



Faculty of Cognitive Sciences and Human Development

**ASSESSING WORK-LIFE BALANCE FACTORS AND JOB
SATISFACTION AMONG EMPLOYEES IN MANUFACTURING
INDUSTRY**

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AMONG EMPLOYEES IN MANUFACTURING INDUSTRY**

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This project submitted
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ABSTRACT

ASSESSING WORK-LIFE BALANCE FACTORS AND JOB SATISFACTION AMONG EMPLOYEES IN MANUFACTURING INDUSTRY

Kristi Anak Kalong

This study was conducted to determine the relationship between work-life balance factors, which include (flexible work arrangements, work-family conflict, and social support) and job satisfaction among employees in the manufacturing industry. The study was guided by the Spillover Theory as its theoretical foundation. A quantitative approach was adopted using a cross-sectional survey design. Data were collected from 80 employees in the production department at Hikoki (Malaysia) Sdn. Bhd., located in Senai, Johor, through a simple random sampling technique. To examine the relationship between work-life balance factors and employee job satisfaction, Pearson Correlation Analysis was used, while Multiple Regression Analysis was conducted to identify the dominant that affects employees job satisfaction. The results indicate that both flexible work arrangement and social support have a significant strong positive relationship with job satisfaction, while work-family conflict shows a significant weak negative relationship. Furthermore, social support was identified as the dominant factor that affects employee job satisfaction. Therefore, the findings of this study suggest that organizations should foster a socially supportive work environment by implementing practical strategies that promote cooperation, effective communication, and positive workplace relationships. For future research, additional work-life balance factors may be explored as independent variables to gain deeper insights into their impact on job satisfaction.

Keyword: Work-life balance, flexible work arrangement, work-family conflict, social support, job satisfaction, manufacturing industry.

ABSTRAK

MENILAI FAKTOR KESEIMBANGAN KERJA-KEHIDUPAN DAN KEPUASAN KERJA DI KALANGAN PEKERJA DALAM INDUSTRI PEMBUATAN

Kristi Anak Kalong

Kajian ini dijalankan untuk mengetahui hubungan antara faktor keseimbangan kerja-kehidupan, yang merangkumi (pengaturan kerja yang fleksibel, konflik kerja-keluarga, dan sokongan sosial) dan kepuasan kerja dalam kalangan pekerja industri pembuatan. Kajian ini berteraskan Teori Limpahan (Spillover Theory) sebagai asas teori. Pendekatan kuantitatif telah digunakan dengan reka bentuk kaedah kajian selidik. Data dikumpulkan daripada 80 pekerja di bahagian pengeluaran di Hikoki (Malaysia) Sdn. Bhd., yang terletak di Senai, Johor, melalui teknik persampelan rawak mudah. Untuk mengkaji hubungan antara faktor keseimbangan kerja-kehidupan dan kepuasan kerja pekerja, Analisis Korelasi Pearson telah digunakan, manakala Analisis Regresi Berganda dijalankan untuk mengenal pasti faktor dominan yang mempengaruhi kepuasan kerja pekerja. Hasil kajian menunjukkan bahawa pengaturan kerja yang fleksibel dan sokongan sosial mempunyai hubungan positif yang kuat dan signifikan dengan kepuasan kerja, manakala konflik kerja-keluarga menunjukkan hubungan negatif yang lemah tetapi signifikan. Selain itu, sokongan sosial dikenal pasti sebagai faktor dominan yang mempengaruhi kepuasan kerja pekerja. Oleh itu, penemuan kajian ini mencadangkan agar organisasi mewujudkan persekitaran kerja yang menyokong secara sosial dengan melaksanakan strategi praktikal yang menggalakkan kerjasama, komunikasi berkesan, dan hubungan tempat kerja yang positif. Bagi kajian akan datang, faktor keseimbangan kerja-kehidupan yang lain boleh diterokai sebagai pemboleh ubah bebas untuk mendapatkan pemahaman yang lebih mendalam tentang kesannya terhadap kepuasan kerja.

Kata kunci: Keseimbangan kerja-kehidupan, pengaturan kerja yang fleksibel, konflik kerja-keluarga, sokongan sosial, kepuasan kerja, industri pembuatan.

CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter one explains the background of the study and the research problem. It also includes the research objectives, questions, and hypotheses. In addition, the conceptual framework, key terms, significance of study, and limitations are described before the chapter summary.

1.1 Background of Study

Achieving job satisfaction among employees helps improve workplace performance and supports the organization. Highly satisfied employees are more engaged and actively perform leading to great outcomes for both themselves and the organization. Paramarta (2020) emphasizes that job satisfaction helps individuals view tasks positively and put in greater effort, boosting performance and efficiency. Furthermore, Wnuk (2017) emphasizes that job satisfaction is crucial for creating better interactions among coworkers, which improves collaboration, and overall productivity. Additionally, employees who feel highly satisfied in their jobs tend to stay dedicated to their positions, which helps maintain organizational stability and support continued growth. Therefore, organizations that enhance job satisfaction by supporting a healthy balance between personal life and also work often experience increased employee involvement, reduced turnover, and improved long-term outcomes.

Employee job satisfaction is a key focus in manufacturing firms. Work-life balance (WLB) plays a main role in shaping an employee's job satisfaction within an organization. It involves elements like flexible work arrangements, work-family conflict, and social support, all of which influence job satisfaction in distinct ways. Flexible work arrangements (FWAs), such as flexible hours, adjustable schedules, support workers in handling personal and work responsibilities while increasing productivity (Ma, 2018). Work-family conflict (WFC) arises when the demands of work and family roles interfere with each other, may lead to burnout, and dissatisfied. Reducing this conflict boosts morale and reduces turnover (Ramadevi and Nagini, 2017). Social support, whether from family, coworkers, or friends, can help reduce work-related stress and improve coping abilities, resulting in higher job satisfaction (Bakker et al., 2015).

The manufacturing sector has significantly contributed to the growth of Malaysia's economy. The manufacturing sector is crucial to Malaysia's economy, as it strongly contributes to the country's Gross Domestic Product (GDP). Hasan and Teng (2017) discovered that work-life balance has a big impact on job satisfaction among Malaysian working adults, suggesting that well-designed work-life balance policies can enhance overall job satisfaction. Employees that can maintain a good work-life balance are generally loyal and committed to their organization. This study aims to offer a clearer insight into how work-life balance factors relate to job satisfaction among employees in the manufacturing industry.

1.2 Problem Statement

Employee job satisfaction plays a vital role in promoting both individual motivation and overall organizational performance, especially in the manufacturing sector. However, many employees find it difficult to achieve satisfaction due to challenges in balancing family life and job caused by non-flexible working hours. Recent research by Loo et al. (2024) emphasized that employees in Malaysian manufacturing firms continue to face rigid work schedules and long hours, which significantly hinder their ability to maintain work-life balance. This imbalance can directly reduce job satisfaction and may increase turnover intentions. Additionally, Lee (2019) reported that the Malaysian manufacturing sector has experienced a decline in Gross Domestic Product, making the work environment even more demanding for employees, exacerbating these issues.

The manufacturing sector faces intense competition, as many companies offer similar products while striving to gain a larger market share. To remain competitive, organizations often demand high levels of efficiency and productivity from employees, which can lead to excessive workloads and stringent production deadlines (Memon et al., 2023). To stay competitive, organizations must know and understand which unique factors most influence their employees' job satisfaction (Tumen & Zeydanli, 2016). However, unsupportive production policies and intense competition between organizations manufacturing comparable products can create stress and dissatisfaction among employees, negatively affecting their job

satisfaction. Due to this competition, organizations may require employees to work long hours or adhere to rigid schedules, further compounding challenges to their job satisfaction.

According to Jayabalan (2018), flexible work arrangements are recognized for enhancing work-life balance and increasing job satisfaction. However, in the manufacturing sector, such flexibility is often limited, as many employees are required to work shifts, including nighttime hours. This non-flexible schedule can further disrupt employees' family life and well-being. According to Rakin (2018), a significant number of Malaysian women, around 75%, resigned from their jobs because of a lack of flexibility, showing the importance of flexible work arrangements in enhancing both retention also employee satisfaction. In addition, the AIA Vitality study (Society, 2017) indicated that Malaysian employees frequently deal with high levels of stress, health issues, and heavy workloads, directly lowers their job satisfaction. The manufacturing industry's lack of flexible work arrangements may contribute to worsening these negative outcomes.

Work-family conflict is another significant factor affecting job satisfaction. In the manufacturing sector, demanding work shifts and inflexible schedules often lead employees to encounter difficulties in maintaining harmony between work and home life. According to Kossek & Kelliher (2022), employees in manufacturing face challenges in balancing their work responsibilities with family life, particularly when management policies prevent shift changes. This situation can cause the occurrence to absenteeism, lower job satisfaction and stress, which ultimately affects work-life balance. Moreover, factors such as irregular working hours,

excessive workloads, and unsupportive management further exacerbate work-family conflict, limiting employees' ability to meet their family needs and responsibilities (Laß & Wooden, 2022; Weale et al., 2023). Addressing these challenges is essential for enhancing employees' satisfaction with their jobs in the manufacturing industry.

Social support significantly contributes to better job satisfaction and assisting workers in dealing with their personal and professional lives at work. Employees who perceive support from their colleagues, superiors, and organizations experience lower psychological distress (Barnett et al., 2018). This social support can be crucial in the manufacturing industry, where shift work and non-flexible schedules create unique challenges. Schneider and Harknett (2019) noted that instability in shift work schedules can lead to job dissatisfaction, while Arlinghaus et al. (2019) observed that poor social interactions resulting from irregular shift work negatively affect workers' personal and family life. Therefore, fostering a supportive work environment is vital to boost employees' satisfaction within the manufacturing sector.

There is still a lack of research in Malaysia on how work-life balance factors influence employee job satisfaction. Most research focus on office or public sector workers. Therefore, this research seeks to explore the relationships between flexible work arrangements, work-family conflict, and social support, and how these factors affect job satisfaction in Malaysia's manufacturing sector.

1.3 Research Objectives

1.3.1 General Objective

The general objective for this research is to determine the relationship between work-life balance factors and job satisfaction among employees in the manufacturing industry. Thus, the specific objective can be divided into four major categories:

1.3.2 Specific Objectives

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

1.4 Research Questions

This study is guided by the following research question below:

1. Is there a significant relationship between flexible work arrangement and job satisfaction?
2. Is there a significant relationship between work-family conflict and job satisfaction?
3. Is there a significant relationship between social support and job satisfaction?
4. Is there a dominant factor among the selected work-life balance factors that explains the relationship with job satisfaction?

1.5 Research Hypothesis

The alternate hypothesis in this research are:

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

Ha²: There is significant relationship between work-family conflict and job satisfaction.

Ha³: There is significant relationship between social support and job satisfaction.

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

1.6 Conceptual Framework

Conceptual framework is used to show the relationship between the independent and dependent variables. This framework is developed to understand how work-life balance factors which is the independent variables includes flexible work arrangement, work-family conflict, and social support, influence job satisfaction which represents as a dependent variable. The research framework was formulated as shown below:

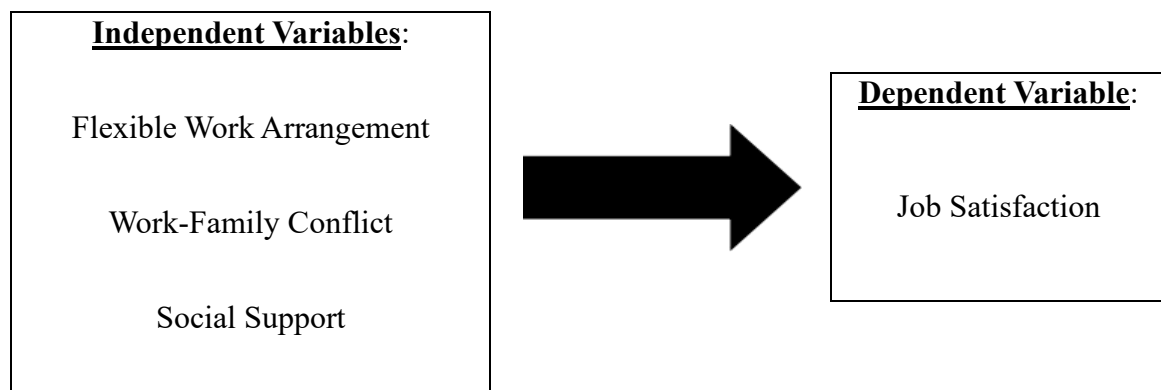


Figure 1.1 Conceptual Framework

Source: Zalimiene, Laimute & Junevičienė, Jolita. (2016)

1.7 Definition of Terms

This study defines the terms in both conceptual and operational ways, as show below:

Term	Conceptual Definition	Operational Definition
Work-life Balance	The ability to manage personal and professional responsibilities in a balanced way is referred to as work-life balance (Forris, 2015).	In this study, work-life balance is defined as a factor influencing job satisfaction, represented through factors such as flexible work arrangements, work-family conflict, and social support.
Job Satisfaction	According to Newstrom (2017), job satisfaction is defined as the favourable or unfavourable feelings and emotions that employees associate with their work.	This study defines job satisfaction as the level to which employees feel satisfied with their current job, influenced by work-life balance factors.
Flexible Work Arrangement	Flexible work arrangements are policies aimed at supporting employees in balancing work and personal life, increasing productivity, and improving well-being (Caesens et al., 2016)	In this research, flexible work arrangements defined as work structures that provide employees with flexible schedules, work shifts, or flexible hours, allowing for better work-life balance and increased job satisfaction.

Work-family Conflict	Work-family conflict is an inter-role conflict that happens when pressures from work and family roles clash, causing an imbalance between these responsibilities (Crawford et al., 2016).	For this study, work-family conflict is defined as the conflict arising between the demands of work and family roles.
Social Support	According to Thoits (2011), social support are defined as the emotional, informational, and instrumental assistance provided by significant others, such as family members, colleagues, and supervisors.	For this study, social support refers to the help or assistance received from family members and colleagues at work, which aids in maintaining a balanced work-life.

Table 1.1 Conceptual and Operational Definition of Terms

1.8 Limitation of Study

A few limitations need to be considered when interpreting the results. One notable limitation is the narrow scope of variables included in the research framework. The study focused primarily on flexible work arrangements, work-family conflict, and social support as factors influencing job satisfaction. However, other important elements such as salary, organizational culture, and job autonomy may also have an impact on how employees perceive their satisfaction at work. Including these additional factors in future investigations may help achieve a more complete and in-depth insight into the link between work-life balance and job satisfaction.

Another limitation involves relying on self-reported questionnaires, which can lead to response bias. Besides that, participants might not always provide fully honest answers or may misinterpret some of the questions. Also, the study's results may not apply to other industries or organizations because it was conducted for a single manufacturing company. This limitation could be addressed in future studies by incorporating a variety of industries or organizations to improve the findings' robustness and generalizability. Other methods, such as interviews or data from various organizations, may also be adopted for future studies to improve the reliability and scope of the research.

1.9 Significance of Study

This study is meaningful as it looks into how various work-life balance factors such as flexible work arrangements, work-family conflict, and social support influence job satisfaction among employees in the manufacturing industry. By focusing on these factors, the study addresses gaps in existing research, particularly in the Malaysia manufacturing sector, where work-life balance practices may differ from global trends. The results will offer clearer insights into how these factors influence job satisfaction and improve the comprehension of workplace dynamics in the manufacturing field.

From an organizational perspective, the research offers management teams within manufacturing valuable information regarding how work-life balance shapes employees' job satisfaction. Not only that, the findings will be applied in the formulation of effective policies and interventions that promote flexible work arrangements, reduce work-family conflicts, and enhance social support within manufacturing settings. This can lead to better employee well-being, higher productivity, and stronger commitment between the employees and the organization.

The significance of applying a rigorous research method is emphasized, ensuring that the collected and analyzed data meets established standards of reliability and validity. Findings from this study may act as a reliable source for future academic work, offering a solid foundation for further exploration of the relationship between work-life balance and job satisfaction in the manufacturing industry. The pilot test applied in this study enhances its

reliability, ensuring accurate and meaningful findings which can be implemented in diverse organizational contexts.

In the wider context, the findings of this research offer guidance for manufacturing workers in navigating work-life balance more effectively. Through the analysis of factors that play a major role in employee satisfaction, workers may apply practical approaches to improve their daily experiences, leading to better well-being and a more meaningful work life. Additionally, the findings contribute to future studies in the related field and decision-makers who aim to design policies or explore further studies related to work-life balance and job satisfaction, especially within the manufacturing environment.

1.10 Chapter Summary

In summary, this chapter outlined the study's background, objectives, questions, and hypotheses. It also covered the conceptual framework, key terms, limitations, and significance. The next chapter will review past literature to support the understanding of the study's variables.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter provides an overview of the key concepts and theories relevant to the topic of this research. It begins by explaining the main variables under investigation, followed by a review of related past studies and theoretical perspectives that support the study framework. Finally, the chapter also concludes with a summary to highlight the important points discussed.

2.1 Context for the Topic

In this part, the key topics related to the study are explained, including work-life balance, job satisfaction, flexible work arrangements, work-family conflict, and social support, which are the core focus areas of this research.

2.1.1 Work-Life Balance

In today's organizational setting, especially within the manufacturing sector, work-life balance (WLB) is increasingly being recognized as an important aspect, as employees are frequently subjected to long working hours and physically demanding responsibilities. According to Irfan and Azmi (2015), WLB is the capacity to successfully balance personal and professional obligations without compromising one for the other. Employees' ability to maintain balance is frequently compromised by the aggressive, proactive, and demanding nature of work in this sector, which demands active involvement and complete devotion

(Turanligil & Farooq, 2019). In order to support WLB, many organizations in this sector are implementing practices that increase employee satisfaction, lower stress levels, and enhance overall productivity.

Work-life balance experiences vary widely due to individual circumstances. For manufacturing employees, balancing work and personal life is essential, as their roles are both physically and mentally demanding. Personal time goes beyond family obligations to include self-care, spirituality, and social activities, all of which contribute to well-being (Swathi & Mohapatra, 2017). People who want to live high-quality lives now prioritise work-life balance (Soomro et al., 2018). In manufacturing environments, factors related to work-life balance are seen as having a strong influence on an employee's ability to perform effectively and maintain overall job satisfaction.

2.1.2 Job Satisfaction

Several factors, including task achievement, compensation, acknowledgment, and work-life balance, have been identified as key contributors to an employee's overall level of job satisfaction (Fauzi & Suryani, 2019; Berglund et al., 2015; Judge et al., 2017). In the manufacturing industry, where tasks can be repetitive and physically demanding, addressing job satisfaction is particularly important to retain a motivated and productive workforce. Challenges such as unclear job roles or insufficient recognition can lead to dissatisfaction and negative emotions (Amirudddin & Monil, 2022). Conversely, providing clear expectations and rewarding employee contributions can significantly enhance satisfaction. Moran (2016)

emphasizes that contented workers are more motivated, engaged, and driven, all of which are critical for lowering turnover and promoting success (Amirudddin & Monil, 2022).

Feeling satisfied at work is often connected to how well individuals can manage both their job and personal responsibilities. When people find a healthy balance between these two areas, they usually feel less overwhelmed and more content with their work experience. While manufacturing roles can involve long hours and demanding schedules, supporting employees in achieving this balance is essential. Kasemsap (2017) notes that job satisfaction arises from pride in task completion, which improves when employees feel they can balance work and life effectively. Maintaining this balance improves retention and overall satisfaction in the manufacturing sector, which benefits both individual well-being and organisational success.

2.1.3 Flexible Work Arrangement

Flexible work arrangements enable employees to take more control of their time, supporting improved balance between personal responsibilities and work. According to Wohrmann et al. (2021), when organizations offer this kind of flexibility, it can positively influence an employee's ability to manage and maintain both professional and personal responsibilities. In the manufacturing industry, where shift work is common, FWAs like flexible start times, teleworking, and compressed workweeks can be particularly beneficial. Pietras (2020) noted that these arrangements improve employee morale and motivation, leading to higher job satisfaction. FWAs help reduce stress from long commutes and allow employees

to focus on personal responsibilities. Research also shows that FWAs improve employee health, reduce burnout, and enhance job satisfaction (Ziderman, 2020).

Flexible work arrangements can reduce absenteeism, increase loyalty, and improve retention rates. Omondi and Obonyo (2018) found that FWAs positively impact job performance and satisfaction. Also, Chung and van der Lippe (2020) emphasized flexible schedules help workers manage both family and work responsibilities, creating a more balanced work-life dynamic. By tailoring FWAs to diverse employee needs, manufacturing organizations can improve both individual well-being and overall performance.

2.1.4 Work-Family Conflict

Work-family conflict describes the difficulty individuals experience when work demands interfere with their ability to fulfill family obligations (Kremer, 2016; Crawford et al., 2016). Moreover, such conflict often emerges in environments where employees are burdened with long working hours or heavy workloads, which significantly reduce how much time and effort individuals can dedicate to their personal and family roles (Khandelwal & Sehgal, 2018). Additionally, family-related issues, such as caregiving for a sick family member, can exacerbate this conflict (O'Neill & Rothbard, 2017). This imbalance leads to increased stress, burnout, and dissatisfaction, negatively affecting both personal well-being and job performance.

As work demands continue to rise, work-family conflict becomes more prominent in today's workplace (Khandelwal & Sehgal, 2018). The pressure of balancing work responsibilities with family roles can overwhelm individuals, especially when there are not enough resources or support to help them meet these demands. The emotional pressure caused by work-family conflict can lead employees to feel overwhelmed or inadequate, especially when they are unable to meet responsibilities both at work and at home. These internal struggles may lead to broader consequences within the workplace, including reduced efficiency, frequent absenteeism, and a rise in staff turnover (Khan, 2015). For companies committed to fostering positive employee experiences and outcomes, it is important to recognize and address the challenges brought on by work-family conflict.

2.1.5 Social Support

Receiving social support, both emotional and practical, has been recognized as an important factor in helping employees manage the demands of their and personal lives professional. When such support is offered by both the workplace and family members, individuals tend to handle their responsibilities more effectively, which can lead to a reduction in work-family conflict (Tamunomiebi & Oyibo, 2020). When employees receive support, especially through counseling, it helps them balance home and work responsibilities, improving their well-being and ability to handle challenges (Panda & Sahoo, 2021). Without support, employees often facing work-family conflict, which can negatively affect mental

health and job performance (Drummond et al., 2017). Thus, fostering social support is essential to enhancing job satisfaction and establishing a healthier workplace.

Additionally, Employees loyalty and job satisfaction are higher when they perceive that their coworkers, managers, and company are supporting them (Lambert et al., 2016). In workplaces, offering resources like flexible schedules or leadership support makes workers feel valued and committed to the company (Wu et al., 2020). However, lack of support at work can lower satisfaction, reduce commitment, and increase turnover. A supportive work culture helps employees stay engaged, fostering better job performance. Similarly, work-family balance has been found to be positively impacted by coworker support (Žnidaršič & Bernik, 2021).

2.2 Discussions from Theoretical Perspectives

In this study, there are one theory which is Spillover theory.

2.2.1 Spillover Theory

A valuable explanation is offered by the spillover theory for how situations in the workplace may affect outcomes in other domains, such as personal or family life. As explained by Kumar and Janakiram (2017), the idea of spillover suggests that what happens in one role may extend its influence positively or negatively into another. For instance, when employees experience growth, satisfaction, or success in their jobs, those positive experiences can carry over into their personal lives, improving overall well-being and increasing job satisfaction. This is referred to as positive spillover. In contrast, negative spillover arises when stress, fatigue, or tension from the workplace interferes with one's personal responsibilities, potentially resulting in strained balancing work and family and a drop in job contentment (Xu, 2009).

Spillover effects are often categorized into two forms: positive and negative. On the positive side, improvements in work conditions or accomplishments may enhance family life, creating a ripple effect that contributes to higher satisfaction at work. On the negative side, when job-related stress spills into an employee's home life, it can cause emotional strain, disrupt family interactions, and negatively affect work attitudes in return.

This theory is particularly useful when examining flexible work arrangements (FWAs), social support, and work-family conflict. When organizations provide flexibility and supportive environments, employees tend to benefit from positive spillover effects. This can

be seen, FWAs allow employees greater control over their time, which helps reduce job-related stress and allows for better management of personal responsibilities. As Greenhaus and Powell (2006) noted, positive emotions gained from work can extend into home life, leading to overall improvements in both domains. Therefore, greater flexibility in the workplace can assist in managing work-family imbalance and raising overall job satisfaction.

In addition, social support serves as a vital component in minimizing negative spillover. When employees perceive encouragement from their colleagues, supervisors, and families, they are more effectively equipped to manage the pressures of their job. This kind of support can buffer against stress and prevent its transfer into personal life, promoting a healthier balance and enhancing a sense of satisfaction with career and life matters.

This study applies spillover theory as a framework to examine how flexible work arrangements, social support, and work-family conflict influence work-life balance and job satisfaction among employees in the manufacturing sector. Based on this theory, fostering positive spillover helps ease the impact of difficult situations and lead to a more satisfying and balanced working life.

2.3 Findings from Past Research

This section examines past studies related to this research topic to provide empirical support. It focuses on past research about work-life balance, work-family conflict, flexible work arrangements, and social support.

2.3.1 Work-life Balance and Job Satisfaction

Hamid et al. (2020) conducted research focusing on workers in the manufacturing sector located at Pahang to examine how work-life balance influences job satisfaction. So, these findings showed that workers who managed to balance their tasks at home while experienced increased satisfaction in their workplace. The study concluded that maintaining a positive healthy balance between professional responsibilities likely to relieve stress and help boost overall productivity and increase worker satisfaction at work. These conclusions align with the results of earlier research by Balouch and Hassan (2014) and Kanwar et al. (2009), both of which pointed to the value of organizational assistance in supporting employees' efforts to achieve work-life balance.

Next, Buba et al. (2024) investigated how work-life balance practices impact employee satisfaction in various organizational settings. The research involved a survey of 120 participants and employed a quantitative approach to gather insights. Results showed a positive link between maintaining work-life balance and achieving job satisfaction, with job characteristics emerging as the most influential factor. Interestingly, the study found that support from supervisors had no significant effect on job satisfaction. As a result, the authors

suggested that organizations review job structure, provide additional financial incentives such as fringe benefits, and introduce more flexible working options to improve both employee satisfaction and work-life balance.

2.3.2 Flexible Work Arrangement and Job Satisfaction

The study by Ajayi-Balogun (2022) focuses on the effect of flexible work schedules on employee satisfaction within the Irish retail industry. The research surveyed 83 employees working in various retail companies in Ireland. It explores the effects of flexible work arrangements, including changes in location and hours, on worker satisfaction. The results show that employees who have flexible work arrangements express much greater job satisfaction compared to those who don't. The study also points out that job satisfaction ratings are not significantly impacted by gender or the forms of flexible work arrangements. The findings highlight how important it is to implement flexible working arrangements in the workplace because they are a key component of increasing job satisfaction in the retail industry.

In the context of the IT industry, Wadhawan and Mahendru (2018) explored the effect of flexible work arrangements on employee satisfaction. The study surveyed 100 employees from various IT companies. Examining how FWAs, such as remote work choices and flexible working hours, affect employee satisfaction in the IT sector was the main objective of the study. Implementing FWAs was found to be associated with improved job satisfaction levels. Employees reported greater contentment and engagement when they had the autonomy to manage their work schedules and locations. The study concluded that FWAs are a key driver

in enhancing employee satisfaction, particularly in fast-paced industries like IT, where work flexibility is seen as an essential component for improving retention and productivity.

2.3.3 Work-family Conflict and Job Satisfaction

A study by Asbari et al. (2020) examined how work-family conflict influenced both job satisfaction and performance among women in the Indonesian workforce. Their study collected responses from 1,045 women working in various industries. Job satisfaction decreased due to work-family conflict. Interestingly, the researchers noted that while satisfaction levels were affected, work-family conflict was not found to have a direct or significant impact on job performance. The study concluded that although employees may still meet performance expectations, their overall satisfaction at work declines when they face difficulty managing responsibilities at home and on the job. The results bring to light the need of addressing work-family conflict, particularly for female employees, to enhance their job satisfaction and well-being.

Besides that, AlAzzam et al. (2017), focused on nurses working in hospitals across Jordan. The research sample consisted of 333 nurses, which aimed to explore how different types of conflict specifically, work-to-family and family-to-work relate to job satisfaction. The findings showed that work-to-family conflict was more commonly experienced than family-to-work conflict, and both had a negative relationship with job satisfaction. Additionally, factors such as gender and the absence of childcare services were seen as a contributing factor

to rising work-to-family conflict. The researchers emphasized the need for practical solutions to reduce such conflict in order to improve satisfaction levels among hospital staff.

2.3.4 Social Support and Job Satisfaction

Yang et al. (2022) conducted a study exploring how coping styles influence the connection between social support and job satisfaction among kindergarten teachers across mainland China. The research involved a sample of 617 teachers. Findings from the study indicated that when teachers received strong social support, their job satisfaction tended to increase, especially when they practiced positive coping methods. It was found that positive coping strategies helped explain the connection between social support and job satisfaction, while negative coping strategies did not play the same mediating role. These results highlight the need for early education environments to contribute emotional care along with to encourage healthy coping behaviors to enhance overall job satisfaction.

In a separate study, Klijn (2021) examined how social support in the workplace affects job satisfaction, particular attention to gender differences. A large sample of 32,539 individuals participated in the study. Results show a clear positive association between job satisfaction and perceived social support, with the effect being stronger among female participants. This suggests that while social support benefits all employees, it may be especially impactful for women. The study reinforces the idea that a supportive work atmosphere contributes to better emotional well-being and higher satisfaction at work. Organizations, therefore, are encouraged to cultivate a positive and inclusive culture where all employees feel valued and supported.

2.4 Chapter Summary

This chapter focuses on the literature review, covering the concept of each independent and dependent variable, theory, and findings from past research. Next, methodology will be deliberated consciously in the chapter three.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter shows how the research was done to look at the link between work-life balance and job satisfaction among workers in a manufacturing company. It starts with the research plan, who was involved, and how the participants were chosen. Then, it explains the tools used to collect data, pilot test and how the tools were checked to make sure they were accurate, reliable, and followed ethical rules. After that, it describes how the data was collected and studied. This chapter also ends with a short summary of the methods used.

3.1 Research Design

A quantitative method was applied in this study to explore how work-life balance factors relate to job satisfaction among employees in the manufacturing sector. Information was collected using a structured questionnaire, which was given out once as part of a cross-sectional survey. The study focused on flexible work options, social support, and work-family conflict as the independent variables, while job satisfaction served as the dependent variable. This method was selected because it allows for the collection of numerical data that can be analyzed statistically. To examine the relationships and test the research hypotheses, the data were analyzed using SPSS with techniques such as Pearson correlation and multiple regression.

3.2 Population, Sample and Sampling Procedure

The study was conducted with employees working in the Production Department of Hikoki Malaysia Sdn. Bhd., a company involved in manufacturing. The total number of employees in this department was estimated to be around 100. As explained by Sekaran (2005), a population refers to the group of people that a researcher studies. In accordance with the sample size table developed by Krejcie and Morgan (1970), selecting 80 participants was considered suitable for this study.

Every worker in the production department had an equal chance of being selected through to the random sampling method. This method was selected to minimize sampling bias and to ensure that the sample accurately represented the whole group (LoBiondo-Wood & Haber, 1998). Such an approach ensures the findings are both reliable and generalizable to the targeted population, fulfilling the study's objectives effectively.

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

Note.—*N* is population size.
S is sample size.

Figure 3.1 Krejcie & Morgan's Sample Size Determination Table

3.3 Research Instrument

A structured questionnaire served as the primary tool for collecting data in this research.

This approach has been chosen for its ability to standardize the data collection process and ensure consistent responses across all participants. The questionnaire will consist of close-ended questions, with clear instructions provided on the cover page and specific guidance for each section. Sections B and C use a five-point Likert scale, where respondents will be asked to rate their level of agreement with statements on a scale from (1) Strongly Disagree, (2)

Disagree, (3) Neutral, (4) Agree, to (5) Strongly Agree. This scale was chosen because it offers clear and simple options for Participants to rate their agreement

The survey form was divided into three main parts. The first part (Section A) asked for basic personal details, such as gender, age, marital status, education background, and how long the person had been working. The second part (Section B) dealt with aspects of work-life balance, including flexible work arrangement, work-family conflict, and social support. These were rated using a five-point Likert scale. The third part (Section C) was job satisfaction which looked into how satisfied the employees were with their jobs, also using the same five-point scale. The questionnaire was made in a clear and simple format to make it easy to answer and to help gather accurate and useful data. Tables below show the details of the questions and rating scales used.

Section	No. Of Items	Sources
(A) Demographic Characteristics	5	-
(B) Work-life Balance Factors		
i. Flexible Work Arrangement	6	Friedman & Greenhaus (2000), Hyland (2000)
ii. Work-family Conflict	6	Kelloway, Gottlieb & Barham (1999)
iii. Social Support	6	Zalimiene & Junevidiene (2016)
(C) Job Satisfaction	6	Friedman & Greenhaus (2000)

Table 3.1 Summary of the Number of Items and Sources

Strongly Disagree/ <i>Sangat Tidak Setuju</i>	Disagree/ <i>Tidak Setuju</i>	Neutral/ <i>Neutral</i>	Agree/ <i>Setuju</i>	Strongly Agree/ <i>Sangat Setuju</i>
1	2	3	4	5

Table 3.2 Five-Point Likert Scale

3.4 Pilot Test

The pilot study was carried out to determine whether the chosen research methods were appropriate for the main study. Running a pilot helps improve both the efficiency and quality of the study process (In, 2017). This preliminary test took place in a manufacturing company to evaluate how well the questionnaire performed before being used in the main data collection.

A total of 20 employees were chosen to complete the questionnaire using Google Forms. The responses gathered were then analyzed using SPSS, with Cronbach's Alpha applied to check the internal consistency of the items. A reliability score of 0.700 or above was considered acceptable, showing that the questionnaire was consistent and reliable for the full study.

Section of Questionnaire	No. Of item	Cronbach's Alpha Value for Pilot Study
Flexible Work Arrangement	6	0.813
Work-Family Conflict	6	0.861
Social Support	6	0.811
Job Satisfaction	6	0.905

Table 3.3 Reliability Test for Pilot Study

3.5 Validity and Reliability

Validity refers to how well a measurement tool reflects the specific concepts it is meant to assess. In this study, establishing validity was important to ensure that the questionnaire truly measured aspects of work-life balance and job satisfaction as outlined in the research goals. The questionnaire's validity was evaluated by checking whether its items properly assessed key variables such as flexible work arrangements, work-family conflict, social support, and job satisfaction. According to Heale and Twycross (2015), validity is considered more critical than reliability because it confirms that the tool accurately captures what it is meant to measure.

To assess reliability, Cronbach's Alpha was applied. A score of 0.700 or higher was viewed as acceptable, indicating that the questionnaire had strong internal consistency. Scores below 0.700 suggested that the consistency was insufficient, and adjustments to the questionnaire might be required to improve its reliability. This process helps ensure that the instrument is dependable and yields reliable data to support the study's analysis of work-life balance and job satisfaction.

3.6 Ethics of the Study

Ethical considerations were carefully addressed to ensure participants were not exposed to any harm throughout the study. Respect, privacy, and confidentiality were maintained at all stages of the research. Participants received a consent form that clearly explained the study's purpose and procedures. Their involvement was entirely voluntary, and all information provided was stored securely. These ethical practices helped ensure that the research was conducted responsibly and with integrity.

3.7 Data Collection Procedure

The respondents were given one week by the researcher to respond to the questionnaire. In addition to primary data, secondary data were gathered through resources such as books and online materials. This method helped the researcher understand existing studies relevant to the topic. The data collection process involved several steps. Initially, to distribute the questionnaire, the researcher requested permission from the organisation. Upon receiving consent, a formal approval letter was requested from the university and then emailed to the organization. After obtaining the necessary authorization, the researcher shared the questionnaire through Google Forms. The organization distributed the survey to its employees in the production department, providing them with an explanation of its purpose. The questionnaire remained open for one week, after which the Google Forms link was closed. The researcher then proceeded with analyzing the responses collected.

3.8 Data Analysis Procedure

In this study, the data collected from participants will be analyzed using SPSS version 26, a commonly used tool for statistical analysis. To analyse the data and provide insightful analysis, both descriptive and inferential statistics will be used. The data from the questionnaire will be processed according to the research objectives. Different statistical methods will be used to identify key findings, relationships, and significant results from the data, helping to generate valuable conclusions for the study.

3.8.1 Descriptive Statistics

As stated by Kaur et al. (2018), descriptive statistics are applied to explain the relationship between variables within a population sample. Additionally, the collected data are typically displayed through visual representations such as tables, graphs, or bar charts. In this study, the demographic factors and percentage distributions were examined using descriptive analysis. The data were described through the use of frequency, mean, and standard deviation. Moreover, demographic information such as gender, age, marital status, educational level, and duration of employment was included in the analysis.

3.8.2 Inferential Statistics

To draw conclusions about the larger population from the sample data, this study used inferential statistics (Sharma, 2007). The Pearson correlation coefficient was applied to examine the strength and direction of the relationship between two variables, with possible values ranging from -1.0 to +1.0. In this research, it helped assess how closely the independent variables were related to the dependent variable. Table 3.4 below shows results of the Pearson correlation analysis.

Value of coefficient, “r” value	Relation between variable
-0.5 to -1.0	Strong negative
-0 to -0.5	Weak negative
0 to 0.5	Weak positive
0.5 to 1.0	Strong positive
0.5	Moderate relationship
0	No relationship

Table 3.4 Value of Coefficient, r by Miller (1991)

Moreover, to address the fourth research objective, multiple regression analysis was carried out to identify which work-life balance factors had the most significant influence on job satisfaction. In addition, this analysis helped explain the strength of the relationship between the selected variables. The table 3.5 below outlines the statistical techniques applied to test each hypothesis in this study.

Research Hypotheses	Tools of Analysis
1. There is significant relationship between flexible work arrangement and job satisfaction.	Pearson Correlation
2. There is significant relationship between work-family conflict and job satisfaction.	
3. There is significant relationship between social support and job satisfaction.	
4. There is dominant factors explaining relationship of selected work-life balance factors with job satisfaction.	Multiple Regression

Table 3.5 Research Hypotheses and Test of Analysis

3.9 Chapter Summary

This chapter covers the overall research methods used in the study. It includes the research design, the target population and sample size, the questionnaire as the research tool, and the pilot test. It also explains how the validity and reliability of the instrument were checked, followed by ethical considerations. Lastly, the chapter covers the steps taken to collect the data and how it was analysed using SPSS version 26.

CHAPTER 4

FINDINGS AND DISCUSSIONS

4.0 Introduction

The first part of Chapter 4 explains the interpretation of the respondents' demographic background. This is followed by the findings from the descriptive analysis, as well as statistical results obtained through Pearson correlation and multiple regression methods. The chapter concludes with a summary of the key findings.

4.1 Demographic Background

A total of 80 employees from the Production Department at Hikoki (Malaysia) Sdn. Bhd. took part in this study. The demographic details collected include gender, age, marital status, duration of employment, and highest level of education. The information is presented through bar charts and tables, showing both the frequencies and percentages for each category.

4.1.1 Gender

Referring to Table 4.1 and Figure 4.1, the gender distribution reveals that the majority of respondents were male, with 47 individuals (58.8%). In comparison, females represented the minority, comprising 33 individuals (41.3%). This indicates that male employees form the majority in the production department, while female employees make up a smaller but still notable portion of the workforce.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	47	58.8	58.8	58.8
	Female	33	41.3	41.3	100.0
	Total	80	100.0	100.0	

Table 4.1 Distribution of Respondent by Gender

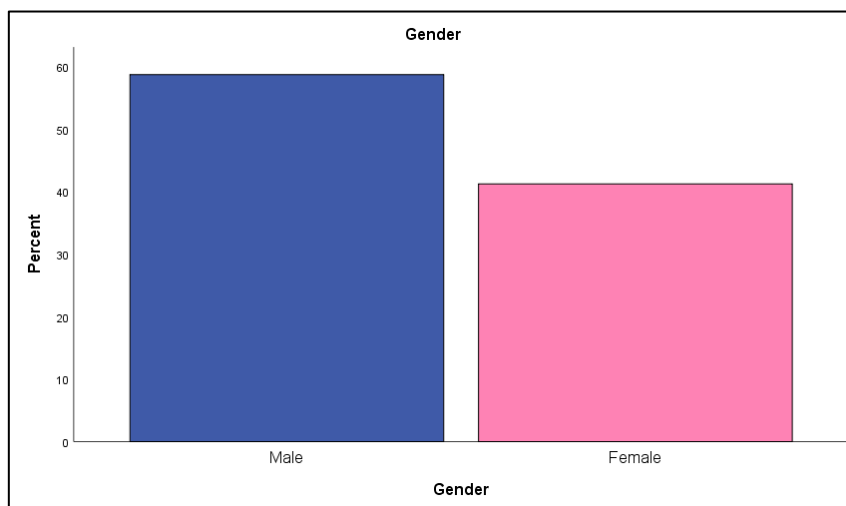


Figure 4.1 Bar Chart of Respondents According to Gender

4.1.2 Age

As shown in Table 4.2 and Figure 4.2, the age group with the highest number of responders was those aged 40 to 49 years, totaling 36 individuals (45.0%). This was followed by two equally represented age categories: 30 to 39 years and more than 50 years, each with 20 respondents (25.0%). The lowest representation came from the 20 to 29 years group, with only 4 individuals (5.0%). These results indicate that the workforce is primarily composed of middle-aged employees, while younger workers form a small minority.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 years old	4	5.0	5.0	5.0
	30-39 years old	20	25.0	25.0	30.0
	40-49 years old	36	45.0	45.0	75.0
	More than 50 years old	20	25.0	25.0	100.0
	Total	80	100.0	100.0	

Table 4.2 Distribution of Respondent by Age

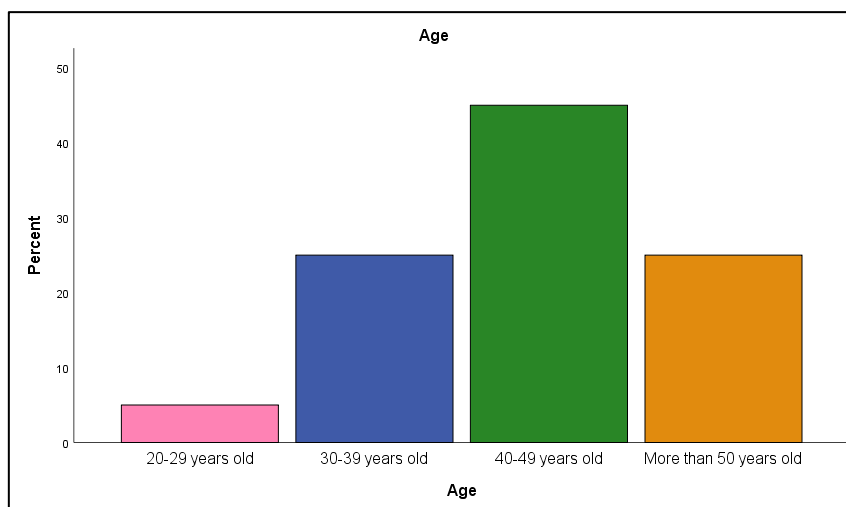


Figure 4.2 Bar Chart of Respondents According to Age

4.1.3 Marital Status

According to Table 4.3 and Figure 4.3, the most majority of respondents were married, accounting for 62 individuals (77.5%). Meanwhile, 15 individuals (18.8%) were single, and only 3 respondents (3.8%) were either divorced or separated, making them the smallest group in this category. This distribution suggests that most employees have established family commitments.

Marital Status					Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Single	15	18.8	18.8	18.8
	Married	62	77.5	77.5	96.3
	Divorced/Separated	3	3.8	3.8	100.0
	Total	80	100.0	100.0	

Table 4.3 Distribution of Respondent by Marital Status

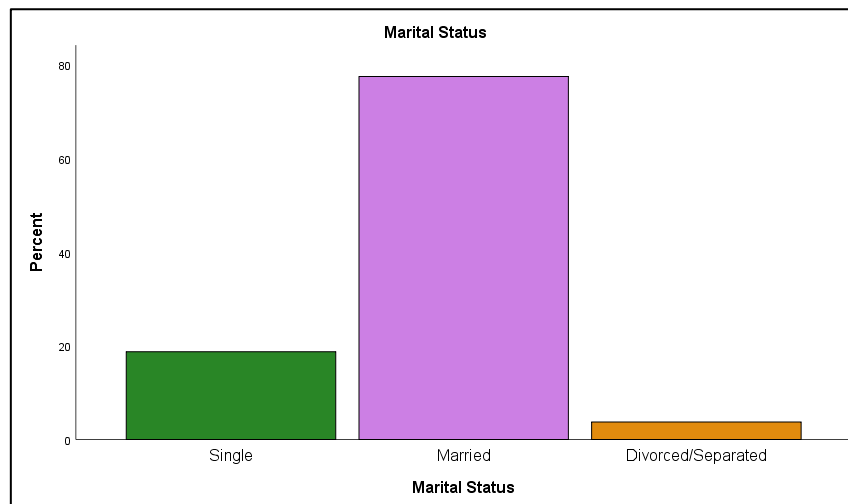


Figure 4.3 Bar Chart of Respondents According to Marital Status

4.1.4 Duration of Employment

Based on Table 4.4 and Figure 4.4, the highest proportion of respondents had been employed at the company for more than 10 years, totaling 52 individuals (65.0%). This was followed by 17 respondents (21.3%) who had worked between 6 to 10 years, and 11 individuals (13.8%) with 1 to 5 years of employment, which is the lowest group. This data highlights a workforce with strong job retention and long-term employment.

Duration of Employment					Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	1 - 5 years	11	13.8	13.8	13.8
	6 - 10 years	17	21.3	21.3	35.0
	More than 10 years	52	65.0	65.0	100.0
	Total	80	100.0	100.0	

Table 4.4 Distribution of Respondent by Duration of Employment

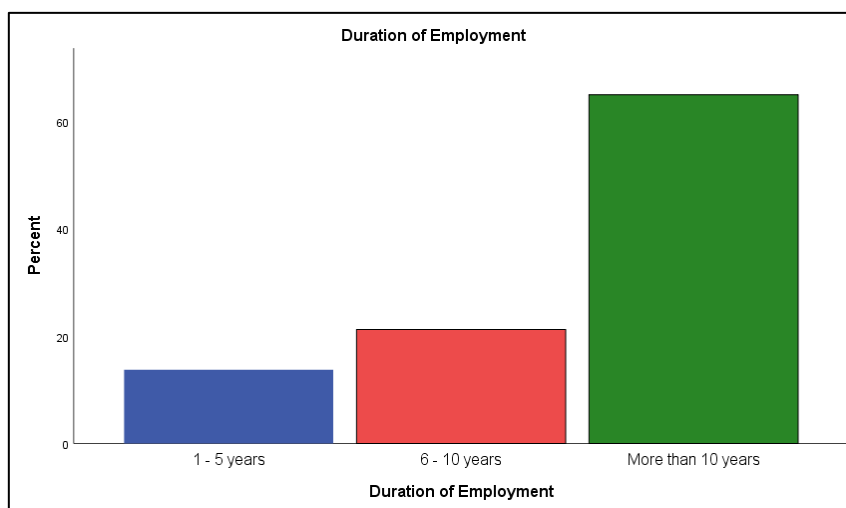


Figure 4.4 Bar Chart of Respondents According to Duration of Employment

4.1.5 Highest Academic Qualification

As presented in Table 4.5 and Figure 4.5, the majority of respondents held an SPM qualification, with 57 individuals (71.3%). This was followed by 11 respondents (13.8%) who reported having other qualifications. In addition, 8 individuals (10.0%) had completed Diploma, STPM, or Matriculation, while Degree holders represented the smallest group, with only 4 respondents (5.0%). These show that the educational level of the workforce is predominantly at the secondary level.

Highest Academic Qualification				
		Frequency	Percent	Cumulative Percent
Valid	SPM	57	71.3	71.3
	Diploma/STPM/Matriculation	8	10.0	81.3
	Degree	4	5.0	86.3
	Others	11	13.8	100.0
	Total	80	100.0	100.0

Table 4.5 Distribution of Respondent by Academic Qualification

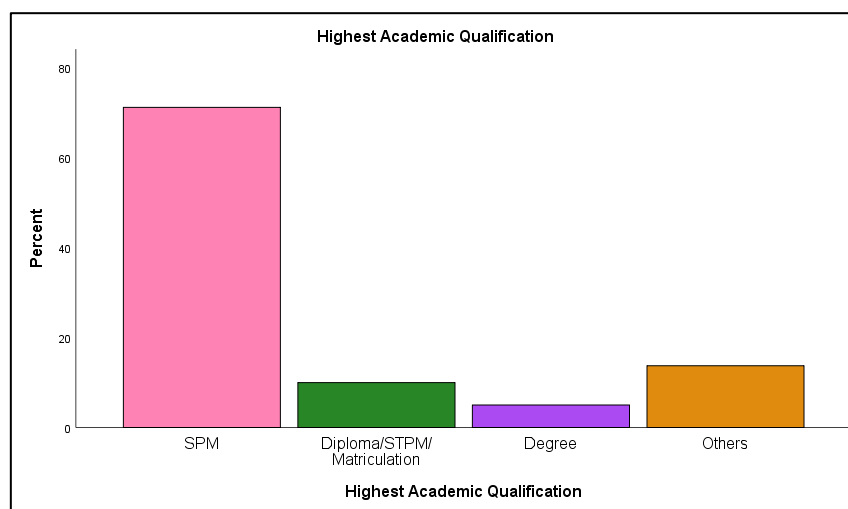


Figure 4.5 Bar Chart of Respondents According to Academic Qualification

4.2 Descriptive Statistics

The results obtained in the three variables (flexible work arrangements, work-family conflict, and social support) and one dependent variable (job satisfaction) are compiled and presented in this study using tables and descriptive statistics.

4.2.1 Flexible Work Arrangement

The descriptive analysis of flexible work arrangements presents responses to statements measured through a five-point Likert scale in percentage form, including mean and standard deviation. As reflected in the analysis, majority of respondents respond (agree) to statements regarding flexible work arrangement. This indicates, flexible work arrangement are positively perceived by the participants. Meanwhile, only a minority of respondents respond (strongly disagree), which shows limited negative views on the statements provided.

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation
Flexible work schedule can balancing my time with family.	0.0	6.3	16.3	52.5	25.0	3.96	0.818
Flexible work schedule can balancing my time with work.	0.0	6.3	20.0	50.0	23.8	3.91	0.829
My organization gives me the flexibility to take leave when urgent family or personal matters arise.	0.0	2.5	12.5	61.3	23.8	4.06	0.681
My productivity at work is greater due to a flexible working hours.	0.0	11.3	28.7	43.8	16.3	3.65	0.887
My organization allows me to swap shifts with my colleagues when needed to manage family responsibilities.	2.5	7.5	20.0	43.8	26.3	3.83	0.986
My job provides me with sufficient time to spend with my family.	2.5	8.8	22.5	46.3	20.0	3.72	0.967

Table 4.6 Descriptive Statistics for Flexible Work Arrangement

4.2.2 Work-Family Conflict

The descriptive statistics for work-family conflict are based on data obtained using a five-point Likert scale in percentage form, along with mean and standard deviation values. The results indicate that a majority of respondents respond (disagree) with the statements related to work-family conflict. However, a minority of respondents respond (strongly agree), indicating that work-family conflict may still affect certain individuals. Overall, the descriptive statistics show a disagreement with the existence of work-family conflict.

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation
My workday is interrupted by family demands.	13.8	40.0	28.7	13.8	3.8	2.53	1.018
Job demands keep me from spending the amount of time I would like with my family.	17.5	33.8	15.0	23.8	10.0	2.75	1.277
While at work, I find myself thinking about the tasks I need to complete at home.	25.0	32.5	21.3	12.5	8.8	2.47	1.242
I struggle to balance my work, family life, and other social commitments.	26.3	32.5	20.0	18.8	2.5	2.38	1.141
Due to work demands, I have to change plans with family members.	20.0	36.3	20.0	21.3	2.5	2.50	1.113
Job demands make it hard for me to fully enjoy time with my family.	20.0	38.8	18.8	16.3	6.3	2.50	1.169

Table 4.7 Descriptive Statistics for Work-Family Conflict

4.2.3 Social Support

As presented through descriptive statistics, social support was assessed using responses gathered on a five-point Likert scale in percentage form, and analyzed with mean and standard deviation. According to the results, majority respondents answer "agree" towards social support. Although a few respondents respond (strongly disagree), this group remains a minority. Thus, the descriptive statistics indicate that social support is generally viewed in a positive light among the respondents.

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation
The organization genuinely cares about my well-being.	1.3	11.3	30.0	47.5	10.0	3.53	0.870
I feel supported by both co-workers and my supervisor when facing work-related issues.	1.3	11.3	25.0	30.0	32.5	3.81	1.056
The organization considers my best interest when making decisions that affect me.	3.8	12.5	27.5	51.2	5.0	3.41	0.909
The organization cares about my general satisfaction at work.	2.5	11.3	33.8	48.8	3.8	3.40	0.835
Cooperation with co-workers makes me happy to work.	1.3	7.5	22.5	45.0	23.8	3.82	0.924
Relationships between worker and supervisor impact my job.	1.3	6.3	25.0	55.0	12.5	3.71	0.814

Table 4.8 Descriptive Statistics for Social Support

4.2.4 Job Satisfaction

The descriptive statistics for job satisfaction were derived from data collected using a five-point Likert scale in percentage form, accompanied by mean and standard deviation analysis. The results demonstrate that most respondents respond (agree) to the statements related to job satisfaction. Conversely, only a small number of respondents respond (strongly disagree), suggesting that dissatisfaction is not widely experienced. Through descriptive statistics, it can be concluded that job satisfaction is generally present among the participants.

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation
I am satisfied with my job.	0.0	6.3	28.7	42.5	22.5	3.81	0.858
I would be very happy to spend the rest of my career with this organization.	1.3	8.8	33.8	37.5	18.8	3.63	0.931
Most of the time, I enjoy my work.	1.3	7.5	36.3	36.3	18.8	3.63	0.917
I feel a sense of pride in doing my job.	1.3	7.5	31.3	41.3	18.8	3.68	0.908
I am happy working with my co-workers because they are supportive and contribute to a healthy work-life balance.	0.0	5.0	36.3	43.8	15.0	3.68	0.789
I am happy with my current job and have no intentions of changing jobs anytime soon.	2.5	3.8	22.5	40.0	31.3	3.93	0.959

Table 4.9 Descriptive Statistics for Job Satisfaction

4.3 Reliability Statistics

Cronbach Alpha values for independent variables in this study, including social support, work-family conflict, and flexible work arrangements, are 0.845, 0.888, and 0.873, respectively. In addition, the Cronbach's Alpha value for the dependent variable, job satisfaction, is 0.911. All of the variables fall between 0.845 and 0.911, according to the Cronbach Alpha results, suggesting that the questionnaire was acceptable.

Section of Questionnaire	No. Of item	Cronbach's Alpha Value for actual study
Flexible Work Arrangement	6	0.845
Work-Family Conflict	6	0.888
Social Support	6	0.873
Job Satisfaction	6	0.911

Table 4.10 Reliability Test for Actual Study

4.4 Pearson Correlation

4.4.1 Relationship between Flexible Work Arrangement and Job Satisfaction

The Table 4.11 present the findings between flexible work arrangement and employees job satisfaction which tested by the research hypothesis that are shown as below:

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

Correlations			
		Flexible Work Arrangement	Job Satisfaction
Flexible Work Arrangement	Pearson Correlation	1	.637**
	Sig. (2-tailed)		.000
	N	80	80
Job Satisfaction	Pearson Correlation	.637**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

Table 4.11 Correlation between Flexible Work Arrangement and Job Satisfaction

According to the results presented in Table 4.11, the Pearson's r for the correlation between flexible work arrangements and job satisfaction is 0.637, indicating a strong relationship. Since there is no negative sign in front of the value, the Pearson's r value of 0.637 is positive. This positive value suggests that as flexible work arrangements increase, job satisfaction tends to rise as well. Similarly, a reduction in work flexibility may result in lower job satisfaction. As shown in the above table, the Sig. 2-tailed value, the p-value which is 0.000

is below the 0.01 level, confirming that the relationship is statistically significant. Therefore, Hypothesis 1 is accepted.

Discussion:

To determine the relationship between flexible work arrangement and job satisfaction.

The analysis indicated a Pearson correlation coefficient of $r = 0.637$ for flexible work arrangements, with a p-value less than 0.01. Based on this outcome, Hypothesis H_{a1} was supported. The findings show a strong and significant positive relationship between flexible work arrangements and job satisfaction among employees in the manufacturing sector. In other words, higher levels of flexible work arrangements are associated with increased employee job satisfaction. According to the data obtained, this might be because their present employment allows them to take leave when urgent family or personal matters arise. Additionally, the data collected suggests that respondents believe a flexible work schedule helps them maintain a better balance between their work and family responsibilities.

This finding aligns with the study conducted by Njama, Gichuhi, and Siele (2023) on employees at NYAHUWASCO in Kenya found that flexible scheduling, shift options, and the ability to take leave for personal matters significantly enhanced employee satisfaction. Similarly, study by Ajayi-Balogun (2022), which examined how flexible work arrangements affect job satisfaction in Ireland's retail industry. The research found that employees with options like part-time schedules and flexible shifts experienced greater job satisfaction, mainly due to enhanced balance between their work and personal lives.

4.4.2 Relationship between Work-Family Conflict and Job Satisfaction

The Table 4.12 present the findings between work-family conflict and job satisfaction which tested by the research hypothesis that are shown as below:

Ha²: There is significant relationship between work-family conflict and job satisfaction.

Correlations			
		Work-family Conflict	Job Satisfaction
Work-family Conflict	Pearson Correlation	1	-.377**
	Sig. (2-tailed)		.001
	N	80	80
Job Satisfaction	Pearson Correlation	-.377**	1
	Sig. (2-tailed)	.001	
	N	80	80

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

Table 4.12 Correlation between Work-Family Conflict and Job Satisfaction

Based on Table 4.12, the Pearson's r for the correlation between work-family conflict and job satisfaction is -0.377. Based on the Pearson's r (-0.377), there is a weak and negative relationship between work-family conflict and job satisfaction. Based on the table above, the Pearson's r value -0.377 is negative value as there is negative sign in front of the value. The results show a negative Pearson correlation, which means that as work-family conflict increases, job satisfaction decreases. On the other hand, if work-family conflict goes down, job satisfaction is likely to go up. As shown in the above table, the Sig. 2-tailed value, the p-value which is 0.001, which is less than 0.01, showing that the significant relationship. Therefore, Hypothesis 2 is accepted, confirming that work-family conflict affects job satisfaction.

Discussion:

To determine the relationship between work-family conflict and job satisfaction.

Based on the result shown above, work family conflict has Pearson's $r = -0.377$ with p -value less than 0.01. Therefore, this shows that the hypotheses (H_a^2) are accepted. There is a weak negative significant relationship between work-family conflict and employees job satisfaction among employees in manufacturing industry. It could be concluded that work-family conflict negatively influences job satisfaction since the Pearson r is negative. Thus, when work-family conflict is lower, the employee job satisfaction is higher. According to the collected data, majority of respondent disagree that their family demands interrupt their work day. Besides, majority of respondent also disagree that job demands make they hard to fully enjoy time with their family.

Several previous studies support the pattern observed in this research. For example, Asbari et al. (2020) conducted a study involving 1,045 female employees in Indonesia and reported that higher levels of work-family conflict were linked to lower job satisfaction. This matches the current study's results, where a negative Pearson correlation value also indicated that reduced conflict between work and family roles is associated with greater satisfaction at work. Similarly, a study by AlAzzam et al. (2017), which examined 333 nurses in Jordan, found that work-family conflict negatively influenced job satisfaction. Their results also highlighted that younger nurses and those less satisfied with their jobs tended to experience more work-to-family conflict.

4.4.3 Relationship between Social Support and Job Satisfaction

The Table 4.13 present the findings between social support and employee job satisfaction which tested by the research hypothesis that are shown as below:

Ha³: There is significant relationship between social support and job satisfaction.

Correlations			
		Social Support	Job Satisfaction
Social Support	Pearson Correlation	1	.778**
	Sig. (2-tailed)		.000
	N	80	80
Job Satisfaction	Pearson Correlation	.778**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

Table 4.13 Correlation between Social Support and Job Satisfaction

According to Table 4.13, Pearson's r for the correlation between social support and job satisfaction. is 0.778, indicating a strong relationship. Since there is no negative sign in front of the value, the Pearson's r value of 0.778, as shown in the above table, is positive. Since the Pearson's r is positive, it can be concluded that when the social support increases, job satisfaction will also increase. Similarly, when the social support decrease, job satisfaction also will be decrease. Based on the table, the Sig. (2-tailed) value, the p-value which is 0.000 is less than 0.01. This indicates that social support and job satisfaction are significantly correlated. Hypothesis 3 is thus accepted.

Discussion:

To determine the relationship between social support and job satisfaction.

As reflected from the findings above, a significant positive relationship was identified between social support and job satisfaction, with a Pearson's r value of 0.778 and a p -value less than 0.01. Accordingly, Hypothesis H_a^3 was accepted. The result indicate that workers are more likely to be satisfied with their jobs when they receive more social support. According to the collected data, this may be due to the organization consider their best interest when making decision that affect them. Majority of the respondent also agree that the relationship between worker and supervisor has impact their job.

This finding is consistent with earlier study performed by Yang et al. (2022) on 617 kindergarten teachers in China. The results showed that social support was positively related to job satisfaction and that positive coping styles mediated this relationship. Teachers who received more support were more likely to use positive coping, leading to greater job satisfaction. It is also supported by a study by Klijn (2021) using data from 32,539 European employees. The study found a significant positive relationship between social support and job satisfaction, especially among female employees, showing that social support contributes to higher job satisfaction in the workplace.

4.5 Multiple Regression

4.5.1 Dominant Factors Explaining Relationship between Selected Work-Life Balance

Factors with Job Satisfaction

This section presents the findings which are tested using Multiple Linear Regression based on the research hypotheses that are shown below:

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

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.543	3	9.514	47.016	.000 ^b
	Residual	15.380	76	.202		
	Total	43.922	79			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Social Support, Work-family Conflict, Flexible Work Arrangement

Table 4.14 ANOVE Table

To determine the dominant factors most strongly influence job satisfaction among manufacturing employees, multiple linear regression analysis was conducted on the three independent variables: flexible work schedule, work-family conflict, and social support. The results, as presented in Table 4.13, showed an F-value of 47.016 and a significance level of $p = 0.000$. Since the p-value is below the 0.05 threshold, the model was found to be statistically significant. This indicates that there is a dominant factor influencing job satisfaction in the manufacturing industry. Consequently, Hypothesis 4 was accepted.

		Coefficients^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.011	.474		.024
	Flexible Work Arrangement	.315	.101	.275	3.107
	Work-family Conflict	.038	.064	.047	.593
	Social Support	.667	.093	.633	7.165

a. Dependent Variable: Job Satisfaction

Table 4.15 Coefficients Table

Each independent variable's beta value was displayed in Table 4.15. With a significant value of 0.003, the beta value for flexible work arrangements was clearly 0.275. The work-family conflict then had a non-significant value of 0.555 and a beta value of 0.047. With a significant value of 0.000, social support had the highest beta value, measuring 0.633. Among the other independent variables, social support had the highest Beta value, indicating that it is the most dominant factor, according to the findings. As a result, it was established that a major factor affects workers' job satisfaction in the manufacturing sector.

Discussion:

To determine the dominant factors explaining the relationship between selected work-life balance factors with job satisfaction.

Based of the finding above, it showed that there is dominant factor which influence the level of job satisfaction among employees. The dominant factors that influence employees' job satisfaction is social support whereby the beta value of the social support ($\beta=0.633$) is the

highest compared to other factors such as flexible work arrangement ($\beta=0.315$) and work-family conflict ($\beta=0.038$).

From a theoretical standpoint, the Spillover Theory supports this finding. The theory explains that experiences in one domain, such as work, can transfer into another domain, like personal life, either positively or negatively (Xu, 2009). In the context of social support, strong networks from colleagues, supervisors, or family help employees manage work-related stress, reducing negative spillover and enhancing job satisfaction. When positive experiences at work spill over into personal life, it improves well-being and reinforces satisfaction in both domains (Greenhaus & Powell, 2006). Therefore, the presence of social support facilitates positive spillover, which contributes to increased job satisfaction experienced by employees.

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.806 ^a	.650	.636	.44985	2.150

a. Predictors: (Constant), Social Support, Work-family Conflict, Flexible Work Arrangement

b. Dependent Variable: Job Satisfaction

Table 4.16 Model Summary Table

A strong relationship between a selected work-life balance factors and job satisfaction was shown by the R value of 0.806 in Table 4.16. Additionally, the R square value is 0.650, meaning that social support, flexible work arrangements, and work-family conflict account for 65.0% of the variance. However, other factors account for the remaining percentage, or 35.0%, of the variance.

4.6 Summary of Findings

Research Hypotheses	Test	Results	Accept or Reject Hypothesis
Ha ¹ : There is significant relationship between flexible work arrangement and job satisfaction.	Pearson Correlation	P=0.000, p<0.01 r=0.637 A strong positive relationship between flexible work arrangement and job satisfaction	Ha ¹ is accepted
Ha ² : There is significant relationship between work-family conflict and job satisfaction.	Pearson Correlation	P=0.001, p<0.01 r=-0.377 A weak negative relationship between work-family conflict and job satisfaction	Ha ² is accepted
Ha ³ : There is significant relationship between social support and job satisfaction.	Pearson Correlation	P=0.000, p<0.01 r=0.778 A strong positive relationship between flexible work arrangement and job satisfaction	Ha ³ is accepted
Ha ⁴ : There is dominant factors explaining relationship of selected work-life balance factors with job satisfaction.	Multiple Regression	F= 47.016 P=0.000, R=0.650 Social support was the most dominant factor with β -value=0.633	Ha ⁴ is accepted

Table 4.17 Summary of Findings

4.7 Chapter Summary

This chapter used SPSS version 26 to analyze the data. Descriptive statistics, reliability analysis, Pearson correlation, and multiple regression were used in the analysis. The outcomes confirmed that all four hypotheses were supported. Flexible work and social support had a strong positive link with job satisfaction, while work-family conflict had a weak negative one. Overall, social support was the most important factor affecting job satisfaction.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter discover a summary of the research that explain from chapter one until five. It further outlines the conclusions drawn from the results, along with the study's implications, limitations, and recommendations for future research. The chapter concludes with a final overview of the study.

5.1 Research Summary

This research is organized into five chapters. Chapter One provided an overview of the study, including the background, problem statement, research questions, objectives, and the significance of the research. The primarily focused of this study was to examine the relationship between work-life balance factors and job satisfaction among employees in the manufacturing sector. The independent variables investigated were flexible work arrangements, work-family conflict, and social support, while job satisfaction served as the dependent variable. Additionally, this chapter aimed to identify which work-life balance factor had the greatest influence on job satisfaction among industrial workers. Previous research in Malaysia has shown limited attention concerning the issue of work-life balance and employee satisfaction within the manufacturing industry.

Next, Chapter Two focused on reviewing existing literature relevant to the variables explored in this research. This included examining key theories, concepts, and prior findings drawn from academic journals, books, and scholarly articles. The review helped explain the connection between the independent variables and the dependent variable based on previous research. The study was used Spillover Theory, which was used to understand how various work-life balance elements can influence employee job satisfaction. Additionally, the literature review considered viewpoints from Western, Asian, and Malaysian sources, offering a more comprehensive knowledge about how work-life balance is shaped by different cultural and organizational settings.

Subsequently, Chapter Three outlined the research methods used in this study. A quantitative design was chosen, utilizing a cross-sectional survey to collect data. Responses were gathered through a structured questionnaire, and a simple random sampling method was applied to give all employees an equal opportunity to be selected. The study took place at Hikoki (Malaysia) Sdn. Bhd., a manufacturing firm based in Johor. In total, 80 participants were involved in the main data collection. Before this, a pilot study with 20 employees from the same company was carried out to test the reliability and validity of the questionnaire. The results showed Cronbach's Alpha values between 0.811 and 0.905, indicating a high level of internal consistency in the research instruments.

In Chapter Four, the findings from the data analysis were thoroughly presented and discussed. The data, which had been collected earlier, were processed using SPSS version 26.0.

Several types of analyses were performed, including descriptive statistics, reliability testing, Pearson correlation, and multiple regression analysis. As a result of these analyses, all the hypotheses proposed in this study were supported. Specifically, the outcomes indicated that flexible work arrangements and social support have a strong positive relationship with job satisfaction. However, a weak negative relationship was found between work-family conflict and job satisfaction. Among the three work-life balance factors examined, social support emerged as the most influential in determining job satisfaction among manufacturing employees.

Lastly, Chapter Five brings the study to a close by outlining the key components, including a summary of the research, and the overall conclusion. It also highlights the practical implications of the results, notes the study's limitations, and provides recommendations for future research. In essence, this final chapter ties together all aspects of the research and offers a comprehensive reflection on the entire study.

5.2 Conclusion of the Study

A key objective of this study was to explore how work-life balance factors relate to job satisfaction among employees. Conclusions were developed in alignment with the specific research objectives listed below.

5.2.1 To determine the relationship between flexible work arrangement and job satisfaction.

Findings indicate a clear and significant connection between flexible work arrangements and job satisfaction. The analysis revealed a strong positive correlation, with a Sig. (2-tailed) value of 0.000, which is below the 0.01 threshold for significance. This suggests that as flexibility in work arrangements increases, employee satisfaction also tends to rise. When workers have greater autonomy over their schedules, they are more capable of handling their personal and professional obligations. As such, adopting flexible work policies may be an effective approach to improving overall job satisfaction.

5.2.2 To determine the relationship between work-family conflict and job satisfaction.

The results showed a weak negative link between work-family conflict and job satisfaction, with a significance value of 0.001, which is below 0.01. This means that as work-family conflict increases, job satisfaction tends to decrease. Employees who struggle to balance their job and family life may feel less satisfied at work. This suggests that high levels of work-family conflict can reduce overall employee satisfaction. In this research, workers in the

production department generally did not experience work-family conflict, and their job satisfaction levels were found to be high in the manufacturing industry.

5.2.3 To determine the relationship between social support and job satisfaction.

Based on the finding, it showed that the relationship does exist between social support and job satisfaction. The strong positive relationship was occurred and the Sig. (2- tailed) value, the p-value is 0.000 which is less than 0.01. It can be concluded that social support has a significant influence on employee job satisfaction. Receiving support from others is important for helping individuals stay emotionally balanced, mentally well, and appreciated within their workplace. It contributes to greater job contentment by reducing stress, preventing burnout, and promoting emotional well-being. This occurred because when employees receive higher levels of social support, their overall job satisfaction also tends to increase.

5.2.4 To determine the dominant factors explaining the relationship between selected work-life balance factors with job satisfaction.

The findings indicate that social support was the dominant factor influencing employee job satisfaction, as it showed the highest standardized beta value ($\beta = 0.633$) compared to the other variables. Flexible work arrangement followed with a beta value of $\beta = 0.275$, while work-family conflict had the lowest at $\beta = 0.047$. Since work-family conflict was not statistically significant ($p > 0.05$), it was not considered a strong predictor in this study. These results highlight social support as the most dominant work-life balance factor affecting job satisfaction, with flexible work arrangements being the second influential.

5.3 Implication of the Study

The results of this study confirm that work-life balance factors are linked to employee job satisfaction within the manufacturing sector. These findings offer valuable insights for organizations, HR professionals, and researchers interested in further exploring this area.

5.3.1 Implication to the Organization

Implementing effective work-life balance practices is shown to be especially important in the context of the manufacturing sector. One of the key implications for organizations is the identification of social support as the dominant factor influencing employee job satisfaction. This highlights the necessity for organizations to cultivate a socially supportive work environment. Such an environment can be developed through the implementation of appropriate organizational structures and practical strategies that encourage cooperation, communication, and mutual support among employees. When social support is embedded into organizational culture, it fosters greater employee engagement, satisfaction, and overall well-being, which ultimately leads to enhanced performance within the organisation.

5.3.2 Implication to the Human Resource Practitioner

From a practical standpoint, human resource practitioners can draw meaningful guidance from this research to improve job satisfaction through well-planned work-life balance strategies. Notably, the results highlight social support as the most impactful factor influencing employee satisfaction. Therefore, HR professionals should start efforts to create a supportive work environment. This could involve supervisor development programs, peer mentoring

systems, or collaborative team-building efforts. In addition, the evidence presented reinforces the need for more strategic and employee-focused HR policies. Presenting such findings to organizational leaders can help strengthen the case for embedding work-life balance into the company's core values and long-term planning.

5.3.3 Implication to the Future Research

Future researchers may build on This analysis is used to begin further explore how work-life balance factors relate to job satisfaction, especially within the manufacturing sector. Since social support emerged as a major factor influencing job satisfaction, it opens opportunities for examining its role across various industries and organizational environments. Future researchers may consider replicating this study using a broader sample or adopting a mixed-methods approach to gain deeper insights. Furthermore, the data collection instrument used in this research could be adapted or expanded for future investigations. The findings presented herein may serve as a useful reference and provide supporting data for researchers aiming to explore similar topics within the field of organizational psychology or human resource development.

5.4 Limitation of the Study

The scope of this research was limited to one organization, focusing solely on the Production Department of Hikoki (Malaysia) Sdn. Bhd. Consequently, the findings might not be entirely applicable to other departments, companies, or sectors. Differences in workplace culture, job characteristics and organizational policies may influence how work-life balance factors affect job satisfaction in other settings.

Furthermore, since the study focused only on employees from one department, the responses may not fully represent the perspectives of all employees in the company. In addition, the use of self-administered questionnaires introduces the risk of response bias. Some participants may have been hesitant to answer questions honestly due to personal biases, loyalty to the organization, or concerns about confidentiality, potentially affecting the accuracy and objectivity of the results.

5.5 Recommendation of the Study

This section outlines several recommendations directed towards organizations, human resource practitioners, and future researchers to enhance the understanding and implementation of work-life balance in relationship to employee job satisfaction.

5.5.1 Recommendation to the Organization

Improving employee job satisfaction and enhancing organizational performance requires a clear understanding of how work-life balance factors influence job satisfaction. Therefore, organizations should take a proactive role in exploring these relationships and identifying the key elements that contribute most to employee satisfaction. Too often, work-life balance programs are implemented without fully evaluating whether they align with employees' actual needs and preferences. By pinpointing which specific factors have the greatest impact, organizations can design more targeted and effective policies. As such, it is essential for management to stay attuned to ongoing work-life challenges and address employee needs through informed, data-driven strategies that promote a more satisfied and productive workforce.

5.5.2 Recommendation to the Human Resource Practitioner

To support employee well-being, it is essential that organizations empower HR practitioners to the creation and dissemination of successful work-life balance initiatives. Providing regular training and awareness programs can assist employees in gaining a deeper understanding of why it is important to maintain a healthy balance between their work and

personal lives. These initiatives may include guidance on managing work-family conflict, fostering a supportive work culture, and designing flexible work options that meet employee needs. When human resource professionals implement such targeted efforts, Workers are more likely to experience support, which enhances job satisfaction and overall productivity. Data collected in this study also support the view that employees with higher levels of work-life balance report greater satisfaction, highlighting the necessity for HR departments to integrate this focus into their strategic planning.

5.5.3 Recommendation to the Future Research

Future researchers are encouraged to expand the scope of this study by exploring additional factors that may influence employee job satisfaction. Using a larger sample in future research can improve the validity of the results and improve the extent to which the findings can be applied to broader populations. While this study focused on the manufacturing industry, researchers may consider applying similar investigations across other sectors, such as public service or education, to gain broader insights. Furthermore, alternative research methodologies such as qualitative or mixed-method approaches could provide deeper understanding of employees' lived experiences. Also, future studies may also benefit from employing different theoretical frameworks such as Work-Life Border Theory, Vroom's Expectancy Theory, or Maslow's Hierarchy of Needs to further examine the complex relationship between work-life balance and job satisfaction.

5.6 Chapter Summary

This last chapter five provided a summary of the overall research, outlining the key points discussed throughout each chapter. It also presented the conclusion that marks the completion of the study. Additionally, the chapter addressed the study's implications, limitations and offered several recommendations for future research and practical application.

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APPENDIX A

The Cronbach's Alpha Values for the Pilot Study

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.813	.819	6
Flexible Work Arrangement		

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.861	.869	6
Work-family Conflict		

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.811	.805	6
Social Support		

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.905	.905	6
Job Satisfaction		

APPENDIX B

The Cronbach's Alpha Values for the Actual Study

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.845	.850	6
Flexible Work Arrangement		

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.888	.889	6
Work-family Conflict		

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.873	.875	6
Social Support		

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.911	.911	6
Job Satisfaction		

APPENDIX C

SURVEY QUESTIONNAIRE



Title: Assessing Work-Life Balance Factors and Job Satisfaction among Employees in Manufacturing Industry.

Tajuk: Menilai Faktor Keseimbangan Kerja dan Kehidupan serta Kepuasan Kerja dalam Kalangan Pekerja dalam Industri Pembuatan.

Greetings,

My name is Kristi Anak Kalong and I am a final-year student pursuing a Bachelor of Human Resource Development with Honors at the Faculty of Cognitive Sciences and Human Development, UNIMAS.

As part of my Final Year Project (FYP), I am conducting a research study titled "**Assessing Work-life Balance Factors and Job Satisfaction among Employees in Manufacturing Industry**". This study aims to determine the relationship between work-life balance factors and job satisfaction among employees in the manufacturing industry. This questionnaire is intended for employees in the **production department**.

The questionnaire consists of 3 sections:

Section A: Demographic Information

Section B: Work-Life Balance that Influence Job Satisfaction

Section B-I: Flexible Work Arrangement

Section B-II: Work-family Conflict

Section B-III: Social Support

Section C: Job Satisfaction

The survey will only take about 4-6 minutes to complete. Thank you.

Section A: Demographic Information*Bahagian A: Maklumat Demografi***Please tick (/) in your answer in the appropriate boxes.***Sila tandakan (/) pada jawapan anda dalam ruang yang disediakan.***1. Gender / Jantina:**

- | | |
|--------------------------|---------------------------|
| ☐ | Male / <i>Lelaki</i> |
| ☐ | Female / <i>Perempuan</i> |

2. Age / Umur:

- | | | | |
|--------------------------|--------------------------------------|--------------------------|--------------------------------------|
| ☐ | 20-29 years old / <i>20-29 tahun</i> | ☐ | 40-49 years old / <i>40-49 tahun</i> |
| ☐ | 30-39 years old / <i>30-39 tahun</i> | ☐ | ≥ 50 years old / <i>≥ 50 tahun</i> |

3. Marital Status / Status:

- | | |
|--------------------------|---|
| ☐ | Single / <i>Bujang</i> |
| ☐ | Married / <i>Berkahwin</i> |
| ☐ | Divorced/Separated / <i>Bercerai / Berpisah</i> |

4. How long have you been with your current firm? / Berapa lama anda bekerja bersama firma anda sekarang?:

- | | | | |
|--------------------------|----------------------------------|--------------------------|------------------------------------|
| ☐ | < 1 year / <i>< 1 tahun</i> | ☐ | 6 - 10 years / <i>6 - 10 tahun</i> |
| ☐ | 1 - 5 years / <i>1 - 5 tahun</i> | ☐ | > 10 years / <i>> 10 tahun</i> |

5. Highest Academic Qualification / Kelayakan Akademik Tertinggi:

- | | | | |
|--------------------------|------------------------------|--------------------------|-------------------------|
| ☐ | SPM | ☐ | Master |
| ☐ | Diploma/ STPM/ Matriculation | ☐ | PhD |
| ☐ | Degree | ☐ | Certificate (Technical) |
| | | ☐ | Others |

Section B: Work-Life Balance that Influence Job Satisfaction					
Bahagian B: Keseimbangan Kerja dan Kehidupan yang Mempengaruhi Kepuasan Kerja					
Please read each statement carefully. Tick (/) one box based on the 5-point scale to show your agreement.					
Sila baca setiap pernyataan dengan teliti. Tandakan (/) satu kotak berdasarkan skala “5-point Likert” untuk menunjukkan tahap persetujuan anda.					
1 Strongly Disagree Sangat Tidak Setuju	2 Disagree Tidak Setuju	3 Neutral Neutral	4 Agree Setuju	5 Strongly Agree Sangat Setuju	
Section B-I: Flexible Work Arrangement					
Bahagian B-I: Pengaturan Kerja Fleksibel					
1. Flexible work schedule can balancing my time with family. <i>Jadual kerja fleksibel dapat menyeimbangkan masa saya dengan keluarga.</i>	1	2	3	4	5
2. Flexible work schedule can balancing my time with work. <i>Jadual kerja fleksibel dapat menyeimbangkan masa saya dengan kerja.</i>	1	2	3	4	5
3. My organization gives me the flexibility to take leave when urgent family or personal matters arise. <i>Organisasi saya memberikan saya fleksibiliti untuk mengambil cuti apabila urusan keluarga atau peribadi yang mendesak timbul.</i>	1	2	3	4	5
4. My productivity at work is greater due to a flexible work schedule. <i>Produktiviti saya di tempat kerja lebih tinggi disebabkan oleh jadual kerja fleksibel.</i>	1	2	3	4	5
5. My organization allows me to swap shifts with my colleagues when needed to manage family responsibilities. <i>Organisasi saya membenarkan saya menukar shift dengan rakan sekerja apabila perlu untuk menguruskan tanggungjawab keluarga.</i>	1	2	3	4	5
6. My job provides me with sufficient time to spend with my family. <i>Pekerjaan saya memberi saya masa yang mencukupi untuk diluangkan bersama keluarga.</i>	1	2	3	4	5
Section B-II: Work-Family Conflict					
Bahagian B-II: Konflik Kerja dan Keluarga					
1. My workday is interrupted by family demands. <i>Hari kerja saya terganggu oleh tuntutan keluarga.</i>	1	2	3	4	5
2. Job demands keep me from spending the amount of time I would like with my family. <i>Tuntutan pekerjaan menghalang saya daripada meluangkan masa yang saya ingini dengan keluarga saya.</i>	1	2	3	4	5
3. While at work, I find myself thinking about the tasks I need to complete at home. <i>Saya sering memikirkan tentang tugas yang perlu dilakukan di rumah semasa berada di tempat kerja.</i>	1	2	3	4	5

4.	I struggle to balance my work, family life, and other social commitments. <i>Saya menghadapi kesukaran dalam mencari keseimbangan antara pekerjaan, keluarga, dan tanggungjawab sosial yang lain.</i>	1	2	3	4	5
5.	Due to work demands, I have to change plans with family members. <i>Disebabkan tuntutan kerja, saya perlu menukar rancangan dengan ahli keluarga.</i>	1	2	3	4	5
6.	Job demands make it hard for me to fully enjoy time with my family. <i>Tuntutan kerja menyukarkan saya untuk menikmati masa sepenuhnya bersama keluarga.</i>	1	2	3	4	5
Section B-III: Social Support Bahagian B-III: Sokongan Sosial						
1.	The organization genuinely cares about my well-being. <i>Organisasi benar-benar mengambil berat tentang kesejahteraan saya.</i>	1	2	3	4	5
2.	I feel supported by both co-workers and my supervisor when facing work-related issues. <i>Saya berasa disokong oleh rakan sekerja dan penyelia apabila menghadapi masalah berkaitan kerja.</i>	1	2	3	4	5
3.	The organization considers my best interest when making decisions that affect me. <i>Organisasi mengambil kira kepentingan terbaik saya apabila membuat keputusan yang memberi kesan kepada saya.</i>	1	2	3	4	5
4.	The organization cares about my general satisfaction at work. <i>Organisasi mengambil berat tentang kepuasan umum saya di tempat kerja.</i>	1	2	3	4	5
5.	Cooperation with co-workers makes me happy to work. <i>Kerjasama dengan rakan sekerja menjadikan saya bekerja dengan lebih gembira.</i>	1	2	3	4	5
6.	Relationships between worker and supervisor impact my job. <i>Hubungan antara pekerja dan penyelia memberi impak kepada pekerjaan saya.</i>	1	2	3	4	5

Section C: Level of Job Satisfaction					
<i>Bahagian C: Tahap Kepuasan Kerja</i>					
Please read each statement carefully. Tick (/) one box based on the 5-point scale to show your agreement.					
<i>Sila baca setiap pernyataan dengan teliti. Tandakan (/) satu kotak berdasarkan skala “5-point Likert” untuk menunjukkan tahap persetujuan anda.</i>					
1 Strongly Disagree <i>Sangat Tidak Setuju</i>	2 Disagree <i>Tidak Setuju</i>	3 Neutral <i>Neutral</i>	4 Agree <i>Setuju</i>	5 Strongly Agree <i>Sangat Setuju</i>	
Section C: Level of Job Satisfaction					
1. I am satisfied with my job. <i>Saya berpuas hati dengan pekerjaan saya.</i>	1	2	3	4	5
2. I would be very happy to spend the rest of my career with this organization. <i>Saya akan sangat gembira menghabiskan sepanjang karier saya dengan organisasi ini.</i>	1	2	3	4	5
3. Most of the time, I enjoy my work. <i>Saya selalunya menikmati pekerjaan saya.</i>	1	2	3	4	5
4. I feel a sense of pride in doing my job. <i>Saya berasa bangga dalam menjalankan tugas.</i>	1	2	3	4	5
5. I am happy working with my colleagues because they are supportive and contribute to a healthy work-life balance. <i>Saya gembira bekerja dengan rakan sekerja saya kerana mereka menyokong dan menyumbang kepada keseimbangan kerja-kehidupan yang sihat.</i>	1	2	3	4	5
6. I am happy with my current job and have no intentions of changing jobs anytime soon. <i>Saya gembira dengan pekerjaan saya sekarang dan tidak berniat untuk menukar pekerjaan dalam masa terdekat.</i>	1	2	3	4	5

APPENDIX D

CONSENT FORM

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development
UNIMAS/NC-16.03/04-13/01 Jld.44 (67)



20 Mei 2025

Encik Dino Razlee
HR Section Manager
Hikoki (Malaysia) Sdn. Bhd.
PLO 53, Kawasan Perindustrian Senai (II)
Karung Berkunci No.114
81400 Senai, Johor

Tuan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Kristi anak Kalong (86558)** 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>"Assessing Work-Life Balance Factors And Job Satisfaction Among Employees in Manufacturing Industry"</i>
Penyelia	: Puan Julia anak Cliffon Akoi@Empadeng
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No.Telefon Pelajar	: 011-28745732
E-mel Pelajar	: 86558@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak tuan 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.

Di atas kerjasama yang diberikan oleh pihak tuan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,

Julia Anak Cliffon Akoi@Empadeng
Penyelaras
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