

A STUDY OF WORK-LIFE BALANCE IN RELATION
TO WORK PERFORMANCE OF MARRIED
WOMEN IN KLANG VALLEY

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DECLARATION

I hereby declare that:

- (1) This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
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Furthermore, I would like to thank my parents, family member and friends for helping, encouraging and supporting me throughout the whole project. Their assistance and support is essential to the success of my project.

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DEDICATION

First of all, I would like to dedicate to my family, friends and relatives for giving me support, encouragement and motivation in the progress of this research. Moreover, I would like to thank you to my supervisor, Mr. Low Chin Kian who has spent a lot of time with me. He had continuously giving me his opinions, useful information, guidance, support, advice and of course his considerations to us throughout the process. Last but not least, I would like to dedicate to other researchers for their kindness in providing information and solution for the problems that I have faced.

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Preface

It is a great opportunity for me to study Master of Business Administration in University Tunku Abdul Rahman. In the accomplishment of this master I am submitting a research on “A Study of Work-life Balance in Relation to Work Performance of Married Women in Klang Valley”. Subject to the limitation of time efforts and resources every possible attempt has been made to study the problem. The whole project is measured through questionnaire, the data further study analysed by SSPS and interpreted, and the result was obtained. This basis for this research originally stemmed from my passion for developing better understanding on work-life balance and work performance of married women. As the world moves further into digital age, there will be a greater need to understand a person life satisfaction level in order to live a better and healthier life. Besides that, work-life balance is often been used for the management tool of human resources nowadays.

In truth, I could not have achieved my current level of success without a strong support supervisor and friends. First of all, I would like to thanks to my parents, who supported me with love and understanding. Next, my supervisor who has provided patient advice and guidance throughout the research process. Thank you all for your unwavering support.

The whole research has been divided into 5 chapters.

- Chapter 1: Introduction
- Chapter 2: Literature Review
- Chapter 3: Methodology
- Chapter 4: Data Analysis
- Chapter 5: Discussion and Conclusion

Abstract

This research is going to analyse the factors that influence the work performance of married women in Klang Valley through the personal work-life balance. It is believe that improving of work performance of married women will not only increase the productivity of certain organization but the growth of gross domestic product (GDP) will be raise as well. This research examines the relationship between time balance, involvement balance, satisfaction balance and work performance of married women in Klang Valley by using multiple regression model test. The findings indicate that involvement balance and satisfaction balance can be significant positively impact the work performance of married women in Klang Valley. However, there is no relationship between time balance and work performance of married women in Klang Valley. Therefore, the organization and female employees have suggested to focus on the involvement and satisfaction balance on individual to enhance their productivity or job performance.

CHAPTER 1:

INTRODUCTION

1.0 Introduction

A general picture of this report will be written in this chapter. It has nine sections which are the background of the study, problem statement, purpose statement, research objectives, research questions, hypotheses of the study, significance of the research, chapter layout and lastly the conclusion. Research questions in this chapter have brought forward to the objectives of this research. In addition, the readers will have more comprehension of the objectives of this study from the clearly provided research objectives.

1.1 Background of the Study

Nowadays, work-life balance is often been used for the management tool of human resources in whole world (Adame, Caplliure, & Miquel, 2016). It is been applied for the equilibrium of an individual demand between the allocation for work and their own life, so when an individual having their right position between work and life, at the same time, they will reach the work-life balance (Dhuru, 2016). The reason of having many research topics focus on the conflict between responsibilities of family and occupation in early studies (Frone, Russell, & Cooper, 1992; Goff, Mount, & Jamison, 1990; Netemeyer, Boles, & McMurrian, 1996) is work-life balance will always influence an individual's target of work and the responsibilities that taking in life or at home (Dhuru, 2016). Since 2000 onwards, there are more

studies and researches focus on business. On one hand, all those studies had shown the importance of work-life balance as it has the ability to impact the turnover rate of employees in each firm (Cappelli, 2000; De Cieri, Holmes, Abbott, & Trisha, 2005; Dupre & Day, 2007). On the other hand, they had shown the best practices in work-life balance. According to the proof of scholars which state that this topic is important for society because work-life balance had relationships between using policies and it also impacts the growth productivity in business (Adya, 2008; Giardini & Kabst, 2008; Schneider, Schulze-Bentrop, & Paunescu, 2010). For example, an imbalance between work and life can lead to job absenteeism, stress, lack of attention at work and finally it will decrease the productivity because of the poor performance (Saloni, 2016).

Because of families become more core and dual income earners nowadays, the issue of work-life balance becomes more important. Regardless of men and women, although the work fulfils its share, it still needs to pay more attention to the family, manage the family, take care of the children and parents (Saloni, 2016). Even though, both genders are involving in family-work conflict, but in this study will be focused on married women. As women in the workforce are now an important and ongoing pressure group that needs to be flexible at work (Saloni, 2016). In the traditional concept, married women will have more conflict and challenges between their roles in the family and the performance in works (Carnicer, Martínez, Pérez, & Vela, 2004) because most of the working married women are have job 8 to 9 hours per day and 53 percent are struggling to achieve work-life balance in the United States (Ahmad & Chaudhary, 2013). Even nowadays, family issues are still a big matter in the development of women's occupation (Cross, 2010; Emslie & Hunt, 2009; Grady & McCarthy, 2008). Although many organizations and governments put lot of efforts to achieve the equality between both genders at level of working and it is quite good as there is an improvement in women represent the management position, yet it still has only 24% of women in the position of management from the International Business Report (Thornton, 2013).

1.2 Problem Statement

According to International Monetary Fund (IMF) analysis, the contribution of female employment to Malaysia's economic growth has increased at a faster pace in recent years on average from 4 percent from 2001 to 2008, of real GDP growth, to 14 percent from 2011 to 2016 (Ridzwan, 2018). While the GDP of male workers was only increased from 7 percent to 13 percent. Although women in Malaysia have 54% of workforce participation rate, yet lots of them will exit from their work in the age of late 20s to early 30s and mostly it is because of the family issues (Ridzwan, 2018). In daily life, working adults especially married women will face lots of challenges on their job from family duties especially those who have children (Rendon, 2016; Vithanage & Arachchige, 2017). Anyhow, the announcement of Malaysia Budget 2018 stated that if there are more females joining in the workforce, it would have the potential to raise the gross domestic product (GDP) in Malaysia (Ridzwan, 2018). Due to women will become one of the main resources in the growth of economics, the study of the relationship between work-life balance with the work performance of women is important and worth to be researched. Besides that, there are many researchers have studied how work impacts the lives of an individual with family in other countries (Frone, Russell, & Cooper, 1992; Goff, Mount, & Jamison, 1990; Netemeyer, Boles, & McMurrian, 1996; Rendon, 2016). Thus, the aim of this study is to discuss the factors from work-life balance which are time balance, involvement balance and satisfaction balance (Vithanage & Arachchige, 2017) that will affect the work performance of married women in Klang Valley.

1.3 Purpose Statement

The purpose of this study is to discuss work-life balance in relation to work performance of married women in Klang Valley as more women have the potential of rising Malaysia's Gross Domestic Product (GDP) by around RM6 billion to RM9 billion which had mentioned in the Budget 2018 (Ridzwan, 2018). Furthermore, it

may affect future Malaysia's GDP or even our next generations' quality of life due to how married women manage their diathesis of life and work. Besides that, this study can be a reference for a female to upgrade their living standard or even perceived for government and scholars in married women's work-life balance. So, as mention before, this study will focus on those intervening variables which from work-life balance are time balance, involvement balance and satisfaction balance which will actually impact the work performance of married women in Klang Valley.

1.4 Research Objectives

1.4.1 General Objectives

The purpose of this study is to investigate the factors from the work-life balance which affect the work performance of married women in Klang Valley.

1.4.2 Specific Objectives

1. To estimate the relationship between time balance and work performance of married women in Klang Valley.
2. To analyse the relationship between involvement balance and work performance of married women in Klang Valley.
3. To determine the relationship between satisfaction balance and work performance of married women in Klang Valley.

1.5 Research Questions

There were few questions arise from this study which was:

1. What are the factors of work-life balance that impact work performance of married women in Klang Valley?
2. How does time balance affect the work performance of married women in Klang Valley?
3. How does involvement balance affect the work performance of married women in Klang Valley?
4. To what extent satisfaction balance influenced the work performance of married women in Klang Valley?

1.6 Hypotheses of the Study

1.6.1 Hypotheses One

H₀: There is no relationship between time balance and work performance of married women in Klang Valley.

H₁: Time balance is related to work performance of married women in Klang Valley.

1.6.2 Hypotheses Two

H₀: There is no relationship between involvement balance and work performance of married women in Klang Valley.

H₁: Involvement balance is related to work performance of married women in Klang Valley.

1.6.3 Hypotheses Three

H₀: There is no relationship between satisfaction balance and work performance of married women in Klang Valley.

H₁: Satisfaction balance is related to work performance of married women in Klang Valley.

1.7 Significance of the Study

The findings of the study will be significant for stakeholders in the following.

Executive Management

The findings could be used to bring more benefits to the organization and business by improving the productivity of female workers. It could be a guideline to reconstruct a strategy to reduce stress levels and improve job performance among female employees (Ahemad & Chaudhary, 2013).

Work-life balance strategy carried out in the organization also helps to improve retention of potential employees and provides a competitive edge in the labour market which is considered one of the benefits provided to female workers. Besides, organizational image, reputation, and quality work environment also be enhanced as well.

Female employees

Reducing the conflict and achieve the balance between work and family or the social life of female employees is one of the purposes of the finding by analysing the statics and recommendations given. Imbalance work and life will lead to some negative effects on the personnel such as divorce and infertility due to high pressure from both works and social life (Kumar & Chakraborty, 2013). Nowadays, employees are looking for flexibility on the working schedule which would lead to a better quality of life and release the stress. Basically, a work-life imbalance is impacting to the mental health of the female employees, which will influence their

quality of work and engagement in the job (O' Carroll, 2015). This study also tries to help and benefit female employees for finding their balance life and improve work performance as they are the potential human capital of Malaysia.

The contribution of knowledge for future researchers

Another important reason to have this study is to contribute knowledge to future researchers or those who have an interest in this era. As mentioning before, the research on work-life balance in relation to work performance of married women in Klang Valley or even in Malaysia is less, therefore, this study hopes to give some support and dedicate for academic research that may use by students and future researchers.

1.8 Research Gap

Even though, there are lots of research about work-life conflict, balance and job performance in whole world. However, there is still lacking of scientific researches and reports about the work-life balance in relation to the work performance of married women especially in the Klang Valley of Malaysia. Therefore, this study wish to give support, enrich and contribution for this area.

1.9 Chapter Layout

In this report, there have 5 chapters which including introduction, literature review, methodology, data analysis and final part is the discussion and conclusion. The chapter layout is shown details in the next paragraph:

Chapter 1: Introduction

The content is to portray the background of work performance and work-life conflict, problem that made social encounter, purpose statement, objectives of this

report, research questions, hypotheses, the significance of the report, chapter layout and lastly the final summary.

Chapter 2: Literature Review

The second chapter is made up by previous researches that is about the overview of work performance and those factors from work-life balance that will affect work performance of married women. It will also discuss and propose the theoretical framework in this section.

Chapter 3: Methodology

The substance will describe what method that used by the researcher to execute the report in the statement of designing research, sampling, the way for data collection, constructs of measurement, variable measurement and data analysis techniques.

Chapter 4: Data Analysis

Descriptive analysis, scale measurement, inferential analysis and the summary that give the final result for this research will be determined in this current chapter. All those patterns and exploration of the results are corresponding to the questions, objectives and also hypotheses of the report.

Chapter 5: Discussion and Conclusion

The last chapter will be the argument of major findings which are based on the results of the analysis. Besides that, the limitations of the study, recommendations for future research and an overall conclusion will be reported as well.

1.10 Conclusion

In this chapter, the researcher has outlined a broad field of the study which guide and grasp the attention of readers by providing the context of the study. Then, it also comes with the statement of problem and purpose. Next, the researcher has formed some questions from the past empirical studies and came out with the

research objectives for this research study. The research objectives and questions will lead this research to the correct direction to complete the project. Lastly, researcher has explained the significance of the study.

This chapter dedicated a concise introduction to the composition of this research study. By the way, it can be used as a guideline for audiences before carrying on to the coming chapter.

CHAPTER 2:

LITERATURE REVIEW

2.0 Introduction

In this current chapter, researcher will look back at the previous studies that were similar to this research would be written. It is about a conspectus of the past academic literature and those analyses concerning the relationship between the work-life balance of married women and their work performance. This study will outline those factors that make challenges for married women in their work-life balance. The theoretical framework will be formed in this chapter and the argument has been offered for it. Besides that, commentary and study of each independent variable from work-life balance (time balance, involvement balance, and satisfaction balance) and a dependent variable (work performance of married women in Klang Valley) of this study would be further explained. A proposed theoretical framework of this study will explain the relationship between the independent variables and the dependent variable. Finally, a conclusion is presented to conclude this chapter of the literature review in total.

2.1 Work Performance

Work performance has been identified as the fundamental to have the advantage of competitive and gain the biggest producer in the organization (Shaffril & Uli, 2010). Categorically, work performance refers to employees' actions against their job which can advance to the goals of organizational and it will be under the strength of the individual (Rotundo & Rotman, 2002). In addition, work performance has

also been defined as people's effort that put into performing their tasks or job (Berghe, 2011).

For more detail information, there are two concepts for work performance which are as a multi-dimensional and a dynamic concept (Sonnetag & Frese, Performance concepts and performance theory, 2002). According to the study of Borman and Motowidlo (1993), in the multi-dimensional concept, it can basically be divided into two parts for performance which are the task and contextual. The good or bad for task performance is due to the individual's productivity which the contribution of themselves for the technical core of their organization. To explain more deeply, contribution also can be separate with direct cases which for production workers or indirect cases like the performance of a manager or normal admin. In contextual performance, it depends on the activities which will not impact technical care but it may become the support in the certain organizational, community or even our moral action. This performance includes helpful colleagues, become a useful teammate in the organization, well action or ability, good in decision making and also have the capacity on improving productivity in working (Borman & Motowidlo, 1993). But working environments will always change, therefore the adaptive performance of employees has become more important nowadays (Pulakos, Arad, Donovan, & Plamondon, 2000; Sonnetag, Volmer, & Spychala, Job performance, 2008). The dimensions for adaptive performance are about the ability of handling, solving, dealing, learning and self-demonstration from an employee in the workplace (Pulakos, Arad, Donovan, & Plamondon, 2000). The reason for performance been stated as a dynamic concept is it is hard to have fix point over time, especially for individual performance (Sonnetag & Frese, Performance concepts and performance theory, 2002). There are many factors like the learning process, allocation of time and others may make a change of individual performance in long-term (Quinones, Ford, & Teachout, 1995) and for short-term, individual performance will be impacted due to the change of physiology and psychology (Kahneman, 1973).

To manage the balance of work and family or even life is not easy yet it is important for personal and organizational success. Based on the researches, individual will perform great on the organization if there are achieving work-life balance and those

who have support from working area and family will get higher productivity within the organization (Naithani, 2010). Besides that, some reports showed that work-life balance will always affect work performance especially for women instead of impacting the satisfaction of life (Guest, 2002; Malik, Saif, Gomez, Khan, & Hussain, 2010).

2.2 Factors Affecting Work Performance for Married Women

2.2.1 Work-life Balance

According to the findings, work-life balance has been identified as "the absence of an unacceptable level of conflicts between work and non-work demands" (Greenbatt, 2002). Besides that, it also stands as "the extent to which an individual is equally engaged in – an equally satisfied with – his or her work role and family role" (Greenhaus, 2003). In other words, work-life balance is having an equilibrium for every person between the participation of paid work which defined by the duration and conditions of work with their own aspects of lives. If having a mismatch in those two sets of role players which in work responsibility and family responsibility, will make the imbalance of work-life (Greenhaus, 2003).

Since the new generation has changed from the old times, men are not the only ones who can make money for their family. Nowadays, the world has changed as both women and men have an equal responsibility to share their earning for better living conditions of family life. Therefore, it is important to have knowledge about how married women can balance their domestic life and professional. Whether in our society or their professional lives, married women had to build up their identity with much hard work and struggle in our competitive world. However, due to the improvement in training institutions and also the educational level, everything becomes better and better (Lakshmi & Gopinath, 2013).

A territory of the family had become one of the most important factors that affect work-life balance from an individual. There are many type of family such as single-parent families, dual-earning parents, parents work far from home, and all this kind of diverse may bring about different lifestyles or even work styles on each person. Since the number of women that enter the work field has currently continued increasing and at the same time, they still take important roles in a single family. Therefore, they are having dual roles, this really put in more pressure for them. Normally, women will take more responsibility for child care. In order to solve the conflict of the family with work performance, they need to adjust their working lives to balance family lives (Falkenberg & Monachello, 1990). A structured with a well-planned work-life balance will improve a lot of problems such as workers health, satisfaction, and motivation of work, meanwhile it will decrease the turnover rate of workers too (Dhuru, 2016). This is why this study is trying to discuss the factors that will impact the work-life balance of married women more in the forward study.

Without differentiate gender, there are three main types of elements will impact the work-life balance which is individual, organizational and environmental, however there still have some other factors which include age, gender, marriage status, living background, and personal experience may influence the equilibrium between work and life (Vithanage & Arachchige, 2017). As mentioning before, imbalance work-life may bring lots of problem such as depression of employees, bad health, conflicting of family and others. Therefore, they will directly impact the working performance of workers especially in Klang Valley which is one of the main and also hectic centre city of Malaysia.

However, this study will focus on the relationship between work-life balances with the work performance of married women in the area of Klang Valley. According to mass researches, there are three essential elements of work-life balance which are family, work and other personal factors that will always influence each other (Naithani & Jha, 2009). In spite of that, it is difficult to complete all those researches of each element so, this study

will try to narrow down the factors from previous researches. As most of the married women will put their first priority on family and children, so when having family and working at the same time, they often facing a big problem in work-life balance. Based on the research, the factor that affecting the working performance of female that had been found are basically work-life balance which decided by time balance, involvement balance and satisfaction balance (Vithanage & Arachchige, 2017). There will have more detail information about those factors below.

2.2.2 Time Balance

In this study, the meaning of time balance is an equilibrium of time that used in work and life or family (Greenhaus, Collins, & Shaw, 2003). Some of the articles have stated that work-family conflict will reduce if the distribution of time in parenting, family responsibilities and working in the organization are suitable or equilibrium (Frone, Yardley, & Markel, 1997). Therefore, time imbalance in work and family will make work-family conflicts arise (Vithanage & Arachchige, 2017). To make time balance in people's life, master time management is a must. As it is the behaviour or process of planning and impactful controlling the time spent on a particular activity, especially to improve efficiency and productivity (Ahmad, Yusuf, Shobri, & Wahab, 2012). However, to describe time management, individuals will rank their activities on the basis of their important after finding out what they want and needs (Ahmad, Yusuf, Shobri, & Wahab, 2012). Recently, some sociologists said that there will be a relationship between the way most workers handle their time with social issues such as family systems, gender roles, and personal productivity (Altaf & Awan, 2011). There are a few pieces of research that have been done on the relationship between work performance and time management (Faulkner, et al., 2007). Meanwhile, management or allocation of time is one of the main factors that impact work performance (Njagi & Malel, 2012). Hence, this study proposed that

married women who had time balance in work and life may perform their work in a successful manner.

2.2.3 Involvement Balance

Based on researches, involvement balance means having a role that involving equally in work and family psychologically (Greenhaus, Collins, & Shaw, 2003). There are two components in involvement balance which are job involvement and family involvement (Vithanage & Arachchige, 2017).

Job involvement is the level of psychological recognition of work (Kanungo, 1982) and it is a cognitive bond which form through people's job (Elloy, Everett, & Flynn, 1992). Additionally, some researchers think that job involvement is a state of mind in which a person is cognitively focused on, participating in and paying attention to a person's current job (Paullay, Alliger, & Stone-Romero, 1994). An individual with a high degree of work involved may place the work at the centre of interest in their life (DeCarufel & Schaan, 1990), therefore individual with low degree of job involvement would pay close attention on other interests than their work (Hogan, Lambert, & Griffin, 2013). One of the important parts of personal work performance is work involved as a normally higher level of work performance elaborate higher endeavours on their job and afterward, it will reveal more productivity in their work performance (Chughtai, 2008; Diefendorff, Brown, Kamin, & Lord, 2002).

In family involvement, a great majority of employees especially female employees will agree to sacrifice their family to achieve the higher level of work performance and default that caregiving decisions for the family or personal life will have a harmful relationship to their work performance (Kossek, Colquitt, & Noe, 2001). Therefore, the present study will discuss further more about the relationship between the involvement balances of married women with their work performance.

2.2.4 Satisfaction Balance

Satisfaction balance had been identified as having a role that satisficing between work and family equally (Greenhaus, Collins, & Shaw, 2003). Same as involvement balance, satisfaction balance has two determinants that are known as job satisfaction and family satisfaction (Vithanage & Arachchige, 2017).

The definition of job satisfaction is about the happy or positive emotional statement produced by assessing a person's work or work experience which simply means the degree of people like to work (Locke, 1976; Spector, 1996; Weiss, 2002). Some researchers found out that to determine job satisfaction, there are two factors need to be considered which are work-related factors (such as job security, skill diversity, role overload and conflict, and supervisor support) and internal factors (such as education, job significance, job expectations and family needs) (Paton, Jackson, & Johnston, 2003). However, job satisfaction can be divided based on the individual's perception of work into emotional job satisfaction and cognitive job satisfaction which considered by the individual's logical assessment of working conditions (such as working hours, wages and pension plans), opportunities, achievement and income stability (Clark & Farmer, 1998; Moorman, 1993). Besides that, there is an article stated that the relationship between job satisfaction and work performance are positive (Judge, Thoresen, Bono, & Patton, 2001).

Family satisfaction can be defined as a process by which individuals assess their own lives based on their own unique criteria, include healthy and successful relationships (Diener, Emmons, Larsen, & Griffin, 1985; Shin & Johnson, 1978) and it also means to achieve intimacy and personal well-being (Clark & Farmer, 1998). In this study, the term “family satisfaction” was not only limited to own children or spouses but also included personal's parents, siblings or other relatives. According to the findings, family satisfaction is a major role for personal well-being and can surely impact work performance of employees as well (Hill, 2005). Therefore, the balance

between work and family will impact satisfaction on personal living life too as work-family conflict will decrease the level of life satisfaction (Nawab & Iqbal, 2013). So, this study predicted that both satisfaction of work and family may have a positive relationship with the work performance of married women.

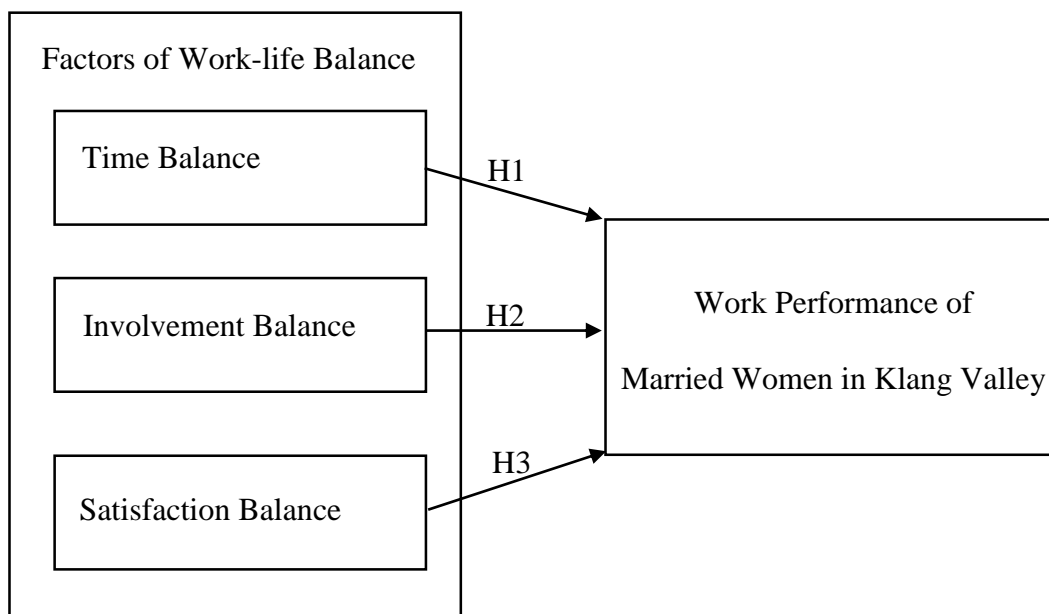
2.3 Review of Relevant Theoretical Framework

To have a successful organization and personal life, the balance between work and family is always the crux of this situation. Work-life conflict will bring up a lower performance of an individual in their organization and so as their own lives (Hammer, Bauer, & Grandey, 2003; Naithani, 2010). There are a lot of researches also prove that the contribution for successful organization cannot do without personal successful work-life balance as though having support from workplace and family will have better productivity which means high work performance in their own organization (Guest, 2002; Naithani, 2010; Vithanage & Arachchige, 2017). Work-life balance will not only benefit for satisfaction and a better personal life, yet it also improves the work and family performance (Guest, 2002). Based on the above characteristics and refer to the conceptual framework from Vithanage and Arachchige in 2017, this study tests the below framework.

2.4 Proposed Theoretical Framework

The relationship between all the factors is time balance, involvement balance and satisfaction balance from work-life balance and work performance of married women in Klang Valley of Malaysia are illustrated in Figure 2.1.

Figure 2.1: Theoretical framework of the factors of Work-life Balance and Work Performance of Married Women in the Klang Valley of Malaysia



Note: Developed for the research.

2.5 Conclusion

According to the past studies, lot of researchers had proven that the selected independent variables which are time balance, involvement balance and satisfaction balance from work-life balance has significant influences on the work performance of married women in Klang Valley of Malaysia. Although some of them have less data toward this field especially in Malaysia, this makes harder in our research. Thinking in the opposite way, it also becomes more interest for this study.

According to the context of Klang Valley, the further examination will be done on advanced hypotheses to certificate the relationship. This study will be discussed for the operating of the sample item in the following studies.

CHAPTER 3:

METHODOLOGY

3.0 Introduction

In the content, researchers will follow up with the research method of this study. This section consists of the cross-sectional survey, the manner in which the sample population was selected, the method of data collection and the variables and measurement that used to interpret the data. Finally, it will end up with data analysis techniques.

3.1 Research Design

This study will use the quantitative research on assessing the elements that affect the work performance of married women in the Klang Valley of Malaysia. This research is conducted to examine the relationship between work performance of married women with all those elements that influence the work-life balance such as time balance, involvement balance, and satisfaction balance. Due to this survey had been done on a subset of the population, the study will be a cross-sectional type. The current survey was done on respondents who are married for assessing the effect of work-life balance on the work performance of married women in Klang Valley. For this research, the unit of analysis is working married women. So, they will be observed individually.

3.2 Sampling Design

The process of collecting the significant amount of data from the society to get accurate and adequate statistics about the whole society is known as sampling design (Sekaran & Bougie, 2016). During the sampling process, this study will focus on collecting data from Klang Valley and through the internet to save the time and expense compare with collecting the information from the whole population. As this may be hard to implement and by doing the sampling design will make the collected information more efficient and occur less errors (Sekaran & Bougie, 2016).

3.2.1 Target Population and Sampling Size

The total population of Klang Valley in 2019 is now estimated at 7,780,301 people (World Population Review, 2019). However, this study will only take the population of women in this Klang Valley area and due to research information for the whole Malaysia population, the current female population is having 49.3% of the total population (United Nations Department of Economic and Social Affairs, 2019). So, this study estimated that the population of the female (including married and non-married women) in Klang Valley is about 3,835,689 people. After calculating the sample size with 90% of confidence level and 5% of margin of error, this study suggested having 269 of sample size. But due to the unforeseen error, this study decided to have 270 of sample size.

3.2.2 Sampling Location

The main sampling location of this study is in Klang Valley that including Petaling Street, Bukit Bintang area, Shah Alam and other areas that near to the centre Kuala Lumpur (Kuala Lumpur City Hall, 2019). The reason of this study choosing married women in Klang Valley which is the big centre city of Malaysia as respondents is because the cases of having problems

between work-life balance and working performance of married women in this current area will be high due to the high living standard. Therefore, this will help to make the data collection more accurate and increase the efficiency of the final result.

3.2.3 Sampling Technique

The sampling technique is a technique used by the researcher to extract the samples from a population of interest (Marshall, 1996). In this study, the snowball sampling technique which is defined as a random sample of individuals is drawn and the chosen individuals will provide certain information that would be used in this research (Goodman, 1961; Noy, 2008). This method is also known as chain sampling, where the respondents recommend to their friends, family members or colleague to do the questionnaire. It is a widely used sampling method in qualitative research across sociological research (Biernacki & Waldorf, 1981; Noy, 2008). Furthermore, convenience sampling will also be used to collect the data in this research. A convenience sampling is a non-probability sampling method which means the respondent is sampled randomly and this is convenient for the researcher as well (Lavrakas, 2008).

3.3 Data Collection Method

It is important to have the data collection method in every research as the information collected by researchers must be valid and reliable to the research and an inaccurate data collection would have an impact to the outcome of the study and finally become an invalid result (Palinkas, et al., 2015). Actually, there are two main data collection methods that have often been used which are primary data collection and secondary data collection. In this study, the primary data is chosen for the data analysis which means a face to face interview is conducted for collecting the data.

However, this study will include the pilot test as well because it can ensure reliability before having the actual set of the questionnaire.

3.3.1 Primary Data

Primary data can be defined as the data that has been gathered through the first-hand experience and also can be considered as a method that is more authentic, objective and reliable for data collection (Hox & Boeije, 2005). In addition, Hox and Boeije (2005) also stated that this kind of self-administered questionnaire is more convenience, cheaper and greater anonymity. Therefore, this study will be based on a quantitative method which is having questionnaires. A total of 270 questionnaires have been distributed. Those questionnaires were sent to the respondents through email, Google forms and WhatsApp as to save time and expense compare to face to face interview. Besides that, the estimated duration for completing the questionnaire is one month. During the sampling process, it may be hard due to the late reply from respondents, therefore, a reminder will be provided for speed up the rate of process. After collecting all the data, researcher will put them into excel as make it easier for further process.

3.3.2 Pilot Test

Researchers basically obtained information by conducting the pilot test through the questionnaire before the practical set of the questionnaire is handed out (Schwab, 2005). In this research, there were 30 respondents who are all married women that chosen from another area in Malaysia than Klang Valley. The reason of choosing another area rather than Klang Valley to do the Pilot Test is testing the reliability of questionnaire before it handed out to those respondents in Klang Valley. To verify the veracity and dependability of the data which the researcher gathered, this study had run

the reliability test in the current section. The result had shown in Table 3.1 below.

Table 3.1: Result of reliability analysis for the pilot test

Cronbach's Alpha	Strength of Association	Number of Items
0.903	Excellent	30

Note: Developed for the research.

Based on this pilot test, the Cronbach's Alpha trusty modulus for the entire evaluation was 0.903. This indicated that the variables contained in the questionnaire are reliable and can be used because the appearing result is more than 0.7. Besides that, based on the feedback from the respondents, researchers had some amendments accordingly before distributing the questionnaires to actual target respondents.

3.4 Constructs of Measurement

3.4.1 Nominal Scale

Nominal scale is used to calculate the number of frequency in each category of the variable (Saunders, Lewis, Thornhill, & Wilson, 2009). In this study, researchers used a nominal scale to classify respondents' gender and the title. As the main respondents of this study must be married women.

3.4.2 Ordinal Scale

Ordinal data is the data where a respondent is asked to rate how strongly they agree with a statement. In addition, it is also known as ranked data (Saunders, Lewis, Thornhill, & Wilson, 2009). In this study, researchers used the ordinal scale to measure respondents' age, years of working, their

education level, working position, whether have children or not and others basic information. To clarify in this current study, the respondents must be married women and having a career.

3.4.3 Interval Scale

For measuring the level of respondents' agreement and disagreement from an attitudinal object, it is better to have the interval scale. As it can be graded in a more accurate way. Besides that, it also has known as the Likert Scale (Zikmund, 2003). In addition, the five-point Likert Scale will be needed in this study for surveying the independent and dependent variables. That information of variables which collected will be measured under this five-point Likert Scale (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

3.5 Variables Measurement

In this research, the current dependent variable is the work performance of married women in Klang Valley. There were 6 questions about personal information developed under section A such as age, marital status, working department, duration of work and number of children.

All the independent variables of this current research are analysis from work-life balance which will influence married women the most. There were 34 questions in section B that captured the three factors and measure their work performance. The questionnaires on work-life balance dimensions were grouped into three elements which consisted of time balance, involvement balance and satisfaction balance from work-life balance and the last part is about the work performance of themselves. The importance of constructs from the work-life balance that impact work performance was described as below.

The first independent variable is time balance and there have 4 questions for this factor. The second independent variable is involvement balance and have 4 questions. The third independent variable is satisfaction balance and it has 4 questions also. Lastly, there are 22 questions about the work performance.

All of the questions are adapted from the study of Vithanage and Arachchige (2017) and summarized in Table 3.2.

Table 3.2 Source of Variable Measurement

Latent Variable	No.	Sample Measurement Items	Source
Time Balance	T1	When I am working, I give my complete attention to what I am doing.	Vithanage and Arachchige (2017)
	T2	When I spend time with my family, I totally devote myself to a household.	
	T3	I am honestly satisfied with the time that I have spent on work.	
	T4	I am honestly satisfied with the time that I have spent on family.	
Involvement Balance	I1	The most important things which I value (recognition, admiration, etc.) are happening to me when I am at my job.	
	I2	The most important things which I value (recognition, admiration, etc.) are happening to me when I am with my family.	
	I3	I am very much involved in my family members' lives.	
	I4	I am very much involved in my job.	

Satisfaction Balance	S1	I am generally satisfied with the kind of work I do on my job.
	S2	I am generally satisfied with the kind of work I do for my family.
	S3	I am satisfied with the success I have achieved in my job.
	S4	I am satisfied with my present family situation.
Work Performance	W1	I have completed all the work on time.
	W2	I have the relevant qualifications to do my job efficiently.
	W3	I am competent in performing my job.
	W4	I express my paperwork in a clear manner.
	W5	I express oral correspondence in a clear manner.
	W6	I take care of the effective use of company resources.
	W7	I maintain a good working relationship with my colleagues.
	W8	I often engage in work enthusiastically.
	W9	I act cooperatively with my colleagues.
	W10	I am always devoting oneself to the success of my company.
	W11	I always follow the rules and policies of my company.
	W12	I am able to cope successfully with difficult situations (emergencies, crises) that arise from my job.
	W13	I successfully cope with work stress.

	W14	I can remain calm in many situations in the workplace.	
	W15	I usually provide creative ideas in complex situations.	
	W16	I successfully deal with unforeseen events (disturbances, interruptions, losses/deficiencies, crises, stagnation) in my job.	
	W17	I like to learn new methods to make my work more effective.	
	W18	I like to learn new technologies to make my work more effective.	
	W19	I do not force others to work according to my schedule.	
	W20	I am an open-minded person.	
	W21	I deal professionally with other department members as necessary.	
	W22	Without any fatigue, I can do works for many hours.	

Note: Developed for the research.

3.6 Data Analysis Techniques

In this research, every information will be analysed by implanting the Statistical Package for Social Science (SPSS) version 16.0 program. All those collected data will be advanced and also analysed by applying SPSS after questionnaires have been gathered up. This system was used to examine for the reliability, correlation and multiple linear regressions that will detail up below this study.

3.6.1 Descriptive Analysis

The used of descriptive analysis is to find out the basic characteristics of respondents like gender, marital status, age, working position, years of working, having children or not and others basic information by counting, measuring, describing, tabulating, ordering and census taking sets of data (Hair, Anderson, Tatham, & Black, 2010). There are mean, median, mode, standard deviation, variance and standard error. To have simple summaries of the data, this study will use this analysis to explain all those information in the form of graphs, charts, and histograms.

3.6.2 Cronbach's Alpha Reliability Analysis

Cronbach's Alpha is a measure of the internal consistency and used as a measure of the reliability of two or more construct indicators (Cronbach, 1951). Coefficient alpha values range from zero to one. Individual item reliability is considered adequate and reliable, with the value of Cronbach's Alpha is more than 0.7 (Cronbach, 1951). Table 3.3 showed the rule of thumb for evaluating alpha coefficients (Hair J. F., Anderson, Tatham, & Black, 1998).

Table 3.3 Rules of Thumb for Evaluating Alpha Coefficients

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very good
≥ 0.9	Excellent

Note: Hair, Anderson, Tatham and Black (1998).

3.6.3 Normality Test

A normality test is used to examine the degree of to which distribution data corresponds to the normal distribution (Hair, Anderson, Tatham, & Black, 2010; Mirjalili & Nadeb, 2018). The indicator test are Kurtosis and Skewness and both value equal normality is 0. If the result showed a significant level is not more than 0.05, it means that the data set collected by researchers is normally distributed.

3.6.4 Pearson Correlation Coefficient Analysis

Pearson's Correlation Coefficient modulus was chosen to evaluate the correlation between the independent variables and dependent variables (Reimann, Filzmoser, Hron, Kynčlová, & Garrett, 2017). It is a most common and useful statistics. This technique measured the strength of the relationship between two parametric variables and the direction of the relationship. The population coefficient of correlation is referred as ρ . The sample coefficient of correlation is referred to as r (Reimann, Filzmoser, Hron, Kynčlová, & Garrett, 2017). The value may range from -1 to +1 with -1 indicating a perfect negative relationship between variables while +1 indicating perfect positive relationship and 0 indicating no relationship (Hair, Anderson, Tatham, & Black, 2010).

3.6.5 Multiple Regression Analysis

Multiple linear regression was used as it was suitable for testing more than two interval variables (Hair, Anderson, Tatham, & Black, 2010). This technique examined whether a relationship exists between the independent variable and dependent variable. It can determine whether the relationship is significant, predicts the values of the dependent variable by using

independent variables. In addition, this technique also explains the influence of independent variables towards the dependent variable.

3.7 Conclusion

All the 270 questionnaires were distributed in this chapter to working married women in the Klang Valley of Malaysia. Those questions from the questionnaire are adjusted and used from past studies. By the way, some of them are created as the information on this kind of questionnaire is really less. Nominal, ordinal and interval scales will be used for finding the data of this study. After that, data will be analysed by using the reliability test, normality test, Pearson Correlation Coefficient Analysis, and Multiple Regression Analysis. The consequence of the analysis will be viewed in following chapter.

CHAPTER 4:

DATA ANALYSIS

4.0 Introduction

The study would reveal results of the report after analysing all the received data in this chapter. The explanation would be done to provide an overall image of the consequence. In order to analyse all data, the researcher used the Statistical Package for Social Science (SPSS) version 16.0 software. According to the descriptive analysis, Pearson's correlation, Multiple Linear Regression, and Multicollinearity, the reliability analysis of the research will be shown.

4.1 Descriptive Analysis

In this study, the survey conducted had collected 300 copies of questionnaires by 270 respondents who are married women from Klang Valley and 30 respondents are the married women from other area in Malaysia for the pilot test. By the way, the analysis for 30 questionnaires has shown in the previous chapter, the section of the pilot test. All those 270 questionnaires will be used in this study for further analysis. The result and analysis will be shown in the upcoming section.

4.1.1 Demographic Profile of the Respondent

4.1.1.1 Gender

Table 4.1: Gender

		Frequency	Percentages (%)
Valid	Female	270	100.0
	Male	0	0.0
	Total	270	100.0

Note: Developed for the research.

The table above presented a total 270 respondents which all of them are female as the target sampling of this study are working married women. Therefore the percentages of the female are 100 percent. Please refer to Appendix B and C for actual table from SSPS.

4.1.1.2 Age

Table 4.2: Age

		Frequency	Percentages (%)
Valid	Below 21	1	0.4
	21-30	73	27.0
	31-40	119	44.1
	41-50	64	23.7
	Above 50	13	4.8
	Total	270	100.0

Note: Developed for the research.

There are total 5 different age group of respondents who help to respond in this questionnaire. Most of the respondents are in the age of 31 to 40 years old. There are 44.1 percent of respondents which consist 119 people out of 270 respondents. However, the least respondents in this study are in the age of below 21 years old category that is one 1 respondent and have 0.4 percent. The others categories such as the respondents are in age between 21 to 30 years old, 31 to 40 years old and above 50 years old are having the frequency that 73, 64 and 13 out of 270 respondents and they are 27, 23.7 and 4.8 percent. Please refer to Appendix B and C for actual table from SSPS.

4.1.1.3 Marital Status

Table 4.3: Marital Status

		Frequency	Percentages (%)
Valid	Single	0	0.0
	Married	270	100.0
	Widowed	0	0.0
	Separated	0	0.0
	Divorced	0	0.0
	Total	270	100.0

Note: Developed for the research.

Due to the requirement and objective of this study, all the respondents are married women. Therefore the other categories like single, widowed, separated and divorced had excluded. Please refer to Appendix B and C for actual table from SSPS.

4.1.1.4 Occupation (Position)Table 4.4: Occupation (Position)

		Frequency	Percentages (%)
Valid	Professional Position	49	18.1
	Executive/ Managerial Position	61	22.6
	Production/ Manufacturing Position	26	9.6
	Clerical/ Administrative Secretarial	72	26.7
	Business Proprietors/ Self-employed	44	16.3
	Others	18	6.7
	Total	270	100.0

Note: Developed for the research.

Based on the analysis result, the most working position that respondents is clerical or administrative secretarial which have the frequency of 72 out of 270 respondents and 26.7 percent. The others respondents are having the work position in professional position, executive or managerial position, production or manufacturing position, business proprietors or self-employed and others are taking 49, 61, 26, 44 and 18 out of 270 respondents which also consisted of 18.1, 22.6, 9.6, 16.3 and 6.7 percent of the total. Please refer to Appendix B and C for actual table from SSPS.

4.1.1.5 Duration of Work

Table 4.5: Duration of Work (per day)

		Frequency	Percentages (%)
Valid	Less than 6 hours	8	3.0
	6-8 hours	148	54.8
	More than 8 hours	84	31.1
	Flexible	30	11.1
	Total	270	100.0

Note: Developed for the research.

Referring to the table above, majority of the respondents are having the duration of work for about 6-8 hours which consisted 148 people and 54.8 percent. The least respondents are in the category of work for less than 6 hours which have 8 people and 3 percent. The 2nd most of the respondents are having more than 8 hours in their work which contain 84 out of 270 respondents and 31.1 percent. For those who having flexible duration of work are only 30 people in this study and there 11.1 percent out of the total. Please refer to Appendix B and C for actual table from SSPS.

4.1.1.6 Number of Children

Table 4.6: Number of Children

		Frequency	Percentages (%)
Valid	None	80	29.6
	1-3	165	61.1
	4-6	22	8.1
	Above 6	3	1.1
	Total	270	100.0

Note: Developed for the research.

This table presented the respondents' number of children have currently owned. There are 165 respondents have 1 to 3 children which have 61.1 percent, the most in this analysis. The others frequency of respondents who have none, 4 to 6 and above 6 children are 80, 22 and the least one which are 3 people. The percentages of them are 29.6, 8.1 and 1.1 percent. Please refer to Appendix B and C for actual table from SSPS.

4.1.2 Descriptive Statistic Measurement of Constructs

Table 4.7: Descriptive Statistic of Dependent Variable and Demographics

	Gender	Age	MS	D	DW	NC	WP
N Valid	270	270	270	270	270	270	270
Missing	0	0	0	0	0	0	0
Mean	1.000	3.056	2.000	3.204	2.504	1.807	3.840
Median	1.000	3.000	2.000	3.000	2.000	2.000	3.909
Std. Deviation	0.000	0.845	0.000	1.561	0.730	0.622	0.565
Variance	0.000	0.714	0.000	2.438	0.533	0.387	0.319
Skewness		0.341		0.053	0.622	0.436	-0.202
Std. Error of Skewness	0.148	0.148	0.148	0.148	0.148	0.148	0.148
Kurtosis		-0.462		-1.197	-0.283	0.733	0.658
Std. Error of Kurtosis	0.295	0.295	0.295	0.295	0.295	0.295	0.295
Range	0.00	4.00	0.00	5.00	3.00	3.00	3.23
Minimum	1.00	1.00	2.00	1.00	1.00	1.00	1.77
Maximum	1.00	5.00	2.00	6.00	4.00	4.00	5.00

(MS= Marital Status, D= Department, DW= Duration of Work, NC= Number of Children, WP= Work Performance)

Note: Developed for the research.

Work Performance of Married Women

Based on Table 4.7, the mean of married women's work performance is 3.84 for the 270 respondents with a standard deviation of 0.565, 3.840 ± 0.565 . Variance value is 0.319. Median value is 3.909 and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 5.00 and minimum value is 1.77. The range is 3.23. Skewness value is -0.202, which is within 0. The Kurtosis value is 0.658, which is less than 1. Therefore, the data is symmetrical.

Gender

Regarding to Table 4.7 and the objective that only female respondents are needed for this research, the mean gender of married women is 1 for the 270 respondents with a standard deviation of 0. Variance value is 0 as well. Median value is 1 which is same as the mean value because there are only female respondents in this study.

Age

Based on Table 4.7, the mean age of working married women in this study is 3.056 for the 270 respondents with a standard deviation of 0.845, 3.056 ± 0.845 . Variance value is 0.714. Median value is 3.00 and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 5.00 and minimum value is 1.00. The range is 4.00. Skewness value is 0.341, which is within 0. The Kurtosis value is -0.462, which is less than 1. Therefore, the data is symmetrical.

Marital Status

According to Table 4.7 and the objective which only married women respondents are needed for this research, the mean marital status of respondents is 1 for the 270 people with a standard deviation of 0. Variance value is 0 as well. Median value is 1 which is same as the mean value because there are only married women respondents in this study.

Occupation (Position)

Table 4.7 has presented the mean position of working married women in this study is 3.204 for the 270 respondents with a standard deviation of 1.561, 3.204 ± 1.561 . Variance value is 2.438. Median value is 3.00 and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 6.00 and minimum value is 1.00. The range is 5.00. Skewness value is 0.053, which is within 0. The Kurtosis value is -1.197, which is more than 1. Therefore, the data is not symmetrical.

Duration of Work

Based on Table 4.7, the mean duration of work from working married women is 2.504 for the 270 respondents with a standard deviation of 0.730, 2.504 ± 0.730 . Variance value is 0.533. Median value is 2.00 and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 4.00 and minimum value is 1.00. The range is 3.00. Skewness value is 0.622, which is within 0. The Kurtosis value is -0.283, which is less than 1. Therefore, the data is symmetrical.

Number of Children

According to Table 4.7, the mean number of children from working married women is 1.807 for the 270 respondents with a standard deviation of 0.622, 1.807 ± 0.622 . Variance value is 0.387. Median value is 2.00 and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 4.00 and minimum value is 1.00. The range is 3.00. Skewness value is 0.436, which is within 0. The Kurtosis value is 0.733, which is less than 1. Therefore, the data is symmetrical.

Table 4.8: Descriptive Statistic of Dependent Variable and Independent Variables

	Time Balance	Involvement Balance	Satisfaction Balance	Work Performance
N Valid	270	270	270	270
Missing	0	0	0	0
Mean	3.7981	3.7787	3.6898	3.8396
Median	3.8750	3.7500	3.7500	3.9091
Std. Deviation	0.65242	0.57468	0.67986	0.56520
Variance	0.426	0.330	0.462	0.319
Skewness	-0.113	-0.106	-0.034	-0.202
Std. Error of Skewness	0.148	0.148	0.148	0.148
Kurtosis	-0.185	0.141	-0.233	0.658
Std. Error of Kurtosis	0.295	0.295	0.295	0.295
Range	3.00	3.00	3.00	3.23
Minimum	2.00	2.00	2.00	1.77
Maximum	5.00	5.00	5.00	5.00

Note: Developed for the research.

Work Performance of Married Women

Based on Table 4.8 which is also same as the Table 4.7, the mean of married women's work performance is 3.84 for the 270 respondents with a standard deviation of 0.565, 3.840 ± 0.565 . Variance value is 0.319. Median value is 3.909 and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 5.00 and minimum value is 1.77. The range is 3.23. Skewness value is -0.202, which is within 0. The Kurtosis value is 0.658, which is less than 1. Therefore, the data is symmetrical.

Time Balance

Table 4.8 has shown the mean time balance of working married women in this study is 3.798 for the 270 respondents with a standard deviation of 0.652, 3.798 ± 0.652 . Variance value is 0.426. Median value is 3.875 and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 5.00 and minimum value is 2.00. The range is 3.00. Skewness value is -0.113, which is within 0. The Kurtosis value is -0.185, which is less than 1. Therefore, the data is symmetrical.

Involvement Balance

Based on Table 4.8, the mean involvement balance from working married women is 3.779 for the 270 respondents with a standard deviation 0.575, $3.779.504 \pm 0.575$. Variance value is 0.330. Median value is 3.750 and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 5.00 and minimum value is 2.00. The range is 3.00. Skewness value is -0.106, which is within 0. The Kurtosis value is 0.141, which is less than 1. Therefore, the data is symmetrical.

Satisfaction Balance

According to Table 4.8, the mean satisfaction balance from working married women is 3.690 for the 270 respondents with a standard deviation of 0.680, 3.690 ± 0.680 . Variance value is 0.462. Median value is 3.75 and near the mean value, therefore, the data is symmetrical distribution. The maximum value is 5.00 and minimum value is 2.00. The range is 3.00. Skewness value is -0.34, which is within 0. The Kurtosis value is -0.233, which is less than 1. Therefore, the data is symmetrical.

4.2 Scale Measurement

4.2.1 Normality Test

The dependent variable, work performance of married women is inspected by using a normality test to evaluate whether the collected data is normally distributed. Table 4.9 has presented the result of the normality test.

Table 4.9: Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Work Performance	0.084	270	0.000	0.978	270	0.000

a. Lilliefors Significance Correction

Note: Developed for the research.

Shapiro-Wilk and Kolmogorov-Smirnov test are the most general statistical tests that been used in the normality test. The Shapiro-Wilk test is only suggested for miniature data sets which below than fifty respondents meanwhile Kolmogorov-Smirnov test has suggested to use in huge number of samples. Due to this study consist of the sample size that is 270 respondents, so the attention is paid to the Kolmogorov-Smirnov test. Due to the p-value is 0 which smaller than 0.05, therefore the result is significant and there are normally distributed.

4.2.2 Reliability Analysis

Mostly, the Cronbach's Alpha is used to evaluate the reliability of all the variables in the research paper, also it has been known as Coefficient Alpha too. The results of the reliability from the whole questionnaire and among those items were tabulated in Table 4.10 and Table 4.11

Table 4.10: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.856	0.857	4

Note: Developed for the research.

Table 4.11: Item-Total Statistics

Variables	Cronbach's Alpha	N of Items
Time Balance	0.816	4
Involvement Balance	0.812	4
Satisfaction Balance	0.797	4
Work Performance of Married Women	0.839	22

Note: Developed for the research.

By convention that Cronbach's Alpha should be 0.70 or higher, thus, Table 4.10 shows the reliability coefficient is 0.856, so it is acceptable. In Table 4.11, all of the variables tested get the Cronbach's Alpha values which bigger than 0.7. According to this current table, all the variables (time balance, involvement balance, satisfaction balance and work performance of married women) are consistent and reliable to be analysed.

If one of the variables is not higher, the variable should be deleted or removed from the research paper and rerun the reliability test and it would

be increased to a higher 0.70 of other variables. From Table 4.11, each variable will produce alpha values of more than 0.70 if not it will be deleted.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient

Pearson Correlation coefficient is applied to qualify the strength of the linear relationship between the dependent variable and independent variables (Hair, Anderson, Tatham, & Black, 2010). For more detail information, the sign and magnitude of the correlation coefficient (r) demonstrate the direction and strength of the association such as if the value of it is less than 0.2 means the relationship between the dependent variable and the current independent variable is almost negligible, 0.2 to 0.4 means they are a low correlation, 0.4 to 0.7 shows they have a moderate correlation, 0.7 to 0.9 means they are a high correlation and more than 0.9 presents they have a very high correlation (Reimann, Filzmoser, Hron, Kynčlová, & Garrett, 2017).

Table 4.12: Correlation Analysis between Dependent Variable and Demographic

		Work Performance of Married Women
Work Performance of Married Women	Pearson Correlation	1
	Sig. (2-tailed)	
	N	270
Gender	Pearson Correlation	. ^a
	Sig. (2-tailed)	.
	N	270
Age	Pearson Correlation	.128*
	Sig. (2-tailed)	.036
	N	270
Marital Status	Pearson Correlation	. ^a
	Sig. (2-tailed)	.
	N	270
Occupation (Position)	Pearson Correlation	-.090
	Sig. (2-tailed)	.140
	N	270
Duration of Work	Pearson Correlation	.062
	Sig. (2-tailed)	.308
	N	270
Number of Children	Pearson Correlation	-.010
	Sig. (2-tailed)	.865
	N	270

a. Cannot be computed because at least one of the variables is constant.

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

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

Note: Developed for the research.

Work Performance of Married Women with Gender and Marital Status

Referring to the data in table above, the value of correlation coefficient from work performance of married women with gender and marital status are cannot be shown as they only consist one answer which can be detected.

Work Performance of Married Women and Age

However, the value of correlation coefficient for work performance of married women and age is 0.128. Therefore, there is a positive and almost negligible correlation relationship between work performance of married women and age.

Work Performance of Married Women and Department

According to the result above in Table 4.12, the value of correlation coefficient for work performance of married women and department is -0.90. Therefore, there is a negative and almost negligible correlation relationship between work performance of married women and department.

Work Performance of Married Women and Duration of Work

Referring to the data in table above, the value of correlation coefficient from work performance of married women and duration of work is 0.062. Therefore, there is a positive and almost negligible correlation relationship between work performance of married women and duration of work.

Work Performance of Married Women and Number of Children

According to the result above in Table 4.12, the value of correlation coefficient for work performance of married women and number of children is -0.010. Therefore, there is a negative and almost negligible relationship between work performance of married women and number of children.

Based on all the correlation coefficient values of age, department, duration of work and number of children, the value is not between 0.3 and 0.8, thus there is multicollinearity.

Table 4.13: Correlation Analysis between Dependent Variable and Independent Variables

		Work Performance of Married Women
Work Performance of Married Women	Pearson Correlation	1
	Sig. (2-tailed)	
	N	270
Time Balance	Pearson Correlation	.482**
	Sig. (2-tailed)	.000
	N	270
Involvement Balance	Pearson Correlation	.634**
	Sig. (2-tailed)	.000
	N	270
Satisfaction Balance	Pearson Correlation	.578**
	Sig. (2-tailed)	.000
	N	270

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

Note: Developed for the research.

Work Performance of Married Women and Time Balance

According to the result above in Table 4.13, the value of correlation coefficient for work performance of married women and time balance is 0.482. Thence, the relationship between work performance of married women and time balance is positive and moderate correlation.

Work Performance of Married Women and Involvement Balance

Referring to the result in Table 4.13, work performance of married women and involvement balance get the value of correlation coefficient 0.634. So, the relationship between work performance of married women and involvement balance is a positive and moderate correlation.

Work Performance of Married Women and Satisfaction Balance

According to the result above in Table 4.13, the value of correlation coefficient for work performance of married women and satisfaction balance is 0.578. Therefore, they will have a positive and moderate relationship between themselves.

Based on all the correlation coefficient values of time balance, involvement balance and satisfaction balance, the value is between 0.3 and 0.8, thus there is no multicollinearity.

4.3.2 Multiple Regression Analysis

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.680 ^a	0.463	0.457	0.41659

a. Predictors: (Constant), Satisfaction Balance, Involvement Balance, Time Balance

b. Dependent Variable: Work Performance

Note: Developed for the research.

From Table 4.14, the regression equation shows that the explanatory variables accounted for about 46.3 percent of the variation in the work performance of married women in Klang Valley model by using multiple regression analysis.

Table 4.15: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	39.768	3	13.256	76.382	.000 ^a
Residual	46.164	266	.174		
Total	85.932	269			

a. Predictors: (Constant), Satisfaction Balance, Involvement Balance, Time Balance

b. Dependent Variable: Work Performance of Married Women in Klang Valley

Note: Developed for the research.

Referring to data above, the significant level, p-value from the ANOVA shown as 0.000. As its value smaller than 0.01 which means at least one of the three independent variables from work-life balance: time balance, involvement balance and satisfaction balance can be used to model the work performance of married women.

Table 4.16: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.233	0.180		6.86	0.000		
TB	-0.009	0.058	-0.011	-0.16	0.874	0.455	2.2
IB	0.444	0.058	0.451	7.61	0.000	0.574	1.7
SB	0.261	0.055	0.314	4.72	0.000	0.455	2.2

a. Dependent Variable: Work Performance

(TB= Time Balance, IB= Involvement Balance, SB= Satisfaction Balance)

Note: Developed for the research.

Unstandardized Coefficients

Generating the equation which can forecast the dependent variable applying at least more than one independent variables, the unstandardized coefficient (B) or be known as regression coefficient constant or slope was usually been applied. According to data above, the regression equation exploited in this report is:

$$\mathbf{WP = 1.233 + (-0.009) (TB) + 0.444 (IB) + 0.261 (SB)}$$

Where,

WP = Dependent Variable = Work Performance of Married Women

TB = 1st Independent Variable = Time Balance

IB = 2nd Independent Variable = Involvement Balance

SB = 3rd Independent Variable = Satisfaction Balance

In reference to Table 4.16, estimations reveal that the explanatory variables, namely involvement balance (IB) and satisfaction balance (SB) are important independent variables with statistical significance at α 0.01 level.

Thus, a 1 percent enhance in involvement balance and satisfaction balance, normally, has the positive relationship influence of a raising in the work performance of married women by 0.444 and 0.261 percent with statistical significance at the 0.01 level, holding constant with other variables. This equation implied that involvement balance had the greatest influence on the work performance of married women and followed by satisfaction balance. However, the time balance (TB) will be rejected due to significant value is 0.874 which is bigger than α 0.01 level.

Standardized Coefficients

According to the data on Table 4.16, the results of Beta for involvement balance and satisfaction balance are lower than 1. Besides that, the involvement balance has the supreme value which is 0.451 ($p < 0.01$) and followed by satisfaction balance which is 0.314 ($p < 0.01$). As the p value of time balance are more than 0.01, so it is rejected.

Multicollinearity

As a rule of thumb, when value of tolerance are smaller than 0.20 with Variance Inflation Factors (VIF) are above 4, a problem with multicollinearity is demonstrated (Garson, 2010). The Multicollinearity statistics illustrated that the tolerance for time balance, involvement balance and satisfaction balance are 0.455, 0.574 and 0.455 which all greater than 0.2 and VIF are 2.2, 1.7 and 2.2 which all lesser than 4.0. Therefore, indicating no multicollinearity problems happened.

Hypotheses Testing Analysis

H1: Time balance is positively related to work performance of married women in Klang Valley.

According to the analysis, this hypothesis is rejected. Due to the p-value is 0.874 which more than 0.01, time balance is not positively with the work performance of married women in Klang Valley.

H2: Involvement balance is positively related to work performance of married women in Klang Valley.

Referring to the analysis, this hypothesis is accepted. Because of the p-value is 0.000 which less than 0.01, involvement balance is correlated with the work performance of married women in Klang Valley. There is a positive relationship between these two variables as the Beta-value of it is 0.451 which means higher involvement balance will make greater work performance of married women in Klang Valley.

H3: Satisfaction balance is positively related to work performance of married women in Klang Valley.

Based on the analysis, this hypothesis is accepted. As the p-value is 0.000 which less than 0.01, satisfaction balance is correlated with the work performance of married women in Klang Valley. There is a positive relationship between these two variables as the Beta-value of it is 0.314 which means higher satisfaction balance will make greater work performance of married women in Klang Valley.

4.4 Conclusion

According to the analysis above, data proposed that all sample items from the questionnaire were reliable, and after examining with the Pearson Correlation test and further ensured by using Multicollinearity statistics, there are no multicollinearity problems remained. There are two independent variables, involvement balance and satisfaction balance are positively concerning to the work performance of married women in Klang Valley and also proven that the relationship between time balance and work performance of married women in Klang Valley had been rejected. In addition, the implication, limitations and recommendations will be talking over in the following chapter for future research.

CHAPTER 5:

DISCUSSION AND CONCLUSION

5.0 Introduction

In last section of the report, it would have more arguments about the analysis from the previous chapter. The study will conclude this report by using the statistical summary, discussion of the research question and also major findings from previous data analysis. By the way, the more exhaustive significance of the research will be illustrated in Chapter 5 as well. The restrictions or problems confronted by the researchers will be raised up. There are also some recommendations that will be suggested for further study and researchers. Lastly, this study will conclude with a brief summary.³

5.1 Summary of Statistical Analysis

5.1.1 Descriptive Analysis

To summarize the descriptive analysis of this research, there are only married female respondents in the 270 sample characteristics. The largest number of respondents are in the age between 31 and 40, who works as the clerical or administrative secretarial. The duration of work for the majority of respondents are between 6 and 8 hours and most of them are having 1 to 3 children. Most of the collected data from the demographic profile are symmetrical.

5.1.2 Inferential Analysis

5.1.2.1 Pearson Correlation

In this study, involvement balance from work-life balance has been proven to be a significant variable related to the work performance of married women as it has a positive and moderate impact on the work performance of married women. Next, there is a moderately significant positive relationship has been developed between work performance and satisfaction balance as well as between working married women and their job and life satisfaction. However, the time balance and work performance of married women in Klang Valley showed the least significant correlation among all. All independent variables are significant at the 0.10 level and moving in the same direction.

5.1.2.2 Multiple Regression Analysis

In this research, the coefficient of multiple determination (R Squared) was 0.463, which means that 46.3 percent of the variation of work performance of married women in Klang Valley could be explained by all independent variables. The model was significant at less than 0.01 level with an F-value of 76.382 in the ANOVA statistical test. Besides that, the equation has been exploited for this study are $WP = 1.233 + (-0.009) (TB) + 0.444 (IB) + 0.261 (SB)$. There was no relationship between time balance and the dependent variable, meanwhile, there was a positive relationship between two independent variables (involvement balance and satisfaction balance) and the dependent variable (work performance of married women in Klang Valley).

5.2 Discussion Findings

The results of the main findings in this research had presented in Table 5.1 below. The three hypotheses that set before the findings, two of them are supported and one of them is rejected. These hypotheses have all fulfilled the objectives of this study which are investigating and analysing the factors from the work-life balance that are time balance, involvement balance and satisfaction balance which affect the work performance of married women in Klang Valley.

Table 5.1: Summary of the Result of Hypothesis Testing

Hypothesis	Significant Level	Result
H1: Time balance is positively related to work performance of married women in Klang Valley.	0.874 ($p > 0.01$)	Rejected
H2: Involvement balance is positively related to work performance of married women in Klang Valley.	0.000 ($p < 0.01$)	Supported
H3: Satisfaction balance is positively related to work performance of married women in Klang Valley.	0.000 ($p < 0.01$)	Supported

Note: Developed for the research.

Time Balance and Work Performance of Married Women

The outcomes of this research from the data analysis have shown that there is no relationship between the time balance and working performance of married women in Klang Valley. This implies that the work performance of married women had no impacted by the time balance as most of the respondents think that the duration of work is not equal to the their productivity. Even though work in a short period but will good skill still can having a great work performance. Therefore, the result come

out with this statement which the relationship between time balance and working performance of married women are rejected.

Involvement Balance and Work Performance of Married Women

The result of this study has shown that there is a positive relationship between the involvement balance and working performance of married women in Klang Valley. This implies that the work performance of married women had directly influenced by the involvement balance in two ways which are through family involvement or job involvement. For job involvement, there are empirical research stated that an individual with a high degree of work involved may place the work at the centre of interest in their life, so an individual with a low degree of job involvement would pay close attention to other interests than their work and this may lower down their work performance and productivity (DeCarufel & Schaan, 1990; Hogan, Lambert, & Griffin, 2013). In family involvement, there is also an empirical study proven that many of employees especially female employees will decide to sacrifice their family life to achieve a higher level of work performance and agree that caregiving decisions for the family or personal life will have a harmful relationship to their work performance (Kossek, Colquitt, & Noe, 2001). Therefore, it is important for executive management to focus on this issue.

Satisfaction Balance and Work Performance of Married Women

The result of this study has shown that there is a positive relationship between the satisfaction balance and working performance of married women in Klang Valley. This implies that the work performance of married women had directly influenced by the satisfaction balance. There are two ways of impaction which are through family satisfaction or job satisfaction. For job satisfaction which considered by the personal logical assessment of working conditions, opportunities, achievement and income stability (Clark & Farmer, 1998; Moorman, 1993), there is an article stated that the relationship between job satisfaction and work performance is positive and exciting (Judge, Thoresen, Bono, & Patton, 2001). Due to family satisfaction is a major role for the well-being of an individual, so it can surely impact the work performance of employees as well (Hill, 2005). Therefore, it is important for executive management to focus on this issue as well.

5.3 Implications

5.3.1 Practical Implication

The results of this research could be used to bring more advantages to the organization and business by improving the productivity of female workers. As this could be a guideline to have a strategy for an organization to reduce stress levels and improve job performance among female employees, especially married women (Ahemad & Chaudhary, 2013). The organization can conduct surveys or questionnaires to employees by the accreditation process and then having some reform into better institutions and policies. If taking this as an advance, working performance and productivity of female workers is not the only benefit organizational gain but also organizational image, reputation, and quality work environment is enhanced too.

Besides that, reducing the conflict and achieve the balance between work and family or the social life of female employees is one of the purposes of the finding by analysing the statics and suggestion given. Nowadays, employees are looking for flexibility on the working schedule which would lead to a better quality of life and release the stress. Basically, a work-life imbalance is impacting to the mental health of the female employees, which will influence their quality of work and engagement in the job. However, this study also tries to help and benefit female employees for finding their balance life and improve work performance as they are the potential human capital of Malaysia.

They will be the contribution of knowledge for future researchers or those who have an interest in this era as well. Because of the research on work-life balance in relation to work performance of married women in Klang Valley or even in Malaysia is less, so, this research may give some support and dedicate for academic research that may use by students and future researchers.

5.4 Limitation of the Study

Since beginning of the report until the completion, some limitations had been found and it will be great if thought over for improvement in further future studies.

Firstly, the limitation of this study is the limited locations of data collection as it only focuses on Klang Valley. Not all the areas from Malaysia are covered in this research, but at least this study had covered the centre area of Malaysia which consists of several places in Selangor and Kuala Lumpur. However, having more accurate data analysis need a larger sampling area and also increases the number of respondents.

In addition, the previous empirical studies either about the work-life balance or work performance of married women are less. Even though the general empirical studies of work-life conflict or job performance are quite a lot yet those researches that about married women are less. Under these circumstances, there are still many of the quality researches need to pay for viewing and studying.

In this study, there are only three factors which are time balance, involvement balance and satisfaction balance been chosen from the work-life balance as they are most suitable for the target sampling size. But, the work-life balance still has many factors that worth being studied for working married women.

By the way of the internet-mediated questionnaire has loopholes that will impact the data collection progress. As the email sent by the unknown sender will be blocked by spam guard. Besides that, Google form will also be blocked in a certain area like Facebook without any reason and this will delay the progress of the study and data collection.

5.5 Recommendation for Future Research

Several recommendations had been suggested to the researchers who plan executing a similar study about the relationship between work-life balance and work performance of married women in the future, especially the study case in Malaysia.

Firstly, increase the sampling location for the data collection, which can be included working married women who are working in Sabah, Sarawak, Johor, Penang and other areas. As this will not only increase the sample size to guarantee the veracity of the final outcome but also make the collected data more convincing since the research target population is the working married women, even Kuala Lumpur is the capital city of Malaysia but still cannot represent to the whole Malaysia.

Secondly, there are many data collection methods such as interviews could be used in further future research as a complementary alternative to the questionnaire. Email through the World Wide Web is filled with spam. This may be caused in a low response rate as some of the respondents might have missed the emails sent by the researchers. Thence, future researchers are strongly recommended to have questionnaires by hand-in-delivery. This can ensure the higher response rate because the researcher could easily get back 100 percent of the response even it takes time. In addition, answered on the spot will make the results tend to be more accurate and reliable due to the help from the researcher may clarify those questions and problems that may happen.

Lastly, quality and improvement of work performance of married women can hardly to be identifying in short periods. Therefore, future investigators who are interested in this domain can use the longitudinal data analysis which is purely qualitative that allowing researchers to track changes in the relationships of many variables from work-life balance. Better measurement will be received by getting and analysing the before and after results from the research.

5.6 Conclusion

This chapter contained the whole report by summarised them up in abstract of statistical analysis and the main finding from the data analysis. Firstly, all concepts and very first ideas that were found linked to work-life balance and working married women in this research were based on past empirical studies and experience from surrounding people. However, all the hypotheses were developed based on no previous empirical studies. There are 270 questionnaires invitation had sent for

working married women. All the collected data were tested by the normality, reliability, correlation and regression test using the SSPS program. Through the analysis, it was found that involvement balance has the strongest relationship with the work performance of married women in Klang Valley and followed by satisfaction balance but time balance has no relationship with the work performance of married women in Klang Valley due to the significant level is over 0.10. Besides that, there also practical implications for executive management and female employees to improve the system of organization and also increase the work-life balance and work performance of themselves. There are also some limitations and suggestions for future investigators who plan to study in a similar area. Lastly, all the findings had responded to the research questions and the objectives of this study had been achieved as well.

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Appendix A: Survey Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF ACCOUNTANCY AND
MANAGEMENT
MASTER IN BUSINESS ADMINISTRATION

A Study of Work-life Balance in Relation to Work Performance of Married Women in Klang Valley

I am currently pursuing Master of Business Administration (MBA) at University Tunku Abdul Rahman (UTAR). As part of the fulfilment of my MBA Final Year Project, I am required to conduct this research and I appreciate your co-operation in order to complete the survey.

The purpose of this study is to investigate the work-life balance in relation to the work performance of married women in Klang Valley as women have the potential of increase the Malaysia's Gross Domestic Product (GDP). Hence, this study can be a reference for female to upgrade their living standard or provide insights for government and scholars in married women's work-life balance.

This questionnaire consists of two parts. Section A, consists of questions related to demographic characteristics and Section B, consists of questions related to work-life balance and work performance. I would be grateful if you could take 15 minutes to fill the questionnaire. Your answers are extremely valuable and certainly make an important contribution to this study. All the information collected is for research purposes and will be kept confidential.

Please proceed to fill the questionnaire if you are: female, married and currently employed.

Thank you.

Yours Sincerely,

Lee Yong Ka 1800501 (emma.eve@hotmail.com)

Section A: Demographic Characteristics

The following personal information is necessary for validation of the questionnaire. All responses (**must be working female and married*) will be kept confidential. Your cooperation in providing this information will be greatly appreciated. Please tick the response.

A1. Gender:

Female	Male
--------	------

A2. Age:

Below 21	21-30	31-40	41-50	Above 50
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A3. Marital Status:

Single	Married	Widowed	Separated	Divorced
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A4. Occupation (Position):

Professional Position	Executive/Managerial Position	Production/Manufacturing Position	Clerical/Administrative/Secretarial	Business Proprietors / Self-employed	Other :
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A5. Duration of Work:

Less than 6 hours	6 – 8 hours	More than 8 hours	Flexible
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A6. Number of Children:

None	1-3	4-6	Above 6
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Section B

Respondent is required to indicate the level of agreement on the following statement based on five-point Likert scales. (1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree)

I) Time Balance

(1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree)

Time Balance		1	2	3	4	5
1.	When I am working, I give my complete attention to what I am doing.					
2.	When I spend time with my family, I totally devote myself to a household.					
3.	I am honestly satisfied with the time that I have spent on work.					
4.	I am honestly satisfied with the time that I have spent on family.					

II) Involvement Balance

(1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree)

Involvement Balance		1	2	3	4	5
1.	The most important things which I value (recognition, admiration, etc.) are happening to me when I am at my job.					
2.	The most important things which I value (recognition, admiration, etc.) are happening to me when I am with my family.					

3.	I am very much involved in my family members' lives.					
4.	I am very much involved in my job.					

III) Satisfaction Balance

(1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree)

Satisfaction Balance		1	2	3	4	5
1.	I am generally satisfied with the kind of work I do on my job.					
2.	I am generally satisfied with the kind of work I do for my family.					
3.	I am satisfied with the success I have achieved in my job.					
4.	I am satisfied with my present family situation.					

IV) Work Performance

(1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree)

Work Performance		1	2	3	4	5
1.	I have completed all the work on time.					
2.	I have the relevant qualifications to do my job efficiently.					
3.	I am competent in performing my job.					
4.	I express my paperwork in a clear manner.					
5.	I express oral correspondence in a clear manner.					
6.	I take care of the effective use of company resources.					
7.	I maintain a good working relationship with my colleagues.					

8.	I often engage in work enthusiastically.					
9.	I act cooperatively with my colleagues.					
10.	I am always devoting oneself to the success of my company.					
11.	I always follow the rules and policies of my company.					
12.	I am able to cope successfully with difficult situations (emergencies, crises) that arise from my job.					
13.	I successfully cope with work stress.					
14.	I can remain calm in many situations in the workplace.					
15.	I usually provide creative ideas in complex situations.					
16.	I successfully deal with unforeseen events (disturbances, interruptions, losses/deficiencies, crises, stagnation) in my job.					
17.	I like to learn new methods to make my work more effective.					
18.	I like to learn new technologies to make my work more effective.					
19.	I do not force others to work according to my schedule.					
20.	I am an open-minded person.					
21.	I deal professionally with other department members as necessary.					
22.	Without any fatigue, I can do works for many hours.					



UNIVERSITI TUNKU ABDUL RAHMAN

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Re: U/SERC/50/2019

15 March 2019

Mr Low Chin Kian
Department of Building and Property Management
Faculty of Accountancy and Management
Universiti Tunku Abdul Rahman
Jalan Sungai Long
Bandar Sungai Long
43000 Kajang, Selangor

Dear Mr Low,

Ethical Approval For Research Project/Protocol

We refer to your application for ethical approval for your research project (Master student's project) and are pleased to inform you that your application has been approved under expedited review.

The details of your research project are as follows:

Research Title	A Study on Work-life Balance in Relation to Work Performance of Married Women in Klang Valley
Investigator(s)	Mr Low Chin Kian Lee Yong Ka (UTAR Postgraduate Student)
Research Area	Social Sciences
Research Location	Klang Valley
No of Participants	270 participants (Age: 16 - 70)
Research Costs	Self-funded
Approval Validity	15 March 2019 - 14 March 2020

The conduct of this research is subject to the following:

- (1) The participants' informed consent be obtained prior to the commencement of the research;
- (2) Confidentiality of participants' personal data must be maintained; and
- (3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.

Kampar Campus : Jalan Universiti, Bandar Barat, 31900 Kampar, Perak Darul Ridzuan, Malaysia
Tel: (605) 468 8888 **Fax:** (605) 466 1313
Sungai Long Campus : Jalan Sungai Long, Bandar Sungai Long, Cheras, 43000 Kajang, Selangor Darul Ehsan, Malaysia
Tel: (603) 9086 0288 **Fax:** (603) 9019 8868
Website: www.utar.edu.my



Should you collect personal data of participants in your study, please have the participants sign the attached Personal Data Protection Statement for your records.

The University wishes you all the best in your research.

Thank you.

Yours sincerely,



Professor Ts Dr Faidz bin Abd Rahman

Chairman

UTAR Scientific and Ethical Review Committee

c.c Dean, Faculty of Accountancy and Management
 Director, Institute of Postgraduate Studies and Research

Appendix B: Descriptive Analysis (SPSS Output)

Descriptive Statistics							
	Gender	Age	Marital Status	Occupation (Position)	Duration of Work	Number of Children	WP
N Valid	270	270	270	270	270	270	270
Missing	0	0	0	0	0	0	0
Mean	1.0000	3.0556	2.0000	3.2037	2.5037	1.8074	3.8396
Median	1.0000	3.0000	2.0000	3.0000	2.0000	2.0000	3.9091
Std. Deviation	.00000	.84521	.00000	1.56138	.73037	.62174	.56520
Variance	.000	.714	.000	2.438	.533	.387	.319
Std. Error of Skewness	.148	.148	.148	.148	.148	.148	.148
Std. Error of Kurtosis	.295	.295	.295	.295	.295	.295	.295
Range	.00	4.00	.00	5.00	3.00	3.00	3.23
Minimum	1.00	1.00	2.00	1.00	1.00	1.00	1.77
Maximum	1.00	5.00	2.00	6.00	4.00	4.00	5.00
Skewness		.341		.053	.622	.436	-.202
Kurtosis		-.462		-1.197	-.283	.733	.658

Where,

WP = Work Performance of Married Women in Klang Valley

Descriptive Statistics					
		TB	IB	SB	WP
N	Valid	270	270	270	270
	Missing	0	0	0	0
Mean		3.7981	3.7787	3.6898	3.8396
Median		3.8750	3.7500	3.7500	3.9091
Std. Deviation		.65242	.57468	.67986	.56520
Variance		.426	.330	.462	.319
Skewness		-.113	-.106	-.034	-.202
Std. Error of Skewness		.148	.148	.148	.148
Kurtosis		-.185	.141	-.233	.658
Std. Error of Kurtosis		.295	.295	.295	.295
Range		3.00	3.00	3.00	3.23
Minimum		2.00	2.00	2.00	1.77
Maximum		5.00	5.00	5.00	5.00

Where,

TB = Time Balance

IB = Involvement Balance

SB = Satisfaction Balance

WP = Work Performance of Married Women in Klang Valley

Appendix C: Frequency Distribution (SPSS Output)

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	270	100.0	100.0	100.0

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 21	1	.4	.4	.4
	21-30	73	27.0	27.0	27.4
	31-40	119	44.1	44.1	71.5
	41-50	64	23.7	23.7	95.2
	Above 50	13	4.8	4.8	100.0
	Total	270	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	270	100.0	100.0	100.0

Occupation (Position)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Professional Position	49	18.1	18.1	18.1
	Executive/ Managerial Position	61	22.6	22.6	40.7
	Production/ Manufacturing Position	26	9.6	9.6	50.4
	Clerical/ Administrative/ Secretarial	72	26.7	26.7	77.0
	Business Proprietors/ Self-employed	44	16.3	16.3	93.3
	Other	18	6.7	6.7	100.0
	Total	270	100.0	100.0	

Duration of Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 hours	8	3.0	3.0	3.0
	6 – 8 hours	148	54.8	54.8	57.8
	More than 8 hours	84	31.1	31.1	88.9
	Flexible	30	11.1	11.1	100.0
	Total	270	100.0	100.0	

Number of Children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	80	29.6	29.6	29.6
	1-3	165	61.1	61.1	90.7
	4-6	22	8.1	8.1	98.9
	Above 6	3	1.1	1.1	100.0
	Total	270	100.0	100.0	

Appendix D: Reliability Test (SPSS Output)

Pilot Test

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.903	34

Real Test

Case Processing Summary

		N	%
Cases	Valid	270	100.0
	Excluded ^a	0	.0
	Total	270	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.856	.857	4

Appendix E: Pearson Correlation (SPSS Output)

Correlations								
		WP	Gender	Age	MS	O	DW	NC
WP	Pearson Correlation	1	. ^a	.128 [*]	. ^a	-.090	.062	-.010
	Sig. (2-tailed)		.	.036	.	.140	.308	.865
	N	270	270	270	270	270	270	270
Gender	Pearson Correlation	. ^a	. ^a	. ^a	. ^a	. ^a	. ^a	. ^a
	Sig. (2-tailed)
	N	270	270	270	270	270	270	270
Age	Pearson Correlation	.128 [*]	. ^a	1	. ^a	-.017	.117	.318 ^{**}
	Sig. (2-tailed)	.036	.		.	.780	.055	.000
	N	270	270	270	270	270	270	270
MS	Pearson Correlation	. ^a	. ^a	. ^a	. ^a	. ^a	. ^a	. ^a
	Sig. (2-tailed)
	N	270	270	270	270	270	270	270
O	Pearson Correlation	-.090	. ^a	-.017	. ^a	1	.043	.175 ^{**}
	Sig. (2-tailed)	.140	.	.780	.		.478	.004
	N	270	270	270	270	270	270	270
DW	Pearson Correlation	.062	. ^a	.117	. ^a	.043	1	.100
	Sig. (2-tailed)	.308	.	.055	.	.478		.102
	N	270	270	270	270	270	270	270
NC	Pearson Correlation	-.010	. ^a	.318 ^{**}	. ^a	.175 ^{**}	.100	1
	Sig. (2-tailed)	.865	.	.000	.	.004	.102	
	N	270	270	270	270	270	270	270

a. Cannot be computed because at least one of the variables is constant.

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

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

Where,
MS = Marital Status
O = Occupation (Position)
DW = Duration of Work
NC = Number of Children

		Correlations			
		WP	TB	IB	SB
WP	Pearson Correlation	1	.482**	.634**	.578**
	Sig. (2-tailed)		.000	.000	.000
	N	270	270	270	270
TB	Pearson Correlation	.482**	1	.602**	.704**
	Sig. (2-tailed)	.000		.000	.000
	N	270	270	270	270
IB	Pearson Correlation	.634**	.602**	1	.602**
	Sig. (2-tailed)	.000	.000		.000
	N	270	270	270	270
SB	Pearson Correlation	.578**	.704**	.602**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	270	270	270	270

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

Where,

TB = Time Balance

IB = Involvement Balance

SB = Satisfaction Balance

WP = Work Performance of Married Women in Klang Valley

Appendix F: Multiple Linear Regression (SPSS Output)

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.634 ^a	.402	.400	.43786	
2	.680 ^b	.463	.459	.41583	2.007

a. Predictors: (Constant), Involvement Balance

b. Predictors: (Constant), Involvement Balance, Satisfaction Balance

c. Dependent Variable: Work Performance of Married Women in Klang Valley

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.768	3	13.256	76.382	.000 ^a
	Residual	46.164	266	.174		
	Total	85.932	269			

a. Predictors: (Constant), Satisfaction Balance, Involvement Balance, Time Balance

b. Dependent Variable: Work Performance of Married Women in Klang Valley

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.233	.180		6.857	.000	.879	1.588					
	TB	-.009	.058	-.011	-.159	.874	-.123	.105	.482	-.010	-.007	.455	2.199
	IB	.444	.058	.451	7.610	.000	.329	.559	.634	.423	.342	.574	1.741
	SB	.261	.055	.314	4.715	.000	.152	.370	.578	.278	.212	.455	2.198

a. Dependent Variable:

WP