



# A Work-Life Balance Model Based On Maqasid Syariah Sustaining The Social Well-Being Of Lecturer In Malaysian Public Universities: A Pilot Study

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## ARTICLE INFO

## ABSTRACT

: This pilot study aimed to explore the job satisfaction level among lecturers in Malaysian public universities. The method of determining sample size for a finite population suggested by Krejcie and Morgan's (1970) was used to select 60 respondents who participated in a structured questionnaire survey. A descriptive analysis provided initial insight into the factors influencing a lecturer's job satisfaction, which presents a foundational perspective for comprehensive future studies. The descriptive analysis helped identify key factors contributing to job satisfaction and areas where improvements may be needed. The study underscores the importance of examining a lecturer's job satisfaction in the public university context, as a lecturer's role in higher education institutions is critical for the success and quality of education. Findings indicate a coefficient of 0.885, reaffirming the reliability of the measurement instrument. The Cronbach's Alpha values obtained in this pilot study underscored the reliability of the measurement instrument employed to assess work-life balance in a Malaysian public university context. The high internal consistency of the items provides a solid foundation for future investigations into this crucial aspect of employee well-being. This pilot study serves as a foundational step for future research that can delve deeper into the nuances of a lecturer's job satisfaction, potentially leading to policy and institutional changes that enhance the overall well-being and performance of academic staff in public universities.

**Keywords:** Work-Life Balance, Maqasid Syariah, Social Well-Being

## INTRODUCTION

In the contemporary academia landscape, the pursuit of work-life balance has become a critical concern, particularly in the dynamic environment of public universities. This pilot study delved into the intricate interplay between work, family, and professional development among lecturers in a public university setting. The investigation drew inspiration from recent research (Williams and McCombs, 2023), (Hietanen, 2023), and (Su and Jiang, 2023) and their insightful contributions, shedding light on various dimensions of work-life conflict and strategies employed for achieving an equilibrium. A study by Williams and McCombs (2023) published in the *Journal of Occupational and Organizational Psychology*, explored the nuanced experiences of work-life conflict among employees. Their research focused on self-leadership responses involving resource management and delved into the strategies that individuals adopt to balance the demands of work, family, and professional development. This study provides a foundation for understanding the intricacies of work-life balance and the role of self-leadership when navigating these challenges in the organizational context.

Building on this foundation, Hietanen's (2023) introduced a distinctive perspective on work-life dynamics in his work entitled "The Humanitarian Parent". The study, which explored humanitarian parenting, contributes to the evolving discourse on balancing familial responsibilities with professional pursuits. The interdisciplinary approach of Hietanen's research adds depth to the understanding of work-life balance by emphasizing the relevance of parental roles in shaping individual experiences. Su and Jiang (2023) delved into the gendered dimensions of work-life conflict, specifically examining the influence of bi-directional work-family conflict on job satisfaction among female university teachers in China. Published in the *Frontiers in Psychology*, their research underscored the societal expectations placed on women as being "ideal employees" as well as "good wives and mothers." The study provides valuable insights into the unique challenges faced by female academics when balancing professional and familial responsibilities.

It is imperative to consider these recent contributions to the field, at least by integrating their findings into the contextual framework of a public university setting. The synthesis of these diverse perspectives can contribute to the ongoing discourse on work-life balance and offer nuanced insights that are relevant to specific challenges faced by employees in the academic realm.

This pilot study hopes to pave the way for future research that can inform organizational policies and practices, thus, fostering a conducive environment for achieving work-life harmony in public universities.

## LITERATURE REVIEW

### Work-Life Balance

Ang, M. C. (2020) examined Work-Life Balance (WLB) in Malaysian Higher Education Institutions (HEIs) and accentuated the crucial interplay between an individual's management of work and family responsibilities. This balance not only impacts an employee's well-being, including increased job satisfaction and reduced stress, it also directly correlates with sustainable work and growth. The research emphasized the strategic importance of work-life balance for long-term success, particularly in the context of higher education. In addition, it offers practical insight for organizations and policymakers, highlighting the need to enhance work-life balance in Malaysian higher education institutions. Overall, the establishes work-life balance as integral to fostering a positive work environment and contributing to the sustained development of the academic sector in Malaysia.

Lim (2021) explored the relationships between work-family conflict, family-work conflict, job satisfaction, and turnover intention among academic staff. The findings emphasize the significant impact of work-family conflict on turnover intention and the negative effect of family-work conflict on job satisfaction. The study suggested that effective work-life balance policies can mitigate turnover intention in academic staff, providing valuable insights for human resource management in academic institutions. Future research could enhance the study's external validity by including a more diverse sample of institutions. The research significantly contributes to the understanding of factors that influence job satisfaction and turnover intention among academic staff. It highlights the importance of work-life balance policies in academic institutions that lead to the retention of qualified personnel. However, the limited scope of the study calls for caution when generalizing the findings to a more diverse academic landscape.

### Maqasid Syariah

Muhammad Yafiz et. al. (2022) explored the link between Islamic religiosity and job satisfaction among Muslim teachers in Malaysia. The study emphasized the enduring significance of the Quran and Sunnah, in addition to positing that religiosity is a manifestation of human existence that provides a comprehensive worldview that intervenes in all dimensions of life. The study, unique in approach, reveals a statistically significant positive relationship ( $p = 0.784$ ) between Islamic religiosity and job satisfaction among Muslim teachers. It highlighted the impact of sound Islamic beliefs on decision-making and behavioural outcomes. Correcting these beliefs is deemed a cost-effective strategy that has profound implications on organizational behaviour and performance improvement. The study concluded that organizations could accentuate Islamic teachings to leverage specific fundamental beliefs that positively shape behaviour and job satisfaction in their workforce. The findings generally offered valuable insight for individuals, organizations, and societies in the Islamic community seeking to enhance well-being through the integration of Islamic teachings. Akhyar (2023) delved into the realization of Maqasid Syariah and the objectives of Islamic law in relation to the welfare of faculty members at the Faculty of Sharia, Universitas Islam Bandung (UNISBA). The study identified five pivotal findings that are intricately linked to specific aspects of Maqasid Syariah. The first finding, "preservation of Islam" (*hifz al-din*), emphasises the paramount importance of preserving religion as the highest priority in one's life.

Drawing from Syatibi's perspective, the study asserts that preserving or safeguarding religion involves adhering to the fundamental tenets of the Islamic faith, including the pillars of faith and Islam, as being obligatory for all Muslims. In the second finding, "preservation of life (*hifz al-nafs*)," the study emphasized on the significance of protecting life by avoiding activities that may endanger it. Mental health is a crucial aspect, which includes the need to address basic needs, such as clothing, food, shelter, and other elements related to preserving life. The third finding, "preservation of intellect (*hifz al-aql*)", acknowledges intellect as a divine gift and emphasizes its role as a differentiating factor between humans and other creatures. Proper

utilization of intellect is a means for individuals to strive towards moral uprightness and contribute to a prosperous civilization. In "preservation of lineage (*hifz al-nasl*)," the study highlights the significance of preserving one's progeny in Islam through guidelines for selection appropriate suitors, child-rearing practices, and distributing inheritance wealth. The quality of offspring is linked to family management and the implementation of spiritual, physical, and mental values through family or formal education. The fifth finding, "preservation of wealth (*hifz al-mal*)," underscores the concept of preserving wealth as an entrusted responsibility from Allah. The acquisition and management of wealth must adhere to Sharia principles, including lawful means of obtaining wealth through Sharia compliant work and avoidance of prohibited methods. Wealth is recognized as personal ownership, which is subject to Islamic regulations in both possession and administration, with financial transactions governed by regulations for the well-being in worldly as well as hereafter aspects of life.

## METHODS AND MATERIALS

### Data Capturing

Proofs used for the research study were got by means of both primary and secondary essentials of data. Primary data were sourced using a questionnaire survey method to selected respondents in the study project. Secondary data was attained using documented records. The quantitative study engaged a survey research design. McBeath (2020) mentioned that a survey is an important tool used by professional bodies canvassing members' opinions as well as researchers studying a participant's treatment efficacy and client outcomes. The study picked 60 respondents (sample size), based on the suggestion by Morgan & Krejcie (1970), to participate in the survey study.

### Sampling method

This study had utilized the random stratified sampling method and divided the target population comprising public universities into distinct strata based on the DS45 grade until the Professor grade. Then, a random sample was drawn from each stratum to ensure uniform representation from various categories of public universities, providing a well-rounded perspective for the research.

### Questionnaires

The tool was developed following a study conducted is survey study. There were five questions related to work-life balance, 25 questions related to the five elements of work-life balance, seven questions related to the organization, and 19 questions related to job satisfaction. A statistical analysis of the instrument was also included to assess its reliability and internal consistency.

### Validity and reliability of research instruments

Validity and reliability are two fundamental concepts in research that assess the quality and trustworthiness of research instruments, such as surveys, questionnaires, tests, and measurements. Ensuring the validity and reliability of these instruments is crucial for obtaining accurate and meaningful results. A content validity index (CVI) of 0.78, which is well over 0.75, suggests that the tool is valid to bring together figures for the inquiry study (Yusoff, 2019).

### Data analysis

The investigative study employed a range of numerical tools to analyse the data. These tools comprised descriptive methods such as the use of tables, frequencies, and percentages, as well as inferential statistical techniques, including partial least squares, structural equation modelling, and multiple regression analysis. These methods helped assess the association and connection between the variables under examination.

## RESULTS AND DISCUSSIONS

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.885	51

Assessment of the measurement instrument's reliability in this preliminary investigation employed the Cronbach's alpha value, a widely used metric for internal consistency. The overall Cronbach's alpha coefficient was found to be 0.882, indicating that the research instrument has a high level of reliability. In addition, The Cronbach's alpha increased slightly to 0.885 for the standardized items. The measurement instrument consisted of 51 items and exhibited high Cronbach's alpha values, which, suggests strong internal consistency among these items. This implies a significant correlation between the questionnaire items designed to evaluate various aspects of the work-life balance model based on Maqasid Syariah. The items consistently measured the intended constructs. It is important to note that these findings are based on a preliminary investigation, and further research with a larger sample size is recommended to validate and

generalize the outcomes. The current pilot study serves as a solid foundation for the subsequent stages of the research. To further enhance the robustness of the findings, the calculated Cronbach's Alpha based on standardized items with a coefficient of 0.885, reaffirms the reliability of the measurement instrument. The fact that the standardized items demonstrated a slightly higher level of internal consistency further supports the reliability of the measurement tool, indicating that the items not only capture the construct effectively but also exhibit consistent interrelatedness.

### Presentation of Demographic Findings

Demographic data were deemed necessary to certify an adequate sample representation of the study population. Personal information like gender, age distribution and educational qualification in the aviation industry were used to assess their background.

**Table 1: Respondent's Demographic Information**

	Option	Frequency	Percentage%
Gender	Male	38	63.3
	Female	22	36.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>
Age	Less than 35	13	21.7
	36-45	24	40.0
	46-50	18	30.0
	51 and above	5	8.30
	<b>Total</b>	<b>60</b>	<b>100.0</b>
Education Level	Degree	9	15.0
	Master	15	25.0
	PHD	36	60.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Gender Distribution of Respondents

Table 1 shows that 38 (63.3%) out of the 60 participants who took part in this study are males and 22 (36.7%) are females. This means that the study had almost equal gender representation, which is indicative of an inclusive work environment.

### Age Distribution of Respondents

Data concerning the age distribution of respondents shows that 21.7% were less than 35 years, 40.0% were between 36 - 45 years, 30.0% were between 46 to 50 years old and 8.30% were 51 years old and above. This indicates that most of the employees in public universities belong to the middle-aged population.

### Education Level of Respondents

This study found that all the respondents were educated; hence, they had a basic understanding of the study's contents (teaching, writing paper, researching, supervise student professional in academics in public university). Specifically, 9 (15.0%) held a degree, 15 (25.0%) held a master's degree and 36 (60.0%) held a PhD. This implies that the respondents were highly knowledgeable and could provide credible information required by this study.

### Descriptive Statistics Career

ITEM	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
1. Overall, my work performance is good	0	0	10 (16.7)	21 (35.0)	0	4.18	.701
2. I will extend a high level of commitment to my organization/department	1(1.7)	1(1.7)	4(6.7)	20(33.3)	0	4.18	.770
3. I can complete assignments on time	0	5(8.3)	5(8.3)	18(30.0)	0	4.05	.852
4. I often bring the workload home	3(5.0)	8(13.3)	17(28.3)	6(10.0)	0	3.40	1.012
5. I have many other supplementary tasks in addition to the main task	2(3.3)	1(1.7)	20(33.3)	14(23.3)	0	3.77	.945

### Relationship with others

ITEM	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
6. I have a good relationship with colleagues/administrative staff	1(1.7)	1(1.7)	6(10.0)	38(63.3)	14(23.3)	4.05	.746
7. I do not get help and support related to tasks from colleagues/administrative staff.	13(21.7)	14(23.3)	12(20.0)	16(26.7)	5(8.3)	2.77	1.294
8. I received good feedback related to tasks carried out by the head of PTJ.	3(5.0)	8(13.3)	14(23.3)	26(43.3)	9(15.0)	3.50	1.066
9. Results of my work did not receive recognition from the head of PTJ.	6(10.0)	19(31.7)	18(30.0)	13(21.7)	4(6.7)	2.83	1.092
10. I do not have relationship problems with other people at work.	2(3.3)	6(10.0)	7(11.7)	33(55.0)	12(20.0)	3.78	.993

### Family

ITEM	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
11. Family plays an important role in increasing my motivation to work.	2(3.3)	0	3(5.0)	31(51.7)	24(40.0)	4.25	.836
12. I am satisfied with the way I manage my time with my family	1(1.7)	1(1.7)	7(11.7)	37(61.7)	14(23.3)	4.03	.758
13. I cannot effectively divide my time between work at the office and family.	14(23.3)	15(25.0)	11(18.3)	19(31.7)	1(1.7)	2.63	1.207
14. My leisure time with my family is decreasing.	6(10.0)	15(25.0)	12(20.0)	22(36.7)	5(8.3)	3.08	1.169
15. The workload causes me to spend less time with my family.	7(11.7)	12(20.0)	10(16.7)	21(35.0)	10(16.7)	3.25	1.284

### Health

ITEM	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
16. My physical and mental health is good and can help me in my career	4(6.7)	10(16.7)	7(11.7)	30(50.0)	9(15.0)	3.50	1.142
17. I feel stressed with the burden of my duties at the office.	1(1.7)	9(15.0)	10(16.7)	33(55.0)	7(11.7)	3.60	.942
18. My emotional well-being is at a lower level than I expected.	5(8.3)	8(13.3)	14(23.3)	28(46.7)	5(8.3)	3.33	1.084
19. The quality of my health deteriorates due to work pressure.	6(10.0)	14(23.3)	12(20.0)	24(40)	4(6.7)	3.10	1.145
20. My emotions are often disturbed when completing assignments.	4(6.7)	13(21.7)	16(26.7)	23(38.3)	4(6.7)	3.17	1.060

### Financial

ITEM	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
21. My debt load is higher than my income.	9(15.0)	16(26.7)	6(10.0)	24(40.0)	5(8.3)	3.00	1.276
22. I can manage my finances well.	1(1.7)	6(10.0)	13(21.7)	30(50.0)	10(16.7)	3.70	.926
23. I often experience financial problems.	11(18.3)	15(25.0)	12(20.0)	20(33.3)	2(3.3)	2.78	1.195
24. High income motivates me and increase work performance.	0	7(11.7)	11(18.3)	38(63.3)	4(6.7)	3.65	.777
25. The current salary I receive is commensurate with my job.	2(3.3)	11(18.3)	11(18.3)	33(55.0)	3(5.0)	3.40	.960

In the context of how individuals perceive their careers, most participants positively evaluated their work performance, with an average score of 4.18 and a relatively low standard deviation (0.701). A low standard deviation suggests a consensus among respondents, indicating minimal variation in their views on work performance. Similarly, there is a prevalent expression of commitment towards their organization or department, with a mean of 4.18 and a standard deviation of 0.770. The low standard deviation in this case

indicates a consistent level of agreement among participants, which reflects a shared sentiment about their commitment. Regarding task timeliness, a majority believes they can complete assignments on schedule, as reflected in the mean value of 4.05 and a standard deviation of 0.852. A slightly higher standard deviation implies some variability in opinions about the ability to complete tasks on time, thus, suggesting differing perspectives among participants. Notably, a subset of participants tended to bring their workload home, resulting in a moderate level of agreement (mean: 3.40, standard deviation: 1.012). The higher standard deviation suggests greater variability in responses, and this indicates diverse perceptions of bringing work home.

Moreover, a noteworthy proportion of respondents reported having supplementary tasks (mean of 3.77 and a standard deviation of 0.945). A moderate standard deviation suggests some variability in responses regarding supplementary tasks, though there is still a relatively high level of agreement. Shifting to interpersonal relationships, participants generally maintained positive associations with colleagues and administrative staff, as evidenced by a mean of 4.05 and a standard deviation of 0.746. The low standard deviation indicates consistent agreement among respondents about having a good relationship with colleagues and administrative staff. However, there is a more varied response regarding the receipt of assistance and support from colleagues and administrative staff, yielding a mean of 2.77 and a notably higher standard deviation of 1.294, which indicates some disagreement. The high standard deviation suggests considerable variability in responses, indicating differing opinions or experiences regarding the level of support received. While the respondents received positive feedback from the head of PTJ (mean: 3.50, standard deviation: 1.066), recognition for work done from the same authority was comparatively lower (mean of 2.83 and a standard deviation of 1.092). The standard deviation values in both cases indicate variability in responses, which suggests differing perceptions among respondents regarding feedback and recognition from the head of PTJ.

On a positive note, most participants did not report significant relationship problems at the workplace, evidenced by a mean of 3.78 and a standard deviation of 0.993. A moderate standard deviation indicates some variability in responses regarding relationship problems at the workplace, but the level of agreement is still relatively high. In the familial domain, participants attributed a high level of motivation to family, with a mean of 4.25 and a standard deviation of 0.836. The standard deviation suggests some variability in responses, but overall, respondents tended to agree on the importance of family in motivating work. Satisfaction with time management with family was generally affirmed, as reflected in a mean of 4.03 and a standard deviation of 0.758. A low standard deviation indicates consistent agreement among respondents regarding satisfaction with time management with family. However, challenges arised in the division of time between work and family, as indicated by a mean of 2.63 and a relatively higher standard deviation of 1.207. The higher standard deviation in this case suggests considerable variability in responses, which indicates differing opinions or experiences regarding the ability to divide time between work and family. The impact of workload on leisure time spent with family is also apparent (mean of 3.08 and standard deviation of 1.169). The standard deviation suggests variability in responses regarding the impact of workload on leisure time, indicating differing perceptions among respondents. Consequently, workload contributes to a reduction in time spent with family, as indicated by a mean of 3.25 and a standard deviation of 1.284. The higher standard deviation indicates considerable variability in responses, suggesting differing opinions or experiences regarding the impact of workload on family time.

Concerning the perception on health, participants generally perceived their physical and mental health positively (mean of 3.50 and a standard deviation of 1.142). The standard deviation values suggest some variability in responses that indicate differing perceptions of physical and mental health among respondents. However, participants' stress levels should be noted as some participants had expressed feelings of stress due to office duties (mean: 3.60, standard deviation: 0.942). The moderate standard deviation suggests some variability in responses regarding stress levels, but the level of agreement is still relatively high. Emotional well-being, although slightly lower than expected, is reflected in a mean of 3.33 and a standard deviation of 1.084. The standard deviation suggests variability in responses regarding emotional well-being, indicating differing perceptions among respondents. The impact of work pressure on health is also apparent (mean of 3.10 and standard deviation of 1.145). The standard deviation suggests some variability in responses, indicating differing opinions or experiences regarding the impact of work pressure on health. Furthermore, emotional disturbances during task completion are acknowledged, evidenced by a mean of 3.17 and a standard deviation of 1.060. The moderate standard deviation suggests some variability in responses regarding emotional disturbance, but the level of agreement is still relatively high.

In the financial aspect, a moderate number of participants reported a high debt load, based on a mean of 3.00 and a standard deviation of 1.276. The higher standard deviation suggests considerable variability in responses, which indicates differing opinions or experiences regarding the level of debt load among respondents. Conversely, most participants expressed confidence in their financial management abilities (mean of 3.70 and a standard deviation of 0.926). A moderate standard deviation suggests some variability in responses regarding financial management, but the level of agreement is still relatively high.

However, some respondents encountered financial problems, as indicated by a mean of 2.78 and a standard deviation of 1.195. A higher standard deviation suggests considerable variability in responses, indicating differing opinions or experiences regarding the presence of financial problems. Notably, a positive

correlation between high levels of income and motivated work performance is affirmed, with a mean of 3.65 and a standard deviation of 0.777. A low standard deviation indicates consistent agreement among respondents regarding the motivating effect of income on work performance. In addition, participants generally found their current salary position commensurate with their job (mean of 3.40 and standard deviation of 0.960). A moderate standard deviation suggests some variability in responses regarding satisfaction with the current salary level, but the level of agreement is still relatively high.

### THE ORGANIZATION'S ROLE IN IMPROVING THE WORK-LIFE BALANCE OF UNIVERSITY ACADEMIC MEMBERS

ITEM	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
26. The organization supports me a lot in managing work-life commitments.	2(3.3)	8(13.3)	12(20.0)	30(50.0)	81(3.3)	3.57	.998
27. Programs and policies related to work-life balance management benefit me.	1(1.7)	8(13.3)	16(26.7)	28(46.7)	7(11.7)	3.53	.929
28. I am satisfied with the work-life balance management program and policy provided by this organization.	0	8(13.3)	17(28.3)	26(43.3)	9(15.0)	3.60	.906
29. Organizations that organize work-life balance programs need to extend opportunities to employees and their spouses to reduce work-life conflicts.	0	3(5.0)	16(26.7)	27(45.0)	14(23.3)	3.87	.833
30. Organizations that support work-life balance need to value individual employees and understand the importance of their families.	0	0	15(25.0)	34(56.7)	11(18.3)	3.93	.660
31. The work-life balance programs and policies in this organization do not get support from the management.	4(6.7)	5(8.3)	19(31.7)	27(45.0)	5(8.3)	3.40	.995
32. Work-life balance programs and policies in the organization need to be improved.	0	0	12(20.0)	34(56.7)	14(23.3)	4.03	.663

As for Item 26, evaluating the organization's assistance in managing work and life commitments, the mean score (3.57) suggests that, on average, respondents agreed with the support provided. The corresponding standard deviation (0.998) indicates a moderate degree of variability in responses. Moving on to Item 27, which assesses the perceived benefits of programs and policies related to work-life balance, the mean score (3.53) implies an overall agreement among respondents. The associated standard deviation (0.929) points to a moderate level of variability in opinions. Item 28 delves into satisfaction with the organization's work-life balance management program and policy. With a mean score of 3.60, Respondents, on average, expressed satisfaction (mean 3.60), and the standard deviation (0.906) suggests a moderate degree of variability. Item 29 examined the need for organizations to provide opportunities for employees and their spouses to reduce work-life conflicts. A mean score of 3.87 indicates agreement, with a moderate degree of variability suggested by a standard deviation of 0.833. As for Item 30, addressing the importance of appreciating individual employees and their families in organizations supporting work-life balance, a mean score of 3.93 with relatively low variability (STD = 0.660) indicates agreement.

Item 31 evaluates the perceived lack of management support for work and life balance programs, with a mean score of 3.40 indicating a somewhat neutral to agreeable stance, while the associated STD of 0.995 suggests a moderate degree of variability. Finally, Item 32 focused on the need for improvement in work and life balance programs and policies, with a mean score of 4.03 indicating agreement, while the corresponding STD of 0.663 suggests relatively low variability. These findings collectively offer a comprehensive overview of respondents' perspectives on various aspects of work-life balance and organizational support. The mean scores serve as indicators of central tendency, while the standard deviations provide insights into the dispersion of opinions among the respondents.

### JOB SATISFACTION OF ACADEMIC MEMBERS IN UNIVERSITIES

ITEM	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
33. My physical condition is very good.	0	6(10.0)	11(18.3)	33(55.0)	10(16.7)	3.78	.846
34. You are free to choose your own work method.	1(1.7)	8(13.3)	7(11.7)	37(61.7)	7(11.7)	3.68	.911
35. You enjoy working with your	0	1(1.7)	4(6.7)	43(71.7)	12(20.0)	4.10	.573

colleagues.

36. The recognition you get is not commensurate with the work you do.	5(8.3)	14(23.3)	13(21.7)	21(35.0)	7(11.7)	3.18	1.172
37. Your boss does not have a positive impact on you.	10(16.7)	15(25.0)	13(21.7)	19(31.7)	3(5.0)	2.83	1.196
38. The amount of responsibility given to you is appropriate.	1(1.7)	7(11.7)	14(23.3)	33(55.0)	5(8.3)	3.57	.871
39. You do not get a chance to use your capabilities.	5(8.3)	11(18.3)	18(30.0)	25(41.7)	1(1.7)	3.10	1.003
40. Relations between industry, management and workers are good.	0	5(8.3)	18(30.0)	32(53.3)	5(8.3)	3.62	.761
41. Your chances of promotion are difficult.	0	6(10.0)	16(26.7)	27(45.0)	11(18.3)	3.72	.885
42. The administrative management of the organization is well organized.	1(1.7)	4(6.7)	15(25.0)	35(58.3)	5(8.3)	3.65	.799
43. The suggestions you give are often not heeded by the management.	1(1.7)	11(18.3)	16(26.7)	29(48.3)	3(5.0)	3.37	.901
44. Your working hours are convenient to your management and career life.	2(3.3)	1(1.7)	13(21.7)	39(65.0)	5(8.3)	3.73	.778
45. The variety of tasks in your career burdens you	2(3.3)	8(13.3)	17(28.3)	28(46.7)	5(8.3)	3.43	.945
46. My work environment is safe / conducive.	0	6(10.0)	11(18.3)	35(58.3)	8(13.3)	3.75	.816
47. Feeling safe while working in the family, the company also provides good, safe and easily accessible health facilities.	0	2(3.3)	11(18.3)	37(61.7)	10(16.7)	3.92	.696
48. The company provides opportunities for employees to pursue further education and training to improve their knowledge and experience in work.	1(1.7)	2(3.3)	12(20.0)	36(60.0)	9(15.0)	3.83	.785
49. The company provides benefits for the family, labour costs for employees / wives of employees and health costs for families of employees	1(1.7)	2(3.3)	12(20.0)	39(65.0)	6(10.0)	3.78	.739
50. The company gives employees the opportunity to perform religion activities	0	1(1.7)	5(8.3)	38(63.3)	16(26.7)	4.15	.633
51. Provides incentives for employees doing overtime/ extra work / bonus	5(8.3)	12(20.0)	15(25.0)	24(40.0)	4(6.7)	3.17	1.092

Investigations into the job satisfaction of academic members in universities reveals insights into various aspects of their professional experience, each measured by specific items. Notably, Item 33, which assessed physical well-being, yielded a mean score of 3.78 and a standard deviation of 0.846, indicating an overall positive perception. Conversely, Item 34, examined the freedom to choose work methods and found a slightly lower mean of 3.68, suggesting moderate satisfaction, and a standard deviation of 0.911, indicating variability in responses. Meanwhile, Item 35 assessed the enjoyment while working with colleagues and found a notably high mean of 4.10 and a low standard deviation of 0.573, indicating a strong positive consensus among respondents.

In contrast, Item 36 focused on the perceived recognition of work and found a divergence, indicated by a mean of 3.18 and a higher standard deviation of 1.172. Participants expressed varying sentiments regarding Item 37, where perception of a boss's positive impact, indicated by a mean of 2.83 and a standard deviation of 1.196, signifying a notable range in responses. Item 38 focused on the appropriateness of assigned responsibilities and found general positive sentiments (mean of 3.57 and a standard deviation of 0.871). Similarly, Item 39 assessed opportunities to utilize one's abilities (mean of 3.10 and a standard deviation of 1.003). Item 40 gauged the relations between industry, management, and workers and found a moderate level of satisfaction (mean of 3.62 and a standard deviation of 0.761).

Item 43 explored concerns about the attention given to employees' suggestions (mean of 3.37 and standard deviation of 0.901). Item 41 examined perceptions about career advancement opportunities and found moderate satisfaction (mean of 3.72 and standard deviation of 0.885). Items 42 to 51 in the survey delved further about broader organizational support. For example, Item 42 focused on the organisation's administrative management (mean of 3.65 and standard deviation of 0.799). Items 47, 48, and 49 addressed company provisions for safety, education, and family benefits and found relatively low variability (mean of 3.78 and standard deviation of 3.92).



Lastly, Item 50 explored the provision of opportunities for religious activities and found strong positive sentiments (mean of 4.15 and standard deviation of 0.633). Item 51 addressed the incentives for overtime or extra work and found greater variability in responses on this aspect (lower mean of 3.17 and higher standard deviation of 1.092). In summary, these findings underscore nuanced perceptions among university academic members across various aspects of their professional environment.

## CONCLUSION

The primary objective of the preliminary investigation was to examine the equilibrium between work and personal life among lecturers in Malaysian public universities, with a specific focus on academic staff. The survey instrument's reliability was assessed using the Cronbach's Alpha, which yielded commendable results indicating strong internal consistency. The calculated coefficients for both the original and standardized items affirmed the measurement instrument's reliability, establishing a solid foundation for the study. Demographic findings revealed a balanced gender representation among participants, with a predominant middle-aged population possessing diverse educational qualifications, mainly comprising master's and PhD holders. These demographics enhance the study's credibility and relevance in the academic context. Descriptive statistics and analysis of survey items provided insights into various dimensions, including career, relationships, family, health, finance, organizational support, and job satisfaction among academic members of universities. Participants generally held positive perceptions regarding their work performance, organizational commitment, and relationship with colleagues. However, challenges related to workload, additional tasks, and recognition for work completed were identified.

Regarding the family domain, participants emphasized the motivating role of family in work situations, while concerns about time management and the impact of workload on leisure time were noted. Health and stress-related concerns accentuated the importance of addressing employee well-being. Financial aspects, including debt load and financial problems, presented varied perspectives, yet participants generally expressed confidence in their financial management capabilities. The study also explored the organization's role in supporting work-life balance, revealing moderate agreement on aspects such as organizational support, program benefits, and satisfaction with work-life balance management. The job satisfaction survey delved into multiple dimensions, including physical well-being, freedom to choose work methods, enjoyment of working with colleagues, recognition, impact of bosses, appropriateness of responsibilities, and opportunities to use capabilities. While some aspects received consistent positive responses, others, such as recognition and impact of bosses, showed more diverse perspectives. This pilot study offers valuable initial insight into job satisfaction experienced by lecturers in a Malaysian public university, emphasizing the significance of Work-Life Balance (WLB). The high reliability of the measurement instrument and the detailed analysis of survey items contributed to the robustness of the findings, thus, paving the way for future research to explore the complexities of job satisfaction in academic settings. This, in turn, can inform policy changes and institutional improvements.

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