



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIPS BETWEEN WORK-LIFE BALANCE,
ORGANIZATIONAL CULTURE, PSYCHOLOGICAL WELL-BEING,
AND JOB SATISFACTION AMONG EMPLOYEES IN PRIVATE
SECTOR**

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THE RELATIONSHIPS BETWEEN WORK-LIFE BALANCE, ORGANIZATIONAL
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EMPLOYEES IN PRIVATE SECTOR

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TABLE OF CONTENTS

LIST OF TABLES.....	vi
ABSTRACT.....	vii
ABSTRAK.....	viii
CHAPTER 1: INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Research Background.....	1
1.2 Problem Statement.....	2
1.3 Research Objectives.....	5
1.3.1 General Objective.....	5
1.3.2 Specific Objectives.....	5
1.4 Research Hypothesis.....	5
1.5 Conceptual Framework.....	6
1.6 Definition of Terms.....	6
1.6.1 Job Satisfaction.....	6
1.6.2 Work-life balance.....	6
1.6.3 Organizational culture.....	7
1.6.4 Psychological well-being.....	7
1.7 Significance of Research.....	7
1.8 Limitations of Research.....	8
2.0 Introduction.....	9
2.1 Job Satisfaction.....	9
2.2 Work-Life Balance.....	10
2.3 Organizational culture.....	11
2.4 Psychological Well Being.....	12
2.5 Related Theory/Model.....	13
2.5.1 Affective Event Theory.....	13
2.6 IV related to DV.....	15
2.6.1 Work-life balance to job satisfaction.....	15
2.6.2 Organizational culture to job satisfaction.....	15
2.6.3 Psychological well-being to job satisfaction.....	16
2.7 Summary.....	16
CHAPTER 3: METHODOLOGY.....	17
3.1 Introduction.....	17
3.2 Research Design.....	17
3.3 Research Population.....	17
3.4 Sampling Procedure.....	18
3.5 Research Instrument.....	19
3.6 Validity and Reliability.....	20

3.7 Research Procedure.....	21
3.7.1 Data Collection Technique.....	21
3.7.2 Analysis of Data.....	21
3.7.3 Pilot Study.....	22
3.8 Ethical Considerations.....	23
3.9 Summary.....	24
CHAPTER 4: FINDINGS AND DISCUSSION.....	25
4.0 Introduction.....	25
4.1 Normality Test.....	25
4.2 Descriptive Analysis	
4.2.1 Respondent's Demographic.....	27
4.2.2 Job Satisfaction.....	29
4.2.3 Work-Life Balance.....	30
4.2.4 Organizational Culture.....	32
4.2.5 Psychological Well-Being.....	34
4.3 Reliability Analysis.....	36
4.4 Research Findings And Discussion.....	37
4.4.1 Work-Life Balance and Job Satisfaction.....	37
Discussion:.....	37
4.4.2 Organizational Culture and Job Satisfaction.....	40
Discussion.....	40
4.4.3 Psychological Well-Being and Job Satisfaction.....	43
Discussion:.....	43
4.5 Result Summary.....	45
CHAPTER 5: CONCLUSION, IMPLICATIONS, AND RECOMMENDATIONS.....	46
5.2 Implications of the Study.....	46
5.2.1 Implications for Organizations.....	46
5.2.2 Implications for Human Resource Management (HRM).....	46
5.2.3 Implications for Employees.....	47
5.2.4 Implications for Future Research.....	47
5.3 Recommendations.....	48
5.3.1 Work-Life Balance.....	48
5.3.2 Organizational Culture.....	49
5.3.3 Psychological Well-Being.....	49
5.3.4 Future Research.....	50
5.4 Limitations of the Study.....	50
5.5 Conclusion.....	51
REFERENCES.....	52
APPENDIX.....	66

LIST OF TABLES

TABLE 1: CONCEPTUAL FRAMEWORK.....	6
TABLE 2: KREJCIE AND MORGAN, SAMPLE SIZE TABLE.....	18
TABLE 3: SOURCE OF QUESTIONNAIRE.....	19
TABLE 4: LIKERT SCALE.....	20
TABLE 5: PEARSON CORRELATION INTERPRETATION.....	22
TABLE 6: RELIABILITY STATISTIC FOR PILOT STUDY.....	23
TABLE 7: NORMALITY TEST.....	25
TABLE 8: DEMOGRAPHIC.....	27
TABLE 9: MEAN SUMMARY OF JOB SATISFACTION.....	29
TABLE 10: MEAN SUMMARY OF WORK-LIFE BALANCE.....	30
TABLE 11: MEAN SUMMARY OF ORGANIZATIONAL CULTURE.....	32
TABLE 12: MEAN SUMMARY OF PSYCHOLOGICAL WELL-BEING.....	34
TABLE 13: RELIABILITY STATISTIC FOR THE ACTUAL STUDY.....	36
TABLE 14: CORRELATION BETWEEN WORK-LIFE BALANCE AND JOB SATISFACTION.....	37
TABLE 15: CORRELATION BETWEEN ORGANIZATIONAL CULTURE AND JOB SATISFACTION.....	40
TABLE 16: CORRELATION BETWEEN PSYCHOLOGICAL WELL-BEING AND JOB SATISFACTION.....	43
TABLE 17: SUMMARY OF HYPOTHESIS TESTING RESULTS.....	45

ABSTRACT

This study investigates the relationship between work-life balance, organizational culture, psychological well-being, and job satisfaction among employees in the private sector in Sarawak, Malaysia. Job satisfaction is a critical element in human resource management, directly influencing productivity, retention, and organizational commitment. A total of 134 respondents from three private manufacturing organizations participated in this study. Data were collected through structured questionnaires and analyzed using SPSS Version 27, employing descriptive statistics, reliability testing, and Pearson correlation analysis. The results show that all three independent variables have a significant positive relationship with job satisfaction. Among them, organizational culture demonstrates the strongest correlation ($r = .860$), followed by work-life balance ($r = .791$), and psychological well-being ($r = .699$). These findings support the application of Affective Events Theory, highlighting the importance of employees' emotional responses to workplace experiences. The study emphasizes the need for organizations to foster a supportive culture, promote work-life integration, and prioritize psychological well-being to enhance overall job satisfaction. Recommendations for future research and policy implementation are also provided.

Keywords: *Job satisfaction, work-life balance, organizational culture, psychological well-being, private sector.*

ABSTRAK

Kajian ini bertujuan untuk mengkaji hubungan antara keseimbangan kerja dan kehidupan, budaya organisasi, kesejahteraan psikologi, dan kepuasan kerja dalam kalangan pekerja sektor swasta di Sarawak, Malaysia. Kepuasan kerja merupakan elemen penting dalam pengurusan sumber manusia yang memberi kesan langsung terhadap produktiviti, kadar pengekalan pekerja dan komitmen organisasi. Seramai 134 responden daripada tiga organisasi pembuatan swasta telah terlibat dalam kajian ini. Data dikumpul melalui soal selidik berstruktur dan dianalisis menggunakan SPSS Versi 27 dengan kaedah statistik deskriptif, ujian kebolehpercayaan, dan analisis korelasi Pearson. Dapatan kajian menunjukkan bahawa ketiga-tiga pemboleh ubah bebas mempunyai hubungan positif yang signifikan dengan kepuasan kerja. Budaya organisasi mencatatkan korelasi paling kuat ($r = .860$), diikuti oleh keseimbangan kerja dan kehidupan ($r = .791$), dan kesejahteraan psikologi ($r = .699$). Hasil kajian menyokong penggunaan Teori Peristiwa Afektif yang menekankan peranan pengalaman kerja terhadap tindak balas emosi pekerja. Kajian ini menekankan kepentingan organisasi dalam membentuk budaya kerja yang menyokong, mempromosikan keseimbangan kerja dan kehidupan, serta memberi keutamaan kepada kesejahteraan psikologi untuk meningkatkan tahap kepuasan kerja. Cadangan untuk penyelidikan masa hadapan dan pelaksanaan dasar turut dibincangkan.

Kata kunci: *Kepuasan kerja, keseimbangan kerja dan kehidupan, budaya organisasi, kesejahteraan psikologi, sektor swasta.*

CHAPTER 1: INTRODUCTION

1.0 Introduction

This chapter discussed the study that was implemented and described some subtopics such as research background, problem statement, research objectives, research question, research hypothesis, research framework, definitions of terms, significance of research, limitations of study, and summary.

1.1 Research Background

Job satisfaction is an important element of organizational behavior that significantly influences employee performance and overall organizational effectiveness. According to Locke (1976), job satisfaction is a positive emotional state that results from the appraisal of the individual's work experience. Research shows that high levels of job satisfaction are associated with positive outcomes such as increased productivity, lower absenteeism, and reduced turnover rates (Stefanovska–Petkovska et al., 2019).

In the private sector organizations, where competition is high and employee retention is critical, recognizing the factors that can enhance job satisfaction is very necessary. Research has consistently shown that job satisfaction is not only influenced by individual circumstances but is also shaped by organizational cultures (Hayes et al., 2010). Organizational cultures that value employee well-being and offer support help reduce work-life conflicts and increase job satisfaction (Brough et al., 2020). Employees who perceive their organizational culture as supportive of work-life balance report higher job satisfaction, as they are able to manage their professional and personal responsibilities (Banu, 2019). A positive organizational culture will create an environment where employees feel

valued and supported, which in turn enhances job satisfaction (Stefanovska–Petkovska et al., 2019).

Furthermore, psychological well-being is a critical factor that influences employees' job satisfaction. For example, research based on the affective events theory and psychological well-being frameworks suggest that work-life balance positively influences employees' mental health, which in turn enhances their job satisfaction and performance (Haider et al., 2018). Employees with high psychological well-being tend to report higher job satisfaction because they are better able to navigate the challenges of work and personal life (Gagnano et al., 2020; Haar et al., 2014).

Moreover, the increasing demands of modern work environments have significantly blurred the boundaries between work and personal life, leading to increased stress among employees and negatively impacting job satisfaction. This is particularly relevant in the private sector, where long working hours and high job demands can lead to stress and burnout, negatively impacting job satisfaction (Thakur & Madhu, 2019).

This research studied the relationships between work-life balance, organizational culture, psychological well-being, and job satisfaction within private sector organizations. By understanding these interconnections, the research provided insights to help the organizations enhance employee satisfaction and well-being, and improve organizational performance.

1.2 Problem Statement

In Malaysia, the need for research into job satisfaction is highlighted by various factors, including rapid economic growth and the increasing complexity of work environments. Research shows that the labor force participation rate has been steadily rising,

indicating a growing workforce that demands attention to job satisfaction to enhance productivity and retention rates (Rahman et al., 2019). In the private sector, where job security may be perceived as lower compared to the public sector, understanding the determinants of job satisfaction can help organizations create a more stable and committed workforce (Sweta, 2015). This is particularly relevant in the context of Malaysia, where cultural nuances and economic conditions can significantly impact employee perceptions and experiences (Kanapathipillai & Azam, 2020).

Despite the extensive literature on work-life balance and job satisfaction, there remains a gap in understanding the intricacies of this relationship. In Malaysia's private sector, where long working hours and high job demands are common, work-life balance concerns are particularly pronounced, often leading to burnout, dissatisfaction, and high turnover rates (Hsu et al., 2019; Dousin et al., 2019). Many employees struggle to achieve a satisfactory balance between their professional and personal lives, which adversely affects their job satisfaction, increases turnover rates, and elevates stress levels (Greenhaus & Powell, 2012).

Existing research has highlighted the role of supportive organizational cultures in enhancing job satisfaction (Stefanovska–Petkovska et al., 2019) and identified psychological well-being as a mediator in the work-life balance and job satisfaction relationship (Haider et al., 2018). However, the extent to which these arrangements are implemented and their effectiveness in enhancing job satisfaction in Malaysia's private sector is still unclear.

The interconnection between these factors is complex, as organizational culture often dictates expectations surrounding work-life balance, which can either increase or decrease employee satisfaction (Hustia et al., 2021). For example, a culture that promotes long working hours without taking into account employees' personal time can lead to burnout and

dissatisfaction (Roy & Vries, 2017). Research showed that employees who perceived their organization as supportive, are more likely to have a higher job satisfaction rate (Lü et al., 2016).

This research highlighted the relationship between work-life balance and job satisfaction within the Malaysia private sector especially in Sarawak, focusing on the roles of work-life balance, organizational culture, and psychological well-being.

1.3 Research Objectives

1.3.1 General Objective

1. To determine the relationships between work-life balance, organizational culture, psychological well-being, and job satisfaction among employees in private sector.

1.3.2 Specific Objectives

1. To determine the relationship between work-life balance and job satisfaction in private sectors.
2. To determine the relationship between organizational culture and job satisfaction in private sectors.
3. To determine the relationship between psychological well-being and job satisfaction in private sectors.

1.4 Research Hypothesis

H1: There is a significant relationship between work-life balance and job satisfaction in private sectors.

H2: There is a significant relationship between organizational culture and job satisfaction in private sectors.

H3: There is a significant relationship between psychological well-being and job satisfaction in private sectors.

1.5 Conceptual Framework

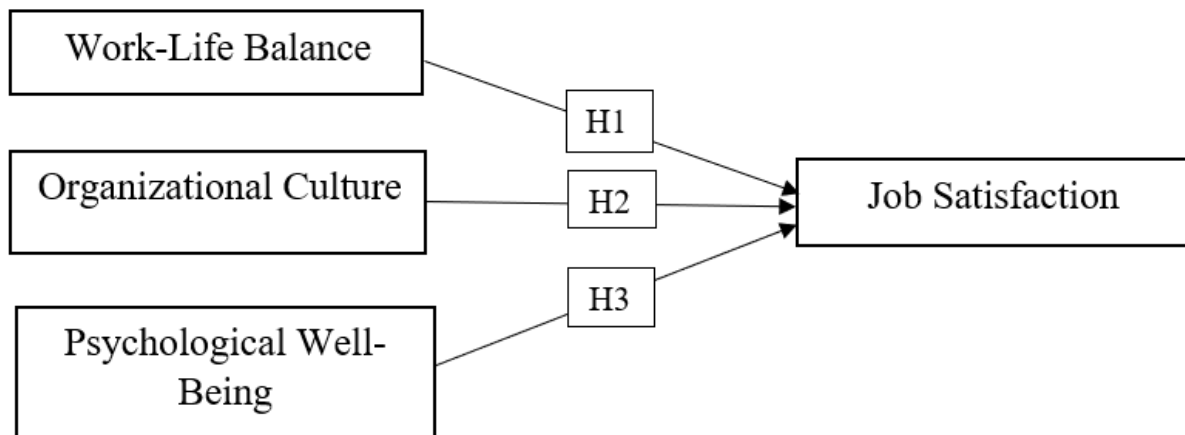


Table 1 : Conceptual Framework

1.6 Definition of Terms

1.6.1 Job Satisfaction

Conceptual definition: The overall positive emotional response employees have towards their job, including satisfaction with pay, work conditions, and relationships (Locke, 1976).

Operational definition: In this study, job satisfaction is defined as the degree to which the employees feel motivated in their job, influenced by their workplace environment and well-being.

1.6.2 Work-life balance

Conceptual definition: According to Greenhaus and Allen (2011), work-life balance is the balance between the time and energy that is being spent on professional responsibilities and personal life.

Operational definition: Work-life balance refers to the ability of the employees to balance their professional obligation and personal life without significant stress or conflict.

1.6.3 Organizational culture

Conceptual Definition: Organizational culture is the pattern of basic assumptions that a given group has discovered or developed in learning to cope with its problems of external adaptation and internal integration (Schein, 1984).

Operational Definition: Organizational culture refers to the shared norms and practices within a company that affect the employees behavior and perception to their work environment.

1.6.4 Psychological well-being

Conceptual Definition: A person's mental and emotional state, reflecting happiness, life satisfaction, and the absence of distress (Ryff, 1989).

Operational Definition: Psychological well-being refers to the employee's mental state, encompassing stress level and resilience in handling workplace challenges.

1.7 Significance of Research

This research is significant as it contributed to the understanding of the interconnection between work-life balance, organizational culture, psychological well-being, and job satisfaction. In general, the results of this research guided employers in the private sector to implement policies and practices that fostered a positive work environment, improved employee well-being, and enhanced job satisfaction. Understanding these relationships can help the organizations to reduce employee turnover, boost productivity, and contribute to sustainable business growth.

Other than that, this research is beneficial toward society. The insights gained from this study can influence policymakers to advocate for labor laws and regulations that are more aware of the well being of employees as a whole. For example, implementing more

mental health support programs. These initiatives can help reduce work-related stress, improve overall community well-being, and lead to a more harmonious society.

Furthermore, this research provided a foundation for future research to investigate more on these relationships in different industries, cultural contexts, or geographic regions. Additionally, researchers could build upon this work to examine the long-term impact of these factors on employee job satisfaction.

1.8 Limitations of Research

This research faced several limitations that may affect its findings. First is the time constraint, as the study will be done in a short duration, which could limit the amount of data collected and the depth of the analysis. Additionally, the geographical scope of the research is restricted to the private sector in Sarawak, which limits the generalizability of the results to other regions or sectors. The research also focused narrowly on the relationship between work-life balance, organizational culture, psychological well-being, and job satisfaction, while excluding other potential influences. Furthermore, the reliance on self-reported data introduced the possibility of response bias, as participants might inaccurately report their experiences or perceptions.

1.9 Summary

This chapter has outlined the research background, problem statement, research objectives, research questions, research hypothesis, conceptual framework, and definitions of terms. The significance and limitations of the research have also been discussed. The next chapter will discuss the literature review.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter discusses a literature review of this research. A literature review was conducted with reference to the work of other researchers to examine and determine the research problem.

2.1 Job Satisfaction

Job satisfaction is a positive emotional state resulting from the appraisal that an individual receives for their job performance or experience (Locke, 1976). This inevitably highlights the emotional response that an individual has towards their job responsibility and working environment. According to Spector (1997), job satisfaction is influenced by various factors such as the nature of work, salary, promotion and the environment in the workplace. Landis et al (2015) also stated that job satisfaction can be defined as a method to directly measure the utility obtained by employees from their current job.

Job satisfaction is significant for both employees and organizations. The increased level of job satisfaction is associated with increased productivity and motivation among employees, which make it an important area of focus for organizations that aim to enhance their organization effectiveness (Sarwar et al., 2013). This will improve the overall performance of the organization and reduce turnover rate (Judge et al., 2001). Employers have to be mindful of employees' job satisfaction and fulfill their needs because it can influence their perception toward the organization, regardless of how happy they are (Walt & De Klerk, 2014). The ongoing evolution of workplace dynamics, particularly in light of recent global challenges such as the COVID-19 pandemic, further emphasizes the need for

continuous research into job satisfaction to adapt to changing employee needs and expectations (Islam & Al-Shams, 2021).

2.2 Work-Life Balance

The concept of work-life balance is defined in various ways by different scholars. According to Frone (2003), work-life balance is a harmonious interaction between different areas of life. It is also stated that work-life balance is an individual's assessment between their work and personal life, and its impact on their overall quality of life. Irfan and Azmi (2015) define work-life balance as the ability to balance time and energy between various aspects of work and life.

Work-life balance involves the effective management of work, family, and personal life (Shen, 2011). The COVID-19 pandemic has further increased the importance of work-life balance, as many employees transitioned to remote work without prior experience, highlighting the need for effective management strategies to support this shift (Eriksson et al., 2022). Excessive work without sufficient rest negatively impacts job performance and capability, prompting management to recommend time off for employees to manage heavy workloads effectively (Meenakshi Subrahmanyam & Ravichandran, 2013). Each individual has different personal and work-life requirements due to the difference in each individual behavior, and their internal motivation will also be significantly different (Chaitra, 2016).

According to Abbot (2013), when trying to achieve balance between personal and work-life, everyone has a different perception toward this concept. Studies indicate that organizations that promote work-life balance will increase the employees' job satisfaction (Simard et al., 2022). Moreover, the evolving nature of work, including the rise of dual-income households and single-parent families, necessitates a deeper understanding of

how work-life balance impacts not only individual employees but also societal structures (Gálvez et al., 2020; Guest, 2002).

2.3 Organizational culture

Organizational culture refers to the shared values and practices that influence how people behave and interact within a workplace. It acts as a framework for how employees interact with each other and with external stakeholders (Agarwal et al., 2020; Shuck & Reio, 2013). According to Schein (1992), it is a set of basic assumptions that a group learns while solving problems. This culture acts as a guide for employees, shaping their attitudes, motivations, and work performance. A strong culture helps create a harmonious work environment, encourages teamwork, and improves overall organizational success (Popa et al., 2019). Ojo (2010) stated that it also defines the organization's identity and affects how others view it. Schneider et al (2013) stated that organizational culture involves the basic assumptions about the world and the values that guide employees' life within the organization. It acts as a social control system that influences people's attitudes and behavior (Schneider et al., 2013). This aligns with the perspective of Chatman and O'Reilly(2016), who emphasize that cultural norms dictate the behaviors and attitude of employees in an organization when it is widely shared and strongly held by the community within the organization.

Research shows that organizational culture has a significant impact on employee performance and job satisfaction. For example, Agarwal et al. (2020) highlighted that cultural dimensions play a moderating role in how work-life balance initiatives affect employee well-being. Moreover, a positive organizational culture is essential for promoting work-life balance, which, in turn, improves job satisfaction (Simard et al., 2022; Dewi et al., 2021). According to Hasan (2023), strong culture improves performance, engagement, and learning

in Indonesia's banking sector. Similarly, Xenikou and Simosi (2006) demonstrated that culture connects transformational leadership to better business results. Employees are more satisfied in the workplace with a strong, positive culture (Hambali et al., 2020). This aligns with study by Körner et al (2015), which indicates that a strong organizational culture enhances job satisfaction and performance by aligning employees' values with the organization's mission and goals.

2.4 Psychological Well Being

Psychological well-being refers to an individual's overall emotional health and functioning, which include the level of satisfaction they have for their life. It involves realizing one's potential, managing daily stresses, working effectively, and contributing to the community (Ryff, 2013). Psychological well-being focuses on the presence of positive mental health and functioning (Sin & Lyubomirsky, 2009).

A high level of psychological well-being is more likely to lead an individual to experience positive outcomes in work and personal life. For example, Sisask et al. (2013) found that teachers with better psychological well-being experienced greater job satisfaction and were more prepared to support students with mental health needs. Ibitoye et al. (2014) highlighted that education, financial security, and social connections significantly impact the well-being of the elderly in Nigeria. Furthermore, studies have shown that psychological well-being is not merely the absence of psychological distress but involves the positive functioning and the realization of personal potential (Hidayati et al., 2021; Irianto et al., 2021). Research shows that employees with high levels of psychological well-being are more likely to demonstrate higher levels of job engagement, productivity, and organizational commitment (Bolier et al., 2013; Edwards, 2006). According to Bayir et al (2022), organizations that prioritize employees' psychological well-being tend to experience lower

levels of employee burnout and stress, which will positively affect the workplace environment.

2.5 Related Theory/Model

2.5.1 Affective Event Theory

Affective events theory (AET) is an industrial and organizational psychology model developed by organizational psychologists Howard M. Weiss and Russell Cropanzano in 1996 to explain how emotions and moods influence job performance and job satisfaction. According to the Affective Event Theory, events at work have a big impact on employees' emotional reactions and general job satisfaction. Weiss and Cropanzano (1996) stated that events like receiving compliments for their work can trigger emotional reactions that impact the employees attitude and behavior. The emotional reaction plays a significant role in shaping the employees job satisfaction, it does not matter whether it is a positive or negative emotion.

The four main ideas that support AET are the consequences of emotions in the workplace, the event that caused emotional reaction, the emotion that can be predicted, and the emotional experiences that are multidimensional (Weiss & Cropanzano, 1996). By understanding the connection between the workplace event and emotional reaction, the organization can develop policies that can foster a positive working environment and enhance employee well-being. This approach emphasizes the importance of providing a pleasant work environment where employees feel appreciated and recognized, which enhances employee satisfaction and productivity (Haider et al., 2018).

Work-life balance serves as an important context for workplace events that can bring out positive or negative emotions. For example, Haider et al (2018) stated that work-life balance positively influences psychological well-being, which mediates the relationship

between work-life balance and job satisfaction. Similarly, Faisal et al (2022) mentioned that positive emotions derive from good work-life balance can enhance psychological well-being and improve job satisfaction. This aligns with findings from Mathew and Panchanatham (2010), who emphasize that work-life imbalances can lead to negative attitudes such as job dissatisfaction and non-commitment, highlighting the importance of balancing work and personal life.

Organizational culture also creates the context for workplace events and significantly influences employees' emotional experience. According to Wegge et al (2006), cultural norms and values can shape the emotional context of work events. Organizations that encourage a supportive environment can foster positive emotional experiences, enhancing job satisfaction. Itzkovich et al (2021) stated that organizational attitudes that are shaped by cultural context can bring significant influence towards employees behaviour and emotional response, linking AET to a broader cultural dynamic. A positive organizational culture can mitigate the negative adverse event and enhance job satisfaction.

Psychological well-being serves as a dispositional factor in AET, where it shapes how the employees perceive and react to workplace events. For example, affective events that are positive like receiving recognition, can enhance feelings of well-being, while negative events, such as conflict in the workplace can lead to distress and reduce job satisfaction (Wegge et al., 2006). Moreover, Odoni and Meier (2016) stated that in AET, personality traits can moderate these emotional responses, indicating that individual differences might play a role in determining how the event affects well-being.

2.6 IV related to DV

2.6.1 Work-life balance to job satisfaction

According to research by Siagian (2024), quality of work-life and work-life balance will significantly impact job satisfaction, with organizational support acting as a mediator. This is supported by Permadi (2023), who found that work-life balance significantly affects job satisfaction. Soomro et al. (2018) stated that employees experiencing work-life imbalance often report lower job satisfaction, which in turn affects their performance. Thakur & Madhu (2019) indicate that organizations that promote work-life balance are likely to see increased employee loyalty and commitment, which are essential for maintaining high levels of job satisfaction. This is supported by Hsu et al. (2019), who found that longer working hours negatively impact both work-life balance and job satisfaction, suggesting that organizations should consider employee well-being to enhance overall job satisfaction.

2.6.2 Organizational culture to job satisfaction

According to studies done by Mali et al. (2022), supportive cultures lead to higher employee satisfaction. Additionally, Supriyati et al. (2021) discover that organizational culture significantly influences job satisfaction and the connection between organizational culture and job satisfaction. This is supported by findings from Wahyudi et al. (2022), which demonstrate that a positive organizational culture enhances job satisfaction among village government officials. When employees feel connected to their organization's culture, they tend to perform better, feel more satisfied, and demonstrate greater commitment to their roles (Rahmani et al., 2015).

2.6.3 Psychological well-being to job satisfaction

Psychological well-being is another critical factor influencing job satisfaction. Mahmud (2024) found that employees with higher psychological well-being report greater job satisfaction, highlighting the role of mental and emotional fulfillment in workplace happiness. During the COVID-19 pandemic, Kamaruzaman and Surat (2021) found that teachers' psychological well-being influenced their job satisfaction and effectiveness in the classroom. Furthermore, psychological well-being mediates the relationship between job burnout and job satisfaction, underscoring the importance of mental health in maintaining employee satisfaction (Hameli, 2024; Matud, 2024).

2.7 Summary

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

CHAPTER 3: METHODOLOGY

3.1 Introduction

This chapter outlined the research design, instruments, subjects, procedures, and methods that will be used to analyze the data collected in this study.

3.2 Research Design

The research design was in the form of a descriptive design with a quantitative approach to determine the relationships between work-life balance, organizational culture, psychological well-being, and job satisfaction in the private sector. According to Apuke (2017), quantity research consists of the process to test the hypothesis, analyzing the cause and making the prediction. This research employed a survey design to collect quantitative data from employees in the private sectors. This method was efficient to gather standardized and measurable data from a large sample of employees within the private sector.

3.3 Research Population

Ahmad et al (2014), stated that population can be defined as including all people that wanted to be analyzed for the research findings. The population of this research consisted of employees who work in the private sector in Sarawak. 3 private organizations from the manufacturing industries will be chosen for the population. There is approximately a total of 200 employees across the 3 organizations from manufacturing industries. The purpose of the academic use was explained to the management, and consent was sought to do the research at the organization.

3.4 Sampling Procedure

A convenience sampling technique was used to ensure representation from the 3 chosen organizations within the private sector area. Convenience sampling technique is one of the least time consuming data collection methods (Ahmad et al., 2014). This method allows researchers to access information quickly and efficiently. The sample size for this research was determined using the Krejcie and Morgan (1970) sample size table. Based on the table, the minimum sample size of respondents for this study is 132 employees across the 3 chosen organizations in the manufacturing industries. The sample size table is as below:

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

Table 2: Krejcie and Morgan, 1970 Sample Size Table

3.5 Research Instrument

The primary data collection instrument for this research was an adapted questionnaire that is being utilised to get the desired feedback from the respondent. The questionnaire is divided into five sections. Section A will be a demographic where the age, gender, education level, and years of experience, are collected in order to be used for analysis. Section B consists of questions regarding work-life balance. Section C consists of questions regarding organizational culture. Section D consists of questions regarding psychological well-being. Section E consists of questions regarding job satisfaction.

Item	Number of items	Source
Demographic	7	-
Work Life Balance	4	Brough et al (2014)
Organizational Culture	15	Van der Post, W.Z., de Coning, T.J.& Smith, E.VD M. (1997)
Psychological well-being	18	Ryff & Keyes (1995)
Job Satisfaction	10	Weis et al (1967)

Table 3: Source of Questionnaire

In order to make it easier for the respondent to answer, Five points Likert Scale was used for the questionnaire answering method.

Categories	Numerical Values
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Table 4: Likert Scale

3.6 Validity and Reliability

Validity is the understanding between two attempts to measure the similar attribute through different methods (Hammersley, 1987). The purpose of validity is to ensure that the items in the research instrument are valid. The validity test that was used in this research is face validity and content validity. Face validity is defined as how much a test seems to measure what it is supposed to, based on subjective opinions rather than hard evidence. In order to check the face validity of the questionnaire, several people were asked to read through the questionnaire, to get some feedback whether the question is clear and easy to understand. This helps to make sure that the test makes sense to the people that will answer it (Yusoff, 2019).

Content validity, on the other hand, is about systematically checking if the test covers all part of the topic it is meant to measure. In this research, the questionnaire was reviewed by

the supervisor, Dr. Ilyana binti Anas. Her feedback helps to ensure that the question covered the important areas and aligned with the research objectives.

According to Ahmad et al (2014), the degree to which the results of measurements are accurate with the same test and constant across time is known as reliability. Reliability also refers to the internal consistency of results. In this study, a Cronbach's alpha test was used to analyze the reliability of the questionnaire. A Cronbach's alpha value of 0.60 or higher is considered acceptable for indicating reliable measures (Moss et al, 1998).

3.7 Research Procedure

3.7.1 Data Collection Technique

Data were collected using structured questionnaires that were distributed to the employees in the chosen organizations. Before distributing the questionnaire, permission letters were obtained from the faculty to get approval from the selected organization. Once the permission letter was obtained, it was sent to the person in charge at the organization's human resource department. Once the permission was granted by the organization, the questionnaire was administered online via Google Form, with the link distributed to the employees by the human resource department. Online questionnaires are more flexible for the employees as the respondents can answer it at their own pace, and ensure that it reaches all employees while maintaining the confidentiality of the employees.

3.7.2 Analysis of Data

The collected data from the questionnaire were analyzed through IBM Statistical Package and Service Solutions (SPSS) version 27. The data collected were analyzed descriptively.

In this research, pearson correlation was used to identify whether there is any significant relationship between work-life balance, organizational culture, psychological well-being, and job satisfaction. Table 5 is the interpretation of Pearson's Correlation according to Guilford's Rule of Thumb (Guilford, 1956). The correlation coefficient, represented by symbol r , indicates the strength and direction of the relationship between variables. A negative r value reflects a negative relationship, while a positive value shows a positive relationship. According to Hinkle et al (1989), a coefficient of $+1$ signifies a perfect positive correlation, which means that the variables are strongly connected and suggests a significant correlation. The p-value represents the significance of the correlation. In this research, the Pearson correlation is considered significant at the 0.01 alpha level (2-tailed). Furthermore, Muchinsky (1993) stated that the closer the p-value is to 1, the more likely it is that the relationship is statistically significant.

Correlation coefficient (r)	Interpretation
90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation.
.70 to .90 (-.70 to -.90)	High positive (negative) correlation.
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation.
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation.
.00 to .30 (.00 to -.30)	Little if any correlation

Table 5 : Pearson Correlation Interpretation

3.7.3 Pilot Study

Before the distribution of the finalized questionnaire to the actual respondents, a pilot study was conducted to evaluate the reliability and validity of the research instrument. According to Resnick (2015), a pilot study referring to small scale studies to ensure that the

questionnaire is free from grammatical errors, the items are clearly understood, and that the overall research design is appropriate for the intended target population. A total of 30 employees from a private sector organization were selected at random to participate in the pilot test. These participants were not included in the main study to avoid any bias or duplication in the data. Feedback from this preliminary group was used to identify any issues related to question clarity, structure, or relevance. In order to assess the internal consistency of the questionnaire items, Cronbach's Alpha coefficient will be calculated using the Statistical Package for the Social Sciences (SPSS) Version 27.0. A Cronbach's Alpha value of 0.60 or higher will be considered acceptable, indicating that the instrument is reliable for measuring the intended constructs.

Variables	Number of Items (n)	Cronbach's Alpha (α)
Job Satisfaction	10	.933
Work-Life Balance	4	.911
Organizational Culture	15	.903
Psychological Well-Being	18	.850

Table 6 : Reliability statistic for pilot study

3.8 Ethical Considerations

Ethical considerations are significant in conducting this research. Respondents were informed about the objectives of the research, and the confidentiality and anonymity of their data. They received a clear explanation on how their data will be used, which is the data will only be used for the purpose of this research.

The respondents were informed that their participation in this research is voluntary. They have the right to decline or withdraw from this research at any time without providing a

reason or facing negative consequences. This is to make sure that the respondent does not feel pressure or obligated to complete the questionnaire.

3.9 Summary

This chapter outlined the research design, instruments, subjects, procedures, and methods will be used in this study. It has detailed the data collection and analysis techniques, as well as ethical considerations.

CHAPTER 4: FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents the results of the data analysis and interprets the findings in order to study the relationship between work-life balance, organizational culture, psychological well-being, and job satisfaction among employees that work in manufacturing industries. A total of 134 data have been collected and were analyzed using Statistical Package for Social Science(SPSS) software version 27. The results of the normality test, descriptive analysis, reliability test, and inferential analysis were utilized to test the hypothesis and explain the relationship between the independent variable and dependent variables. The data was analysed using several tests, including Cronbach's alpha, Pearson Correlation analysis.

4.1 Normality Test

<i>Test of Normality</i>					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Work-Life Balance	134	-.486	.209	-.990	.416
Organizational Culture	134	-.166	.209	-1.221	.416
Psychological Well-Being	134	.347	.209	-1.178	.416
Job Satisfaction	134	-.209	.209	-1.358	.416
Valid N (listwise)	134				

Table 7 : Normality Test

According to Mishra et al (2019), a normality test was carried out to ensure that the data met the assumptions required for parametric statistical testing. Normality is an important assumption for Pearson correlation, as it ensures that the relationships between variables can be accurately measured and interpreted (Ghasemi & Zahediasl, 2012). In this study, normality was assessed using skewness and kurtosis values. These statistical indicators are commonly used to examine the shape of a variable's distribution. Doane and Seward (2011) stated that skewness measures the symmetry of the distribution, while kurtosis indicates whether the data is more peaked or flat compared to a normal distribution. According to Kline (2011), skewness and kurtosis values between -2 and +2 are considered acceptable indicators of normality, especially for large sample sizes. However, some researchers propose a more conservative benchmark. For example, George and Mallery (2010) recommend that skewness and kurtosis should range between -1 and +1 for data to be presumed normal.

Based on the results presented in Table 5, the skewness values for the three independent variables which are work-life balance, organizational culture, psychological well-being, and the dependent variable, job satisfaction fall in the range from -0.486 to 0.347, while the kurtosis values range from -1.358 to -0.990. These values fall well within the acceptable range, indicating that the data does not significantly deviate from a normal distribution. Thus, it can be concluded that the data is normally distributed, and the assumptions for conducting Pearson correlation analysis are met.

4.2 Descriptive Analysis

4.2.1 Respondent's Demographic

Descriptive summary of the respondent's demographic, n = 134 respondents

		Count	Column N %
Gender	Male	62	46.3%
	Female	72	53.7%
Age	20-25	14	10.4%
	26-30	16	11.9%
	31-40	70	52.2%
	41 and above	27	20.1%
Marital Status	Single	47	35.1%
	Married	66	49.3%
	Single Parent	21	15.7%
Year Working	Less than a year	25	18.7%
	2-4 years	61	45.5%
	More than 5 years	48	35.8%
Education Level	SPM	6	4.5%
	STPM	12	9.0%
	Diploma	22	16.4%
	Bachelor Degree	64	47.8%
	Master Degree	21	15.7%
	PHD	9	6.7%
Position	Managerial	84	62.7%
	Non-managerial	50	37.3%
Job Status	Permanent	87	64.9%
	Contract	47	35.1%

Table 8 : Demographic

Based on Table 6, descriptive analysis was used to summarise the demographic characteristics of the 134 respondents who participated in this study. In terms of gender distribution, it showed a slightly higher participation rate from female employees where the

sample consisted of 62 male respondents (46.3%) and 72 female respondents (53.7%). The age distribution shows that a majority of respondents were between 31 to 40 years old, accounting for 52.2% (n = 70). This was followed by those aged 41 and above at 20.1% (n = 27), 26 to 30 years old at 11.9% (n = 16), and the youngest group, 20 to 25 years old, representing 10.4% (n = 14). These suggest that most respondents were mid-career employees with established professional backgrounds.

Regarding marital status, 66 respondents (49.3%) reported being married. Single individuals that participated in this study were 47 respondents (35.1%), while single parents accounted for 21 respondents (15.7%). This diversity reflects a workforce with different levels of family responsibility, which may influence perceptions of work-life balance. In terms of working experience, the largest group had been employed for 2 to 4 years, which is 45.5% (n = 61) of the sample. Followed by those with more than 5 years of working experience at 35.8% (n = 48), and 18.7% (n = 25) had been working for less than a year.

As for educational background, the majority of the employees held a Bachelor's degree, which is 47.8% (n = 64). This was followed by respondents with a Diploma at 16.4% (n = 22), Master's degree at 15.7% (n = 21), and PHD qualifications at 6.7% (n = 9). Meanwhile, those with STPM qualifications made up 9.0% (n = 12), and SPM holders were the smallest group at 4.5% (n = 6). In terms of job position, the data collections among the respondents also revealed that most of the respondents were in managerial roles which is 62.7% (n = 84), while 37.3% (n = 50) held non-managerial positions. This indicates that the sample included a large number of individuals with supervisory or leadership responsibilities. In terms of job status, 64.9% (n = 87) of the respondents were employed on a permanent basis, while 35.1% (n = 47) were contract employees. This reflects a stable employment landscape, with the majority of respondents enjoying permanent job security.

4.2.2 Job Satisfaction

Mean Summary of Job Satisfaction

	N	Mean	Std. Deviation
I feel satisfied with my working hours	134	3.96	1.191
I am more satisfied with the flexibility of targets	134	3.75	1.212
In my organization, communication of all rules, policies and procedures is very good	134	3.80	1.200
I am satisfied with the work performance and respect with co-workers, customers and superior from diverse backgrounds	134	3.81	1.158
I am very committed to working here and I see myself staying here for a long term career	134	3.67	1.168
I feel proud to work here	134	3.81	1.118
I am satisfied with my working condition	134	3.77	1.213
I am satisfied with the amount of work I have to do	134	3.73	1.203
I am satisfied with the time to complete my work	134	3.57	1.235
Most of the day, I am excited about my job	134	3.58	1.258

Table 9 : Mean Summary of Job Satisfaction

The descriptive analysis of job satisfaction was conducted based on ten items measured using a five-point Likert scale, where higher scores equal greater satisfaction. Among all items, the statement “I feel satisfied with my working hours” recorded the highest mean of 3.96 (SD = 1.191), suggesting that most respondents were comfortable with their work schedules. Then, “I feel proud to work here” and “I am satisfied with the work performance and respect with the co-workers, customers and superiors from diverse backgrounds” (3.81 mean) shows that employees are proud of their job position and feel respected in the diverse work environment. Positive responses were also reported on items related to workplace policy communication (M = 3.80) and general working conditions (M = 3.77), which is consistent with the idea that employees are content with their environment and organizational structure.

The lowest mean score was registered for the item “I am satisfied with the time to complete my work” ($M = 3.57$, $SD = 1.235$), followed by “Most of the day, I am excited about my job” ($M = 3.58$, $SD = 1.258$). This may show that while employees are not necessarily unhappy, a few may be feeling pressure by the time constrained, or not sufficiently challenged by the responsibilities in their role. Similarly, the item related to long-term commitment (“I am very committed to working here and I see myself staying here for a long term career”) received a moderate mean of 3.67, which may reflect a certain degree of doubt regarding whether employees will still remain in the organization in future.

4.2.3 Work-Life Balance

Mean Summary of Work-Life Balance

	N	Mean	Std. Deviation
I am successful in balancing my work and non-work life	134	3.81	1.239
I am satisfied with the way I divide my time between work and non-work	134	3.79	1.170
I am satisfied with the opportunity I have to perform my job well and yet be able to perform non-work related duties adequately	134	3.75	1.346
I am satisfied with my ability to balance the needs of my job with those of my non-work life	134	3.86	1.118

Table 10 : Mean Summary of Work-Life Balance

The descriptive analysis for work-life balance was based on four items designed to measure employees’ satisfaction with their ability to manage responsibilities between work and non-work domains. The mean scores for all four items were relatively high, indicating that respondents had a generally good viewpoint of work-life integration. The item with the highest mean was “I am satisfied with my ability to balance the needs of my job with those of

my non-work life”, with a mean of 3.86 (SD = 1.118). This implies that most respondents are confident in their ability to manage commitments on both a personal and professional level. A generally positive attitude about balancing two commitments was then further supported by the item "I am successful in balancing my work and non-work life," which had a mean score of 3.81.

"I am satisfied with the way I divide my time between work and non-work" and "I am satisfied with the opportunity I have to perform my job well and yet be able to perform non-work-related duties adequately" were the other two questions that similarly had excellent mean scores of 3.79 and 3.75, respectively. The standard deviations ranged from 1.118 to 1.346, indicating moderate variability in responses. In general the results show that the majority of employees believe they have a manageable and fulfilling work-life balance. In the private sector, where long hours and high performance standards are common, this is particularly relevant.

4.2.4 Organizational Culture

Mean Summary of Organizational Culture

	N	Mean	Std. Deviation
In this organization, authority to make decisions is only in the hands of senior managers	134	3.3358	1.32611
Employees do not experience a sense of belonging to this organization	134	3.4179	1.21580
Everything that employees do in this organization is directed at accomplishing the organization's goals	134	3.86	1.145
In this organization senior management is helpful and supportive when required	134	3.60	1.177
This organization has strong values which are widely shared by its members	134	3.70	1.083
In this organization employees are committed to making the organization successful	134	3.78	1.174
This organization has a high regard for its employees	134	3.72	1.115
Managers in this organization provide clear communication, assistance and support to their subordinates	134	3.61	1.163
Differing views are encouraged in this organization	134	3.81	1.107
Employees in this organization have confidence and trust in each other.	134	3.72	1.065
This organization listens to the views of its employees.	134	3.72	1.148
In this organization there is a norm to maintain progress and strive towards excellence	134	3.78	1.115
This organization has a participative management style	134	3.66	1.124
In this organization communication flows freely and accurately throughout the organization - upward, downward and laterally	134	3.84	1.025
Employees in this organization share a high degree of commitment to make the organization successful	134	3.74	1.069

Table 11 : Mean Summary of Organizational Culture

The 15-item scale on organizational culture included aspects like leadership, communication, trust, values and employee commitment. “Everything that employees do in this organization is directed at accomplishing the organization's goals” had the highest mean

score of 3.86 ($SD = 1.145$), which means that the goals are well articulated and aligned. This was followed by “In this organization, communication flows freely and accurately throughout the organization – upward, downward and laterally” with a mean of 3.84 ($SD = 1.025$), indicating awareness of the importance of communication across all organizational levels. “Differing views are encouraged in this organization” also had a decent mean of 3.81 ($SD = 1.107$), highlighting the importance of openness and the ability to listen to employees.

Other positively rated items include “In this organization, employees are committed to making the organization successful” ($M = 3.78$, $SD = 1.174$) and “This organization has a high regard for its employees” ($M = 3.72$, $SD = 1.115$). The item “Employees do not experience a sense of belonging to this organization” had a mean of 3.4179 ($SD = 1.21580$). “In this organization, authority to make decisions is only in the hands of senior managers” had the lowest mean of 3.3358 ($SD = 1.32611$), which might indicate that not all employees feel fully included or engaged within the organization.

4.2.5 Psychological Well-Being

Mean Summary of Psychological Well-Being

	N	Mean	Std. Deviation
I like most parts of my personality	134	3.98	1.166
When I look at my life, I am pleased with how things have turned out so far	134	3.74	1.061
Some people wander aimlessly through life, but I am not one of them	134	3.80	1.088
The demands of everyday life often get me down	134	3.2537	1.35273
In many ways I feel disappointed about my achievements in life	134	3.4030	1.29266
Maintaining close relationships has been difficult and frustrating for me	134	3.3955	1.25068
I live life one day at a time and don't really think about the future	134	3.1642	1.17744
In general, I feel I am in charge of the situation in which I live	134	3.78	1.115
I am good at managing the responsibilities of daily life	134	3.60	1.131
I sometimes feel as if I've done all there is to do in life	134	2.8284	1.22950
For me, life has been a continuous process of learning, changing, and growth	134	3.84	1.264
I think it is important to have new experiences that challenge how I think about myself and the world	134	3.89	1.180
People would describe me as a giving person, willing to share my time with others	134	3.64	1.300
I gave up trying to make big improvements or changes in my life a long time ago	134	3.1642	1.37755
I tend to be influenced by people with strong opinions	134	2.7910	1.09733
I have not experienced many warm and trusting relationships with others	134	3.2463	1.28283
I have confidence in my own opinions, even if they are different from the way most other people think	134	3.79	1.196
I judge myself by what I think is important, not by the values of what others think is important	134	3.69	1.007

Table 12 : Mean Summary of Psychological Well-Being

The psychological well-being construct was assessed through 18 items measuring aspects such as self-acceptance, personal growth, autonomy, positive relations, and environmental mastery. The highest mean score was recorded for “I like most parts of my personality” at 3.98 (SD = 1.166), followed by “I think it is important to have new experiences that challenge how I think about myself and the world” at 3.89, and “For me, life has been a continuous process of learning, changing, and growth” at 3.84. These responses suggest that many respondents hold a positive self-image and are open to personal development. The item “I have confidence in my own opinions, even if they are different from the way most other people think” also scored highly (M = 3.79), indicating a strong sense of individual autonomy.

The lowest mean was found in “I tend to be influenced by people with strong opinions” (M = 2.79, SD = 1.097) and “I sometimes feel as if I’ve done all there is to do in life” (M = 2.83, SD = 1.229), which may reflect disengagement or lack of motivation among a subset of respondents. Similarly, items reflecting disappointment in achievements and relationship challenges had moderate scores between 3.24 and 3.40, suggesting that while respondents generally feel psychologically well, some do experience emotional difficulties or uncertainty in life satisfaction.

4.3 Reliability Analysis

Variables	Number of Items (n)	Cronbach's Alpha (α)
Job Satisfaction	10	.904
Work-Life Balance	4	.822
Organizational Culture	15	.886
Psychological Well-Being	18	.865

Table 13 : Reliability statistic for the actual study

The reliability test was conducted by using Cronbach's alpha (α) to check the internal consistency of the items for each variable. According to Moss et al (1998), a Cronbach's alpha value of 0.60 or higher is considered acceptable for indicating reliable measures.

Based on Table 11, all the items that were used in this study were found to be reliable. As for the dependent variable, consisting of 10 items, job satisfaction shows an excellent internal consistency by achieving a Cronbach's Alpha of 0.904. This suggests that the items measuring job satisfaction are highly interrelated and reliably assess the same underlying construct. The independent variable also shows a good reliability. Work-life balance ($n = 4$, $\alpha = .822$), organizational culture ($n = 15$, $\alpha = .886$), psychological well-being ($n = 18$, $\alpha = .865$) indicating good and strong reliability. Overall, the reliability coefficients for all variables exceeded the acceptable threshold, confirming that the instruments used in this study were reliable and suitable for further analysis.

4.4 Research Findings And Discussion

4.4.1 Work-Life Balance and Job Satisfaction

Correlations			
		Work-Life Balance	Job Satisfaction
Work-Life Balance	Pearson Correlation	1	.791**
	Sig. (2-tailed)		<.001
	N	134	134
Job Satisfaction	Pearson Correlation	.791**	1
	Sig. (2-tailed)	<.001	
	N	134	134

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

Table 14 : Correlation between Work-Life Balance and Job Satisfaction

The Pearson correlation coefficient for the relationship between work-life balance and job satisfaction was $r = 0.791$, with a significance value of $p < 0.001$. This indicates a statistically significant and strong positive relationship between work-life balance and job satisfaction. According to Guilford's Rule of Thumb, correlation values ranging between 0.71 and 0.90 are considered high correlations. Therefore, it can be interpreted that as work-life balance improves, job satisfaction tends to increase correspondingly among employees. This implies that employees are more likely to express greater job satisfaction when they maintain a healthy balance between their professional and personal responsibilities. The correlation's strength suggests that work-life balance plays a significant role in how employees see and assess the job experience.

Discussion:

Hypothesis 1: There is a significant relationship between work-life balance and job satisfaction.

The findings of this research reveal a significant relationship between work-life balance and job satisfaction. This finding is consistent with past studies focusing on the importance of balancing both personal and professional commitments in enhancing satisfaction with work. Haar et al. (2014) discovered that work-life balance was positively connected with job satisfaction across a variety of cultural contexts, including Malaysia. Employees with stronger work-life integration show lower levels of stress and emotional tiredness, which means that balance benefits not just job satisfaction but also psychological health (Haar et al, 2014).

Maintaining work-life balance can be quite challenging in Malaysian private sector companies that have long working hours and high job demands. However, companies that respect personal boundaries significantly contribute toward employee satisfaction. According to Jeevitha et al. (2024), flexible scheduling, moderate workloads, and organizational support are important elements in improving job satisfaction through better work-life balance. These findings reflect a broader shift in employee expectations, with the capacity to balance work and personal duties increasingly viewed as important for a positive working atmosphere. Employees are more likely to feel valued if they understand that their company encourages this balance, and they are less likely to develop burnout.

This relationship is also supported by Affective Events Theory, which states that daily emotional experiences in the workplace shape employee attitudes over time (Weiss & Cropanzano, 1996). Positive work-life experiences, such as having enough time to spend with family, being able to relax after coming home from work, can all lead to positive effects, which increases job satisfaction. Raghav and Sharma (2025) discovered that employees who maintain a healthy work-life balance are more satisfied with their jobs, have more emotional stability, and feel better in general. These findings support the notion that work-life balance is

more than just a personal preference, but rather a strategic aspect in determining employee engagement and retention. Organizations that implement rules that encourage flexibility and boundary management are more likely to observe increases in employee productivity.

4.4.2 Organizational Culture and Job Satisfaction

Correlations			
		Organizational Culture	Job Satisfaction
Organizational Culture	Pearson Correlation	1	.860**
	Sig. (2-tailed)		<.001
	N	134	134
Job Satisfaction	Pearson Correlation	.860**	1
	Sig. (2-tailed)	<.001	
	N	134	134

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

Table 15 : Correlation between Organizational Culture and Job Satisfaction

The Pearson correlation coefficient between organizational culture and job satisfaction was $r = 0.860$, with $p < 0.001$, indicating a statistically significant and very strong positive correlation. Based on Guilford's Rule of Thumb, this value lies within the high correlation range (0.71 to 0.90), and as it nears the upper boundary, it can be interpreted as a very strong relationship. This result shows that employees who perceive their organization's culture positively are more likely to show higher job satisfaction. The strength of this correlation suggests that culture plays a role in shaping how employees feel about their work.

Discussion

Hypothesis 2: There is a significant relationship between organizational culture and job satisfaction.

The findings of this research reveal a considerable and strong relationship between organizational culture and work satisfaction. This finding is consistent with current literature, which highlights the impact of culture in determining employee attitudes and working experiences. An open to ideas, and value-oriented corporate culture creates a pleasant emotional environment, which is beneficial to employee satisfaction. Chan et al (2022) found

that supportive and innovative cultures in Malaysian private institutions were associated with higher levels of job satisfaction. This shows that the respondents value trusting, collaborative, and personal growth inducing settings, which are three requirements for a positive organizational culture.

In the light of this research, it is evident that culture in an organization is not only a matter of policies or a framework, but something which employees go through on a daily basis. In Malaysian organizations, particularly in those with hierarchical structures, culture is practiced in a manner that affects engagement intensity. While these hierarchical models may give some degree of stability, they also tend to restrict communication and with it, the chances of employee participation. Alias et al. (2022) found that clan and adhocracy cultures, which emphasize collaboration and adaptation, are more effective in increasing engagement than strict hierarchical cultures. This gives confidence to the idea that when employees have the opportunity to participate in decision-making and have their contributions acknowledged, they are more likely to be content with their positions. Zainuddin (2024) went on to argue that cultural alignment and motivation are the most important variables in increasing employee performance in the private sector, highlighting the importance of developing a culture that supports both individual and corporate objectives.

The strength of the relationship found in this research implies that organizational culture influences how employees view their work environment. This relationship can be better understood using Affective Events Theory, which describes how regular pleasant experiences, such as recognition, fairness, and supportive interactions, arise over time and influence employees' emotional responses to their work (Weiss & Cropanzano, 1996). According to the data collected, employees who regard their company culture positively are more likely to encounter these emotive occurrences, resulting in higher levels of

satisfaction. This study supports the idea that culture should be seen as a strategic goal. It serves not only to increase morale, but also to create a long-term culture in which people feel appreciated and motivated.

4.4.3 Psychological Well-Being and Job Satisfaction

Correlations			
		Psychological Well-Being	Job Satisfaction
Psychological Well-Being	Pearson Correlation	1	.699**
	Sig. (2-tailed)		<.001
	N	134	134
Job Satisfaction	Pearson Correlation	.699**	1
	Sig. (2-tailed)	<.001	
	N	134	134

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

Table 16 : Correlation between Psychological Well-Being and Job Satisfaction

The correlation analysis between psychological well-being and job satisfaction produced a Pearson coefficient of $r = 0.699$, with a p-value less than 0.001. This means a statistically significant and moderately strong positive correlation. According to Guilford's Rule of Thumb, a correlation value between 0.41 and 0.70 is classified as moderate. 0.699 is close to the upper end of this range, so it may also be described as a moderate to high correlation. This result indicates that employees with better psychological well-being are those who feel emotionally stable, mentally focused, and able to cope with stress. They are more likely to be satisfied with their jobs. Although the relationship is not as strong as that with organizational culture or work-life balance, it is still important.

Discussion:

Hypothesis 3: There is a significant relationship between psychological well-being and job satisfaction.

The findings of this research support hypothesis 3, which proposed a significant relationship between psychological well-being and job satisfaction. This finding aligns with existing research that highlights the role of mental health in shaping workplace experiences. Wright and Cropanzano (2000) emphasize that psychological well-being is a strong predictor

of job performance and satisfaction, suggesting that employees who feel mentally balanced are more likely to be productive and engaged. The study showed that psychological well-being had a stronger influence on job performance than job satisfaction alone, reinforcing its importance in organizational settings. Similarly, Kundi et al (2021) found that psychological well-being positively influences job performance through affective commitment, indicating that well-being contributes not only to satisfaction but also to deeper emotional engagement with work.

Although the correlation between psychological well-being and job satisfaction in this study was slightly lower than that of other variables, it is still important. Psychological well-being is shaped by a combination of work-related and personal factors. While organizations can influence satisfaction through supportive policies and a healthy work environment, external factors such as family responsibilities, financial stress, or health issues that may affect the level of satisfaction. This complexity may explain why the correlation is not as strong as with variables that are more directly controlled by the organization. However, the implication is still clear. When employees feel mentally well, they are more likely to experience positive emotions at work, communicate effectively, and manage stress constructively. The American Psychological Association (2023) reported that 92% of workers consider it important to work for an organization that values their emotional and psychological well-being, and 77% expressed satisfaction with the mental health support provided by their employers.

This relationship can also be interpreted through Affective Events Theory, which explains how emotional experiences at work influence job attitudes over time (Weiss & Cropanzano, 1996). Employees with higher psychological well-being are more likely to interpret workplace events in a positive light, which contributes to greater satisfaction. In my

view, this highlights the importance of creating a work environment that supports emotional openness and psychological safety. While organizations may not be able to control every aspect of an employee's mental health, they can play an important role by offering mental health resources, promoting work-life balance, and encouraging a culture of empathy and support.

4.5 Result Summary

Table 17 shows a summary of the hypothesis testing results based on Pearson Correlation analysis. All three hypothesis tests that were conducted were accepted and failed to be rejected since they were all within an acceptable range. Among these three factors, organizational culture showed the strongest correlation with job satisfaction ($r = .860$), followed by work-life balance ($r = .791$), and psychological well-being ($r = .699$). In conclusion, the results support the idea that improvements in these areas can contribute positively to increase job satisfaction in the workplace.

Research Hypothesis	Statistical Analysis	r Value	Results
H1: There is a significant relationship between work-life balance and job satisfaction.	Pearson Correlation	.791**	Accepted
H2: There is a significant relationship between organizational culture and job satisfaction.	Pearson Correlation	.860**	Accepted
H3: There is a significant relationship between psychological well-being and job satisfaction.	Pearson Correlation	.699**	Accepted

Table 17 : Summary of Hypothesis Testing Results

CHAPTER 5: CONCLUSION, IMPLICATIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the final parts of the research, which include the implications of the findings, recommendations, limitations faced during the research, and the conclusion.

5.2 Implications of the Study

5.2.1 Implications for Organizations

This research emphasizes that organizations must prioritize cultivating a strong and positive organizational culture. Culture is not simply about written policies or official values, it is about how people are treated, how communication flows, and how trust is built. When employees perceive the culture as fair, inclusive, and respectful, they are more likely to feel emotionally connected with the organization, which leads to increased satisfaction and ensures loyalty. In order to make this happen, leaders must become role models to the employees by showing ethical and inclusive behavior. They must actively work to reinforce organizational values through daily operations and decision-making. In the private sector, where making profit and being productive are often prioritized, creating a positive culture can help to maintain long-term workforce stability and engagement.

5.2.2 Implications for Human Resource Management (HRM)

This research can help HR practitioners understand the strategic role of human resource management in influencing job satisfaction. HR must go beyond administrative tasks and focus on creating structures that support employee well-being and flexibility. It is no longer optional but necessary for organizations to develop policies that allow for flexible

working hours, implementing wellness initiatives, and providing access to mental health resources. These initiatives can help to create a positive work environment that supports employees as human beings, not just seeing them as workers. HR practitioners should also take responsibility for training managers in people-centered leadership skills, such as empathy, emotional intelligence, and psychological safety. HR departments can become agents of positive organizational change by taking a proactive role in fostering supportive workplace environments

5.2.3 Implications for Employees

Employees are not passive recipients of workplace culture or HR policies. They also share responsibility in creating a positive workplace through their actions, attitudes, and interpersonal behavior. The research suggests that employees who are self-aware, emotionally resilient, and open to communication are more likely to maintain satisfaction, even in challenging conditions. Employees are encouraged to make use of available resources and to communicate their needs clearly and respectfully instead of keeping all their problems to themselves. Employees who are taking an active role in their own well-being and engagement, can help to shape a more cooperative and healthy work environment.

5.2.4 Implications for Future Research

The results of this research opens several approaches for future research. As the study was cross-sectional in nature and sector-specific focus, future researchers could examine how these relationships evolve over time through longitudinal studies. Longitudinal studies could offer deeper insights into how work-life balance, culture, and well-being interact with job satisfaction across different stages of employment or organizational change. Additionally, expanding the research into different industries such as education, healthcare, or the public sector may reveal variations in how these variables operate. There is also potential to explore

other influential factors, such as job autonomy, leadership style, compensation, or career development, which were not included in the present research to build a more comprehensive understanding of job satisfaction in Malaysia's diverse workforce.

5.3 Recommendations

5.3.1 Work-Life Balance

Organizations should consider implementing workplace facilities that support employees in managing personal responsibilities. A practical initiative is the establishment of an in-house childcare nursery or partnering with local daycare centers. This recommendation is especially beneficial for working parents, who often face the difficult task of balancing childcare and full-time work. This kind of support in the workplace can greatly reduce stress and absenteeism, increase productivity, and demonstrate organizational commitment to employee welfare.

In addition to family-supportive services, flexible working arrangements should be made more widely available. For example, options such as hybrid working models, compressed workweeks, or flexible start and end times. These options can help to reduce the pressure on employees managing both professional and personal roles. Flexibility gives employees a sense of autonomy and reduces the likelihood of burnout, and promotes higher levels of satisfaction and performance. These policies also send a clear message that the organization does not see their employees as robots but values the human aspect of its workforce.

5.3.2 Organizational Culture

Organizations should invest in leadership development that emphasizes transparency, inclusiveness, and ethical behavior to strengthen the link between organizational culture and job satisfaction. Managers who demonstrate the organization's core values through their actions and decision-making, can help create a consistent and psychologically safe environment. This can be achieved through regular leadership training, ethical leadership frameworks, and mentoring programs that encourage positive cultural behavior. Leadership practices that are consistent and aligned with the organization's values are more likely to build employees' trust in their leaders and strengthen their connection to the organization's goals.

Organizations should also formalize systems for recognizing and appreciating employee contributions. Employees want to feel seen and appreciated for their efforts. A recognition culture, whether through public acknowledgment, rewards, or professional development opportunities, strengthens a sense of value and belonging. This promotes not only satisfaction but also greater engagement, motivation, and a stronger sense of identity with the organization. Recognition should be applied fairly and consistently across roles and departments to ensure inclusivity and avoid favoritism.

5.3.3 Psychological Well-Being

Organizations must take deliberate steps to support the emotional and mental well-being of their employees. Providing access to mental health support services, such as in-house counseling, helplines, or therapy partnerships, can help employees manage stress and personal challenges effectively. Regular mental health awareness campaigns, wellness days, and stress reduction workshops should be integrated into the organization's calendar as a long-term strategy, rather than a reactive one.

In addition, it is important to create a culture where open conversations around mental health are normalized. This will make the employees who are struggling with their psychological well-being feel safe to reach out for help. Managers should be trained to recognize early signs of psychological strain and respond with empathy rather than judgment. Encouraging peer support and check-ins that go beyond performance metrics can help employees feel heard and respected. Employees are more likely to remain engaged and loyal, when they feel safe from being vulnerable and sharing about their struggles.

5.3.4 Future Research

Future research should build upon its findings by expanding scope and depth. A longitudinal study is highly recommended to track changes in employee satisfaction over time. This is important in understanding the long-term impact of organizational interventions or external events such as economic shifts. Observing how these relationships evolve across various stages of an employee's careers would offer more detailed insights for long-term HR planning. Future research should also broaden the study's scope to include different sectors such as healthcare, education, or public administration. This would allow the researcher for sector-specific comparisons and increase the generalizability of findings.

5.4 Limitations of the Study

This research has certain limitations that must be acknowledged. This study was conducted within a limited number of organizations, resulting in the sample size being relatively small. It is also only confined to private manufacturing sector employees in Sarawak. As a result, the findings may not be generalized to other regions or industries. This research also faced time constraints, which influenced the decision to adopt a cross-sectional research design. Even though this approach allows data collection within a short timeframe, it limits the ability to make causal inferences, as the data reflects only a single point in time.

Longitudinal research could help determine whether changes in organizational culture, work-life balance policies, or psychological well-being actually lead to changes in job satisfaction.

Another limitation lies in the self-reported nature of the data. Respondents may have responded in a socially desirable manner, especially on sensitive topics like well-being or satisfaction, which could introduce bias. Additionally, the scope of this research was limited to three variables. Other factors, such as compensation, leadership style, job autonomy, or organizational justice, may also influence job satisfaction but were not examined here. Future research should consider incorporating these additional variables and using mixed methods to enhance the validity of future findings..

5.5 Conclusion

This research concludes that work-life balance, organizational culture, and psychological well-being significantly influence job satisfaction among employees in the private sector. Organization culture stood out as the one that has the strongest relationship with job satisfaction. This means that when an organization has a positive culture that is built on shared values, open communication, and mutual respect, employees are more likely to experience higher levels of job satisfaction. Work-life balance also plays an important role, especially in today's fast paced work environment, where the balance between work life and personal life are highly valued. Psychological well-being also contributes, as employees who feel mentally and emotionally stable can manage their task well and adapt to workplace challenges. Hence, this research shows that job satisfaction depends not just on the work itself, but also on how the employees are treated and supported.

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APPENDIX

Survey on The Relationship Between Work-Life Balance, Organizational Culture, Psychological Well-Being, and Job Satisfaction.

Hello and Salam Sejahtera. My name is Swaylinna Sitta Sambai Anak Rechmand . I am a final year student pursuing a Bachelor of Science with Honours (Human Resource Development) at the Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak (UNIMAS). For my final year project, I am investigating The Relationship Between Work-Life Balance, Organizational Culture, Psychological Well-Being, and Job Satisfaction.

The survey is divided into five (5) sections:

Section A: Demographic

Section B: Work-Life Balance

Section C: Organizational Culture

Section D: Psychological Well-Being

Section E: Job Satisfaction

The survey will take approximately 5-15 minutes to complete. All responses will remain CONFIDENTIAL and will be used solely for academic purposes.

[Next](#)

[Clear form](#)

Section A: Demographic

Gender *

- ☐ Male
- ☐ Female

Age *

- ☐ 20-25
- ☐ 26-30
- ☐ 31-35
- ☐ 36-40
- ☐ 41 and above

Marital status *

- ☐ Single
- ☐ Married
- ☐ Single Parent

How long have you been working for the company? *

- ☐ Less than a year
- ☐ 2-4 years
- ☐ More than 5 years

What is the highest level of education that you have completed? *

- ☐ SPM
- ☐ STPM
- ☐ Diploma
- ☐ Bachelor Degree
- ☐ Master Degree
- ☐ PHD

What is your job position? *

- ☐ Managerial
- ☐ Non-managerial

What is your job status? *

- ☐ Permanent
- ☐ Contract

[Back](#)

[Next](#)

[Clear form](#)

Section B: Work-Life Balance

Please choose the scale that best describe your feelings.

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

I am successful in balancing my work and non-work life *

1	2	3	4	5
☐	☐	☐	☐	☐

I am satisfied with the way I divide my time between work and non-work *

1	2	3	4	5
☐	☐	☐	☐	☐

I am satisfied with the opportunity I have to perform my job well and yet be ^{*} able to perform non-work related duties adequately

1	2	3	4	5
☐	☐	☐	☐	☐

I am satisfied with my ability to balance the needs of my job with those of ^{*} my non-work life

1	2	3	4	5
☐	☐	☐	☐	☐

[Back](#)

[Next](#)

[Clear form](#)

Section C: Organizational Culture

Please choose the scale that best describe your feelings.

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

In this organization, authority to make decisions is only in the hands of senior managers. *

1	2	3	4	5
☐	☐	☐	☐	☐

Employees do not experience a sense of belonging to this organization. *

1	2	3	4	5
☐	☐	☐	☐	☐

Everything that employees do in this organization is directed at accomplishing the organization's goals. *

1	2	3	4	5
☐	☐	☐	☐	☐

In this organization senior management is helpful and supportive when required. *

1	2	3	4	5
☐	☐	☐	☐	☐

This organization has strong values which are widely shared by its members. *

1	2	3	4	5
☐	☐	☐	☐	☐

In this organization employees are committed to making the organization successful. *

1	2	3	4	5
☐	☐	☐	☐	☐

This organization has a high regard for its employees. *

1

☐

2

☐

3

☐

4

☐

5

☐

Managers in this organization provide clear communication, assistance and support to their subordinates. *

1

☐

2

☐

3

☐

4

☐

5

☐

Differing views are encouraged in this organization. *

1

☐

2

☐

3

☐

4

☐

5

☐

Employees in this organization have confidence and trust in each other. *

1

☐

2

☐

3

☐

4

☐

5

☐

This organization listens to the views of its employees. *

1	2	3	4	5
☐	☐	☐	☐	☐

In this organization there is a norm to maintain progress and strive towards excellence. *

1	2	3	4	5
☐	☐	☐	☐	☐

This organization has a participative management style. *

1	2	3	4	5
☐	☐	☐	☐	☐

In this organization communication flows freely and accurately throughout the organization - upward, downward and laterally. *

1

☐

2

☐

3

☐

4

☐

5

☐

Employees in this organization share a high degree of commitment to make the organization successful. *

1

☐

2

☐

3

☐

4

☐

5

☐

Back

Next

Clear form

Section D: Psychological Well-Being

Please choose the scale that best describe your feelings.

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

I like most parts of my personality. *

1	2	3	4	5
☐	☐	☐	☐	☐

When I look at my life, I am pleased with how things have turned out so far. *

1	2	3	4	5
☐	☐	☐	☐	☐

Some people wander aimlessly through life, but I am not one of them. *

1	2	3	4	5
☐	☐	☐	☐	☐

The demands of everyday life often get me down. *

1	2	3	4	5
☐	☐	☐	☐	☐

In many ways I feel disappointed about my achievements in life. *

1	2	3	4	5
☐	☐	☐	☐	☐

Maintaining close relationships has been difficult and frustrating for me. *

1	2	3	4	5
☐	☐	☐	☐	☐

I live life one day at a time and don't really think about the future. *

1	2	3	4	5
☐	☐	☐	☐	☐

In general, I feel I am in charge of the situation in which I live. *

1

2

3

4

5

☐☐☐☐☐

I am good at managing the responsibilities of daily life. *

1

2

3

4

5

☐☐☐☐☐

I sometimes feel as if I've done all there is to do in life. *

1

2

3

4

5

☐☐☐☐☐

For me, life has been a continuous process of learning, changing, and growth. *

1

2

3

4

5

☐☐☐☐☐

I think it is important to have new experiences that challenge how I think about myself and the world. *

1

2

3

4

5

☐☐☐☐☐

People would describe me as a giving person, willing to share my time with others. *

1

2

3

4

5

☐☐☐☐☐

I gave up trying to make big improvements or changes in my life a long time ago *

1

2

3

4

5

☐☐☐☐☐

I tend to be influenced by people with strong opinions *

1	2	3	4	5
☐	☐	☐	☐	☐

I have not experienced many warm and trusting relationships with others. *

1	2	3	4	5
☐	☐	☐	☐	☐

I have confidence in my own opinions, even if they are different from the way most other people think. *

1	2	3	4	5
☐	☐	☐	☐	☐

I judge myself by what I think is important, not by the values of what others think is important. *

1	2	3	4	5
☐	☐	☐	☐	☐

[Back](#)

[Next](#)

[Clear form](#)

Section E: Job Satisfaction

Please choose the scale that best describe your feelings.

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

I feel satisfied with my working hours *

1	2	3	4	5
☐	☐	☐	☐	☐

I am more satisfied with the flexibility of targets. *

1	2	3	4	5
☐	☐	☐	☐	☐

In my organization, communication of all rules, policies and procedures is very good. *

1	2	3	4	5
☐	☐	☐	☐	☐

I am satisfied with the work performance and respect with co-workers, customers *
and superior from diverse backgrounds.

1	2	3	4	5
☐	☐	☐	☐	☐

I am very committed to working here and I see myself staying here for a long term *
career.

1	2	3	4	5
☐	☐	☐	☐	☐

I feel proud to work here. *

1	2	3	4	5
☐	☐	☐	☐	☐

I am satisfied with my working condition. *

1	2	3	4	5
☐	☐	☐	☐	☐

I am satisfied with the amount of work I have to do. *

1	2	3	4	5
☐	☐	☐	☐	☐

I am satisfied with the time to complete my work. *

1	2	3	4	5
☐	☐	☐	☐	☐

Most of the day, I am excited about my job. *

1	2	3	4	5
☐	☐	☐	☐	☐

[Back](#)

[Next](#)

[Clear form](#)

Survey on The Relationship Between Work-Life Balance, Organizational Culture, Psychological Well-Being, and Job Satisfaction.

Your response have been collected.
Thank you for participating in this survey.

[Back](#)

[Submit](#)

[Clear form](#)