

# The Relationship Between Workload, Time Management and Salary on Employee Work-Life Balance in A Private Company

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## Abstract

It is widely acknowledged that maintaining a healthy work-life balance is essential in both corporate practice and academic study. This is a case study and was conducted at Education Malaysia Global Services (EMGS) a private company. The purpose of this research is to examine the independent variables (i.e. workload, time management and salary) that affect employee's work-life balance, which was defined by working environment conflict on the people employed in EMGS, Malaysia. The study employed quantitative research techniques and 108 questionnaires were completed and returned. The findings of the study found that hypotheses H1 and H3 are rejected since there is no significant relationship between workload and work-life-balance and also there is no significant relationship between salary and work-life-balance. However, current study found that there is a significant positive relationship between time management and work-life-balance therefore to accept H2. In addition, current study also found that all independent variables (i.e. workload, time management and salary) are not constant predictors of work-life-balance at EMGS.

**Keywords**— Work-life balance, Workload, Time management, Salary.

## INTRODUCTION

Malaysia is one of the emerging economies in the Southeast Asian area that has achieved the rank of well-developed nation in recent years. In order to satisfy worldwide standards, several structural features have been added, particularly in the areas of financial expenditures, management, and operational processes. Historically, businesses in both the public and private sectors have conducted themselves in a professional manner, which has resulted in employees (workers) experiencing physical strain and stress. When we focus on this issue, we can clearly observe how stress affects everyone in both a good and bad way, despite the fact that stress is usually referred to as a negative element. In a good way, stress may help a person create a drive in life, making them more committed to completing a project.

On the contrary, overwhelming stress will lead to negative effect to a person, especially in the workplace. It is a common factor that stress

causes negative impact to a person, especially in their workplace. According to (Colligan, T. W., & Higgins, E. M., 2006) mentioned that workplace stress can be caused by a variety of factors such as a toxic work environment, a negative workload, isolation, the types of hours worked, role conflict, role ambiguity, a lack of autonomy, career development barriers, difficult relationships with administrators and coworkers, managerial bullying, harassment, and the overall organization's culture. For the purpose of addressing this issue, an optimum working arrangement with a work-life balance was brought into the globe.

When we look at Malaysia in particularly, work life balance has not been implemented much even though it could bring a lot of beneficial aid to the people. A journal by (Thestar, 2020) said that it is also a skill that we need to believe can be improved with training and practice in any organization. Meanwhile, worker overwork and poor work-life balance are well documented in

Malaysia, which has the poorest work-life balance in the world. Clearly, Psychological instabilities, for example, clinical discouragement, summed up uneasiness issue and post-horrendous pressure issue are on the ascent because of expanding feelings of anxiety. Other than that, it will Interminable pressure inclines us to mental illness, as mentioned in a research by (Benefits, 2017)states that Increased workload was by far the most common cause of workplace stress, with almost four out of ten (38.2 percent) identifying it as the main reason and ignoring poor work-life balance itself.

### **PROBLEM STATEMENT**

Nowadays, workers are often forced to accept progressively larger work responsibilities and longer hours as a result of downsizing, fear of job security, and an uncertain economy. Thus, workers who have too many tasks on their plates are more likely to make mistakes than those who do not. This may have a negative impact on the company in a variety of ways, including reduced concentration on the functioning of the organization, decreased income, and a higher chance of workplace disputes. In the opinion of employment specialists, individuals are being discouraged from working in some industries that have earned a bad image for low pay and terrible working conditions in recent years. They also worry about the continued high rates of Covid-19 will have an effect (Richard Partington, 2021). In addition, an employee who works longer hours does not always complete more work in the same amount of time. A high workload may also have a negative impact on the overall quality of the work output, and errors can be very costly (Singha, 2021). Increased absenteeism, higher employee turnover, discrimination, employee fatigue, and discouragement are all risks associated with an excessive work load that may lead to additional workplace problems. (Smith, 2021). In fact, a high workload also has an impact on their attitude and behaviour's, leading them to lose mental concentration, lack of motivation, and have trouble focusing on the tasks in front of

them (Picincu, 2019). Therefore, the purpose of this research is to conduct an investigation into the workload, time management and salary that can affect an employee's work-life balance.

### **RESEARCH QUESTION**

The research questions for this study are as follows:

RQ 1: Does workload influence the work-life balance of employees?

RQ 2: Does time management influence the work-life balance of employees?

RQ 3: Does salary influence the work-life-balance of employees?

RQ 4: Which of the factors most influence the work-life balance of employees?

### **RESEARCH HYPOTHESES**

H1: There is a positive relationship between workload and work-life-balance among employees.

H2: There is a positive relationship between time management and work-life balance among employees.

H3: There is a positive relationship between salary and work-life-balance among employees.

H4: There is a positive relationship between workload, time management, salary and work-life-balance among employees.

### **SIGNIFICANT OF STUDY**

This research is carried out because, due to heavy workload and long working hours, that there is overwhelming stress among the employees at a private service company at the moment. Therefore, the study is to help the employer of Education Malaysia Global Services to consider the employees so that they are able to have better quality time with their family, task, resulting in better quality of work-life balances. Since this is a case study, therefore, the impact is mostly on the EMGS manager's relationship to the employees but not to be general to other companies, however, it can be an example to be set for others to learn from. The finding will also help the managers to create a new policy for the company to ensure the employees are being appreciated and not stress in their job. The model used, is the

spill over model, will assist management in being more attentive and sympathetic towards workers in order to ensure they are satisfied with their lives, resulting in improved performance at work.

## **LITERATURE REVIEW**

### **Work-life balance**

Work-life balance simply refers to finding a good balance between our professional and personal lives. At its most fundamental level, the concept of work-life balance exists mainly to bring attention to the fact that being a worker is detrimental to an individual's physical and emotional well-being. Socialization, physical fitness, and hobbies all contribute to a healthy and happy lifestyle (Ward, 2020; Kumanu, 2020; Aziz Mensah, 2020; & Clare Kelliher, 2018).

### **Workload**

Workload or duty is the amount of work that is needed to be done at a specific given time. According to (Hart, S. G., & Wickens, C. D., 1990), referring to the human part in man-machine systems, the word "workload" refers to the expense of fulfilling job requirements for the human element. Besides that, workload can be seen by evaluating the impacts of individual contrasts in capacities or preparing of explicit administrators working with a given framework. Various studies that are still ongoing explain that workload has a high correlation towards negative effects towards any individual human daily work capabilities (Griffiths, P., Saville, C., Ball, J., Jones, J., Pattison, N., & Monks, T., 2020; Hancock, P. A., & Matthews, G., 2018; & Bittner, N. P., 2017).

### **Time management**

"Time management" is the process of organizing and planning how to divide your time between specific activities (MindTools, 2020). Furthermore, Time management may enable individuals to do more in less time, resulting in greater leisure time and the ability to enjoy the advantages of all available opportunities, while also decreasing stress and increasing concentration, resulting in increased work performance. As a result, each benefit of

time management makes every aspect of our life that much simpler. In addition, time management is defined as self-management with an explicit focus on time in selecting what to do, how much time to spend to tasks, how activities may be done more efficiently, and when the time is suitable for particular activities. (Eerde, 2019).

### **Salary**

Salary is a set amount of money agreed upon every year as compensation for an employee, which is typically sent straight into his or her bank account every month (Dictionary, 2020). In my point of view, a salary is a medium of exchange from an employment context that might have been stated in a contractual agreement. These are in relation to piece rates, in which each work, period, or other measure is paid individually, instead of on such a quarterly basis. Compensation may also be seen from the perspective of operating a business as the cost of hiring and retaining intellectual capital for running operations, and is referred to as the expense of staffing or compensation in this context.

## **CASE STUDY: EDUCATION MALAYSIA GLOBAL SERVICE BACKGROUND**

According to (Education Malaysia, 2020), Education Malaysia Global Services (EMGS), which was formed on April 13, 2012, is a Company Limited by Guarantee ("CLBG") that operates under the supervision of the Ministry of Higher Education Malaysia. Furthermore, EMGS is responsible for marketing Malaysia as an international educational institution of opportunity and for rating Malaysia as one of the top ten doorways to higher education in the world, among other things. This is also the top authority in Malaysia, and it is responsible for the majority of the movement of foreign students, including the speeding of visa processing. Moreover, EMGS operates the One-Stop Overseas Student Services Hub for Higher Education in Malaysia, which serves both public and private higher education institutions, as well as language and training centres. The One-Stop Center is conveniently located in the

Kuala Lumpur City Center (KLCC) and is readily accessible by a variety of modes of public transit, including taxis. This promotes Malaysian educational institutions and services around the globe, including tours and participation in foreign exhibits. It also helps to improve the quality of these institutions and services.

**CONCEPTUAL FRAMEWORK**

The Working Hours Model of Work-Life-Balance, shown in Fig.2.1, was presented by (Alam, S.M., Biswas, K., and Hassan, K., 2009). This model provides insight on the relationship between work overload hours and work-family conflict. Individual work-family conflict, according to this theory, leads to emotional exhaustion; at the organizational level, it may result in the loss of female talent. A large amount of female managers will have a strong need to maintain a healthy balance between work and family life as a result of the longer working hours, which are 9-10 hours. Work-family conflict is increased as a result of long working hours and travel (WFC). Job-family conflict is linked to schedule inflexibility, work stresses, and working hours. Shorter working hours, i.e., 5-7 hours, assist female workers in maintaining a work-life balance.

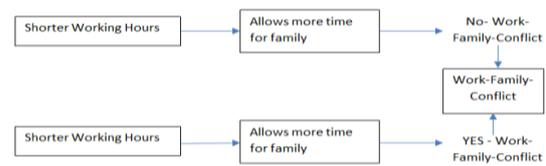


Figure 1 The Working Hours Model of Work-Life-Balance

Source: WHM of WFC model (Alam, S.M., Biswas, K., and Hassan, K., 2009)

The above models are the basis of the design of the conceptual framework that the researcher is implementing in this study (See Figure 2). The conceptual framework demonstrates how independent variables influence employee work-life balance in the private services sector (i.e. EMGS).

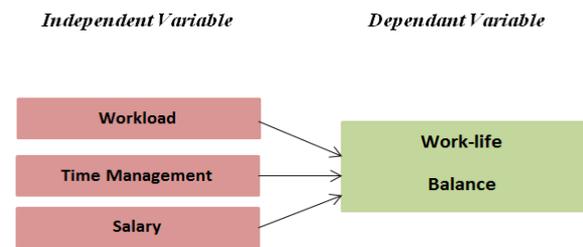


Figure 2 Conceptual framework of A Case Study on the Factors Influencing the Employee's Work-Life Balance in Private Services Sector.

**RESEARCH METHODOLOGY**

<b>Research Design</b>	This is an empirical case study conducted at Education Malaysia Global Services (EMGS) to find out the factors influencing employee work-life balance in the private services sector.
<b>Population</b>	The population for this study comes from Education Malaysia Global services (EMGS) which employed 150 employees.
<b>Sampling size</b>	Based on the Krejchie and Morgan (1970) sampling table, the sampling size for this study is 108 respondents.
<b>Sampling Technique</b>	The sampling technique for this study is simple random sampling; and utilizing a Google form disseminated through WhatsApp's across the organization. A simple random sample is a subset of a population that is picked at random from the whole population. Each member of the population has an absolutely equal probability of being picked when using this sampling procedure. Given that it only includes a single random selection and needs minimal prior information of the population, this

	<p>approach is the most basic of all of the probability sampling methods. A high level of internal and external validity should be expected for any study conducted on this sample due to the use of randomization.</p>															
<b>Data collection</b>	<p>The data for this study was gathered via a survey of employees of Education Malaysia Global Services. Every step of the research process is intended to collect information in order to answer the research question for this particular investigation.</p>															
<b>Data analysis</b>	<p>Data from the survey were analysed using SPSS Statistics Version 26.0, a frequency table, and cumulative percentages result analysis in order to estimate the percentage of those who took part. Following that, a reliability test was carried out in order to establish the dependability of the variable items in question (Cronbach Alpha value). Aside from that, correlation studies were conducted on the means of the items in order to get findings of the correlations between the different products.</p> <p>A linear regression analysis was carried out in order to determine which element of work-life balance is the most important factor. As a result, information was gathered via the distribution of a questionnaire. Using SPSS statistical tools, the data gathered would be coded, tabulated, and analysed in order to answer the research question and test the hypothesis. It would be necessary to utilise the Chi square method for independence verification in order to effectively analyse the data collected for the purposes of management convenience and accuracy.</p> <table border="0"> <thead> <tr> <th><b>RQ</b></th> <th><b>RESEARCH QUESTIONS</b></th> <th><b>ANALYSES</b></th> </tr> </thead> <tbody> <tr> <td>RQ1</td> <td>Does workload influence the work-life balance of employee?</td> <td>Correlation</td> </tr> <tr> <td>RQ2</td> <td>Does time management influence the work-life balance of employee?</td> <td>Correlation</td> </tr> <tr> <td>RQ3</td> <td>Does salary influence the of work-life balance of employee?</td> <td>Correlation</td> </tr> <tr> <td>RQ4</td> <td>Which of the factors most influence the work-life balance of employee?</td> <td>Linear Regression</td> </tr> </tbody> </table>	<b>RQ</b>	<b>RESEARCH QUESTIONS</b>	<b>ANALYSES</b>	RQ1	Does workload influence the work-life balance of employee?	Correlation	RQ2	Does time management influence the work-life balance of employee?	Correlation	RQ3	Does salary influence the of work-life balance of employee?	Correlation	RQ4	Which of the factors most influence the work-life balance of employee?	Linear Regression
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<i>Questionnaires</i>	
Demographic Information	<ul style="list-style-type: none"> <li>• What is your current age?</li> <li>• Which gender do you identify most with?</li> <li>• What is your highest education level?</li> <li>• What is your marital status?</li> <li>• What is your current employment status?</li> </ul>
Workload (Likert Scale)	<ul style="list-style-type: none"> <li>• How is workplace stress affecting your life outside of work?</li> <li>• How effectively are you able to manage your workload?</li> <li>• How much do you feel that your boss and supervisors care about you?</li> <li>• How is the relationship between you and your supervisors?</li> <li>• Do you feel respected in your workplace?</li> </ul>
Time Management (Likert Scale)	<ul style="list-style-type: none"> <li>• I know what habits I have that keeps me from using my time effectively.</li> <li>• I make a fresh new “to do” list each workday.</li> <li>• I use my prime work times to complete important tasks.</li> <li>• I use a formal system for organizing a weekly work plan.</li> <li>• I have an effective system for incorporating items from my lifetime, and one to three year goal list into my daily work tasks.</li> </ul>
Salary (Likert Scale)	<ul style="list-style-type: none"> <li>• In my organization, I am fairly rewarded for the amount of effort I have put in.</li> <li>• Salary received for my job.</li> <li>• Fringe benefits: *example: insurance coverage, medical coverage, optical care.</li> <li>• The recognition I get when I do my job.</li> <li>• Opportunities for promotion/career advancement.</li> </ul>
Work–Life Balanced (Likert Scale)	<ul style="list-style-type: none"> <li>• How long you have worked here?</li> <li>• How often do you work overtime or outside normal work hours?</li> <li>• How satisfied are you with your current work-life balance?</li> <li>• My work schedules allow me to spend time with my family and friends.</li> <li>• I am able to set boundaries between work and life.</li> </ul>

## FINDINGS

The primary goal of this research is to establish whether or not work-life balance is affected by variables such as workload, time management, and salary in the real world. The following

Table 1 depicted the frequency of EMGS workers in terms of their demographic characteristics (Age, Gender, Education, Marital Status, and Employment Status).

*Table 1 EMGS employee demographic characteristics*

<i>Item</i>	<i>Frequency</i>	<i>Percent</i>
<i>Age group</i>		
18-24	9	8.3
25-34	43	39.8
35-44	48	44.4
45-54	<u>8</u>	<u>7.4</u>
	108	100%
<i>Gender group</i>		
Male	52	48.1
Female	<u>56</u>	<u>51.9</u>
	108	100%
<i>Education Level</i>		
Diploma	36	33.3
Bachelor Degree	71	65.7
Postgraduate	<u>1</u>	<u>0.90</u>
	108	100%
<i>Marital Status</i>		
Married	60	55.6
Divorced	5	4.6
Unmarried	41	38.0
Do not want to say	<u>2</u>	<u>1.90</u>
	108	100%
<i>Employment Status</i>		
Full-time employment	108	100%

### *Reliability Test and Correlation Analysis*

A reliability test was conducted as depicted in Table 2 below.

*Table 2 Reliability Test (Cronbach Alpha)*

<i>Variable</i>	<i>Cronbach Alpha (<math>\alpha</math>) Value</i>	<i>Items</i>	<i>Item Deleted</i>
Workload	0.551	5	-
Time Management	0.844	5	-
Salary	0.745	5	-
Work-Life Balance	0.563	5	-

Based on the table 4.1, it was found that time management and salary are moderately reliable as  $\alpha$  value is more than 0.7 which indicates moderate reliability. A general accepted rule is that  $\alpha$  of 0.6-0.7 indicates an acceptable level of reliability (Nunnally, 1978). However, workload and work-life balance are on the lower reliability value at 0.551 and 0.563 which is lower than recommended value (Nunnally, 1978). Based on the formula for Cronbach Alpha value 0.5 is a poor value of Cronbach alpha. Based on the formula:  $\alpha = K * \text{mean } r / (1 + (K-1) * \text{mean } r)$ . It can be seen that there are two factors which influence  $\alpha$ : K and mean r. The first one K is the number of items selected to constitute the scale. The second one is the mean of the non-redundant correlations. More precisely, the length of a scale influences the

value of alpha. Longer scale lengths, such as those with many scale items, give higher alpha values. A small number of scale items would violate tau-equivalence and give a lower reliability coefficient. The value of alpha gets reduced for short length. So, with short scales (e.g., scales with less than 5 items) it is common to find quite low Cronbach values (e.g., .50). Moreover, if one is careful when the scale has a small number of items; the alpha may be paradoxically spurious. A high alpha scale that has only few items can indicate that the items are redundant, as they are testing the

### Correlation Analysis

same question but in a different guise. In this case it may be more appropriate to report the mean inter-item correlation for the items. According to (Briggs, 1986), he recommended an optimal range for the inter-item correlation of 0.2 to 0.4 and this is the case with this variable where the inter-item correlation is between 0.2 and 0.5. Anyway, there are no agreed upon standards for Cronbach's alpha, it depends on the field one is working in (Perry Hinton, Isabella McMurray, Charlotte Brownlow, 2014).

Table 3 Depicted the Correlation Analysis Result

<i>Relationship between Independent variable and Dependent variable</i>	<i>Findings</i>
Relationship between Workload and Work-Life-Balance	There is no significant relationship between workload and work-life-balance, as the p value = 0.096, which is higher than 0.05. Therefore, the answer is to reject H <sub>1</sub> .
Relationship between Time Management and Work-Life-Balance	There is a significant positive relationship between time management and work-life-balance as the p value = 0.044, that is lower than 0.050. Therefore, the answer is to accept H <sub>2</sub> .
Relationship between Salary and Work-Life-Balance	There is no significant relationship between salary and work-life-balance as the p value = 0.284 that is higher than 0.050. Therefore, the answer is to reject H <sub>3</sub> .
Relationship between Workload, Time Management, Salary and Work-Life-Balance	Based on linear regression analysis, the result shows that the R <sup>2</sup> = 0.50, which means that 50% of the variance (R <sup>2</sup> ) in work-life-balance, which indicate that there is not significant, as indicated by the F-value of 1.824 in ANOVA analysis. Therefore, workload, time management and salary are not constant predictors of work-life-balance. In addition, an examination of the t-values indicates that all the independent variables, i.e. workload, time management and salary are not significant predictors of work-life-balance at EMGS. Therefore, the answer to H <sub>4</sub> is all of the independent variables are not predictors of work-life-balance at EMGS.

### CONCLUSION

According to some studies, maintaining a healthy work-life balance is a critical factor in overall well-being, since family and work are the two most essential aspects of everyone's life. Any conflicting demands of work and family life result in detrimental impact on the employee well-being. Current study found that hypotheses H<sub>1</sub> and H<sub>3</sub> are rejected since there is

no significant relationship between workload and work-life-balance as well as there is no significant relationship between salary and work-life-balance. However, current study found that there is a significant positive relationship between time management and work-life-balance therefore to accept H<sub>2</sub>. In addition, current study also found that all independent variables (i.e. workload, time management and salary) are not constant

predictors of work-life-balance at EMGS. The findings of this study are not conclusive because it is only a case study research. Therefore further research is encouraged especially in specific industry. This can further improve current findings.

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