



Faculty of Cognitive Sciences and
Human Development

**THE RELATIONSHIP BETWEEN WORK LIFE FUSION AND
HAPPINESS AT THE WORKPLACE**

Nabila Aisyah binti Mohd Jimmy

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WORKPLACE

NABILA AISYAH BINTI MOHD JIMMY (82761)

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The project entitled “**The Relationship Between Work Life Fusion and Happiness at the Workplace**” was prepared by **Nabila Aisyah Binti Mohd Jimmy (82761)** and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor in Human Resource Development with Honours

Received for examination by:

(Name of Supervisor)

Date:

Gred

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TABLE OF CONTENTS

CHAPTER 1.....	15
1.0 Introduction	15
1.1 Background of study.....	15
1.2 Problem Statement	16
1.3 Objectives of Study.....	17
1.3.1 General Objectives	17
1.3.2 Specific Objectives	17
1.4 Research Questions	18
1.6 Conceptual Framework.....	19
1.7 Significance of Study	19
1.8 Definition of Term	20
1.8.1 Work life fusion.....	20
1.8.3 Overworking.....	21
1.8.4 Work related email usage after working hour	21
1.8.5 Social Media usage.....	21
1.8.6 Happiness at the Workplace	22
1.9 Summary.....	22
CHAPTER 2.....	23
2.0 Literature Review	23
2.1 Spillover Theory.....	23
2.2 The shift from Work Life Balance to Work Life Fusion.....	24
2.3 Defining happiness at the workplace	25
2.4 The relationship between variables	26
2.4.1 Excessive usage of technology and Happiness at the Workplace	26
2.4.2 Overworking and Happiness at the Workplace	28
2.4.3 Work Related Email Usage After Working Hours and Happiness at the Workplace.....	29
2.4.4 Social Media usage and Happiness at the Workplace.....	30
2.5 Summary	31
CHAPTER 3.....	33
3.0 Methodology.....	33
3.1 Research Design.....	33
3.2 Population, Sample and Sampling Method.....	33
3.3 Research Instrument	34
3.4 Pre Test.....	36

3.5 Validity and Reliability.....	37
3.6 Ethical Considerations	38
3.7 Data Collection Procedure	39
3.8 Data Analysis Procedure	40
3.8.1 Descriptive Statistic.....	40
3.8.2 Inferential Statistic	41
3.8.3 Pearson Correlation.....	41
3.9 Summary	42
CHAPTER 4.....	43
4.0 Introduction	43
4.1 Demographic profile of respondents.....	43
4.2 Main Findings	46
4.2.1 Pearson Correlation Analysis.....	48
Pearson Correlation between overworking and happiness at the workplace.....	52
4.3 Summarize findings.....	56
4.3 Summary	57
CHAPTER 5.....	58
5.0 Introduction	58
5.1 Summary of the research.....	58
5.2 Implications of the study	60
5.2.1 Implications to organizations.....	60
5.2.2 Implications to HR Manager.....	61
5.3 Recommendations for future researchers.....	61
5.4 Limitations of study	63
5.4.1 Small sample size.....	63
5.4.2 Broad and generalized sample	63
5.4.3 Location of study.....	64
5.5 Conclusion	64
REFERENCES	66
APPENDIX	74
Appendix A: List of Questionnaire.....	74
Appendix B: Consent Letter obtained from Faculty	78

List of Tables

Table 1: Summary of questionnaire.....35

Table 2:Six-point likert scale.....36

Table 3:Seven point likert scale 36

Table 4:Reliability Cronbach Alpha.....37

Table 5:Demographic profile of respondents 43

Table 6:Pearson Correlation Analysis Test.....49

**Table 7:Pearson Correlation between excessive usage of technology and happiness at the
workplace 50**

Table 8:Pearson Correlation between overworking and happiness at the workplace.....52

**Table 9:Pearson correlation between work-related email usage and happiness at the
workplace 53**

**Table 10:Pearson Correlation between social media usage and happiness at the
workplace 55**

Table of Figures

Figure 1:Conceptual framework 19
Figure 2:Google Form of the questionnaire of the study 40

ABSTRACT

This study aimed to examine the relationship between Work-Life Fusion—specifically excessive usage of technology, overworking, work-related email usage, and social media usage—and happiness at the workplace. A quantitative research approach was adopted, with data collected through a Google Form questionnaire. The sample consisted of 60 employees from Syarikat SESCO in Samarahan. The data were analysed using both descriptive and inferential statistics, including the Pearson Correlation test to assess the relationship between the independent and dependent variables. Additionally, Multiple Regression analysis was conducted to identify the most dominant factor influencing workplace happiness. The results revealed that excessive usage of technology, overworking, work-related email usage, and social media usage had no significant relationship with happiness at the workplace. This study utilises Spillover Theory, which posits that experiences in one life domain—such as work—can spill over and affect another, such as personal life. Based on these findings, it is recommended that the organization implement digital boundary management training to help employees regulate their technology use beyond working hours. Furthermore, the introduction of a formal Right to Disconnect policy is suggested, clearly stating that employees are not required to respond to work-related communications outside office hours, except in emergency situations. For future research, it is recommended to expand the study by exploring Work-Life Fusion among dual-income couples and extending the data collection to include employees across all branches of Syarikat SESCO, to enhance the generalizability of the results.

Keywords: Work-life fusion (WLF), Excessive usage of technology, Overworking, Work-related email usage, Social Media usage, Happiness at the Workplace

ABSTRAK

Kajian ini bertujuan untuk mengkaji hubungan antara penggabungan kehidupan dan kerja khususnya penggunaan teknologi secara berlebihan, beban kerja berlebihan, penggunaan emel berkaitan kerja, dan penggunaan media sosial dengan kebahagiaan di tempat kerja. Pendekatan penyelidikan kuantitatif telah digunakan, dengan pengumpulan data dilakukan melalui borang soal selidik Google Form. Sampel kajian terdiri daripada 60 orang pekerja Syarikat SESCO di Samarahan. Data dianalisis menggunakan statistik deskriptif dan inferens, termasuk ujian Korelasi Pearson bagi menilai hubungan antara pemboleh ubah bebas dan pemboleh ubah bersandar. Selain itu, analisis Regresi Berganda turut dijalankan bagi mengenal pasti faktor paling dominan yang mempengaruhi kebahagiaan di tempat kerja. Hasil kajian menunjukkan bahawa penggunaan teknologi secara berlebihan, beban kerja berlebihan, penggunaan emel berkaitan kerja, dan penggunaan media sosial dengan kebahagiaan di tempat kerja tiada hubungan signifikan dengan kebahagiaan di tempat kerja. Kajian ini menggunakan Teori Spillover yang menyatakan bahawa pengalaman dalam satu domain kehidupan seperti kerja boleh memberi kesan terhadap domain kehidupan lain seperti kehidupan peribadi. Berdasarkan dapatan ini, disarankan agar organisasi melaksanakan latihan pengurusan sempadan digital bagi membantu pekerja mengawal penggunaan teknologi di luar waktu kerja. Selain itu, pengenalan dasar formal Right to Disconnect juga dicadangkan, yang menyatakan dengan jelas bahawa pekerja tidak diwajibkan untuk memberi maklum balas terhadap komunikasi berkaitan kerja di luar waktu pejabat kecuali dalam situasi kecemasan. Untuk kajian masa hadapan, disarankan agar skop penyelidikan diperluas dengan mengkaji penggabungan kehidupan dan kerja dalam kalangan pasangan berpendapatan dua dan memperluas pengumpulan data kepada pekerja di semua cawangan Syarikat SESCO bagi meningkatkan kebolehgunaan umum hasil kajian ini.

Kata kunci: Penggabungan kehidupan dan kerja, Penggunaan teknologi secara berlebihan, Beban kerja berlebihan, Penggunaan emel berkaitan kerja, Penggunaan media sosial, Kebahagiaan di tempat kerja.

CHAPTER 1

1.0 Introduction

The study focuses on studying the relationship between work life fusion and happiness at the workplace. In this chapter, the brief introduction of the study is discussed. The discussion starts with the background of the study by stating the current trend and technological advancements. Then, statements of the problem, the objectives, research questions, hypothesis of the study, definitions of terms and significant of study are deliberated before the definitions of terms. Finally, this chapter ends with a summary before proceeding to chapter 2.

1.1 Background of study

The Covid 19 pandemic accelerated improvements in the workplace that are changing how companies function and how workers communicate. During the Covid 19 pandemic era, Millions of UK workers had to adjust to working from home during the lockdown with just under 47% of them did so in April of 2020. In recent years, organisations have been implementing new trends such as virtual working, telecommuting and flexible work arrangement. According to Statista (2025), 67.8% of workers worldwide worked entirely or primarily remotely in 2023. This is probably because remote working allows employees to set their own schedules and is convenient for them which leads to a better work life balance.

In addition, the advancement of technology enables employees nowadays to do their work anywhere at any time. Currently, more than half of people on the planet access the internet, and this number is growing yearly. The emergence of mobile technologies and portable WiFi, especially in the last 20 years, has allowed for this "merging" of worlds, allowing people

to work from anywhere and stay in touch with families even during hectic workday. However, this blurs the lines between personal life and work responsibilities as employees are expected to always “on”. This created a new phenomenon as “work life fusion” which is the integration or blending of work responsibilities into personal life and vice versa.

1.2 Problem Statement

Due to the COVID-19 lockdown, many employees have suddenly switched from traditional work modalities to virtual working. This traditional view has been challenged by changes in the way people work. With the rising growth of information and communication technology and the growing use of remote work, particularly because of the COVID-19 pandemic, have led to a greater blurring of work and life (Adisa et al., 2022).

The idea of "work life fusion," which emphasizes the merging of work and personal life rather than rigid separation with technology as a mediator has arisen. This idea of work life fusion influences people on too much usage of technology. Hence, the heavy reliance on digital technology has also created new challenges for the wellbeing of employees. Some negative consequences have also been highlighted, especially in relation to well-being, and they can lead to stress, discomfort, and anxiety due to continuous use of the Internet, email, instant messaging, and smartphones. However, as Work Life Fusion is a complex phenomenon, there is a lack of comprehensive understanding about its implications on individuals' psychological well-being (Steffens et al., 2023).

The increase in digitalization has broad impacts on the emotional work and consequently on the health and wellbeing of employees (Dragano & Lunau, 2020). Employees may experience negative consequences from this integrated obstacle, like emotional exhaustion

(Xie et al., 2017). 58% of workers say excessive emotions have impacted them for the previous three months (Khalil, 2022). The advancement of technology gives employees access to information about their jobs and other job-related needs. With this access, more time and effort may be invested and being devoted to work leading to a greater sense of job demand, which may then be linked to emotional exhaustion (Demerouti et al., 2001).

Despite the growing presence of these technologies, the psychological effects of the technology use have not been sufficiently explored making it difficult to assess their long-term impact on individuals' mental health and overall work-life balance (Manapragada, 2017). In addition, a study by Graham and Nikolova, (2013) also note that given the fast pace at which digital technology is developing, the findings of their study are uncertain, and little is known about the root cause of this influence on happiness or the variety of ways that digital technology affects happiness for different people.

Hence, in addressing the gaps mentioned above, this study provides deep understanding of the relationship between work-life fusion and happiness at the workplace, studying the factors that influence the happiness at the workplace.

1.3 Objectives of Study

1.3.1 General Objectives

The general objective of this study is to identify the relationship of Work Life Fusion and Happiness at the Workplace.

1.3.2 Specific Objectives

1. To identify the relationship between excessive usage of technology and happiness at the workplace

2. To identify the relationship between overworking and happiness at the workplace
3. To identify the relationship between work-related email usage after working hour and happiness at the workplace
4. To identify the relationship between social media usage and happiness at the workplace

1.4 Research Questions

RQ1: What is the relationship between excessive usage of technology and happiness at the workplace?

RQ2: What is the relationship between overworking and happiness at the workplace?

RQ3: What is the relationship between work-related email usage after working hour and happiness at the workplace?

RQ4: What is the relationship between social media usage and happiness at the workplace?

1.5 Research Hypothesis

H1: There is a significant relationship between excessive usage of technology and happiness at the workplace

H2: There is a significant relationship between overworking and happiness at the workplace

H3: There is a significant relationship between work-related email usage after working hour and happiness at the workplace

H4: There is a significant relationship between social media usage and happiness at the workplace

1.6 Conceptual Framework

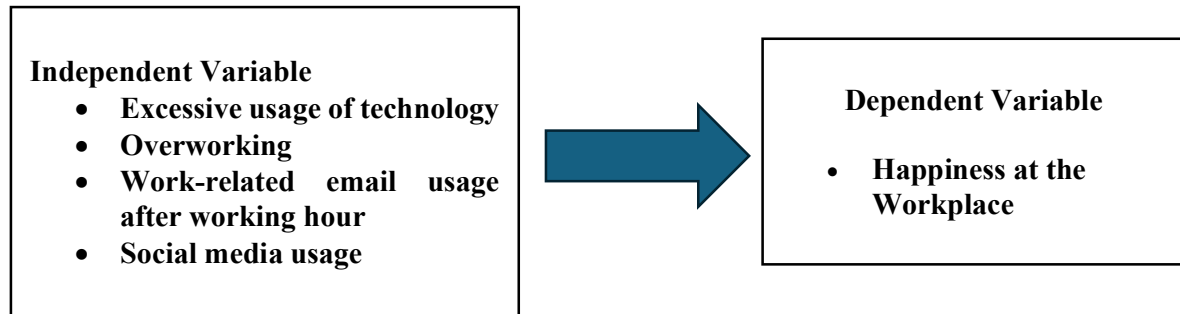


Figure 1. Conceptual framework

1.7 Significance of Study

This study offers meaningful contributions across several dimensions. Firstly, it addresses a gap in existing literature by examining the relationship between work-life fusion and happiness at the workplace particularly in the Malaysian context. The findings contribute to the body of knowledge by shedding light on how the merging of work and personal life, driven largely by digital connectivity and changing work expectations, influences employee happiness at the workplace. By analysing specific elements of work-life fusion such as excessive technology use, overworking, and work-related email usage after working hours email and social media usage, this research helps to better understand the complex dynamics between modern work practices and employee happiness at the workplace.

In practical terms, the results of this study can create organizational strategies and HR policies, helping companies recognize the potential risks of blurred work-life boundaries. For example, the normalization of excessive technology use beyond official working hours should

be critically evaluated, as this behaviour may negatively affect employee happiness through stress, burnout, or reduced work-life balance. By providing empirical evidence, this study offers actionable insights for organizations to foster a healthier and more balanced working environment. It also supports the development of forward-thinking workplace policies such as digital boundary management that align with the needs and expectations of today's workforce. Ultimately, the study encourages organizations to prioritize employee well-being, not only to improve individual satisfaction but also to enhance overall productivity and retention.

1.8 Definition of Term

1.8.1 Work life fusion

Operational Definition: Work-Life Fusion is the integration or blending of work and life via technology (Haeger & Lingham, 2014)

Conceptual Definition: Work-life fusion refers to the blending of professional and personal life, with the use of technology such as phones, laptops and emails.

1.8.2 Excessive usage of technology

Conceptual Definition: The degree to which people believe that the demands of technology-related tasks are too high and that computers have made things more difficult generally (Harris et al. 2015)

Operational Definition: Excessive usage of technology refers to the constant or extended use of digital tools that make it difficult for individuals to maintain clear boundaries between work and personal life. This includes challenges in disconnecting from work during personal time and outside working hours.

1.8.3 Overworking

Conceptual Definition: Overworking refers to the shared perception among employees within a workplace or organization that excessive work hours and sustained work intensity are expected, normalized, or rewarded. It reflects a cultural or environmental expectation that values long working hours over work-life balance and may foster pressure to prioritize work over personal well-being (Mazzetti et al., 2016).

Operational Definition: In this study, overworking refers to the perceived pressure that employees should work beyond their official hours, including weekends, holidays, and taking work home.

1.8.4 Work related email usage after working hour

Conceptual Definition: According to Tedone (2022), work related email usage is sending, reading, or checking work-related emails (WREs) outside of regular business hours while physically participating in another domain (e.g., home, personal, family)

Operational Definition: In this study, the email usage is defined as the keeping up, sending, checking and replying email after working hours.

1.8.5 Social Media usage

Conceptual definition: Social media usage refers to the non-work-related use of social networking platforms during working hours, particularly when such usage interferes with task completion, productivity, or work responsibilities. It reflects a form of digital distraction or

procrastination where employees consciously engage with social media despite having important work tasks to complete (Meier et al., 2016)

Operational Definition: The usage of social media while at work even when there are crucial duties and work responsibilities.

1.8.6 Happiness at the Workplace

Conceptual definition: Happiness at the workplace refers to the enjoyment at work, organizational fairness, inspiration, emotional wellness, leadership vision, and work culture (Singh & Aggarwal, 2017).

Operational definition: Happiness at the workplace refers to an employee's overall sense of well-being, satisfaction, motivation, and positive emotional state derived from their work environment, relationships, and personal contributions at work.

1.9 Summary

In summary, the relationship between work-life fusion and happiness at the workplace is the main emphasis of this study. This chapter has also covered the background study and the problem statement which allow formulating the general objectives, specific objectives, and research questions in this research. Additionally, this chapter explains the study's significance to the individual and the organisations. Conceptual and operational definitions are being provided for the concepts that are commonly used in this work to understand better about the term that will be used in this study. This chapter is followed by the literature review.

CHAPTER 2

2.0 Literature Review

In this chapter, the issues related to the study and theory used are being discussed. In addition, the past findings related to the study and the relationship between the variables are also being discussed in this chapter. Then, this chapter ends with a summary before starting with chapter 3.

2.1 Spillover Theory

Spillover Theory (Staines, 1980) states that experiences in the workplace can have a spillover effect on sentiments and happiness in other areas, such as overall happiness. This study applies Spillover Theory as it is believed that experience or actions during work such as excessive usage of technology, overworking, email usage and social media usage will have negative impacts or “spill over” to their happiness at workplace.

Spillovers Theory is a helpful way for understanding the interaction between work and personal life. The issue in work life fusion today is that employees are constantly trying to juggle their work and personal lives. Spillover suggests that life and work are inseparable. Spillover theory insists that a person’s attitudes, emotions, skills and behaviours in one domain will flow into the other and vice versa (Bell et al., 2012).

Spillovers can be both positive and negative (Truelove et al., 2014). Positive spillover indicates that positive elements of work might improve the home environment and vice versa (Grzywacz & Marks, 2000). Negative spillover shows that stress and strain could be reciprocally induced by limited resources for handling various roles in both areas (Edwards & Rothbard, 2000).

The idea of spillover arises when an employee is heavily involved in both work and nonwork responsibilities, or when there are demands and overlap between difficulties that border on "integration (of time, location, people, and activities inside the work), personality (behavior, mood), strengths, and cultural influences in the workplace or at home. Spillover theory suggests what happens in life outside of work is equivalent to what happens at work. The events at work "spillover" and have an impact on both personal and non-work life.

In addition, spillovers are often viewed as positive and negative, however they also can coexist together. For example, a job that has a lot of negative effects because of long hours and the stress that comes with it can spill over or move into the area of home life (Mordi et al., 2023). When job overload leads to overwork during their off days, an employee may encounter a time-based conflict between work and personal life. When an employee is under stress or has a bad experience at work, they will keep worrying roughly the same at home in the evening (Lakshmypriya and Krishna, 2024)

2.2 The shift from Work Life Balance to Work Life Fusion

Work/life balance is rapidly changing. Work and home life are no longer two distinct entities that place conflicting demands on the resources while remaining separate in terms of time and location. Rather, the phrase "work/life merge" was recently used in popular culture to refer to the blurring of the lines between our personal and professional lives. To support this statement, the idea of work/life balance, which was initially proposed in 1910, should be retired and replaced with a more modern concept (Hirsch, 2023). With the advancement of technology nowadays, the approach that can replace the traditional way of Work Life Balance is Work Life Fusion - a holistic approach of blending work and personal life with technology in the between.

According to Haeger & Lingham (2014) Work-Life Fusion is the management of work and life with technology serving as a catalyst or enhancer. The term "work-life fusion" describes how professional and personal lives are combined or integrated in ways that make it difficult to distinguish between them. Work-life fusion implies that work and personal time can coexist and interact in ways that improve both personal and professional experiences, compared to work-life balance, which places an emphasis on drawing distinct lines between the two.

The widespread usage of smart electronic devices, such smartphones, laptops, and tablet PCs, to enable effective communication across time and space has been made possible by the quick growth of technology. However, due to this advancement in work related communications, organizations and employees face difficulties, which have impacted both the workplace and personal lives by permitting work invasions (Ghislieri et al., 2017). Employees can more easily combine their work and home lives when they use communication technology outside of regular business hours. They can access their work in a variety of methods, including emails, SMS, and phone calls, from any location, and they can get in touch at any time (Choi et al., 2022).

2.3 Defining happiness at the workplace

Happiness at the workplace refers to a condition where team members feel at ease, safe, and secure in any environment, including the job (Awada & Ismail, 2019). Happiness refers to a constant state of well-being, feeling pleased and contented, is what is meant by happiness. It is a condition in which a person experiences positive events in his or her social, spiritual, financial, psychological, and physical domains (Choudhury and Barman, 2014). The idea of managing happiness is becoming more and more popular worldwide. So, the trend is not brand-new.

Living a good life is the greatest human good, according to Aristotle. All the members of a good community prosper. The current term for the good life is "happiness," which is typically translated from the ancient Greek word, eudaimonia. It is achieved by long-term success and good living.

Many people's lives now lack happiness as defined by Aristotle, and one of the main causes of this is the way people behave in the modern job (Gavin & Mason, 2004). Lots of people in society now work in organizations for an important part of their life and spend so much time at work and invest so much energy and attention in it that many of social, political, and interpersonal interactions originate from the organizations. It is now necessary to add the following to Aristotle's argument: "People must work in good organizations in order to achieve the good life."

Happiness at work occurs when employees feel they have a significant role, find the work valuable, accept responsibility, learn and grow at work, feel inspired and motivated, and enjoy their work. This occurs after an individual succeeds in completing a task, which makes them proud of what he has done. In the context of technology, workplace happiness is increasingly influenced by how digital tools and communication platforms are integrated into daily work life. While technology can enhance happiness by promoting efficiency, flexibility, connectivity, and autonomy, it can also have detrimental effects when it leads to excessive usage, blurred boundaries, and constant connectivity.

2.4 The relationship between variables

2.4.1 Excessive usage of technology and Happiness at the Workplace

Using technology might result in a sense of "never being off duty," an increase in workload, and higher expectations from coworkers and bosses. The constant use of ICT for work-related activities raises another point that could be a risk factor for employee well-being. An example of technology that has always been utilised by recent organisations are Microsoft Teams, Outlook, G-mail, the use of laptops, smartphones and even tablets for work purposes. These IT tools used between work and life are difficult and blurs the lines (Ollier- Malaterre et al.2019). Employee availability is highly expected in today's firms, which makes workers feel pressured to respond to emails and work messages right away, even when they are not working (Derks & Bakker, 2012).

Excessive use of technology in the workplace has been shown to significantly contribute to emotional exhaustion, which in turn negatively affects happiness at work. The constant connectivity enabled by digital devices creates an "always-on" culture where employees feel compelled to remain available outside of work hours. Derks et al. (2012) found that email use beyond working hours was directly associated with increased emotional exhaustion, illustrating how the inability to disconnect can drain emotional resources. Similarly, Salanova, Llorens, and Cifre (2013) argued that the growing use of information and communication technologies (ICT) increases job demands, particularly mental and emotional, which jeopardizes employees' well-being. Furthermore, Reinecke et al. (2016) concluded that internet multitasking was positively related to perceived stress and had indirect effects on employee well-being, notably an increase in emotional exhaustion. Emotional exhaustion undermines workplace happiness by reducing employees' ability to experience positive emotions, remain motivated, and derive satisfaction from their work. When workers are mentally and emotionally depleted, they are less likely to engage fully in their tasks or maintain positive relationships with colleagues, both of which are essential to a happy and fulfilling

work environment. Thus, while technology can enhance efficiency and flexibility, its overuse can erode psychological well-being and diminish overall happiness at the workplace.

2.4.2 Overworking and Happiness at the Workplace

According to Golden and Altman (2008), overwork is defined as the behaviour of workers who devote so much time to their jobs that they start to take on risks that are higher than those connected to normal, agreed-upon hours. As stated by Ahn & Jung (2014), employees have made it feasible to extend working hours beyond the typical workday, which has led to people using their smartphones to work beyond normal working hours, primarily to access their electronic mailboxes (e-mail).

Overworking has become a common coping mechanism among employees facing high workloads, often driven by the pressure to meet unrealistic demands within limited timeframes. As a result, many employees work extra hours or skip breaks, leading to extended workdays and reduced recovery time. The digitization of work, while offering flexibility, has also contributed to longer and more irregular working hours, which disrupt employees' psychosocial well-being (Palumbo, 2020). This issue is particularly evident among remote workers, with the *State of Hybrid Work 2023* report indicating that 55% of remote employees work longer hours compared to their in-office counterparts. The blurring of boundaries between personal and professional life, especially in remote settings, makes it difficult for employees to disconnect from work. Sonnentag et al. (2009) emphasize that the inability to mentally detach from job-related thoughts during non-work hours leads to continuous resource depletion and increased exhaustion. This chronic over-engagement not only impacts physical health but also undermines psychological well-being. As emotional and cognitive resources become strained, employees experience decreased motivation, satisfaction, and engagement—key components

of workplace happiness. Thus, while overworking may appear productive in the short term, it erodes long-term employee happiness by fostering stress, burnout, and a diminished sense of well-being in the workplace.

2.4.3 Work Related Email Usage After Working Hours and Happiness at the Workplace

Employees can now work from anywhere at any time because of the increasing prevalence of smartphones, tablets, and other portable communication devices. According to survey results from the American Psychological Association's Center for Organizational Excellence (2013), 52% of adults check work-related emails, texts, and voicemails before or after work hours, 54% use technology to stay connected to the workplace while they are at home, and 44% use communication technology for work-related purposes while on vacation.

Email has become the most popular and preferred method of communication within a business organization. Particularly, email has transformed the workplace by enabling quick information sharing, and its importance was shown during the coronavirus disease (COVID-19) pandemic. Therefore, if employees are using email during non-work hours, it may encourage a "spillover" of work into nonwork domains, significantly lowering the number of opportunities for mental disengagement from the workplace. Employees who check their email on mobile devices may also adopt an "always on" mindset, believing they must be available at all times, which further decreases the number of opportunities for disengagement from the job (Lancot & Duxbury, 2021).

Excessive work email usage has been found to negatively affect employees' overall happiness at the workplace by contributing to stress, information overload, and interference with work-life boundaries. Camargo (2008) noted that the constant influx of emails can overwhelm employees, leading to a sense of pressure to respond promptly, which disrupts

workflow and increases mental strain. Brown et al. (2014) supported this by showing that employees managing a higher volume of emails reported greater feelings of email overload based on both their perceptions and observed communication patterns.

Furthermore, the increasing use of mobile devices has led to employees frequently checking emails outside of working hours. According to Fluent (2018), 50% of employees check business emails on their smartphones, a practice that often blurs the line between work and personal life. Derks et al. (2012) found that this behavior limits employees' ability to disconnect, while Tedone (2022) emphasized that after-hours email use can heighten work-family conflict. This constant connectivity leaves little room for recovery and personal time, which are essential for maintaining well-being and satisfaction at work. Barley et al. (2010) also demonstrated that time spent writing or responding to emails was associated with a sense of overload, ultimately affecting employees' ability to feel fulfilled and happy in their roles. Therefore, excessive engagement with work emails—particularly beyond regular working hours—can diminish workplace happiness by increasing stress levels and disrupting the balance needed for a satisfying work experience.

2.4.4 Social Media usage and Happiness at the Workplace

Social media (SM) has grown in importance as a communication tool and a way to share knowledge for both personal and professional life. It has been utilized more and more for work-related tasks in public organizations, such as obtaining information, interacting with service users, and boosting stakeholder participation, in addition to for leisure purposes. Individuals may now communicate with people at any time and from any place thanks to the widespread usage of smartphones and mobile social media, which also makes it easier to blend professional and personal life (Cao & Yu, 2019). As the number of social interactions

established in social media grows, people are more likely to indulge in excessive use, which can disrupt their usual ways of working.

However, past research has shown that social media use can have both positive and negative effects on employee well-being and happiness at the workplace. For users, social media may sometimes be distracting. The technologies' hedonic appeal and the opportunity to interact with friends and family make them extremely appealing for use in both personal and professional contexts. On the one hand, excessive exposure to information on social media platforms can lead to information overload, which may increase stress and reduce focus and satisfaction at work. Sheng et al. (2022) noted that the constant need to stay updated, react quickly, and keep up with trends contributes to mental fatigue among users, which can hinder overall workplace happiness. The constant stream of updates, notifications, and social comparisons can be distracting, reducing productivity and the sense of fulfilment in one's professional life.

On the other hand, social media can also serve as a valuable source of support. Using social media to connect with peers, friends, and professional communities allows individuals to share experiences, seek advice, and receive encouragement, all of which contribute positively to emotional well-being. This social connection can create a sense of belonging and reduce feelings of isolation, especially in remote or hybrid work settings. Moreover, F. Wang and Li (2023) highlighted that while the demand to stay constantly active and visible online can be draining, managing this exposure and using social media more purposefully can enhance communication and foster a supportive workplace culture. Therefore, the impact of social media on workplace happiness is complex, with potential benefits in peer support and community balanced against the risks of digital overload and distraction.

2.5 Summary

This chapter has discussed the issues that are related to the study which include the shift from work life balance to work life fusion and happiness at the workplace. Then Spillover Theory has been discussed in this chapter to further explain on the integration of work and life in today's work setting and its impacts on happiness at the workplace. In addition, several past similar findings related to excessive usage of technology, overworking, work-related email usage and social media usage were discussed. The next chapter delves into the methodology used in conducting this study

CHAPTER 3

3.0 Methodology

In this chapter, the methodology used in the research is discussed. This research is carried out by quantitative methods. The research design, population, sampling, measurements used, reliability and validity, ethics of study, procedure of data collection and data analysis will be discussed in this chapter before proceeding to the next chapter.

3.1 Research Design

This research is a correlational study which is to study the relationship between Work Life Fusion (WLF) and Happiness at the Workplace. Hence, the chosen research method was quantitative study. A quantitative study was used as it allows for the measurement of variables and the testing of relationships between the variables. Quantitative research explains phenomena by collecting numerical data that are analysed using mathematically based methods. Hence, this study required a survey to obtain the data. The survey is used and distributed as an online Google Form.

3.2 Population, Sample and Sampling Method

Population is defined as the whole group of people that have a shared characteristic and are relevant to a research study. Hence, in this study the population is employees in Kota Samarahan. Meanwhile, the sample population will be employees at Syarikat SESCO Samarahan. The total number of employees at Syarikat SESCO at Simunjan and Kota Samarahan are approximately 60, hence according to the Sample Population Table by Krejcie & Morgan (1970), 45 employees are needed for this research. The technique used is

convenience sampling. Convenience sampling is a form of non-probability sampling technique in which study participants are chosen based on their accessibility or availability to the researcher. It is the most straightforward and efficient method of gathering data.

3.3 Research Instrument

The instrument that has been chosen for this research is the close ended questionnaire. The questionnaire is adapted by different sources and has been used by past researchers and related to the study. The questionnaire is divided into sections which are Section A is demographic, Section B is the excessive usage of technology, Section C is Overworking, Section D is Work Related Email Usage after Working Hour, Section E is Social media usage and Section F is the dependent variable which is Happiness at the Workplace.

Section A consists of questions related to the demographic such as gender, age, marital status, number of children, highest education level, job position, working arrangements, working hours per week, length of service at current organization and technological devices owned by respondents. Meanwhile, Section B is the questions related to excessive usage of technology, which is one of the factors in Work Life Fusion. This part is adapted from First Psychology Scotland (2015) which focused on the impact of excessive technology usage.

Section C is the question related to overworking which the questionnaire will be adapted from Overwork Climate Scale (OWCS) (Mazzetti et al., 2016). Section D is the email usage which is adapted from Manapragada (2017) and Section E is Social media usage, adapted from Meier et al (2016). Lastly, Section F will measure Happiness at the Workplace and adapted questionnaire Singh & Aggarwal (2017). Overall, the total of questions in the questionnaire will be clearly stated in Table 1.

Table 1

Summary of questionnaire

Section	Category	No of Item	Source
A	Demographic	11	-
B	Excessive usage of technology	8	First Psychology Scotland (2015)
C	Overworking	11	Overwork Climate Scale (Mazzetti et al., 2016)
D	Email usage	4	The Always on Employee: The Antecedents and Consequences of Work-Related Email Use After Hours (Manapragada,2017)
E	Social media usage	6	Social Media usage (Meier et al.,2016)
F	Happiness at the Workplace	16	Happiness at Work Scale (Singh & Aggarwal, 2017)
Total		56	

The respondents were instructed to respond to all of the sections and questions. All factors of Work Life Fusion will be rated with a 6-Likert Scale ranging from 1-Strongly

Disagree to 6. Meanwhile, all questions in the dependent variable will be rated with a 7-point Likert Scale ranging from scale ranging 1 (strongly disagree) to 7 (strongly agree). The scale is intended to measure how much a person agrees or disagrees with a particular statement. Hence, the higher the scores, the higher that the respondents agree that the factors will contribute to happiness at the workplace.

Table 2
Six-point likert Scale

1	2	3	4	5	6
Strongly disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree

Table 3
Seven- point likert scale

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat Disagree	Undecided	Somewhat Agree	Agree	Strongly Agree

3.4 Pre Test

A pre-test was conducted to ensure that respondents fully understood the questions. This step also served to minimize unforeseen issues by allowing for revisions to certain parts of the research instrument. The pre-test helped identify potential problems or inaccuracies, enabling necessary adjustments. For this purpose, questionnaires were distributed to a sample

of 48 respondents employed at a GLC company. The pre-test was conducted over the course of one week, from 26th May to 1st June 2025. Once the questionnaires were collected, the data were entered into the Statistical Package for the Social Sciences (SPSS) for analysis. A reliability test which is Cronbach Alpha was performed to confirm that the questionnaire items were suitable and dependable for use in this study.

3.5 Validity and Reliability

Regarding the variable of excessive technology use, the initial set included 8 items. However, Cronbach's alpha value was moderate at 0.575.. To enhance reliability, 4 items were removed, resulting in an improved Cronbach's alpha of 0.758, indicating an acceptable level of reliability. Therefore, the measurement for this variable was deemed valid.

For the variable measuring overworking, there were initially 11 items. The first reliability test yielded a Cronbach's alpha of 0.452 suggesting moderate reliability. After removing 8 items, the reliability increased to 0.749, signifying an acceptable level.

As for Work-Related Email Usage After Working Hours, Social Media Usage, and Workplace Happiness, all three showed good to excellent reliability scores in the Cronbach's alpha test which is 0.891, 0.932 and 0.815. Consequently, no items were removed from these variables. In total, the final questionnaire consisted of 32 items. These reliability test results confirm that the questionnaire is suitable for actual data collection. Hence, Table 4 shows the reliability test results.

Table 4:

Reliability Cronbach's Alpha

Section	No of items	Cronbach Alpha	Reliability Level
Excessive usage of technology	3	0.758	Acceptable
Overworking	3	0.749	Acceptable
Work- related email usage after working hours	4	0.891	Good
Social media usage	6	0.932	Excellent
Happiness at the workplace	16	0.815	Good

3.6 Ethical Considerations

There are some ethical considerations that need to be highlighted to conduct the study. The respondents must be protected before, during and after the research so the study remains integrity. One of the ethical issues is acquiring respondents' consent from the samples to get them to participate in the study. Prior to participation in the study, participants must give their voluntary and informed consent after being fully told about its goals, methods, and possible hazards. In addition, it is crucial to protect the respondent's personal information. By making sure that any personal information is safely saved and anonymized when findings are reported, their privacy and confidentiality should be respected. Hence, all the data that will be collected through the Google Form will be kept confidential and only be used for academic purposes. Researchers must also make sure that the data is gathered and examined truthfully, openly, and without manipulation, and that the results are presented truthfully. Finally, the study must be carried out fairly, preventing any discrimination or injury to the participants.

3.7 Data Collection Procedure

The initial step in the data collection process involved obtaining a permission letter from the faculty, which was a necessary requirement before approaching any external organizations. This step was vital to ensure proper authorization and adherence to institutional protocols. Once approval was secured from the faculty, the permission letter was then forwarded to the selected organizations for further consent.

Data for this research was gathered using questionnaires, which were digitized through Google Forms. The target respondents were working individuals based in Sarawak, specifically those employed by Government-Linked Companies (GLCs). The questionnaire link was distributed via email to designated contact persons within the organizations, who were responsible for sharing it with relevant employees. The online survey was officially launched on June 4, 2025, and remained accessible until June 18, 2025.

Permission to conduct the survey was requested from two companies; however, only one responded positively and granted permission to distribute the Google Form link internally for data collection purposes. Due to the anonymous and impersonal nature of online surveys, there was no assurance regarding the quantity or quality of responses. To mitigate this, additional individuals who met the study's criteria were contacted directly and invited to participate voluntarily through the same survey link.

This research employed a convenience sampling method, targeting employees working in GLCs. The survey link was initially shared with designated contact persons, who then disseminated it among potential respondents. Given the limitations of online surveys—such as the uncertainty of responses and potential for low participation—the researcher also reached

out individually to qualified participants. Throughout the process, ethical standards were strictly maintained, ensuring that participation was entirely voluntary and free from any form of pressure or coercion. In total, 60 respondents participated in this study.

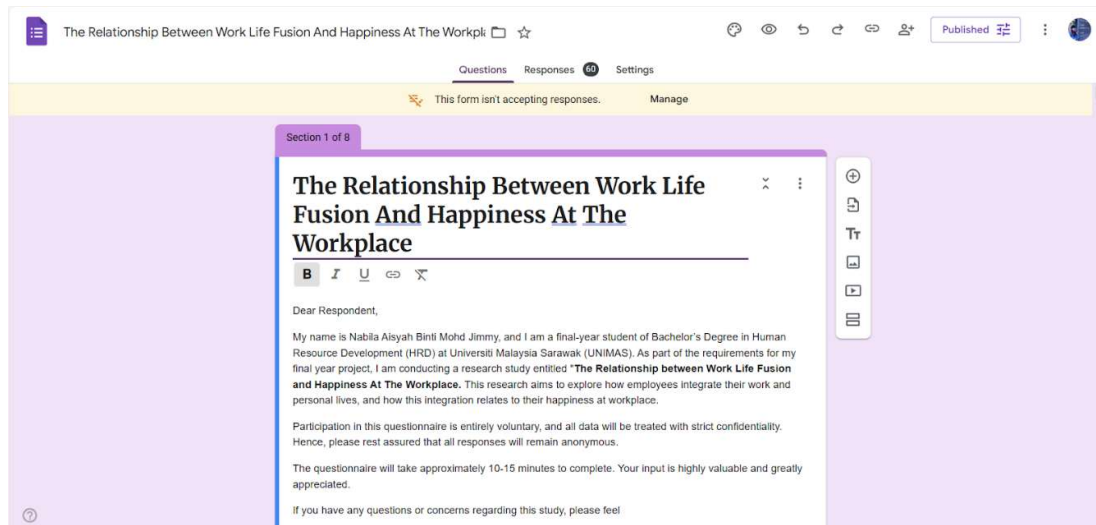
The image shows a screenshot of a Google Form titled "The Relationship Between Work Life Fusion And Happiness At The Workplace". The form is displayed in a web browser interface. At the top, there are tabs for "Questions", "Responses", and "Settings". Below the tabs, a yellow banner states "This form isn't accepting responses." and a "Manage" button. The form content is titled "Section 1 of 8" and "The Relationship Between Work Life Fusion And Happiness At The Workplace". It includes a greeting "Dear Respondent," followed by a paragraph introducing the researcher, Nabila Aisyah Binti Mohd Jimmy, and the purpose of the study. It also mentions that participation is voluntary and confidential, and that the questionnaire will take approximately 10-15 minutes to complete. A final line asks if the respondent has any questions or concerns.

Figure 2: Google Form of the questionnaire of the study

3.8 Data Analysis Procedure

Data analysis procedure is the process of methodically using logical and statistical approaches to characterize, condense, and assess data. Data analysis procedure is essential for answering research questions and testing hypotheses as well as to explain and summarize the data as well as to determine the correlations between the variables. The primary focus of the data analysis in this study is the testing of hypotheses. The collected data were analysed using descriptive and inferential statistics.

3.8.1 Descriptive Statistic

A category of statistics called descriptive statistics deals with organizing and summarizing data to make it easier to understand. The demographic information of the respondents, including gender, age, education level, job position, marital status, number of children owned, working arrangements, number of working hours per day, number of hours spent on gadgets each day, and technical device ownership, is further described in this study using a descriptive research design. This demographic data is gathered and interpreted via a descriptive study, enabling the researcher to provide understandable and concise insights into the population under study. This makes the data easier to handle and more informative by helping in developing an understanding of patterns and variations within a group.

3.8.2 Inferential Statistic

Apart from descriptive statistics, inferential statistics will also be used in this study. Inferential statistics is a branch of statistics that allows researchers to make inferences, predictions, or generalizations about a population based on a sample of data by using hypothesis testing. Hence, from this statement, inferential statistics focuses on making predictions rather than stating facts, its results are usually in the form of a probability. In addition, inferential statistics will be used to study the relationship between Work Life Fusion and Happiness at the Workplace. Thus, the statistical tests in Statistical Package for the Social Sciences (SPSS) that will be used in this study are Cronbach Alpha, Pearson Correlation and Multiple Regression analysis.

3.8.3 Pearson Correlation

This statistics test is used to measure the strength of the variables and the relationship and the relationship between the variables. In this study, the test is used to find the relationship between the independent variable and the dependent variable, Work Life Fusion and Happiness at the Workplace. All the data collected on the hypotheses are put into the Statistical Package for the Social Sciences (SPSS) and analysed with the Pearson Correlation Test. The coefficient will be measured on a scale with no units, in which the covariance can be negative or positive, where the values range from -1 to + 1. Based on the value of the Pearson coefficient (r) obtained, there are three types of Correlation, whether it can be positive Correlation or negative Correlation or zero Correlation.

3.9 Summary

The technique used for this study, which includes a quantitative research design, has been covered in this chapter. Convenience sampling is then used to identify and choose the population and sample. A Google Form survey served as the study's instruments. Furthermore, the study was conducted in accordance with ethical guidelines. There has been a thorough discussion of the data collection and analysis processes. The next chapter will discuss in depth in about the findings which also includes the informants' demographic profile and the presentation of the study's key conclusion

CHAPTER 4

4.0 Introduction

In this chapter, the main findings of the study will be interpreted and analysed. The first part of this chapter will be on the demographic information of the respondents, where tables will be used to represent the frequencies. The discussion of the main findings will be done in two parts, comparison of the means and testing the research hypothesis. Pearson Correlation is used to unveil the relationship between the variables in this research which will lead to the rejection or acceptance of the alternate hypotheses. This chapter will end with a summary.

4.1 Demographic profile of respondents

This part consists of the demographic information of the respondents which are the gender, age, marital status, number of children, highest education level, job position, working arrangements, working hours approximately per week, length of service, technological devices owned and number of hours on gadget per day. The following demographic information is of the 60 respondents who successfully answered the given questionnaires.

Table 5:

Summary of respondent's demographic data

Variables		Frequency (N)	Percentage (%)
Gender	Male	18	30

	Female	42	70
Age	20-29	39	65
	30-39	6	10
	40-49	11	18.3
	50-59	4	6.7
Marital Status	Single	41	68.3
	Married	19	31.7
Number Of Children	No Child	42	70
	1-2 Children	5	8.3
	3-4 Children	8	13.3
	More than 4 children	5	8.3
Highest Education Level	High School or equivalent	7	11.7
	Diploma	7	11.7
	Bachelor's Degree	41	68.3
	Master's Degree	4	6.7
	Doctorate	1	1.7
Job Position	/ Protégé/ /Management	21	35
	Trainee		

	Clerk / Administrative Officer	5	8.3
	Technician / Engineer/Senior Engineer	18	30
	Executive Assistant / Executive I / Executive II / Senior Executive	8	13.3
	Manager / Senior Manager / Head of Department	8	13.3
Working Arrangement	Hybrid	8	13.3
	Remote	7	11.7
	On site or In office	45	75
Working Hours	Less than 30 hours	8	13.3
Approximately per week	30- 39 hours	15	25
	40-49 hours	33	55
	More than 50 hours	4	6.7
Length of Service	0-5 years	41	68.3
	6-15 years	8	13.3
	16-30 years	9	15
	31-45 years	2	3.3

Technological Devices	Laptop	2	3.3
Owned	Laptop & Desktop	1	1.7
	Mobile	2	3.3
	Mobile & Desktop	1	1.7
	Mobile & Laptop	19	31.7
	Mobile & Tablet	1	1.7
	Mobile, Laptop & Desktop	7	11.7
	Mobile, Laptop & Tablet	12	20.0
	All the above	15	24.9
Number of hours on gadget per day during working hours	<1 hour	2	3.3
	1-3 hours	11	18.3
	3-5 hours	20	33.3
	5-7 hours	17	28.3
	More than 8 hours	10	16.7

4.2 Main Findings

According to the gathered data, the questionnaire encompasses 42 female respondents (70.0%) and 18 male respondents (18.0%). The highest number of respondents were from 39 individual aged from 20-29 years old while the lowest group comprised individuals aged

from 50-59 years old. Most of respondents are also single with 41 (68.3%) individuals are single and 19 (31.7%) of them are married. This shows that most of respondents are Generation Z. Apart from that, 42 respondents (70.0%) have no children, followed by 5 respondents (8.3%) with 1-2 children, 8 respondents (13.3%) with 3-4 children and 5 respondents (8.3%) with more than 4 children.

In terms of respondent's highest education level, 41 respondents (68.3%) hold bachelor's degree, followed by 7 (11.7%) respondents hold diploma and high school each respectively, 4 (6.7%) respondents hold master's degree, and 1 (1.7%) respondent hold doctorate. Meanwhile the breakdown of each job position among respondents stated that the highest numbers came from Management Trainee with a total of 21 (35.0%). This was followed by Technician/Engineer/Senior Engineer with 18(30.0%) respondents. A total of 8 (13.3%) are executive level and managerial levels each respectively. Another 5 (8.3%) respondents are clerk or administrative officer.

Meanwhile, for working arrangements, most of respondents are working in office or on site with total number of 45 (75.0%) respondents, followed by 8 (13.3%) are working hybrid and 7 (11.7%) are remote working. Most of the respondents are also working for approximately 40-49 hours per week with a total number of 33 (55.0%), followed by 15 (25.0%) of respondents are working 30-39 hours per week, 8 (13.3%) are working less than 30 hours per week and only 4 (6.7%) are working less than 50 hours per week.

In addition, for the analysis of respondents' length of service, most respondents have been working for 0 to 5 years with a total number of 41 (68.3%) respondents, indicating that most of the sample consists of early-career employees. This is followed by 9 (15.0%) who have served between 16 to 30 years, and 8 (13.3%) respondents with 6 to 15 years of experience. Only a small proportion, 3.3% (n = 2), have been in service for 31 to 45 years, representing the

most senior employees in the sample. These findings suggest that the overall workforce involved in this study is largely composed of junior or less experienced employees.

Lastly, for technological devices owned, the largest number of respondents are 19 (31.7%) respondents had mobile and laptop. Most of respondents with a total number of 20 (33.3%) respondents used their devices for three to five hours every day while they were at work. On the other hand, only 2(3.3%) respondents used their devices for less than an hour per day. This shows that how deeply integrated technology is into daily work, especially among younger or early-career professionals.

4.2.1 Pearson Correlation Analysis

All the research hypotheses were tested by using the statistical tests. There is only one statistical test used from the Statistical Package for the Social Sciences (SPSS) software, which is the Pearson Correlation to measure the strength of the variables and the relationship between the variables. In this present study, this test is used to find the relationship between the independent variables and the dependent variable. There are four independent variables which are excessive technology usage, overworking, work related email usage and social media usage. Meanwhile, there is one dependent variable which is Happiness at the Workplace. Thus, this study is to find the correlation between the relationships between excessive usage of technology, overworking, work-related email usage after working hours, social media usage, and happiness at the workplace among employees at Syarikat SESCO Kota Samarahan. All result of Pearson Correlation were tabulated in Table 6.

Table 6:

Pearson Correlation Analysis Test

Variables	1	2	3	4	5
1. Excessive Usage of Technology	-	.444**	.313*	.183	.050
2. Overworking	-	-	.294*	.129	.057
3. Work Related Email Usage After Working Hours	-	-	-	.501**	0.53
4. Social Media Usage	-	-	-	-	-.241
5. Happiness at The Workplace	-	-	-	-	-

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

4.2.1.1 Relationship between excessive usage of technology and happiness at the workplace

To test the relationship between these variables, Pearson Correlation test procedure was used.

The hypothesis tested for these variables is stated below:

H1: There is a significant relationship between excessive usage of technology and Happiness at The Workplace

Table 7:

*Pearson Correlation between excessive usage of technology and happiness at the workplace***Correlations**

		Excessive usage of technology	Happiness at the Workplace
Excessive usage of technology	Pearson Correlation	1	.050
	Sig.(2-tailed)		.702
	N	60	60
Happiness at the Workplace	Pearson Correlation	.050	1
	Sig.(2-tailed)	.702	
	N	60	60

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

Based on Table 7, there is no significant relationship between excessive usage of technology and happiness at the workplace. This indication can be made from the p-value obtained through this correlation, which is .702. Since $p\text{-value} > 0.01$, $p = 0.702$, thus H1 is rejected. This indicates that excessive usage of technology does not influence happiness at the workplace.

One possible explanation for this is that in many Malaysian workplaces, particularly within office-based environments, the expectation to remain connected after official working hours has increasingly become a normalized part of work culture. Employees are often expected to check emails, respond to messages via platforms like WhatsApp or Microsoft Teams, or stay reachable for updates even after they have left the office. This practice is often unwritten and informal, but deeply ingrained, especially in hierarchical or fast-paced organizational settings. As a result, employees may not recognize this behaviour as

problematic, nor associate it directly with a decline in their happiness or well-being. Because this “always-on” culture is so widespread and subtly reinforced by management and peers, employees may accept it as a norm rather than an intrusion into their personal time.

Contradict to previous research by Lee et al. (2021) found that frequent use of ICTs (information and communication technologies) after working hours reduced employees’ ability to psychologically detach from work, leading to mental fatigue. This lack of recovery time can reduce an employee's energy and motivation, which are critical components of workplace happiness. Additionally, Büchler et al. (2020) found that being constantly connected to work is linked to lower levels of well-being, primarily because it hinders employees' ability to mentally disconnect from their job. Similarly, Sandoval-Reyes et al (2019) showed that technology-induced work overload contributes to stress and diminishes employees’ emotional balance. When workers are constantly engaged with work through digital means, they experience less joy and satisfaction in their roles which are both key indicators of lower happiness at the workplace.

Further, Tarafdar et al. (2024) introduced the concept of techno-overwhelm, where employees feel emotionally exhausted from constant digital interruptions such as emails and messages. This emotional strain negatively affects how connected, appreciated, and fulfilled employees feel in their work environment ultimately leading to reduced happiness at work. Finally, Rasool et al. (2022) conducted a systematic review confirming that technology overload is a major source of stress and reduced psychological well-being, particularly when employees lack boundaries between work and personal life. Such ongoing stress can erode positivity and satisfaction at work, further supporting the link between high digital engagement and lower workplace happiness.

4.2.1.2 Relationship between overworking and happiness at the workplace

To test the relationship between these variables, Pearson Correlation test procedure was used.

The hypothesis tested for these variables is stated below:

H2: There is a significant relationship between overworking and happiness at the workplace

Table 8:

Pearson Correlation between overworking and happiness at the workplace

Correlations			
		Overworking	Happiness at the Workplace
Overworking	Pearson Correlation	1	.057
	Sig.(2-tailed)		.665
	N	60	60
Happiness at the Workplace	Pearson Correlation	.057	1
	Sig.(2-tailed)	.665	
	N	60	60

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

Based on Table 8, there is no significant relationship between overworking and happiness at the workplace. This indication can be made from the p-value obtained through this correlation, which is .665 Since $p\text{-value} > 0.01$, $p = 0.665$ thus, H2 is rejected. Thus, overworking does not influence happiness at the workplace.

One possible explanation for this result lies in the demographic profile of the respondents, most respondents are management trainees and single. As individuals at the early

stage of their careers, management trainees may have higher energy levels, greater motivation, and a willingness to prove themselves, making them more receptive to longer working hours.

Being single also means they typically have fewer family responsibilities or external commitments, giving them more flexibility and availability to work overtime without it significantly disrupting their personal lives. For this group, overworking might even be perceived positively as an opportunity for learning, exposure, or career advancement rather than as a burden. Therefore, the potential negative emotional or psychological impact of overworking may not be strongly felt or reported among these respondents, which may explain the non-significant relationship with workplace happiness in this study.

Nevertheless, the findings are inconsistent with Sarfaraz et al. (2022) examined medical university staff in Pakistan and reported that overworking significantly contributed to higher job stress which reducing the employee's well-being. A study by Junker et al. (2024) emphasized that workaholism negatively affects employee well-being by reducing time for self-care and recovery, with the effects being more pronounced among individuals who strongly identify with their jobs.

4.2.1.3 Relationship between work related email usage and happiness at the workplace

To test the relationship between these variables, Pearson Correlation test procedure was used.

The hypothesis tested for these variables is stated below:

H3: There is a significant relationship between email usage and happiness at the workplace

Table 9:

Pearson Correlation between work-related email usage after working hour and happiness at the workplace

Correlations

		Work related email usage after working hour	Happiness at the Workplace
Work related email	Pearson Correlation	1	.503
usage after working	Sig.(2-tailed)		.689
hour	N	60	60
Happiness at the	Pearson Correlation	.503	1
Workplace	Sig.(2-tailed)	.689	
	N	60	60

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

Based on Table 9, there is no significant relationship between work related email usage and happiness at the workplace. This indication can be made from the p-value obtained through this correlation, which is .689. Since $p\text{-value} > 0.01$, $p = 0.689$ thus, H3 is rejected. Thus, work related email usage after working hour does not influence happiness at the workplace.

One possible explanation for this is in Malaysia, there is often an implicit expectation for employees especially those in technical or professional roles to remain available beyond official working hours. This is particularly true in structured, hierarchical environments where demonstrating commitment, discipline, and responsiveness is seen as a sign of professionalism and respect for authority.

In this study, most respondents were management trainees and engineers, whose job scopes frequently involve project coordination, real-time problem-solving, and communication

with supervisors or cross-departmental teams. These roles typically require frequent use of email, sometimes beyond working hours, to meet deadlines or address urgent issues. For many of these employees particularly early-career professionals, the act of responding to work emails after hours may be perceived as a normal or even necessary part of their role, rather than a burden.

However, contradict to previous research by Tatar and Erdil (2024) found that employees who experience high levels of telepressure which is the psychological pressure to respond to work emails outside of office hours—report significantly lower levels of well-being, largely due to the stress created by constant connectivity norms.

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4.2.1.4 Relationship between social media usage and happiness at the workplace

H4: There is a significant relationship between social media usage and happiness at the workplace

Table 10:

Pearson Correlation between social media usage after working hour and happiness at the workplace

Correlations			
		Social media usage	Happiness at the Workplace
Social media usage	Pearson Correlation	1	-.241
	Sig.(2-tailed)		.064
	N	60	60
		Pearson Correlation	-.241
			1

Happiness at the	Sig.(2-tailed)	.064	
Workplace	N	60	60

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

Based on Table 10, there is no significant relationship between social media usage and happiness at the workplace. This indication can be made from the p-value obtained through this correlation, which is .064. Since $p\text{-value} > 0.01$, $p = 0.064$ thus, H4 is rejected. Thus, social media usage does not influence happiness at the workplace.

One possible reason the relationship between social media usage and happiness at the workplace is weak and not statistically significant in this study may be due to the age group of the respondents, the majority of whom are between 20 to 29 years old. As members of the younger generation, particularly Millennials and Gen Z, social media is deeply embedded in their daily lives, not only for entertainment and communication, but also for professional networking, learning, and staying updated with workplace-related news. For this group, the use of social media is often normalized and integrated into their routine to the extent that it may not directly influence their emotional state at work in either a strongly positive or negative way.

The findings is supported by AManaf et al. (2022), who examined employees in Malaysian manufacturing sectors and reported that social media usage was not a significant predictor of workplace happiness.

4.3 Summarize findings

The findings revealed that there is no significant relationship between excessive usage of technology, overworking, work related email usage after working hour and social media

usage with happiness at the workplace. Hence, according to Spillover Theory (Staines, 1980) states that experiences in the workplace can have a spillover effect on sentiments and happiness in other areas, such as overall happiness. However, as the result shows no significant between excessive usage of technology, overworking, work related email usage after working hour and social media usage with happiness at the workplace, this indicates that these actions have not had any effect on employee happiness in the current environment, either positively or negatively. One reason could be because employees have gotten adjusted to these behaviours, which lowers their negative effects on emotional health. On the other hand, the potential negative aspects of these practices might have been reduced by additional mediating elements as coping mechanisms, organizational support, or personal work preferences.

4.3 Summary

In summary, this chapter has discussed the main findings from this research. All the findings were analysed and tabulated and tested using two tests using SPSS software were done which were Pearson Correlation. The next chapter delves on the summary, implications, recommendations, limitations and conclusion.

CHAPTER 5

5.0 Introduction

This chapter contains the discussion of the overall summary of the research followed by a set of discussions of the main findings with the presence of related issues and past similar findings and discussion of the theory used in this research. These will be followed by the recommendations, implications and conclusion of this research.

5.1 Summary of the research

This research was conducted to achieve the general objective of examining the relationship between Work-Life Fusion and Happiness at the Workplace. In this study, Work-Life Fusion is conceptualized through four main factors: excessive usage of technology, overworking, work-related email usage, and social media usage. These variables were tested to determine whether they have a significant relationship with employees' happiness at work.

Chapter One introduces the background of the study, where the researcher discusses the emerging concept of Work-Life Fusion and its potential link to workplace happiness. The study focuses on employees of Syarikat SESCO in Samarahan. Although previous research has explored the blending of work and personal life, limited attention has been given to how technology use—driven by this integration—might impact employee well-being. This chapter outlines the research objectives by identifying the independent (excessive technology usage, overworking, work-related email usage, social media usage) and the dependent variable (Happiness at the Workplace). The study is guided by five research hypotheses, each framed using the alternative hypothesis to investigate potential relationships among the variables. To better visualize the research framework, a conceptual model is presented. The significance of

the study is also discussed, emphasizing its relevance to raising awareness within organizations and contributing to the academic literature. Additionally, definitions of terms such as Work-Life Fusion, excessive technology usage, overworking, work-related email usage, social media usage, and happiness at the workplace—are provided for clarity.

Chapter Two presents the literature review, beginning with a theoretical discussion based on Spillover Theory. This chapter explores the shift from traditional Work-Life Balance to the more modern concept of Work-Life Fusion. It also elaborates on key issues related to happiness in the workplace, providing a strong theoretical foundation for the study.

Chapter Three outlines the research methodology. This quantitative study involved 60 employees from Syarikat SESCO Samarahan. The sampling method was based on Krejcie and Morgan's (1970) table, and data were collected through an online survey using Google Forms. To ensure the reliability and validity of the instrument, a pretest was conducted with 48 respondents who were not part of the actual study. Data analysis was performed using SPSS Version 30. Overall, this chapter details the procedures and tools used throughout the research process.

Chapter Four presents the findings. The data were analysed using Pearson Correlation tests aligned with the hypotheses. The results indicate that excessive usage of technology, overworking, work related email usage and social media usage has no significant relationship with happiness at the workplace.

Finally, Chapter Five discusses the implications of the study, particularly for organizations and their human resource departments. The chapter also includes recommendations for organizational practice and future research, highlights the limitations of the study, and provides a comprehensive summary of the research.

5.2 Implications of the study

5.2.1 Implications to organizations

Based on the study's findings, one effective intervention to address the negative impacts of excessive technology use outside of working hours on happiness at the workplace is to implement measures that help control and manage digital usage beyond official work hours.

Firstly, organizations should provide digital boundary management training to train employees with the skills to maintain healthier relationships with technology. These sessions can include guidance on time management, establishing work-life boundaries, and techniques to avoid digital fatigue.

In tandem with training, organisation should establish a formal Right to Disconnect policy, which clearly states that employees are not expected to respond to work-related communications outside of office hours, except in urgent situations. This policy can include practical steps such as discouraging non-essential messages after working hours, limiting access to work systems during evenings and weekends, and promoting the use of scheduling tools (e.g., delayed email sending) to respect personal time.

Therefore, organizations must digital boundary management training to train employees to foster a culture of disconnection when appropriate and ultimately enhance overall employee well-being and happiness at the workplace.

5.2.2 Implications to HR Manager

In addition, HR managers should cultivate a supportive work environment where employees feel safe and encouraged to communicate openly about workload challenges. Conducting regular workload evaluations is essential to prevent employees from becoming overburdened where it is an issue that often results in prolonged screen time and increased reliance on technology outside of working hours.

To identify imbalances, HR can implement strategies such as anonymous feedback surveys and open communication channels that allow staff to express concerns without fear of judgment. When workloads are overwhelming, employees are more likely to extend their workday, using digital tools to meet unrealistic expectations, which in turn can negatively impact their well-being and job satisfaction. Therefore, by ensuring that responsibilities are distributed and workloads remain manageable, HR can help minimize the pressure to remain constantly connected, promote healthier work practices, and ultimately enhance overall happiness at the workplace.

5.3 Recommendations for future researchers

The future researchers should consider a few recommendations before carrying out study related to this research. For future research, it is recommended to expand the data collection to include a larger and more diverse sample. The current study involved only 60 respondents, which is considered a relatively small sample size given the undefined and potentially large population of working employees at Syarikat SESCO Samarahan. To improve the generalizability of the findings, future studies should consider collecting data from employees across all branches of Syarikat SESCO, rather than limiting the scope to Samarahan

alone. This approach would provide a more comprehensive understanding of the relationship between Work-Life Fusion and workplace happiness across the organization.

Another valuable direction for future research is to explore Work-Life Fusion among dual-income couples. This recommendation stems from the recognition that dual-earner households often face unique challenges in balancing professional and personal responsibilities, especially when both partners are actively managing careers. Investigating how Work-Life Fusion affects their happiness, and well-being could uncover important insights into how overlapping work and personal roles impact relationship satisfaction, time management, and overall quality of life. This would not only deepen the understanding of Work-Life Fusion in different contexts but also contribute to more inclusive and family-aware organizational policies.

Lastly, another recommendation for future research is to study Work-Life Fusion among Millennials and Generation Z, as these generational groups represent a significant and growing portion of the modern workforce. Both Millennials and Gen Z have been raised in a digitally connected world, where the boundaries between work and personal life are often blurred due to the constant presence of technology. Their attitudes toward flexibility, remote work, and digital communication differ from older generations, potentially influencing how they experience Work-Life Fusion.

Studying these groups specifically could provide valuable insights into how younger employees manage the integration of work and life responsibilities, and how this impacts their mental well-being and happiness at the workplace. Additionally, since these generations tend to prioritize work-life balance, purpose-driven careers, and mental health, understanding their unique needs and challenges can help organizations design better HR policies and support systems tailored to their preferences.

5.4 Limitations of study

5.4.1 Small sample size

One of the key limitations of this study is the small sample size, as only 60 respondents participated in the research. While the findings offer valuable insights into the relationship between Work-Life Fusion and happiness at the workplace, the limited number of participants restricts the generalizability of the results. A small sample may not adequately represent the diverse experiences, roles, or working conditions of the wider employee population at Syarikat SESCO, especially when considering different departments, job levels, or demographic backgrounds.

5.4.2 Broad and generalized sample

Another notable limitation of this study is that the sample was overly broad and generalized, encompassing respondents from various age groups, generations, job levels, and departments without focusing on any specific demographic or professional category. While this inclusive approach allowed for the collection of diverse perspectives, it also created challenges in identifying distinct patterns or trends within specific subgroups. For instance, Millennials and Generation Z may experience Work-Life Fusion differently than older generations due to their higher digital adaptability and different expectations around work flexibility. Similarly, employees in managerial roles may have different levels of work-related technology usage or after-hours responsibilities compared to entry-level or operational staff.

As the sample was not segmented or stratified, the study was unable to examine how factors such as age, job position, or seniority level might influence the relationship between Work-Life Fusion and happiness at the workplace. This limits the depth of analysis and reduces the study's ability to offer tailored insights or recommendations for specific employee groups.

5.4.3 Location of study

Lastly, the limitation of this study is on the location of study. Where it only focused on employees at Syarikat SESCO Samarahan. This made the scope of study smaller that could be increased to a bigger scope such as Syarikat SESCO in Kuching or Sarawak Energy or include other GLC companies such as Sarawak Forestry Corporation and Trienekens Sarawak Sdn.Bhd.

5.5 Conclusion

This research aimed to examine the relationship between Work-Life Fusion and happiness at the workplace, focusing on employees of Syarikat SESCO Samarahan. The findings revealed that excessive usage of technology, overworking, work-related email usage after working hours, and social media usage had no significant relationship with workplace happiness. As a result, all hypotheses proposed in this study were rejected.

Despite these findings, it is recommended that the organization implement digital boundary management training to help employees regulate their technology use outside of working hours. Although no significant correlation was found, the increasing integration of work into personal life especially through digital means still warrants attention, as it may have cumulative or long-term effects on happiness at the workplace.

For future research, it is suggested to explore Work-Life Fusion among dual-income couples. Dual-income households often face greater challenges in balancing work and family responsibilities, as both partners may experience overlapping

demands from their professional and personal lives. Studying this demographic could provide deeper insights into how work-life integration affects happiness, stress levels, and relationship dynamics, and may offer more targeted strategies for achieving balance in today's digitally connected work environment.

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APPENDIX

Appendix A: List of Questionnaire

SECTION A: Demographic

1. Gender
2. Age
3. Marital status
4. Number of children,
5. Highest education level
6. Job position
7. Working arrangements
8. Working hours approximately per week
9. Length of service
10. Technological devices owned
11. Number of hours on gadget per day

SECTION B: Excessive usage of technology (The First Psychology Scotland,2015)

1. Because of technology, I find it hard to switch off from work when I am at home or out with family and friends.
2. Using technology to stay connected to work out with my working hours has a negative impact on my life
3. Technology allows me to work more flexibly which has a positive effect on my stress levels.
4. I feel anxious when I cannot access technology to check messages for work purposes.

5. Using technology for social contact during the working day helps me cope better with pressures at work
6. I find it difficult to control the amount of time I spend using technology for work purposes out of my working hours.
7. I would like my employer to take measures to prevent the overuse of technology for work purposes.
8. Overall, I am happy with my work/life balance at the moment.

SECTION C: Overworking Overwork Climate Scale (OWCS)

1. Almost everybody expects that employees perform overtime work
2. Management encourages overtime work
3. It is considered normal for employees to take work home
4. Most employees work beyond their official work hours
5. Performing overwork is important for being promoted
6. It is considered normal to work on weekend
7. It is difficult to take a day off or paid holidays
8. Overtime work is fairly compensated by extra time off work or by other perks
9. Working overtime is fairly compensated financially
10. (Almost) nobody needs to do unpaid overtime work
11. A policy exists to restrict overtime work

SECTION D: The Always on Employee: The Antecedents and Consequences of Work-Related Email Use After Hours (Manapragada, 2017)

1. I keep up with work emails after work hours.
2. I send work-related emails after work hours.
3. I check my work-related emails after work hours.
4. I reply to work-related emails after work hours.

Section E: Social Media usage (Meier et al., 2016)

1. I use social media at work even though I have more important things to do
2. I use social media at work even though I know that I have an important task to complete
3. I use social media at work even though I have planned to get something done
4. I use social media at work to avoid doing other things I should be doing at work
5. I use social media at work even when I know that it keeps me away from an important task
6. I procrastinated on upcoming work by using social media during work hours

Section F: Happiness at Work Scale (Singh & Aggarwal, 2017)

1. I enjoy what I am doing at work
2. My organization does not have proper guidelines to regulate team behaviour and work that require collective effort

3. I feel internally driven to do great things at my work
4. At my work, I remain inspired and try to inspire others as well.
5. The decision-making process in my company is fair and just
6. I hate a lot of people here for always being around the boss for personal gains.
7. My organization provides all necessary training and information to complete work on time.
8. We celebrate and cheer each other at the accomplishment of targets
9. When I start doing my work,I forget everything else.
10. I don't get sufficient credit for my contributions.
11. I am not very comfortable approaching my boss.
12. I feel stressed at work.
13. I continue to do a task till it is perfectly done.
14. Top leaders of the organization have clear vision and focus.
15. My company does not have a proper interface that can allow us to work for social causes.
16. Often I feel like quitting my job.

Appendix B: Consent Letter obtained from Faculty

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development
UNIMAS/NC-16.03/04-13/01 Jld.42 (30)



22 April 2025

Encik Nazry Haji Abdul Latip
General Manager
Rural Electrification Department
Menara Sarawak Energy
No. 1, The Isthmus Road
93050, Kuching
Sarawak

Tuan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar Nabila Aisyah binti Mohd Jimmy (82761) 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>"The Relationship Between Work Life Fusion and Happiness At The Workplace"</i>
Penyelia	: Profesor Madya Dr Zaiton binti Hassan
No.Telefon Penyelia	: 013-8061171
E-mel Penyelia	: hzaiton@unimas.my
No.Telefon Pelajar	: 012-7130172
E-mel Pelajar	: 82761@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