The Influence of Employee's Engagement, Workload and Personality Traits on Work Life Balance among Employees of Oil & Gas Company in Kuala Lumpur during COVID-19

Zalinawati Abdul Wahab[1], Wan Edura Wan Rashid[2],
Norfadzilah Abd Razak[3], Abdul Kadir Othman[4]

[1]Planning & Performance - GD Strategic Planning P&CS PD&T PETRONAS, Level 36, Tower 2, PETRONAS Twin Towers Kuala Lumpur City Center, 50088 Kuala Lumpur, [2,4]Institute of Business Excellence, Universiti Teknologi MARA, Shah Alam, Selangor Malaysia, [3]Faculty of Business Management, Universiti Teknologi MARA Cawangan Selangor, Kampus Puncak Alam, Selangor Malaysia
Email: lin.wahab@gmail.com, wanedura@uitm.edu.my, abdkadir@uitm.edu.my, norfadzilah0438@uitm.edu.my

Abstract
The dilemma of work-life balance has become a major cause of discomfort, as it has a significant effect on both employers and employees especially during the movement control order (MCO) where employees were required to work from home. The objective of this research is to identify the influence of employees' engagement, workload and personality traits on work-life balance among Oil & Gas company located in Kuala Lumpur. This study was conducted at the Oil & Gas company in Kuala Lumpur using a quantitative research design. The structured survey instrument was distributed to 310 respondents. Pearson's correlation and multiple regression analysis were performed in this study to achieve the objective of the study. The findings indicate that the most influential predictor of work-life balance is the employee engagement followed by personality traits and workload. Higher engagement experienced by the employees in Oil & Gas company in Kuala Lumpur will lead to higher work and life balance. Ultimately, the organization will be able to help its employees by providing a better appropriate leadership supports, policy, the right tools and devices as well as support through health programs that can boost organizational efficiency through improved employee work-life balance.
Keywords: Employees' Engagement, Personality Traits, Workload and Work-Life Balance

Introduction
Work-life balance has become a fundamental factor in helping employees achieve work satisfaction and motivation in the new global general health and wellness. Many organisations recognise that work-life balance is critical to have employees who can produce

high-quality work, prevent burnout and productive. Using the concept of work-life balance, Chaudhuri et al (2020) demonstrated that work-life balance is a person's involvement in multiple tasks while devoting equal commitment, time, attention, and involvement to each. Work-life balance has been identified as an important aspect for an individual person in complex systems by social and organizational insights of demanding difficulties (Thulasimani et al., 2010).

Work-life balance also refers to employees' capability to balance their duties at work and home, as well as with social obligations and me-time. It is about the connection and relationship between employees throughout work hours and in the workplace. When employees' work-life balance is achieved, they will benefit from improved health and well-being, and if the balance is disrupted, it will negative negative consequences to them. Work-life balance is critical in shaping employees' attitudes about their organizations and lives (Scholarios & Marks, 2004). Those who have experienced this balance are more likely to be satisfied with their jobs and lives. This leads to greater productivity which has indirect beneficial or negative impact on an organization's performance, productivity, and long-term viability, which affects the economic growth.

A worldwide spread of COVID-19 has brought a dramatic decrease in the daily movement of people and business activities. The epidemic has had far-reaching implications on the nature of employment and demands for work in the context of a person's financial, family, home, and social duties. In Malaysia, the government emphasizes that work-life balance is a major issue that must be dealt with appropriately. Eleventh Malaysia Plan (2015) highlights the need of developing human capital in order to generate and sustain Malaysia's economic growth (Eleventh Malaysia Plan). Various efforts have been undertaken by agencies in Malaysia to provide knowledgeable skilled and productive workforce.

The World Health Organization has established procedures to be followed in order to prevent the spread of the virus, prompting the Malaysian government to undertake a critical assessment of the COVID-19 epidemic (Karim et al., 2020). As a result, all employees, including those working at an Oil & Gas company in Kuala Lumpur, Malaysia, a fully integrated petroleum corporation and subsidiary, are not excluded. The company is multinational hiring more than 1,600 employees and providing information and communication technology (ICT) solutions to more than 51,000 employees in 65 countries. An Oil & Gas company accomplishes goals by collaborating with ICT enterprises to create world-class ICT solutions and services that are innovative, high-quality, and cost-effective.

Despite this, the Oil & Gas company is in line with the government's direction that most of the employees must become adjusted to managing their work and segregation from their personal lives. As per Duxbury and Smart (2011), the concept of work-life balance is changing quickly where work and home life are no longer two separate entities, exerting competing demands on resources while remaining distinct in time and location. There are many factors can influence work life balance, but this study attempts to examine the relationship of employee's engagement, workload and personality traits among employees working in the Oil & Gas company.

The objectives of the study are as follows

1. To examine the relationship between employee engagement and work life balance.
2. To investigate the relationship between employee workload and work life balance.
3. To determine the relationship between personality traits and work life balance.

Literature Review
Work-life Balance (WLB)
Work-life balance refers to the establishment and maintenance of attractive, healthy workplaces that enable employees to achieve a balance between work and personal obligations, hence enhancing employee loyalty to the company. For employees to have work-life balance, the entire organization must be supported (Abendroth & Den Dulk, 2011). Work-life balance should be a primary concern to all employers, but notably for those with a growing number of employees and a proportionally higher demand for work that this entails. According to Greenhaus et al (2003), the ideal work-life situation is when an employer can manage work timetables and routines for some leisure activities in a way that suits the employees. The main objective is to preserve a healthy work-life balance and a good working relationship between the organization and its employees (Shabir & Ghani, 2020).

Some employers may be unintentionally demanding because they are dealing with difficult, unforeseen situations that no well-thought-out company plan could have predicted. A lack of work-life balance can lead to stress and inefficient work behavior, which can lead to burnout. Soomro et al (2018) claim that work-life balance affects how employees can balance family and work demands. When work gets in the way of family relationships or common problems spill over into the work. Unbalanced work-life can have major repercussions, such as lower productivity and disorganization in the office. There are a lot of studies related to work-life balance, through extensive media discussion and increasingly academic research. This can be due to the current pandemic COVID-19 outbreak that has had an overwhelming outcome on Malaysia's economy in general.

Buheji and Ahmed (2020) claimed that the coronavirus pandemic compelled the largest number of employees being forced to work remotely, with working at home becoming the new norm. Employers may be inadvertently hard because they are dealing with difficult, unanticipated situations that are not possibly the best business plan that could have predicted. Some organisations, practice work-life balance by allowing flexible schedules to employees, such as flexible work hours, home working or telecommuting (Smith & Gardner, 2007). Stankiewicz et al (2014) discovered the employee perception of work-life balance and the improvement in support are needed to improve the organization. Furthermore, employers must handle such challenging circumstances such as extended virtual meetings at inconvenient hours that no well-thought-out business plan could have predicted.

Many employees are facing demanding, insensitive employers, and as the country enters into its third lockdown. Many people are beginning to wonder how beneficial working from home. Employees are scared to speak up about their true feelings for fear of losing their employment. When examining how leaders affect work-life management, Hammond et al (2015) discovered that managerial support for work-life balance had the greatest influence on resolving work-family conflicts. Employers' stress management is much more important and must be managed well in this situation, as they must ensure their own and their employees' health is not compromised.

Employees will increasingly work from home, and it should not be viewed as an option or a temporary solution due to the pandemic, but rather as a new workplace practise. This new option aims to promote a work-from- home culture while also increasing employee productivity and encouraging a healthy work-life balance (Meikeng, 2021). This new norm of work has many advantages for both employers and employees, mainly appreciable savings on both sides whereby employers enjoy lower office leasing, utility costs, and travel and entertainment costs. Employees can gain from reduced transportation costs, time spent traveling to and from work, and in certain cases, because they work from home, even lower childcare costs. In contrast, it also brings negative consequences (Ali, 2021) especially those related to work-life balance problems.

These findings provide credence to the idea that working remotely has many advantages, such flexibility and reduced long commutes, but there is also a real risk that, in the absence of a physical office, people would develop an unhealthy balance between "working" and "home" hours (Azizan & Murad, 2020). Moreover, it is crucial when work gets in the way of family relationships or common problems spill over into the workplace. Furthermore, Chaudhuri et al (2020) said, work-life balance strategies are welcome as new contributions to the study on employee retention, which focuses on achieving a balance between employees' work and personal lives and influencing retention. Facilitating employees' ability to find a balance between their work and personal lives has been emphasized as a practice.

Work-life balance practices include the flexibility to manage the length of working hours, such as giving a helper or backup support to employees and allowing employees to take a break from their work (Glynn et al., 2002). This means that employees will have more control over their work schedules as a result of work-life balance. Employees will be able to apply for and execute work according to their working hours, working days, or place of employment, as appropriate, if the employer accepts the work from home approach. This is the case since employees spend most of their time at work during the week and only have personal time on weekends. According to Nwagbara et al (2020), employees will benefit from having good health and well-being when they have work-life balance, and it will reflect in negative ways if imbalance.

From a practical perspective, employees are key human assets and act as driving forces in determining an organization's performance in a difficult environment and their commitment is critical to every organization. In contrast, the top management no longer has any control over the schedules of direct reports. Unexpected workload and business hours have become working all the time, 24-7 (Azizan & Murad, 2020). As such, work involvement is a method of individuals getting engaged in work to fulfill their needs. This is where employers' stress management becomes even more critical and must be effectively controlled, as they must ensure their own and their employees' health is not endangered, especially with COVID-19 spreading so aggressively (Ali, 2021).

Work-life balance can be good, damaging, active, or inactive. According to certain researchers Clark (2001), reiterated that work and family are separated but commonly influential domains. The study of how boundaries or borders distinguish responsibilities in life is known as "Border Theory". It means that certain jobs and their personalities are relegated to one

side of the work–life split, while others can only pass through with proper moderation or modification and a healthy work–life balance. Therefore, the factors that will be discussed further in these studies are the variables that affected in new practice of working and how work-life balance shaping employees' perceptions towards organization and personal life.

Since the Oil & Gas company is a digital enabler, the organization needs to work more closely with the businesses that make up the group of companies to comprehend their problems, demands, and urgent needs and translate those needs into ICT solutions. Before this, most time was spent at a workplace of work that governs the personal life. During the epidemic, people are urged to stay at home (Karim et al., 2020). Therefore, the new norm of new remote working will be at home, most of the Oil & Gas company employees must get used and manage their work and segregation with home life. In an unparalleled and time-constrained manner, most organizations have been pushed to adapt to new way of work deliverables by focusing on the end results instead of common way of office working.

The frequent storm of COVID-19 is certainly impacting people and business activities where most employees have to work from home. With the advancement of technology, all works can be done remotely from home. Discussion and meeting can be done through video conferencing, work documents can be shared via online platform, Microsoft Outlook can used as a medium for working and disseminating information. According Palumbo (2020), working from home has an unforeseen consequence that requires a stronger willingness to perform more work outside of normal business hours. It is argued that flexible working arrangement has interjected the normal working time where most employees are expected to complete their tasks earlier as they are working at home.

In many cases, there has been less preparation or deliberation on how remote online working procedures might be implemented. Palumbo (2020) highlighted in his study that remote working from home may exacerbate the employee sentiments of work-related fatigue and management bias. Employees are constantly exposed to stress from their employment and family responsibilities while juggling a never-ending home routine. Dealing with management expectations while working remotely and restricted human interaction at work during this time of crisis has also made an impact on the working lifestyle (Macey et al., 2009). As such, the most significant discussions in work life balance are the factors that dominated the field and concerns which lead to work stress.

Changes in employee attitudes regarding a business can lead to a shift in work behaviors, such as a low engagement and loss of trust among existing employees (Baron, 2015). Although Crawford et al (2010) argued that additional research is required to support the claim that employee engagement results in a competitive advantage, they do concur that people who are highly engaged perform better on tasks. According to some academics, an organization's ability to compete and succeed depends largely on its level of participation (Macey et al., 2009).

Workload is one of employee's stress factors. The demand and expectation from employers to employees in achieving the objective and meeting often lead to unreasonable deadlines. Miller (2011) holds the view that the employees are often obliged to do multiple tasks, and this creates a lot of stress which affects the employees and family members negatively (Elloy

& Smith, 2003) and Williams and Smith (2016) suggested that that a heavy workload occurs when an employee is faced with several work demands that are above their capability. The increase in workload could be attributed to changing of remote working at home, adding more pressures such in Operation Department and Technical Support at the Oil & Gas company in Kuala Lumpur as an example.

Moreover, Pluta and Rudawska (2021) deliberate those changes in the business environment, as well as growing competition, have changed company organizational goals and priorities, which in turn has influenced employees' responsibilities and aspirations. The scenario above, may resulted in unnecessary work pressure and sense of 'never being off duty' even though working from home. Technostress has an impact on both job and personal life (Saim et al., 2021). This is due to the fact that the organization itself serves as good practical example for examining how to measure the impact of work overload towards employee's social life against organization systems.

Personality trait is a model of individual's behaviors and attitudes. Although each kind is an ideal, it is the result of peer interaction, influences from parents, social status, culture, and the physical environment, as well as biological heredity and other factors (Holland, 1992). As of now, research of work-family conflict, notably in Malaysia, have very minimally taken into account personality traits factors (Hashim & Othman, 2011). Despite that, Hashim et al (2012) discovered a link between work-life balance and personality traits. Changes in employee attitudes toward a business can lead to a shift in work behaviors. Wagner et al (2019) provided support that the pandemic has created mental health issues in new way of life such as burnout and anxiety resulting from changes in the work environment, financial risks, and health issues, in addition to the heightened work-life conflict caused by the closing of office, business premises, schools and daycares.

In the study by Johari et al (2019), the findings revealed that employees are facing a challenge in balancing between work and personal life because the distinctions between work and personal life had been missing. Furthermore, working from home during pandemic changes the context of work-life balance. Most people are advised to work or study remotely from home. As family members are confined at home, this creates more stress especially for employees who need to segregate their time and attention into works, family, and never-ending house errands. Considering this issue, the purpose of this study is to investigate the relationship between employee engagement, workload, and personality traits in terms of work-life balance among employees of an Oil & Gas company in Kuala Lumpur.

Employees Engagement
One of the indicators that affects work-life balance is employee engagement. An individual's level of involvement in carrying out tasks that support the organization, where their experiences and work are affected, is referred to as their level of employee engagement (Kahn, 1990). The differing degrees of how involved people are in their experiences, and how people move into and out of engagement, cognitively, physically, and emotionally characterized employee engagement. Therefore, it is notable that employee engagement is one of the markers that affects work-life balance. Kahn (1990) identified the transformation in role performance that occurs when people pass through the various commitment, support, and disengagement stages. According to Chan et al (2017), self-efficacious employees can

achieve work-life balance and experience work engagement despite work and family demands. Employees who are involved are more likely to engage in pro-social work behaviour, are helpful, and are aware of the implications of their jobs, according to the researchers. An individual's performance at work is predicated on their past performance and is affected by how they interact with colleagues and the organizational dynamics. In their work and organizational support, people use their cognitive, emotional, and physical personalities to varying degrees.

The Relationship between Employee Engagement and Work-Life Balance
The finding of this study is supported by increases (Kahn 1990; Macey et al., 2009; Matsui et al., 1987; Maslach & Leiter, 1997; Pulakos, 2004) indicated if an employee is in the right work environment, their involvement. In a more extensive study, researchers looked into the relationship between employee engagement and work-life balance. Moreover, Wasay (2013) found a high positive relationship between employee engagement and work-life balance in his findings, where the employee to see themselves as part of work engagement in the organization. Employees should be permitted to take part in discussions about how to improve not only their own work but also how the team and organization operate as a whole. As an outcome, supervisors and subordinates must take the lead in establishing work-life balance, happiness, and a healthy work environment. Poulose and Dhal (2020) mention informal work and family support is a relatively successful approach when compared to other structured initiatives or general aid in maintaining a healthy work-life balance and thereby assuring improved organizational performance. Furthermore, it has been demonstrated that employee engagement leads to excitement that penetrates all aspects of life, and that there is strong relationship between organizational engagement and work-life balance (Cain et al., 2018).

Workload
Workload is another factor that affecting work-life balance. It is defined as the level of difficulty of job assignments; it is a cause of mental stress for employees; if their workload is increased, their work-life balance will decline. Workload intensity is defined as being either too difficult to perform or as a work overload, which occurs when there are too many tasks to complete. Workload was positively associated with affective stress is favorably connected to psychological strain and unpleasant emotions, and negatively related to organisational commitment, according to a review by (Stich et al., 2019). This entails a greater inclination to work at odd hours, which could be an unintended effect of remote workers' incapacity to regulate their work and personal interface.

Conversely, lack of organizational improvements for the mental well-being will result in a conflict of unbalanced workload and life, which can have serious consequences, such as low productivity, absenteeism, and inefficient operations. Stich et al (2018) draw our attention to workload stress due to email overload can, therefore, spill over into employees' personal lives. Thus far, workload was the factor to be considered in organization strategy. Other than that, according to Omar et al (2015) in their studies, if workload among employees were to be increased, their work-life balance will reduce. Furthermore, any increase in employee role conflict will negatively impact their work-life balance. This is because, when faced with a significant job, a person will prioritize his work over his family and social activities until his never- ending to-do list is accomplished.

The Relationship between Employee Workload and Work-Life Balance

The result of earlier studies has demonstrated association between employee workload and has significance relationship with work-life balance. The study is supported by Cottini and Lucifora (2013) which conclude that high workload intensity, defined as working at a very high speed with tight deadlines at least half of the time, has negative consequences on mental health. Workload is one of the indicators of work stress among employees. Employees at large organizations, according to Ul-haq et al (2011), are given multiple tasks to complete in a short period of time. As a result, employees are under pressure to accomplish their tasks in a timely manner to meet the deadline. Additionally, research by Meenakshi et al (2013), emphasize the spillover of negative aspect of work into an employee's personal life can lead to job exhaustion, disruption of relationships with family and work-life balance. Whereas Omar et al (2015) found a substantial correlation between workload and role conflict and work-life balance, they came to the conclusion that workload is more effective than role conflict at predicting employees' work-life balance negatively.

Personality Traits

Personality traits are one of the markers that predict work-life balance. A personality trait can be defined as a situation which an individual faces in daily life, how they are seen, processed, reacted to in the real world and are all governed by personality. It is a significant effect that has an influence towards individual personal finding based on personal resources of time and emotions, which effects the quality of work-life balance. In the workplace, differing personality traits are significant to creating a diverse workplace where inspiration and varying ideas can thrive. As according to Albrecht and Marty (2017), personality characteristics influence employees' psychological attachment to their work beyond what is expected by job environment factors. A key aspect of this theory indicated that work and family are separate but mutually influential work-life balance as spheres. Additionally, a person's personality is a collection of characteristics and patterns that influence their behavior, thought, motivation, and emotion. It is what drives people to constantly think, feel, and act in certain ways; by all means, it is what makes each person unique.

The Relationship between Personality Traits and Work-Life Balance

A personality trait refers to an individual's personality because personality drives behavior. There are numerous studies have been carried out on the various aspects of personality traits, that relate the personality to work-life balance. Every person must play several roles in their social lives, such as partner, parents, and friends, each with its own set of responsibilities. Roles can have a favourable or bad impact on job performance (Johari et al., 2019). According to Akanni and Oduaran (2017), there is a positive relationship among personality traits and work-life balance dimensions of work achievement, contact relationships, body health and life meaningfulness. Fan and Smith (2017) find that a pleasant personality shows a healthy relationship with positive well-being both at work and outside of work.

In the study of Nilsson (2021) mentioned the relationship of personality traits and work-life balance could be harmed if majority of work is done outside of office – working virtually. It was all on how well a person could manage their emotions when dealing with a conflict. Personality traits affect an individual's perception and evaluation of personal resources such as time and emotions, which affects the quality of work-life balance (Grawitch et al., 2010).

As a result, high motivation for emotional intelligence is required because it has a positive impact on well-being and serves as one of the most important influences when dealing with conflict between family and work.

Methodology
The study delved deeper into the problems that employees from Oil & Gas company in Kuala Lumpur encounter when working from home during the movement control order (MCO). The structured survey questionnaires were distributed to 310 respondents using the convenience sampling technique. Employees were asked to rate their perceptions on the 5-point Likert scale; ranging from 1 = 'Strongly Disagree' to 5 = 'Strongly Agree'. Both descriptive and inferential statistics were applied in this study. Descriptive statistics (frequency analysis) were performed to describe the characteristics of the respondents, including age, gender, marital status, department, position and length of service in the organization. Prior to performing a correlation analysis, factor analysis and a reliability test on the variables were carried out. All the data obtained were analysed using the statistical package for social science software (IBM SPSS version 28.0).

Results
Following a careful data filtering procedure, 300 of the 310 data obtained were valid for data analysis. Reliability of the instrument, descriptive statistics and correlational analysis will be explained in the following sections

Reliability Analysis (Pilot Study)
Reliability refers to the degree to which a measurement of an event provides a steady, consistent, and reliable result. Sekaran and Bougie (2016) noted that Cronbach Alpha, also known as coefficient alpha, measures reliability or internal consistency of a set related test items, which shows how well the items in a group are positively correlated with one another. The results of the pilot research show good outcome when the Cronbach's are all above 0.60 to ensure that the instrument is considered reliable. The results of the pilot research revealed strong consistency when the Cronbach's Alpha showed values greater than 0.60. The table below presents the result of the reliability analysis for the pilot data.

Table 1
Result of the Reliability Analysis for the Pilot Study

Variables	No of Item	Cronbach's Alpha for Pilot Test (N=30)
Employees' Engagement	6	0.890
Workload	9	0.891
Personality Traits	21	0.907
Work – Life Balance	6	0.888

Response Rate
The respondents to this research were the employees of Oil & Gas company. The distribution and collection of the questionnaires took nearly three weeks. A total of 310 employees participated in the survey. After the cleaning process (discarding the incomplete data), the final count of the responses yielded 300 responses. Thus, the response rate for the study is 96.77%.

Reliability Analysis (Actual Study)

Cronbach's alpha testing was done to assess the reliability of the data. The Cronbach Alpha was used to measure the instruments' reliability. Reliabilities less than 0.60 are considered poor, those in the 0.70 range are acceptable, and those over 0.80 are considered good (Sekaran & Bougie, 2016). All items measuring the intended variables were highly reliable as the Cronbach's alpha values are all above 0.9.

Table 2
Result of the Reliability Analysis for the Actual Study

Variables	No of Items	Cronbach's Alpha for Actual Data (N=300)
Work – Life Balance	6	.904
Employees' Engagement	9	.918
Workload	9	.934
Personality Traits	21	.920

Descriptive Statistics

A descriptive analysis was performed to describe the respondents' demographic characteristics. Table 4 summaries the demographic profile of respondents. The table shows that there were more female respondents (37.3%; n=112) than male respondents (62.7%; n=188). A total of 13.3% (n=40) respondents aged between 20 and 25 years old, 32.3% (n=97) respondents aged between 26 and 35 years old, more than 50% of the respondents aged above 36 years old. A sum of 34.3% (n=103) aged between 36 and 45 years and 20% (n=60) aged above 46 years old. Regarding their marital status, most of the respondents were married (65%; n=195), as compared to single respondents (31%, n=93), and divorced/separated respondents (4%, n=12).

The respondents came from various departments such as Digital Technologies (n=73; 24.3%), followed by Finance and Services (n=70; 23.3%) and Strategy (n=33; 11%). Only 2.3% (n=7) of respondents came from Operation's department, while the highest number came from Project department (39%, n=117). Next, regarding the level of position of respondents, majority of them were executives (66.7%, n=200) and the rest were non-executives (33.3%, n=100). In terms of working experience, most of the respondents (30.3%) had more than 8 – 13 years working with the organisation, followed by senior respondents who have been working for more than 14 years (29.3%). Meanwhile, 28% and 12.3% of the respondents had been with the organisation between 2 to 7 years and less than 2 years, respectively.

Table 3
Respondents' Profile

Variable	Descriptive	Frequency	Percentage
Gender	Male	112	37.3
	Female	188	62.7
Age	20–25 years old	40	13.3
	26-35 years old	97	32.3
	36-45 years old	103	34.3
	46 years old and above	60	20
Marital Status	Married	195	65
	Single	93	31
	Divorce/separate	12	12
Department	Digital Technologies	73	24.3
	Finance and Services	70	23.3
	Project	117	39.0
	Operations	7	2.3
	Strategy	33	11.0
Position	Executives	200	66.7
	Non-Executive	100	33.3
Tenure	Less than 2 years	37	12.3
	2-7 years	84	28.0
	8-13 years	91	30.3
	14 years and above	88	29.3

Correlation Analysis

The Pearson Correlation Coefficient was used to determine the relation between factors affecting work-life balance (employee engagement, workload, and personality traits) and work-life balance among Oil & Gas company in Kuala Lumpur employees. The finding indicates that there is a positive and significant relationship between employees' engagement and work life balance ($r= 0.664$; $p<0.01$). Findings of this research shows that employees' engagement influence the work-life balance among employees at the Oil & Gas company. This relationship was supported by Cain et al. (2018), in which the engagement has been shown to result in excitement that permeates the realm of life and has shown a strong relationship with work-life balance.

The finding also shows the significant correlation between workload and work-life balance ($r= .315$, $p<0.01$). The possible explanation for this findings is that during the COVID-19 pandemic, employees' workload was lesser than what they received prior to the pandemic because working remotely from home and with minimum resources reduced the employees' capability to work effectively. This relationship was supported by Chaudhuri et al. (2020), where the positive management support in terms of reduced workload leads to employee' work-life balance.

Another important finding from the analysis is that there is a positive and significant relationship between personality traits and work life balance ($r= 0.559$; $p<0.01$). Employees who have positive personality were able to manage their emotions, reduce stress, and strike a balance between work and home responsibilities during the COVID-19 pandemic. They can handle work-life conflict better, can control negative emotions, and can manage stress well.

Therefore, personality traits have significant influence on employees' work-life balance. The findings are in line with those of Koubova and Buchko (2013) and Venkatapathy and Vishnunath (2015), which specified a significant role of emotional intelligence in managing conflict and ensuring work life balance.

Table 4
Results of Correlation Analysis

No	Variables	1	2	3
1	Work – Life Balance	1		
2	Employees' Engagement	.664**	1	
3	Workload	.315**	.354**	1
4	Personality Traits	.559**	.625**	.476**

Multiple regression Analysis
To confirm the findings of the correlation analysis, a multiple regression analysis was performed. From the table, the R square value of .522 indicates that 52.2% of the variance in the model is explained by the three independent variables and the model is significant. Employee engagement, workload, and personality traits explain 52.2% of the variance in the work-life balance of the employees. Meanwhile, the value for Durbin Watson was 1.666 that is in the range between 1.5 and 2.5, indicating the absence of autocorrelation issue. Collinearity statistics indicate that the regression model met the requirement for regression with the value of VIF<10, Tolerance<10 (Hair et al., 2010). From the findings, it is confirmed that employees' engagement (β= .515, p<.01) and personality traits (β= .360, p<.01) are significant predictors of work life balance of employees at the Oil & Gas company.

Table 5
Results of Multiple Regression Analysis

Independent Variables	Standardized Coefficients Beta	t	Sig	Collinearity Statistics	
				Tolerance	VIF
Employees' Engagement	.515	7.445	.000	.390	2.564
Workload	-.110	-1.481	.140	.341	2.931
Personality Traits	.360	5.302	.000	.405	2.470
R Square	.522				
F	93.220				
Sig. F Change	.000				
Durbin- Watson	1.666				

Discussion
The findings of the multiple regression analysis show that work engagement and personality traits are the significant predictors of employee work life balance. It is worth noting that people with strong work engagement are able to minimize the stress resulting from the endless demand of job duties and social activities that possibly create work-life conflicts. Realizing this issue, employees from all levels of the organization were pulled together under

the name of transparency and involvement. The findings of this study were supported by Nilsson (2021); Wasay (2013); Cain et al (2018); Zafari et al (2019), who found that work engagement involves a more positive image of work among people who decide to work remotely from home, which are having a more favorable perception of work as a result of their increased commitment and absorption to job-related obligations.

When employees are engaged, they can begin to create their own work-life balance by using some innate features to distinguish between work-related and non- work-related responsibilities. The informal support for work and family is a reasonably effective policy in comparison to more organized programs or general assistance to maintain a healthy work-life balance, providing better organizational performance, which is evidenced when the Oil & Gas company in Kuala Lumpur was the second largest contributor to national income. Furthermore, it has been demonstrated that employee engagement leads to excitement, which pervades all aspects of life, including work-life balance (Cain et al., 2018; Poulose et al., 2020). Besides, favorable attitudes can the result of engaged personnel. Omar et al (2015) mentioned in their study that well-written policies and procedures are essential to the implementation of employee engagement and well being.

The findings of this study indicate positive relation between workload and work life balance for the Oil & Gas company in Kuala Lumpur. This is because the organization has provided with right tools for working device, Virtual Private Network (VPN) access to office environment with Microsoft Teams, a social Research. This assistance from the company reduces the employees' burden although they have to work from home. The finding of this study was backed up by Martínez-León, Olmedo-Cifuentes, and Sanchez-Vidal (2019), who mentioned that when workers believe that their companies take care of them, they feel more respected, which encourages them to love their work. As a result, employees feel at ease and like to work for the Oil & Gas company. Employees at the Oil & Gas company in Kuala Lumpur are contented with their workload, which allows them to strike a balance between work and life.

Regarding the relationship between personality traits and work-life balance of employees in the Oil & Gas company in Kuala Lumpur, the findings revealed that personality traits and work-life balance had a substantial, favorable, and robust link. Work-life balance is a concept that encompasses both families and friends, which means that achieving work-life balance is possible regardless of marital or parental status (Greenhaus et al., 2003). The findings of this study were supported by Marchalina et al (2020), who asserted that personality has been connected to feelings, which are have some influence on our minds and actions. Therefore, emotional intelligence is required since it has a good reputation is managing conflict between job and family (Koubova & Buchko, 2013; Soni & Bakhru, 2019).

The findings of this study indicate positive relation between personality traits and work-life balance for Oil & Gas company in Kuala Lumpur. This is because the organization has conducted regular survey to have ground understanding of employees emotional feeling towards their job and health especially during the MCO. Additionally, the organization has provided weekly engagement via online platform forum by inviting internal and external motivational speakers including social media influencers and artists for story- telling. Greenhaus et al (2003) claimed that depressive feelings causing emotional stress can

influence work-life balance by reducing enjoyment, achievement at work, and contentment with life. All employees were required to attend the session as eye opener, gaining knowledge and as career aspiration for better well-being.

Furthermore, the company has introduced a flexible working policy. By enhancing the quality of work and life, the organisation has been able to obtain a competitive advantage as better place to work while gaining the trust and loyalty of its employees.

Recommendation

There has been a constant focus on improving work-life balance especially in an organization. This has becoming more evident as more studies on work-life balance have been conducted (Cain et al., 2018; Clark, 2001; Nwagbara, 2020). The authors mentioned that personal and life attributes would affect workplace behavior more readily than do workplace situations affect the life sphere. As a result, an organisation should play the key role in creating a healthy working environment. It's difficult but not impossible to balance job time, dedication, and expectations with personal, family, home, and social obligations.

While work advancement is an important part of achieving one's life goals, it is sometimes overshadowed by the day-to-day responsibilities. Career satisfaction, home- life contentment, and general life satisfaction are all influenced by work-life balance. Individuals who maintain a work-life balance perform well at work and in their personal lives, and as a result, they are less stressful (Cain et al., 2018). Employees are more dedicated to organizations that allow them to achieve both professional and personal targets. It is common for the job to have a detrimental impact on one's personal life. Multitasking is a common occurrence in the workplace, and is stressful for individuals and their families (Miller et al., 2011). Johari et al (2019) claimed that most employees are under pressure to balance their personal and professional objectives. Hence, seeing from the lens of employees for better workplace would be benefited to the employer as well.

In the present study, the researchers solely focused on the three independent variables comprising engagement, workload, and personality traits that are expected to influence work-life balance among workers in an Oil & Gas company in Kuala Lumpur. Future researchers are encouraged to expand the scope of the study to include other companies as well. This will reconfirm the findings of the present study. It is also encouraged to include other variables as well including a moderator or a mediator that will enrich the findings of the future studies. Additional factors such as role ambiguity, technostress, leadership support, gender differences, role conflict and many other factors should also be considered in future studies as the independent variables so that the explanation of variance in work life balance can be enhanced.

Conclusion

The present study was undertaken to investigate the influence of work engagement, workload and personality traits on work life balance among employees at the Oil & Gas company in Kuala Lumpur during the COVID-19 pandemic where employees were required to work from home. Using 300 responses collected through online questionnaire survey, the results of the multiple regression analysis show that work engagement and personality traits are the significant predictors of work life balance. Therefore, the management must

continuously make employees feel engaged by having frequent motivational talks, meetings and discussions, and also provide emotional support and other required resources such as computer with the Internet connection to ensure work accomplishment regardless of their location of work. Since this study is limited to studying only three important predictors of work life balance, future studies should look into other potential predictors such as role ambiguity, technostress, leadership support, gender differences, role conflict and others so that the inclusion of these factors will contribute to additional explanation of variance in work life balance among employees not only in the Oil & Gas company but also in other organizations.

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