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## Correlation of Employees' Satisfaction, Employees' Wellbeing and Workload between Work Life Balance

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### Abstract

The idea of work life balance and upholding personal and professional accountability is directly related to thoughts on quality of life. Indirectly, employees will focus to complete their works during office hours, avoid procrastination and deliver works timely. Thus, it will increase the organizational performances. This study was aimed to identify the relationship of employees' satisfaction, employees' well-being and workload towards work life balance. Stratified sampling was utilised in this study to represents different groups or level of a population. Here, 113 respondents in a public sector in Kelantan are involved. For this analysis, SPSS was employed. Pearson's correlation analysis and mean analysis were applied to this study to measure the relationships between independent and dependent variables. The finding of the study revealed that employees' satisfaction, employees' wellbeing and workload is the most dominant factor affecting work life balance. It is also shown that all factors were significantly related with work life balance. These results explained that the higher employees' satisfaction, employees' well-being and workload felt by the employees, will increase work life balance enjoyed by them. Several areas for improvement should be observed in future research. This study may be conducted in an organization in one particular area. This is done to ensure the focus group of respondents. Next the survey instrument used to assess employees' satisfaction, employees' wellbeing and workload may incorporate questions from multiple sources, eliminating errors or bias.

**Keywords:** Work Life Balance, Employees' Satisfaction, Employees' Wellbeing, Workload, Healthy Work Environment

### Introduction

Employers are strategizing to put prior on work life balance towards employees in order to improve organizational performances. Generations today are likely to work smart by balancing work in the office and personal life at home. Burden of too much work may lead to employee's turnover. The issue of high brain drain is existence caused from numerous factors

are involved. High brain drain has also influenced the performance of organisations and reflect the reputation of the organisations (Haider, 2020). In order to cater turnover problem, organisation have to designing and adopting approaches for facilitating employees' satisfaction, employees' wellbeing and workload (Allen et al., 2003; Chinomona, 2012).

Recently, researchers have shown that work life balance plays an important role in work related outcomes (Venkatesh et al., 2017). Work life balance is the state of equilibrium where a person equally prioritizes the demands of career and personal life (Young et al., 2022). Employers who are aware with the environment and support work life balance for employees have many benefits such as employees are more loyal, performance increase and low issues on absenteeism. It has been identified that work life balance has a very significant correlation with the life of an employee's family, personal health, organizational responsibilities, job performance and loss of workplace efficacy (Zheng & Wu, 2018).

Work life balance involved professional people in equally balance the professional and family life. In achieving the balancing of professional work requirement and family life it will enhance the performance and productivity by that it will bring positive satisfaction level to employee and organization (Raisinghanil & Goswami, 2014). In making sure the employee in high working satisfaction level, organization play important role towards employee commitment, loyalty and performance. An organization that cares and concern for the hardness of their employee would able to create the policies, guidelines or code of conduct in the organization in making sure the employee sustains or increase their performance level (Chitra & Shiela, 2012).

Employees hold many responsibilities in the family as husband or wife, son or daughter to their parents, and leader to their children which carrying heavy duties and high obligation for the varieties post (Irfan et al., 2021). In fact, the purpose they are working mainly to fulfil commitment for their families. At the same time the employees also belong to the society such as the responsibility in making sure the family upbringing giving benefits to the society. In a norm, each individual educated to perform well and responsible for each role. In certain situation it may come to conflict of roles if individual could not balance the roles requirement and this will impose burden to others and affect the many parties (Ali et al., 2021).

### **Problem Statement**

There are several factors caused level of work life balance has decline throughout the year. It is clearly seen as the advancement of technology leads to the factor (Aruldooss & Parayitam, 2020). Employees consistently get emails from employers, requires information through their smartphones along the day. Employees continually provide feedbacks and response to the employers at any time including during the weekend. Technology is an advantage for both employers and employees to discuss regarding work without time limits. It may be an advantage for employers but it will distract the employees' wellbeing.

Employees must have clear roles and responsibilities to ensure that they do not spend their working time fulfilling other employees' task, doing repetitive reports and attending numerous of meeting. Excessive workload will affect to lower level of work life balance (Burke, 2010). A better understanding of work life balance is thus important as they have been found correlated with variables such as job satisfaction, employees' wellbeing, performance and organizational commitment (Abdirahman et al., 2020; Singh & Chaudhary, 2019; Thakur & Sharma, 2019). Therefore, the study will find out the relationship between employees' satisfaction, employees' wellbeing and workload with work life balance.

## Literature Review

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

Work life balance can be defined as a balance between the emotional, behavioural and time demands of both paid work and personal responsibilities (Marta, Jasmina & Ines, 2016). A changing in technology has resulted in a growing interest in work life balance. In addition, changes of employees' generations, increase in working hours and conditions in the home environment require employees to maintain a harmonious balance between work and personal life (Helmle et al., 2014).

In maintaining work life balance, it concerns on how employees plan and balance the daily routines, manage responsibilities and set the priorities on the duty. If people could not manage well their duties on the specific roles it may result of burnout. When those things appear, it may give effect to the employees and also organization. There is a factor that can influence the work life balance among employees which is employees' satisfaction (Anuradha & Pandey, 2015). Employees' wellbeing relates with healthy working environment. Employees in which manage their stress level led to productive environment. It can influence to increase the work life balance of employees (Shagvaliyeva & Yazdanifard, 2014). Employers are responsible to ensure equal works are given to employees. Employees have proper workload will have high level of work life balance (Kasyap, 2016).

Employees are significant supporters of the achievement of the organization. Employees who get a healthy lifestyle and career more often have better execution contrasted with the individuals who imbalance their life style. Balancing work and personal life can be challenging and it greatly affects a people's work and life fulfilment (Aruldoss & Parayitam, 2020).

Organization that provides work life balance initiatives are more likely to have loyal employees. Maintaining a healthy work-life balance is not only important for health and relationships, but it can also improve employees' performance (Burke, 2010). If employees do not view work as a burden, then will work harder, make fewer mistakes and are more likely to become advocates to the organizations. The employees' engagement levels will increase if the employer promotes work life balance. High level of employees' engagement will lead to employees give more to the organisation becoming loyal for the organization (Tempkin, 2016).

### ***Employees' Satisfaction***

Employees' satisfaction is the extent to which employees are happy or content with their jobs and work environment (Juneja, 2015). Need for life balance and job growth might be the factors that influence employee satisfaction addressed in these (Cain et al., 2017). Employees need to be passionate towards their work and passion comes only when employees are satisfied with their job and organization (Perrin, 2016). Employee satisfaction leads to a positive ambience at the workplace (Juneja, 2015).

Employees would be more fulfilled with their job if they are satisfied and enjoyable in doing their job (Noah & Steve, 2012). Employees' satisfaction describes a positive perception towards a particular job, resulting from assessment of its characteristic (Rubbins & Judge, 2013). Positive feeling toward job and higher motivation will result in higher performance (Glassdoor, 2016).

Work life balance practices designed to reduce work family conflict and maintaining excellent performance at work. Work life balance practices enable employees to be effective in both work and personal roles. The more control an employee has on their lives the more

able they are to balance work and family (Cain, Busser & Kang, 2017). A successful balance between work and non-work roles are beneficial for both employees and employer. It enhances quality of personal relationship and organizational outcomes (Young et al., 2022). Many organizations feel the need of work life balance which include retention of valuable work force, reduce work family conflict, and reduce employee pressure, job satisfaction and better life balance.

Work life balance practices need to be supported and encouraged at workplace culture. Strong and supportive organizational culture increase employee intent to remain in the organization. It is beneficial to have a corporate culture that supports and embraces employees as individuals with priorities beyond the workplace (Felicity, 2013). Based on previous research and experience, the following hypothesis can be made:

H1: There is a significant relationship between employees satisfaction and work-life balance.

### ***Employees' Wellbeing***

One of the components that can increase work life balance is employee wellbeing (Chitra & Sheila, 2013). Employee well-being is correlate with mental health which everybody realizes his or her have their own potential enable them to cope with the normal stresses of life, able to work productively and contribute to the community (Daud, 2010). Employees with great well-being condition give effect to the job productivity (Shagvaliyeva & Yazdanifard, 2014).

Employee health status directly influence employees work behaviour, work attendance and work-life balance (Chenoweth, 2011). Employee in good well-being condition will increase the performance, able to accomplish the task in the accurate manner and able to prepare the task without defect or reject. The unhealthy worker will impact their work attendance and work behaviour (Gragnano et al., 2020). Employees that have health problem status can influence employee health behaviour. An organization effort to improve quality of employees' lives, minimizing the decrease productivity resulting from chronic illness tend to be physically and psychologically healthier than other employees (Joo & Lee, 2017).

Poor concern on employees' wellbeing have effect to mental and physical health, less life satisfaction, high level of emotional exhaustion, increase anxiety and depression levels (Singh & Chaudhary, 2019). Employees who suffer from depression unable work well. It will affect organization performances. Employees who have more control over their work experience lower burnout level and reduce work life conflict helping them to achieve their psychological wellbeing. Consequently, employees' wellbeing correlates the level of work-life balance (Bell et al., 2012). Based on the foregoing, we suggest that:

H2: There is a significant relationship between employees well-being and work-life balance.

### ***Workload***

Workload is the demand of a job that employees should fulfil in order to achieve the goal (Johari et al., 2018). Workload usually related with the amount of work and time given to accomplish the work. Work overload occurs when employees are given works and need to be completed in short period of time. Employees need to work overtime to complete the works and sacrifice their personal life with family and friends.

Work life balance was a mediator between workload and operational effectiveness. A meta-analysis revealed that work family conflict serves as a mediator between stressors and employee wellbeing (Amstad et al., 2011). Characteristics of a job includes workload and nature of the task, and organizational climate. The work environment impacts the psychological climate that affects work life balance (Briner, 2000).

Employees feel stressed when they are asked to work overtime without any prior notice and expect the employees to accept it unconditionally. Job stressors such as working conditions, expectations from management, workload and non-collegiality among employees adversely affect the health of individuals (Behr & Glazer, 2001). Job stress can be reduced by improving working conditions in organizations (Seibt et al., 2009). Therefore, we propose the following hypothesis:

H3: There is a significant relationship between workload and work-life balance.

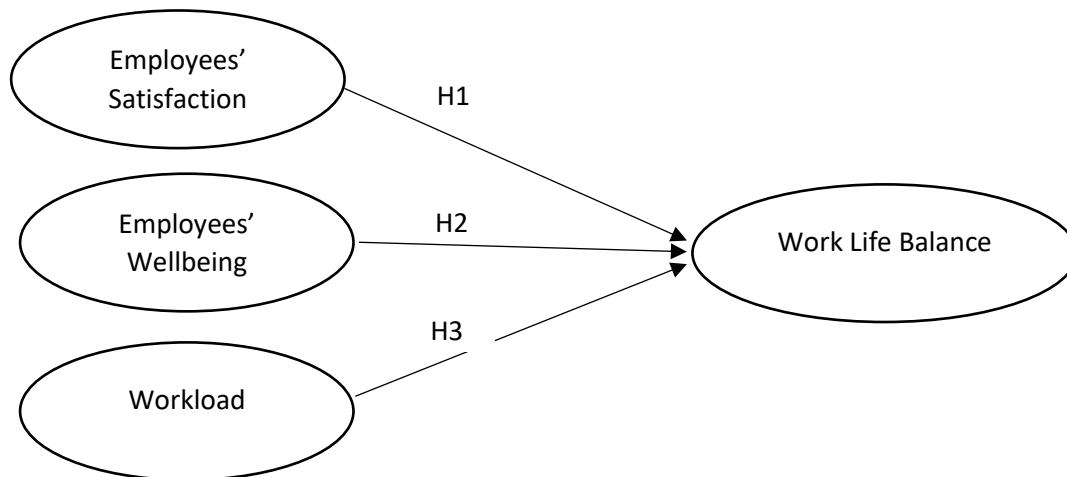


Figure 1  
Conceptual model and hypthesized relationships

## Methodology

This paper intended to assess the correlation between the dependent and independent variables in this quantitative study. Data was gathered via survey questionnaire to Malaysian public servants in Kelantan. The Statistical Package for Social Sciences 24.0 versions was implemented for data analysis, including Pearson Correlation were deployed to assess the hypotheses.

There are 160 populations in a specific public sector that represents a larger group of participants use by researcher to generalize the results of the study. Sample size of 113 were taken from the population to involve in this study (Krejcie & Morgan, 1970). It includes employees from 7 departments by using stratified sampling in which the process selecting the sample that represents different groups or level of a population (Salkind, 2014).

## Findings

### Respondents

Sample for this study includes 81 (71.1%) male respondents and 32 (28.3%) female respondents. Majority of respondents are between 25-34 years old which is 49 (43.4%) respondents, followed by age ranged 35-44 years old with 42 (37.2%) respondents, age ranged 18-24 years old with 10 (8.8%) respondents, age ranged 45-54 years old with 8 (7.1%) respondents and age ranged 55-60 years old with 4 (3.5%) respondents.

The respondents are mainly in Licensing and Public Health department in which 42 (37.2%) respondents, followed by Planning and Development department 23 (20.4%) respondents, Administration and Human Resource department 15 (13.3%) respondents, Legislation and Enforcement department 14 (12.4%), Parking unit 8 (7.1%) respondents, Valuation department 6 (5.3%) respondents and Financial department 5 (4.4%) respondents.

Most of the respondents had been working in this organization for 6 to 10 years is 41 (36.3%) respondents. There are 34 (30.1%) respondents had been worked for 1 to 5 years. followed by 23 (20.4%) who had worked for 11 years and above. Meanwhile 15 (13.3%) respondents had been worked less than 1 year in the organization. Table 1 represents demographic profile of the respondents.

Table 1  
*Demographic Profile*

Variable	<i>n</i>	Percentage
Gender		
Female	32	28.3
Male	81	71.7
Age		
18-24 years old	10	8.8
25-34 years old	49	43.4
35-44 years old	42	37.2
45-54 years old	8	7.1
55-60 years old	4	3.5
Department		
Administration and Human Resources	15	13.3
Financial	5	4.4
Planning and Development	23	20.4
Legislation and Enforcement	14	12.4
Valuation	6	5.3
Licensing and Public Health	42	37.2
Parking Unit	8	7.1
Length of Service		
Less than 1 year	15	13.3
1 to 5 years	34	30.1
6 to 10 years	41	36.3
11 years and above	23	20.4

### **Reliability Analysis**

Reliability of a measure is established by testing for both consistency and stability. Reliability analysis used to test reliability of questionnaires and was measure by Cronbach's Alpha. Cronbach's alpha is computed in terms of the average inter correlations among the items measuring the concept. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. The closer Cronbach's alpha is to 1, the higher the internal consistency reliability.

Pilot test were conducted in the organization and questionnaires were given to 50 employees. The reliability test for 5 elements of employees' satisfaction shows 0.830. Based on alpha rules for the result indicated good level. Reliability test for 5 elements of employees' wellbeing shows 0.877. It is also indicated as good level. Reliability test for 5 elements of workload shows 0.865. It is indicated as good level based on alpha rules. Reliability test for 5 elements of work life balance shows 0.822 and also indicated as good level.

### Correlation Analysis

The hypothesis test indicated that there is a significant and weak relationship between employees' satisfaction and work life balance ( $r = 0.275$ ,  $p < 0.05$ ). Thus, H1 is supported and it can be concluded that employees' satisfaction and work life balance have a positive relationship.

The hypothesis test indicated that there is a significant and moderate relationship between employees' wellbeing and work life balance ( $r = 0.596$ ,  $p < 0.05$ ). Thus, H2 is supported and it can be concluded that employees' wellbeing and work life balance have a positive relationship.

The hypothesis test indicated that there is a significant and moderate relationship between workload and work life balance ( $r = 0.576$ ,  $p < 0.05$ ). Thus, H3 is supported and it can be concluded that workload and work life balance have a positive relationship. Table 2 represents correlation analysis for the variables.

Table 2

#### *Hypothesis Testing*

Hypothesis	Correlation Value	Decision
H1: There is a significant relationship between employees satisfaction and work-life balance.	$r=0.275$	Supported
H2: There is a significant relationship between employees well-being and work-life balance.	$r=0.596$	Supported
H3: There is a significant relationship between workload and work-life balance.	$r=0.576$	Supported

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

### Discussions

The present study sought to expand our understanding of employees' satisfaction, employees' wellbeing, workload and work life balance. Employees' satisfaction allows employees to be efficient in both work and personal roles. This efficiency leads to positive environment that can boost productivity of organization. Findings confirm on the significant of the relationship between employees' satisfaction and work life balance. It can be concluded that weak relationship of employees' satisfaction and work life balance because mainly respondents have worked more than 6 years in the organization. Employers should enhance employees' satisfaction on work and personal life by promoting two ways communication, eliminate feeling of isolation among employees and reducing anxiety of younger employees (Zheng et al., 2015).

Our findings extend previous research that focused on employees' wellbeing and work life balance. It can be concluded that employees' wellbeing have significant relationship with work life balance with moderate level of relationship. Employers must creating healthy culture organization to maintain positive psychological and environment of the employees (Chenoweth, 2011). It takes passionate, persistent and persuasive leadership at all level of employers to encourage healthy culture in the workplace. Creating healthy culture in the workplace requires commitment and readiness from all parties, employers and employees. Work life balance would depend on the employees' wellbeing.

Our current study outcomes clearly indicate the signification relationship between workload and work life balance in which moderate level of correlation. Employers may increase flexibility with respect to the work hours of employees (Marta, 2016). Employees can



work fewer hours by prioritizing their efforts. Supportive employers required to reduce the conflict between work and personal life. Employers who realize the relevance of work life balance will offer appropriate workload to employees.

### Conclusion

This paper highlights the importance of work life balance. It is concluded that there is significant relationship between employees' wellbeing, workload and work life balance with moderate level relationship. It is concluded that there is correlation between employees' satisfaction and work life balance with weak level relationship.

Employers and employees must strategize to have equal work life balance by enhancing these factors; employees' satisfaction, employees' wellbeing and workload. Our findings imply interactive communication between employers and employees may improve employee's satisfaction. Employers possess as motivator and make employees feel comfortable working in the organization. It is important to maintain positive working environment in the organization to increase employees' wellbeing. Physical and psychological of employees are essential to boost organizational performances. Employers may offer retreat or leave for maintain good employees' wellbeing. Apart of that, consideration on workload given to the employees is also significant. Appropriate time frame to complete the work must be a concern.

This study contains several limitations. Despite variables drawn largely from the existing literature, it focus on three variables only. There might be other important variables requiring further exploration to enhance work life balance. The data were limited to employees in a public sector in Kelantan state of Malaysia. This may be an issue in generalisability, therefore limiting the application of the study outcomes to different culture. Hence, future study should extend the testing of the conceptual framework to employees with other moderator variables, model suitability and generalisability.

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