



**RELATIONSHIP BETWEEN WORK-LIFE BALANCE,
EMPLOYEE DEVELOPMENT AND ORGANIZATIONAL
PERFORMANCE AT MALAYSIAN PUBLIC UNIVERSITIES**



MASTER OF SCIENCE IN HUMAN RESOURCE DEVELOPMENT

2024



Institute of Technology Management and Entrepreneurship

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Eddyka Firdaus bin Ghazali



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EDDYKA FIRDAUS BIN GHAZALI



UNIVERSITI TEKNIKAL MALAYSIA MELAKA

2024

DEDICATION

I dedicate this thesis to myself and to my family, especially my wife and my parents, to whom, with their support, I am able to finish my research and studies.



ABSTRACT

Organizational performance (OP) in academic institutions is influenced by various factors, with Work-Life Balance (WLB) and Employee Development (ED) being critical components that can either enhance or hinder success. The institutions faced unique challenges such as limited resources, increased administrative demands, and the need to generate high-impact research and publications. Additionally, despite the recognized importance of Work-life Balance and Employee Development, there remains a substantial gap in literature of their specific effects on OP within the context of Malaysian public universities. Thus, this thesis investigated the significant relationship between Work-Life Balance (WLB), Employee Development (ED), and Organizational Performance (OP) at Malaysian public universities, through examining the extent that WLB practices and ED influenced the professional development of academic staff and their contribution to OP. The objectives of this study were to analyze the relationship between Work-Life Balance and Organizational Performance and to determine the relationship between Employee Development and Organizational Performance. Primary data were collected from 242 academicians in three selected universities under "Focused University". A quantitative approach was used to study the relationship among WLB, ED and OP. Data were collected through surveys administered to academic staff, ranging from DS45 grade to Professors, across several public universities in Malaysia. The data were analyzed by using Multi Regression analysis via the IBM Statistical Package for the Social Sciences (SPSS) 2022 software. The findings revealed that WLB had significant relationship with OP whereas there is no significant effect of ED on OP. Hence H1 was accepted whereas H2 was not. The results of the Multiple Regression analysis showed that academicians ($n = 242$) was the predictor variable of WLB, which contributed to changes in OP. Significantly, where WLB ($R = .678, p < .05$) and the variance showed ($R^2 = .460$) of the OP of academics in public universities. Meanwhile, the ED ($R = .041, p < .05$) contributed only 0.2% of the variance ($R^2 = .002$) of the OP in public universities. This research fills the existing gaps in the understanding of WLB and ED and their effects on OP in higher education and provide practical recommendations for university practitioners and Human Resource departments, MoHE's policy development on human resource development of universities and future researchers embarking on the realms of WLB, ED and OP.

HUBUNGAN ANTARA KESEIMBANGAN KERJA-KEHIDUPAN, PEMBANGUNAN PEKERJA, DAN PRESTASI ORGANISASI DI UNIVERSITI AWAM MALAYSIA

ABSTRAK

Prestasi organisasi (OP) dalam institusi akademik dipengaruhi oleh pelbagai faktor, dengan Keseimbangan Kerja-Kehidupan (WLB) dan Pembangunan Pekerja (ED) sebagai komponen kritikal yang dapat meningkatkan atau menghalang kejayaan. Institusi-institusi ini menghadapi cabaran unik seperti sumber yang terhad, peningkatan tuntutan pentadbiran, dan keperluan untuk menghasilkan penyelidikan dan penerbitan yang berimpak tinggi. Selain itu, walaupun kepentingan Keseimbangan Kerja-Kehidupan dan Pembangunan Pekerja diakui, terdapat jurang yang ketara dalam literatur mengenai kesan khususnya terhadap OP dalam konteks universiti awam Malaysia. Oleh itu, tesis ini menyiasat hubungan signifikan antara Keseimbangan Kerja-Kehidupan (WLB), Pembangunan Pekerja (ED), dan Prestasi Organisasi (OP) di universiti awam Malaysia, melalui pemeriksaan sejauh mana amalan WLB dan ED mempengaruhi pembangunan profesional staf akademik dan sumbangan mereka terhadap OP. Objektif kajian ini adalah untuk menganalisis hubungan antara Keseimbangan Kerja-Kehidupan dan Prestasi Organisasi serta menentukan hubungan antara Pembangunan Pekerja dan Prestasi Organisasi. Data primer dikumpulkan daripada 242 ahli akademik di tiga universiti terpilih di bawah "Universiti Berfokus". Pendekatan kuantitatif digunakan untuk mengkaji hubungan antara WLB, ED, dan OP. Data dikumpulkan melalui soal selidik yang diberikan kepada staf akademik, daripada gred DS45 sehingga Profesor, di beberapa universiti awam di Malaysia. Data dianalisis menggunakan analisis Regresi Pelbagai melalui perisian IBM Statistical Package for the Social Sciences (SPSS) 2022. Dapatan kajian menunjukkan bahawa WLB mempunyai hubungan yang signifikan dengan OP manakala ED tidak memberi kesan signifikan terhadap OP. Oleh itu, H1 diterima manakala H2 tidak diterima. Hasil analisis Regresi Pelbagai menunjukkan bahawa ahli akademik ($n = 242$) adalah pembolehubah peramal bagi WLB, yang menyumbang kepada perubahan dalam OP. Secara signifikan, WLB ($R = .678, p < .05$) menunjukkan varians ($R^2 = .460$) terhadap OP akademik di universiti awam. Sementara itu, ED ($R = .041, p < .05$) hanya menyumbang 0.2% dari varians ($R^2 = .002$) terhadap OP di universiti awam. Penyelidikan ini mengisi jurang yang ada dalam pemahaman tentang WLB dan ED serta kesannya terhadap OP dalam pendidikan tinggi dan menyediakan cadangan praktikal untuk pengamal universiti serta Jabatan Sumber Manusia, penggubalan dasar MoHE mengenai pembangunan sumber manusia universiti dan penyelidik masa depan dalam bidang WLB, ED dan OP.

ACKNOWLEDGEMENT

All praises to the Most Gracious, the Most Merciful for the strength and His blessings for me throughout this life. I am incredibly grateful to those who have helped me throughout this project. I want to take the opportunity to extend my appreciation to the Universiti Teknikal Malaysia Melaka (UTeM) for facilitating this study. I am also grateful to the Malaysian Ministry of Higher Education (MoHE) for funding this project. I would like to express my biggest gratitude to Dr. Shahrulanuar Bin Mohamed, my main supervisor, for his countless hours of reading, encouragement, motivation, enthusiasm, and immense knowledge. He has contributed a lot to my project in terms of guiding, teaching, supporting and advising endlessly all the time during my project completion. His guidance really helped me while executing this project. In addition, I express my gratitude to my co-supervisor, Assoc. Prof. Datuk Dr. Norliah Binti Kudus, who constantly supported my journey. My special thanks also goes to Dr. Nooraini Sulaiman, former co-supervisor, for the endless help in guiding me throughout the project. Finally, my journey during this project could not have been accomplished without the support from my family, especially my wife, Nur Diana Izzani, my beloved father, Prof. Ir. Ts. Dr. Ghazali bin Omar and my loving mother Mrs. Rozila binti Amat Hamdi for their love, prayers, thoughts, motivational support and sacrifices throughout this project and my studies. Finally, I would like to express my gratitude to everyone who has helped, supported, and inspired me on this academic journey. I greatly appreciate all of them for their encouragement and assistance.

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LIST OF SYMBOLS

s	-	Sample size
N	-	Population size
r	-	Correlation coefficient
R	-	Coefficient of determination
R^2	-	Variance value
Y	-	Dependent variable
X	-	Independent variable
Y_i	-	Dependent variable
a	-	Constant
b	-	Regression coefficient
X_i	-	Independent variable
M	-	Mean
STD	-	Standard deviation

LIST OF ABBREVIATIONS

ED	-	Employee Development
HR	-	Human Resources
HRM		Human Resource Management
IBM	-	International Business Machines
KEGA	-	Key Economic Growth Activities
KKK	-	Keseimbangan Kerja-Kehidupan
MoHE	-	Ministry of Higher Education
OCB	-	Organizational Citizenship Behaviour
OP	-	Organizational Performance
PBB	-	Performance-based Budgeting
PhD	-	Doctor of Philosophy
PTJ	-	Pusat Tanggungjawab
QWL	-	Quality of Life
SPSS	-	Statistical Package for the Social Sciences
SHRM	-	Strategic Human Resource Management
SWE	-	Supportive Work Environment
SDG	-	Sustainable Development Goals
UN	-	United Nation
UPSI	-	Universiti Pendidikan Sultan Idris
USIM	-	Universiti Sains Islam Malaysia

- UTeM - Universiti Teknikal Malaysia Melaka
WFC - Work-Family Conflict
WLB - Work-Life Balance



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LIST OF PUBLICATIONS

The following are the list of publications related to the work on this thesis:

Ghazali, E.F., Mohamed, S., Kudus, N. and Hasan, M.A., 2024. A Work-Life Balance Model Based On Maqasid Syariah Sustaining The Social Well-Being Of Lecturer In Malaysian Public Universities: A Pilot Study. *Educational Administration: Theory and Practice*, 30(5), pp.11623-11632 (SCOPUS indexed, Q4)

Ghazali, E.F., Mohamed, S., Kudus, N., Hasan, M.A. and Ab Rahman, Z., 2024. Enhancing Employee Performance In Public Universities Through Work-Life Balance: A Review. *Educational Administration: Theory and Practice*, 30(5), pp.11639-11644 (SCOPUS indexed, Q4)

Ghazali, E.F. and Mohamed, S., 2023. Conceptual Framework of the Work-Life Balance Model Based on Maqasid Syariah Towards Social Well-Being at Universiti Awam Malaysia. *International Journal of Advanced Research in Education and Society*, 5(3), pp.419-425 (MyCITE)

Mohamed, S., Sulaiman, N. Ab Rahman, Z., and Ghazali, E.F., 2023. Relationship Between Work-Life Balance, Job Satisfaction And Self Compassion Among Academics Of A Public University. *Journal of Namibian Studies : History Politics Culture*, 34, pp.2434–2451. (SCOPUS indexed, Q2)

CHAPTER 1

INTRODUCTION

1.1 Background

Organizational performance (OP) in academic institutions is influenced by various factors, with Work-Life Balance (WLB) and Employee Development (ED) being critical components that can either enhance or hinder success. This thesis examines the relationship between WLB, ED, and OP within Malaysian public universities. Organizational Performance refers to the effectiveness and efficiency with which an organization achieves its goals and objectives. In Malaysian public universities, OP is measured by academic excellence, research output, student satisfaction, and institutional reputation, competitive nature of higher education, these universities continuously strive to improve their performance to remain relevant and excel in their mission. Survey methods were used to obtain respondents' feedback related to WLB, ED, and OP, aiming to analyze the relationship between WLB and OP, as well as ED and OP, targeting public universities. (Rapizal and Mohd Fuzi, 2023)

Thus, WLB is the equilibrium between personal life and professional responsibilities (Bello et al., 2024). In academic settings, balancing teaching, research, administrative duties, and personal life can be challenging. Effective WLB policies can lead to increased job satisfaction, reduced stress, and overall well-being of faculty and staff, which are crucial for maintaining a motivated and productive workforce, ultimately enhancing organizational performance (Bashir and Khan, 2022). Employee Development encompasses initiatives aimed at enhancing employees' skills, knowledge, and

competencies, including professional development opportunities like workshops, training sessions and academic conferences. ED fosters a culture of continuous learning and improvement, contributing significantly to individual and organizational growth (Ramamoorthy, 2022).

The relationship between WLB, ED, and OP is multifaceted and interconnected. A balanced work-life environment can lead to higher satisfaction, reduced burnout, and increased loyalty among employees, resulting in enhanced productivity, creativity, and overall organizational performance (Abebe and Assemie, 2023). Investment in employee development leads to a more skilled and knowledgeable workforce, driving innovation and efficiency, which directly impacts the quality of education and research output, improving the university's overall performance. Moreover, effective work-life balance policies create an environment conducive to learning and development, when employees feel supported in managing their personal and professional lives, they are more likely to engage in development activities, further enhancing their capabilities and contributions to the organization (Žnidaršič and Marič, 2021).

This thesis aims to empirically investigate the effect of WLB and ED on OP within Malaysian public universities by examining the experiences and perceptions of staff. The research seeks to provide insights into what these factors interplay to influence the overall performance of academic institutions, with the findings are expected to inform policy and practice, contributing to strategies that enhance both employee well-being and organizational success. Understanding the relationship between WLB, ED, and OP is crucial for university administrators, policymakers, and stakeholders in the higher education sector. Insights from this research can guide the implementation of effective policies and programs that support faculty and staff, leading to improved organizational performance and better educational outcomes for students (Amalou, 2024). This study also

contributes to the broader discourse on organizational behaviour and performance in higher education, offering valuable perspectives that can be applied globally.

1.2 Problem Statement

In recent decades, the workplace has undergone significant transformations, placing increased demands on employees' time, effort, and dedication (Teo, 2023; Zahoor, 2021; Lestari and Margaretha, 2021). This is particularly evident in public institutions, where employees, especially academic staff, face immense pressure to balance multiple roles. These roles encompass academic responsibilities such as teaching and mentoring, research endeavors, administrative duties, and community service (Abdullah, 2021). The multifaceted nature of these responsibilities often leads to increased stress and challenges in achieving an optimal WLB.

The concept of WLB is crucial as it directly impacts employees' professional and personal lives. A well-maintained WLB is known to reduce stress and improve overall well-being, which in turn positively influences Organizational Performance (OP). Organizational Performance is measured by the effectiveness and efficiency with which an organization meets its goals, often reflected in the quality of academic output, research contributions, and overall institutional reputation. However, there remains a substantial gap in understanding the specific impacts of WLB on OP within the context of Malaysian public universities. These institutions face unique challenges such as limited resources, increasing administrative demands, and the pressure to produce high-impact research and publications (Johari, 2021). Academic staff are often required to juggle these competing demands, which can lead to burnout and reduced productivity (Khairunesa, 2021). Additionally, factors such as insufficient recognition for achievements and

disproportionate workloads further exacerbate the stress experienced by academic staff, impacting their mental and physical health (Hamdan et al., 2020).

Employee Development (ED), on the other hand, involves continuous professional growth through skill enhancement and career progression opportunities, which are vital for maintaining a motivated and competent workforce. Effective ED is essential for fostering a supportive work environment that promotes employee well-being, professional growth, and high performance. Prioritizing ED within an organization can lead to improved Organizational Performance, as it ensures that employees are well-equipped to meet the demands of their roles and contribute to the institution's success. Despite the recognized importance of ED, there is limited empirical research addressing its specific impacts on OP within Malaysian public universities. These institutions face challenges such as limited resources and increasing administrative demands, which can hinder the professional development of academic staff and negatively impact organizational performance (Khairunesa, 2021).

Therefore, this study aims to bridge this gap by investigating the relationship between WLB and OP, as well as ED and OP, in Malaysian public universities. By exploring how WLB practices and ED influence the professional development of academic staff and their contribution to organizational success, this research seeks to provide valuable insights for university administrators and policymakers. The findings are expected to inform the development of effective WLB policies and interventions that enhance employee development, reduce stress, and improve overall organizational performance. Such policies are crucial for creating a supportive and productive academic environment that benefits both the employees and the institution.

Addressing these issues is vital for the sustainability and success of public universities in Malaysia. As academic staff play a crucial role in the educational and research mission of these institutions, ensuring their well-being and professional development through effective WLB and ED practices is paramount. This study's outcomes contribute to the broader discourse on WLB and ED, offering practical recommendations for improving the work environment and fostering a culture of balance and productivity in the academic setting.

1.3 Research Objective

The primary purpose of this research project is to determine the effects of WLB, ED, and OP, and to assess their impact on employee effectiveness in public universities. Specifically, the primary goals of this research are:

- i. To analyze the relationship between Work-Life Balance and Organizational Performance
- ii. To determine the relationship between Employee Development and the Organizational Performance

1.4 Research Questions

The following are the research questions of this study:

- i. To what extent is the relationship between Work Life Balance and Organizational Performance?
- ii. To what extent is the relationship between Employee Development and Organizational Performance?

1.5 Scope of Research

This research focuses on the Work-Life Balance (WLB) model among academics at Malaysian public universities, specifically targeting Universiti Teknikal Malaysia Melaka (UTeM), Universiti Sains Islam Malaysia (USIM), and Universiti Pendidikan Sultan Idris (UPSI).

UTeM, known for its technical and engineering disciplines, the study was investigating how flexible work arrangements, such as remote work and flexitime, influence the productivity and well-being of engineers. With the rise of technological advancements and the increasing demand for WLB, this research provide insights into the feasibility and benefits of adopting flexible work practices within engineering organizations, using surveys and quantitative analysis to determine between flexible work arrangements, performance, and stress levels among engineering professionals (UTeM, 2024).

USIM, with its strong Islamic foundation, offers a unique setting to explore the integration of spirituality and WLB. This study aims to examine how Islamic spiritual practices, such as regular prayers, mindfulness, and self-reflection, impact the WLB of healthcare workers. Given the demanding and emotionally charged nature of healthcare professions, this research investigates whether Islamic principles can act as a buffer against promote a healthier WLB. (USIM, 2024).

UPSI, with its focus on education and pedagogy, is ideal for research centre on educators' towards WLB. This study explores the factors that contribute to or hinder WLB among academic staff in Malaysia. By examining workload distribution, administrative burdens, and opportunities for professional development, the research aims to provide actionable recommendations for educational institutions to better support their educators.

Given the crucial role of academic staff in shaping future generations, this study aligns with UPSI's mission and could lead to policy changes that improve work conditions for lecturers (UPSI, 2024).

The research was focus on academic staff ranging from DS45 grade to Professors, including lecturers, senior lecturers, associate professors, and professors. This group is chosen because maintaining a successful career alongside personal or family life is crucial for their happiness and responsibilities. The study is link WLB to five elements which is career, relationship, family, health and financial into one dimensional to exploring its integration with employee development (ED) and organizational performance (OP).

Methodologically, the research used IBM SPSS 22.0 for data analysis. SPSS is selected for its ability to integrate basic data preparation and management, descriptive statistics, and inferential analyses (descriptive and regression), making it the most appropriate tool for analysing WLB elements based on ED and OP to validate the research framework that contributes to the social well-being of public universities in Malaysia.

