancing commitment.

Keywords: Flexible work arrangements, work-family conflict, work-family enrichment, organizational commitment, happiness

ABSTRAK

Pengaturan kerja fleksibel (FWA) telah menjadi semakin menonjol dalam landskap kerja yang berkembang hari ini, kerana organisasi berusaha untuk menyokong kesejahteraan pekerja sambil mengekalkan produktiviti. Kajian ini bertujuan menyiasat kesan pengaturan kerja yang fleksibel terhadap konflik kerja-keluarga, pengayaan kerja-keluarga dan komitmen organisasi yang seterusnya membawa kepada kebahagiaan pekerja. Data dikumpul melalui kaedah soal selidik daripada pekerja dari sektor utiliti (N=200) dan dianalisis menggunakan Pakej Statistik untuk Sains Sosial (SPSS). Dapatan kajian ini mendedahkan bahawa pengaturan kerja yang fleksibel mempunyai hubungan yang signifikan dengan mengurangkan konflik kerja-keluarga dan meningkatkan komitmen organisasi, tetapi tidak menunjukkan hubungan yang signifikan dengan pengayaan kerja-keluarga. Selain itu, konflik kerja-keluarga dikaitkan secara negatif dengan kebahagiaan, manakala kedua-dua pengayaan kerja-keluarga dan komitmen organisasi dikaitkan secara positif dengan kebahagiaan. Keputusan ini menunjukkan bahawa pengaturan kerja yang fleksibel boleh menyumbang kepada kebahagiaan pekerja di tempat kerja, terutamanya dengan mengurangkan konflik dan meningkatkan komitmen.

Kata kunci: Pengaturan kerja fleksibel, konflik kerja-keluarga, pengayaan kerja-keluarga, komitmen organisasi, kebahagiaan

CHAPTER 1

INTRODUCTION

1.0 Introduction

In this chapter, the researcher will discuss and elaborate in general about the study to be implemented and describe some subtopics such as the background of study, problem statement, general objective and specific objectives. Research hypothesis and the conceptual framework will also be presented in this chapter. This will then be followed by the definition of terms, significance of study, the limitations and a summary to conclude the chapter.

1.1 Background of Study

Work-life balance is defined as “the extent to which an individual is equally engaged in and equally satisfied with his or her work and family role” (Greenhaus et. al, 2003). In this current era, achieving a good balance between professional work responsibilities and personal life has become increasingly challenging. This is due to the fact that the working environment has changed drastically over the years, thus becoming more challenging and fast paced. Smoktunowicz et al. (2017) stated that maintaining both professional and personal obligations while juggling multiple roles can lead to an increase in interpersonal and intrapersonal conflict. For many working individuals, balancing the responsibilities of work and family life has become their most challenging daily task.

Flexible work arrangements have been in discussion in the past few years but it was recently during the Covid-19 pandemic and its aftermath that it received greater attention. Multiple flexible work arrangements possibilities and ways to adopt them are discussed in articles as they seemingly have an impact on employees’ productivity and well-being (Shirmohammadi et al., 2022). Large corporations like Apple and Google have stated that

they will provide flexible work arrangements to their staff indefinitely and numerous other companies have started attempting the same.

In general, flexible work arrangements can be broken down into *flexplace* (where) and *flextime* (when) (Kossek & Michael, 2011). More precisely, flextime refers to having flexibility over one's working hours, which includes shortened workweeks, more accessible vacation days, and flexible start and end hours of operation. Flexplace, on the other hand, refers to regulations that allow workers to finish their work from places other than the actual office. These include working from home, working remotely, and telecommuting (Kossek & Michael, 2011).

Flexible work schedules, mental health, and opportunities for both professional and personal development are becoming more and more valued by employees. A key driver of employee well-being and productivity is achieving a balance between work and personal life. Research underscores that work-life balance plays a vital role in fostering a healthy state of mind, reducing stress, and enhancing organizational commitment (Ogunola, 2020). Moreover, work-life balance also acts as a driver of happiness. Work-life balance significantly influences overall happiness. Employees who achieve balance often experience higher levels of happiness and contribute positively to workplace outcomes (El-Sharkawy et al., 2023). Therefore, understanding how flexible work arrangements impact both work-family conflict (WFC) and work-family enrichment (WFE) is essential to designing strategies that promote happiness. This study aims to explore the relationship between flexible work arrangements and their impact on work-family conflict, work-family enrichment, and organizational commitment. By examining how these elements contribute to employee happiness, this research provides valuable insights for organizations aiming to enhance workplace well-being and productivity.

1.2 Problem Statement

Employee happiness is a critical component of organizational success. Happiness can be related to a common issue which is mental health. In recent years, mental health concerns such as stress, burnout, and anxiety have surged, highlighting the need for workplaces to better understand how they contribute to employees' overall well-being. A recent 2023 survey by the American Psychological Association, found that employees are happy with their work with many stating that they love their job and experience a positive working environment. While the survey findings indicate encouraging progress, the information also highlights areas that require improvement. 77% of workers were found to be unhappy as they reported experiencing work-related stress in the last month. In fact, a 2023 Gallup data reported that the most unhappy people at work are women and younger workers with 50% of the global workforce practising quiet quitting and 18% of the workforce are loud quitting. According to Ward (2022), one's decision to accept, remain at, or quit a job is influenced by their health and happiness at work, not the other way around. It acts as a driving force in that matter. Employees' mental and physical well-being is crucial, and research has shown that it affects how likely a company is to succeed. For example, it has been noted that workers who are happy and face less stress at work and at home are more likely to be satisfied with their jobs, which can have a big impact on both their personal and professional well-being (Koubova and Buchko, 2013). This has even been stated in a recent study that confirmed that happy employees are usually satisfied and motivated to work thus contributing more effectively, even in challenging economic and political conditions (Inayat & Jahanzeb Khan, 2021).

Flexible work arrangements (FWAs) have gained traction as organizations seek to improve employee well-being, productivity, and job satisfaction. However, the impacts of flexible work arrangements on employees' happiness are complex and multifaceted, often varying across different contexts. An important question to ponder about is whether these

flexible work arrangements improve or blur the boundaries between work and life. Numerous benefits could result from these new working methods, including better opportunities to balance the demands of work and home life. Nevertheless, they may also have disadvantages, such as a higher chance that people may work continuously in their spare time, which could harm their ability to recover and maintain a family life (Demerouti et al., 2014).

Therefore, this study aims to investigate the relationship between flexible work arrangements and happiness. It examines how flexible work arrangements affect factors such as work-family conflict, work-family enrichment and organizational commitment which in turn affects happiness. The goal is to provide organizations with actionable insights to develop strategies that simultaneously promote happiness creating a more resilient, engaged, and satisfied workforce.

1.3 Research Objective

1.3.1 General Objective

To investigate the effects of flexible work arrangements on work-family conflict, work-family enrichment and organizational commitment which in turn lead to employee happiness.

1.3.2 Specific Objectives

1. To investigate the relationship between flexible work arrangements and work-family conflict.
2. To investigate the relationship between flexible work arrangements and work-family enrichment.

3. To investigate the relationship between flexible work arrangements and organizational commitment.
4. To investigate the relationship between work-family conflict and employee happiness.
5. To investigate the relationship between work-family enrichment and employee happiness.
6. To investigate the relationship between organizational commitment and employee happiness.

1.4 Research Hypotheses

1. There is a significant relationship between flexible working arrangements and work-family conflict.
2. There is a significant relationship between flexible work arrangements and work-family enrichment.
3. There is a significant relationship between flexible work arrangements and organizational commitment.
4. There is a significant relationship between work-family conflict and employee happiness.
5. There is a significant relationship between work-family enrichment and employee happiness.
6. There is a significant relationship between organizational commitment and employee happiness.

1.5 Conceptual Framework

Based on the research objectives and hypotheses, a research framework was developed to determine the relationship between the independent variable and the dependent variable. The research framework was developed as shown below:

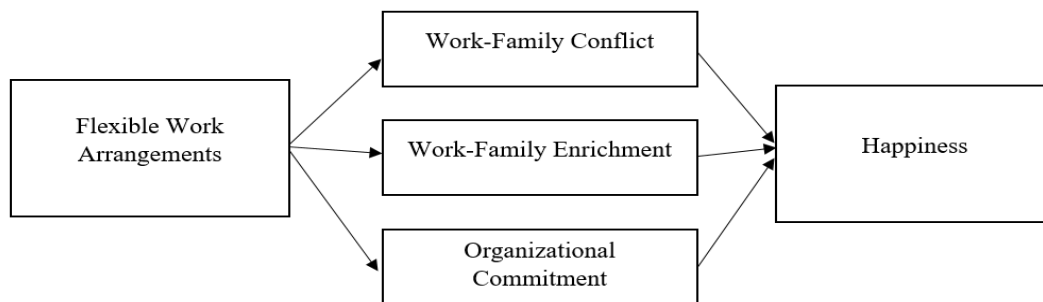


Figure 1: Conceptual Framework

1.6 Definition of Terms

This section will provide definitions of key terms used in this study. The terms discussed will be divided into conceptual and operational definitions. The terms that will be discussed are work-life balance, flexible work arrangements, work-family conflict, work-family enrichment, organizational commitment and happiness.

1.6.1 Work-life Balance

Conceptual Definition

Greenhaus et. al (2003) defines work-life balance as the degree to which an individual is both engaged in and satisfied with their roles in work and family life.

Operational Definition

An individual's ability to balance their time between work and personal life.

1.6.2 Flexible Work Arrangements

Conceptual Definition

Klindzic & Marić (2019) define flexible work arrangement as programmes developed by employers that provide employees with greater flexibility in their scheduling

Operational Definition

Organizational policies and practices that allow employees to work wherever and whenever.

1.6.3 Work-family Conflict

Conceptual Definition

Work-family conflict arises as a type of inter-role conflict when the demands on an individual's energy, time, or behavior in their work role interfere with fulfilling the demands of their family role (Greenhaus & Beutell, 1985).

Operational Definition

Work responsibilities which interfere with employees' responsibilities at home, thus causing conflict which includes time-based, strain-based and behavior-based conflict.

1.6.4 Work-Family Enrichment

Conceptual Definition

According to Greenhaus and Powell (2006), work-family enrichment refers to the "the extent to which experiences in one role improves the quality of life in the other role".

Operational Definition

The degree in which work experiences, skills and resources enhances an employee's performance, satisfaction and well-being in their family role.

1.6.5 Organizational Commitment

Conceptual Definition

According to Porter & Smith (1970), organizational commitment can be defined as an individual's involvement and identification with a certain organization.

Operational Definition

An employee's dedication and attachment towards the organization and their willingness to work towards the organization's goals. It consists of three components which are affective commitment, continuance commitment and normative commitment.

1.6.6 Happiness

Conceptual Definition

The extent to which an individual perceives the overall quality of their life in a positive manner or the degree to which one finds satisfaction in the life they are living (Veenhoven, 2017).

Operational Definition

Happiness is the employee's sense of well-being and satisfaction in life, and it includes their purpose connecting to different aspects in their life.

1.7 Significance of Study

The first significance is on the employees in terms of the well-being of the workforce. This research could significantly contribute to enhancing the overall well-being of employees within the organization. A positive work-life balance is essential not only for reducing stress and preventing burnout but also for promoting mental, emotional, and even physical health. This can ensure that employees are happy at work. A happier workforce is generally healthier, more productive, and more collaborative.

Next is the significance for the organization. For organizations, the study highlights the importance of flexible work arrangements as a strategy to foster a happier, more engaged, and committed workforce in terms of operation. From a financial perspective, reduced work-family conflict and improved enrichment in employees can lead to better performance and lower turnover rates which reduces the cost of recruiting and training new employees. From the human resource perspective, this study can improve talent management and employee retention, leading to a high-performing workforce.

Lastly is the significance towards policy makers. Policy makers can use the insights from this study to develop or refine labor laws and national policies supporting flexible work arrangements. By understanding the link between all aspects, new policies can be made that supports both the employers and employees. This includes initiatives that address and support work-family challenges, hence ensuring a healthier, more productive workforce.

1.8 Limitation

This study has several limitations to it. As this research is conducted in one organization only, the findings may not be generalized to other organizations. This is due to the differences in organizational culture, work policies and job structure. Job responsibilities also differ across organizations, affecting how well flexible arrangements meet employees'

needs. Thus, while this study offers valuable insights, its findings may be context-specific, and future research should consider multiple organizations to capture a broader range of experiences with flexible work.

The next limitation is that this study uses a quantitative approach in data collection. It only provides responses to participants' experiences with flexible work arrangements and reported happiness levels based on the questionnaire given. Hence, limiting the ability to make causal inferences about these relationships. While this can identify correlations between variables, they cannot show how flexible work arrangements might lead to changes in work-family conflict, enrichment, organizational commitment or happiness over time.

1.9 Summary

This chapter has provided an overview of this research. The research background, problem statement, research objectives, research hypotheses, conceptual framework, significance of the study and the limitations of study have been presented in this chapter. This sets as a foundation for the subsequent chapters in this research.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter contains the literature review of this study. This chapter will discuss the models and concept of flexible work arrangement, work-family conflict and work-family enrichment. It also discusses organizational commitment and employee happiness. Next, this chapter also encompasses discussions of previous studies. In addition to that, theories related to the study will also be included in this chapter. Lastly, a conclusion will conclude the chapter.

2.1 Flexible Work Arrangement

According to Klindzic and Marić (2019), flexible work arrangements are programmes developed by employers that provide employees with greater flexibility in their scheduling, enabling them to fulfil their job responsibilities while aiming to enhance organizational flexibility, promote a better work-life balance, and improve overall organizational performance. Flexible working arrangements (FWAs) are widely adopted practices by organizations around the world to address various challenges that arise from changing work environments. Based on the literature, there are several relevant flexible work arrangements. These include, working flexible hours, part-time work, job sharing, job shifting, working on weekends, working overtime, working for annual hours, flextime, temporary work, fixed term employment contract, subcontracting, telework, paid parental leaves, flexible leave arrangements, roster and shift selection, variable year employment, annual hour contracts, shortened work weeks and working from home (Stavrou, 2005). Research by Berkeley et al. (2017) suggests that employees are willing to put out more effort if flexible scheduling

enables them to maintain a healthy work-life balance. Flexible work arrangements aid in the more effective utilisation of human resources (HR) by offering the chance to assign workers and their time in accordance with the type of work required to be done (Berkeley et al., 2017).

2.2 Work-family Conflict

Work-family conflict arises as a type of inter-role conflict when the demands on an individual's energy, time, or behavior in their work role interfere with fulfilling the demands of their family role (Greenhaus & Beutell, 1985). Based on past research, work-family conflict can be divided into three major forms which are; time-based conflict, strain-based conflict and behaviour-based conflict. Time-based conflict states that a person's time may be divided between several roles. Generally speaking, time spent on one role's activities cannot be allocated to another. Next is strain-based conflict. This type of conflict occurs when strain from one role makes it difficult to perform in another role. The third form is behaviour-based conflict which occurs when behaviour that is appropriate at work is inappropriate at home (Greenhaus & Beutell, 1985). Greenhaus & Beutell (1985) had also proposed a model on the integration of research done on work-family conflict. The proposed model is as shown in Figure 1 below.

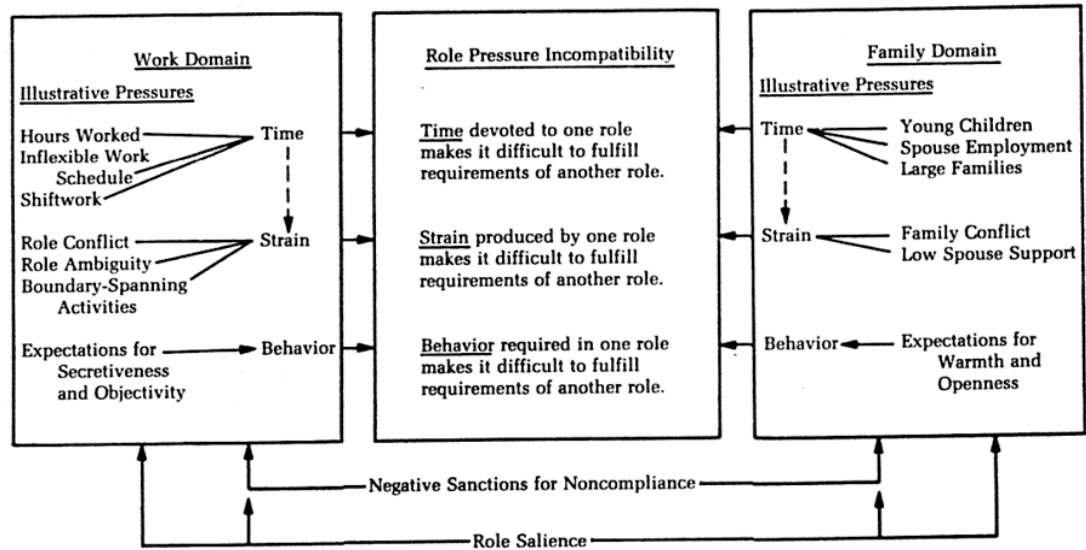


Figure 2. Work-family role pressure incompatibility. Adapted from “Sources of conflict between work and family roles,” by J. H. Greenhaus and N. J. Beutell, 1985, *Academy of Management Review*, 10(1), 76–88. Copyright 1985 by the Academy of Management. Adapted with permission.

According to Tkachenko (2023), in a modern day family, work is a challenging aspect in the family function. As work increasingly encroaches on personal and family time, families face the ethical challenge of maintaining boundaries to ensure meaningful interactions and emotional support. Additional challenges include navigating divorce, shifting gender roles, single parenthood, blended family dynamics, and balancing individual freedom of expression with family harmony. These complexities naturally highlight the importance of promoting ethical awareness within families by fostering values such as honesty, respect, responsibility, and empathy in the home environment.

2.3 Work-family Enrichment

According to Greenhaus and Powell (2006), work-family enrichment refers to the “the extent to which experiences in one role improves the quality of life in the other role”.

Additionally, work-family enrichment means positive experiences that one gains from a role which in turn improves one's performance in another role and this happens either directly or indirectly (Carlson et al., 2006). Greenhaus and Powell (2006) explained how work can improve the quality of life in another role. This can be seen in Figure 2 below. Based on the theoretical model by Greenhaus & Powell (2006), skills and perspectives, physical and psychological resources, social-capital resources, flexibility, and material resources are the five categories of resources that can be produced in a given role.

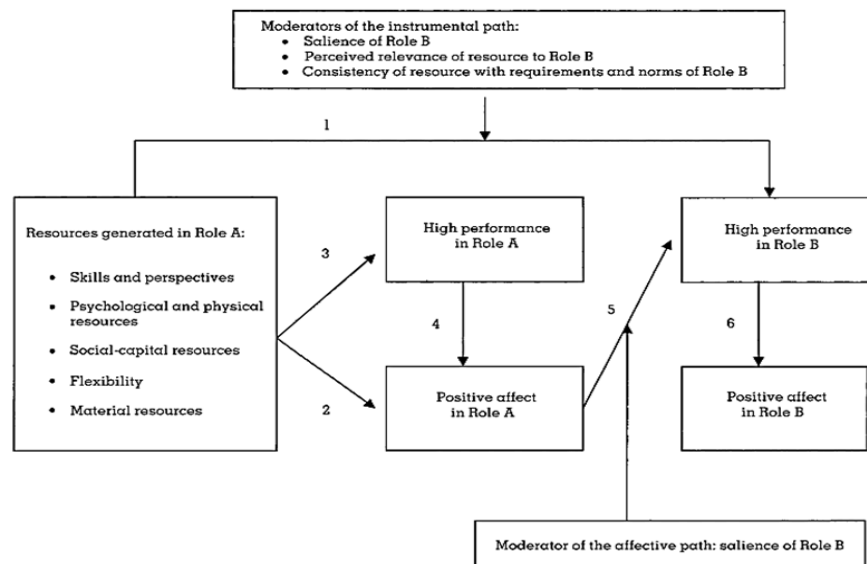


Figure 3. Work-family enrichment. Adapted from *When work and family are allies: A theory of work-family enrichment*, by J. H. Greenhaus & G. N. Powell, 2006, *Academy of Management Review*, 31, 72–92. Copyright 2006 by the Academy of Management. Adapted with permission.

2.4 Organizational Commitment

Porter & Smith (1970) defined organizational commitment as an individual's involvement and identification with a certain organization. It is defined by at least three interconnected elements. First, a strong commitment to upholding membership in the

organisation. Next, is a readiness to put up significant work on its behalf. Lastly, a strong belief in and acceptance of the organization's goals and ideals. Allen & Meyer (1990) stated that organizational commitment can be divided into three types, which are affective commitment, continuance commitment and normative commitment. Affective commitment is defined as a collection of strong, favourable attitudes towards the organisation that are demonstrated by a commitment to objectives and a common set of values (Brown, 1996). Continuance commitment is described as an obligation brought about by "side-bets" or investments that a person accumulates over time while employed for an organisation, such as earned vacation time, job stability, and unvested retirement benefits (Becker, 1960). Lastly, normative commitment is a sense of duty that ties someone to a particular path of conduct (Allen & Meyer, 1990).

2.5 Happiness

Happiness is defined as the extent to which an individual perceives the overall quality of their life in a positive manner or the degree to which one finds satisfaction in the life they are living (Veenhoven, 2017). Happiness has various definitions and concepts. Kesebir & Diener (2008) view happiness as something one has control over and can be actively pursued. Diener (1984) also views it as the existence of positive emotions and the comparatively low level of negative ones. However, one thing all definitions of happiness have in common is the emphasis on the subjective well-being of a person. Employee happiness is now considered the most dynamic and vital resource in today's competitive landscape, and it plays a key role in organizational success. The positive outcomes such as intrinsic motivation, job performance, success, continuity, commitment, and identification that come from happy, productive employees can only be realized when employees are satisfied with both their work and their workplace (Kirpik, 2020).

2.6 Flexible Working Arrangements and Work-family Conflict

Derks et al. (2016) conducted a study on the use of smartphones on work-family conflict and family role performance. Derks et. al (2016) conducted this study on 71 employees through a quantitative diary study for four days. The participants came from various professions, including healthcare (17.1%), construction (21.4%), consultancy (15.7%), government (10%), teaching (2.9%), and others (67.1%). Results from the study showed that for integrators who prefer blending their work and family life, work-related smartphone use during off-job hours was associated with reduced work-family conflict and better relationship-oriented family role performance. This means that smartphone use indirectly enhances family role performance by lowering the work-family tension for integrators. This suggests that using a smartphone for work-related purposes while not on the clock has no bearing on the integrator's housework or maintenance duties, but rather that it aids in providing support or guidance to family members, perhaps because they can be at home when their loved ones need them. The smartphone provides a different approach to work that allows individuals to be both present for work and involved in their families.

A recent study by Aura & Desiana (2023) explores the relationship between flexible working arrangements (FWA), work-family conflict (WFC), and job satisfaction, focusing on female employees in Indonesia's Information and Communication Technology (ICT) sector. The research involved 295 female employees working in the Information and Communication Technology (ICT) service sector. The findings reveal that flexible work arrangements, such as flexible schedules, compressed workweeks, and telecommuting, positively impacts job satisfaction by allowing employees to better manage their work and family responsibilities. However, flexible work arrangements can increase work-family conflict due to blurred boundaries between work and family roles. The study highlights that female employees, especially those balancing work and family responsibilities, are more

prone to experience work-family conflict. While flexible work arrangements promote job satisfaction, it can also indirectly increase role conflict.

Flexible work is often seen as a way to help manage work and family responsibilities but its effect is still not consistent. A study by Hokke et al. (2024) which involved 3,669 coupled Australian parents examined how they utilize both formal (employer-provided) and informal (self-managed) flexible work arrangements. The study discovered three patterns of use for flexible work arrangements which is low, moderate and high. Parents with low flexibility reported the worst work-family outcomes such as higher work-family conflict and lower work-family enrichment. Those with moderate and high use had better outcomes but higher users also experienced more family-work conflict instead and continued to feel time pressure. These results suggest that while flexibility can support work-family balance, it may also bring new challenges depending on how often it is used and how it is used.

H1: There is a significant relationship between flexible working arrangements and work-family conflict.

2.7 Flexible Working Arrangements and Work-family Enrichment

Research by Rastogi et al. (2016) used flexibility as a predictor for work-family enrichment. In the research, Rastogi et al. (2016) examines the relationship between temporal and operational flexibility with work-family enrichment. The research was conducted on 220 male and female employees. Based on the findings, which was obtained from the diverse sample of 220 employees, there was a positive correlation between both operational and temporal flexibility with work-family enrichment. Therefore, it can be concluded that work-family enrichment can be predicted by flexibility dimensions like temporal flexibility and operational flexibility. Furthermore, operational flexibility is a

boundary-spanning resource that can enhance family life just as much as internal motivating factors like temporal flexibility.

Yang et al. (2022) examined how work connectivity behavior after-hours (WCBA) influences employees' experiences of work-family enrichment (WFE). Although WCBA refers to staying connected to work during non-working hours, it reflects a form of informal flexibility that can shape the work-family interface. Based on a two-wave survey of 257 employees, the study found that WCBA was positively associated with WFE, suggesting that continued engagement with work allowed employees to transfer resources such as energy, skills, and a sense of achievement from their work roles to benefit their family life. This enrichment, in turn, contributed to employees' sense of thriving both at work and in the family domain. The authors emphasized that WCBA could act as a resource-enhancing behavior, facilitating positive spillover when managed well. However, WCBA also led to higher levels of conflict, as blurred boundaries interfered with family time. The authors noted that WCBA function similarly to informal flexibility, suggesting that while such flexibility can enhance enrichment, it may also bring challenges if not well managed. These findings highlight the importance of considering the quality and boundaries of flexible work when assessing its impact on work-family enrichment.

Recently, Guo et al. (2024) did a study on flexible work arrangements and work-family enrichment on job satisfaction of working women. The study was conducted on 354 working Chinese women in Guangxi, China from various industries. The study showed that job satisfaction was substantially correlated with both work-family and family-work enrichment. The findings of the aforementioned theories suggest that working women's job satisfaction is strongly impacted by the flexibility, autonomy, and sense of control that flexible working arrangements provide. Their results showed that work-family enrichment was significantly and positively correlated with flexible work options ($\beta=0.538$, $p<0.001$).

Hence, this study reveals that the greater the organization's support for flexible working arrangements, the more it enhances the positive effects of work-family enrichment.

H2: There is a significant relationship between flexible work arrangements and work-family enrichment.

2.8 Flexible Working Arrangements and Organizational Commitment

Choo et al. (2016) conducted a study on 130 finance executives working in manufacturing companies across 6 functional finance units in Penang. The study aimed to investigate the relationship between flexible working arrangements and organizational commitment and work-family conflict. The Pearson product-moment correlation coefficient was used to examine the correlation between flexible work arrangements and organizational commitment (as indicated by affective, continuity, and normative commitment). The variables showed a strong correlation. From the study, it was found that flexible work arrangements had a positive relationship with affective, continuity, and normative commitment. Choo et al. (2016) stated that the best indicators of an employee's organizational commitment are both perceived flexibility and supportive work-life policies. Whether or not an employee had actually used the program, the availability of flexible work arrangements was strongly linked to increased organizational commitment. This indicates that demonstrating that the company is willing to adjust to the demands of its employees depends critically on the perception of having flexible work programs or policies.

Another research by Chen & Fulmer (2018) was done on the effects of flexible work arrangements and its corresponding effects on employee job satisfaction and organizational commitment. They utilised a large multi company data set which consisted of 1,799 companies and 17,895 workers in the study. It was discovered that workers who perceive they

have access to more flexible work arrangements are more satisfied with their jobs and are more committed to the company, particularly in companies that claim to have less official flexible work arrangement policies. Flexible scheduling and location are more positively correlated with organizational commitment than flexible hours. On the other hand, among the many forms of flexible work arrangements, perceived availability of flexible scheduling is more strongly correlated with job satisfaction than flexible location and hours. Therefore from the study conducted by Chen & Fulmer (2018), it indicates that employees' experiences with flexible work arrangement generally have a positive impact on broad employee attitudes like job satisfaction and organizational commitment. However, the strength of these positive effects varies depending on the type and level of flexible work arrangement taken into consideration, and they can occasionally be less positive for those who actually use these arrangements than for those who have access to it but choose not to use it.

Hashmi et al. (2023) did a study that was conducted in the United Arab Emirates by examining the impact of flexible work arrangements (FWAs) on employees' organizational commitment (OC), perceived productivity, and quality of work. Using a quantitative, non-experimental correlational design, the researchers collected data from employees working across both public and private sector organizations representing major service industries in the UAE. Flexible work arrangements were assessed using a Likert scale, with six out of nine questions measuring levels of workplace flexibility. The findings revealed a significant and positive relationship between flexible work arrangements and organizational commitment. Furthermore, employee happiness was found to mediate this relationship, suggesting that flexibility allows employees to manage their personal and professional lives more effectively, which in turn enhances their satisfaction and commitment to the organization. These results emphasize that flexible work arrangements can serve as a valuable

human resource strategy to promote employee loyalty, especially in culturally diverse environments and during times of crisis such as the COVID-19 pandemic.

H3: There is a significant relationship between flexible work arrangements and organizational commitment.

2.9 Work-family Conflict and Employee Happiness

Handayani et al. (2023) conducted a study on happiness of female lecturers in the workplace based on work-life balance and job engagement. This study employed a quantitative research approach using non-experimental methods. The participants included 200 female lecturers who met specific criteria. The criterias are they had been employed for a minimum of one year, were married for at least one year, and held a Master's degree. The study utilized purposive sampling to select the respondents. Based on the study, it explored the relationship between work-family conflict and happiness, emphasizing the importance of balancing work and family roles for workplace well-being, especially among female lecturers. It reveals that work-family conflict, where job demands interfere with family responsibilities, negatively impacts happiness. Effective role management, however, reduces conflict and fosters a positive emotional state. Findings show that work-family balance and work engagement significantly influence happiness, accounting for 67.8% of the variance in happiness among the participants. This underscores the critical role of these factors in enhancing well-being.

El Keshky & Sarour (2024) conducted a study on 368 nurses in the Kingdom of Saudi Arabia. The study investigates the relationships between work-family conflict, life satisfaction and happiness among nurses with models of gratitude and self-compassion as the moderator. A cross sectional survey was conducted on the nurses and as anticipated, the study

revealed a negative association between work-family conflict and both life satisfaction and happiness. This means that higher levels of work-family conflict were linked to lower levels of life satisfaction and happiness.. Additionally, gratitude moderated the mediation effect for the links between work-family conflict and both life satisfaction and happiness, as well as between family-work conflict and happiness. Work-family conflict continues to be a significant issue affecting both employee well-being and the performance of the organizations they work for.

H4: There is a significant relationship between work-family conflict and employee happiness.

2.10 Work-family Enrichment and Employee Happiness

Mendoza-Ocasal et al. (2022) conducted a study on work-family enrichment and employee happiness at the workplace. The population consisted of 900 employees from a university located in Barranquilla. A simple random sample of 302 participants was selected for the investigation, comprising 14 area directors (5% of the sample), 37 general service staff (12%), 108 administrative or service assistants (36%), and 143 professors (47%). From the study, it highlights the relationship between work-family enrichment (WFE) and happiness. It suggests that intrinsic factors, such as positive relationships, achievement orientation, and commitment, significantly contribute to workplace happiness. Work-family enrichment improves the subjective well-being of employees by enhancing their ability to balance work and family responsibilities, leading to a greater sense of achievement and satisfaction. This enrichment positively correlates with happiness, as employees feel supported and capable of meeting both professional and personal goals, reducing stress and improving overall life satisfaction as well in the process.

Alshurideh et al. (2023) did research on the factors that affect the social relations as well as happiness of employees. Data was gathered from employees of various private institutions in Jordan. A total of 580 questionnaires were distributed, with 392 returned, resulting in a response rate of approximately 67%. Of these, 376 were deemed valid for analysis. Most participants (76%) held bachelor's degrees, and 67% were aged between 25 and 30 years. Their work experience ranged from 2 to 8 years. According to the findings, work-family enrichment (WFE) has been found to significantly contribute to employee happiness by fostering a balance between work and family roles, reducing conflict, and creating a supportive environment. Employees who experience positive interactions between these domains report higher satisfaction and overall well-being. Mechanisms driving this relationship include shared values, emotional support, and opportunities for growth, which enhance a sense of achievement and reduce stress. Organizations that prioritize WFE through flexible policies, employee empowerment, and recognition programs benefit from improved employee relationships, engagement, and loyalty. Statistical analyses reveal a strong predictive link, with employee relationships and happiness accounting for 83% and 73% of the variance, respectively. These findings highlight the critical role of work-family enrichment in promoting happiness and organizational success. Thus, emphasizing the need for strategies that integrate professional and personal life effectively.

H5: There is a significant relationship between work-family enrichment and employee happiness.

2.11 Organizational Commitment and Employee Happiness

Salas-Vallina & Alegre (2021) focuses on the concept of happiness in the workplace, emphasizing its significance in human resource management. The study discussed the

relationship between organizational commitment and happiness at work. It identifies affective organizational commitment as one of the three dimensions of happiness at work, alongside engagement and job satisfaction. The study stated that happiness at work (HAW) is a broad concept that includes various positive attitudes, with affective organizational commitment reflecting feelings of belonging to the organization. The study also highlights the interconnected nature of these factors, noting that increased happiness in the workplace fosters stronger organizational commitment among employees.

Sunaryo et al. (2022) examines how flexible work arrangements influence key workplace factors such as affective commitment, job satisfaction, organizational citizenship behavior, and work engagement, all of which contribute to overall employee happiness. An online survey gathered responses from 405 employees working in local government roles across Indonesia, utilizing the snowball sampling technique to recruit participants. The study identified a positive relationship between flexible work arrangements (FWA) and affective commitment, suggesting that remote work during the COVID-19 pandemic was perceived as a protective effort by organizations, strengthening employees' emotional attachment to their workplace. Additionally, job satisfaction, organizational citizenship behavior (OCB), and work engagement were found to significantly contribute to employee happiness. The findings also highlighted that job satisfaction positively influenced OCB, indicating that satisfying workplace interactions with colleagues and supervisors play a crucial role in enhancing overall employee happiness.

H6: There is a significant relationship between organizational commitment and employee happiness.

2.12 Theory

Theories provide a foundational framework for understanding the dynamics explored in this study. They offer insights into the mechanisms and relationships between work-family conflict, flexible work arrangements, and happiness. This section discusses theories and perspectives that underpin the research.

2.12.1 Spillover Theory

The dynamic interaction between the work and family domains is examined by spillover theory, which emphasises how behaviours, emotions, experiences, and skills from one domain can be transferred to another (Staines, 1980). Both positive and negative spillover are possible manifestations of this transfer (Carlson et al., 2006). The phrase "positive spillover" refers to encounters when attitudes, abilities, values, and behaviours are carried over from one role to another whereas negative spillover captures the detrimental impact of stress or role conflict across domains. (Carlson et al., 2006). As a result, positive and negative spillover are separate and distinct but can occur simultaneously (Grzywacz & Butler, 2005).

Spillover processes operate bidirectionally: from work to family and family to work. Research highlights that the direction of spillover often dictates its outcomes. Consequently, it is possible to experience negative spillover from family to work, such as the stress of managing childcare and juggling multiple responsibilities affecting work performance. Simultaneously, the skills gained from these family responsibilities can positively influence workplace effectiveness (Frone, 2003). Similarly, negative spillover in either direction can exacerbate stress and reduce overall life satisfaction. Frone (2003) demonstrates this dimension of work-family balance below in Figure 3.

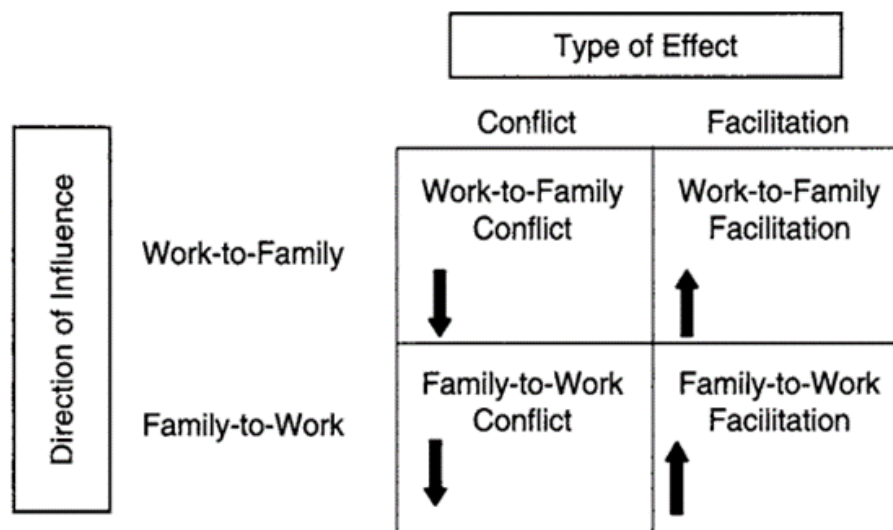


Figure 4. This model was produced by Frone in 2003 summarizing the effect of conflict and facilitation and its direction of influence. Work-family balance. Adapted from *Work-family balance*, by M. R. Frone, 2003, in J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 143–162), American Psychological Association. <https://doi.org/10.1037/10474-007>. Copyright 2003 by the American Psychological Association. Adapted with permission.

In regards to positive spillover, there are several antecedents of it. Some key factors include job characteristics, personal traits, and organizational culture. First is in terms of job characteristics. Job attributes like autonomy, skill variety, and complexity significantly enhance positive spillover. Employee autonomy promotes work-life facilitation by offering greater flexibility and lowering stress levels. It gives workers freedom over how and when they complete their duties (Thompson & Prottas, 2005). An employee who has the option to work from home, for example, can fulfil professional duties and family commitments, such as helping kids with their schoolwork. On the other hand, a lack of flexibility might make it difficult to fully apply skills learnt at work in family tasks, which lowers happiness and raises stress levels. Additionally, jobs requiring advanced social skills and authority, such as

managing conflicts or teamwork, enable employees to apply these competencies within their family roles, promoting enrichment (Grzywacz & Butler, 2005).

Next is personal traits. Positive spillover is also significantly influenced by personal traits like extroversion and positive affectivity. Because of their affinity for positive emotions and social contact, extroverts frequently use resources from one area to further their interests in another (Wayne et al., 2004). For example, employees with high levels of openness, agreeableness, and conscientiousness are more likely to create synergies between work and family roles (Frone, 2003).

Third is environmental factors. Fostering positive spillover requires a supportive organizational culture. Colleagues and supervisors who support work-life balance contribute to the development of an atmosphere that facilitates resource sharing across domains (Mennino et al., 2005). Poelmans et al., (2008) describes the antecedents of positive spillover such as below in Figure 4.

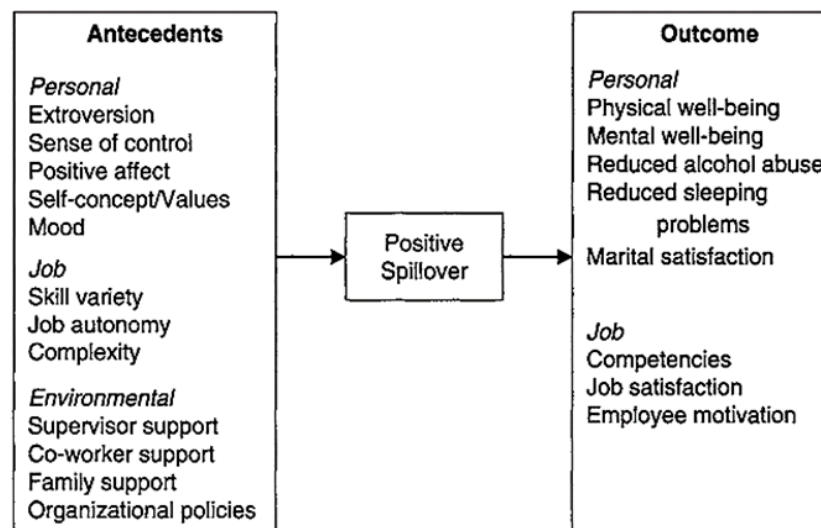


Figure 5. Positive spillover between personal and professional life: Definitions, antecedents, consequences, and strategies,” by S. Poelmans, O. Stepanova, & A. Masuda, 2008, in *Handbook of work-family integration* (pp. 141–156), Academic Press. Copyright 2008 by Elsevier.

In the aspect of negative spillover, innovative organizational culture can lead to both positive and negative spillover effects. On one side, the continuous changes and opportunities for growth that employees encounter may positively influence their home lives. On the other side, the significant demands placed on employees can result in time-related and stress-induced pressures that spill over into their home environments (Sok et al., 2014). Negative spillover from work to home is widely recognized as a key contributor to diminished job satisfaction and adverse physical and psychological health outcomes (Geurts & Demerouti, 2003). It has also been linked to turnover intentions, absenteeism, reduced organizational commitment, and decreased job performance (Greenhaus et al., 2001). While research has primarily focused on the consequences of negative work-home interference, studies examining its antecedents are relatively limited. Some evidence points to job characteristics such as high job pressure, low job support, and excessive workload as significant contributors (Dijkers et al., 2007). Additionally, organizations with supportive work-home policies have been shown to reduce negative spillover, particularly for women (Beauregard, 2011). Flexible work arrangements are similarly associated with lower work-family conflict (Allen et al., 2013).

Recent findings have also reported similar outcomes in terms of spillover as compared to the theories and research done beforehand. García-Salirrosas et al. (2023) did a research on positive spillover during remote work practice. It employs a non-experimental, cross-sectional design, collecting data from 396 teleworkers in Lima, Peru. The study demonstrates that positive spillover from work to family occurs when remote work fosters positive emotions, skills, and resources that enhance family life. For example, employees who perceive supervisory support and flexibility at work are more likely to experience emotional and resource-based benefits in their family environments. This aligns with the theory's principle that positive interactions in one domain can enhance satisfaction and

well-being in another. The study also provides empirical support for Spillover Theory by highlighting the positive impact of work resources such as supervisory support, flexibility on family life, which in turn enhances work satisfaction. This is as stated in the antecedents of positive spillover which include environmental factors.

Cho et al. (2020) did a study that examines the negative spillover effects of daily Information and Communication Technology (ICT) demands on work-family conflict (WFC). The research investigates how different types of ICT demands during and after work hours contribute to negative spillover and role conflict. From the study, ICT demands indeed cause negative spillover. Daily ICT demands lead to emotional exhaustion and resource depletion at work, which spills over into personal life, causing heightened work-family conflict. Post-work ICT demands blur the boundaries between work and personal life, creating time-based and psychological role conflicts. Employees often struggle to meet family responsibilities due to work-related distractions, which exacerbates their evening work-family conflict.

In reflecting on the literature, it is clear that flexible work arrangements are often viewed as a strategy to reduce work-family conflict, enhance work-family enrichment, organizational commitment and happiness. However, the impacts of such arrangements are not always straightforward. While flexibility can give employees more control over their schedules and personal time, it may also blur the boundaries between work and home life, potentially increasing stress instead of relieving it. This is especially true if there is a lack of support from supervisors or if the organizational culture still values constant availability. It was also mentioned in some studies discussed that flexible work arrangements increases conflict and may reduce enrichment if not properly implemented. It also seems that the effectiveness of flexible work arrangements may depend on individual preferences, household responsibilities, and the nature of one's job. Therefore, although many past studies

highlight the advantages of flexible work arrangements, there is still room to explore how different conditions influence its outcomes. This study aims to address that gap by focusing on how flexible work arrangements interact with work-family conflict, work-family enrichment, organizational commitment, and ultimately, employee happiness particularly in the Malaysian context of the utility sector where such arrangements are still evolving.

2.13 Conclusion

In summary, this chapter has discussed the literature related to this research which include introduction, discussion of issues related to the topics, discussion of previous studies, discussion of related theory/model and the summary. The next chapter, chapter 3 will discuss the methodology used in this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the research methods employed to examine the relationship between flexible work arrangements and happiness, focusing on work-family conflict, work-family enrichment, and organizational commitment. This chapter discusses the research design, population, sample & sampling techniques, research instrument, ethical consideration, data collection procedure and the data analysis procedure. By adopting a systematic approach, this chapter provides a comprehensive framework for addressing the research objectives effectively.

3.1 Research Design

This study is a quantitative study that adopts a correlational research design to examine the relationship between flexible work arrangements, work-family conflict, work-family enrichment, organizational commitment and happiness. This design was selected as it enables the identification and measurement of associations among the variables under investigation.

3.2 Population & Sample Techniques

This study utilizes the random sample technique. This sampling technique was chosen to ensure every individual within the population has a chance to be selected. This can reduce bias in the findings, thus making the results more reliable.

The target population for this study consists of employees in Sarawak Energy Berhad (SEB) who are engaged in flexible work arrangements. The research population involves

≈400 staff who are applying flexible working arrangements in the organization. According to Krejcie & Morgan (1970), for a population of 400, the appropriate sample size should be 196 respondents. Therefore, this research will involve 200 respondents. The sample size table is as shown below:

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

Table 3.1: Krejcie and Morgan (1970) Sample Size Table

3.3 Research Instrument

This study utilized a structured survey questionnaire as the primary research instrument. The questionnaire was chosen due to its efficiency in collecting quantitative data and its ability to capture the relationships among variables. The questionnaire of this study is divided into six sections which are A, B, C, D, E, and F. Section A: Demographic, Section B: Flexible Work Arrangement, Section C: Work-Family Conflict, Section D: Work-Family Enrichment, Section E: Organizational Commitment and Section F: Happiness. All sections in this questionnaire consist of close-ended questions except for section A. The variables were measured using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5

(Strongly Agree). The table below illustrates the participants' level of agreement as measured by the Likert scale.

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

Table 3.2: Participants' level of agreement as measured by the Likert scale

Section A: Demographic

In section A, personal information data of the respondents will be collected. This section covers the respondents' gender, age, education, length of service and their position of work, department and type of employment.

Section B: Flexible Work Arrangement

This section utilizes a questionnaire developed by Albion (2004). The instrument consists of 13 items to determine employees' perceptions towards flexible work arrangements. The five point Likert scale is used to rate the items, ranging from strongly disagree to strongly agree.

Section C: Work-Family Conflict

This section utilizes a questionnaire by Carlson et al. (1998). This instrument consists of 9 items to measure the level of work-family conflict among the respondents. The five point Likert scale is used to rate the items, ranging from strongly disagree to strongly agree.

Section D: Work-Family Enrichment

In section D, the instrument from Carlson et al. (2006) is used to measure work-family enrichment among respondents. This instrument consists of 9 items. The five point Likert scale is used to rate the items, ranging from strongly disagree to strongly agree.

Section E: Organizational Commitment

Section E utilizes the instrument to measure organizational commitment from Allen & Meyer (1990). The instrument consists of 22 items measuring affective commitment, continuance commitment and normative commitment. The five point Likert scale is used to rate the items, ranging from strongly disagree to strongly agree.

Section F: Happiness

Section F deploys the instrument of happiness from Opatha & Uresha (2020). The instrument consists of 19 items to measure happiness. The five point Likert scale is used to rate the items, ranging from strongly disagree to strongly agree.

Section	Item	Number of Items
Section A	Demographic Background	7
Section B	Flexible Work Arrangements	13
Section C	Work-Family Conflict	9
Section D	Work-Family Enrichment	9
Section E	Organizational Commitment	22
Section F	Happiness	19
Total		79

Table 3.3: List of Sections, Items and Number of Items

3.4 Ethical Considerations

For this research, ethical approval and prior permission were obtained from the organization chosen in the study. Next, participants were informed that their responses would remain strictly confidential and would be used solely for the purposes of this research in the description of the distributed questionnaire. The participation in this study will be entirely voluntary, and participants are free to withdraw at any time without consequences.

3.5 Data Collection Procedure

The data collection process was designed to gather comprehensive information that are aligned with the research objectives. Data is collected using a structured questionnaire, which consists of items measuring flexible work arrangements, work-family conflict, work-family enrichment, organizational commitment, and happiness. The questionnaire was based on validated instruments, ensuring reliability and accuracy. The questionnaire was distributed to participants through Google Forms for ease of access and convenience

3.6 Data Analysis Procedure

In this study, both descriptive and inferential statistical methods will be employed to analyze the collected data. For the inferential statistics, the test used is Spearman's Correlation to study the relationship between variables.

3.7 Conclusion

In summary, this chapter discussed the various parts in the research methodology. In this chapter, research design, population, sample techniques, research instrument, ethical considerations, data collection procedure and data analysis procedure have been mentioned. The data collected will be used in the findings of this study which will be discussed in Chapter 4 of this research.

CHAPTER 4

FINDINGS

4.0 Introduction

This chapter presents the analysis and discussions obtained from the findings in this study. This chapter begins with the description of respondent demographics. Next, this chapter also utilises Spearman's correlation analysis to analyze the relationship between the independent variable and the dependent variable. The chapter ends with a summary of the whole chapter.

4.1 Demographic

		Count	Column N %
Gender	Male	78	39.0%
	Female	122	61.0%
Age group	18-25 years old	70	35.0%
	26-35 years old	74	37.0%
	36-45 years old	36	18.0%
	46-55 years old	9	4.5%
	56 years and above	11	5.5%
Highest education level	Secondary school (SPM/STPM or equivalent)	3	1.5%
	Diploma	26	13.0%
	Bachelor's Degree	153	76.5%
	Master's Degree	18	9.0%
	Doctorate (PHD)	0	0.0%
Current job position	Executive	85	42.5%
	Senior Executive	25	12.5%
	Manager	12	6.0%
	Senior Manager	11	5.5%
	Other	67	33.5%
Department	Human Resources	85	42.5%
	Finance	15	7.5%
	Operations	23	11.5%
	Engineering	31	15.5%
	Other	34	17.0%
Years of service	Customer Service	12	6.0%
	Less than 1 year	32	16.0%
	1-5 years	100	50.0%
	6-10 years	34	17.0%
	11-15 years	23	11.5%
Employment type	More than 15 years	11	5.5%
	Permanent	181	90.5%
	Contract	19	9.5%
Total		200	100.0%

Table 4.1: Demographic Distribution

Table 4.1 shows the demographic distribution of respondents. The total number of respondents involved in the study is 200. From the table, it is shown that there are more female respondents than male respondents. The number of female respondents are 122 or 61% while the number of male respondents are 78 or 39%.

In terms of age group, many respondents are between 26-35 years old, with 74 of them at 37%. This is followed by 70 respondents (35%) aged between 18-25 years old. Next, 36 respondents (18%) fall within 36-45 years of age and 9 respondents (4.5%) are aged 46-55. Respondents aged 56 and above total at 11 respondents (5.5%).

The education level of respondents reported the highest is bachelor's degree with 153 respondents (76.5%), followed by diploma with 26 respondents (13%), Master's degree with 18 respondents (9%) and secondary school (STPM/SPM or equivalent) with only 3 respondents (1.5%).

In terms of current job position, executives hold the highest with 85 respondents (42.5%). Next, senior executives with 25 respondents (12.5%) , managers with 12 respondents (6%) and 11 senior managers (5.5%). The remaining 67 respondents (33.5%) hold other positions.

Respondents from the department of human resources are the highest with 85 respondents (42.5%). Finance department has 15 respondents (7.5%) while operations consist of 23 respondents (11.5%). 31 respondents (15.5%) are from engineering, 12 respondents (6%) are from customer service and the remaining 34 respondents (17%) are from other departments.

For the years of service, 32 respondents (16%) worked less than 1 year, 100 respondents (50%) worked for 1-5 years, 34 respondents (17%) worked for 6-10 years, 23 respondents (11.5%) worked for 11-15 years and 11 respondents (5.5%) worked more than 15 years.

Lastly, for the employment type, 181 respondents or 90.5% are permanent workers while the other 19 or 9.5% are contract workers.

4.2 Correlation Analysis

4.2.1 Correlation between Flexible Work Arrangements and Work-Family Conflict

Correlations			FlexibleWorkA rrangement	WorkFamilyC onflict
Spearman's rho	FlexibleWorkArrangement	Correlation Coefficient	1.000	-.507**
		Sig. (2-tailed)	.	<.001
		N	200	200
	WorkFamilyConflict	Correlation Coefficient	-.507**	1.000
		Sig. (2-tailed)	<.001	.
		N	200	200

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

Table 4.2 Correlation results for H1

A Spearman's correlation coefficient was computed to determine the relationship between flexible work arrangements and work-family conflict. Table 4.2 shows a significant, negative correlation between flexible work arrangements and work-family conflict with $r = -0.507$, $p < .001$ and $N = 200$. This means that employees with higher flexible work arrangements experience less work-family conflict. The result is also statistically significant.

To strengthen this finding, Bai et al. (2021) conducted a study involving 3,502 working adults in the United States to examine how flexibility in scheduling affects work-family conflict. One of the key variables investigated was work schedule control, a form of flexible work arrangement, which reflects the extent to which individuals can decide when to perform their work. As a result, people who had more control over their work schedules experienced less work-family conflict.

This can also be seen in a study by Hokke et al. (2024) on Australian parents which indicated that flexible work arrangements serve as valuable resources to reduce work-family

conflict. Parents who moderately or highly utilized formal and informal flexibility reported lower levels of work-to-family conflict when used appropriately. This supports the notion that flexibility allows employees to better manage work and family commitments.

Therefore, *H1: There is a significant relationship between flexible working arrangements and work-family conflict* is accepted.

4.2.2 Correlation between Flexible Work Arrangements and Work-Family Enrichment

Correlations			FlexibleWorkA rrangement	WorkFamilyE nrichment
Spearman's rho	FlexibleWorkArrangement	Correlation Coefficient	1.000	-.097
		Sig. (2-tailed)	.	.171
		N	200	200
	WorkFamilyEnrichment	Correlation Coefficient	-.097	1.000
		Sig. (2-tailed)	.171	.
		N	200	200

Table 4.3 Correlation results for H2

A Spearman's correlation coefficient was computed to determine the relationship between flexible work arrangements and work-family enrichment. Table 4.3 shows a weak, negative correlation between flexible work arrangements and work-family enrichment, with a correlation $r = -0.097$, $p = 0.171$, and $N = 200$. This suggests that there is almost no meaningful relationship between the two variables, and the weak negative direction is likely due to random variation. Since the p-value is greater than 0.05, the result is not statistically significant, indicating that flexible work arrangements do not have a significant association with work-family enrichment in this study.

This finding is opposite with the research finding from Guo et al. (2024) which showed that work-family enrichment was significantly and positively correlated with flexible work options. This suggests that flexible work arrangements alone may not be sufficient to generate work-family enrichment. Flexible work arrangements may contribute to negative

spillover in terms of work-family enrichment. Employees with flexible work hours may experience negative spillover in enrichment due to boundary permeability (Kramer & Kramer, 2020).

However, the findings of this study which indicate that there is no significant relationship between flexible work arrangements and work-family enrichment is consistent with previous research by Yucel & Fan (2023) which discovered that the total effect of both flextime and flexplace on enrichment was found to be non-significant. Instead, the study emphasised that a supportive culture of flexibility rather than just access to flexibility alone was significantly related to improved work-family outcomes. This means that flexible work arrangements may lack the psychological or structural support needed to facilitate enrichment.

Therefore, *H2: There is a significant relationship between flexible work arrangements and work-family enrichment* is not accepted.

4.2.3 Correlation between Flexible Work Arrangements and Organizational Commitment

Correlations				
			FlexibleWorkA rrangement	Organizational Commitment
Spearman's rho	FlexibleWorkArrangement	Correlation Coefficient	1.000	.263**
		Sig. (2-tailed)	.	<.001
		N	200	200
	OrganizationalCommitment	Correlation Coefficient	.263**	1.000
		Sig. (2-tailed)	<.001	.
		N	200	200

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

Table 4.4 Correlation results for H3

A Spearman's correlation coefficient was computed to determine the relationship between flexible work arrangements and work-family conflict. Table 4.4 shows a significant,

weak, positive correlation between flexible work arrangements and organizational commitment with $r = 0.263$, $p < .001$ and $N = 200$. This indicates that an increase in flexible work arrangements is associated with a slight increase in organizational commitment.

Nonetheless, this finding is still generally consistent with previous study which reported positive association between flexible work arrangements and organizational commitment. For example, Chen and Fulmer (2018) did a study on 1,799 companies and nearly 18,000 workers. It was reported that employees who perceived access to flexible work arrangements exhibited higher levels of job satisfaction and organizational commitment. Interestingly, they also noted that perceived access to flexibility had a stronger impact than actual usage and the effects vary depending on the type of flexibility offered. In line with the current study's weak correlation, it may be due to limited perception or implementation of flexible work arrangements.

This also aligns with the study by Hashmi et al. (2023) who found a significant positive relationship between flexible work arrangements and organizational commitment in a study of employees across public and private sectors in the United Arab Emirates. Their research highlighted that employees with higher levels of flexibility reported feeling more satisfied and capable of managing both work and personal responsibilities, which contributed to stronger emotional bonds with their employer. Moreover, the study emphasized that flexibility indirectly supports organizational commitment by enhancing employee happiness. The results suggest that flexibility helps employees better manage work and personal demands, which in turn strengthens their commitment to the organization.

Therefore, *H3: There is a significant relationship between flexible work arrangements and organizational commitment* is accepted.

4.2.4 Correlation between Work-Family Conflict and Happiness

Correlations				
			R_WFC	Happiness
Spearman's rho	WorkFamilyConflict	Correlation Coefficient	1.000	-.433**
		Sig. (2-tailed)	.	<.001
		N	200	200
	Happiness	Correlation Coefficient	-.433**	1.000
		Sig. (2-tailed)	<.001	.
		N	200	200

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

Table 4.5 Correlation results for H4

A Spearman's correlation coefficient was computed to determine the relationship between work-family conflict and happiness. Table 4.5 shows a significant, moderate, negative correlation between work-family conflict and happiness with $r = -0.433$, $p < 0.001$ and $N = 200$. This indicates that higher levels of work-family conflict are associated with lower levels of employee happiness. The result is also statistically significant.

This finding is in line with previous study from Handayani et al. (2023) on female lecturers in the workplace which studied how work-family conflict relates to happiness. It highlights the need to balance professional and family roles in order to enhance happiness in the workplace. It is found that when job demands interrupt family responsibilities, individuals tend to experience lower levels of happiness.

Furthermore, Obrenovic et al. (2020) discovered that employee happiness is linked to work-family conflict. When blurred boundaries between work and home occur, employees face uncertainty, dissatisfaction and strain which can reduce happiness. Therefore, implementation of flexible work arrangements also needs the proper support for the intended effect on happiness and well-being.

Therefore, *H4: There is a significant relationship between work-family conflict and employee happiness* is accepted.

4.2.5 Correlation between Work-Family Enrichment and Happiness

Correlations				
			WorkFamilyE nrichment	Happiness
Spearman's rho	WorkFamilyEnrichment	Correlation Coefficient	1.000	.578**
		Sig. (2-tailed)	.	<.001
		N	200	200
	Happiness	Correlation Coefficient	.578**	1.000
		Sig. (2-tailed)	<.001	.
		N	200	200

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

Table 4.6 Correlation results for H5

A Spearman's correlation coefficient was computed to determine the relationship between work-family enrichment and happiness. Table 4.6 shows a significant, positive correlation between work-family enrichment and happiness with $r = 0.578$, $p < 0.001$ and $N = 200$. This indicates that as work-family enrichment increases, employee happiness increases as well. The result is also statistically significant.

This result is supported by a study from Mendoza-Ocasal et al. (2022) on 302 participants from a university to study the effect of work-family enrichment on happiness. The study reported that work-family enrichment contributes to employees' overall well-being and happiness as they effectively manage both work and family roles. This positive relationship between the two domains fosters a sense of fulfillment and contentment in employees. As a result, they experience higher levels of happiness.

Alshurideh et al. (2023) also found that work-family enrichment significantly contributes to employee happiness by promoting positive interactions between work and family roles. Their study showed that when employees experience support and growth across both domains, they report greater happiness.

Therefore, *H5: There is a significant relationship between work-family enrichment and employee happiness* is accepted.

4.2.6 Correlation between Organizational Commitment and Happiness

Correlations				
			Organizational Commitment	Happiness
Spearman's rho	Organizational Commitment	Correlation Coefficient	1.000	.289**
		Sig. (2-tailed)	.	<.001
		N	200	200
	Happiness	Correlation Coefficient	.289**	1.000
		Sig. (2-tailed)	<.001	.
		N	200	200

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

Table 4.7 Correlation results for H6

A Spearman's correlation coefficient was computed to determine the relationship between organizational commitment and happiness. Table 4.7 shows a significant, positive correlation between organizational commitment and happiness with $r = 0.289$, $p < 0.001$ and $n = 200$. This indicates that employees who are more committed to their organization tend to report higher levels of happiness. The result is also statistically significant.

This aligns with a previous study by Sunaryo et al. (2022) that found that flexible work arrangements positively influence affective commitment, which in turn contributed to greater employee happiness. This attachment to the organization had a positive relationship with employee happiness. This suggests that when employees feel committed to their organization, they are more likely to experience happiness.

Additional findings from Kustiawan et al. (2022) also showed the positive relationship between organizational commitment and job happiness. Employees who feel emotionally connected to their organization are more likely to experience happiness as they feel valued and involved in meaningful tasks.

Therefore, *H6: There is a significant relationship between organizational commitment and employee happiness* is accepted.

4.3 Summary of the Results Testing on Hypotheses

Hypotheses	Test performed	R-Value	P-Value	Results
H1: There is a significant relationship between flexible working arrangements and work-family conflict.	Spearman Correlation	-0.507	<.001	Accepted
H2: There is a significant relationship between flexible work arrangements and work-family enrichment.	Spearman Correlation	-0.097	.171	Not accepted
H3: There is a significant relationship between flexible work arrangements and organizational commitment.	Spearman Correlation	0.263	<.001	Accepted
H4: There is a significant relationship between work-family conflict and employee happiness.	Spearman Correlation	-0.433	<.001	Accepted
H5: There is a significant relationship between work-family enrichment and employee happiness.	Spearman Correlation	0.578	<.001	Accepted
H6: There is a significant relationship between organizational commitment and employee happiness.	Spearman Correlation	0.289	<.001	Accepted

Table 4.8 Summary of Results Testing on Hypotheses

4.4 Conclusion

This chapter presented the results of the data analysis conducted on the responses collected from participants. The findings provided key insights on the relationships between the variables studied. Based on the findings, five hypotheses were accepted while one was not accepted. These results will serve as the foundation for the next chapter which will be discussing on the summary, implications, and recommendations obtained in this study.

CHAPTER 5

SUMMARY, IMPLICATION AND RECOMMENDATION

5.0 Introduction

This chapter discusses the summary of the research, the analysis and as well as the outcomes of the research. It also provides the implications of the research and some recommendations from this study to aid future research.

5.1 Summary

The research aims to investigate the effects of flexible work arrangements on work-family conflict, work-family enrichment and organizational commitment which in turn lead to employee happiness. In order to achieve this purpose, several specific objectives have been developed. Variables such as work-family conflict, work-family enrichment and organizational commitment have been selected as mediators for flexible work arrangements and how it affects happiness.

The research methodology used in this study is a quantitative study that uses descriptive statistics to present the data. The instruments in the questionnaire were all adopted from previous researchers. The questionnaire consisted of 6 sections and 77 questions in total. This research is also aimed at the utility sector and the questionnaires were distributed to Sarawak Energy Berhad (SEB).

The data analysis in this research was completed using Statistical Package for Social Sciences (SPSS). The Spearman's correlation coefficient was utilized to determine the relationship between flexible work arrangements on work-family conflict, work-family enrichment and organizational commitment and then to employee happiness. Based on the findings, 5 hypotheses were accepted.

5.2 Implication

This study has several implications. This study provides several meaningful insights into the role of flexible work arrangements (FWA), work-family conflict, enrichment, organizational commitment, and their influence on employee happiness. First of all, from the study it can be seen that flexible work arrangements can significantly reduce work-family conflict and increase organizational commitment. Therefore, this highlights the importance of implementing modern workforce strategies that align with the current development. Organizations should identify strategies that can lead to better implementation of flexible work arrangements as it can affect work-family conflict, organizational commitment and possibly work-family enrichment.

These findings also expand on our understanding of employee happiness. Work-family conflict negatively affects happiness while work-family enrichment and organizational commitment positively influences it. This shows that work experiences are crucial for the happiness and well-being of employees. These factors are often overlooked in happiness but they also play a role as main factors that can somehow contribute to greater workplace happiness.

Last but not least, there is a non-significant relationship between flexible work arrangements and work-family enrichment. This suggests that flexibility alone does not contribute to enrichment between work and family. This finding highlights the need for additional support elements in order to enhance work-family enhancement.

5.3 Recommendation

The recommendation can be divided into recommendations for organizations, human resource practitioners and future research.

5.3.1 Organizations

Organizations can utilize this study to strengthen and implement better flexible work policies. Flexible work arrangements can be seen to increase happiness in employees. Therefore, organizations can offer diverse flexible work arrangements such as flextime, telecommuting, or hybrid work to reduce work-family conflict and boost commitment. The policies should be inclusive and accessible to staff of all levels and they need to be supported by supervisors and colleagues alike.

Next, organizations should foster a supportive working environment. There should be tolerance and understanding towards those who opt for flexible working arrangements. Managers and supervisors should promote a culture that emphasizes work-life balance. Employees who need extra flexibility should not be shunned. Training can be provided to supervisors on how to support employees and work-life balance.

5.3.2 Human Resource Practitioners

For human resource practitioners, they should play their part to increase employee happiness in the workplace. Human resource practitioners should conduct regular assessment and monitoring on employee satisfaction and performance when tied with flexible work arrangements. This is useful to evaluate the effectiveness of current flexible work arrangement practices in the organization and observe whether better strategies are needed.

Next, human resource practitioners can also take into consideration and integrate employee happiness into various human resource strategies. Human resource policies should be aligned to various happiness and well-being goals such as providing access to mental health support and flexibility. This can improve employee engagement and support in the workplace.

5.3.3 Future Research

For future research, it is encouraged to perform research comparing the different types of flexible work arrangements. This can investigate which forms of flexible work arrangements are more effective in enhancing enrichment, organizational commitment and happiness while reducing conflict. Additionally, qualitative insights can also be taken into the future research in order to gain contextual insights on how employees experience work-family conflict and enrichment while practising flexible work arrangements. As individual experiences may vary, this can help uncover hidden factors or barriers that cannot be captured through quantitative methods. Future research can also benefit by exploring more mediators and moderators in the relationships. For example, organizational support, supervisor behavior or even individual differences. This can help provide a deeper understanding on to what extent that it affects flexibility in working. Furthermore, future research can also expand to other industries as organizational practices vary widely across different industries. This can aid in enhancing the generalizability of the findings.

5.4 Summary

To conclude, the summary of the study, implication of research and recommendations for organizations, human resource practitioners and future research have been discussed in this chapter. Therefore, it is hoped that the findings of this study will contribute to a better understanding of how flexible work arrangements, work-family conflict, work-family enrichment and organizational commitment influence employee happiness. It is also hoped that these insights will assist practitioners and organizations in designing better policies and practices that promote work-life balance and work flexibility.

APPENDIX

Permission Letter to Organization

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development
UNIMAS/NC-16.03/04-13/01 Jld.41 (75)



24 Februari 2025

HR Department
Sarawak Energy Berhad
Menara Sarawak Energy
No. 1, The Isthmus
93050 Kuching
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Sol Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk.

Dengan ini disahkan bahawa pelajar **Allison Tan Yew Hui (83169)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>Flexible Work Arrangements And Their Pathways To Happiness: The Roles Of Work-Family Conflict, Enrichment, And Organizational Commitment In Utility Sector</i>
Penyelia	: Prof. Madya Dr Surena binti Sabil
No.Telefon Penyelia	: 082-584575
E-mel Penyelia	: ssurena@unimas.my
No.Telefon Pelajar	: 014-7263095
E-mel Pelajar	: 83169@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Kerjasama yang diberikan oleh pihak tuan/puan didahului dengan ucapan terima kasih.

Sekian.

Yang benar,

Julia Anak Clifton Akoi@Empadeng
**Penyelaras Program
Pembangunan Sumber Manusia**

s.k – Penolong Pendaftar Kanan, FSKPM

Section A: Demographic Information

Gender	
Male	
Female	

Age Group	
18 – 25 years	
26 – 35 years	
36 – 45 years	
46 – 55 years	
56 years and above	

Highest Education Level	
Secondary School (SPM/STPM)	
Diploma	
Bachelor's Degree	
Master's Degree	
Doctorate (PHD)	

Current Job Position	
Executive	
Senior Executive	
Manager	
Senior Manager	
Other:	

Department/Division	
Human Resources	
Finance	
Operations	
Engineering	
Customer Service	
Other:	

Years of Service in Sarawak Energy Berhad	
Less than 1 year	
1 – 5 years	
6 – 10 years	
11 – 15 years	
More than 15 years	

Employment Type	
Permanent	
Contract	

Section B: Flexible Work Arrangements Instrument

No.	Item Statement	Scale				
1.	Flexible working arrangements help me balance life commitments.	1	2	3	4	5
2.	I cannot afford the loss of pay associated with flexible work options that involve reduced hours. (R)	1	2	3	4	5
3.	Flexible work options do not suit me because they tend to make me feel disconnected from the workplace. (R)	1	2	3	4	5
4.	Working shorter hours would negatively impact on my career progress within the organisation. (R)	1	2	3	4	5
5.	Working more flexible hours is essential for me in order to attend to family responsibilities.	1	2	3	4	5
6.	Flexible working arrangements are essential for me in order to be able to deal with other interests and responsibilities outside work.	1	2	3	4	5
7.	Flexible working arrangements are essential for me in order to be able to manage variations in workload and responsibilities.	1	2	3	4	5
8.	Flexible working arrangements enable me to focus more on the job when I am at the workplace.	1	2	3	4	5
9.	Supervisors at my workplace react negatively to people using flexible working arrangements. (R)	1	2	3	4	5
10.	Other people at my workplace react negatively to people using flexible working arrangements. (R)	1	2	3	4	5
11.	People using flexible working arrangements usually have less commitment to their work role. (R)	1	2	3	4	5
12.	People using flexible working arrangements often miss important work events or communications, such as staff meetings, training sessions, important notices, etc. (R)	1	2	3	4	5
13.	I would not be able to do paid work at all, if I could not use flexible work arrangements.	1	2	3	4	5

Section C: Work-Family Conflict Instrument

No.	Item Statement	Scale				
1.	My work keeps me from my family activities more than I would like.	1	2	3	4	5
2.	The time I must devote to my job keeps me from participating equally in household responsibilities and activities.	1	2	3	4	5
3.	I have to miss family activities due to the amount of time I must spend on work responsibilities.	1	2	3	4	5
4.	When I get home from work, I am often too frazzled to participate in family activities/responsibilities.	1	2	3	4	5
5.	I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.	1	2	3	4	5
6.	Due to all the pressures at work, sometimes when I come home, I am too stressed to do the things I enjoy.	1	2	3	4	5
7.	The problem-solving behaviors I use in my job are not effective in resolving problems at home.	1	2	3	4	5
8.	Behavior that is effective and necessary for me at work would be counterproductive at home.	1	2	3	4	5
9.	The behaviors I perform that make me effective at work do not help me to be a better parent and spouse.	1	2	3	4	5

Section D: Work-Family Enrichment Instrument

No.	Item Statement	Scale				
1.	My involvement in my work helps me to understand different viewpoints, and this helps me be a better family member.	1	2	3	4	5
2.	My involvement in my work helps me to develop my abilities, and this helps me be a better family member.	1	2	3	4	5
3.	My involvement in my work helps me to gain knowledge, and this helps me be a better family member.	1	2	3	4	5
4.	My involvement in my work helps me acquire skills, and this helps me be a better family member.	1	2	3	4	5
5.	My involvement in my work helps me learn new behaviors, and this helps me be a better family member.	1	2	3	4	5
6.	My involvement in my work helps me expand my knowledge of new things, and this helps me be a better family member.	1	2	3	4	5
7.	My involvement in my work puts me in a good mood, and this helps me be a better family member.	1	2	3	4	5
8.	My involvement in my work makes me feel happy, and this helps me be a better family member.	1	2	3	4	5
9.	My involvement in my work helps me to have a positive outlook, and this helps me be a better family member.	1	2	3	4	5

Section E: Organizational Commitment

No.	Item Statement	Scale				
Affective Commitment Scale Items						
1.	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
2.	I enjoy discussing about my organization with people outside it.	1	2	3	4	5
3.	I really feel as if this organization’s problems are my own.	1	2	3	4	5
4.	I think that I could easily become as attached to another organization as I am to this one. (R)	1	2	3	4	5
5.	I do not feel like ‘part of the family’ at my organization. (R)	1	2	3	4	5
6.	I do not feel a ‘strong’ sense of belonging to my organization. (	1	2	3	4	5
Continuance Commitment Scale Items						
7.	I am not afraid of what might happen if I quit my job without having another one lined up. (R)	1	2	3	4	5
8.	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
9.	Too much in my life would be disrupted if I decided to leave my organization now.	1	2	3	4	5
10.	It wouldn’t be too costly for me to leave my organization now. (R)	1	2	3	4	5
11.	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
12.	I feel that I have very few options to consider leaving this organization.	1	2	3	4	5
13.	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5
14.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.	1	2	3	4	5
Normative Commitment Scale Items						
15.	I think that people these days move from company to company too often.	1	2	3	4	5
16.	I do not believe that a person must always be loyal to his or her organization. (R)	1	2	3	4	5
17.	Jumping from organization to organization does not seem at all unethical to me. (R)	1	2	3	4	5
18.	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	1	2	3	4	5
19.	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	1	2	3	4	5
20.	I was taught to believe in the value of remaining loyal to one organization.	1	2	3	4	5
21.	Things were better in the days when people stayed in one organization for most of their careers.	1	2	3	4	5
22.	I do not think that to be a ‘company man’ or ‘company woman’ is sensible anymore. (R)	1	2	3	4	5

Section F: Happiness

No.	Item Statement	Scale				
1.	I often feel joy, contented and fortunate in my life rather feeling sadness, disgust and anger. I often experience cheerful and good moods.	1	2	3	4	5
2.	I feel that life is very rewarding to me.	1	2	3	4	5
3.	I feel pleased with the way I am.	1	2	3	4	5
4.	I often wake up with a fresh mood.	1	2	3	4	5
5.	I am well satisfied about everything in my life.	1	2	3	4	5
6.	I am highly satisfied with my job.	1	2	3	4	5
7.	My marriage life makes me happy honestly.	1	2	3	4	5
8.	I do exercises and I am very healthy.	1	2	3	4	5
9.	I am a good follower of my religion.	1	2	3	4	5
10.	I have a sense of direction in life.	1	2	3	4	5
11.	I am fully engaged with my works.	1	2	3	4	5
12.	I feel good when making ethical decisions.	1	2	3	4	5
13.	I feel a sense of improvement or expansion over time.	1	2	3	4	5
14.	There is a gap between what I would like to do and what I have done.	1	2	3	4	5
15.	I have very warm feelings towards almost everyone.	1	2	3	4	5
16.	I do have fun with other people.	1	2	3	4	5
17.	I do have a particular sense of meaning and purpose in my life.	1	2	3	4	5
18.	I have a sense of feeling that I have served more to the society.	1	2	3	4	5
19.	I am very happy with what I have done.	1	2	3	4	5

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