



**Fakulti Sains Kognitif dan Pembangunan Manusia**

**Assessing The Correlation Between Work-Life Balance and Job Satisfaction Among  
Employees in the Food and Beverage (F&B) Industry**

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Bachelor of Human Resource Development with Honours

(2024/2025)

**Assessing The Correlation Between Work-Life Balance and Job Satisfaction Among  
Employees in the Food and Beverage (F&B) Industry**

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**This project is submitted  
in partial fulfilment of the requirements for  
Bachelor with Honours  
(Human Resource Development)**

**Faculty of Cognitive Sciences and Human Development**

**UNIVERSITI MALAYSIA SARAWAK**

**(2025)**

The project entitled ‘*Assessing The Correlation Between Work-Life Balance and Job Satisfaction Among Employees in the Food and Beverage (F&B) Industry*’ was prepared by *[Matias Owen Anak Bala]* and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (*Human Resources Development*)

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## **ACKNOWLEDGEMENT**

I want to sincerely thank everyone who helped and encouraged me along the way as I worked on my Final Year Projects I and II, both directly and indirectly. Their direction, counsel, encouragement, and moral support have been crucial to my success in completing this endeavor.

Above all, I want to express my sincere gratitude to God for providing me with blessings, endurance, and strength along this trip. I couldn't have overcome the obstacles and finished my endeavor without His grace.

I would also like to extend my sincerest appreciation to my supervisor, Madam Julia Anak Clifton Akoi @ Empadeng, for her unwavering guidance, patience, and dedication despite her busy schedule. Her expertise, encouragement, and constructive feedback have been instrumental in shaping this project. Without her support, this accomplishment would not have been possible. I also sincerely apologize for any inconvenience or mistakes I may have caused during this process.

My sincere gratitude also goes out to Dr. Florianna Lendai Anak Michael Mulok, my evaluator, for her insightful remarks, recommendations, and helpful criticism that improved my thesis and expanded my viewpoint on the subject of the study. Her criticism greatly raised the calibre of my work.

I also want to express my gratitude to the organization or organizations who helped me collect data and allowed me to perform my research. Their time and collaboration were crucial to this project's success. Finally, I want to express my gratitude to my parents in particular for their unending love, support, and prayers. Their confidence in me kept me going. I also want to thank my friends for helping me along the way, sharing ideas, and answering my questions.

This achievement is the result of collective effort, perseverance, and divine blessings. Thank you all.

## **ABSTRACT**

This study aims to examine the relationship between work-life balance and Job satisfaction among employees in the Food and Beverage (F&B) industry. This study was conducted in two Cafes in Kuching. The findings of this study determined the relationship between work-life balance and happiness among employees in both cafes. The research approach used is causal research which is also a direct causal relationship with quantitative survey research. Survey research was used to collect data in depth and build relationships between work-life balance factors and job satisfaction as well as the most important factors that influence job satisfaction. The instrument used in this stage is a closed questionnaire with a five-point likert scale. A total of ninety respondents participated in this study, for the purpose of pilot testing conducted via google forms at another location. The analysis techniques used in the quantitative method are Spearman Correlation Test and Multiple Regression. Spearman Correlation Test is used to examine the relationship between independent variables such as work-family conflict, work-family conflict, work enhancement and personal life enhancement. While multiple regression and dependent variable (job satisfaction). While Multiple Regression Test is used to examine the four most important independent variables that can influence the dependent variable. The findings of this study have several implications. Suggestions are also given to organizations, employees and future research to improve the work-life balance of their employees to achieve happiness in their routine lives

## ABSTRAK

Kajian ini bertujuan untuk mengkaji hubungan antara keseimbangan kerja-kehidupan dan Kepuasan kerja di kalangan pekerja dalam industri Makanan dan Minuman (F&B). Kajian ini dijalankan di dua buah Kafe di Kuching. Dapatan kajian ini menentukan hubungan antara keseimbangan kerja-kehidupan dan kebahagiaan dalam kalangan pekerja di kedua-dua kafe. Pendekatan kajian yang digunakan ialah kajian sebab-akibat yang juga merupakan hubungan sebab-akibat langsung dengan kajian tinjauan kuantitatif. Kajian tinjauan digunakan untuk mengumpul data secara mendalam dan membina hubungan antara faktor keseimbangan kerja-kehidupan dan kepuasan kerja serta faktor terpenting yang mempengaruhi kepuasan kerja. Instrumen yang digunakan dalam peringkat ini ialah soal selidik tertutup dengan skala likert lima mata. Seramai sembilan puluh orang responden telah menyertai kajian ini, bagi tujuan ujian rintis yang dijalankan melalui borang google di lokasi lain. Teknik analisis yang digunakan dalam kaedah kuantitatif ialah Ujian Korelasi Spearman dan Regresi Berganda. Ujian Korelasi Spearman digunakan untuk mengkaji hubungan antara pembolehubah bebas seperti konflik kerja-keluarga, konflik kerja-keluarga, penambahbaikan kerja dan peningkatan kehidupan peribadi. Manakala regresi berganda dan pembolehubah bersandar (kepuasan kerja). Manakala Ujian Regresi Berganda digunakan untuk mengkaji empat pembolehubah tidak bersandar terpenting yang boleh mempengaruhi pembolehubah bersandar. Dapatan kajian ini mempunyai beberapa implikasi. Cadangan juga diberikan kepada organisasi, pekerja dan penyelidikan masa depan untuk meningkatkan keseimbangan kerja-kehidupan pekerja mereka untuk mencapai kebahagiaan dalam kehidupan rutin mereka

## **CHAPTER 1: INTRODUCTION**

### **1.0 Introduction**

Work-life balance (WLB) is one of the most important concerns for workers in the modern workplace, particularly in the food and beverage (F&B) industry. This is due to the fact that a lot of the demands of the profession frequently conflict with other personal or family obligations. If there is an imbalance between their personal and professional lives, it will negatively affect their productivity at work. Because of this, a lot of people find it difficult to balance their personal and professional commitments, which leads to more stress and discontent.

Deepening the relationship between work-life balance and employee job satisfaction in the F&B industry is one of the aims of the study. In general, this aims to determine how various elements, including work-family conflict, work enrichment and personal life enrichment, affect employee satisfaction at work. By focusing on these dynamics, this study seeks to shed light on how WLB can be skilfully managed to increase employee happiness and well-being.

This research is divided into ten categories. The study's background is explained in the first section. Finding the research statement is covered in the second section. The research topics and objectives will be established in the third and fourth sections. The research hypothesis will then be presented in the fifth part. The sixth segment will then go over the conceptual framework. The study's significance will be examined in the seventh section. The study limitations and definitions of each phrase will be covered in the eighth and ninth sections. Summary is the tenth and last section.

Fostering a positive work environment in the F&B sector requires an understanding of how work-life balance affects employee satisfaction. Finding out if workers can handle work-family conflict is one of the goals of this study. The ultimate goal of this research is to advance knowledge of how attaining work-life balance can boost employee satisfaction and organizational effectiveness

## **1.1 Research Background**

This study to analyzes the relationship between work life balance and job satisfaction among employees in the Food and Beverage (F&B) industry. This relationship has become a very important issue and has gained the attention of workers in the Food and Beverage (F&B) industry. This happens when employees are too busy to struggle with work-life balance and think that it is something very challenging that brings negative impacts such as decreased work performance, increased stress levels and affects the individual's satisfaction.

A person's ability to be very good at managing work and personal life such as managing a family is closely related to job satisfaction because it does not feel like it is a burden. But if an individual finds it difficult to do it well, then it will lead to dissatisfaction and unhappiness. Among the studies made by Nwibere (2024) is that an effective work life balance strategy will increase employee satisfaction and engagement in the F&B industry. So, in this study, higher emotions and behavior in the workplace due to less interference between work and personal life.

In addition, there is another study conducted which states that employees who cannot balance and has emphasized that a poor work-life balance will correlate with reduced psychosocial and affect life happiness. (Abdirahman et al., 2018). A personal problem that arises among employees is that they feel pressured by their responsibilities and struggle to divide their time. This will cause the pressure to increase and feel dissatisfied.

According to a study done by Susanto et al. (2022) have said that organizations that value work life balance practices such as flexible working hours so that they bring good management practices will increase employee productivity and morale. If the practice is not done well then this will affect the performance of the organization. Therefore, it is very important to implement the practice of work life balance so that employees can feel happy and satisfied and by contributing to a positive workplace.

Given these realizations, the purpose of this study is to investigate the complex relationships between work-life balance and employee satisfaction in the food and beverage sector. This study looks at work-family conflict, family-work conflict, work enhancement, and personal life enhancement in an effort to give a thorough grasp of how these components interact to affect employee satisfaction.

## **1.2 Problem Statements**

A person's mental health is closely related to happiness, due to the increase in prevalence among Malaysians from 12% to 29% in recent years who suffer from mental health problems. (May & Yin, 2014). So, the latest study conducted by Divisekara (2021) has explored the relationship between happiness and mental health especially among university students to find a positive correlation.

There is another study conducted by Rashmi and Kataria (2021) saying there is a consistent positive correlation between happiness and mental health. If the individual has a good strategy for work-life balance, it will bring high satisfaction and a lower psychological level. This shows that employees can carry out good responsibilities between their work and personal life.

Additionally, there are indications that employees' perceptions of their work environment are significantly influenced by their ability to maintain a healthy work-life balance. (Cegarra-Leiva et al., 2020). Organizations that support and implement policies such as flexible and family-friendly working hours can make employees more willing to manage their work and personal lives, leading to job satisfaction.

It is very clear to achieve a satisfactory work life balance as it is important to increase employee happiness especially in the Food and Beverage (F&B) industry. This is because workers in this industry often demand long hours and involve high emotional stress which can exacerbate the challenges faced by workers in maintaining a healthy balance between their professional and personal lives. (Asmaniati, 2022). Therefore, this study aims to find out the complex relationship between work life balance and job satisfaction especially in the Food and Beverage (F&B) industry.

## **1.3 Research Objectives**

### **1.3.1 General Objectives**

1. To study the correlation between work life balance and job satisfaction among employees in the Food and Beverage (F&B) Industry.

### **1.3.2 Specific Objectives**

1. To determine the correlation between family work conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.
2. To determine the correlation between work family conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.
3. To determine the correlation between work enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.
4. To determine the correlation between personal life enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.
5. To identify the dominant factor between work life balance and job satisfaction among employees in the Food and Beverage (F&B) Industry.

#### **1.4 Research Question**

1. Is there any significant correlation between family work conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.
2. Is there any significant correlation between work family conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.
3. Is there any significant correlation between work enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.
4. Is there any significant correlation between personal life enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.
5. What is the dominant factor correlation between work life balance and job satisfaction among employees in the Food and Beverage (F&B) Industry.

#### **1.5 Research Hypothesis**

The alternate hypothesis in this research is:

Ha1: There is significant correlation between family work conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.

Ha2: There is significant correlation between work family conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.

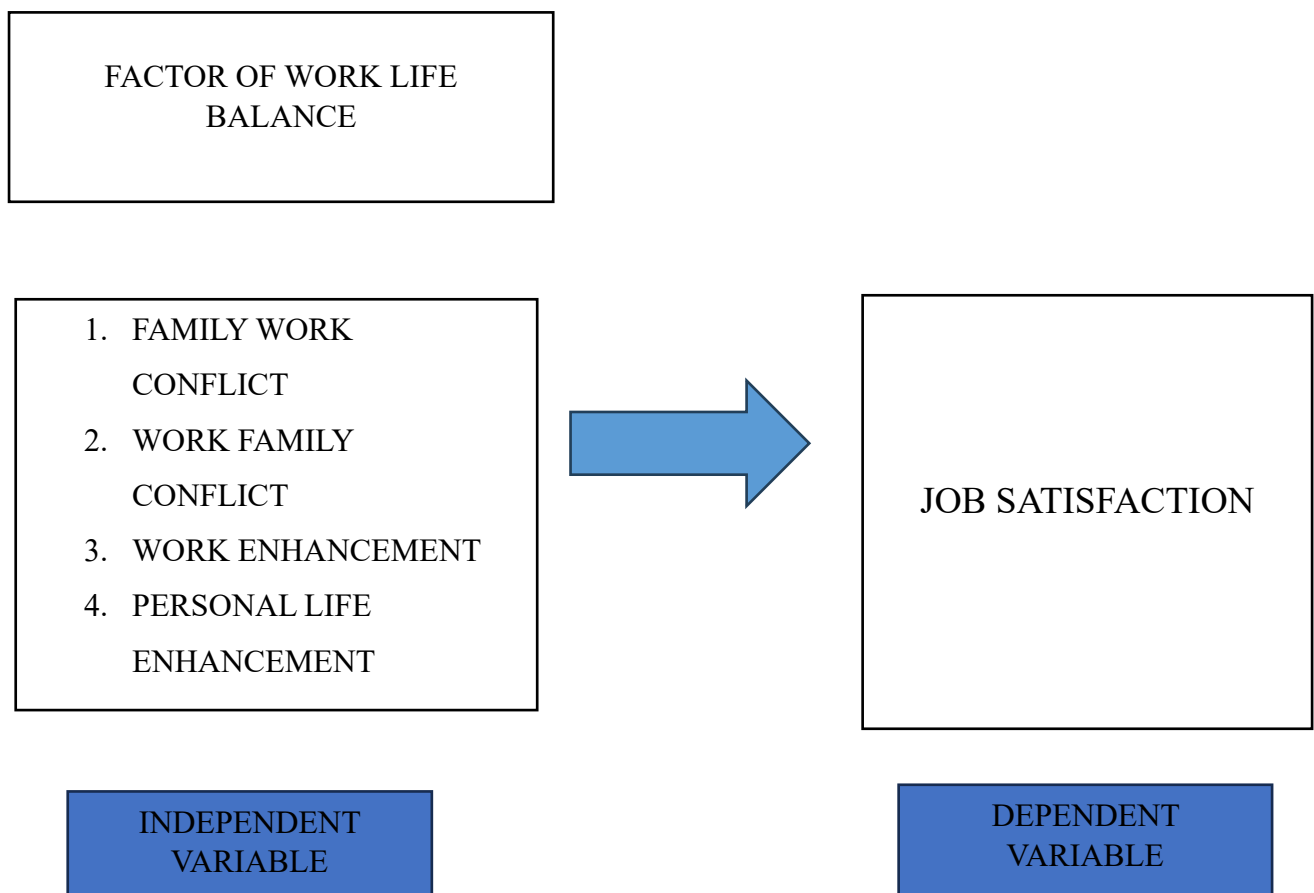
Ha3: There is significant correlation between work enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.

Ha4: There is significant correlation between personal life enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.

Ha5: There is dominant factor that affecting job satisfaction among employees in the Food and Beverage (F&B) Industry.

### 1.6 Conceptual Framework

The conceptual is demonstrate the connection between independent variables and dependent variables in the research. In this research study, the independent variables or predictor variables are family work conflict, work family conflict, work enhancement and personal life enhancement. The dependent variable is job satisfaction.



### **1.7 Significant of Study**

The importance of the study is to determine family to work and work to family conflict, work improvement and personal improvement and job satisfaction among employees in the Food and Beverage (F&B) Industry. Through this research study, we can help employees identify their work-life balance and job satisfaction and find solutions to the issue. This research also helps researchers find more effective ways to achieve happiness among employees.

To help employees better balance their duties in work and family, every firm should implement work-family balance. Therefore, the results of this study are highly important since they will help employees identify the actual meaning of their work and life and give them advice on how to balance work and family responsibilities. This study can offer insights and baseline data on current work-family balance and satisfaction difficulties to future researchers.

### **1.8 Limitation of Study**

The study's findings are based on a questionnaire, and the following describes some limitations that should be considered. First, the study's limited sample size may have prevented all employed people from participating as responders. Thus, employees in the Food and Beverage Industry (F&B) are the subject of this study. Therefore, the research study's focus is limited to workers in the food and beverage (F&B) industry. Work-family balance and the character of employees' lives might be impacted by differences in their personalities.

Second, employees' work-life balance may have been influenced by additional circumstances. A respondent's or individual's reaction to work-life balance and job satisfaction depends on their requirements, understanding, and personality. Therefore, it's possible that the participants won't want to complete the questionnaire or give the researcher their personal information.

## 1.9 Definition of Terms

The term used in this study are defined both in conceptual and operational form as shown below:

| Term                    | Conceptual Definition                                                                                                                                                                                                                                                                                                                    | Operational Definition                                                                                                                                                                                                                |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Work Life Balance    | According to a study done by Lockwood (2003), it has been stated that work-life balance is defined as managing work and personal responsibilities                                                                                                                                                                                        | For this study, the survey instrument will measure work life balance which will assess the extent to which employees in the Food and Beverage (F&B) industry have a balance between their work demands and personal life commitments. |
| 2. Job Satisfaction     | According to a study conducted by Judge et al. (2017), have stated that job satisfaction is a multifaceted construct that reflects the overall emotional response of individuals to their jobs. The following things that include satisfaction with assignments are salary, work, relationships with colleagues, and career development. | For this study, job satisfaction will be assessed using a questionnaire that examines or is used to describe the feelings of employees whether they are satisfied and happy with their current job.                                   |
| 3. Family Work Conflict | Family work conflict occurs when responsibilities and obligations from one's family will interfere with                                                                                                                                                                                                                                  | Family work conflict will be measured in the study to see the extent to which family responsibilities                                                                                                                                 |

|                              |                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                 |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | one's ability to meet work-related demands so that this will result in role conflict and stress. (Michel et al., 2010). Conflict is often tension-based or time-based.                                                                                                                           | often hinder employees' performance and focus on their professional duties in the F&B Food and Beverage industry.                                                                                                               |
| 4. Work Family Conflict      | Work family conflict has been stated as a conflict that arises when there are demands related to work that will hinder an individual's ability to fulfill family roles and responsibilities. This will lead to stress and well-being or satisfaction will decrease. (Greenhaus & Beutell, 1985). | A standardized questionnaire intended to assess how much an employee's work hours, workload, or stress affect their family life and cause strain or disturbance is used in this study to measure work-family conflict.          |
| 5. Work Enhancement          | A positive spillover when there is an increase in work where they have experience, skills and resources obtained from work and contribute to positive personal and family life. Therefore, this will increase employee satisfaction and well-being. (Greenhaus & Powell, 2006)                   | For this study, work enhancement will be evaluated through employees' perceptions of how the work experience, knowledge or skills gained in their role can affect their personal lives and family interactions more positively. |
| 6. Personal Life Enhancement | According to Bhat et al. (2023) have stated that                                                                                                                                                                                                                                                 | Employee perspectives of how their personal lives                                                                                                                                                                               |

|  |                                                                                                                                                                                                                              |                                                                                                                                                                 |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | personal life is referred to through personal relationships, hobbies, and activities. This not only enriches a person's professional life by providing emotional support, relieving stress, and increasing their resilience, | improve their work performance, motivation, and job satisfaction in the F&B industry are examined in this study in order to quantify personal life enhancement. |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 1.10 Summary

In order to wrap up chapter 1, the researcher has examined the background of the study on the correlation between work-life balance and job satisfaction. The issue description, research objectives, and research questions have then been covered. Finding the association between two variables independent and dependent variables is the study's alternative hypothesis. As illustrated in Figure 1.6, the conceptual framework for the research specifies both dependent and independent variables, which is another finding of the study's justification and conceptual framework. Last but not least, this chapter has also addressed important issues, limitations, the scope of the study, and the definitions of words employed. The following chapter will provide the literature review.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

The researcher goes into great detail on the literature review in chapter 2. Several topics are covered about the relationship between work-life balance and employee happiness. Work-life balance encompasses four elements that impact happiness: work-family conflict, work-family conflict, work enhancement, and personal enhancement. There is also discussion of a theory or model that guides the investigation of how work-family balance aspects affect employee happiness. After that, a description of earlier, comparable findings from other researchers follows. A summary closes this chapter.

### **2.1 Discussion of Issues Related to the Study**

#### **2.1.1 Work Life Balance**

According to Gorsy & Panwar (2018) have said that to improve employee performance and life satisfaction, every organization should prioritize the perception of work-life balance in relation to a person's personality. Work-life balance has gained popularity over the past two decades and is a concern for married women. This is because married women are often focused on balancing the roles of work and family when they join the world of work. Therefore, work life balance has become a critical issue for employees.

According to Clark (2000), attaining work-life balance entails reducing role conflict between the home and workplace, which improves operational effectiveness and satisfaction. Role conflict, such as arguments with spouses or employers, is less common among workers who are content with their responsibilities in both work and family. The three essential components of work-life balance that satisfy employees' demands are work, family, and private life (Scholars, n.d.). While family provides moral support, work generates revenue to sustain the family. Workers also require quiet time so they can pursue personal interests free from distractions or public obligations.

Long work hours and high job pressure can have a detrimental effect on family and home life, leading to tension, exhaustion, and other physiological effects (Parker, 2024). According to Kajitani et al. (2016), working too much keeps people from unwinding and rejuvenating, which has a negative impact on productivity and general ability. In these

situations, management frequently suggests taking a break to lessen the strain of extended workdays.

### **2.1.2 Jobs Satisfaction**

A common definition of job satisfaction is the degree to which people are happy in their positions. It includes a number of elements, such as how people feel about their jobs, how supportive their managers are seen to be, and the atmosphere at work as a whole. Dousin et al. (2019) define job satisfaction as an individual's favorable assessment of their work, which is impacted by both organizational and personal factors.

According to research, job satisfaction is a complicated concept influenced by a number of factors rather than just an emotional reaction. For example, Haar et al. (2014) contend that since they participate in role activities that hold personal significance, people who attain a healthy work-life balance typically report greater levels of job satisfaction. Their study, which included more than 1,000 participants from a variety of demographics, supported the idea that job satisfaction and WLB are positively correlated.

There is a positive correlation between work life balance and job satisfaction. Several studies have shown that employees who have a better work-life balance are more satisfied with their jobs. Employees who successfully balance their work and personal obligations, for example, report much greater levels of job satisfaction, according to research by Dousin et al. (2019). According to this research, workers' total job satisfaction increases when they believe they can strike a balance between their personal interests and professional obligations.

Likewise, a study by Abdirahman et al. (2020) discovered a direct correlation between increased job satisfaction and positive views of work-life balance. Effective WLB management, according to the authors, not only improves worker well-being but also increases job satisfaction, which in turn cultivates a more dedicated staff.

### **2.1.3 Family Work Conflict**

There are obstacles from work-related family responsibilities that lead to challenges in maintaining work-life balance, which can cause family work conflict (FWC) to affect employee job satisfaction. According to Greenhaus and Beutell (1985) have defined family

work conflict as a conflict between roles where there are family demands that prevent performance in the work role.

There is a study conducted by Nomaguchi and Milkie (2020) that further explores the implications of family work conflict. For example, both of their studies have shown that caring for a sick spouse increases family work conflict due to the time and emotional investment that is so necessary to reduce work responsibilities. In addition, mental health issues between the two spouses worsen family work conflict due to employees dedicating more time to managing family affairs and thus having to ignore their professional obligations.

A study conducted by Zahra and Fazlurrahman (2023) says that the consequences of family work conflict are very significant. They found that family work conflict has a very negative effect on job satisfaction, so that once employees who experience high family work conflict show a decrease in work performance and satisfaction. In addition, other research has highlighted that work-life balance can positively influence job satisfaction which in turn can improve employee work performance. (Dousin et al., 2019). This emphasizes the importance of dealing with family work conflict to promote a better work-life balance and increase satisfaction in doing work.

To put it briefly, work-family conflict affects employee job satisfaction and performance. A more balanced and fulfilling work-life experience for employees can be fostered by recognizing the causes of work-family conflict and putting supportive measures in place to lessen its negative impacts.

#### **2.1.4 Work Family Conflict**

The emergence of work family conflict is caused by a job demand of a person that interferes with family responsibilities thus creating a big challenge for a person to achieve work life balance and this will have an impact on job satisfaction. According to the study of Hill et al. (2001) have said that work family conflict is a conflict between roles where work-related pressure often prevents family obligations.

If an individual experiences high work-family conflict stress, it can cause an increase in stress until there is a decrease in well-being or satisfaction among employees. There is a study found that work family conflict that gives a negative effect on satisfaction in doing

work in work life balance that plays a mediating role for them. (Dousin et al., 2019). In addition, gender differences are also one of the important roles in the experience of work family conflict. There is a study showing that women are likely to experience more work family conflict. This is due to society's expectations and more than one responsibility at work and at home. (Savage, 2024). So, this imbalance will lead to a decrease in job satisfaction and increase the pressure on the individual.

Work family conflict has been linked to wider life satisfaction and happiness. According to a study conducted by Alharbi (2023) found that the negative relationship between work family conflict and both job satisfaction and happiness with self-compassion acting as a mediating factor. While the study conducted among modern workers to emphasize the prevalence of work family conflict. A study conducted by Obrenovic et al. (2020) have stated that one in four individuals experience significant interference due to work responsibilities on their ability to meet family obligations. These findings emphasize the critical need for organizations to recognize work family conflict as a key factor affecting employee well-being.

### **2.1.5 Work Enhancement**

Work enhancement is used as a reference to the positive interaction between work and a person's personal life where experience in one domain will contribute positively to another domain. Greenhaus and Powell's study (2006) has defined that job enhancement is a process where participation in the work role has a positive effect on the family role which will lead to increased satisfaction and their work performance.

There is a study that has been done on the role of work enhancement in promoting job satisfaction and work life balance. There are such encouraging workplace practices as flexible scheduling and good telecommuting that can improve employees' ability to manage family responsibilities, thus increasing job satisfaction. (Wayne et al., 2022). This study has stated that when employees perceive their work environment as supportive. Therefore this will reduce stress and have a more positive spillover effect from work to family life.

Furthermore, more effort has been put into developing resources and talents. According to Grzywacz (2016), learning time management and problem-solving techniques to be flexible in the workplace can be applied in home situations, which will improve family dynamics and

foster personal development. Employees who feel more capable of managing their work and family obligations have more balanced lives as a result of this skill transfer.

Next, support from an organization that emphasizes the important role in fostering work improvement. According to a study by Haar et al. (2014), where organizations that promote a positive work culture as well as good skills resources such as employee assistance programs and wellness initiatives will contribute significantly to employees' work-life balance. This support will increase job satisfaction and well-being so as to reduce the intention of employees to want to stop working in an organization.

In conclusion, job improvement emphasizes how crucial a supportive workplace is to creating constructive relationships between work and family life. Organizations may improve work-life balance and job satisfaction, which will ultimately improve employee outcomes, by encouraging policies and practices that allow workers to benefit from their work experiences.

#### **2.1.6 Personal Life Enhancement**

Personal life improvement has been defined as experiences or skills found in personal life that have a positive impact on work performance and satisfaction. This concept will give to the two-way nature of work life balance where not only work will influence personal life, but personal experiences will also enrich the work role. Greenhaus and Powell's study (2006) has defined the improvement of personal life as a positive transfer to skills, behaviors and attitudes at work. This will lead to personal achievements and experiences that will contribute to a more holistic sense of satisfaction.

The enhancement of personal life that contributes to work life balance has been explored in greater depth. For example, a study conducted by Allen et al. (2014) have stated that employees who are often involved in personal activities such as hobbies, volunteering, or more to family time lead to enhanced creativity, stress management skills, and emotional intelligence to their work roles. Such activities will help employees recharge so that they can produce better productivity and job satisfaction.

Next, the study of the role of personal relationships and social support in improving personal life is important. This is because, it has been suggested that strong personal relationships, including family and community support will provide emotional resilience thus

benefiting employees in handling workplace stress. (Baeriswyl et al., 2016). The emotional strength that can be gained from this personal life will lead to better coping mechanisms and a more positive outlook in professional settings.

According to a study by Lu et al. (2016), employees who are parents frequently acquire multitasking, negotiating, and conflict resolution skills that they can use in the workplace. Personal life experiences like parenting or nurturing can also enhance management and organizational skills. An approach to work assignments that is more successful and balanced is facilitated by this dual-role experience.

In conclusion, improving one's personal life is essential to maintaining a healthy work-life balance because it enhances one's abilities and resilience in the workplace. A more integrated approach to life and work, improved job performance, and increased job satisfaction can result from recognizing and promoting this improvement.

## **2.2 Discussion of Theory**

### **2.2.1 Compensation Theory (Edwards and Rothbard, 2000; Lambert, 1990; Staines, 1980)**

Compensation Theory is a theory that offers a variety of valuable perspectives on the interaction between work and personal life, especially in the context of work-life balance and job satisfaction. This theory is that if the individual tries to compensate for lack or dissatisfaction in one domain of their life by increasing their involvement and satisfaction in another (Edwards & Rothbard, 2000). For example, when an employee feels dissatisfied in their personal life, they may put more effort and time into their work to compensate for this imbalance or vice versa.

Recent research based on research from the foundational work of Lambert (1990) and Staines (1980) has focused on the relevance of Compensation Theory in today's modern workplace setting. The results of this research have positive and negative results in the compensation mechanism. According to the research done by Greenhaus and Kossek (2014) has stated that on the one hand this allows individuals to find satisfaction where there is less so it can lead to a temporary increase in job satisfaction. But on the other hand, giving more

compensation in one domain such as dedicating excessive time for them to work to make up for personal life dissatisfaction can cause them to be tired and well-being or satisfaction will decrease. (Brandstätter et al., 2016).

In addition, Compensation Theory has also been linked to the concept of boundary management. Employees who struggle to divide their work and personal lives will often rely on compensatory strategies to manage the conflict between these domains. There are studies that have found that individuals who experience personal stress, such as conflict between families, are more likely to increase their work involvement in an effort to reduce the negative impact of this stress on their overall satisfaction. (Braugh, 2020).

To sum up, compensation theory provides a framework for understanding how employees balance their personal and professional life by prioritizing one over the other to compensate for shortcomings in the other. Companies must recognize and address these compensating behaviors if they hope to improve employee job satisfaction and work-life balance.

### **2.2.2 Enrichment Theory (Morris and Madsen, 2007)**

Enrichment theory argues that experiences and resources obtained in one domain of life can positively influence and enhance others as suggested by Morris and Madsen (2007). This theory has also suggested that skills, knowledge and emotional support developed through personal life activities can be transferred to the workplace which will lead to increased job satisfaction and employee well-being.

This enrichment theory has developed principles that emphasize the mutual benefits between work and personal life. Research has been done and shows that employees who engage in enriching personal activities such as hobbies, volunteer work, or more quality family time may lead to increased interpersonal skills, creativity and stress management abilities in their professional roles. (Indradewa & Prasetyo, 2023). This improvement can lead to higher job satisfaction and better performance results.

Furthermore, Enrichment Theory has also become important to positive spillovers, which is that gains from one domain of life can strengthen and improve others. A study by Chan et al. (2019) found that employees who feel a high level of support and resources in their personal lives, such as a strong family home or personal accomplishments often experience

higher job satisfaction and are better prepared to deal with challenges at work. Employees in supportive work environments or reporting higher levels of job satisfaction and lower stress will be associated with a positive transfer of personal life resources. (Beauregard & Henry, 2017).

To sum up, Enrichment Theory provides insightful information about the dynamic interplay between personal and professional life. Organizations may improve employee happiness and well-being and eventually contribute to a more balanced and productive workforce by recognizing and utilizing the enriching experiences from both areas.

## **2.3 Discussion of Past Similar Finding**

### **2.3.1 Work Life Balance and Job Satisfaction**

There is a study conducted by Farooqi & Arif, (2014) conducted a study on the effects of work life balance and job satisfaction on 131 lecturers who have held the title of professor at Gujrat University in Pakistan. One of the purposes is to determine and see the effect of balance among such professors and other staff at such universities. There is knowledge stating that companies recognize the importance of balancing work and life, including the preservation of valued labor for the reduction of work-family conflicts, the reduction of employee stress, satisfaction, and a better life balance. Therefore this study is to find out how academics to balance and see the impact on employee satisfaction and organizational commitment. According to the findings, there is a strong positive relationship between work-life balance and job satisfaction among university professors.

In addition, a study conducted by Haar et al. (2014) studied seven cultures on work life balance and employee job satisfaction. There were a total of 1,416 respondents from seven continents from different ethnic groups. Researchers have used a uniform general definition of work-life balance that is individual to assess. Based on this study, research has predicted two reasons that all employees' work life balance will be associated with work and life satisfaction. Therefore, individuals in collectivist cultures, high levels of work-life balance in individualistic cultures are positively correlated with work and life satisfaction.

### **2.3.2 Family Work Conflict and Job Satisfaction**

Family work conflict occurs when there are many family demands that often interfere with work responsibilities, which will lead to stress and dissatisfaction. Among the studies conducted by Neculman et al. (2024) have found that high levels of work-family conflict will have a negative impact on job satisfaction as employees struggle to meet expectations at work while managing family obligations. This will also happen in the F&B industry, where workers will often work in irregular shifts and extended working hours can cause conflicts to worsen. Next, there is support for the view that unresolved work-family conflict leads to emotional exhaustion, thereby reducing job satisfaction. (Nguyen & Sawang, 2015)

Ryu et al. (2008) found that family work conflict had a negative impact on job satisfaction. Their study of employees in the hotel industry revealed that stress levels rose and job satisfaction decreased when obligations to one's family conflicted with work expectations. In the food and beverage business, work-family conflict is a key predictor of discontent, and it is made worse by irregular working hours and a high-stress atmosphere.

### **2.3.3 Work Family Conflict and Job Satisfaction**

Work-family conflict arises when work demands interfere with personal life, leading to strained relationships and reduced well-being. According to the study of Landolfi et al. (2020) who used the Greenhaus and Allen (2014) model stated that work-family conflict is a significant predictor of job dissatisfaction. This will be the case for workers in the F&B industry as there are reports that they find it difficult to maintain personal relationships due to the demanding nature of their jobs. Organizations that offer support policies, such as flexible working hours can reduce work-family conflict and will increase job satisfaction. (George & Poluru, 2024). Next, there are organizations that emphasize the role of organizational culture in reducing such conflicts, highlighting that culture supports to foster a culture for better work-life integration. (Fietz et al., 2021).

Greenhaus and Powell (2006) have studied work-family conflict in a more dynamic workplace environment. There is a negative impact on employee well-being and job satisfaction among the things emphasized through this study. Organizations that have a supportive work culture such as flexible scheduling are understood to reduce this conflict. Therefore the pattern will be the same for the F&B industry where employee dissatisfaction occurs from irregular working hours so that they do not have time to manage their personal affairs.

#### **2.3.4 Work Enhancement and Job Satisfaction**

Work enhancement refers to the positive transfer of resource skills, and experiences from the workplace to personal life. When employees consider their work role as the strength of their personal life, they will feel high satisfaction and well-being in life. (Bataineh, 2019). This is especially beneficial in the F&B industry, where employees can develop interpersonal skills and stress management techniques that positively affect their personal lives. Next, a study conducted by Timms et al. (2014) have suggested that active employees are more likely to find enrichment in their roles which tend to show higher levels of engagement and satisfaction.

Research has indicated that employment positions that foster individuals' personal growth and skill sets result in higher levels of job satisfaction. For example, Scholze and Hecker (2024) discovered that workers are more content and driven when they are able to grow personally and expand their skills at work. Employees in the F&B sector can develop important interpersonal skills and flexibility, which will help them advance both personally and professionally.

#### **2.3.5 Personal Life Enhancement and Job Satisfaction**

Employees who receive emotional and social support from their personal lives are better equipped to handle obstacles at work, according to research on the relationship between personal life improvement and job happiness. Henry and Beauregard (2017). Given that F&B employees frequently operate in high-pressure settings, these findings are in line with their needs. Support from social networks and family is crucial to preserving their resilience and sense of fulfilment.

Next, when professional performance is positively impacted by personal experiences, personal life enhancement takes place. They will be better equipped to manage stress at work and have greater job satisfaction if they have strong emotional and social support from their family. In 2022, Lamovšek et al. In the food and beverage industry, where high levels of stress are typical, this kind of support can be crucial in raising staff morale. Relaxation-promoting hobbies and pastimes can help boost output and job satisfaction in high-pressure positions. (Ford et al., 2017).

## **2.4 Summary**

The narrative review of the research study has been covered in this chapter. Job satisfaction and work-family balance are correlated, which makes this study accessible. This chapter also reviews the discussion of connected topics to the study. The theory or model and previous comparable findings based on the research investigation were also covered by the researcher. The third chapter will then consciously discuss methodology.

## **CHAPTER 3: METHODOLOGY**

### **3.0 Introduction**

For this chapter is to clearly explain the research method used to conduct the study. A research design is specified in the research study and the population, sample and sampling procedure are also specified. In addition, instruments that have been used and pilot studies are also undertaken for this research. Issues of validity and reliability and ethics related to the study were also found. This will be followed by data collection methods and data analysis procedures of the research study. This chapter ends with a summary.

### **3.1 Research Design**

The study used a survey research design to assess the correlation between work life balance and job satisfaction among employees in the Food and Beverage (F&B) industry. Research is widely recognized for its effectiveness in collecting data on attitudes, perceptions, and behaviors in a structured and efficient manner. Therefore it is the most appropriate method to generalize the findings from the sample to the wider population. (Creswell, 2018).

This method is the collection of quantitative data to be needed to explore the relationship between the independent variable between work life balance and the dependent variable which is job satisfaction. Meanwhile, the design is in line with the objectives of the study, because it can provide insight into the prevalence and distribution of work life balance factors such as family work conflict, work family conflict, work enhancement and personal life enhancement as well as how these factors affect job satisfaction.

According to Khanday and Khanam (2023) have described that there are statements and guarantees from the general research strategy or approach used for a specific project which is called research design. When this design conforms to the objectives of the study, this will establish the individual that the individual's needs are met. Research design is a specification of techniques or procedures to obtain the required information. (Runtime, 2024). The information that has been collected from other sources or parties that follow the procedure, is first seen in the general operational structure or framework of the project that has been stimulated. (Asenahabi, 2019).

This research will be conducted in the Food and Beverage (F&B) industry to examine the correlation between work life balance and job satisfaction among employees. While collecting questionnaire data is the main technique used. Therefore, the study conducted research to determine the factors of work-life balance and job satisfaction and to find which one is the dominant factor of family-work balance and job satisfaction among employees.

### **3.2 Population, Sample and Sampling Procedure**

Among the target population for this study are employees who work in the Food and Beverage (F&B) industry in the city of Kuching, Sarawak. The population that has access is employees from the selected Food and Beverage (F&B) industry within the scope of the researcher such as restaurants, cafes and fast-food outlets.

Convenience sampling will be the method employed in this investigation. This is due to the sample procedure's emphasis on practicality and respondent accessibility. Therefore, the workers who are already available and prepared to take part in the study will be selected by the researcher. This is because time and budget restrictions make this technique appropriate. Another sampling that will used is Snowball sampling. In order to address hidden or difficult-to-reach populations in the F&B industry, such as part-time employees, shift workers, or staff members who are reluctant to participate in formal surveys, this technique makes use of already-existing participant networks to recruit new respondents. The sample size comes next up to 86 respondents will be chosen for this investigation. Krejcie and Morgan's (1970) sample size table, which recommends a suitable sample size for a certain population to guarantee the representativeness and dependability of the results, will thus be used to establish this sample size.

| N                                                   | S  | N   | S   | N   | S   | N    | S   | N      | S   |
|-----------------------------------------------------|----|-----|-----|-----|-----|------|-----|--------|-----|
| 10                                                  | 10 | 100 | 80  | 280 | 162 | 800  | 260 | 2800   | 338 |
| 15                                                  | 14 | 110 | 86  | 290 | 165 | 850  | 265 | 3000   | 341 |
| 20                                                  | 19 | 120 | 92  | 300 | 169 | 900  | 269 | 3500   | 246 |
| 25                                                  | 24 | 130 | 97  | 320 | 175 | 950  | 274 | 4000   | 351 |
| 30                                                  | 26 | 140 | 103 | 340 | 181 | 1000 | 276 | 4500   | 351 |
| 35                                                  | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000   | 357 |
| 40                                                  | 36 | 160 | 113 | 380 | 181 | 1200 | 291 | 6000   | 361 |
| 45                                                  | 40 | 180 | 118 | 400 | 196 | 1300 | 297 | 7000   | 364 |
| 50                                                  | 44 | 190 | 123 | 420 | 201 | 1400 | 302 | 8000   | 367 |
| 55                                                  | 48 | 200 | 127 | 440 | 205 | 1500 | 306 | 9000   | 368 |
| 60                                                  | 52 | 210 | 132 | 460 | 210 | 1600 | 310 | 10000  | 373 |
| 65                                                  | 56 | 220 | 136 | 480 | 214 | 1700 | 313 | 15000  | 375 |
| 70                                                  | 59 | 230 | 140 | 500 | 217 | 1800 | 317 | 20000  | 377 |
| 75                                                  | 63 | 240 | 144 | 550 | 225 | 1900 | 320 | 30000  | 379 |
| 80                                                  | 66 | 250 | 148 | 600 | 234 | 2000 | 322 | 40000  | 380 |
| 85                                                  | 70 | 260 | 152 | 650 | 242 | 2200 | 327 | 50000  | 381 |
| 90                                                  | 73 | 270 | 155 | 700 | 248 | 2400 | 331 | 75000  | 382 |
| 95                                                  | 76 | 270 | 159 | 750 | 256 | 2600 | 335 | 100000 | 384 |
| Note: "N" is Population Size<br>"S" is Sample Size. |    |     |     |     |     |      |     |        |     |

Figure 3.2 Krejcie and Morgan, 1970 Sample Size Table

### 3.3 Instrument

Instrument is a term used by researchers to be used as a measurement tool such as tests, surveys, questionnaires and so on. In this study, the researcher used a questionnaire as the main tool to collect data. Therefore, a set of questionnaires that have been carefully planned by the researcher and with the guidance of the supervisor. There are six parts that will be divided in this questionnaire. For part A is Demography, Part B is family work conflict, Part C is work family conflict, work enhancement is in part D, Part E is personal life enhancement and the last part is part F is work satisfaction similar to work life balance such as life, career, work and satisfaction.

Meanwhile, there are five sections in demographics which include gender, age, ethnicity, marital status and length of service of respondents in the workplace. Next, there are nine questions for Part B, ten questions in each Part C, D and E and seven questions in Part F. The questions are ordinal level in each part. To make it easier for respondents to answer, a five-

point Likert scale was used with a range from (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, to (5) strongly agree. It is used to determine the extent to which respondents agree and understand the statements in the questionnaire.

| Level of Perception | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------------|-------------------|----------|---------|-------|----------------|
| Scale               | 1                 | 2        | 3       | 4     | 5              |

Figure 3.3: Five Points Likert Scale

### 3.4 Pilot Study

To study the research protocol, measurements, components, interventions, planning and recruitment experience is using a small study, as well as data analysis techniques have been defined pilot research. (Kistin & Silverstein, 2015). The purpose of this pilot study is based on quantitative research and to see if the questionnaire is reliable and valid or not. In order to obtain a valid Cronbach's Alpha value, a pilot study will be conducted after collecting the respondent's data. Therefore, a pilot sample will be taken of 100 respondents selected from the Food and Beverage (F&B) industry. The researcher used the Statistical Package for Social Sciences (SPSS) to analyze the data that had been collected

### 3.5 Validity and Reliability

In order to accept and verify quantitative research, two important and well-known components of research are validity and consistency, according to Hammersley (1987). However, according to Marradi (1990), reliability is the comprehension between two attempts to assess identical properties using similar methods. Furthermore, validity is the maximum understanding between two attempts to measure similar attributes using different methods. According to this definition, consistency is the degree to which the evidence supports the correctness of the concern and the applicability of the aspects in which the concern is applied. (Moskal et al., 2002)

Furthermore, to analyze the reliability of the questionnaire, Cronbach's Alpha test is used. In a study conducted by Bashir et al. (2008), Reliability is the extent to which the findings are consistent across time and accurately reflect the entire population under investigation. The study tool is deemed dependable if the findings can be derived using the same approach.

### **3.6 Ethics of the Study**

The researcher will then emphasize certain ethical problems in the survey to prevent errors and harm to the respondents. Since informed consent is the most crucial clause that will be utilized to notify all participants of the investigation's goal, it is required in this case. Thus, the informed consent letter must be read and signed by each responder who will take part in the study. The responders will not be subjected to the element of compulsion.

Coercing participants into participating in the study shouldn't cause them any discomfort. The participant's choice should always be respected, and the researcher should be ready to accept any commitment from them. Confidentiality is also very important in the survey. The information gathered about an individual throughout the survey is confidential unless they have given their prior consent. Additionally, anonymity raises ethical questions about the study. The researcher shall refrain from disclosing or exposing the names or identities of the participants in the research report since they have a right to privacy.

### **3.7 Data Gathering Procedure**

This survey was conducted using a questionnaire. As a result, a number of steps need to be taken before the questionnaire is distributed. The researcher receives a date from the organization to distribute the questionnaire after obtaining permission from HR or a management to conduct the study. 112 workers in the food and beverage (F&B) sector were given a set of questionnaires.

Workers' representatives from these industries distributed questionnaires. Respondents from HR or division managers and supervisor receive questionnaires at random. Respondents usually take ten to fifteen minutes to answer every question. The staff will return the completed questionnaires to the staff representative when they have finished the set. The staff

representative will give the questionnaire to the researcher. 250 surveys in 163 sets were successfully gathered from respondents.

### **3.8 Data Analysis Procedure**

Data analysis is the process of doing a thorough investigation of statistical or consistent techniques to describe and display, compress and recall, and assess data. Various analytical processes are a way to find the vision of importance found in data from statistical changes and provide inductive inference design from information, according to a study by Shamoo et al. (2007). The data collected for this investigation was examined using statistical analysis.

Statistical Package for Social Sciences (SPSS) was used to analyze the data collected through questionnaires. Data were analyzed based on the objectives of the study previously stated in chapter one and summarized using appropriate inferential statistics. The statistical analysis used in the study is Spearman's Correlation and Multiple Regression analysis. The Spearman Correlation Test was examined to analyze the first four research objectives by determining the relationship between work and family and family with work conflict, work improvement and personal improvement and happiness among employees. The Multiple Regression Test was studied to determine the fifth research objective which is to identify the dominant factors of work life balance that affect happiness among employees.

#### **3.8.1 Data Analysis**

SPSS was used to analyzed the data. The statistical methods conducted in analyzing the data is:

##### **3.8.1.1 Spearman's Correlation was conducted to determine**

- i. Ha1: There is significant correlation between family work conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.
- ii. Ha2: There is significant correlation between work family conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.

- iii. Ha3: There is significant correlation between work enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.
- iv. Ha4: There is significant correlation between personal life enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.

#### **3.8.1.2 Multiple Regression was conducted to determine**

- i. Ha5: There is dominant factor that affecting job satisfaction among employees in the Food and Beverage (F&B) Industry.

### **3.9 Summary**

To put it briefly, the research employed very few techniques and analyses. In the future, many techniques can be applied to produce input that is more and more dependable. This chapter will conclude with a quick summary.

## Chapter 4: Findings

### 4.0 Introduction

In this chapter 4, the researcher will explain information related to the main findings, namely interpreting and analyzing the data that has been collected. There is information that will be displayed in this chapter is demographic information. This demographic information consists of gender, age, ethnicity, marital status and length of service from the respondents. Meanwhile, tables and pie charts will be used to represent and discuss frequencies. Next, the main findings will be done in two parts, namely comparison of methods and testing the study hypothesis. Studies that use hypothesis testing will be done using Spearman Correlation because it studies the relationship between the dependent variable and independent variable where to evaluate which will lead to the rejection or acceptance of the alternative hypothesis. For the use of Multiple regression, it will be used to identify the dependent variable, which is dominant to the independent variable. This chapter will end with a summary.

### 4.1 Demographic Information from Respondents

As is known, the data collected for the study is from workers in the Food and Beverage (F&B) industry, which consists of food outlets, especially cafes. The respondent's choices are gender, age, length of service and marital status. To identify the relationship between work life and balance among employees, a descriptive study will be used. To ensure the reliability of the questionnaire, Cronbach Alpha will be used to ensure that the questionnaire can be used. A total of 90 respondents, which is demographic information that answered the questionnaire provided by the researcher.

#### 4.1.1 Gender

| Gender/Jantina |                  |           |         |               |                    |
|----------------|------------------|-----------|---------|---------------|--------------------|
|                |                  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid          | Female/Perempuan | 51        | 56.7    | 56.7          | 56.7               |
|                | Male/Lelaki      | 39        | 43.3    | 43.3          | 100.0              |
| Total          |                  | 90        | 100.0   | 100.0         |                    |

Table 4.1: The Gender of respondents

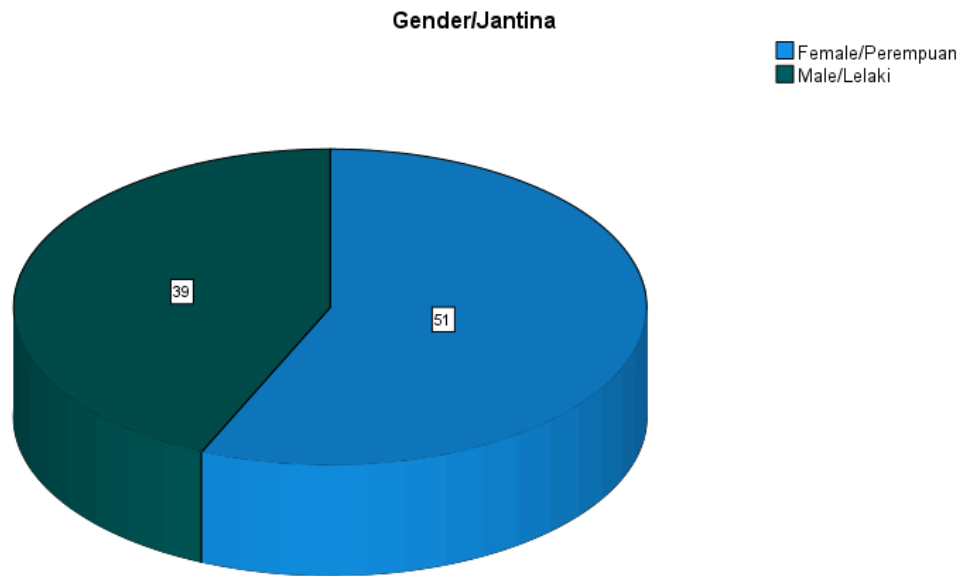


Figure 4.1: The Gender of respondents

Based on the table from 4.1, the total number of respondents studied was 90 people, consisting of 39 male respondents and 51 female respondents. While the percentage of respondents was also shown through the pie chart in Figure 4.1. The percentage of male respondents was 43.3%, which was less than the percentage of female respondents which was 56.7%.

#### 4.1.2 Age

|       |                               | <b>Age/Umur</b> |         |               |                    |
|-------|-------------------------------|-----------------|---------|---------------|--------------------|
|       |                               | Frequency       | Percent | Valid Percent | Cumulative Percent |
| Valid | 20-25                         | 9               | 10.0    | 10.0          | 10.0               |
|       | 26-30                         | 30              | 33.3    | 33.3          | 43.3               |
|       | 31-35                         | 25              | 27.8    | 27.8          | 71.1               |
|       | 36-41                         | 15              | 16.7    | 16.7          | 87.8               |
|       | 41 and above/41 Tahun ke atas | 11              | 12.2    | 12.2          | 100.0              |
| Total |                               | 90              | 100.0   | 100.0         |                    |

Table 4.2: Age of The Respondents

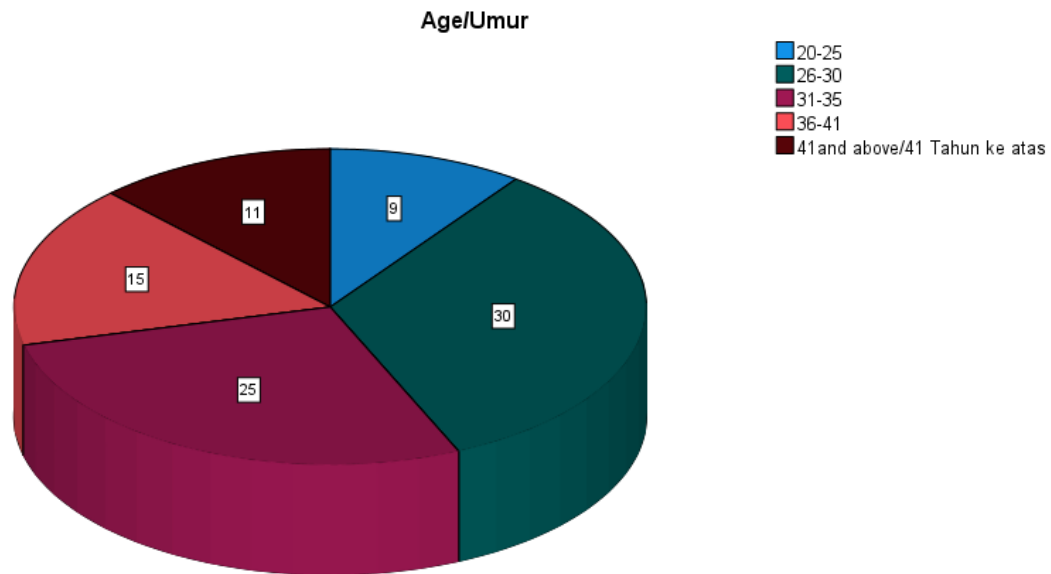


Figure 4.2: Age of The Respondents

Based on the table from 4.2, the age of respondents is categorized into five ranges, namely 20-25 years, 26-30 years, 31-35 years, 36-41 years and 41 years and above. The age between 26-30 years has the largest number of respondents, which is 30 respondents (33.3%), while the age of 20-25 years has the least number of respondents, which is 9 people, equivalent to (10.0%). For the age of 31-35 years, there are 25 respondents, which is equivalent to (27.8%), the age of 36-40 years has 15 people (16.7%) respondents, and finally the age of 41 years and above has 11 people, which is equivalent to (12.2%) respondents.

#### 4.1.3 Ethnic

|       |                    | <b>Ethnic/Etnik</b> |         |               |                    |
|-------|--------------------|---------------------|---------|---------------|--------------------|
|       |                    | Frequency           | Percent | Valid Percent | Cumulative Percent |
| Valid | Bumiputera Sabah   | 6                   | 6.7     | 6.7           | 6.7                |
|       | Bumiputera Sarawak | 6                   | 6.7     | 6.7           | 13.3               |
|       | Cina               | 8                   | 8.9     | 8.9           | 22.2               |
|       | Foreign Workers    | 1                   | 1.1     | 1.1           | 23.3               |
|       | India              | 4                   | 4.4     | 4.4           | 27.8               |
|       | Melayu             | 65                  | 72.2    | 72.2          | 100.0              |
|       | Total              | 90                  | 100.0   | 100.0         |                    |

Table 4.3: Ethnic of The Respondents

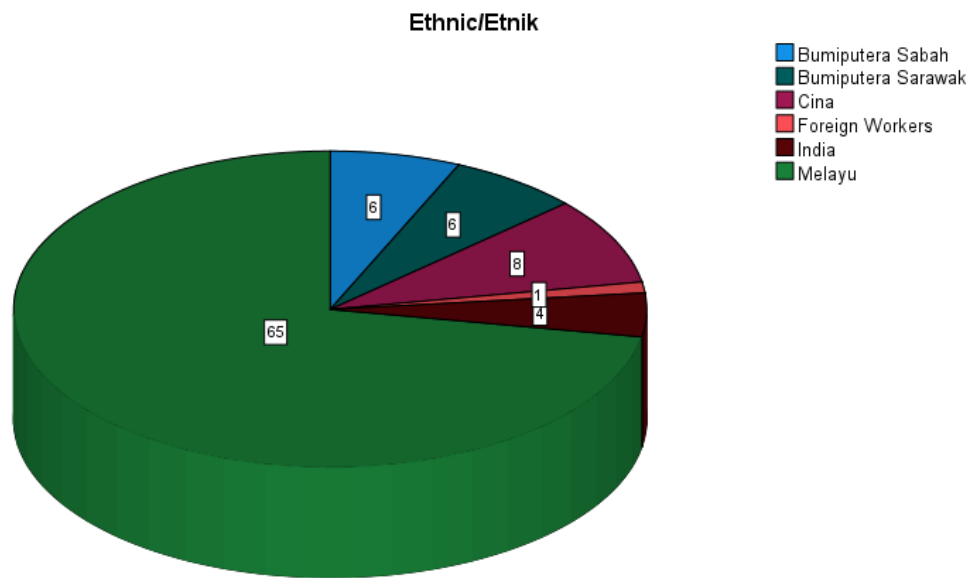


Figure 4.3: Ethnic of The Respondents

Based on the table from 4.3, the ethnicities of respondents are divided into six parts, namely Malay, Chinese, Indian, Sarawakian Bumiputera, Sabah Bumiputera and Foreign Workers. For Malays, the largest number of respondents is 65 respondents and a percentage of (72.2%), followed by the second largest, the Chinese ethnicity, which is 8 respondents with a percentage of (8.9%). Next, there is a similarity for Sarawakian Bumiputera and Sabah Bumiputera, which is 6 respondents with a percentage of (6.7%). Meanwhile, for the Indian ethnicity, there are 4 respondents who answered with a percentage of (4.4%). Finally, there are only 1 foreign worker who answered the questionnaire with a percentage of (1.1%).

#### 4.1.4 Marital Status

| Marital Status/ Status Perkahwinan |                                      |           |         |               |                    |
|------------------------------------|--------------------------------------|-----------|---------|---------------|--------------------|
|                                    |                                      | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid                              | Married/Berkahwin                    | 17        | 18.9    | 18.9          | 18.9               |
|                                    | Single Parents/Ibu atau Bapa Tunggal | 25        | 27.8    | 27.8          | 46.7               |
|                                    | Single/Bujang                        | 48        | 53.3    | 53.3          | 100.0              |
|                                    | Total                                | 90        | 100.0   | 100.0         |                    |

Table 4.4: Marital Status of The Respondent

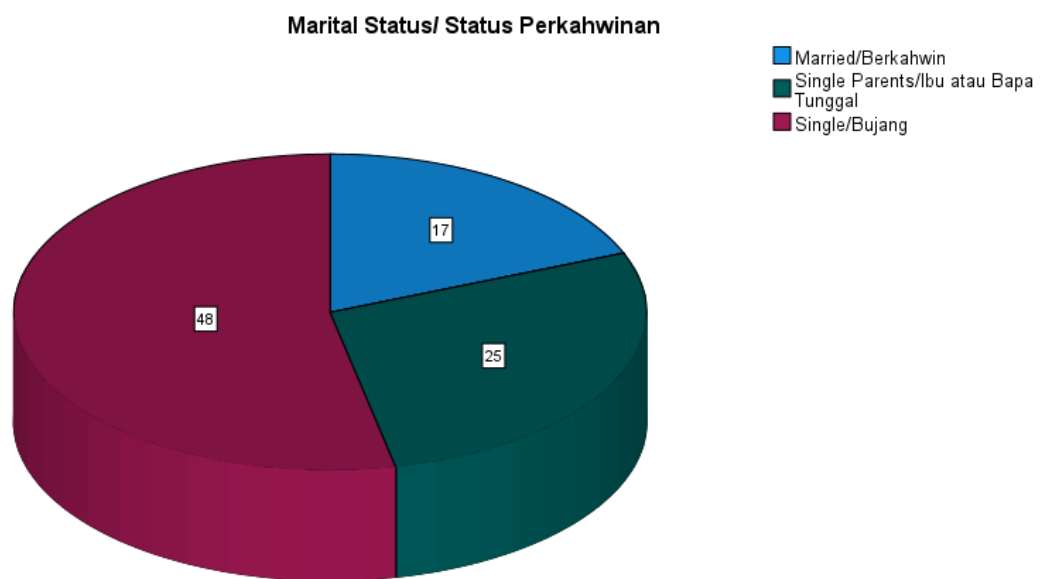


Figure 4.4: Marital Status of The Respondent

The respondents' marital status is classified as Married, Single, and Single Mother or Father based on table 4.4. One of the largest percentages of respondents 48 individuals, or 53.3% was single. Meanwhile, 25 respondents, or 27.8%, reported being a single parent. Lastly, there are 17 respondents who are married, making up 18.9% of the sample.

#### 4.1.5 Length of Service

| Length of Service/Tempoh Perkhidmatan |                                  |           |         |               |                    |
|---------------------------------------|----------------------------------|-----------|---------|---------------|--------------------|
|                                       |                                  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid                                 | 1-5 Years/Tahun                  | 16        | 17.8    | 17.8          | 17.8               |
|                                       | 11-15 Years/Tahun                | 27        | 30.0    | 30.0          | 47.8               |
|                                       | 16-20 Years/Tahun                | 19        | 21.1    | 21.1          | 68.9               |
|                                       | 6-10 Years/Tahun                 | 20        | 22.2    | 22.2          | 91.1               |
|                                       | Above 20 Years/ 20 Tahun ke atas | 8         | 8.9     | 8.9           | 100.0              |
|                                       | Total                            | 90        | 100.0   | 100.0         |                    |

Table 4.5: Length of Service of The Respondents

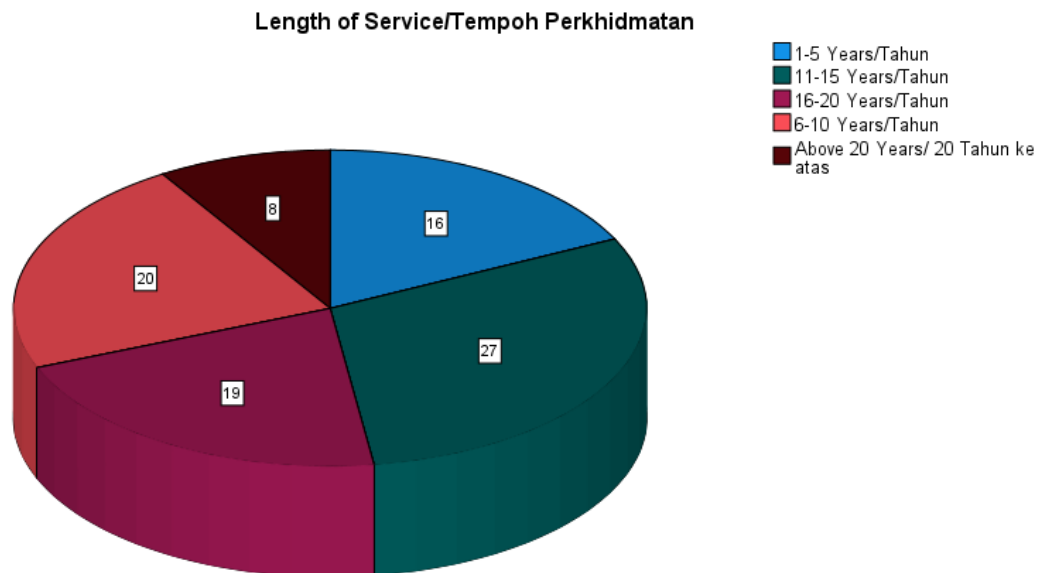


Figure 4.5: Length of Service of The Respondents

Based on the table from 4.5, the respondent's service period is divided into five parts, namely 1-5 years, 6-10 years, 11-15 years, 16-20 years and 20 years and above. The years between 11-15 years have the largest number of respondents, which is 27 people, which is equivalent to (30.0%). Next is followed by the years 6-10 with 20 people, which is equivalent to (22.2%). For the years 16-20 years, there are 19 respondents with a percentage of (21.1%). In addition, for the years 1-5 years, there are 16 respondents with a percentage of (17.8%) and the minimum is the years 20 years and above with 8 respondents with a percentage of (8.9%).

## 4.2 Comparing the Mean

### 4.2.1 Section B

| Statistics     |         |                                                                                                     |                                                                                                         |                                                                                                    |                                                                                                                                                                                                    |                                                                                                                                                 |                                                                                                                                                                                                                             |                                                                                                                                                                                          |                                                                                                                                                                                                                         |                                                                                                                                                                                                     |
|----------------|---------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                |         | 1. My work suffers because of family matter/ Kerja saya terganggu disebabkan oleh masalah keluarga. | 2. I am too tired to be productive at work/ Saya terlalu letih untuk menjadi produktif di tempat kerja. | 3. I feel hard to work because of personal matter/ Saya berasa sukar berkerja kerana hal peribadi. | 4. I feel worried at work because of personal/family activities that I cannot attend/ Saya berasa bimbang di tempat kerja disebabkan oleh aktiviti peribadi/keluarga yang tidak dapat saya sertai. | 5. Family/personal matter drains me of energy and spirit for work/ Masalah keluarga/peribadi melemahkan tenaga dan semangat saya untuk bekerja. | 6. I have to miss work activities due to the amount of time I must spend on family responsibilities/ Saya telah terlepas aktiviti pekerjaan saya kerana jumlah masa yang saya perlu habiskan dengan tanggungjawab keluarga. | 7. Behaviour that is effective and necessary for me at home would be counterproductive at work/ Tingkah laku yang berkesan dan perlu bagi saya di rumah akan diterapkan di tempat kerja. | 8. Because I am often stressed from family responsibilities, I have a hard time concentrating on my work/ Saya sukar untuk menumpukan perhatian terhadap kerja saya disebabkan tekanan terhadap tanggungjawab keluarga. | 9. Tension and anxiety from my family life often weakens my ability to do my job/ Keupayaan untuk melakukan tugas saya sering diganggu oleh ketegangan dan kebimbangan terhadap kehidupan keluarga. |
| N              | Valid   | 90                                                                                                  | 90                                                                                                      | 90                                                                                                 | 90                                                                                                                                                                                                 | 90                                                                                                                                              | 90                                                                                                                                                                                                                          | 90                                                                                                                                                                                       | 90                                                                                                                                                                                                                      | 90                                                                                                                                                                                                  |
|                | Missing | 0                                                                                                   | 0                                                                                                       | 0                                                                                                  | 0                                                                                                                                                                                                  | 0                                                                                                                                               | 0                                                                                                                                                                                                                           | 0                                                                                                                                                                                        | 0                                                                                                                                                                                                                       | 0                                                                                                                                                                                                   |
| Mean           |         | 4.27                                                                                                | 4.26                                                                                                    | 4.12                                                                                               | 4.04                                                                                                                                                                                               | 4.36                                                                                                                                            | 4.10                                                                                                                                                                                                                        | 4.09                                                                                                                                                                                     | 4.27                                                                                                                                                                                                                    | 4.28                                                                                                                                                                                                |
| Median         |         | 5.00                                                                                                | 5.00                                                                                                    | 4.00                                                                                               | 4.00                                                                                                                                                                                               | 5.00                                                                                                                                            | 4.00                                                                                                                                                                                                                        | 4.00                                                                                                                                                                                     | 5.00                                                                                                                                                                                                                    | 5.00                                                                                                                                                                                                |
| Std. Deviation |         | 1.089                                                                                               | .966                                                                                                    | .922                                                                                               | .959                                                                                                                                                                                               | .865                                                                                                                                            | .875                                                                                                                                                                                                                        | .816                                                                                                                                                                                     | .969                                                                                                                                                                                                                    | .995                                                                                                                                                                                                |
| Minimum        |         | 1                                                                                                   | 1                                                                                                       | 1                                                                                                  | 1                                                                                                                                                                                                  | 2                                                                                                                                               | 1                                                                                                                                                                                                                           | 1                                                                                                                                                                                        | 1                                                                                                                                                                                                                       | 1                                                                                                                                                                                                   |
| Maximum        |         | 5                                                                                                   | 5                                                                                                       | 5                                                                                                  | 5                                                                                                                                                                                                  | 5                                                                                                                                               | 5                                                                                                                                                                                                                           | 5                                                                                                                                                                                        | 5                                                                                                                                                                                                                       | 5                                                                                                                                                                                                   |

| Reliability Statistics |            |  |
|------------------------|------------|--|
| Cronbach's Alpha       | N of Items |  |
| .843                   | 9          |  |

Table 4.6: Family Work Conflict on Job Satisfaction Among Employees

Based on the question in section B above, there are the mean for each question that being answered by the respondents. For Question 1, Specifically, 56.7% of respondents said, "My work suffers because of family matter," indicating that they strongly agree with the statement, while 27.8% said they agree. This indicates that most employees believe that family concerns have a negative impact on their work. Strongly disagreeing respondents had one of the lowest percentages (4.4%) in this statement, while disagreeing and neutral respondents have the same number (5.6%), indicating that they do not encounter this problem. The mean score is 4.27, indicating significant agreement. This has reinforced the idea that the respondents' job is frequently disrupted by family issues. For question 2, 'I am too tired to be productive at

work' also showed a high level of agreement. 51.1% of respondents strongly agreed and 33.3% agreed. This proves that fatigue from family responsibilities has often reduced productivity at work. 4.26 is the mean score for this section. The next step is to move to the minimum number of respondents, which is 1.1% who strongly disagreed, 7.8% who disagreed and 6.7% who were neutral who reported no such issue. In addition, for question no. 3, 'I feel hard to work because of personal matter', respondents preferred to agree, with 54.4% agreeing and 34.4% strongly agreeing. Personal matters have caused difficulties for them to concentrate on work. 3.3% disagreed, 4.4% disagreed and 3.3% were neutral. The mean score was 4.12, which reflects this trend. For question 4 is 'I feel worried at work because of personal', 28.9% strongly agreed, and 60.0% agreed overall. This demonstrates unequivocally that worry occurs at work if home responsibilities cannot be met. 3.3% of respondents stated they were neutral, 5.6% strongly disagreed, and 22.0% disagreed with individuals who do not experience this fear. This observation was supported by the mean score of 4.04. For the question 5 'Family/personal matter drains me of energy and spirit for work' who reported no problem with this matter, 4.4% chose to disagree and 12.2% were neutral. Meanwhile, for respondents who chose to strongly agree, 56.7% and 26.7% chose to agree. This may be illustrated that the emotional pressure from family issues interferes with respondents having a job.

Next is question 6 'I have to miss work activities due to the amount of time I must spend on family responsibilities'. It is clear that family duties are often prioritized over work commitments, therefore many respondents chose to agree, which is 57.8% and 31.3% strongly agree. For the smaller percentage, which is 2.2% strongly disagree, 5.6% disagree and 3.3% are neutral. Meanwhile, the mean score is 4.10 which supports this statement. For question 7, which is 'Behaviour that is effective and necessary for me at home would be counterproductive at work', respondents chose to agree, possibly due to behaviour at home that often contradicts expectations at work. Those who chose to agree were 58.9% and 28.9% chose to strongly agree. Meanwhile, those who strongly disagreed were 1.1%, disagreed and neutral had the same percentage, which was 5.6%, which may be estimated not to have experienced any conflict. Therefore, the mean for this was 4.09. Furthermore, for question 8, which is 'Because I am often stressed from family responsibilities, I have a hard time concentrating on my work', many respondents chose to answer in agreement, as there were 51.1% who chose to strongly agree and 34.4% who agreed. For strongly disagreed, 2.2%, 5.6% disagreed and 6.7% were neutral. This mean score is 4.27 which supports this statement that pressure from family has significantly affected work concentration. For question 9 'Tension and anxiety from my family

life often weakens my ability to do my job'. For this question it is clear that it emphasizes the negative effects of family tension from the family on work performance. Therefore, many respondents have chosen to strongly agree, namely 54.4% and 30.0% also chose to agree. While the mean score is 4.28 in line with this. For disagreeing, it is 8.9%, neutral 5.6% and the minimum is strongly disagreeing, namely 1.1% of respondents who reported no such effect. Internal consistency, which is also regarded as the scale's reliability, was measured in this study using Cronbach's Alpha. According to the statistics, the items showed a rather strong internal consistency, meaning that the nine questions were acceptable, as evidenced by the Cronbach's Alpha of 0.843.

#### 4.2.2 Section C

| Statistics     |                                                                                            |                                                                                                                                         |                                                                                           |                                                                                                                  |                                                                                                                                                                                                 |                                                                                                                                                                                   |                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                         |                                                                                                                                                                                                   |
|----------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                | 1. I put family matter on hold for work/ Saya menanggukha n masalah keluarga kerana kerja. | 2. I miss family activities because work is my priority/ Saya tidak menyertai aktiviti bersama keluarga kerana lebih mementingkan kerja | 3. Job makes family life difficult/ Kerja membuatkan kehidupan berkeluarga menjadi sukar. | 4. My family/personal life suffers because of work/ Kehidupan berkeluarga/pe ribadi saya menderita kerana kerja. | 5. Things I want to do at home do not get done because of the demands my job puts on me/ Perkara yang saya ingin lakukan di rumah tidak selesai kerana saya mementingkan permintaan kerja saya. | 6. My work keeps me from my family activities more than I would like/ Pekerjaan saya menghalang saya dari melakukan aktiviti kekeluargaan lebih daripada apa yang saya kehendaki. | 7. The time I must devoted to my job keeps me from participating equally in household responsibilities and activities/ Masa yang saya perlu tumpukan kepada pekerjaan saya menghalang saya dari turut serta dalam tanggungjawab rumah tangga. | 8. I am often too tired to participate in family activities/responsibilities whenever I get home from work/ Saya sering berasa letih untuk mengambil bahagian dalam aktiviti/tanggun gjawab keluarga apabila pulang dari kerja. | 9. Due to all the pressures at work sometimes when I come home, I am too stressed to do the things I enjoy/ Kerana tekanan pada kerja, kadang-kadang apabila saya datang rumah saya terlalu tertekan untuk melakukan perkara-perkara yang saya nikmati. | 10. Behaviour that is effective and necessary for me at work would be counter-productive at home/ Tingkahlaku yang berkesan dan diperlukan di tempat kerja akan menjadi tidak produktif di rumah. |
| N              | Valid 90                                                                                   | 90                                                                                                                                      | 90                                                                                        | 90                                                                                                               | 90                                                                                                                                                                                              | 90                                                                                                                                                                                | 90                                                                                                                                                                                                                                            | 90                                                                                                                                                                                                                              | 90                                                                                                                                                                                                                                                      | 90                                                                                                                                                                                                |
|                | Missing 0                                                                                  | 0                                                                                                                                       | 0                                                                                         | 0                                                                                                                | 0                                                                                                                                                                                               | 0                                                                                                                                                                                 | 0                                                                                                                                                                                                                                             | 0                                                                                                                                                                                                                               | 0                                                                                                                                                                                                                                                       | 0                                                                                                                                                                                                 |
| Mean           | 4.38                                                                                       | 4.32                                                                                                                                    | 4.04                                                                                      | 4.01                                                                                                             | 4.13                                                                                                                                                                                            | 4.38                                                                                                                                                                              | 4.26                                                                                                                                                                                                                                          | 4.03                                                                                                                                                                                                                            | 4.11                                                                                                                                                                                                                                                    | 4.42                                                                                                                                                                                              |
| Median         | 5.00                                                                                       | 5.00                                                                                                                                    | 4.00                                                                                      | 4.00                                                                                                             | 4.00                                                                                                                                                                                            | 5.00                                                                                                                                                                              | 5.00                                                                                                                                                                                                                                          | 4.00                                                                                                                                                                                                                            | 4.00                                                                                                                                                                                                                                                    | 5.00                                                                                                                                                                                              |
| Std. Deviation | .919                                                                                       | .885                                                                                                                                    | 1.016                                                                                     | .942                                                                                                             | .796                                                                                                                                                                                            | .856                                                                                                                                                                              | 1.097                                                                                                                                                                                                                                         | .965                                                                                                                                                                                                                            | .929                                                                                                                                                                                                                                                    | .874                                                                                                                                                                                              |
| Minimum        | 1                                                                                          | 1                                                                                                                                       | 1                                                                                         | 1                                                                                                                | 1                                                                                                                                                                                               | 1                                                                                                                                                                                 | 1                                                                                                                                                                                                                                             | 1                                                                                                                                                                                                                               | 1                                                                                                                                                                                                                                                       | 1                                                                                                                                                                                                 |
| Maximum        | 5                                                                                          | 5                                                                                                                                       | 5                                                                                         | 5                                                                                                                | 5                                                                                                                                                                                               | 5                                                                                                                                                                                 | 5                                                                                                                                                                                                                                             | 5                                                                                                                                                                                                                               | 5                                                                                                                                                                                                                                                       | 5                                                                                                                                                                                                 |

#### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .873             | 10         |

Table 4.7: Work Family Conflict on Job Satisfaction Among Employees

Next is Work Family Conflict on Job Satisfaction Among Employees. Regarding issue 1, 'I put family matters on hold for work,' a large percentage of respondents (56.7%) selected "strongly agree," and 32.2% selected "agree." It is evident that business frequently takes

precedence over family responsibilities. Thus, the average score is 4.38, which supports the trend even further. However, 6.7% of respondents selected neutrality, 3.3% selected severe disagreement, and 1.1% selected disagreement. In addition, question 2 'I miss family activities because work is my priority' also showed a similar result with more respondents strongly agreeing, namely 52.2% and 34.4% also choosing to agree. The mean score was also 4.32 in line with the fact that workers often sacrifice family time due to work commitments. However, a number of respondents also stated that they were neutral on this matter, namely 7.8%, disagreeing, namely 4.4%, and the lowest was strongly disagreeing, namely 1.1%. 'Job makes family life difficult' is the third question. The average score of 4.04 indicates that juggling work and family obligations might be difficult. Consequently, 33.3% of respondents strongly agreed and 53.3% agreed. 2.2% were neutral, 4.4% strongly disagreed, and 6.7% disagreed. The opposite is question 4 'My family/personal life suffers because of work', which was also chosen by many respondents to agree with this question, namely 57.8% and 27.8% strongly agreed that personal or family well-being is often affected by job responsibilities with a mean score of 4.01 supporting this observation. However, for respondents who did not have this negative impact, 6.7% were neutral, 4.4% strongly disagreed and 3.3% disagreed. For question 5, 'Things I want to do at home do not get done because of the demands my job puts on me' has a mean score of 4.13 which confirms that work demands often prevent an individual from completing personal tasks or things at home. Therefore, many respondents have chosen to agree, namely 54.4% and 32.2% also strongly agree. 8.9% are also neutral, 3.3% disagree and 1.1% strongly disagree.

Next, 'My work keeps me from my family activities more than I would like' is question 6. The statement for this question is that employees feel that their job often restricts their involvement in family activities with a supportive mean score of 4.38. A total of 52.2% of respondents chose to strongly agree, 41.1% also agreed, 3.3% disagreed, 2.2% strongly disagreed and 1.1% were neutral. For question 7 'The time I must devote to my job keeps me from participating equally in household responsibilities and activities', many respondents strongly agreed, namely 55.6% and 30.0% agreed, supported by a mean of 4.26, which means that domestic tasks are often hindered when balancing work demands. However, 6.7% of respondents chose to disagree, 4.4% strongly disagreed and 3.3% were neutral. 'I am often too tired to participate in family activities/responsibilities whenever I get home from work' is a question for the 8 which has a mean score of 4.11 saying that the lack of involvement of employees in family activities is due to fatigue from work. Therefore, many respondents have

chosen to agree, namely 58.9% and 28.9% also strongly agree. For those who do not feel this way, 5.6% of respondents strongly disagree, 2.2% disagree and 4.4% are neutral. For 'Due to all the pressures at work sometimes when I come home, I am too stressed to do the things I enjoy' has a mean score of 4.42 which means that the feeling of fun at home is affected due to the pressure faced at work. Many respondents chose to agree, namely 53.3% and 34.4% stated that they strongly agree. For those who disagree, namely 4.4% stated that they disagreed or were neutral and 3.3% for those who strongly disagreed. The last one is 'Behaviour that is effective and necessary for me at work would be counter-productive at home' which has a mean score of 4.42 indicating that behaviour at work often conflicts with family dynamics. So 58.9% chose to strongly agree and 32.2% agreed. 5.6% disagreed, 2.2% were neutral and 1.1% strongly disagreed with this statement. In this study, Cronbach's Alpha was used to quantify internal consistency, which is also considered to be the reliability of the scale. The data revealed that the items had a fairly high level of internal consistency, indicating that the ten questions were appropriate, as indicated by the Cronbach's Alpha of 0.873.

#### 4.2.3 Section D

| Statistics     |         |                                                                                                         |                                                                                                                                   |                                                                                                                                                                                                                        |                                                                                                                                                                      |                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                    |                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                              |
|----------------|---------|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                |         | 1. I have better mood at work because of my job/ Saya mempunyai mood yang lebih baik kerana kerja saya. | 2. Jobs give me energy to pursue family/personal activities/ Kerja memberi saya tenaga untuk mengejar aktiviti keluarga/peribadi. | 3. My involvement in my family helps me acquire skills and this helps me be a better worker/ Penglibatan saya dalam keluarga membantu saya memperoleh kemahiran dan ini membantu saya menjadi pekerja yang lebih baik. | 4. The amount of work I am expected to do in my job is reasonable for me/ Jumlah kerja yang saya jangkakan untuk dilaksanakan dalam pekerjaan saya adalah munasabah. | 5. My organization address personal life problems that hinders employee performance/ Organisasi saya membantu menangani masalah kehidupan peribadi yang menjejaskan prestasi pekerja. | 6. My involvement in my family helps me expand my knowledge of new things and this helps me be a better worker/ Penglibatan saya dalam keluarga membantu saya mengembangk an ilmu pengetahuan saya berkenaan perkara baharu dan ini membantu saya menjadi pekerja yang lebih baik. | 7. My involvement in my family makes me happy and this helps me be a better worker/ Penglibatan saya dalam keluarga membuatkan saya gembira dan ini membantu saya menjadi pekerja yang lebih baik. | 8. My involvement in my family helps me to maintain a positive outlook and this helps me be a better worker/ Penglibatan saya dalam keluarga membantu mengekalkan pandangan positif dan ini membantu saya menjadi pekerja yang lebih baik. | 9. My involvement in my family causes me to be more focused at work and this helps me be a better worker/ Penglibatan saya dalam keluarga menyebabkan saya menjadi lebih fokus terhadap kerja dan ini membantu saya menjadi pekerja yang lebih baik. | 10. My involvement in my family encourages me to use my work time in a focused manner and this helps me be a better worker/ Penglibatan saya dalam keluarga menggalakkan saya untuk menggunakan masa kerja saya dengan cara yang terfokus dan membantu saya menjadi pekerja yang lebih baik. |
| N              | Valid   | 90                                                                                                      | 90                                                                                                                                | 90                                                                                                                                                                                                                     | 90                                                                                                                                                                   | 90                                                                                                                                                                                    | 90                                                                                                                                                                                                                                                                                 | 90                                                                                                                                                                                                 | 90                                                                                                                                                                                                                                         | 90                                                                                                                                                                                                                                                   | 90                                                                                                                                                                                                                                                                                           |
|                | Missing | 0                                                                                                       | 0                                                                                                                                 | 0                                                                                                                                                                                                                      | 0                                                                                                                                                                    | 0                                                                                                                                                                                     | 0                                                                                                                                                                                                                                                                                  | 0                                                                                                                                                                                                  | 0                                                                                                                                                                                                                                          | 0                                                                                                                                                                                                                                                    | 0                                                                                                                                                                                                                                                                                            |
| Mean           |         | 4.31                                                                                                    | 4.07                                                                                                                              | 4.18                                                                                                                                                                                                                   | 4.17                                                                                                                                                                 | 4.11                                                                                                                                                                                  | 4.28                                                                                                                                                                                                                                                                               | 4.37                                                                                                                                                                                               | 4.39                                                                                                                                                                                                                                       | 4.36                                                                                                                                                                                                                                                 | 3.87                                                                                                                                                                                                                                                                                         |
| Median         |         | 5.00                                                                                                    | 4.00                                                                                                                              | 4.00                                                                                                                                                                                                                   | 4.00                                                                                                                                                                 | 4.00                                                                                                                                                                                  | 5.00                                                                                                                                                                                                                                                                               | 5.00                                                                                                                                                                                               | 5.00                                                                                                                                                                                                                                       | 5.00                                                                                                                                                                                                                                                 | 4.00                                                                                                                                                                                                                                                                                         |
| Std. Deviation |         | 1.067                                                                                                   | .909                                                                                                                              | .829                                                                                                                                                                                                                   | .723                                                                                                                                                                 | .867                                                                                                                                                                                  | .972                                                                                                                                                                                                                                                                               | .965                                                                                                                                                                                               | .831                                                                                                                                                                                                                                       | .940                                                                                                                                                                                                                                                 | .622                                                                                                                                                                                                                                                                                         |
| Minimum        |         | 1                                                                                                       | 1                                                                                                                                 | 1                                                                                                                                                                                                                      | 1                                                                                                                                                                    | 1                                                                                                                                                                                     | 1                                                                                                                                                                                                                                                                                  | 1                                                                                                                                                                                                  | 1                                                                                                                                                                                                                                          | 1                                                                                                                                                                                                                                                    | 1                                                                                                                                                                                                                                                                                            |
| Maximum        |         | 5                                                                                                       | 5                                                                                                                                 | 5                                                                                                                                                                                                                      | 5                                                                                                                                                                    | 5                                                                                                                                                                                     | 5                                                                                                                                                                                                                                                                                  | 5                                                                                                                                                                                                  | 5                                                                                                                                                                                                                                          | 5                                                                                                                                                                                                                                                    | 5                                                                                                                                                                                                                                                                                            |

#### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .856             | 10         |

Table 4.8: Work Enhancement on Job Satisfaction Among Employees

Next is Work Enhancement on Job Satisfaction Among Employees. For question 1 'I have better mood at work because of my job' the mean score for this question is 4.31 which shows that work can contribute a positive impact on the emotional state of employees. Therefore, many chose to strongly agree, namely 56.7% and 32.2% said they agreed with this question. However, there were respondents who chose to strongly disagree, namely 5.6%, 3.3% also disagreed and 2.2% were neutral. For question 2, 'Jobs give me energy to pursue family/personal activities', 63.3% of respondents agreed, while 27.8% strongly agreed. This is because work gives employees energy to the point that it encompasses their personal lives, so the mean score in support of this is 4.07. 4.4% strongly disagreed, 3.3% disagreed and 1.1 was neutral with this statement. Next is question 3 'My involvement in my family helps me acquire skills and this helps me be a better worker'. The mean score for this is 4.18, which means that family involvement further enhances a worker's professional competence. Therefore, it was revealed that 54.4% of respondents agreed and 35.6% strongly agreed. For respondents who did not feel this benefit, 5.6% chose to disagree, 3.3% were neutral and 1.1% strongly disagreed. 'The amount of work I am expected to do in my job is reasonable for me' is the 4 question which has a mean score of 4.17 which shows that every past job has demands that they can manage. So 61.1% chose to agree and 30.0% strongly agreed. For respondents who felt burdened they chose to be more neutral which is 5.6%, 2.2% disagreed and 1.1% strongly disagreed. For question 5 'My organization addresses personal life problems that hinder employee performance' it is clear that many respondents chose to agree (53.3%) and strongly agree (33.3%) because the organization reflects a positive perspective. So the mean score is 4.11. The rest disagreed, namely 6.7%, 5.6% neutral and 1.1% strongly disagree.

In addition, for question 6 'My involvement in my family helps me expand my knowledge of new things and this helps me be a better worker', many respondents also chose to strongly agree, namely 52.2% and 33.3% agreed. A person's work experience is proven to contribute to a person's skills or professional growth, so the mean score is 4.28, which further strengthens this statement. However, 5.6% of respondents chose to disagree, 6.7% preferred to be neutral and 2.2% strongly disagreed. 'My involvement in my family makes me happy and this helps me be a better worker' is question 7 for this section, with a mean score of 4.06 which supports that work-related learning can enhance a person's personal growth. So many respondents chose to agree (51.1%) and strongly agree (34.4%). However, for respondents who felt there was no benefit, they disagreed (5.6%), strongly disagreed and were neutral with the same number (4.4%). For question 8, 'My involvement in my family helps me to maintain a

positive outlook and this helps me be a better worker'. The mean score for this is 4.33 which indicates the transfer of professional skills from the workplace to the home, with 54.4% of respondents choosing to strongly agree and 35.6% to agree. 4.4% of respondents disagreed, 3.3% strongly disagreed and 2.2% were neutral. 'My involvement in my family causes me to be more focused at work and this helps me be a better worker' was the 9 question given by the researcher to the respondents. Many respondents preferred to agree (60.0%) and strongly agree (27.8%) which clearly indicated that experience at work can improve family dynamics. Therefore, the mean score was 4.06 in line with this. For neutral, 5.6%, and 3.3% for disagree. Finally, question 10, 'My involvement in my family encourages me to use my work time in a focused manner and this helps me be a better worker', clearly revealed that 57.8% chose to strongly agree and 33.3% agreed that highlighting professional achievements can increase personal confidence, further strengthening the mean score of 4.39. For respondents who were not affected by this, 5.6% disagreed, 2.2% strongly disagreed and 1.1% chose to be neutral. In this study, Cronbach's Alpha was used to quantify internal consistency, which is also considered to be the reliability of the scale. The data revealed that the items had a fairly high level of internal consistency, indicating that the ten questions were appropriate, as indicated by the Cronbach's Alpha of 0.856.

#### **4.2.4 Section E**

| Statistics     |         |                                                                                                            |                                                                                                       |                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                      |
|----------------|---------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                |         | 1. I have better mood due to personal life/ Saya mempunyai mood yang lebih baik kerana kehidupan peribadi. | 2. Personal life gives me energy for my job/ Kehidupan peribadi memberi saya tenaga untuk kerja saya. | 3. I find it easy to pay attention at work due to family support/ Saya mendapati ianya mudah untuk menumpukan perhatian di tempat kerja adanya sokongan keluarga. | 4. My involvement in work helps me feel personally fulfilled and this help me be a better family member / Penglibatan saya dalam kerja membantu saya merasa dipenuhi secara peribadi dan ini membantu saya menjadi ahli keluarga yang lebih baik. | 5. My involvement in my work makes me cheerful and this helps me be a better family member/ Penglibatan saya dalam kerja membuatkan saya ceria dan ini membantu saya menjadi ahli keluarga yang lebih baik. | 6. My involvement in my work helps me to understand different viewpoints and this helps me be a better family member/ Penglibatan saya dalam kerja memahami pandangan yang berbeza dan ini membantu saya menjadi ahli keluarga yang lebih baik. | 7. My involvement in my work helps me to gain knowledge and this helps me be a better family member / Penglibatan saya dalam kerja membantu saya untuk menimba ilmu pengetahuan dan ini dapat membantu saya menjadi ahli keluarga yang baik. | 8. My involvement in my work helps me acquire skills and this helps me be a better family member / Penglibatan saya dalam kerja membantu saya memperoleh kemahiran dan ini membantu saya menjadi ahli keluarga yang lebih baik. | 9. My involvement in my work helps me learn new behaviours and this helps me be a better family member / Penglibatan saya dalam kerja mempelajari tingkah laku baru dan ini membantu saya menjadi ahli keluarga yang lebih baik. | 10. My involvement in my work helps me build my self esteem and this helps me be a better family member / Penglibatan saya dalam kerja membantu saya membina harga diri dan ini membantu saya menjadi ahli keluarga yang lebih baik. |
| N              | Valid   | 90                                                                                                         | 90                                                                                                    | 90                                                                                                                                                                | 90                                                                                                                                                                                                                                                | 90                                                                                                                                                                                                          | 90                                                                                                                                                                                                                                              | 90                                                                                                                                                                                                                                           | 90                                                                                                                                                                                                                              | 90                                                                                                                                                                                                                               | 90                                                                                                                                                                                                                                   |
|                | Missing | 0                                                                                                          | 0                                                                                                     | 0                                                                                                                                                                 | 0                                                                                                                                                                                                                                                 | 0                                                                                                                                                                                                           | 0                                                                                                                                                                                                                                               | 0                                                                                                                                                                                                                                            | 0                                                                                                                                                                                                                               | 0                                                                                                                                                                                                                                | 0                                                                                                                                                                                                                                    |
| Mean           |         | 4.33                                                                                                       | 4.30                                                                                                  | 4.07                                                                                                                                                              | 4.12                                                                                                                                                                                                                                              | 4.09                                                                                                                                                                                                        | 4.38                                                                                                                                                                                                                                            | 4.06                                                                                                                                                                                                                                         | 4.33                                                                                                                                                                                                                            | 4.06                                                                                                                                                                                                                             | 4.39                                                                                                                                                                                                                                 |
| Median         |         | 5.00                                                                                                       | 5.00                                                                                                  | 4.00                                                                                                                                                              | 4.00                                                                                                                                                                                                                                              | 4.00                                                                                                                                                                                                        | 5.00                                                                                                                                                                                                                                            | 4.00                                                                                                                                                                                                                                         | 5.00                                                                                                                                                                                                                            | 4.00                                                                                                                                                                                                                             | 5.00                                                                                                                                                                                                                                 |
| Std. Deviation |         | 1.028                                                                                                      | .953                                                                                                  | .909                                                                                                                                                              | .910                                                                                                                                                                                                                                              | .830                                                                                                                                                                                                        | .894                                                                                                                                                                                                                                            | 1.010                                                                                                                                                                                                                                        | .972                                                                                                                                                                                                                            | .879                                                                                                                                                                                                                             | .932                                                                                                                                                                                                                                 |
| Minimum        |         | 1                                                                                                          | 1                                                                                                     | 1                                                                                                                                                                 | 1                                                                                                                                                                                                                                                 | 1                                                                                                                                                                                                           | 1                                                                                                                                                                                                                                               | 1                                                                                                                                                                                                                                            | 1                                                                                                                                                                                                                               | 1                                                                                                                                                                                                                                | 1                                                                                                                                                                                                                                    |
| Maximum        |         | 5                                                                                                          | 5                                                                                                     | 5                                                                                                                                                                 | 5                                                                                                                                                                                                                                                 | 5                                                                                                                                                                                                           | 5                                                                                                                                                                                                                                               | 5                                                                                                                                                                                                                                            | 5                                                                                                                                                                                                                               | 5                                                                                                                                                                                                                                | 5                                                                                                                                                                                                                                    |

| <b>Reliability Statistics</b> |            |
|-------------------------------|------------|
| Cronbach's Alpha              | N of Items |
| .883                          | 10         |

Table 4.9: Personal Life Enhancement on Job Satisfaction Among Employees

Personal Life Enhancement on Job Satisfaction is the next thing. Based on Descriptive Statistics for section E, question 1 'I have better mood due to personal life' has a mean score of 4.33 which is significant that personal life can improve emotional well-being. So many respondents have chosen to strongly agree, which is 57.8% and 30.0% are agree. For those who strongly disagree, the same percentage is neutral, which is 4.4% and 3.3% are disagree because perhaps some respondents feel there is no improvement in mood. For question 2, 'Personal life gives me energy for my job', many respondents strongly agreed (51.1%) and agreed (37.8%) because it was suggested that personal activities can lead to maturity in work performance. Therefore, the mean score of 4.30 is in line with this. However, a small number felt that there was no transfer of energy, namely strongly disagree and disagree, with the same percentage being 3.3%, while neutral was 4.4%. Next, question 3 'I find it easy to pay attention at work due to family support' has a mean score of 4.07 because this reflects the role highlighted in the family can increase work attention. So many respondents have chosen to agree, namely 53.3% and 32.2% are strongly agreed. Many have different opinions, namely 8.9% to disagree, 4.4% are neutral and 1.1% strongly disagree. For question 4, 'My involvement in work helps me feel personally fulfilled and this helps me be a better family member', the mean score for this is 4.12, which shows that the role of work contributes to a person's personal satisfaction. So 56.7% agree, 33.3% strongly agree, 4.4% disagree, 3.3% strongly disagree and 2.2% chose to be neutral. For question 5, 'My involvement in my work makes me cheerful and this helps me be a better family member'. The mean score is 4.09, clearly indicating that job satisfaction can improve family interaction. Therefore, 56.7% chose to agree, 30.0% strongly agreed, 6.7% were neutral, 5.6% disagreed and 1.1% strongly disagreed.

For question 6 'My involvement in my work helps me to understand different viewpoints and this helps me be a better family member'. Many respondents chose to strongly agree (55.6%) and agree (34.4%) because their experience of skills has enriched family relationships with a mean score of 4.38 confirming this. However, 4.4% were neutral, 3.3% disagreed and 2.2% strongly disagreed because this did not affect them. For question 7 'My involvement in my work helps me to gain knowledge and this helps me be a better family

member'. The mean score is 4.06 which reflects that work-related learning enhances personal growth. Many respondents chose to agree, namely 51.1% and 34.4% strongly agreed. For respondents who felt that this was of no benefit, 5.6% disagreed, neutral and strongly disagreed, with the same percentage being 4.4%. Next, is question 8 'My involvement in my work helps me acquire skills and this helps me be a better family member' which has a mean score of 4.33 which supports the transfer of professional skills at work to home with 54.4% strongly agreeing and 35.6% agreeing. For those who disagreed, 4.4% disagreed, 3.3% strongly disagreed and 2.2% were neutral. 'My involvement in my work helps me learn new behaviours and this helps me be a better family member' is question 9. This item has 60.0% of respondents agreeing and 27.8% choosing to strongly agree. A small number of respondents also stated 5.6% neutral, and 3.3% disagreeing. Meanwhile, the mean score is 4.06, clearly indicating that experience at work can improve family dynamics. Lastly, 'My involvement in my work helps me build my self esteem and this helps me be a better family member' showed that 33.3% agreed and 57.8% strongly agreed, underscoring the way that career accomplishments boost self-esteem. Few respondents (2.2% strongly disagreed, 5.6% disagreed, and 1.1% were indifferent) were unaffected, which is supported by the mean score of 4.39. Internal consistency, which is also regarded as the scale's reliability, was measured in this study using Cronbach's Alpha. According to the statistics, the items showed a rather strong internal consistency, meaning that the nine questions were acceptable, as evidenced by the Cronbach's Alpha of 0.883.

#### **4.2.5 Section F**

| <b>Statistics</b> |         |                                                                                                                                     |                                                                                                                                                        |                                                                                                                  |                                                                                                                                       |                                                                                                                |                                                                                                                                                                  |                                                                                                                                      |
|-------------------|---------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
|                   |         | 1. I feel fulfilled in my job and my daily work responsibilities/ Saya berasa puas dengan kerja saya dan tanggungjawab harian saya. | 2. My job provides opportunities for career development and personal growth/ Kerja saya menyediakan peluang untuk pembangunan kerjaya dan pertumbuhan. | 3. I am satisfied with my compensation and benefits/ Saya berpuas hati dengan gaji dan manfaat yang saya terima. | 4. My job aligns well with my personal and professional aspirations/ Kerja saya selari dengan aspirasi peribadi dan profesional saya. | 5. I feel valued and appreciated by my organization / Saya berasa dihargai dan diiktiraf oleh organisasi saya. | 6. My workplace environment supports my overall job satisfaction and well being/ Persekitaran tempat kerja saya menyokong kepuasan kerja dan kesejahteraan saya. | 7. I am motivated and engaged in my work tasks / Saya berasa bermotivasi dan terlibat sepenuhnya dalam tugas dalam tugas kerja saya. |
| N                 | Valid   | 90                                                                                                                                  | 90                                                                                                                                                     | 90                                                                                                               | 90                                                                                                                                    | 90                                                                                                             | 90                                                                                                                                                               | 90                                                                                                                                   |
|                   | Missing | 0                                                                                                                                   | 0                                                                                                                                                      | 0                                                                                                                | 0                                                                                                                                     | 0                                                                                                              | 0                                                                                                                                                                | 0                                                                                                                                    |
| Mean              |         | 4.14                                                                                                                                | 4.34                                                                                                                                                   | 4.38                                                                                                             | 4.28                                                                                                                                  | 4.36                                                                                                           | 4.12                                                                                                                                                             | 4.08                                                                                                                                 |
| Median            |         | 4.00                                                                                                                                | 5.00                                                                                                                                                   | 5.00                                                                                                             | 5.00                                                                                                                                  | 5.00                                                                                                           | 4.00                                                                                                                                                             | 4.00                                                                                                                                 |
| Std. Deviation    |         | .787                                                                                                                                | .823                                                                                                                                                   | .943                                                                                                             | .983                                                                                                                                  | .903                                                                                                           | .872                                                                                                                                                             | .927                                                                                                                                 |
| Minimum           |         | 2                                                                                                                                   | 2                                                                                                                                                      | 1                                                                                                                | 1                                                                                                                                     | 1                                                                                                              | 1                                                                                                                                                                | 1                                                                                                                                    |
| Maximum           |         | 5                                                                                                                                   | 5                                                                                                                                                      | 5                                                                                                                | 5                                                                                                                                     | 5                                                                                                              | 5                                                                                                                                                                | 5                                                                                                                                    |

| <b>Reliability Statistics</b> |            |
|-------------------------------|------------|
| Cronbach's Alpha              | N of Items |
| .859                          | 7          |

Table 4.10: Job Satisfaction to Work Life Balance Among Employees

Next is Job Satisfaction to Work Life Balance Among Employees. For question 1 'I feel fulfilled in my job and my daily work responsibilities' it was revealed that 53.3% chose to strongly agree, and 33.3% agreed, this shows that the sentiment is generally positive. For 5.6%, it said it did not agree, 7.8% were neutral who had a feeling of dissatisfaction. Therefore, the mean score for this is 4.14 which reflects this. For question 2, 'My job provides opportunities for career development and personal growth', 51.1% said they strongly agreed and 37.8% agreed, indicating that most employees see growth potential in their roles. The mean score is 4.34, which supports this. For disagreement, 5.6% said they disagreed and were neutral. In addition, for question 3 'I am satisfied with my compensation and benefits' 58.9% stated that they strongly agreed and 28.9% agreed, this reflects high satisfaction with the remuneration. Therefore, the mean score of 4.38 confirmed this. However, a small portion of respondents chose neutral, which was 5.6%, for disagreeing, 4.4% and strongly disagreeing, 2.2%. According to job roles and personal objectives, 51.1% of respondents strongly agreed with the statement, "My job aligns well with my personal and professional aspirations," and 36.7% agreed. 4.28 is the mean score. 3.3% strongly disagreed, while 4.4% chose to disagree and be neutral, despite the fact that some respondents expressed the opposite opinion. For question 5 'I feel valued and appreciated by my organization' has a mean score of 4.36 which supports all of this. So the respondents have highlighted that this organization has positive characteristics with 55.6% of respondents choosing to strongly agree and 31.1% agreeing. However, there are a few who expressed disagreement, namely 2.2% and neutral 8.9%. Next, question 6 'My workplace environment supports my overall job satisfaction and well being' stated that many respondents chose to agree, namely 55.6% and 33.3% agreed because the work environment supports this matter, therefore the mean score was 4.12. However, 7.8% disagreed and 2.2% were neutral. Finally, for question 7 'I am motivated and engaged in my work tasks'. The mean score for this is 4.08 which confirms that 60.0% of respondents chose to agree, 30.0% also agreed which shows high work involvement. However, there were respondents who chose to strongly disagree which was 4.4%, 3.3% disagreed and 2.2% were neutral. Internal consistency, which is also regarded as the scale's reliability, was measured in this study using Cronbach's

Alpha. With a Cronbach's Alpha of 0.859, the data showed that the seven questions were reasonable and that the items had a pretty high level of internal consistency.

### 4.3 Hypothesis Tests

The statistical tests were used to test each and every study idea. Two statistical tests from the Statistical Package of Social Sciences (SPSS) software were used in this study. Multiple Regression was used to determine which dependent variables were dominant over the independent variable, and Spearman Correlation was used to gauge the strength of the variables and the relationship between them.

#### 4.3.1 Spearman Correlation

| Correlations   |                                        |                         |                         |                         |                     |                         |                                                 |
|----------------|----------------------------------------|-------------------------|-------------------------|-------------------------|---------------------|-------------------------|-------------------------------------------------|
|                |                                        |                         | Family Work<br>Conflict | Work Family<br>Conflict | Work<br>Enhancement | Personal<br>Enhancement | Work Life<br>Balance and<br>Job<br>Satisfaction |
| Spearman's rho | Family Work Conflict                   | Correlation Coefficient | 1.000                   | .926**                  | .991**              | .926**                  | .950**                                          |
|                |                                        | Sig. (2-tailed)         | .                       | .000                    | .000                | .000                    | .000                                            |
|                |                                        | N                       | 90                      | 90                      | 90                  | 90                      | 90                                              |
|                | Work Family Conflict                   | Correlation Coefficient | .926**                  | 1.000                   | .930**              | .991**                  | .895**                                          |
|                |                                        | Sig. (2-tailed)         | .000                    | .                       | .000                | .000                    | .000                                            |
|                |                                        | N                       | 90                      | 90                      | 90                  | 90                      | 90                                              |
|                | Work Enhancement                       | Correlation Coefficient | .991**                  | .930**                  | 1.000               | .926**                  | .958**                                          |
|                |                                        | Sig. (2-tailed)         | .000                    | .000                    | .                   | .000                    | .000                                            |
|                |                                        | N                       | 90                      | 90                      | 90                  | 90                      | 90                                              |
|                | Personal Enhancement                   | Correlation Coefficient | .926**                  | .991**                  | .926**              | 1.000                   | .899**                                          |
|                |                                        | Sig. (2-tailed)         | .000                    | .000                    | .000                | .                       | .000                                            |
|                |                                        | N                       | 90                      | 90                      | 90                  | 90                      | 90                                              |
|                | Work Life Balance and Job Satisfaction | Correlation Coefficient | .950**                  | .895**                  | .958**              | .899**                  | 1.000                                           |
|                |                                        | Sig. (2-tailed)         | .000                    | .000                    | .000                | .000                    | .                                               |
|                |                                        | N                       | 90                      | 90                      | 90                  | 90                      | 90                                              |

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

Table 4.11: Correlation Between Family Work Conflict/Work Family Conflict/Work Enhancement/Personal Life Enhancement and Job Satisfaction

##### 4.3.1.1 Relationship between Family Work Conflict and Job Satisfaction

The Spearman Correlation test protocol was used to examine the relationship between these variables. The following lists the hypotheses that were examined for these variables:

**Ha1: There is significant correlation between family work conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.**

Based on the table 4.11, Spearman correlation analysis of the relationship between Family Work Conflict and Job Satisfaction among Food and Beverage Industry employees has shown a significant and strong positive relationship between the two. For the  $r$  value is 0.950. This indicator can be made from the  $p$  value achieved through correlation analysis which is 0.000. Because  $0.000 < 0.01$ , then Ha1 can be accepted. This means that the employees experience higher interference from family matters in their work. Thus, this finding is counterintuitive because it suggests that workers in these industries struggle with managing work-family challenges, or that the buffer of job satisfaction with money is perceived as conflict.

#### **4.3.1.2 Relationship between Work Family Conflict and Job Satisfaction**

**Ha2: There is significant correlation between work family conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.**

The association between work-family conflict and job satisfaction is then analyzed, and the results indicate a statistically significant strong positive correlation ( $r = 0.895$ ,  $p < 0.000$ ). Ha2 is therefore approved. This claims that a lot of workers have their family lives disrupted by their jobs. similar to family work conflict, which arises or coexists with family conflict among workers in the food and beverage business. As a result, highly engaged workers would prioritize their work and put up with interruptions to their families in exchange.

#### **4.3.1.3 Relationship between Work Enhancement and Job Satisfaction**

**Ha3: There is significant correlation between work enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.**

In addition, based on table 4.11, it shows a strong statistical significance between Work Enhancement and Job Satisfaction, namely the  $r$  value is 0.958 while  $p < 0.000$ . So with the value  $p < 0.000$ , Ha3 was accepted. In line with the Spillover theory which states that work contributes to personal growth because employees have considered it as such to report higher job satisfaction. Among the personal enhancements in this case are the skills of the person.

#### **4.3.1.4 Relationship between Personal Life Enhancement and Job Satisfaction**

**Ha4: There is significant correlation between personal life enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.**

Finally, based on table 4.11, a strong and significant positive correlation exists between Personal Life Enhancement and Job Satisfaction which shows an  $r$  value of (0.899) and a  $p$  value  $< 0.000$ . Therefore, Ha4 is accepted in this study. This has shown that employees who experience their personal or family life as enriching their work report higher job satisfaction. This is supported by the two-way enrichment perspective of a happy personal life increasing work engagement and vice versa.

#### **4.3.2 Multiple Regression**

The most important criteria for work-life balance, such as work-family conflict, work improvement, and personal life development, were determined using a multiple regression testing approach. The following lists the hypotheses that were examined for the variables.

##### **4.3.2.1 Dominant Factor Affecting Job Satisfaction Among Employees**

**Ha5: There is dominant factor that affecting job satisfaction among employees in the Food and Beverage (F&B) Industry.**

The predictive association between the independent factors (Family Work Conflict, Work Family Conflict, Work Enhancement, and Personal Enhancement) and the dependent variables (Work Life Balance and Job Satisfaction) was investigated using multiple regression analysis. The findings provide light on the relative contributions of each component to workers' general job satisfaction in the food and beverage (F&B) sector.

| <b>Model Summary</b> |                   |          |                   |                            |
|----------------------|-------------------|----------|-------------------|----------------------------|
| Model                | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                    | .853 <sup>a</sup> | .727     | .724              | .33841                     |
| 2                    | .911 <sup>b</sup> | .831     | .827              | .26833                     |
| 3                    | .919 <sup>c</sup> | .844     | .839              | .25864                     |
| 4                    | .922 <sup>d</sup> | .850     | .843              | .25521                     |

Table 4.12a: Multiple Regression Analysis: Model Summary

The regression model was constructed in four stages, each of which introduced a new predictor variable. The final model (Model 4), which contained all four independent variables, explained 85.0% of the variance in work satisfaction (Adjusted R = 0.843), indicating a very strong predictive capacity. The combination of work-life conflict and enhancing factors has a significant impact on employees' job satisfaction, according to the high R<sup>2</sup> value. The estimate's standard error of 0.255 further supports the model's accurate fit to the observed data.

| <b>ANOVA<sup>a</sup></b> |            |                |    |             |         |                   |
|--------------------------|------------|----------------|----|-------------|---------|-------------------|
| Model                    |            | Sum of Squares | df | Mean Square | F       | Sig.              |
| 1                        | Regression | 26.879         | 1  | 26.879      | 234.701 | .000 <sup>b</sup> |
|                          | Residual   | 10.078         | 88 | .115        |         |                   |
|                          | Total      | 36.957         | 89 |             |         |                   |
| 2                        | Regression | 30.693         | 2  | 15.347      | 213.147 | .000 <sup>c</sup> |
|                          | Residual   | 6.264          | 87 | .072        |         |                   |
|                          | Total      | 36.957         | 89 |             |         |                   |
| 3                        | Regression | 31.204         | 3  | 10.401      | 155.483 | .000 <sup>d</sup> |
|                          | Residual   | 5.753          | 86 | .067        |         |                   |
|                          | Total      | 36.957         | 89 |             |         |                   |
| 4                        | Regression | 31.421         | 4  | 7.855       | 120.610 | .000 <sup>e</sup> |
|                          | Residual   | 5.536          | 85 | .065        |         |                   |
|                          | Total      | 36.957         | 89 |             |         |                   |

Table 4.12b: Multiple Regression Analysis: Anova

All regression models are statistically significant ( $p = 0.000$ ), according to the ANOVA table, indicating that at least one predictor variable significantly affects job satisfaction. The whole model's excellent reliability in predicting work satisfaction is confirmed by the final model's (Model 4) F-value of 120.610.

| Model |                      | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Collinearity Statistics |        |
|-------|----------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|--------|
|       |                      | B                           | Std. Error | Beta                      |        |      | Tolerance               | VIF    |
| 1     | (Constant)           | .884                        | .222       |                           | 3.978  | .000 |                         |        |
|       | Family Work Conflict | .800                        | .052       | .853                      | 15.320 | .000 | 1.000                   | 1.000  |
| 2     | (Constant)           | .380                        | .189       |                           | 2.006  | .048 |                         |        |
|       | Family Work Conflict | -.100                       | .130       | -.107                     | -.767  | .445 | .101                    | 9.919  |
|       | Work Family Conflict | 1.018                       | .140       | 1.012                     | 7.278  | .000 | .101                    | 9.919  |
| 3     | (Constant)           | .005                        | .227       |                           | .022   | .983 |                         |        |
|       | Family Work Conflict | -.223                       | .133       | -.238                     | -1.674 | .098 | .090                    | 11.167 |
|       | Work Family Conflict | .694                        | .179       | .690                      | 3.885  | .000 | .057                    | 17.417 |
|       | Work Enhancement     | .536                        | .194       | .464                      | 2.763  | .007 | .064                    | 15.547 |
| 4     | (Constant)           | -.016                       | .225       |                           | -.071  | .943 |                         |        |
|       | Family Work Conflict | -.319                       | .142       | -.340                     | -2.252 | .027 | .077                    | 12.949 |
|       | Work Family Conflict | .665                        | .177       | .661                      | 3.756  | .000 | .057                    | 17.561 |
|       | Work Enhancement     | .486                        | .193       | .420                      | 2.515  | .014 | .063                    | 15.863 |
|       | Personal Enhancement | .180                        | .098       | .188                      | 1.826  | .071 | .166                    | 6.032  |

Table 4.12c: Multiple Regression Analysis: Dominant Factor that Affecting Employee's

#### Job Satisfaction

Based on table 4.12c which is a multiple regression analysis, Work Family Conflict has emerged as the most dominant factor that has influenced job satisfaction among Food and Beverage (F&B) workers. Beta value has shown a positive and strong statistically significant relationship (0.661) and the p value is 0.000 after controlling for all other variables. Meanwhile for Family Work Conflict among workers (F&B) shows a p value (0.027), Work enhancement also has a slightly moderate positive effect which is Beta value 0.486 equal to p (0.014) and Personal Life Enhancement is seen slightly significant which is Beta value (0.180) and p value (0.071). This has shown that work interference into family life compared to work or personal life which affects family life rather than interfering with personal life. Thus, job satisfaction is formed in this industry.

#### 4.4 Summary of Hypotheses and Result

| Alternate Hypothesis                                                                                                                                 | Analysis Test        | Results                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------|
| Ha1: There is significant correlation between family work conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.     | Spearman Correlation | Hypothesis accepted.<br>$r= 0.950$<br>$p= 0.000$                                              |
| Ha2: There is significant correlation between work family conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.     | Spearman Correlation | Hypothesis accepted.<br>$r= 0.895$<br>$p= 0.000$                                              |
| Ha3: There is significant correlation between work enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.         | Spearman Correlation | Hypothesis accepted.<br>$r= 0.958$<br>$p= 0.000$                                              |
| Ha4: There is significant correlation between personal life enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry | Spearman Correlation | Hypothesis accepted.<br>$r= 0.899$<br>$p= 0.000$                                              |
| Ha5: There is dominant factor that affecting job satisfaction among employees in the Food and Beverage (F&B) Industry.                               | Multiple Regression  | Dominant Factor=Work<br>Family Conflict<br>Beta Value= 0.661<br>R Square= 0.831<br>$p= 0.000$ |

Table 4.13: Table summary of alternate hypothesis, analysis tests and results

## **4.5 Summary**

Through a triangulated analytical technique that integrates numerous regression analyses, descriptive statistics, and Spearman's correlation all painstakingly carried out via SPSS this chapter has methodically revealed the study's key findings. The results, which have been condensed into comparative means and strong statistical correlations, shed light on the complex linkages that exist between work-life conflicts, career advancement, and job satisfaction in the F&B sector.

## **Chapter 5: Discussion, Summary, Recommendation and Conclusion.**

### **5.0 Introduction**

There are six sections in this chapter. The research hypothesis will be covered in the first section. The research from chapter one to chapter five is compiled in the second section, which is a research summary. The third section, which describes the limits, comes next. However, the consequences and suggestions will be explained in the fourth and fifth sections. Lastly, a comprehensive summary of the study will be provided.

### **5.1 Discussion**

The results of this study shed important light on the connection between job satisfaction and work-life balance among workers in the food and beverage (F&B) sector. The findings provide fresh insights into the dynamics of work-family conflict, work enhancement, and personal life enhancement while also being consistent with previous research.

#### **5.1.1 There is significant correlation between family work conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.**

Based on the information found in Finding, the study revealed a strong positive correlation between Family Work Conflict and Job Satisfaction ( $r = 0.950$ , and  $p < 0.000$ ). This has shown that this finding is counter-intuitive. According to a study conducted by Nguyen and Sawang (2015), traditionally Family Work Conflict is where family responsibilities interfere with work performance, increasing stress and reducing job satisfaction. However, in this study, employees who experience higher Family Work Conflict problems reported higher job satisfaction. This may be influenced by contextual and psychological factors unique to the Food and Beverage (F&B) industry. Workers in this (F&B) sector often see their work as important to fulfill their family obligations, especially family support is their main motivation to work. (Neculman et al., 2024). In line with the Compensation Theory by Edwards and Rothbard (2000) associated with an emotional reward for providing for the family may be able to reduce the negative effects of Family Work Conflict which will transform the conflict into a source of purpose and satisfaction. Therefore, this theory has shown that workers tolerate work-related stress because they derive extrinsic satisfaction from providing for their family.

### **5.1.2 There is significant correlation between work family conflict and job satisfaction among employees in the Food and Beverage (F&B) Industry.**

Next is Work Family Conflict, The findings for this are that the data analysis shows a positive correlation with job satisfaction which is ( $r = 0.895$ ,  $p < 0.000$ ) highlighting a paradox that requires deeper examination. According to Greenhaus and Beutell (1985) have stated that theories such as conventionally proposed Work Family Conflict reduces job satisfaction by creating role tension. Therefore, this result is in line with the emerging perspective on compensation satisfaction in high-demand industries. To stabilize the finances of employees in the F&B sector have been interpreted to prioritize work until they reframe conflict as a form of career dedication that will increase their sense of purpose. (Wayne et al., 2022). This is in line with the Compensation Theory of Edwards and Rothbard (2000) where an individual needs to balance personal sacrifice with professional achievement. This runs counter to a longterm study by Landolfi et al. (2020), which discovered that emotional tiredness from extended WFC reduces job satisfaction. Contextual elements specific to the F&B sector can be the cause of this discrepancy.

### **5.1.3 There is significant correlation between work enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.**

In addition, there is Work Enhancement. Work Enhancement also showed the strongest correlation data with job satisfaction ( $r = 0.958$ ,  $p < 0.000$ ) among all the variables examined. Spillover theory from the study of Greenhaus and Powell (2006) a relatively strong relationship provides strong evidence that positive experiences and resources obtained in the work domain will enrich other life domains. Due to the relatively high correlation analysis, it is evident that employees consider their work as one of increasing their skills, knowledge and personal development so that they experience much greater job satisfaction. Therefore, the findings are in line with research by Bataineh (2019), where it was found that employees who experienced transfer of skills between work and personal life reported a 32% level of job satisfaction. In the context of the F&B industry, this may manifest in several ways such as in their service to customers at work to the enhancement of an employee's personal relationships.

### **5.1.4 There is significant correlation between personal life enhancement and job satisfaction among employees in the Food and Beverage (F&B) Industry.**

For Personal Life Enhancement, the correlation study showed a significant positive correlation with job satisfaction ( $r = 0.899$ ,  $p < 0.000$ ) and was supported by the Morris and Madsen Enrichment Theory (2007). So this study shows that employees who feel their personal experiences are supported by their family, hobbies or social relationships that are enriched by their professional roles are more likely to report higher job satisfaction. Among the key insights from these findings is Bidirectional Enrichment. This is in line with research which has found that emotional and social support from personal life has increased resilience and engagement in the workplace. As is known, workers in the F&B industry often experience high stress and irregular working hours. Therefore, it is possible that an individual would particularly benefit from personal life enrichment as it provides emotional stability and motivation.

#### **5.1.5 There is dominant factor that affecting happiness among employees.**

Work-family conflict was the most powerful predictor of job satisfaction among F&B industry employees, according to multiple regression analysis ( $\text{Beta} = 0.661$ ,  $p < 0.000$ ). This research implies that the impact of work-life demands on employees' total job satisfaction is higher than that of other work-life balance aspects. The assumption that workers in this business are extremely sensitive to how their work interferes with their personal and family time is further supported by the high beta value, which shows that WFC accounts for a significant amount of the variance in job satisfaction. This finding is consistent with earlier research by Obrenovic et al. (2020), which discovered that workers in demanding, high-stress industries like food and beverage frequently put work commitments ahead of their personal lives, resulting in a trade-off between job satisfaction and personal wellbeing. Employees may feel more burdened by work intruding on their personal time rather than the other way around, as seen by the fact that work-family conflict predominated over family-work conflict and personal life enhancement. This can be because of the nature of the food and beverage industry, where it can be challenging to detach from work due to long, erratic hours and high-pressure settings (George & Poluru, 2024).

## 5.2 Research Summary

The aim of the study to determine the relationship between work life balance and job satisfaction among employees in the Food and Beverage (F&B) industry.

The first chapter of this study covers the introduction, background research, issue statement that emerged during the research, and research purpose, which consists of two objectives: a general objective and a specific target. The research questions, research hypothesis, conceptual foundations that emphasize the independent and dependent variables, the importance of the study, its limitations, definitions of the terms used in the research, and a summary were also covered in this chapter.

The second chapter of this study examines topics that are directly linked to the researcher's work and includes a review of the literature. Family, work-life balance, and other study-related challenges are covered. Work-family conflict, work-related conflict, and improving one's personal and professional lives. Examining the journals and publications that were pertinent to the study allowed for the completion of the literature review. Researchers have also talked about earlier discoveries that are similar to the study. The Enrichment Theory by Morris and Madsen (2007) and the Compensation Theory by Edwards and Rothbard (2000), Lambert (1990), and Staines (1980) are the two hypotheses that have been identified by this inquiry. There is a summary at the end of the chapter.

In chapter three, the research design of the study was discussed in order to explain the methodology. This study used a quantitative approach, employing a cross-sectional survey that included questionnaires and convenience sampling techniques. In order for the researcher to create a pilot test, 30 respondents were selected as a sample of the study. In addition, the researcher must take into account the ethical concerns of the study in order to prevent errors and participant injury. Therefore, in accordance with the guidelines for completing the senior project, a consent letter has been prepared by the university prior to the distribution of the questionnaire set. All of the participants in the study are workers in the food and beverage sector. The validity and consistency of the study were also covered in further detail in this chapter. Before gathering the actual data from the respondents, a pilot test was conducted to determine the validity and consistency of the questions in case they weren't appropriate for the study by analyzing Cronbach's Alpha. Respondents were given the created and tested questionnaire as part of the data collection procedure. Lastly, the Statistical Package for Social Sciences (SPSS) was used to interpret the data that had been gathered.

The results of the data gathered from the respondents were covered in Chapter 4. The study first discusses the respondents' demographics before comparing the average scores for each section's questions. Additionally, the researcher's usage of the Spearman Correlation and Multiple Regression tests was described. All of the alternative hypotheses are accepted, according to the analytical test result.

The final chapter, chapter five, provided clarification on the debate and study summary that covered the conclusions that were backed up by relevant journals and papers from earlier studies. Furthermore, the study's implications, recommendations, and conclusion. This chapter provides an explanation. The study's implications and recommendations are rather clear and are addressed directly for enterprises, HR professionals, and future research. Thus, the entire study has been concluded by this chapter.

## **5.3 Implications**

### **5.3.1 Theoretical**

Existing ideas on work-life balance are supported and expanded upon by this study, especially the enrichment theory (Morris & Madsen, 2007) and the spillover hypothesis (Greenhaus & Powell, 2006). The notion that abilities and experiences acquired at work can improve employees' personal life and increase their level of job satisfaction is supported by the strong positive link between work enhancement and job satisfaction. Furthermore, the prevalence of work-family conflict as a predictor of job satisfaction is consistent with compensation theory (Edwards & Rothbard, 2000), which postulates that workers may put work before family out of need for money or professional expectations. By drawing attention to subtleties unique to the industry that might not be adequately represented in general models, these findings add to the larger conversation on work-life dynamics.

### **5.3.2 Organizations**

In order to improve job satisfaction, companies particularly those in the food and beverage (F&B) sector should stress the need of implementing proactive policies that lessen work-family friction. Given that research has shown that work-family conflict is now the most important element, every company should think about introducing remote work choices, flexible scheduling, and supervisors who are family-friendly. Employees will be better able to manage their personal and professional obligations as a result. Companies should invest in staff

development initiatives, such as training seminars and career advancement chances, and encourage skill improvement and engagement because it has been observed that job advancement has the strongest association with job satisfaction.

### **5.3.3 Employees**

These results can be used by F&B workers to support improved work-life integration practices. Given that improving one's personal life has a beneficial effect on job satisfaction as well, employees should look for ways to recharge and perform better at work by engaging in leisure activities, spending time with family, and taking care of themselves. Furthermore, realizing that work-family conflict is a major source of stress may motivate staff members to draw more distinct lines between their personal and professional lives, for example, by adopting workplace health initiatives or negotiating shift patterns.

### **5.3.4 Policy and Industry Level**

Broadly speaking, these results imply that industry groups and regulatory agencies ought to think about standardizing work-life balance guidelines in high-stress industries like food and beverage. Guidelines on obligatory breaks, maximum working hours, and mental health care, for example, may help lower burnout and increase employee retention. Given that the F&B workforce is frequently varied and has differing expectations for work and family duties, the study also emphasizes the need for more research on cultural disparities in work-life balance attitudes.

### **5.3.5 Future Research**

Although this study offers insightful information, causal conclusions are limited by its cross-sectional methodology. In order to monitor changes in work-life balance and job satisfaction over time, future research should use longitudinal methodologies. Furthermore, whether these results are specific to the F&B industry or generalizable might be ascertained by extending the sample to other high-stress businesses such as healthcare and retail. Qualitative methods, such interviews, may also help us better understand how workers perceive enrichment and work-family issues.

## 5.4 Recommendations

From this study, There are several recommendations that can be used or actions that are suggested to improve work-life balance and job satisfaction among employees in the Food and Beverage (F&B) industry. As it is known that the correlation shows all the variables are strong between work-family conflict and job satisfaction, then every organization should prioritize the implementation of flexible work schedules such as flexible shift schedules or compressed work weeks. This will help employees to better manage their personal responsibilities without compromising work performance. As a study conducted by George and Poluru (2024) has shown that such policies reduce turnover intentions and also foster greater job satisfaction by reducing the tension between professional and personal commitments.

In addition, the organization should create a program where programs that can help employees such as providing counseling and mental health support because it is exposed that work-family conflict contributes significantly to stress in the workplace. Systems such as emotional and psychological support can reduce fatigue and improve overall well-being which is very important in high-stress industries such as among F&B workers, (Baeriswyl et al., 2016). Among these programs are workshops to deal with stress problems, workshops to manage time and so on.

Furthermore, it is critical for organizations to invest in professional development and skills enhancement initiatives. This is linked to the strong and positive relationship between job growth and job satisfaction. For organizations, they need to offer training programs, mentoring opportunities, and career paths that will lead to greater satisfaction from their roles while increasing productivity at the same time. Scholze and Hecker (2024) study, have stated that employees who see opportunities for growth within their organizations are more likely to remain engaged and satisfied.

Finally, future research should examine the long-term effects of these therapies using longitudinal studies. It's also important to look at how work-life balance attitudes vary by gender and culture in the F&B sector. Researchers can provide deeper insights into how tailored methods might be developed to meet the diverse demands of workers from different demographic groups by employing a more comprehensive approach.

## 5.5 Conclusion

The aim of the study to determine the relationship between work life balance and job satisfaction among employees in the Food and Beverage (F&B) industry. Findings, which are the outcome of the research investigation, are the most important section of chapter four. In the research study, the research hypothesis was established using two analysis tests. Multiple Regression Analysis and Spearman Correlation Analysis are the analysis tests. The first study hypothesis was examined using Spearman Correlation analysis. The outcome indicates that the Ha1 is accepted. Employee job satisfaction and family-work conflict are therefore significantly correlated. The Spearman Correlation analysis was also employed to interpret the data for the second study hypothesis. It was discovered that Ha2 is also accepted. Therefore, it may be stated that there is a considerable association between work-family conflict and job satisfaction.

The third research hypothesis was then also tested using the Spearman Correlation. The outcome showed that Ha3 has been accepted. It is determined that there is a substantial correlation between employees job satisfaction and work enhancement. Additionally, the fourth research hypothesis made use of Spearman Correlation. The outcome demonstrates that Ha4 accepted as well. Therefore, it is determined that there is a substantial correlation between employees job satisfaction and improving their personal lives. Multiple Regression is used to test the fifth research hypothesis, and the results showed that, out of the four factors, Work Family Conflict is the most dominant factor affecting employee happiness. The study was also conducted with reference to previous research, and the Statistical Package for Social Sciences (SPSS) was used to analyze all the data and discuss how the research hypothesis and research objective aligned. Overall, the research hypothesis results are successful, and all alternative hypotheses are accepted. The researchers hope that this research study could assist other future researchers when they wish to conduct a similar investigation.

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## APPENDIX A RESEARCH INSTRUMENT

UNIVERSITI MALAYSIA SARAWAK  
FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT

### Title of Research

Assessing The Correlation Between Work-Life Balance and Job Satisfaction Among  
Employees in the Food and Beverage (F&B) Industry.

Dear Sir/ Madam,

This survey is conducted as part of a Bachelor of Science (Human Resource Development) Research Project, which shall be submitted in partial completion for the award of the degree of Bachelor of Science with Honors (Human Resource Development) from the Universiti Malaysia Sarawak.

The general purpose of this study is to determine the effect of leadership styles on employees' job commitment in private sector.

I would like to invite your participants in this survey by completing the attached questionnaires. This questionnaire is constructed in a straightforward manner and easy to answer, which should take *not more than 10-15 minutes* of your valuable time.

This questionnaire consists of three sections: Section A, B, C, D, E and F Kindly read each statement carefully and please answer them honestly.

All information gathered in this questionnaire will be strictly treated as confidential and will only be used for the purpose of this study. Your participation and cooperation is highly appreciated.

Thank You.

Yours sincerely,  
Matias Owen Anak Bala (86604)

Supervised by,  
Madam Julia Anak Cliffon Akoi  
Faculty of Cognitive Sciences and Human  
Development Universiti Malaysia Sarawak  
2025

UNIMAS/NC-16.03/04-13/01 Jld.43 (37)

30 April 2025

Encik Kalana Amarasinghe  
Pengurus Ember Cafe  
Ground Floor, Lot 770,  
Jalan Durian Burung, Taman Daya,  
93350 Kuching  
Sarawak

Tuan,

**Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir**

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Matias Owen anak Bala (86604)** 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 bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

|                     |                                                                                                                                                 |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Tajuk Kajian        | : <i>"Assessing The Correlation Between Work-Life Balance And Job Satisfaction Among Employees In The Food and Beverage (F&amp;B) Industry"</i> |
| Penyelia            | : Puan Julia anak Cliffon Akoi@Empadeng                                                                                                         |
| No.Telefon Penyelia | : 082-584567                                                                                                                                    |
| E-mel Penyelia      | : caejulia@unimas.my                                                                                                                            |
| No.Telefon Pelajar  | : 011-33312285                                                                                                                                  |
| E-mel Pelajar       | : 86604@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  
Program Pembangunan Sumber Manusia

s.k – Ketua Penolong Pendaftar, FSKPM  
94300 Kota Samarahan, Sarawak, MALAYSIA  
Tel + 60 82 581 578

Community Driven University For a Sustainable World

30 April 2025

Encik Mohd Khamarul Nizam  
Demi Chef Serapi Corner  
Lot 2051, No 231, Blok 283,  
Rich Commercial Centre, KNLD,  
Lorong Liu Shan Bang, & Pekan Batu 7,  
Kota Sentosa,  
93250 Kuching  
Sarawak

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| Penyelia            | : Puan Julia anak Clifton Akoi@Empadeng                                                                                                         |
| No.Telefon Penyelia | : 082-584567                                                                                                                                    |
| E-mel Penyelia      | : caejulia@unimas.my                                                                                                                            |
| No.Telefon Pelajar  | : 011-33312285                                                                                                                                  |
| E-mel Pelajar       | : 86604@siswa.unimas.my                                                                                                                         |

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

Sekian,

Yang benar,



Julia Anak Clifton Akoi@Empadeng  
Penyelaras  
Program Pembangunan Sumber Manusia

**SECTION A: Demographic Information****BAHAGIAN A: Maklumat Demografi****Gender/Jantina**

|                     |  |
|---------------------|--|
| Male<br>Lelaki      |  |
| Female<br>Perempuan |  |

**Age/Umur**

|                                     |  |
|-------------------------------------|--|
| 20-25                               |  |
| 26-30                               |  |
| 31-35                               |  |
| 36-41                               |  |
| 41 and<br>above/41<br>Tahun ke atas |  |

**Ethnic/Etnik**

|                       |  |
|-----------------------|--|
| Melayu                |  |
| Cina                  |  |
| India                 |  |
| Bumiputera<br>Sarawak |  |
| Bumiputera<br>Sabah   |  |
| Foreign<br>Workers    |  |

**Length of Service/Tempoh Perkhidmatan**

|                                           |  |
|-------------------------------------------|--|
| 1-5<br>Years/Tahun                        |  |
| 6-10<br>Years/Tahun                       |  |
| 11-15<br>Years/Tahun                      |  |
| 16-20<br>Years/Tahun                      |  |
| Above 20<br>Years/<br>20<br>Tahun ke atas |  |

**Marital Status/ Status Perkahwinan**

|                                         |  |
|-----------------------------------------|--|
| Married/Berkahwin                       |  |
| Single/Bujang                           |  |
| Single Parents/Ibu<br>atau Bapa Tunggal |  |

**Instruction:** Please tick (/) for each of the statement below to indicate your agreement and disagreement by using the scale range below.

**Arahan:** Sila tandakan (/) pada setiap pernyataan di bawah untuk menyatakan persetujuan dan ketidaksetujuan anda dengan menggunakan skala di bawah.

| Level of Perception | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------------|-------------------|----------|---------|-------|----------------|
| Scale               | 1                 | 2        | 3       | 4     | 5              |

#### **SECTION B:** Family Work Conflict

#### **BAHAGIAN B:** Konflik Keluarga-Kerja

| No | Statements<br>Pernyataan                                                                                                                                                                           | 1 | 2 | 3 | 4 | 5 |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1  | My work suffers because of family matter.<br>Kerja saya terganggu disebabkan oleh masalah keluarga.                                                                                                |   |   |   |   |   |
| 2  | I am too tired to be productive at work.<br>Saya terlalu letih untuk menjadi produktif di tempat kerja.                                                                                            |   |   |   |   |   |
| 3  | I feel hard to work because of personal matter.<br>Saya berasa sukar berkerja kerana hal peribadi.                                                                                                 |   |   |   |   |   |
| 4  | I feel worried at work because of personal/family activities that I cannot attend.<br>Saya berasa bimbang di tempat kerja disebabkan oleh aktiviti peribadi/keluarga yang tidak dapat saya sertai. |   |   |   |   |   |
| 5  | Family/personal matter drains me of energy and spirit for work.<br>Masalah keluarga/peribadi melemahkan tenaga dan semangat saya untuk bekerja.                                                    |   |   |   |   |   |

|   |                                                                                                                                                                                                                                 |  |  |  |  |  |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 6 | I have to miss work activities due to the amount of time I must spend on family responsibilities.<br><br>Saya telah terlepas aktiviti pekerjaan saya kerana jumlah masa yang saya perlu habiskan dengan tanggungjawab keluarga. |  |  |  |  |  |
| 7 | Behaviour that is effective and necessary for me at home would be counterproductive at work.<br><br>Tingkah laku yang berkesan dan perlu bagi saya di rumah akan diterapkan di tempat kerja.                                    |  |  |  |  |  |
| 8 | Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.<br><br>Saya sukar untuk menumpukan perhatian terhadap kerja saya disebabkan tekanan terhadap tanggungjawab keluarga.     |  |  |  |  |  |
| 9 | Tension and anxiety from my family life often weakens my ability to do my job.<br><br>Keupayaan untuk melakukan tugas saya sering diganggu oleh ketegangan dan kebimbangan terhadap kehidupan keluarga.                         |  |  |  |  |  |

(Adapted from Carlson et al. (2000))

## SECTION C: Work family conflict

### BAHAGIAN C: Konflik Kerja-Keluarga

| No | Statements<br>Pernyataan                                                                     | 1 | 2 | 3 | 4 | 5 |
|----|----------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1  | I put family matter on hold for work<br><br>Saya menangguhkan masalah keluarga kerana kerja. |   |   |   |   |   |

|   |                                                                                                                                                                                                                                                                      |  |  |  |  |  |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 2 | <p>I miss family activities because work is my priority.</p> <p>Saya tidak menyertai aktiviti bersama keluarga kerana lebih mementingkan kerja.</p>                                                                                                                  |  |  |  |  |  |
| 3 | <p>Job makes family life difficult.</p> <p>Kerja membuatkan kehidupan berkeluarga menjadi sukar.</p>                                                                                                                                                                 |  |  |  |  |  |
| 4 | <p>My family/personal life suffers because of work.</p> <p>Kehidupan berkeluarga/peribadi saya menderita kerana kerja.</p>                                                                                                                                           |  |  |  |  |  |
| 5 | <p>Things I want to do at home do not get done because of the demands my job puts on me.</p> <p>Perkara yang saya ingin lakukan di rumah tidak selesai kerana saya mementingkan permintaan kerja saya.</p>                                                           |  |  |  |  |  |
| 6 | <p>My work keeps me from my family activities more than I would like.</p> <p>Pekerjaan saya menghalang saya dari melakukan aktiviti kekeluargaan lebih daripada apa yang saya kehendaki.</p>                                                                         |  |  |  |  |  |
| 7 | <p>The time I must devoted to my job keeps me from participating equally in household responsibilities and activities.</p> <p>Masa yang saya perlu tumpukan kepada pekerjaan saya menghalang saya dari turut serta dalam aktiviti dan tanggungjawab rumah tangga</p> |  |  |  |  |  |
| 8 | <p>I am often too tired to participate in family activities/responsibilities whenever I get home from work.</p>                                                                                                                                                      |  |  |  |  |  |

|    |                                                                                                                                                                                                                                                                   |  |  |  |  |  |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|    | Saya sering berasa letih untuk mengambil bahagian dalam aktiviti/tanggungjawab keluarga apabila pulang dari kerja.                                                                                                                                                |  |  |  |  |  |
| 9  | Due to all the pressures at work sometimes when I come home, I am too stressed to do the things I enjoy.<br><br>Kerana semua tekanan pada kerja, kadang-kadang apabila saya datang rumah saya terlalu tertekan untuk melakukan perkara-perkara yang saya nikmati. |  |  |  |  |  |
| 10 | Behaviour that is effective and necessary for me at work would be counter-productive at home.<br><br>Tingkah laku yang berkesan dan diperlukan di tempat kerja akan menjadi tidak produktif di rumah                                                              |  |  |  |  |  |

(Adapted from Carlson et al. (2000))

#### **SECTION D: Work Enhancement**

##### **BAHAGIAN D: Peningkatan Kerja**

| No | Statements<br>Pernyataan                                                                                                          | 1 | 2 | 3 | 4 | 5 |
|----|-----------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1  | I have better mood at work because of my job.<br>Saya mempunyai mood yang lebih baik kerana kerja saya.                           |   |   |   |   |   |
| 2  | Jobs give me energy to pursue family/personal activities.<br>Kerja memberi saya tenaga untuk mengejar aktiviti keluarga/peribadi. |   |   |   |   |   |

|   |                                                                                                                                                                                                                                                                                              |  |  |  |  |  |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 3 | <p>My involvement in my family helps me acquire skills and this helps me be a better worker.</p> <p>Penglibatan saya dalam keluarga membantu saya memperoleh kemahiran dan ini membantu saya menjadi pekerja yang lebih baik.</p>                                                            |  |  |  |  |  |
| 4 | <p>The amount of work I am expected to do in my job is reasonable for me.</p> <p>Jumlah kerja yang saya jangkakan untuk dilaksanakan dalam pekerjaan saya adalah munasabah.</p>                                                                                                              |  |  |  |  |  |
| 5 | <p>My organization address personal life problems that hinders employee performance.</p> <p>Organisasi saya membantu menangani masalah kehidupan peribadi yang menjejaskan prestasi pekerja.</p>                                                                                             |  |  |  |  |  |
| 6 | <p>My work keeps me from my family activities more than I would like.</p> <p>Pekerjaan saya menghalang saya dari melakukan aktiviti kekeluargaan lebih daripada apa yang saya kehendaki.</p>                                                                                                 |  |  |  |  |  |
| 7 | <p>My involvement in my family helps me expand my knowledge of new things and this helps me be a better worker.</p> <p>Penglibatan saya dalam keluarga membantu saya mengembangkan ilmu pengetahuan saya berkenaan perkara baharu dan ini membantu saya menjadi pekerja yang lebih baik.</p> |  |  |  |  |  |
| 8 | <p>My involvement in my family helps me to maintain a positive outlook and this helps me be a better worker.</p>                                                                                                                                                                             |  |  |  |  |  |

|    |                                                                                                                                                                                                                                                                                                |  |  |  |  |  |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|    | Penglibatan saya dalam keluarga membantu saya mengekalkan pandangan positif dan ini membantu saya menjadi pekerja yang lebih baik.                                                                                                                                                             |  |  |  |  |  |
| 9  | My involvement in my family causes me to be more focused at work and this helps me be a better worker.<br><br>Penglibatan saya dalam keluarga menyebabkan saya menjadi lebih fokus terhadap kerja dan ini membantu saya menjadi pekerja yang lebih baik.                                       |  |  |  |  |  |
| 10 | My involvement in my family encourages me to use my work time in a focused manner and this helps me be a better worker.<br><br>Penglibatan saya dalam keluarga menggalakkan saya untuk menggunakan masa kerja saya dengan cara yang terfokus dan membantu saya menjadi pekerja yang lebih baik |  |  |  |  |  |

Adapted & adopted from Carlson et al, (2006)

## SECTION E: Personal Enhancement

### BAHAGIAN E: Peningkatan Peribadi

| No | Statements<br>Pernyataan                                                                                   | 1 | 2 | 3 | 4 | 5 |
|----|------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1  | I have better mood due to personal life.<br>Saya mempunyai mood yang lebih baik kerana kehidupan peribadi. |   |   |   |   |   |
| 2  | Personal life gives me energy for my job.<br>Kehidupan peribadi memberi saya tenaga untuk kerja saya       |   |   |   |   |   |

|   |                                                                                                                                                                                                                                                                                |  |  |  |  |  |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 3 | <p>I find it easy to pay attention at work due to family support.</p> <p>Saya mendapati ianya mudah untuk menumpukan perhatian di tempat kerja adanya sokongan keluarga.</p>                                                                                                   |  |  |  |  |  |
| 4 | <p>My involvement in work helps me feel personally fulfilled and this help me be a better family member.</p> <p>Penglibatan saya dalam kerja membantu saya merasa dipenuhi secara peribadi dan ini membantu saya menjadi ahli keluarga yang lebih baik.</p>                    |  |  |  |  |  |
| 5 | <p>My involvement in my work makes me cheerful and this helps me be a better family member.</p> <p>Penglibatan saya dalam kerja membuatkan saya ceria dan ini membantu saya menjadi ahli keluarga yang lebih baik.</p>                                                         |  |  |  |  |  |
| 6 | <p>My involvement in my work helps me to understand different view points and this helps me be a better family member.</p> <p>Penglibatan saya dalam kerja membantu saya untuk memahami pandangan yang berbeza dan ini membantu saya menjadi ahli keluarga yang lebih baik</p> |  |  |  |  |  |
| 7 | <p>My involvement in my work helps me to gain knowledge and this helps me be a better family member.</p> <p>Penglibatan saya dalam kerja membantu saya untuk menimba ilmu pengetahuan dan ini dapat membantu saya menjadi ahli keluarga yang baik</p>                          |  |  |  |  |  |

|    |                                                                                                                                                                                                                                               |  |  |  |  |  |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 8  | My involvement in my work helps me acquire skills and this helps me be a better family member.<br>Penglibatan saya dalam kerja membantu saya memperoleh kemahiran dan ini membantu saya menjadi ahli keluarga yang lebih baik.                |  |  |  |  |  |
| 9  | My involvement in my work helps me learn new behaviours and this helps me be a better family member.<br>Penglibatan saya dalam kerja membantu saya mempelajari tingkah laku baru dan ini membantu saya menjadi ahli keluarga yang lebih baik. |  |  |  |  |  |
| 10 | My involvement in my work helps me build my selfesteem and this helps me be a better family member.<br>Penglibatan saya dalam kerja membantu saya membina harga diri dan ini membantu saya menjadi ahli keluarga yang lebih baik.             |  |  |  |  |  |

Adapted & adopted from Carlson et al, 2006

## SECTION F: Job Satisfaction Related to Work Life Balance (life and career)

### BAHAGIAN F. " Keseimbangan Kehidupan Kerja dan Kepuasan Kerja

| No | Statements<br>Pernyataan                                                                                                            | 1 | 2 | 3 | 4 | 5 |
|----|-------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1  | I feel fulfilled in my job and my daily work responsibilities.<br>Saya berasa puas dengan kerja saya dan tanggungjawab harian saya. |   |   |   |   |   |
| 2  | My job provides opportunities for career development and personal growth.                                                           |   |   |   |   |   |

|   |                                                                                                                                                                 |  |  |  |  |  |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|   | Kerja saya menyediakan peluang untuk pembangunan kerjaya dan pertumbuhan.                                                                                       |  |  |  |  |  |
| 3 | I am satisfied with my compensation and benefits.<br>Saya berpuas hati dengan gaji dan manfaat yang saya terima.                                                |  |  |  |  |  |
| 4 | My job aligns well with my personal and professional aspirations.<br>Kerja saya selari dengan aspirasi peribadi dan profesional saya.                           |  |  |  |  |  |
| 5 | I feel valued and appreciated by my organization.<br>Saya berasa dihargai dan diiktiraf oleh organisasi saya.                                                   |  |  |  |  |  |
| 6 | My workplace environment supports my overall job satisfaction and well being<br>Persekitaran tempat kerja saya menyokong kepuasan kerja dan kesejahteraan saya. |  |  |  |  |  |
| 7 | I am motivated and engaged in my work tasks<br>Saya berasa bermotivasi dan terlibat sepenuhnya dalam tugas dalam tugas kerja saya.                              |  |  |  |  |  |

(Adapted from Greenhaus et al, 1990)

(Adapted from Brayfield and Rothe, 1951)

END OF QUESTIONNAIRE.

THANK YOU FOR YOUR TIME AND COOPERATION.