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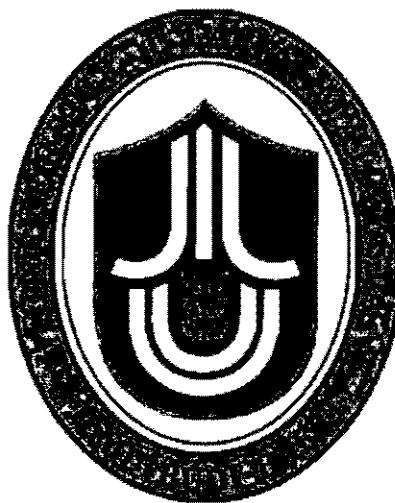


**THE INFLUENCE OF WORK RELATED FACTORS ON WORK  
LIFE BALANCE AMONG EMPLOYEE AT PERBADANAN  
PUTRAJAYA**



**MASTER OF SCIENCE IN HUMAN RESOURCE  
MANAGEMENT**  
**UNIVERSITI UTARA MALAYSIA**

**MAY 2017**



**THE INFLUENCE OF WORK RELATED FACTORS ON WORK**

**LIFE BALANCE AMONG EMPLOYEE AT PERBADANAN**



**A dissertation submitted to the School of Business Management in  
partial fulfilment of the requirements for the Master Science of  
Human Resource Management**

**UNIVERSITI UTARA MALAYSIA**

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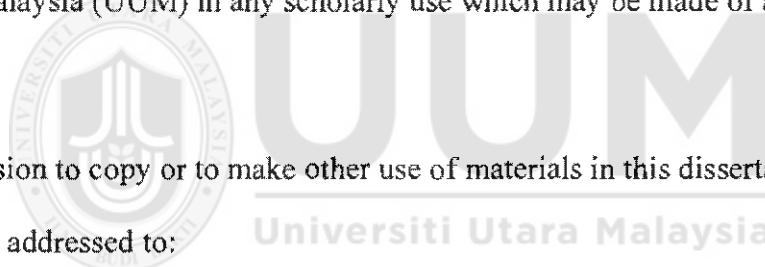
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## **ABSTRACT**

In this recent years, work life balance issues and employee's satisfaction have become a prominent concern in the society and emphasis on work-life balance has emerged due to the change in demographic requirement of workforce. The main objective of this study is to examine the relationship between work related factors towards the work life balance at Perbadanan Putrajaya. Data was collected from 204 of respondents with several of departments in this organisation.

The findings indicated that work life balance have been implemented well in this organisation. The work related factors such as work overload, role of conflict showed significant support for employee's work life balance while role of ambiguity and work to family conflict showed an inverse relationship with the employee's work life balance. This study has contributed theoretically and methodologically, especially in identifying the relationship between work domains towards work life balance that have a greater impact on employee's satisfaction. This research could be used as a guide for an organisations to develop and implement work life balance in their organisations.

## **ABSTRAK**

Dalam tahun-tahun kebelakangan ini, isu-isu keseimbangan kerjaya-kehidupan serta kepuasan pekerja menjadi perhatian utama dalam masyarakat dan penekanan kepada dasar keseimbangan kerja dan kehidupan telah muncul disebabkan oleh perubahan dalam komposisi demographi tenaga kerja. Objektif utama kajian ini adalah untuk mengkaji hubungan antara faktor yang berkaitan kerja ke arah keseimbangan kehidupan kerja di Perbadanan Putrajaya. Data dikumpulkan dari 204 responden dengan beberapa jabatan dalam organisasi ini.

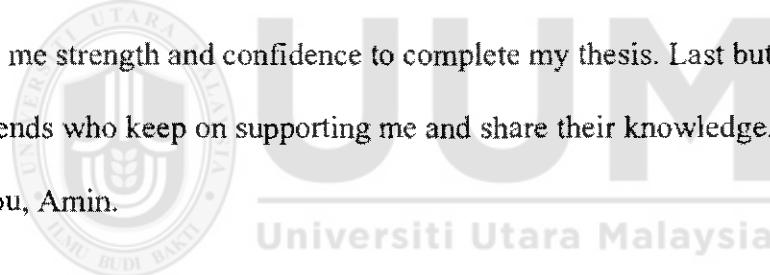
Dapatan kajian menunjukkan bahawa keseimbangan kerja-kehidupan telah dilaksanakan dengan baik dalam organisasi ini. Faktor-faktor yang berkaitan dengan kerja seperti kerja-kerja beban, peranan konflik menunjukkan sokongan yang penting bagi keseimbangan kerja-kehidupan pekerja manakala kesamaran peranan dan konflik kerja serta keluarga menunjukkan hubungan songsang dengan keseimbangan kerja-kehidupan pekerja. Kajian ini telah menyumbang secara teori dan metodologi, terutama dalam mengenal pasti hubungan antara domain kerja ke arah keseimbangan kerja-kehidupan yang mempunyai impak yang lebih besar terhadap kepuasan pekerja. Kajian ini boleh digunakan sebagai panduan bagi organisasi untuk membangunkan dan melaksanakan keseimbangan kerja-kehidupan terhadap pekerja di dalam dalam organisasi mereka.

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## TABLE OF CONTENT

	<b>Page</b>
PERMISSION TO USE	I
ABSTRACT	II
ABSTRAK	III
ACKNOWLEDGMENT	IV
LIST OF TABLES	V
LIST OF FIGURES	VI

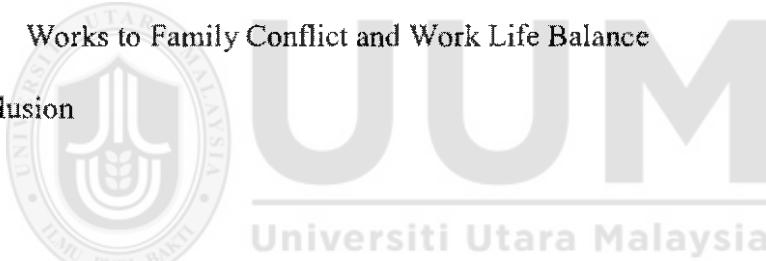


### **CHAPTER 1: INTRODUCTION**

I.1	Background of Study	1
I.2	Problem Statement	5
I.3	Research Question	6
I.4	Objective of Study	6
I.5	Scope of Study	7
I.6	Significant of Study	7
I.7	Definition of Key Term	9
I.8	Conclusion	11

## **CHAPTER 2: LITERATURE REVIEW**

2.0	Introduction	12
2.1	Conceptual Definition	12
2.2	Theories on Work Life Balance	
2.2.1	Spillover Theory	14
2.2.2	Work Family Border Theory	15
2.3	Relationship between Work Domain and Work Life Balance	16
2.3.1	Work Overload and Work Life Balance	16
2.3.2	Roles Conflict and Work Life Balance	17
2.3.3	Roles Ambiguity and Work Life Balance	19
2.3.4	Works to Family Conflict and Work Life Balance	20
2.4	Conclusion	22



## **CHAPTER 3: METHODOLOGY**

3.1	Introduction	23
3.2	Research Framework	24
3.3	Hypothesis	25
3.4	Research Design	26
3.4.1	Quantitative Research	26
3.4.2	Unit of Analysis	27
3.5	Measure of the Variables	27
3.5.1	Questionnaire Design and Measurement	28
3.6	Reliability Analysis	30
3.7	Population	31

3.7.1	Population and Sample Size	31
3.8	Sampling Technique	32
	3.8.1 Disproportionate Stratified Random Sampling	32
3.9	Data Collection Process	32
	3.9.1 Data Collection Procedure	33
3.10	Data Analysis	34
	3.10.1 Descriptive Analysis	34
	3.10.2 Inferential Analysis	34
	3.10.2.1 Pearson Correlation	34
	3.10.2.2 Multiple Linear Regression Analysis	36
3.11	Summary	36



## **CHAPTER 4: FINDINGS**

4.0	Introduction	37
4.1	Common Factor Analysis	37
4.2	Demographic Respondent	44
4.3	Descriptive statistic of variables	48
	4.3.1 Work Life Balance	48
	4.3.2 Work Overload	50
	4.3.3 Role of Conflict	51
	4.3.4 Role of Ambiguity	52
	4.3.5 Work to Family Conflict	54

4.4	Hypothesis Testing	56
4.4.1	Pearson Correlations	56
4.4.2	Multiple Regression	57
4.5	Summary	58

## **CHAPTER 5: DISCUSSION, RECOMMENDATION & CONCLUSION**

5.0	Introduction	60
5.1	Recapitulation of Result	60
5.2	Discussion of Findings	61
5.2.1	Relationship between Work Overload and Work Life Balance	61
5.2.2	Relationship between Role Conflict and Work Life Balance	62
5.2.3	Relationship between Role Ambiguity and Work Family Balance	63
5.2.4	Relationship between Works to Family Conflicts towards Work Life Balance	64
5.3	Implications of study	65
5.4	Limitations of the Study and Suggestion for Future Study	67
5.5	Conclusion	68
	<b>REFERENCES</b>	69

## **LIST OF FIGURE**

(Figure 3.1) *Research Framework*

24



## **LIST OF TABLE**

(Table 3.2) <i>Scales of the Study</i>	30
(Table 3.3) <i>Number of Officers in Perbadanan Putrajaya</i>	31
(Table 3.4) <i>Significant Relationship Strength</i>	35
(Table 4.1) <i>Factor analysis for Work Overload</i>	38
(Table 4.2) <i>Factor analysis for Role Conflict</i>	39
(Table 4.3) <i>Factor analysis for Role Ambiguity</i>	40
(Table 4.4) <i>Factor analysis for Work to Family Conflict</i>	41
(Table 4.5) <i>Factor analysis for Dependent variables</i>	43
(Table 4.6) <i>Description of Sample of study</i>	46
(Table 4.7) <i>Means and Standard Deviation for Work Life Balance</i>	49
(Table 4.8) <i>Means and Standard Deviation for Work Overload</i>	50
(Table 4.9) <i>Means and Standard Deviation for Role Conflict</i>	51
(Table 4.10) <i>Means and Standard Deviation for Role Ambiguity</i>	52
(Table 4.11) <i>Means and Standard Deviation for Work to Family Conflict</i>	54
(Table 4.12) <i>Pearson's Correlation of Variables</i>	57
(Table 4.13) <i>Regression result</i>	58
(Table 4.14) <i>Summary of Analyses Result</i>	59

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.0 Background of Study**

In today's global and extremely competitive business environment, work life balance have been an important concerns in the society. Work and Family are the two sides of the coin. Balancing and managing between two domain of life (work and family) are one of the challenges because it involving an individual's satisfaction. Parasuraman & Greenhaus (2002) state that terms "work life balance" and "balanced life" often related with job satisfaction and personal satisfaction. Work Life Balance (WLB) can be describe as the relationship between the institutional and cultural time and also related to spaces of work and non-work roles.

Studies have also pointed out most employees will experience conflicts (interpersonal/intrapersonal) and work life balance issues while balancing their multiple roles between two domains of life (work and family), (Clarke,2004, Hughes & Parkes,2007). Basically, the family-related variables have an impact on work domain, and will give an influence to family behaviour. Furthermore, the employee's satisfaction (job and life) depends on work environment and the company policies offered by the employer itself. According to the survey that have been done by the Kelly Global Workforce Index (KGWI) found that 67 percent workers in Malaysia prefer a career that related to work life balance rather a large amount of pay check. (Borneo Post, 1 May 2015). The survey clearly shown that Malaysian workers more

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## **APPENDIX A**

### **QUESTIONNAIRE SET**

#### **SURVEY ON THE INFLUENCE OF WORK AND FAMILY RELATED FACTORS ON WORK LIFE BALANCE**

Dear Participant,

Thank you for agreeing to participate in this research on work family balance. The purpose this research is to determine the influence of work related factors (work domain) on work life balance.

The targeted respondent for this survey is management workers in this organisation. If you are not an appropriate respondent, I am most grateful if you could pass it to the right person.

It will take no longer than 10 minutes to complete the questionnaire. I would appreciate it very much if you could answer the questions carefully as the information you provide will influence the accuracy and the success of this research. All answers will be treated with strict confidence and will be used for the purpose of the study only.

If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours sincerely,

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**SECTION A**

**INSTRUCTIONS:** Listed are series of statements that may represent whether your organisation have applied **Work Life Balance (WLB)**. Please indicate to what degree you agree or disagree with each statement by **CIRCLING** one of the **FIVE** alternatives corresponding with each statement. Please do not skip any statement as each important in the overall study.

**ARAHAH:** Berikut disenaraikan adalah siri kenyataan yang boleh mewakili sama ada organisasi anda telah mengamalkan dasar keseimbangan kerja dan kehidupan. Sila nyatakan adakah anda bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan salah satu daripada LIMA alternatif yang sepadan dengan setiap kenyataan. Sila jangan abaikan sebarang kenyataan kerana setiap jawapan yang diberikan adalah penting untuk kajian ini.

1	<p>Di dalam organisasi ini, pekerja ditegaskan oleh pihak pengurusan untuk tidak mengambil cuti jika melibatkan hal peribadi. <i>In this organisation, it is frowned upon by management to take leave for family-related matters</i></p>	<b>SD D NA/D A SA</b> 1 2 3 4 5
2	<p>Pihak pengurusan di dalam organisasi ini lebih mementingkan kerja berbanding keluarga dan hal peribadi. <i>The management of this organisation seems to put their job ahead of their family and personal life</i></p>	<b>SD D NA/D A SA</b> 1 2 3 4 5
3	<p>Pekerja sentiasa diharapkan agar melakukan kerja melepas waktuk kerja <i>Employees are often expected to do overtime (OT)</i></p>	<b>SD D NA/D A SA</b> 1 2 3 4 5
4	<p>Apabila ingin menyeimbangkan tanggungjawab di antara kerja dan keluarga, ia lebih mudah berbincang dengan rakan sekerja berbanding pihak pengurusan. <i>When trying to balance work and family responsibilities, it is easier to work things out among colleague rather than get management involve.</i></p>	<b>SD D NA/D A SA</b> 1 2 3 4 5
5	<p>Organisasi ini sangat mementingkan dasar peluang sama rata di kalangan pekerja. <i>This organisation is serious about equal opportunity.</i></p>	<b>SD D NA/D A SA</b> 1 2 3 4 5

## SECTION B

**INSTRUCTIONS:** Listed are series of statements that may represent whether **Work Overload** have an impact on work family balance. Please indicate to what degree you agree or disagree with each statement by **CIRCLING** one of the **FIVE** alternatives corresponding with each statement. Please do not skip any statement as each important in the overall study.

**ARAHAN:** Berikut disenaraikan adalah siri kenyataan yang boleh mewakili sama ada bebanan kerja memberi impak terhadap keseimbangan kerja dan kehidupan.. Sila nyatakan adakah anda bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan salah satu daripada LIMA alternatif yang sepadan dengan setiap kenyataan. Sila jangan abaikan sebarang kenyataan kerana setiap jawapan yang diberikan adalah penting untuk kajian ini.

1	Saya tidak diberikan masa yang secukupnya untuk menyiapkan kerja saya. <i>I am given not enough time to finish my job.</i>	<b>SD D NA/D A SA</b> 1 2 3 4 5
2	Saya merasakan beban kerja yang diberikan kepada melebihi kemampuan saya untuk melakukannya seorang diri. <i>I often seems like I have too much work for one person to do.</i>	<b>SD D NA/D A SA</b> 1 2 3 4 5
3	Kadar prestasi yang diharapkan kepada kerja saya terlalu tinggi. <i>The performance standards on my job are too high.</i>	<b>SD D NA/D A SA</b> 1 2 3 4 5

## SECTION C

**INSTRUCTIONS:** Listed are series of statements that may represent whether **Role of Conflict** have an impact on work life balance in your organisation. Please indicate to what degree you agree or disagree with each statement by **CIRCLING** one of the **FIVE** alternatives corresponding with each statement. Please do not skip any statement as each important in the overall study.

**ARAHAN:** Berikut disenaraikan adalah siri kenyataan yang boleh mewakili sama ada peranan konflik memberi impak terhadap keseimbangan kerja dan kehidupan.. Sila nyatakan adakah anda bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan salah satu daripada LIMA alternatif yang sepadan dengan setiap kenyataan. Sila jangan abaikan sebarang kenyataan kerana setiap jawapan yang diberikan adalah penting untuk kajian ini

1	Saya perlu melakukan perkara yang tidak berkaitan dengan skop kerja saya <i>I have to do things that should be done differently from my job scope</i>	<b>SD D NA/D A SA</b> 1 2 3 4 5
2	Saya menerima tugas tanpa tenaga kerja yang mencukupi untuk menyiapkannya. <i>I receive an assignment without enough manpower to complete it.</i>	<b>SD D NA/D A SA</b> 1 2 3 4 5
3	Saya bekerja tanpa kumpulan atau lebih kumpulan yang skop kerja beroperasi agak berbeza <i>I work without or more group who operate quite differently</i>	<b>SD D NA/D A SA</b> 1 2 3 4 5
4	Saya perlu melanggar peraturan atau polisi syarikat untuk menyiapkan tugas yang diberikan. <i>I have to buck a rule or policy to carry out an assignment</i>	<b>SD D NA/D A SA</b> 1 2 3 4 5

5	Saya melakukan kerja yang hanya dipersetujui oleh seorang rakan sekerja dan tidak diterima oleh yang lain <i>I do things that accepted by one person and not acceptable by other</i>	SD D NA/D A SA 1 2 3 4 5
6	Saya menerima permintaan yang tidak sepatutnya oleh rakan sekerja untuk melakukan tugas. <i>I receive incompatible requests from two or more colleagues.</i>	SD D NA/D A SA 1 2 3 4 5
7	Saya menerima tugas tanpa sumber dan bahan yang mencukupi untuk melaksanakannya. <i>I receive an assignment without adequate resources and material to execute it.</i>	SD D NA/D A SA 1 2 3 4 5
8	Saya bekerja untuk perkara yang tidak perlu dan berkaitan. <i>I work on unnecessary things and time</i>	SD D NA/D A SA 1 2 3 4 5

#### SECTION D

**INSTRUCTIONS:** Listed are series of statements that may represent whether **Role Ambiguity** have an impact on work life balance in your organisation. Please indicate to what degree you agree or disagree with each statement by **CIRCLING** one of the **FIVE** alternatives corresponding with each statement. Please do not skip any statement as each important in the overall study.

**ARAHAH:** Berikut disenaraikan adalah siri kenyataan yang boleh mewakili sama ada kesamaran peranan memberi impak terhadap kesimbangan kerja dan kehidupan.. Sila nyatakan adakah anda bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan salah satu daripada LIMA alternatif yang sepadan dengan setiap kenyataan. Sila jangan abaikan sebarang kenyataan kerana setiap jawapan yang diberikan adalah penting untuk kajian ini

1	Saya merasa selamat dan yakin dengan kuasa dan jawatan yang saya ada sekarang <i>I feel secure about how much authority I have</i>	SD D NA/D A SA 1 2 3 4 5
2	Terdapat matlamat dan objektif yang jelas untuk kerja saya. <i>There are clear planned goal and objective for my job</i>	SD D NA/D A SA 1 2 3 4 5
3	Saya tahu yang saya telah membahagikan masa saya dengan sebaiknya. <i>I know that I have divided my time properly</i>	SD D NA/D A SA 1 2 3 4 5
4	Saya faham tanggungjawab saya sebagai pekerja <i>I know what my responsibilities are as a worker</i>	SD D NA/D A SA 1 2 3 4 5
5	Saya tahu dengan jelas target yang harus dicapai. <i>I know that exactly what is expected for me to achieve</i>	SD D NA/D A SA 1 2 3 4 5
6	Penjelasan mengenai kerja yang dilakukan dan skop kerja jelas. <i>Explanation is clear of what has been done and job description is clear.</i>	SD D NA/D A SA 1 2 3 4 5

## SECTION E

**INSTRUCTIONS:** Listed are series of statements that may represent whether **Work to Family Conflict** have an impact on work life balance in your organisation. Please indicate to what degree you agree or disagree with each statement by **CIRCLING** one of the **FIVE** alternatives corresponding with each statement. Please do not skip any statement as each important in the overall study.

**ARAHAH:** Berikut disenaraikan adalah siri kenyataan yang boleh mewakili sama ada konflik kerja-keluarga memberi impak terhadap keseimbangan kerja dan kehidupan.. Sila nyatakan adakah anda bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan salah satu daripada LIMA alternatif yang sepadan dengan setiap kenyataan. Sila jangan abaikan sebarang kenyataan kerana setiap jawapan yang diberikan adalah penting untuk kajian ini

1	Beban kerja saya mengganggu urusan peribadi dan urusan keluarga saya. <i>The demands of my work interfere with my home and family life</i>	SD D NA/D A SA 1 2 3 4 5
2	Kadar waktu yang dihabiskan untuk kerja menyebabkan saya susah untuk menjalankan tanggungjawab saya kepada keluarga. <i>The amount of time my job takes up to makes it difficult to fulfil my family responsibilities</i>	SD D NA/D A SA 1 2 3 4 5
3	Perkara yang saya ingin lakukan di rumah tidak boleh dilaksanakan kerana beban kerja yang diberikan kepada saya. <i>Things I want to do at home do not get done because of the demands my job puts on me</i>	SD D NA/D A SA 1 2 3 4 5
4	Kerja saya memberikan halangan untuk saya menjalankan tugas kepada keluarga <i>My job produces strain that makes it difficult to fulfil my family duties</i>	SD D NA/D A SA 1 2 3 4 5
5	.Atas dasar kerja, saya sering mengubah rancangan untuk melakukan aktiviti bersama keluarga <i>Due to work related duties, I have to make changes to my plans for family activities</i>	SD D NA/D A SA 1 2 3 4 5
6	Tanggungjawab saya terhadap keluarga dan pasangan menganggu aktiviti kerja saya. <i>The demands of my family/spouse interfere with work-related activities</i>	SD D NA/D A SA 1 2 3 4 5
7	Saya selalu mengabaikan kerja kerana masa yang dihabiskan di rumah <i>I have to put off things at work because of demands on my time at home</i>	SD D NA/D A SA 1 2 3 4 5
8	Perkara yang saya ingin laksanakan di tempat kerja tidak siap atas urusan keluarga dan pasangan <i>Things I want to do at work don't get done because of the demands of family/spouse</i>	SD D NA/D A SA 1 2 3 4 5
9	Hal di rumah sering mengganggu tanggungjawab saya di tempat kerja seperti kerja tepat masa dan kerja lebih masa. <i>My home life interferes with my responsibilities at work such as work on time and working overtime</i>	SD D NA/D A SA 1 2 3 4 5
10	Hal berkenaan keluarga sering mengganggu tugas saya. <i>Family related strain interferes with my duties</i>	SD D NA/D A SA 1 2 3 4 5

## SECTION F

**INSTRUCTIONS:** The following are some personal questions about you that will be used for statistical purposes only. Please tick (/) the relevant information and provide details whenever necessary. Please do not skip any statement as each important in the overall study.

**Gender :** Male (  ) Female (  )

**Age :** (      ) years

**Period of Service :** less than 1 (  ) 1-10 (  ) 11-20 (  )  
more than 20 (  )

**Monthly Salary:** Less than RM2000 (  )  
RM 2000 - RM3000 (  )  
RM 3000- RM4000 (  )  
More than RM 4000 (  )



**Position :** \_\_\_\_\_

**Department :** \_\_\_\_\_ (Cth: Sumber Manusia,Kewangan,dll)

**Marital Status :** Single (  ) Married(  )

**Number of Children :** \_\_\_\_\_

**THANK YOU FOR YOUR PARTICIPATION**

## APPENDIX B

### Frequencies

Statistics									
	GENDER	AGE	YOS	SALARY	POSITION	DEPARTMENT	MARITALSTAT	US	NOC
N	Valid	204	204	204	204	204	204	204	204
	Missing	0	0	0	0	0	0	0	0
Mode		1.00	2.00	2.00	2.00	6.00	2.00	2.00	2.00
Range		13.00	4.00	3.00	5.00	17.00	4.00	1.00	3.00
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		14.00	5.00	4.00	6.00	18.00	5.00	2.00	4.00

**Frequency Table**



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#### GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	120	58.8	58.8	58.8
	Female	81	39.7	39.7	98.5
	5.00	1	.5	.5	99.0
	14.00	2	1.0	1.0	100.0
	Total	204	100.0	100.0	

#### AGE

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	20-25 years old	45	22.1	22.1	22.1
	26-30 years old	54	26.5	26.5	48.5
	31-35 years old	46	22.5	22.5	71.1
	36-40 years old	31	15.2	15.2	86.3
	Above 40 years old	28	13.7	13.7	100.0
	Total	204	100.0	100.0	

#### YOS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	21	10.3	10.3	10.3
	1-10 years	139	68.1	68.1	78.4
	11-20 years	38	18.6	18.6	97.1
	more than 20 years	6	2.9	2.9	100.0
	Total	204	100.0	100.0	

#### SALARY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than rm2000	57	27.9	27.9	27.9
	rm2000-rm3000	69	33.8	33.8	61.8
	rm3000-rm4000	58	28.4	28.4	90.2
	more than rm4000	18	8.8	8.8	99.0
	6.00	2	1.0	1.0	100.0
	Total	204	100.0	100.0	

**POSITION**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Safety Officer	14	6.9	6.9	6.9
	General Assistant	10	4.9	4.9	11.8
	Technician	22	10.8	10.8	22.5
	Clerk	17	8.3	8.3	30.9
	Assistant Director	1	.5	.5	31.4
	Enforcement Officer	34	16.7	16.7	48.0
	Secretary	17	8.3	8.3	56.4
	Administrative Assistant	14	6.9	6.9	63.2
	Quantity Surveyor	10	4.9	4.9	68.1
	Engineer	5	2.5	2.5	70.6
	Auditor	15	7.4	7.4	77.9
	Financial Officer	1	.5	.5	78.4
	Accountant	4	2.0	2.0	80.4
	Safety Manager	23	11.3	11.3	91.7
	Health Officer	5	2.5	2.5	94.1
	Sports Officer	3	1.5	1.5	95.6
	Quantity Surveyor Assistant	9	4.4	4.4	100.0
Total		204	100.0	100.0	

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**DEPARTMENT**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration Department	47	23.0	23.0	23.0
	Corporate Department	48	23.5	23.5	46.6
	Urban Planning Department	47	23.0	23.0	69.6
	Finance Department	29	14.2	14.2	83.8
	Development Department	33	16.2	16.2	100.0
	Total	204	100.0	100.0	

**MARITAL STATUS**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	62	30.4	30.4	30.4
	married	142	69.6	69.6	100.0
	Total	204	100.0	100.0	

**NOC**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	66	32.4	32.4	32.4
	1-3	104	51.0	51.0	83.3
	4-6	28	13.7	13.7	97.1
	7-9	6	2.9	2.9	100.0
	Total	204	100.0	100.0	



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## Correlations

Correlations

		DV_WLB	IV_WOL	IV_ROC	IV_ROA	IV_WTFC1
DV_WLB	Pearson Correlation	1	.533**	.463**	-.193**	-.052
	Sig. (2-tailed)		.000	.000	.006	.460
	N	204	204	204	204	204
IV_WOL	Pearson Correlation	.533**	1	.435**	-.164*	.071
	Sig. (2-tailed)	.000		.000	.019	.311
	N	204	204	204	204	204
IV_ROC	Pearson Correlation	.463**	.435**	1	-.342**	.083
	Sig. (2-tailed)	.000	.000		.000	.239
	N	204	204	204	204	204
IV_ROA	Pearson Correlation	-.193**	-.164*	-.342**	1	-.067
	Sig. (2-tailed)	.006	.019	.000		.342
	N	204	204	204	204	204
IV_WTFC1	Pearson Correlation	-.052	.071	.083	-.067	1
	Sig. (2-tailed)	.460	.311	.239	.342	
	N	204	204	204	204	204

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

\*. Correlation is significant at the 0.05 level (2-tailed).

## Regression

Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	IV_WTFC1, IV_ROA, IV_WOL, IV_ROC <sup>b</sup>	.	Enter

a. Dependent Variable: DV\_WLB

b. All requested variables entered.

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.602 <sup>a</sup>	.362	.349	.58694	2.005

a. Predictors: (Constant), IV\_WTFC1, IV\_ROA, IV\_WOL, IV\_ROC

b. Dependent Variable: DV\_WLB

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ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.927	4	9.732	28.250	.000 <sup>b</sup>
	Residual	68.554	199	.344		
	Total	107.482	203			

a. Dependent Variable: DV\_WLB

b. Predictors: (Constant), IV\_WTFC1, IV\_ROA, IV\_WOL, IV\_ROC

Model	Coefficients*			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1	(Constant)	1.868	.574		.001
	IV_WOL	.360	.055	.412	.000
	IV_ROC	.283	.067	.280	.000
	IV_ROA	-.043	.070	-.037	.542
	IV_WTFC1	-.332	.176	-.107	.061

a. Dependent Variable: DV\_WLB

Residuals Statistics*					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.4983	3.4056	2.4137	.43790	204
Residual	-2.01023	1.78888	.00000	.58112	204
Std. Predicted Value	-2.090	2.265	.000	1.000	204
Std. Residual	-3.425	3.048	.000	.990	204

a. Dependent Variable: DV\_WLB

## Regression

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	IV_WTFC1, IV_ROA, IV_WOL, IV_ROC <sup>b</sup>	.	Enter

a. Dependent Variable: DV\_WLB

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.602 <sup>a</sup>	.362	.349	.58694	2.005

a. Predictors: (Constant), IV\_WTFC1, IV\_ROA, IV\_WOL, IV\_ROC

b. Dependent Variable: DV\_WLB

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.927	4	9.732	28.250	.000 <sup>b</sup>
	Residual	68.554	199	.344		
	Total	107.482	203			

a. Dependent Variable: DV\_WLB

b. Predictors: (Constant), IV\_WTFC1, IV\_ROA, IV\_WOL, IV\_ROC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.868	.574		3.253	.001
	IV_WOL	.360	.055	.412	6.551	.000
	IV_ROC	.283	.067	.280	4.241	.000
	IV_ROA	-.043	.070	-.037	-.612	.542
	IV_WTFC1	-.332	.176	-.107	-1.883	.061

a. Dependent Variable: DV\_WLB

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.4983	3.4056	2.4137	.43790	204
Residual	-2.01023	1.78888	.00000	.58112	204
Std. Predicted Value	-2.090	2.265	.000	1.000	204
Std. Residual	-3.425	3.048	.000	.990	204

a. Dependent Variable: DV\_WLB

## Charts

