

JOB PERFORMANCE AMONG WORKING ADULTS



RELATIONSHIP BETWEEN MINDFULNESS, RESILIENCE, WORK-FAMILY CONFLICT
AND JOB PERFORMANCE AMONG WORKING ADULTS IN MALAYSIA

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Relationship between Mindfulness, Resilience, Work-Family Conflict and Job Performance
among Working Adults in Malaysia

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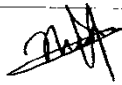
Declaration

We declare that the material contained in this paper is the end result of our own work and that due acknowledgement has been given in the bibliography and references to ALL sources be they printed, electronic or personal.

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APPROVAL FORM

This research paper attached hereto, entitled “Relationship between Mindfulness, Resilience, Work-Family Conflict and Job Performance among Working Adults in Malaysia” prepared and submitted by Cheah Jie Min, Lott Sin Yee and Teoh Yi Wen in partial fulfillment of the requirements for the Bachelor of Social Science (Hons) Psychology is hereby accepted.

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Abstract

Job performance is defined as the measurement of a working adult's productivity in the workplace. Recent research has revealed an increasing interest in the elements influencing work performance, an important component for every organization. Lately, resilience, work-family conflict and mindfulness have been factors found to affect job performance among working adults. Thus, this quantitative correlational research aims to study the relationship between the aforementioned predictors (resilience, work-family conflict and mindfulness) towards job performance among working adults in Malaysia. 95 participants were recruited in this study through the purposive sampling method. Working adults in UTAR and UTAR Hospital, aged between 21 to 60 years old ($M = 36$) with an unequal number of male and female participants, were recruited in this study. Qualtrics survey forms were circulated online and physically using paper and pencil. The results of Pearson's Product Moment Correlation (PPMC) showed that mindfulness significantly and positively correlated with job performance, whereas work-family conflict significantly and negatively correlated with job performance. However, resilience is not significantly correlated with job performance. On the other hand, the results of Multiple Linear Regression (MLR) further indicated that mindfulness and work-family conflict were meaningful positive and negative predictors of job performance, respectively. The study is able to raise awareness among the public on the importance of job performance in an organization and provide insight for relevant authorities to develop useful intervention programs to maintain or boost the job performance level among working adults.

Keywords: Resilience, work-family conflict, mindfulness, job performance, working adults

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List of Abbreviations

IWPQ	Individual Work Performance Questionnaire
MAAS	Mindful Attention Awareness Scale
WAFCS	Work-Family Conflict Scale
WFC	Work-to-family conflict
FWC	Family-to-work conflict
BRS	Brief Resilience Scale
LMS	Langer Mindfulness Scale
KIMS	Kentucky Inventory of Mindfulness Skills
CAMS-R	Cognitive and Affective Mindfulness Scale
CD-RISC-10	Connor-Davidson Resilience 10-item scale
HPWS	High-Performance Work System
JD-R	Job Demands-Resources Model
PsyCap	Psychological Capital
WIF	Interference of work in the family
FIW	Interference of family in the work

Chapter 1

Introduction

Background of the Study

In the organization, the primary issue is the improvement of productivity and the way to measure and value productivity in the workplace, which is the quality of work of the employee in the tasks that are being assigned to them, known as job performance (Suratman et al.,2021). Job performance is measured by time spent at work, the extent to which performance achieves initially set goals, and the extent to which performance aligns with the organization's values (Suratman et al.,2021). Correspondingly, job performance is defined as a measurement of individual productivity in the workplace with other co-workers in various job-related behaviours (Dousin et al., 2019; Hosgör & Yaman, 2021). Suratman et al. (2021) mentioned the indicators used in assessing the performance of employees are quality, quantity, timeliness, effectiveness, independence, and work commitment. Not only that, the knowledge and skill of the work, reliability, accessibility, and trustworthiness also can be indicators to measure the employees' job performance (Suratman et al.,2021). Liao et al. (2022) mentioned that employees who have higher job performance have more confidence and have certain elements that demonstrate their success in the workplace, especially if they have higher psychological capital. Various studies provide support to the theory that an employee's psychological well-being and emotional state have various impacts on how they do their work responsibilities.

The term "mindfulness" refers to a collection of behaviours or a personality trait that encourages people to direct their attention at the moment toward an activity while maintaining a broad perspective. It is a type of concentration self-regulation that emphasizes non-reactive

awareness and permissive acceptance of emotions and thoughts. (Ahmad, 2019). According to Huang et al. (2022), mindfulness can be shown to have a positive effect on individual mental health and well-being. Employees can enhance their work engagement and performance by using mindfulness to improve attention and positive affect and reduce negative affect and burnout from work. Mindfulness can also be used to increase productivity while creating a positive emotion for an individual. When used in the workplace, mindfulness can help employees maintain a peaceful and objective demeanour during emotionally charged events. Not only that, employees can also be present and aware at the moment while avoiding any interruptions at the workplace (Huang et al., 2022).

Resilience is the skill to deal with different negative events and to cope and adapt to stressful situations (Hosgör & Yaman, 2021). Similarly, resilience is one of the factors that can impact the employees' work performance, as resilience is the ability to bounce back from negative feelings and to adapt to a constantly evolving environment (Aguiar-Quintana et al., 2021; Ekanayake & Gamage, 2018). It is a type of positive emotion that enable employees to cope with the negativities employees are faced with in the workplace. Some of the past studies mentioned that resilience is playing an important role for the employee in their performance of their job.

Work-family conflict is pressure or imbalance of roles between responsibilities at work and roles in the family (Asbari et al., 2020a). Long working hours and heavy workloads are obvious indications of work-family conflict because of the large amount of effort and time spent on work. With this intention, employee experience a lack of time and energy that might be spent on family activities. They are unable to establish a balance between work and family roles (Asbari et al., 2020a & Zainal et al., 2020). The conflict will be non-stop if the employee didn't

solve it well in time and becomes stressful and a burden to them. The stress related to family might be brought out in the workplace and affect the employee's mental health and lead to the outcome of their job performance.

Problem Statement

With accelerated development in recent years, the business world has become increasingly competitive, resulting in a more volatile and unpredictable business environment (Ong & Koh, 2018). Hence, organizations should work towards an elite level to cope with the competitive business world. The primary key to an organization's success in a competitive business environment depends on the employees' job performance and how well they take care of their responsibilities (Ahmad et al., 2018). In addition to helping organizations succeed in a competitive business environment, the study also showed that the accumulation of the job performance of each employee in an organization will also contribute to the economic development of a country (Abdullah et al., 2019).

Undeniably, when employees in an organization have good job performance, it brings enormous advantages to the organization and the country. However, the COVID-19 pandemic has led to a decline in employee job performance due to work-from-home implementation. According to the executive director of the Malaysian Employers Federation (MEF), Datuk Shamsudin Bardan, the implementation of work from home during the conditional movement control order (CMCO) since 4 May 2020 has affected the working performance of employees due to the improperly structured of the working environment (Lai, 2020). Furthermore, according to the data collected by the Aon Pulse Survey in Malaysia (2021), 67% of the companies reported a decrease of 30% in the workers' job performance after implementing the movement control

order (MCO). The Department of Statistics Malaysia (DOSM) has revealed that the second quarter of labour's productivity level of 2020 is reported to have a declining trend. To illustrate, the sub-industry of rubber and plastic products has been shown to have a stable growing trend in the labour's productivity level previously since the onset of the year 2020 fourth quarter, has now shown a downward trend by 3.3%. Not only the sub-industry of rubber and plastic products have shown a declining trend in labour's productivity level, mining and agriculture industries have also fallen by 2.2% and 1.7% respectively (Department of Statistic Malaysia, 2022). According to the data collected by the Aon Pulse Survey in Malaysia (2021), 67% of the companies reported a decrease of 30% in the workers' job performance. Although it seems like only a few sectors demonstrate decreasing trend in the productivity level, it is crucial to thoroughly examine reasons behind the decrease in job performance level as study found that lack of productivity in any country can lead to the economic failure of that country (Hjazeen et al., 2021).

Study conducted by Martín-Hernández et al. (2020), found that mindful employees would tend to bounce back or reacquaint themselves with their job as needed, leading to more benign assessments. In other words, they will tend to view job demands as challenges instead of obstacles. With the positive mindset mindful employees have, they will tend to have a better job performance in future. Nowadays, in view of the situation of COVID-19 pandemic, the former minister Khairy Jamaluddin announced that it is optional to wear a face mask in enclosed space (Babulal & Hakim, 2022). This indicates that the pandemic situation is getting better nowadays. However, there are still chances for the public to suffer from COVID-19. Hence, there will still be sudden change in the mode of working of employees from physical to work remotely. In view of the unforeseen sudden change in the working mode, mindfulness is significant to be practiced by employees as mindfulness can assist them to counteract the situation such as the imbalance of

work and personal life (Toniolo-Barrios & Pitt, 2021). By being mindful, employees could increase their attention towards their work and help them to disengage from work when they wish to (Toniolo-Barrios & Pitt, 2021). Further studies (Buggenhout et al., 2020; Gorlick, 2020) investigated that when one is unable to mentally disengage from work will lead to reduced job performance. However, there is a lack of study on mindfulness in Malaysia (Ahmad,2019).

Based on the scarcity of findings, it is worth examining the relationship between mindfulness and job performance so that intervention programs can be created to cultivate employees to be more mindful.

Besides that, work and family often conflict when a role at work requires more attention than a role in the family. The conflict between work and family has always been the norm in the dual-earner family and single-parent family (Andrade & Petiz Lousã, 2021), not to mention that during the current pandemic situation, the conflict has become more serious (Zainal et al., 2020). As mentioned earlier, an announcement on the permission to mask-off in enclosed areas has been made which reflected that the pandemic situation has improved recently. However, there are still cases being reported around. According to the latest announcement, if someone has been tested positive, they still need to be quarantined for at least four days to at most seven days (Star Media Group, 2022). When one of the children has been tested positive, the dual-earner family and single-parent family will be forced to apply leave to take care of their children, this will definitely disrupt their work schedule and cause conflict between work and family. The conflict between work and family may arise due to the stress from the inability to fulfill the need as a full-time caregiver for their children who are suffering from the pandemic and the need as an employee (Morrison et al., 2020). When the working adult fails to balance both roles, the conflict between work and family will cause job performance to be affected (Dwijayanti & Riana, 2018).

Most studies on the work-family conflict and job performance only focus on the peak period of the COVID-19 pandemic (Adirinekso & Zeppelin, 2022; Novitasari et al., 2020; Salju et al., 2023), it is worth to examine whether work-family conflict still bother working adults in the current pandemic situation which has seemed to come to an end phase.

In view that the problem of decreasing job performance level has existed in Malaysia, Kašpárková et al. (2018) reported that resilient individuals possess the ability to bounce back from failures and uncertainties. Resilient individuals are also found to have higher positivity which can help them to have higher adaptability towards stressful events. With positive thoughts and higher adaptability, resilient individuals will develop a higher satisfaction level towards their jobs, thus contributing to a higher job performance level. Nevertheless, during the COVID-19 pandemic, individuals are living with anxiety, fear and depression as they are afraid of becoming one of the victims of the pandemic (Rodríguez-Hidalgo et al., 2020). According to the World Health Organization (2023), the COVID-19 cases have reached about 758 million as of March. This indicates that people are living with psychological health and physical health problems after the COVID-19 outbreak. Study found that unstable physical and psychological health is significantly correlated with lower resilient level (Panzeri et al., 2021). Thus, this study aims to examine the current resilient level among working adults in UTAR and whether the resilient level will contribute to the changes in their job performance level.

To sum up, nowadays, the pandemic situation is improving, and all the sectors of the business market have reopened. Exploring and examining the factors that influence the job performance of working adults is of great significance in improving job performance in the physical work environment. Hence, it is crucial to address the problem of declining job performance by examining job performance's relationship with mindfulness, resilience, and

work-family conflict among working adults in in Universiti Tunku Abdul Rahman (UTAR) and UTAR Hospital so that effective intervention program can be carried out to improve the job performance level.

Research Objectives

1. To examine the correlation between mindfulness and job performance among working adults in Malaysia.
2. To examine the correlation between resilience and job performance among working adults in Malaysia.
3. To examine the correlation between work-family conflict and job performance among working adults in Malaysia.
4. To examine the relationship of mindfulness, work-family conflict and resilience towards job performance among working adults in Malaysia.

Research Questions

1. Does mindfulness significantly correlate to job performance among working adults in Malaysia?
2. Does resilience significantly correlate to job performance among working adults in Malaysia?
3. Does work-family conflict significantly correlate to job performance among working adults in Malaysia?

4. Does mindfulness, work-family conflict and resilience significantly predict job performance among working adults in Malaysia?

Hypotheses

H_1 : Mindfulness significantly correlates to job performance among working adults in Malaysia.

H_2 : Resilience significantly correlates to job performance among working adults in Malaysia.

H_3 : Work-family conflict significantly correlates to job performance among working adults in Malaysia.

H_4 : Mindfulness, work-family conflict, and resilience significantly predict job performance among working adults in Malaysia.

Significance of the Study

Mindfulness towards job performance is vital as it relates to the employee's body health which directly influences job performance (Pang & Ruch, 2019). However, only a few studies have discovered the association between mindfulness and job performance (Jahanzeb et al., 2019; Pang & Ruch, 2019). Hence, mindfulness towards job performance still has a broad area to discover. Besides that, a study conducted in China reported that resilience positively affects job performance (Hou et al., 2020). While another study conducted in Tangerang, Indonesia, showed that work-family conflict negatively predicts job performance (Novitasari et al., 2020). However, neither study is conducted in Malaysia (Hou et al., 2020; Novitasari et al., 2020). Thereupon, this study aims to fill up the literature gap in Malaysia.

Furthermore, most studies on job performance are conducted in other countries such as China, Romania, Pakistan, and Indonesia (Bashir et al., 2020; Davidescu et al., 2020; Li & Lin, 2018; Novitasari et al., 2020). However, research on job performance is still insufficient in Malaysia (Choo, 2022; Hashim et al., 2020). Therefore, the current research findings will contribute to the literature gap about job performance in industrial fields in Malaysia. The statistical results presented in this study will help to increase the organization's awareness of the possible reasons for the increase and decrease in the job performance of working adults in Malaysia. By increasing the organization's awareness, organizations can track their employees' job performance and develop intervention program for them to improve their future job performance. Hence, the results of this finding will benefit the organization's human resources department and people in the public in order to realize what will influence Malaysia's working adults' job performance.

Conceptual Definitions

Job Performance

Job performance is one of the essential concepts in psychology fields, and it is known as how favourably a worker completes their task (Ahmed & Malik, 2019). It also refers to an individual generating value or contributing to their organization's target. It can also be understood as a worker providing some actions towards the achievement and meeting the company performance expectations (López-Cabarcos et al., 2022).

Mindfulness

Mindfulness is justified as being aware of one's surroundings in a non-judgmental way, being open to the present circumstances, and being inquisitive (Chong et al., 2019; Jha, 2021). In terms of organizational psychology, mindfulness is found to enable individuals to boost their responsiveness to changes in the environment and to be able to work efficiently in the workplace (Ramaci et al., 2019).

Work-Family Conflict

Work-family conflict is also named inter-role conflict, this conflict occurs when there is stress, and unbalanced work and family roles appear simultaneously (Novitasari et al., 2020). Time by time, people will start to get physically and emotionally overwhelmed, which will decrease job performance and cause the workers to be not satisfied with their current job position (Obrenovic et al., 2020).

Resilience

Resilience is one's ability to cope positively with a challenge or pressure successfully within behavioural flexibility and adjustment to individual external and internal demands (Hou et al., 2020). Resilience is also being mentioned as a skill to cope with negativities positively. It is also considered an essential role in health care personnel's adaptation as facing stress and depression is a protective shield against them. (Hosgör & Yaman, 2021).

Operational Definitions

Job Performance

The Individual Work Performance Questionnaire (IWPQ; Ramos-Villagrasa et al., 2019) examines job performance among working adults. IWPQ is a self-report measurement

comprising 18 items. The three main aspects of job performance are measured: counterproductive behaviours, task performance, and contextual performance. It is mainly focused on measuring the behaviours of working adults towards the organizations. Besides that, the 25-item Job Performance Scale (Yusoff et al., 2014) is also being developed to measure job performance among working adults. It consists of three dimensions which are task performance, altruism, and conscientiousness. Moreover, the Job Performance scale (Williams & Andersons, 1991) is a seven-item scale to measure the task performance of the employee. The purpose of the scale is to assess the individual's level of general performance, task completion, and workplace competency.

Mindfulness

Mindfulness is measured by various constructs in the past. One of them is the Mindful Attention Awareness Scale (MAAS; Brown & Ryan, 2003). MAAS is a 15-item scale used to examine the unique quality of consciousness associated with various well-being constructs. Besides that, another scale used to measure mindfulness is the Langer Mindfulness Scale (LMS; Moafian et al., 2017) which consists of 21 items with four subscales: flexibility, novelty seeking, novelty producing and engagement. Furthermore, the Kentucky Inventory of Mindfulness Skills (KIMS; Baer et al., 2004) and Cognitive and Affective Mindfulness Scale (CAMS-R; Chan et al., 2016) were also developed to test mindfulness skills.

Work-Family Conflict

The Work-Family Conflict Scale (WAFCS; Haslam et al., 2015) is selected to measure the conflict between family and work. It consists of 10 items that measure the work-to-family conflict (WFC) with five items and the family-to-work conflict (FWC) with five items. Another

scale is called the work-family conflict scale, which is also used to measure work-family conflict (Carlson et al., 2000). Work-family conflict scale is an 18-item scale used to test three forms of conflict which are time, strain, and behaviour. Besides that, this scale includes work interference with family and family interference with work in two directions. Subsequently, the work-family and family work conflict scales (Netemeyer et al., 2022) is also a scale developed to measure the work-family conflict but separated into two, which are five items for work-family conflict (WFC) and five items for family-work conflict (FWC).

Resilience

The Brief Resilience Scale (BRS) was initiated by Smith et al. (2008). BRS was used to evaluate the ability to flexibility or recover from stress for individuals with health-related stress. The scale was developed to evaluate the construct of resilience, including positive and negative items. Similarly, the Connor-Davidson Resilience 10-item scale (CD-RISC-10) comprises ten of the original 25 items from the Connor-Davidson Resilience scale was initiated by Campbell-Sills and Stein (2007). The aim of the scale is to be a more accurate representation of the capacity to recover from the many difficulties that might occur in life compared to the previous original scale which was unstable in research during using independent samples. The Resilience Scale for Adults (RSA), is a 33-item resilience scale, authored by Friborg et al. (2003) which are targeting adults' resilience. RSA, which contributes to highly resilient individuals, developed to measure the personal aptitude, and social awareness, social support, family coherence and personal Structure of the individual.

Chapter 2

Literature Review

Mindfulness and Job Performance

Yagil et al. (2023) found that mindfulness increases mental flexibility and attentiveness while lowering distraction and errors, which can improve cognitive processes that affect job performance. Employees' workplace spirituality and sense of purpose rises as a result of being mindful, which also gets the brain into a completely focused state of consciousness (He et al., 2023). This boosts employees' ability to find the purpose of their work. They will put their all into their task and be devoted to it, which will enhance productivity.

Merdiaty et al. (2022) found that mindfulness is positively correlated with job performance because it empowers employees to make good adjustments and take charge of their own professional development. Mindful employees were found to be more relax and calm when doing their tasks, which enabled them to increase their effectiveness and accuracy in doing their tasks, thus resulting in a high job performance.

Another study conducted by Robinson et al. (2022) found that mindfulness is indirectly correlated to job performance. Mindfulness was found to have a greater impact on job performance when the emotional intelligence of the employees was high. Employees with a high level of mindfulness and emotional intelligence tend to feel thrilled when doing their job tasks. The thrillful feeling will then transform to higher commitment towards their job, thus contributing to a higher job performance.

Resilience and Job Performance

According to Kašpárková et al. (2018), resilience is related to job performance. People who are resilient are more content and engaged at work than their less resilient colleagues since job performance is often linked to work engagement. In addition, Appanna and Vidya (2018) found in their studies, the people who have high work performance were based on their extremely well adopted career resilience.

In the workplace, the resilience of the employee can be improved by the use of high-performance work systems which may result in improved employee psychological well-being and organizational actions.(Cooke et al., 2016).Not only that, Hou et al. (2020) suggested in their study, education programmers and human resource managers can measure participants' resilience throughout the hiring process because resilience has a relationship that leads to work performance. These studies had mentioned that resilience has a correlation with job performance.

Work-family Conflict and Job Performance

According to Sahin and Yozgat (2021), the results show that when work and family two different roles appear at the same time it will lead the workers not able to reach the requirements of the job due to the experience conflict and stress they are facing. Especially, when there is the family responsibility that the workers will need to be done with the job task at the same time. It will distract their attention and increase stress level. Furthermore, based on the findings, it is also due to when two roles conflict occur, the necessary resources which help the workers to engage on their task and situational performance is not enough.

In addition, based on a study that was conducted in Balai Sungai Bali-Penida, Indonesia, it has reported that work-family conflict will cause the workers to have pressure due to multiple roles occurring at the same time but people only able to focus on a single character, either family or work. Therefore, the person will not be able to provide full attention to the specific task which will lead to the individual's job performance decrease (Dwijayanti & Riana, 2018). Another article that studies about the nurses and healthcare personnel working at government hospitals in Turkey also stated that the workers who have work-family conflict will have stress and cause them unable to have full motivation to deal with their work (Şahin & Yozgat, 2021).

Mindfulness, Resilience, Work-Family Conflict towards Job Performance

According to Tiwari and Garg (2019), mindfulness is a newly introduced construct in the positive psychology field that is used to improve one's ability to devote personal resources to work tasks. Mindfulness is defined as an individual's awareness and attention towards certain issues. It was reported in the literature that mindfulness is significantly and positively correlated with job performance among managers in the IT industry. Mindfulness consists of two components which are novelty-seeking and novelty-producing behaviours. Novelty-seeking means looking for something new and always taking the opportunity to learn something in every situation while novelty-producing behaviours are defined as actions to come up with various unique ideas. Both components of mindfulness are strongly linked with increased job performance as novelty-producing behaviours and novelty-seeking makes individuals realize that they are in an active role to make something different. Hence, the mindful individual will try to play an active role in seeking their basic needs which include the need for achievement, the need for affiliation and the need for power. In order to achieve these basic needs, mindful individuals will be intrinsically motivated to perform better in their job. Individuals who are mindful also

feel less threatened by stressful events. In other words, they have a higher ability to cope with stress in the journey of pursuing their basic needs, thus they will constantly accept and cope with challenges that are faced in their jobs which in turn increases their job performance. In short, the results of this study illustrate that mindfulness promotes the satisfaction of basic psychological needs, which in turn enhances an individual's self-determination, thereby improving job performance.

Similarly, Bajaba et al. (2021) also showed that mindfulness traits positively predict job performance among working adults in the United States. This study used Dane's theory to explain their findings on the positive relationship between mindfulness and job performance. Dane's theory mentioned that a mindful individual will have better performance only when there is a presence of a dynamic working environment and when the mindful individual is an expert in doing the tasks. Although the study conducted by Bajaba et al. (2021) did include participants that work in a static working environment, participants recruited had a minimum of three years of working experience and possessed a bachelor's degree, which is considered equivalent to one of the requirements of Dane's theory that is the criteria of expertise in the tasks. This study also further explains that mindfulness could substitute the positive effect of a proactive personality on job performance. However, mindfulness does not add to the cumulative beneficial outcome for employees with positive and proactive personalities on job performance.

In parallel, according to Ahmad (2019), mindfulness was also found to increase employees' job performance who are working in the Telecom Sector regardless of their gender. The result can be illustrated by those employees who are mindful and pay full attention to their assigned tasks, thus decreasing the tendency for them to be distracted by beliefs and emotions towards the job assigned, hence increasing their job performance. Similarly, findings from Huang

et al. (2019) showed that informal mindfulness practice is related to the development of the ability to pay attention. When individuals who go through informal mindfulness practice can focus on their tasks, thus increasing their job performance in the workplace. Both studies (Ahmad, 2019; Huang et al., 2019) proposed that having mindfulness will increase the attention level of an individual, thus increasing their job performance.

The abovementioned studies examine the direct effects of mindfulness towards job performance, other studies also examine the indirect effects of mindfulness on job performance (Forjan et al., 2020; Huang et al., 2022). According to Forjan et al. (2020), mindfulness indirectly predicts job performance was tested among employees in Australia. The study found that when employees are mindful, they are prone to increase their problem-solving skills in the workplace. Improved problem-solving skills assist them in thinking objectively and considering high-quality decision-making options, thereby assisting them to effectively solve any problems they encounter at work and helping them to improve their job performance levels in the workplace. Another study conducted in China showed that mindfulness could affect job performance among social workers via the mediation of job engagement (Huang et al., 2022). The indirect effect of mindfulness on job performance explains that social workers who practice mindfulness can engage and perform better in their job, although job demands are high (Huang et al., 2022). One of the exciting findings of this study is that workers who practice informal mindfulness have higher job performance levels. This can be explained by the informal mindfulness practice is less structured, is easier to execute, and yields the quickest benefits.

In contrast with the above findings that show direct and indirect positive effects of mindfulness towards job performance, a study conducted by Chen and Wilton (2018) found a negative and weaker relationship between mindfulness and job performance. The negative

relationship indicates that a higher mindfulness level predicts lower job performance. The past study was conducted in the hospitality industry, which consisted of participants with diverse personalities and large age differences. Thus, these differences among participants may have contributed to the weaker relationship between mindfulness and job performance.

In short, most studies (Ahmad, 2019; Bajaba et al., 2021; Tiwari & Garg, 2019) showed a significant and positive relationship between mindfulness and job performance. Other studies show an indirect positive effect of mindfulness on job performance (Forjan et al., 2020; Huang et al., 2022) and a negative and weaker relationship between both variables (Chen & Wilton, 2018). Due to the inconsistent results in the magnitude of the relationship between mindfulness and job performance in past studies, the current study proposes a two-tailed hypothesis on the relationship between mindfulness and job performance.

In the organization, improving the resilience of the employee are playing an important role in the human resource management, as the resilience of the employee which can be useful on helping decrease the stress related job and improving and maintain the performance of the employee, especially in the high-performance work system (HPWS) (Nadeem et al., 2019). Previous studies have emphasized resilience regarded important and have a direct and undeniable impact with the level of job performance of the employees.

Study of Amiri and Baghbanbashi (2018) conducted in Iran which was studying 150 official staff of administrative and operational part of Red Crescent Society of Fars as participants, has indicated their result that there is a significant relationship between resilience and job performance. They mentioned that it might be claimed that regaining the ability to return is a persistent challenge that can be overcome. Although being subjected to intense pressure, this

ability can help him overcome challenging circumstances, improving his social, academic, and professional skills. Consequently, resilience influences an individual's attitude and behavior to have poor or good job performance in their job.

In Aguiar-Quintana et al. (2021) study, the level of the resilience of the employee is a positive mechanism role as coping with the negative effect of the stress related to their job and have a positive impact on their job performance during the covid-19 pandemic. The findings of their research demonstrated that resilience has a positive effect on job performance and that it can minimize the negative correlation between job insecurity and depression among hotel employees who worked in the Canary Islands (Spain) during the Covid-19 outbreak. Employees who have higher resilience can control their stress and their negative emotions such as job insecurity and depression and have higher job performance compared to others.

Previous results of Ekanayake and Gamage (2018) emphasized in their studies, employee's resilience, and employee's work performance in selected private sector organizations in Sri Lanka have a signature correlation. Their findings mentioned that resilience as being worked with and impacting the organizational practices by facing difficulties and gaining from mistakes, culture of the organization giving the support of resources to let the employee perform the job well as assisting on the versatile ways of behaving. Not only that, Ekanayake and Gamage also mentioned in their study, employees who have higher resilience can solve their challenges in work and also have higher job performance. Otherwise, employees who lack resilience and cannot achieve the goal being set by the company, the company will be facing some unnecessary costs about the employee such as workplace stress, issues with retention, a rise in turnover, etc.

Hou et al. (2020) 's study in China, their result showed that resilience has a strong relation with job performance and also was the strongest predictor factor of job performance of their participants who work in hospital in their researchers. They explained that even after negative experiences, stress, individuals who are strong strength mental and optimistic may bounce back to earlier stages and pursue additional, improve themselves even be more confident in the face of challenging circumstances. Due to their great resilience, they could be able to perform well at work even when faced with challenges rather than feeling helpless, incapable, and dejected, learning from failure. People with lower levels of resilience do worse at work. People who are willingly involved in work are more resilient and perform at a higher level at work than other people (Kašpárková et al., 2018).

Previous research has established that the impact of resilience on job performance was argued. Therefore, all the past studies reviewed here support the hypothesis that resilience has a close relationship with job performance among working adults, as can affect their psychological mental and their behavior on their performance outcome.

In this modern society, people always used to show their excellent or good job performance to get promoted by the company and get a high salary. However, there is a term called work-family conflict, which is a type of inter-role conflict that will need people to meet demands between work and family and causes stress and difficulties between two roles (Allen et al., 2020). This conflict will influence a person to have poor or good job performance.

Work-family conflict has influenced the job performance of employees in Indonesia. The article's findings showed that different requests that appear at the same time would disturb people to concentrate on their different types of roles and responsibilities. 239 auditors are from

the Public Accounting Firm included in this study, and results presented that work-family conflict is negatively related to job performance. In addition, the findings elaborated that work roles have created more conflict than family roles due to the work demand. It stated that only due to the work demand will appear imbalance and conflict, leading to employees' poor job performance (Rini et al., 2020).

Furthermore, a study conducted in Bahrain, an Islamic background country, has received significant relationship results. The result stated that work-family conflict is essential to employee job performance. When employees feel stressed by work and family conflict, there will be a negative influence on their mental health which will directly influence their cognitive thinking, behaviour, and body physical condition. Hence, to specify, when a work-family conflict occurs, it will cause the organisation to receive poor job performance from their employees (Obrenovic et al., 2020). Besides that, another study conducted in Tangerang has also received a consistent result, a negative and significant relationship between work-family conflict and job performance (Asbari et al., 2020a).

Besides that, the study conducted in Malaysia's service sector also has indicated their result, stating that work-family conflict and job performance have a negative relationship between them as they will feel exhausted and lack energy during the limited time. Especially those who have overloaded job tasks will feel emotionally exhausted and have poor job performance (Zainal et al., 2020). Subsequently, the research conducted in Pakistan has also shown that work-family conflict negatively predicts job performance, and the negative impact will increase when the job roles have already impeded their family role (De Clercq et al., 2020).

However, there is a study that showed a contradiction. This study was conducted by only female workers participants in Indonesia, and it stated that there is no significant relationship between work-family conflict and job performance as the findings showed that the female participants will focus more on their work to gain income. They need income to maintain their life which also includes the responsibility of taking care of their family. Therefore, this result stated that work-family conflict does not influence job performance (Asbari et al., 2020a).

Hence, most of the studies found in the literature review show a negative relationship, and many of their research results show that work-family conflict will lead to poor job performance mostly because of workers' emotional exhaustion and time limitation.

Theoretical Framework

Job Demand-Resources (JD-R) Model

According to Bakker and Demerouti (2018), occupational well-being is crucial to determine employees' job performance levels. To boost the occupational well-being among employees, it is significant for employees to fulfill their job resources so that they could have sufficient resources to deal with job demands, thus increasing their job performance level. Based on the Job Demands-Resources (JD-R) model, it mentions a reciprocal relationship between employees and their working conditions. That is, not only working conditions can affect employees, but employees could also play active roles to influence working conditions. JD-R model has been widely used in various past studies to predict work-related outcomes, which include job performance (Ali & Mehreen, 2020; Huang et al., 2022), job burnout (Scanlan & Still, 2019), and job engagement (Radic et al., 2020).

According to Kaiser et al. (2020), the JD-R model can be categorized into two main components which are job demands and job resources. Job demands refer to the stressful workload to cope with while job resources refer to useful resources that assist employees in achieving goals and personal growth. Job demands are usually associated with emotional exhaustion while job resources usually help in buffering overload job demands. When there are sufficient job resources, the motivation of employees will increase, thus increasing their job performance.

According to Javed (2022), job demands can be classified into three categories which are emotional, psychological and quantitative. Examples of job demands are long working hours, job overload, job insecurity and conflicts. Time pressure and job overload are work demands that are often utilized as indicators of work-family conflict. Interference of work in the family (WIF) means job demands restrict employees to participate in their family roles. On the other hand, interference of family in the work (FIW) means the involvement in the family roles restricts employees to participate in the job roles. With the two components of work-family conflict (i.e., WIF and FIW), employees will face an increment in their psychological demands, thus influencing employees' well-being and then affecting their job performance. All in all, work-family conflict can be viewed as psychological job demand in the JD-R model.

According to the JD-R model, the job resources components also include personal resources (Grover et al., 2018). Mindfulness trait is found to be one of the useful personal resources to cope with work-related outcomes. According to Huang et al. (2022), mindfulness could become one of the personal resources among working adults to cope with job demands and improve the workplace's positive impact that allows for increased job engagement and

performance. Thus, the current study uses the theoretical basis to investigate the relationship between mindfulness and job performance.

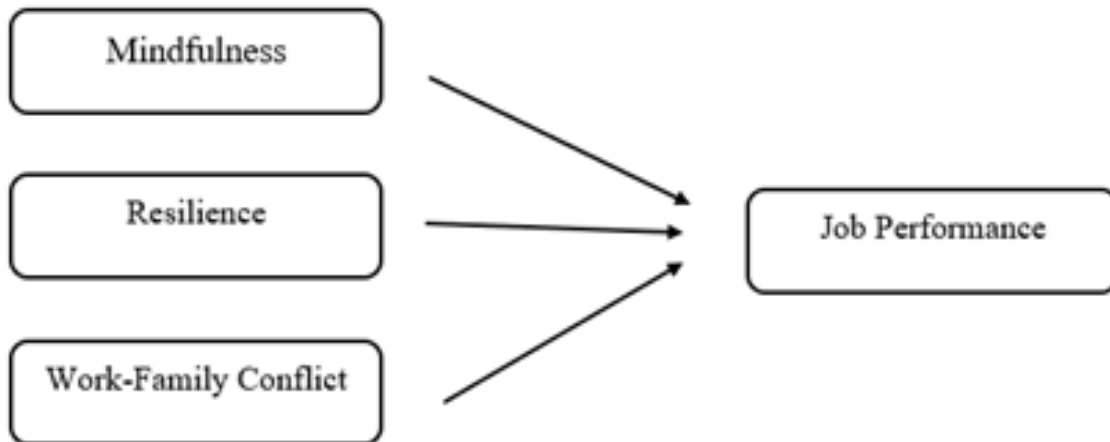
According to Grover et al. (2018), personal resources are also known as psychological capital (PsyCap). PsyCap means a person evaluates the situation and success probability based on perseverance and positive effort. PsyCap can act as a guide to motivate employees to overcome challenges and deal with opportunities in their jobs. JD-R model measures various components of PsyCap, which include resilience, hope, optimism, and self-efficacy. All three components (hope, optimism, and self-efficacy) have been covered in the past study (Xanthopoulou et al., 2011), except resilience. Thus, this study aims to explore the effect of job resources which is resilience towards job performance.

To sum up, the JD-R model underpins the current study to examine whether sufficient job resources (mindfulness and resilience) could increase the job performance of working adults whereas job demand (work-family conflict) could decrease the job performance of working adults.

Conceptual Framework

Figure 2.1

Conceptual framework of mindfulness, resilience, work-family conflict, and job performance.



The figure above indicates the relationship of the independent variables and the dependent variable. The independent variables are mindfulness, resilience, and work-family conflict. The dependent variable is job performance. In order to show how different dimensions will impact the employees' job performance, this study has been proposed.

Chapter 3

Methodology

Research Design

This is quantitative correlational research to examine the relationship between mindfulness, resilience, work-family conflict, and job performance among working adults in Malaysia. In the study, the mindfulness, resilience, and work-family conflict variables were independent variables, job performance was the dependent variable. The reason for using a correlational study was that it can examine the relationship between two or more variables by using statistical data, which was suitable for this study. The data was collected through Qualtrics from and through distribution of the form physically to working adults. Li and Lin (2018) mentioned in their study, using an online survey to collect data could improve the rates of response as it would ease participants to respond to the survey at anytime, anywhere with their own preferences.

Population and Sampling Method

Participants

A total number of 95 working adults, aged between 21 to 60 ($M=36$) were chosen to participate in this study. The inclusion criteria were participants should be working adults in UTAR and UTAR hospital and have at least 1 year of working experience. The present study involved 54 females and 41 males. The sample was ethnically diverse, with 60 Chinese, 20 Malay, and 15 Indian participants. The majority of the participants, specifically 74 individuals, were affiliated with UTAR Kampar campus. Conversely, 14 participants worked in Sungai Long

campus, while the remaining seven were employed at UTAR hospital. The participants' marital status was also assessed, revealing that 45 participants were married, 36 were single, and 14 were in a relationship but had not married yet.

Sampling Method

The purposive sampling method was the method used in this study. It was a type of non-probability sampling method that allowed researchers to conduct the study in a cost and time-effective manner. This method was used because participants needed to meet certain selection criteria, which are aged between 21 years old to 60 years old, should be working adults who were working at UTAR and UTAR hospital, and had a minimum of 1-year working experience in Malaysia.

Sample Size

To compute the minimum sample size, G* power software was used in this study. The effect size for variables (mindfulness, work-family conflict, resilience) was calculated using Cohen's formula. The effect size of mindfulness was .240, calculated based on the correlation coefficient provided by the past study ($r=.44$) (Tiwari & Garg, 2019). The effect size of resilience was .323, computed according to the correlation coefficient of the study conducted by Ekanayake and Gamage (2018). The effect size of work-family conflict was .325, calculated from the correlation coefficient provided by the past study (Ajala, 2017). After calculating the effect size of each variable, summation of the effect size of three variables and division of the summation value by 3 were carried out to calculate the total effect size. The total effect size calculated was .296 (See Appendix A1).

The total effect size, which was .296, considered small (Sullivan & Feinn, 2012). The sample size was computed using the statistical power level (.95). Based on the results generated from the software of G* power, the minimum sample size was 63 (Refer to Appendix A2). The current study increased the sample size to 90 to ensure the study's validity and sufficient samples to examine the relationship between mindfulness, resilience, work-family conflict and job performance among working adults.

Research Location

Online Qualtrics survey forms were generated and disseminated through email and online platforms, including Microsoft Team, and WhatsApp. To be more efficient in collecting responses, Qualtrics survey forms were also printed out and distributed physically to participants at UTAR educational institution and UTAR hospital which were in Kampar.

Instruments

The online Qualtrics survey form included six parts. The first part was the informed consent form. The second part was the 15-item Mindful Attention Awareness Scale (MASS). The third part was the 10-item Work-Family Conflict Scale (WAFCS). The fourth part was the Brief Resilience Scale (BRS). The fifth part was the Individual Work Performance Questionnaire (IWPQ). The sixth part was the demographic part. The participants were required to fill in their gender, age, workplace, ethnicity, marital status, and years of working experience.

Individual Work Performance Questionnaire (IWPQ; Ramos-Villagrasa et al., 2019)

IWPQ is a self-rated scale with a total of 18 items. IWPQ is used to measure the job performance of participants. IWPQ is rated on a 5-point Likert scale, starting from 0 (*seldom*) to

4 (*always*) for contextual and task performance, whereas counterproductive work behaviours are rated from 0 (*never*) to 4 (*often*). The task performance subscale includes 5 items (e.g., “I kept in mind the work result I needed to achieve.”); contextual performance includes 8 items (e.g., “I worked on keeping my job-related knowledge up-to-date.”); counterproductive work behaviours include 5 items (e.g., “I talked to colleagues about the negative aspects of my work.”). The scale consists of five items that are reverse scored (e.g., “I complained about minor work-related issues at work.”). The mean score of each subscale could be computed by summing up the total scores of all the items in each subscale and dividing the total scores based on the number of items in each subscale. The higher the score, the better task and contextual performance and the higher the counterproductive work behaviours. The IWPQ is found to have good internal consistency ($\alpha=.90$) (Alatawi et al., 2022). According to Koopmans et al. (2014), IWPQ has a good face validity and good structural validity.

Mindful Attention Awareness Scale (MAAS; Brown & Ryan, 2003)

MAAS is a 15-item self-reported scale used to examine the frequency of mindfulness states among individuals. MASS is rated using a 6-point Likert scale, which ranges from 1= *almost always* to 6= *almost never*. Respondents need to rate based on their daily experiences (e.g., “I find myself doing things without paying attention.”). The total score of the MAAS is computed by summing up all 15 items. No reverse scoring is found in the scale items. The minimum score is 15, while the maximum score is 90. The higher the score, the more mindfulness. According to Rayan and Ahmad (2018), MAAS demonstrates good reliability ($\alpha=.92$). MAAS is found to have a good factorial validity with a good fit of RMSEA (.063), an excellent of CFI (.99), and NNFI (.98) (Ruiz et al., 2016).

Work-Family Conflict Scale (WAFCS; Haslam et al., 2015)

WAFCS is a 10-item self-reported scale. WAFCS consists of two subscales: five items of work-family conflict (WFC) and five items of family-work conflict (FWC). WAFCS is rated starting with 1=*very strongly disagree* to 7 =*very strongly agree*. For example, “I often complete work tasks outside of work hours”, participants will rate according to what extent they agree with the statement. The score from each subscale’s items is added up as the summation score. Both subscales’ scores range from a minimum of 7 marks to a maximum of 35 marks, respectively. When the score is higher indicates that the conflict level is also higher. The scale shows no reverse-scoring items. WAFCS subscales correlated highly with the Frone’s subscale measuring work-to-family conflict ($r = .82, p < .001$). Both subscales for WAFCS show good reliability ($\alpha = .91$). The author (Haslam et al., 2015) shows that WAFCS has an excellent convergent with a good fit of AVE (WFC=.60; FWC=. 56) and CR estimates of .88 (WFC) and .86 (FWC), which exceeds the cut-off of .70.

Brief Resilience Scale (BRS; Smith et al., 2008)

BRS is a self-rated scale that consists of six items. BRS is used to measure the resilience level among participants. BRS is rated using a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Items 2, 4, and 6 are reversed scoring (e.g., “I have a hard time making it through stressful events, reversed coded”). The total score of BRS is calculated by finding the mean of the six items. The score of BRS ranges from 6 to 30 marks. A higher score indicates a higher resilience level. BRS scale had good criterion validity, with established indicators of mental health, optimism, self-esteem, and self-efficacy. Better internal consistency was demonstrated by the BRS consistent with the alpha values (varying from 0.71 to 0.85) than

the BRCS ($\alpha = 0.59$) (Fung, 2020). Poor fit of negative factor loadings has been discovered to show that BRS is a totally different construct from other measurements which indicates a good discriminant validity, and it also demonstrates a satisfactory level of convergent validity (Kyriazos et al., 2018).

Research Procedure

Universiti Tunku Abdul Rahman (UTAR) approved the ethical clearance of this study before distributing the questionnaire to the participants. In order to test the reliability of the scale, the pilot study started 2 weeks before the actual distribution and collected 20 participants. Qualtrics online survey form was either disseminated in Quick Response code or a Qualtrics hyperlink as it was easier to collect and download the data.

The Qualtrics survey form was disseminated to target groups through Microsoft Teams, WhatsApp, paper form and email. Before the participants filled in the survey, a brief introduction on the research topic was delivered and screening process was gone through to ensure participants fulfilled the criteria of the current study. Besides that, before the participants begin to answer the form, they need to read through the introduction of the topic, agreement form, and consent form that were provided in the first section of the survey form. After they agreed and understood the current study, only their data was considered for interpretation and analysis at the SPSS software. Once they completed the survey form, representatives of the group thanked them and ensured participants did not have any inquiries.

Pilot Study

Qualtrics form was sent through hyperlink and Quick Response code during the pilot study. There were 20 participants successfully completing the survey within 2 weeks. After the pilot study data was collected, we downloaded the results from the Qualtrics software and used the SPSS software to interpret the data. Cronbach's Alpha results for the Work-Family Conflict Scale (WAFCS) was 0.937. Furthermore, the Mindful Attention Awareness Scale (MAAS) was 0.924. While the Individual Work Performance Questionnaire (IWPQ) was 0.851. The Cronbach's Alpha of Brief Resilience Scale (BRS) was 0.690 which was lower than 0.70. However, the BRS consisted of only six items which was less than 10 items. In view that the items of BRS were less than 10, hence, the reliability lower than 0.70 was considered desirable when it was over 0.50 (Schrepp, 2020). Hence, the reliability results of all four scales were considered acceptable.

Actual Study

A total of 104 participants were recruited in the actual study. However, 9 participants were found to provide incomplete information. Hence, the actual study eventually received 95 participants. Cronbach's Alpha final result for the Work-Family Conflict Scale (WAFCS) was 0.929. Furthermore, the Mindful Attention Awareness Scale (MAAS) was 0.923. While the Individual Work Performance Questionnaire (IWPQ) was 0.845. The Cronbach's Alpha of Brief Resilience Scale (BRS) was 0.615 which was also lower than 0.70 but due to it only having six items, the reliability is still acceptable even lower than 0.70 when it was over 0.50 (Schrepp, 2020).

Table 3.1*Reliability of Scales*

Scales	Pilot Study	Actual Study
Work-Family Conflict Scale (WAFCS)	0.937	0.929
Mindful Attention Awareness Scale (MAAS)	0.924	0.923
Individual Work Performance Questionnaire (IWPQ)	0.851	0.845
Brief Resilience Scale (BRS)	0.690	0.615

Data Analysis Procedure

Firstly, the three scales that were used in this research are all gained from the Google Scholar's articles, UTAR library and UTAR database. Subsequently, three scales included the introduction to research topic, procedures and confidentiality, personal data protection notice, and demographic information were all included in Qualtrics and disseminated to participants. After the data has been collected from participants, data cleaning was performed to filter out the data that did not fulfill the inclusion criteria of the study and the data with incomplete information. Upon cleaning the data, statistical assumption tests were carried out to ensure the data did not violate the assumption tests. Finally, the relationship between mindfulness, resilience, and work-family conflict towards job performance among working adults in Malaysia demonstrated by using the Pearson Product-Moment Correlation (PPMC) and Multiple Linear Regression (MLR). Pearson Product-Moment Correlation (PPMC) used to test 3 hypotheses, which are mindfulness significantly correlates to job performance among working adults in Malaysia; resilience significantly correlates to job performance among working adults in

Malaysia; and work-family conflict significantly correlates to job performance among working adults in Malaysia. Multiple Linear Regression (MLR) used to test mindfulness and work-family conflict significantly predict job performance among working adults in Malaysia.

Chapter 4

Results

Introduction

This chapter listed down the demographic's statistics information, which included gender, age, ethnicity, name of work unit, marital status, and years of working experience. Furthermore, Pearson Product-Moment Correlation (PPMC) and Multiple Linear Regression had also tested and elaborated to convey the inferential statistics.

Data Cleaning

Qualtrics that was used to collect data in this study recorded 104 participants. However, there were 9 participants who did not complete the survey. Hence, 95 participants remained in the present study. G-power was utilized to compute the minimum sample size which was 63. Subsequently, this research successfully collected more participants than the estimated required sample size.

Descriptive Statistics

Among the 95 participants, 41 were males and 54 were females. The age range was from 23 to 51, with an average of 36. Based on the ethnicity, 60 participants (Chinese), 20 participants (Malay), and 15 participants (Indian). A total of 74 participants worked at UTAR educational institution (Kampar campus), 14 participants worked at UTAR educational institution (Sungai Long campus) and 7 participants worked at UTAR hospital. Based on the marital status, 36 of them were single, 14 of them were in a relationship but not married yet and 45 of them already

married. The working experience of participants ranged between 1 year and 32 years, with an average of 11.58 years.

Table 4.1

Demographic Information of Participants (N= 95)

Baseline	<i>n</i>	<i>%</i>	<i>M</i>	<i>SD</i>
Characteristics				
Age			36	6.311
Gender				
Male	41	43.16		
Female	54	56.84		
Ethnicity				
Chinese	60	63.16		
Indian	15	15.79		
Malay	20	21.05		
Name of work unit				
UTAR Educational Institution (Kampar campus)	74	77.89		
UTAR Educational Institution (Sungai Long campus)	14	14.74		
UTAR hospital	7	7.37		
Marital Status				
Single	36	37.89		
In a Relationship but not Married yet	14	14.74		

Married	45	47.37	
Years of Working experience			11.58

Descriptive Statistics of Variables

Table 4.2

Descriptive Statistics of Variables

Variables	Minimum	Maximum	Mean	Standard Deviation
Job Performance	33	70	52.69	8.162
Mindfulness	30	90	65.56	12.059
Work-Family Conflict	12	59	31.84	11.841
Resilience	12	27	19.52	3.017

Normality Test

Histogram

The histograms for job performance, mindfulness, and resilience show a 'bell' shape with most values clustered near the center and fewer values spread out towards the tails. Normality is not violated in these variables' histogram. Conversely, work-family conflict shows slight deviations from normality in the histograms (refer Appendix C).

P-P Plots

All four variables have met the assumption. This is proved by the data points closely follow the diagonal line, which is the predicted pattern for a dataset with a normally distributed data set (see Appendix D).

Skewness and Kurtosis

The result of all variables met the assumption in skewness and kurtosis which are between the values of -2 and +2. No violation of normality is shown in the skewness and kurtosis for all variables (see Table 4.3). Job performance, mindfulness, and resilience have a slightly negative skewed distribution, work and family conflict are indeed positive skewed.

Table 4.3*Skewness and Kurtosis of Variables*

Variables	Skewness	Kurtosis
Resilience	-.218	.013
Work-Family Conflict	.347	-.867
Mindfulness	-.390	-.055
Job Performance	-.014	-.516

Kolmogorov-Smirnov Test and Shapiro-Wilk Test

The results obtained from the Kolmogorov-Smirnov test and Shapiro-Wilk test are presented in Table 4.4. Both tests are used to measure the normality of the population. The null hypothesis ($p > .05$) of the two tests above stated that the population from which the data were drawn is normally distributed (Mishra et al., 2019). Work-family conflict has a significant value

smaller than .05 in both tests, which indicates violation of normal distribution. Resilience has a significant value smaller than .05 in the Kolmogorov-Smirnov test but has a significant value larger than .05 in the Shapiro-Wilk test which indicates a partial violation of normal distribution. However, Pallant (2020) asserted that a sample size of more than 30 was likely to violate both Kolmogorov-Smirnov test and Shapiro-Wilk test.

Table 4.4

Kolmogorov-Smirnov's and Shapiro-Wilk's normality test

	Kolmogorov-Smirnov			Shapiro-Wilk		
	<i>Statistics</i>	<i>df</i>	<i>Sig</i>	<i>Statistics</i>	<i>df</i>	<i>Sig</i>
Job Performance	.078	95	.188	.985	95	.330
Mindfulness	.065	95	.200	.986	95	.402
Work-Family Conflict	.118	95	.002	.960	95	.006
Resilience	.108	95	.009	.977	95	.093

Note. *d.f.*= Degree of freedom, *Sig* = Significant value

To sum up, work-family conflict violated the assumptions of histogram and Kolmogorov-Smirnov's or Shapiro-Wilk's normality test while resilience violated the assumptions of Kolmogorov-Smirnov's test. However, among the five normality indicators, all the four variables fulfilled the assumptions of three (P-P plots, skewness, kurtosis) out of the five normality indicators. Most variables also passed four out of the five normality indicators, except for work-family conflict, which only passed three out of five tests. Despite this, the data can still be considered normally distributed.

Pearson Product-Moment Correlation (PPMC)

To discover the linear relationship between two variables, a Pearson correlation analysis was performed before the multiple regression analysis. Table 4.5 shows the relationship between independent variables (resilience, work-family conflict, and mindfulness) and job performance.

***H*₁: Mindfulness significantly correlates to job performance among working adults in Malaysia.**

The hypothesis is supported. As shown in Table 4.5, mindfulness is significantly and positively correlated with job performance ($r = .380, p < .01$), which indicates that when the working adult is more mindful, job performance will increase. Mindfulness has a low strength of relationship with job performance as the coefficient range is between ± 0.2 to ± 0.4 (Patrick et al., 2018).

***H*₂: Resilience significantly correlates to job performance among working adults in Malaysia.**

The hypothesis failed to be supported. According to the result in Table 4.5, resilience is not significantly correlated with job performance ($r = .123, p = .235$).

***H*₃: Work-family conflict significantly correlates to job performance among working adults in Malaysia.**

The hypothesis is supported. Table 4.5 shows that work-family conflict is significantly and negatively correlated with job performance ($r = -.342, p < .01$). The result indicates that when work-family conflict increases, job performance among working adults in UTAR and UTAR Hospital decreases. Work-family conflict displays a low relationship strength with job performance as the coefficient range is between ± 0.2 to ± 0.4 (Patrick et al., 2018).

Table 4.5*Pearson Product-Moment Correlation Coefficient*

Variable	M	SD	1	2	3	4
1. Mindfulness	65.56	12.059	1	-.411**	.297**	.380**
2. Work-Family Conflict	31.84	11.841	-.411**	1	-.328**	-.342**
3. Resilience	19.52	3.017	.297**	-.328**	1	.123
4. Job Performance	52.69	8.162	.380**	-.342**	.123	1

Note. N=95

** $p < .01$.

Assumptions of Multiple Linear Regression (MLR)*Independence of Errors*

The value of Durbin-Watson test is 2.103 as shown in Table 4.6, which is within the range of 1 to 3. The result shows no violation of the assumption of independence of errors.

Table 4.6*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.431	.186	.168	7.443	2.103

Normality of Residual, Linearity, and Homoscedasticity

The scatterplot of standard predicted value against the standard residuals showed that the assumptions are met as the residuals are uniformly and randomly scattered along the line at zero value (refer to Appendix E).

Multicollinearity

Table 4.7 shows the results of variance inflation factor (VIF) and tolerance. Multicollinearity was tested using these two indicators. According to Kasali et al. (2014), tolerance value should be above .10, while VIF value should be below 10 in order to show no violation on the multicollinearity. Thus, table 4.6 shows that all the variables have met the assumptions.

Table 4.7

Collinearity among Variables

Model		Collinearity Statistics	
		Tolerance	VIF
1	Resilience	.861	1.162
	Work-Family Conflict	.784	1.275
	Mindfulness	.802	1.248

Influential Cases and Multivariate Outliers

10 potential outliers among 95 participants of the present study were shown in Table 4.8. Centered-leverage value, Cook's distance and Mahalanobis Distance were used to examine

outliers in the current data set. Compared with Leverage Value (Leverage =0.04), the cut-off points for Centered-leverage Value were twice the value of Leverage, thus the cut-off points for Centered-leverage Value are 0.08 (Hoaglin & Welsch, 2012). None of the cases showed violation of the rule of thumb for Centered-leverage Value. Cook's distance's cut-off point was 1 (Cook & Weisberg, 1982). 10 cases were shown with a value of Cook's distance that less than 1 which indicated no violation towards Cook's distances. The cut-off points for Mahalanobis Distance were 15. The Mahalanobis Distance of all 10 cases did not exceed the cut-off points. Since these 5 cases have no violations in the 3 residual statistics, they are not considered influential cases and do not need to be excluded from the data set.

Table 4.8

Casewise Diagnostics for Job Performance

Case Number	Std. Residual	Mahalanobis Distance	Cook's Distance	Centered-leverage Value
11	-1.708	2.069	.034	.022
12	-2.153	1.092	.036	.012
18	-2.073	2.103	.050	.022
46	1.468	2.537	.029	.027
50	1.110	4.026	.024	.043
54	1.832	1.167	.027	.012
57	-1.848	.787	.022	.008
69	1.402	1.443	.018	.015
87	1.565	2.045	.028	.022

95	-1.013	3.252	.017	.035
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Multiple Linear Regression (MLR)

The predictive effects of work-family conflict and mindfulness on job performance are examined by using multiple regression analysis. According to the ANOVA table (Table 4.9), $F(2,94) = 10.519$, $p < .001$, and explained 16.8 % of the variation.

Table 4.9

ANOVA Table for Regression

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	1165.473	2	582.737	10.519	<.001
	Residual	5096.674	92	55.399		
	Total	6262.147	94			

Note. $R^2 = .186$, Adjusted $R^2 = .168$

H_4 : Mindfulness and work-family conflict significantly predict job performance among working adults in Malaysia.

The hypothesis is supported. The result shows a significant positive relationship between mindfulness and job performance among working adults in UTAR and UTAR hospitals ($\beta = .289$, $p = .006$). The result indicates that higher mindfulness will cause higher job performance in working adults. Besides that, the result also displays a significant and negative relationship between work-family conflict and job performance among working adults in UTAR and UTAR

hospital ($\beta = -.223, p = .033$). The result shows that when working adults face role conflict between work and family, they perform poorly. By referring to the standardized beta values, mindfulness ($\beta = .289, p = .006$) has greater impact on job performance among working adults in UTAR and the UTAR hospital as compared to work-family conflict ($\beta = -.223, p = .033$).

Table 4.10

Regression Coefficients of Job Performance

Variable	Model 1			
	<i>B</i>	β	SE	<i>p</i>
(Constant)	46.852		7.812	<.001
Work-Family Conflict	-.154	-.223*	.071	.033
Mindfulness	.195	.289*	.070	.006

* $p < .05$.

Chapter 5

Discussion and Conclusion

Discussion

Mindfulness and Job Performance

According to the correlation coefficient of mindfulness and job performance, they are significantly and positively correlated at low strength. The result shows consistency with the hypothesis of the current study. Few past studies have also indicated that mindfulness significantly correlates with job performance (Charoensukmongkol & Pandey, 2021; Yagil et al., 2023).

Yagil et al. (2023) claim that mindfulness can enhance cognitive processes associated with job performance by enhancing mental flexibility and alertness while minimizing distraction and error. The researchers also reiterate the significance of mindfulness in dynamic work environments (Yagil et al., 2023). One of the workplaces that are dynamic and undergoing rapid change is educational institutions. This is owing to the fact that in the current pandemic situation, working adults must adapt to new teaching techniques, which as lecturing online and providing support for students (Aucejo et al., 2020). Another study conducted by He et al. (2023) shed light on the significant correlation between mindfulness and job performance by stating that the trait of mindfulness will help working adults become more spiritual at work and help them understand the purpose of their work. They will be committed to their task and passionate about it, which will enhance their performance. Another study proved that mindfulness correlated with job

performance, as mindful working adults might be more willing to make changes on themselves (Merdiaty et al., 2022). When they are willing to improve themselves, then the mindful working adults will then develop a higher job performance (Merdiaty et al., 2022).

Thus, with several pieces of evidence supporting this, although mindfulness and job performance showed a weak positive correlation in the current study, it is still worth further analysis by using regression analysis to see if mindfulness can predict job performance after excluding the effects of confounding variables.

Resilience and Job Performance

The hypothesis fails to be supported. The results showed that resilience does not significantly correlate with job performance among working adults in Malaysia. According to Youssef and Luthans (2007) found that employee resilience does not contribute to variation in work-related outcomes of job performance. Therefore, resilience can be particularly valuable in situations characterized by adversity, such as natural disasters or significant organizational changes (Luthans et al., 2005). Based on the studies, resilience may correlate an individual's work performance when there are crucial changes in the organization such as strategic change, people-centric organizational change, and structural change.

Besides that, the non-significant correlation between resilience and job performance among working adults in UTAR and UTAR Hospital could be explained by the presence of other moderators such as job demands and working experiences. Those with high levels of resilience may do better in stressful jobs, but the association may not hold for those with less demanding jobs (Shatté et al., 2017). Hence, other confounding variables may be one of the factors responsible for the non-significant correlation between resilience and job performance.

Moreover, the average working experience of the participants was 11.58 years, which indicated that most participants have long working experiences. The long working experiences possibly affected their level of resilience. Specifically, senior working adults have acquired stress-reduction strategies. The learned stress-reduction strategies could moderate the correlation between resilience and job performance among participants (Zapater-Fajari et al., 2021).

Paradoxically, the stress level among these senior working adults in UTAR and UTAR Hospital are excessively high, rendering them to feel nearly burn out and making them to have difficulty in working at their fullest.

A study by Rego (2010) stated that there is no significant correlation between any psychological capitals including resilience and supervisor-rated performance. The reason for this could be that employees perceive the supervisor evaluations as highly biased. Based on the bias, the employees cannot bounce back from the negative emotion and also may receive limited feedback or not accept feedback from their supervisor to improve their job performance. The supervisor's evaluation bias may affect employee's resilience in dealing with job performance outcomes.

Last but not least, most participants in the current study are administrative staff and lecturers in UTAR; fewer are UTAR hospital staff, whose job stress, work intensity, work trauma, working environment, and other elements may be the potential factors that affect the correlation between resilience and job performance. As a result, it is possible that resilience is not the main reason for correlating the target participants' job performance.

Work-family Conflict and Job Performance

The correlation coefficient of work-family conflict and job performance's result is significantly negative, and it is consistent with the research hypothesis. It has indicated that the greater the work-family conflict has towards the workers, the job performance will decrease more. Based on this significant result, studies showed similar results (Obrenovic et al., 2020; Rini et al., 2020).

The work-family conflict and job performance have been found to have a negative and significant effect towards the workers' performance, this result can be strengthened by Tualai and Aima (2022). This research stated that little conflict between two parties might be helpful to let the workers have motivations to improve their job performance; however, when many conflicts between work and family influence workers to become dysfunctional and cause a reduction in job performance level. Hence, when work-family conflict increases, job performance decreases. Furthermore, due to the conflict occurring when the person tries to fulfil both role requirements at the same time, the quality of the output will not be able to reach the level that both parties are willing to have, which correlates when the work and family conflict increase at the same time, the job performance will drop due to the worker's performance level (Dwijayanti & Riana, 2018).

Subsequently, according to Şahin and Yozgat (2021), when there is a conflict between work and family, due to a lack of necessary resources like energy to help them engage, the worker's performance will reduce. When a family issue arises, if the father or mother needs to take care of the children, it will cause role conflict in spending time or energy to deal with their job and directly decrease job performance. In addition, Yan et al. (2022) also supported that

when individuals face more work and family conflict, they will need to put in extra effort to cope with these two roles' stress, which will then reduce the person's available resources and decrease job performance. The work-family conflict is especially stronger when it meets those individuals that have married.

Mindfulness and Work-Family Conflict towards Job Performance

The result showed that mindfulness and work-family conflict have a significant relationship towards job performance among working adults in Malaysia, which is consistent with the hypothesis in the current research study.

In the current study, the result further indicates that mindfulness has a significant and positive relationship with job performance. The result of a significant and positive relationship between mindfulness and job performance is aligned with the previous findings (Ahmad, 2019; Bajaba et al., 2021; Tiwari & Garg, 2019). Hence, the higher job performance of working adults is predicted by their higher level of mindfulness.

A study by Aydoğmuş (2022) found that mindful working adults will have fewer negative thoughts and affection. By possessing fewer negative thoughts and affection, they will then develop a higher level of self-esteem (Aydoğmuş, 2022; Johnson et al., 2020). The high self-esteem will then enable working adults to feel connected to the world, and this perception can connect employees' impressions of themselves to better work outcomes which include job performance (Krauss & Orth, 2021). Another reason that mindful working adults have an impact on their job performance is that they have a higher level of stress-coping abilities, tend to view events more objectively and have the ability to assess the surroundings in a tolerant and unbiased manner (Menardo et al., 2022). Despite these traits, working adults can face and deal with any

uncertainties in the workplace during the COVID-19 pandemic, thus impacting their job performance (Saleem et al., 2021).

Besides that, the result is supported by the study conducted by Dust et al. (2021), which stated that working adults with trait mindfulness could prevent themselves from experiencing a downward spiral of job performance, especially when the job is demanding. Thus, during the COVID-19 pandemic, most working adults in tertiary education faced increased workloads and time constraints when course delivery shifted to the internet (Taylor & Frechette, 2022). Given the demanding workload, mindful working adults can motivate themselves from experiencing decreased job performance. This is because working adults that practice mindfulness act with greater awareness and purpose. They are more likely to act on the level of motivational control that they autonomously generate and are consistent with attaining their goals rather than letting unconscious cues decide their motivation levels (Schuman-Olivier et al., 2020). Another study provides more evidence that mindfulness is one of the personal resources that have the ability to help working individuals in Malaysia reduce workplace stress and improve their overall well-being and job performance (Janssen et al., 2020). This statement is aligned with the theoretical framework in the present study, which is the JD-R Model. Consequently, the result is consistent with the study's hypothesis that mindfulness significantly predicts job performance among working adults in Malaysia.

Based on the study's demographic data, most of the participants work at UTAR educational institution. According to a study conducted by Wahyudi (2022), lecturers have a tremendous workload. Explicitly, lecturers who are working at UTAR need to have higher mindfulness in performing their duties because most of them need to multitask which requires total concentration. For instance, it is essential for lecturers at UTAR to multitask because they

must not only deliver lectures, mark assignments and administer exams, but also set aside time for consultations with academic advisees and other students who have questions about the subjects they are teaching. In addition, lecturers need a higher level of attention to accomplish their duties well because they have more work to do with a higher degree. Other administrative staff from UTAR also need to have a higher level of mindfulness to address questions from students while completing their own tasks. Thus, practising mindfulness can have a favourable effect on how well working adults perform at the workplace.

On the other hand, work-family conflict negatively and significantly predicts job performance among working adults in Malaysia. Similarly, past studies stated that work-family conflict is a significant negative predictor of job performance. Most of the reasons that caused this result is due to working adults' emotional exhaustion and time limitation between the role in family and workplace (Asbari et al., 2020a; De Clercq et al., 2020; Zainal et al., 2020).

Besides that, a meta-analysis stated that when working adults are wedged between work-family conflict and job performance, undeniably, it brings working adults a lot of stress as they may feel everything is hustled. This will eventually affect working adults' well-being linked to their work attitude and directly cause poor job performance (Zhao et al., 2020). However, when working adults balance the work-family conflict and job performance, it can enrich their life, whether in their personal life or the workplace (Zhao et al., 2020). Furthermore, the current research would indicate that due to COVID-19, Malaysia is forced to have the movement control order (MCO) period. The work-family conflict is more troublesome compared with the normal period as most of the work-from-home base's workers will always stay at home but need to work on time as well. According to Asaari and Desa (2021), during the MCO period, working adults will need to mitigate the conflict between work and family. Besides, the working adults hope to

get their organization's help by providing family counselors and referring them to agencies or related authorities. In addition, the government should also support the organization to help the workers, as a lack of productivity will lead to economic downfall. Besides, during the MCO period, the work-from-home basis will be able to let the worker, either father or mother, take care of their children or family affairs; however, due to they have more free time to do work and family issues means that they have erratic hours to spend time on both roles which lead to mental illness and lack of rest time (Roslee et al., 2021). To elaborate more on the result, the research study was conducted at UTAR Kampar campus, Sungai Long campus and UTAR hospital. The average age is 36 years old, and among UTAR lecturers, UTAR management staff and UTAR hospital staff, the majority are lecturers in UTAR Kampar campus. They will definitely experience work and family conflict in their life which will cause them stress or burnout as in the age of about 36 years old, a normal person already needs to handle most of the responsibility on the family side or take care of their family; and at the same time as a UTAR staff they will also have their own position's responsibility to deal with every single day. Therefore, a person who has to face a lot of different tasks should have enough energy and resources in order to deal with it (An et al., 2020). In short, it is predictable that the work-family conflict will cause the job performance to decrease due to the multiple responsibilities from different roles.

Implications of Study

Theoretical Implications

The job Demand-Resources (JD-R) Model underpinned in the current study was initiated by Bakker and Demerouti (2007). Mindfulness (Huang et al., 2022) and resilience (Grover et al., 2018) are considered job resources that aid working adults in coping with job performance. In

contrast, work-family conflict (Javed, 2022) is considered a job demand that affects working adults' well-being and their job performance. In the current study, work-family conflict is found to be a significant negative predictor towards job performance. Mindfulness is also one of the components that will affect job performance. Although in this study, mindfulness has not been tested to confirm as a positive or negative predictor of job performance, the current study has filled up the research gap on the relationship between mindfulness and work-family conflict towards job performance among working adults in Malaysia. It can be confident to state that mindfulness, and work-family conflict has a significant relationship with job performance, and future studies can focus on exploring the relationship magnitude between mindfulness and job performance.

Even though resilience is not significantly predicting job performance in the current study. A study found that the capacity for personal adaptation to difficulties and endurance of job demands is reflected in resilience in the workplace (Ojo et al., 2021). Resilience enables people to remain focused on their work, which optimizes and stabilizes their performance at work (Pascarini et al., 2021). Resilience is, therefore, evidently a possible predictor of job performance.

To sum up, mindfulness and work-family conflict are significant predictors of job performance. To be specified, work-family conflict is a significant negative predictor of job performance. Resultantly, the findings from the current research only reflect the conclusions that work-family conflict and mindfulness are significant predictors of job performance among working adults in Malaysia.

Practical Implications

This study may raise the awareness of society and the public, like the workers, human resources department and organizations, to inspire more or even rethink what will impact their job performance. Subsequently, based on this study, they would eventually have a better knowledge about what types of relationship mindfulness, work-family conflict and resilience will have with job performance as the public know its importance will relate to the effectiveness and productivity of a company. The result of this study may also get the researcher's interest due to the different results from previous studies.

The collected results from UTAR staff indicate that resilience may not be helpful to the worker's job performance which states that resilience and job performance should be not significant. This result shows differences from previous studies if, according to Nadeem et al. (2019), resilience has a nearly indisputable impact on a worker's job performance. Therefore, in this study's result, the possible reason may be due to a person with overmuch resilience will cause the person to always tolerate and have poor leadership skills (Mahdiani & Ungar, 2021). Hereafter, this type of worker is not fulfilling what companies need as it will decrease job performance consistently. However, not to directly ignore resilience, the respective authority can pay attention to how mindfulness and work-family conflict influence worker's job performance as there might be a potential direction to investigate more.

Subsequently, job performance is always the important element to define whether working adults prove to the company they are indispensable. Hence, if the workers' job performance drops, the company may refer them to the human resources department or counsellor to identify the sudden issue. If the severity level is high, the company must seek

mental health services such as Aloe Mind, HumanKind Community Counseling and MentCouch Psychology Centre to maintain or increase job performance.

Limitations of Study

To interpret the findings of this study, some limitations must be considered. Firstly, it is about the use of self-administered questionnaires. The use of self-administered questionnaires will possibly cause social desirability bias (Mondal & Mondal, 2018). Participants may be concerned about their identity being exposed, leading them to rate higher scores in certain survey questions to maintain their good image. This may cause participants to answer questions dishonestly or based on what they believe is socially acceptable.

Besides that, although the cross-sectional design of this study is cost-effective and simple to carry out, it prevents the inference of causal relationships between predictors and the outcome variable as individuals are not followed up on over time in cross-sectional research (Wang & Cheng, 2020). To be further specific, the changes in participants' perceptions of how resilience, mindfulness, and work-family conflict will impact their job performance in the future could not be examined by the cross-sectional design.

A further drawback is the selected scales' items are perplexing due to lack of examples and elaborations, which may cause participants to interpret the items inaccurately. For instance, one of the confusing items in the Work-Family Conflict Scale (WAFCS) is that “My family misses out because of my work commitments”. Participants may feel the term “work commitments” is too vague, thus resulting in inappropriate responses.

Recommendations of Study

In addition to self-administered surveys, future researchers should use various data collection techniques, including peer reports, significant others' ratings, and family members' ratings. By using multiple data collection techniques, the probability of getting authentic results will be increased. For instance, peers and family members of the targeted participants observe the complaining behaviour towards the organization of targeted participants which targeted participants unrealized about. Thus, by comparing the discrepancy in the responses between peers' reports, family members' ratings and self-report will increase the possibility to the actual responses of participants' actual job performance. Therefore, social desirability bias will have less impact on the results.

Besides that, to counteract the limitation of cross-sectional design that was applied in the current study, which was the inability to examine the causal relationship between resilience, mindfulness and work-family conflicts toward job performance, a longitudinal research design should be carried out in future research. Repeated measurements provided the basis for longitudinal data (Le-Rademacher et al., 2019) in which each participant's conditions (resilience, mindfulness, and work-family conflict) and job performance level were evaluated at various intervals. Thus, future research should be conducted in longitudinal research design to examine the changes in the level of resilience, mindfulness, and work-family conflicts among participants and how these changes affect their job performance.

To solve the perplexity of the selected scales' items, the items of the Work-Family Conflict Scale (WAFCS) should be revised in future research. One of the suggestions to be given to make the scale item more understandable is that change the item to "Because of my long

working hours, I missed out on spending time together with my family.” By specifying the work commitment to “long working hours”, participants may feel more relatable to them and have a higher tendency to select an appropriate response based on their current situations.

Conclusion

Work performance is necessary for an organization to succeed in a competitive business climate, and it also helps the economy of a country grow. In previous studies, there are several elements that can correlate to the outcome of the job success of the employee. Employees who build a mindfulness and health psychology mindset can be encouraged in the job engagement to lead to the success of job performance (Huang et al., 2022).

Studies of Hosgör and Yaman (2021) mentioned resilience as the capacity to effectively cope with various negative events and adjust to demanding environments. The resilience of the employee can bounce back from the negative situation and transfer into positive learning experiences, which help them to deal with challenging conditions in the workplace.

Conflict between work and family often leads to an imbalance in roles and responsibilities, creating pressure and stress for individuals trying to balance their work and family commitments (Asbari et al., 2020a). Which could affect an employee's effectiveness at work based on the level of the circumstances.

To sum up, research objectives of this study have been fulfilled, which are to test the relationship between resilience, mindfulness, and work-family conflict towards job performance among working adults in Malaysia. The study design was quantitative correlational, and data was collected from 95 adults who worked at UTAR's various facilities using purposive sampling. Participants were asked to read and agree to the offered introduction, agreement form, and

consent form before completing the survey form, which was distributed through various channels.

The study revealed that mindfulness and work-family conflict are significant predictors of job performance. To be specified, work-family conflict is negatively predicting job performance. Contrastingly, resilience is a non-significant predictor of job performance. This study expands an additional understanding of the relationship between mindfulness, resilience, work-family conflict, and job performance among Malaysian working people, giving valuable information for organizations and policymakers seeking to improve workplace performance.

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Appendices

Appendix A

Appendix A1: Effect Size Calculation

Table 2. Mean, SD, and Correlations (N = 327)

	Mean	SD	1 NS	2 NP	3 EGM	4 MFT	5 AUT	6 COMP	7 RTD	8 BNS	9 JP
NS	24.53	6.12		0.66**	0.62**	0.62**	0.42**	0.36**	0.38**	0.39**	0.42**
NP	21.99	3.24			0.68**	0.65**	0.43**	0.35**	0.34**	0.38**	0.45**
EGM	17.78	5.12				0.65**	0.49**	0.45**	0.44**	0.36**	0.47**
MDF total	60.11	10.38					0.44**	0.31**	0.28**	0.35**	0.44**
Autonomy (AUT)	30.91	6.28						0.73**	0.65**	0.85**	0.55**
Competence (COMP)	28.68	7.23							0.61**	0.85**	0.43**
Relatedness (RTD)	37.58	9.57								0.87**	0.48**
BNS	96.04	20.25									0.51**
JP	41.43	4.21									

Source: Authors' own work.

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

Effect size for mindfulness (Tiwari & Garg ,2019) and job performance

$$f_1^2 = \frac{(0.44)^2}{1 - (0.44)^2} = 0.240$$

Table 1: Correlations

		Employees Work Performance	Employee Resilience
Employees Work Performance	Pearson Correlation	1	.494**
	Sig. (2-tailed)		.000
	N	70	70
Employee Resilience	Pearson Correlation	.494**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

Source: Survey Data, 2018

$$f_2^2 = \frac{(0.494)^2}{1 - (0.494)^2} = 0.323$$

Table 4: Correlation showing the relationship between work-family-conflict and job performance among working mothers

Variable	Mean	Std. Dev.	N	R	P	Remark
Work-Family-Conflict	22.0863	2.8313	255	0.495	.000	Sig.
Job Performance	25.2627	3.4249				

Table 4 revealed that there was significant relationship between work-family-conflict and job performance of working mothers ($r = 0.495$, $n = 255$, $P < .05$). The Null hypothesis is rejected. This means that work-family-conflict had a significant influence on job performance of working mothers.

Ho2: There is no significant relationship between family-work-conflict and job performance among working mothers

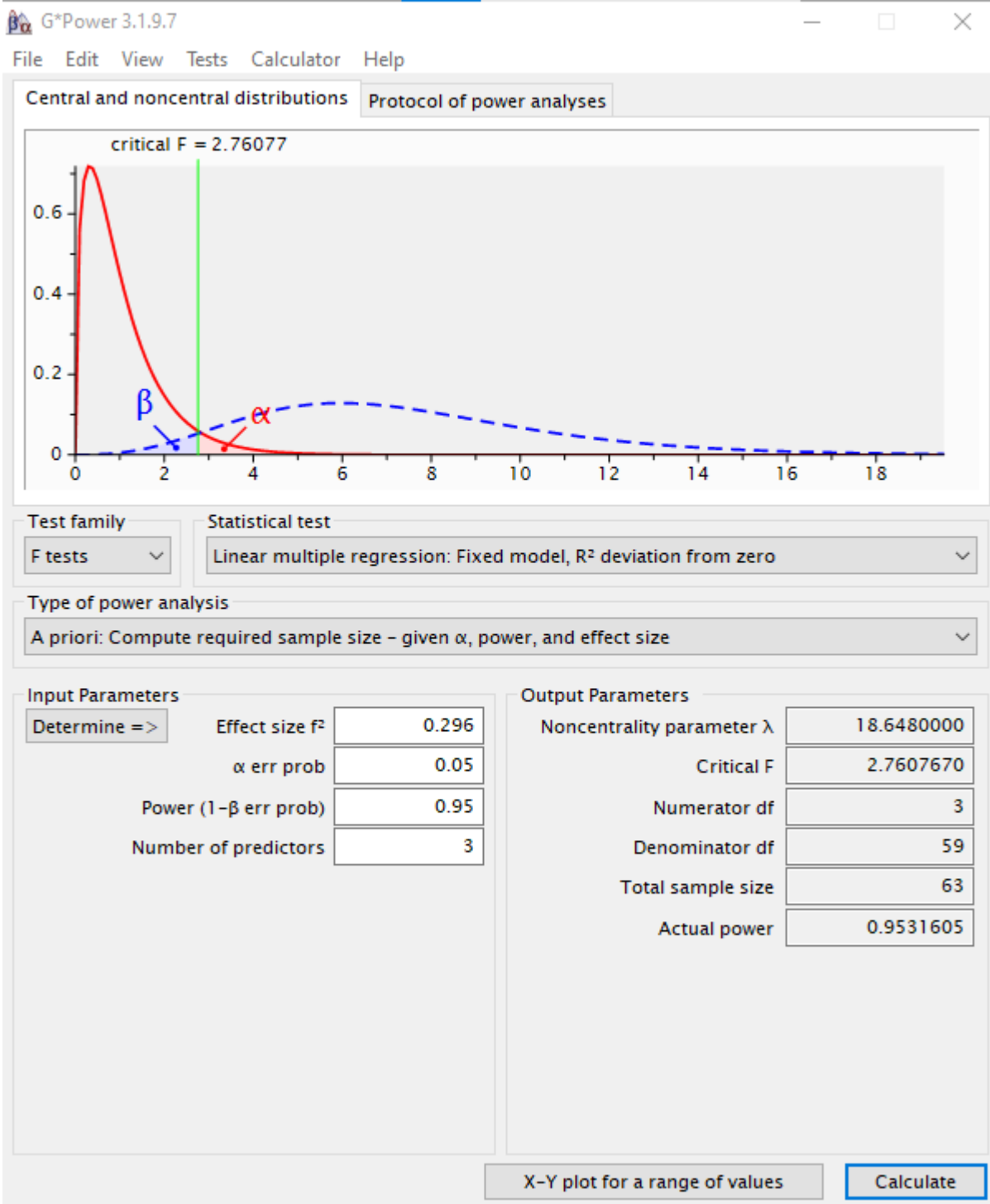
Effect size for work-family conflict (Ajala, 2017) and job performance

$$f_3^2 = \frac{(0.495)^2}{1 - (0.495)^2} = 0.325$$

Total effect size

$$f^2 = \frac{0.240 + 0.323 + 0.325}{3} = 0.296$$

Appendix A2: G-Power Calculation



Appendix B

Qualtrics Questionnaire



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(90703A)

Department of Psychology and Counselling Faculty of Arts and Social Science Universiti Tunku Abdul Rahman

Introduction

We would like to conduct a research study to investigate the Mindfulness, Resilience, and Work-Family Conflict Predict Job Performance Among Working Adults in Malaysia.

You are invited to participate in this study, if you are:

- (1) A working adult in UTAR or UTAR Hospital
- (2) Have a minimum of 1-year working experience in any areas
- (3) Aged between 21 to 60 years old

Procedures and Confidentiality

The following questionnaire will require **approximately 15 minutes** to complete. All information provided will remain **private and confidential**. The information will only be reported as group data with no identifying information and only used for academic purposes.

Participation

All the information collected will remain **anonymous and confidential**. Your information will not be disclosed to any unauthorized person and would be accessible only by group members. Participation in this study is voluntary, you are free to withdraw with consent and discontinue participation anytime without prejudice. Your responses will be coded numerically in the research assignment for the research interpretation. Your cooperation is highly appreciated.

If you choose to participate in this survey, please answer all the questions honestly and return the completed questionnaire shortly.

PERSONAL DATA PROTECTION NOTICE

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

1. Personal data refers to any information which may directly or indirectly identify a person which could include sensitive personal data and expression of opinion. Among others it includes:

- a) Name
- b) Identity card
- c) Place of Birth
- d) Address
- e) Education History
- f) Employment History
- g) Medical History
- h) Blood type
- i) Race
- j) Religion
- k) Photo
- l) Personal Information and Associated Research Data

2. The purposes for which your personal data may be used are inclusive but not limited to:

- a) For assessment of any application to UTAR
 - b) For processing any benefits and services
-

- c) For communication purposes
- d) For advertorial and news
- e) For general administration and record purposes
- f) For enhancing the value of education
- g) For educational and related purposes consequential to UTAR
- h) For replying any responds to complaints and enquiries
- i) For the purpose of our corporate governance
- j) For the purposes of conducting research/ collaboration

3. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

4. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

5. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

6. By submitting or providing your personal data to UTAR, you had consented and agreed for your personal data to be used in accordance to the terms and conditions in the Notice and our relevant policy.

7. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

8. You may access and update your personal data by writing to us at:

Teoh Yi Wen (teohyiwen0713@1utar.my)

Cheah Jie Min (cheahjmin@1utar.my)

Lott Sin Yee (cindylott@1utar.my)

Acknowledgement of Notice

I have been notified and that I hereby understood, consented and agreed per UTAR above notice.

I disagree, my personal data will not be processed.

Are you currently an employee of UTAR or UTAR Hospital ?

Yes, I am an employee of either of them.

No, I am not an employee of either of them.



Instructions: The following questions relate to how you carried out your work during the past 3 months. In order to get an accurate picture of your conduct at work, it is important that you complete the questionnaire as carefully and honestly as possible. If you are uncertain about how to answer a particular question, please give the best possible answer.

	0 (Seldom)	1 (Sometimes)	2 (Regularly)	3 (Often)	4 (Always)
I managed to plan my work so that I finished it on time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I kept in mind the work result I needed to achieve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to set priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to carry out my work efficiently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I managed my time well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On my own initiative, I started new task when my old tasks were completed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I took on challenging tasks when they were available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I worked on keeping my job-related knowledge up-to-date.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I worked on keeping my work skills up-to-date.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I came up with creative solutions for new problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I took on extra responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I continually sought new challenges in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I actively participated in meetings and/ or consultations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(Continued)

	0 (Never)	1 (Seldom)	2 (About Half the Time)	3 (Usually)	4 (Often)
I complained about minor work-related issues at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I made problems at work bigger than they were.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I focused on the negative aspects of situation at work instead of the positive aspects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I talked to colleagues about the negative aspects of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I talked to people outside the organization about the negative aspects of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



It seems I am "running on automatic," without much awareness of what I'm doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I rush through activities without being really attentive to them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get so focused on the goal I want to achieve that I lose touch with what I'm doing right now to get there.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do jobs or tasks automatically, without being aware of what I'm doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find myself listening to someone with one ear, doing something else at the same time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I drive places on 'automatic pilot' and then wonder why I went there.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find myself preoccupied with the future or the past.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find myself doing things without paying attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I snack without being aware that I'm eating.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[→](#)

Instructions: How strongly you agree or disagree with the following statements.

	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)
I tend to bounce back quickly after hard times.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a hard time making it through stressful events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It does not take me long to recover from a stressful event.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is hard for me to snap back when something bad happens.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I usually come through difficult times with little trouble.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I tend to take a long time to get over set-backs in my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

A) Gender:

Male

Female

B) Age

C) Ethnicity:

Chinese

Indian

Malay

Others (please specify)

D) Name of Work Unit:

UTAR Educational Institution (Kampar campus)

UTAR Educational Institution (Sungai Long campus)

UTAR Hospital

E) Marital Status:

- Single
- In a relationship but not married yet
- Married
- Divorced
- Widowed

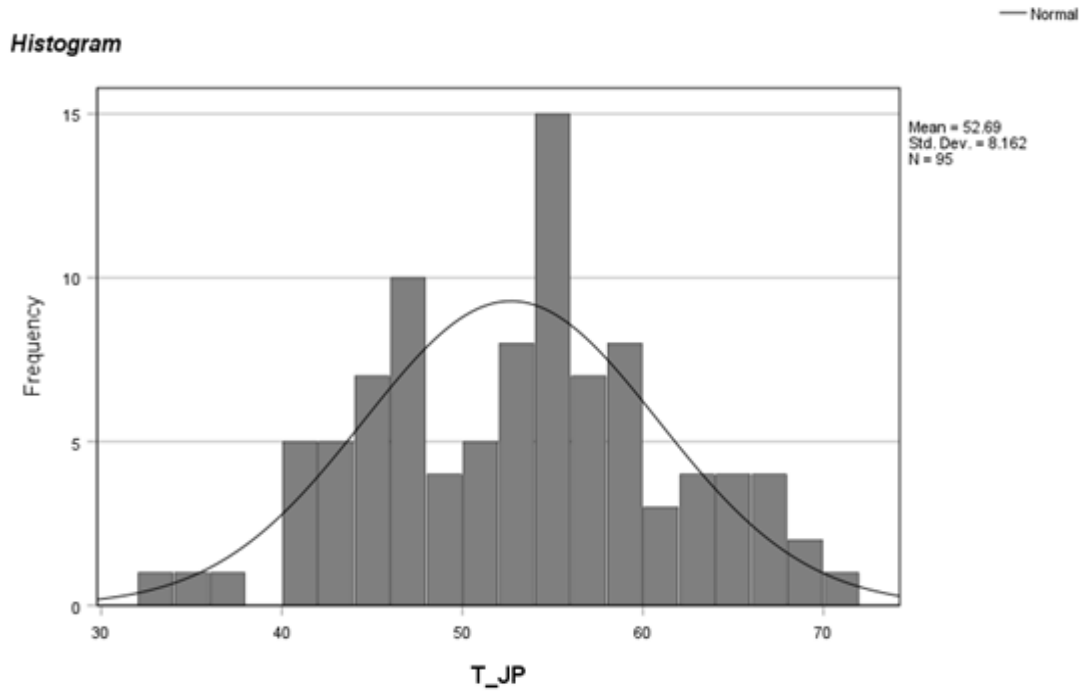
F) Years of Working Experience (e.g. 3 Years)



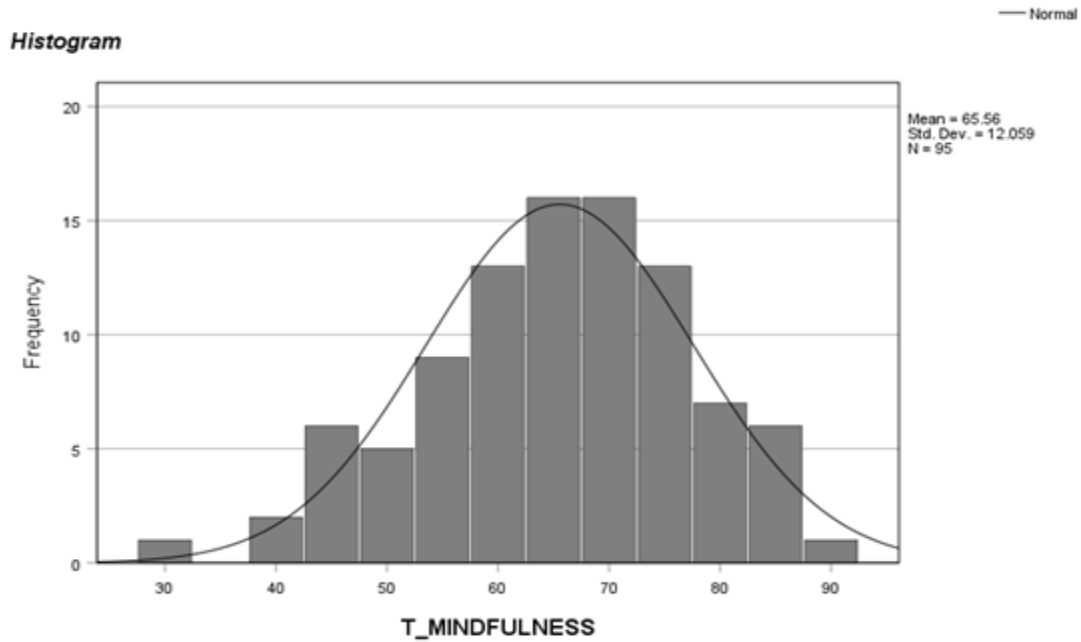
Appendix C

Histogram of Normality Test

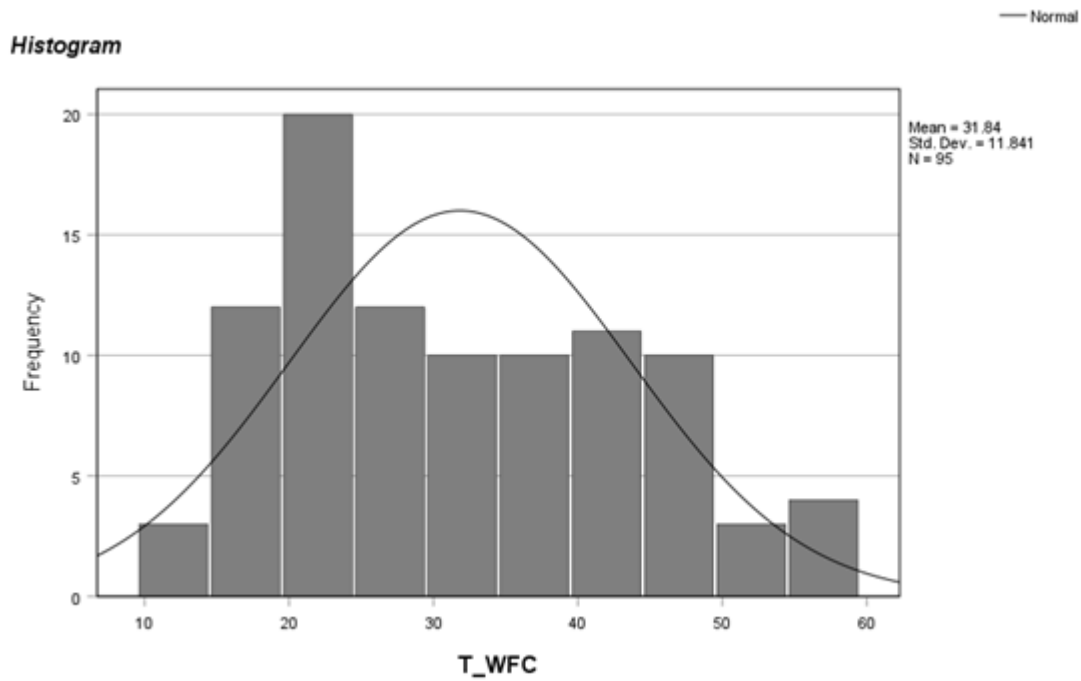
Histogram of Total Job Performance



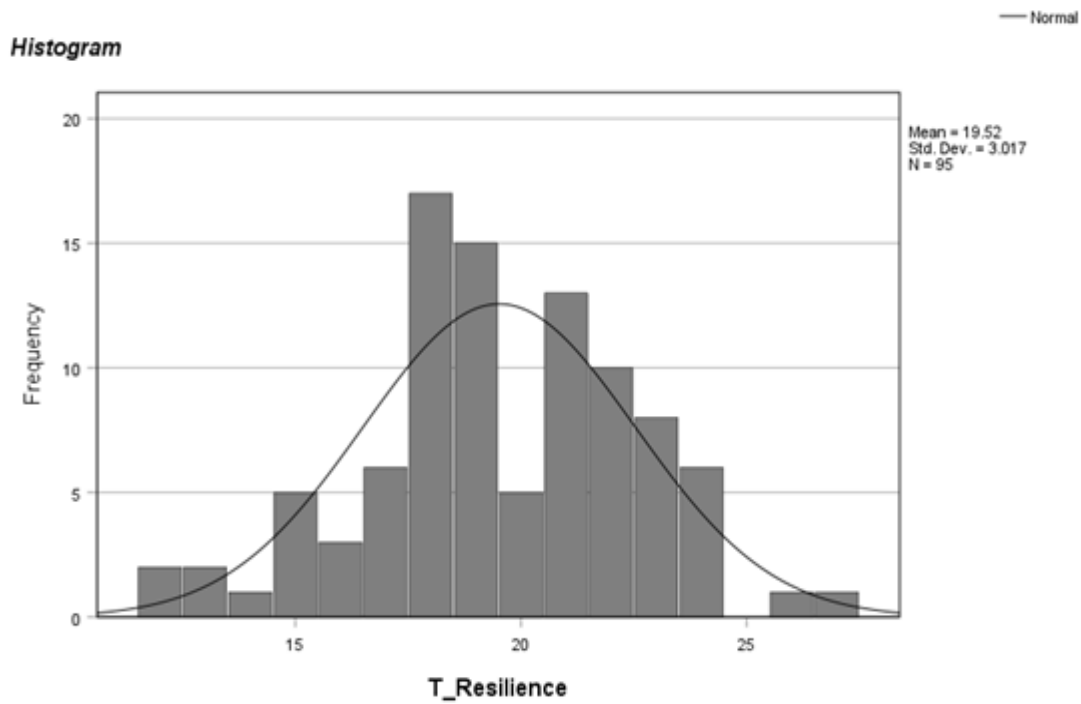
Histogram of Total Mindfulness



Histogram of Total Work-family Conflict



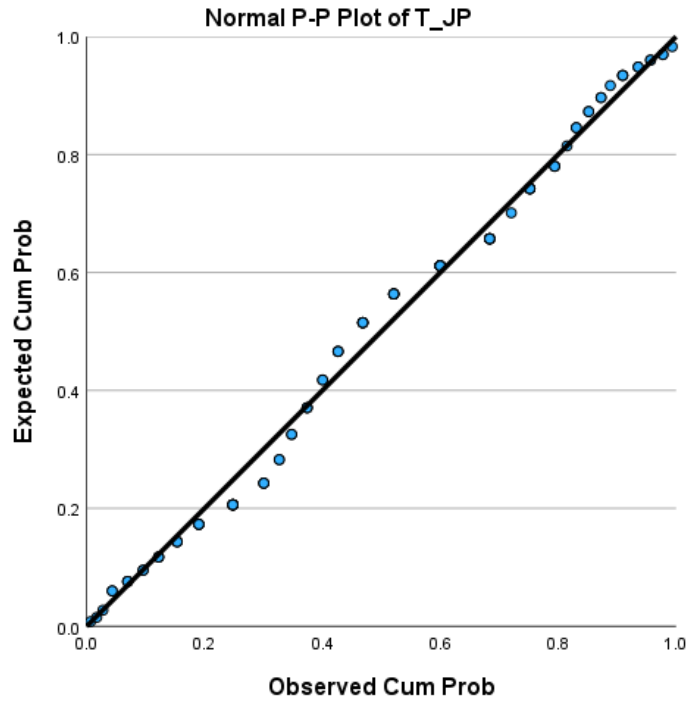
Histogram of Total Resilience



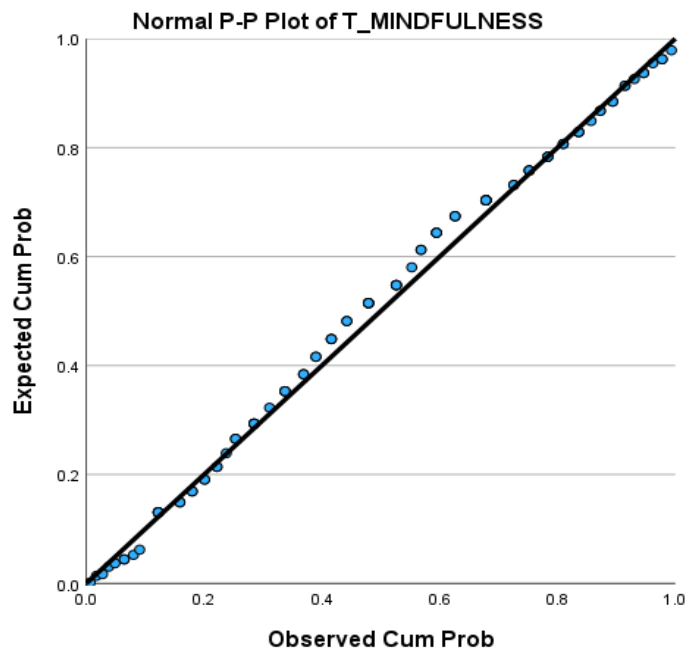
Appendix D

P-P Plot of Normality Test

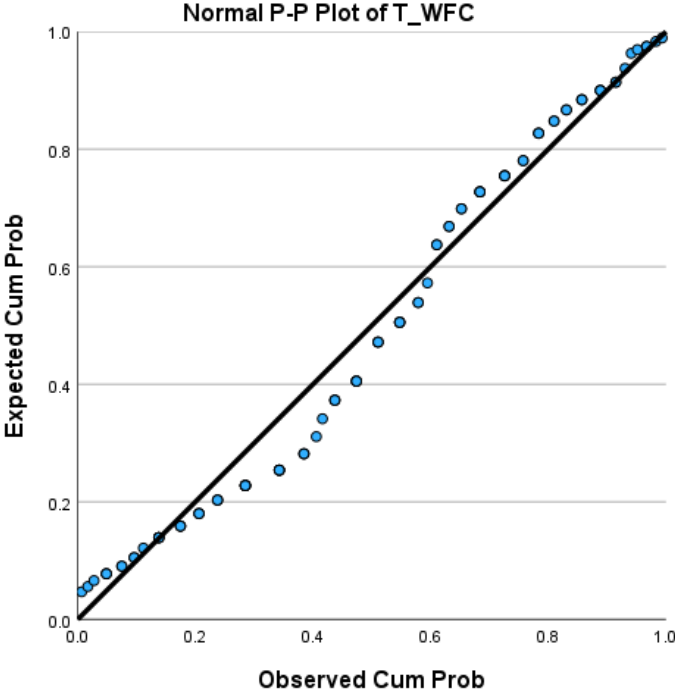
P-P Plot of Total Job Performance



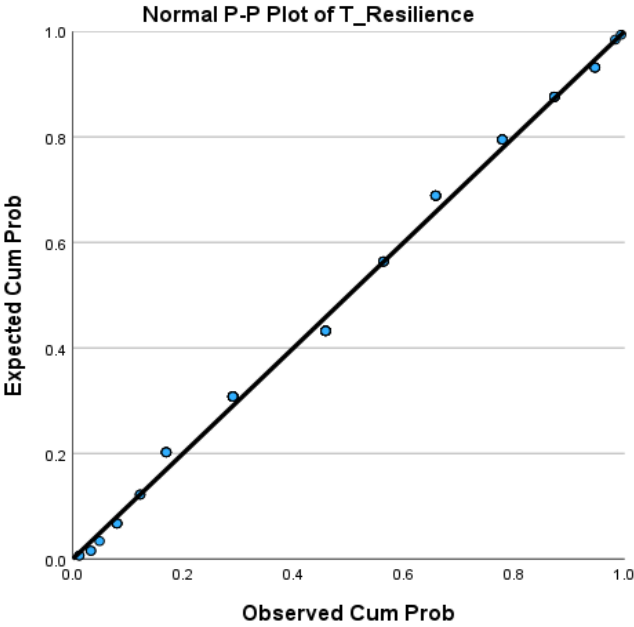
P-P Plot of Total Mindfulness



P-P Plot of Total Work-family Conflict

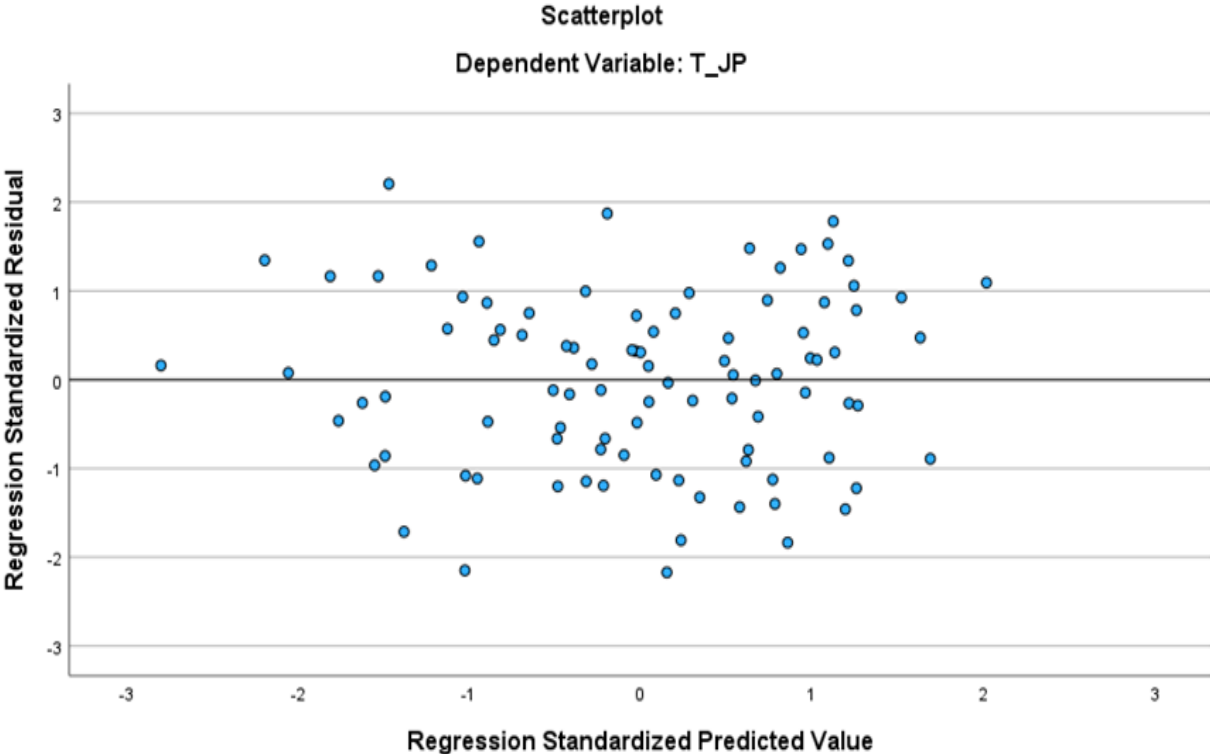


P-P Plot of Total Resilience



Appendix E

Scatterplot of Standard Predicted Value Against the Standard Residuals



Appendix F

Ethical Clearance Letter


UNIVERSITI TUNKU ABDUL RAHMAN

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Re: U/SERC/02/2023

10 January 2023

Dr Pung Pit Wan
 Head, Department of Psychology and Counselling
 Faculty of Arts and Social Science
 Universiti Tunku Abdul Rahman
 Jalan Universiti, Bandar Baru Barat
 31900 Kampar, Perak.

Dear Dr Pung,

Ethical Approval For Research Project/Protocol

We refer to the application for ethical approval for your students' research project from Bachelor of Social Science (Honours) Psychology programme enrolled in course UAPZ3013/UAPZ3023. We are pleased to inform you that the application has been approved under Expedited Review.

The details of the research projects are as follows:

No	Research Title	Student's Name	Supervisor's Name	Approval Validity
1.	Personality Traits and Masculinity as Predictors of Homophobia Among Malaysian Young Man	1. Chiew Yee Kuan 2. Esther Ching Qian Han 3. Ling Chui Hong	Dr Chie Qiu Ting	10 January 2023 – 9 January 2024
2.	Social Media Use and Self-esteem as Predictors of the Risk of Experimentation with e-cigarettes Among University Students in Malaysia: Peer Influence as Mediator	1. The Xin Rou 2. Tam Jing Yi Evelyn 3. Yap Xue Li		
3.	"The Soft Things That We Hold Onto" – A Study on the Association Between Attachment Styles, Presence of Transitional Objects and Psychological Security Among Malaysian Young Adults	1. Poon Ying Ying 2. Chow Yu Ying 3. Sam Hei Man		
4.	The Predicting Effects of Attitudes, Subjective Norms, Perceived Behavioral Control on the Intention Towards Food Waste Reduction Behavior Among Malaysian Young Adults	1. Chan Hoot Mui 2. Shirley Lok Xiao Rui 3. Tee Hui Lin	Dr Gan Su Wan	
5.	Parent-Child Relationship, Perceived Social Support, and Perceived Discrimination as Predictors of Well-Being Among LGBTQ Emerging Adults in Malaysia	1. Haw Ying Huei 2. Lee Nie 3. Yashnevathy a/p Govindasamy		
6.	Personal Growth Initiative, Self-efficacy and Social Support as Predictors of Life Satisfaction Among Undergraduate Students in Malaysia	1. Diu Jia Suan 2. Chow Wen Chung 3. Tneh Sin Lin	Dr T'ng Soo Ting	
7.	Self-esteem, Locus of Control and Hopelessness as Predictors of Depression Among University Students in Malaysia	1. Cheang Yen Thung 2. Chuah Yue Xuan 3. Kelvin Goh Wei Jin		

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



No	Research Title	Student's Name	Supervisor's Name	Approval Validity
8.	Personality Traits and Masculinity as Predictors of Homophobia Among Malaysian Young Man	1. Chiew Yee Kuan 2. Esther Ching Qian Han 3. Ling Chui Hong	Dr Chie Qiu Ting	10 January 2023 – 9 January 2024
9.	Determinants of Psychological Well-being Among Single Young Adults in Malaysia: Attitudes Towards Singlehood, Stereotypes and Social Support	1. Kan Vivian 2. Ngo Da Long 3. Wong Jia Man	Dr Nurul Iman Binti Abdul Jalil	
10.	Self-control, Chronotype, and Future Time Perspective as Predictors of Bedtime Procrastination Among Malaysian Young Adults	1. Isaac Lai Lik Jun 2. Leong Syn Jieh 3. Tan Hor Yinn	Dr Nurul Iman Binti Abdul Jalil	
11.	Perceived Stress, Resilience, Self-esteem as Predictors of Life Satisfaction Among University Students in Malaysia	1. Chueh Di-An 2. Hen Cavin 3. Lim Ya Xuan		
12.	The Relationship Between Smartphone Addiction, Internet Gaming Disorder (IGD), and Sleeping Problem (Insomnia) Among Young Undergraduate Students in Malaysia	1. Leong Lerk Yung 2. Liew Yee Hang 3. Shin Bin Shyen		
13.	Pornography Use, Body Image, and Relationship Satisfaction Among Malaysian Young Adults	1. Wong Wan Ching 2. Hen Zi Wei 3. Teeba Suriya a/p Kumar	Dr Ooh Seow Ling	
14.	Anxiety, Social Support and the Association with Psychological Well-Being Among Undergraduate Students	1. Sherine Divya a/p Pubalan 2. Nisa a/p Jothi		
15.	Loneliness and Perceived Social Support as the Predictor of Internet Addiction Among Undergraduates in Malaysia	1. Tan Jia Chyi 2. Tan Tong Yen 3. Vong Yang Yi	Dr Pung Pit Wan	
16.	Depression and Self-efficacy as Predictor to Academic Procrastination Among Undergraduate Students in Malaysia	1. Ricken Chung Li Ken 2. Tay Chong Leng 3. Joel Lee Xin Wei	Dr Pung Pit Wan	
17.	Parenting Style as Predictors of Prosocial Behaviours Among Undergraduates in Malaysia	1. Wendy Tan Syn Yao 2. Liong Chu Lam		
18.	Relationship Among Self-control, Grit and Academic Procrastination Among Undergraduates in Malaysia	1. Cheow Pui Kei 2. Lim Jo Yee 3. Yap Yee Qi	Dr Siah Poh Chua	
19.	Dark Triad Personality and Moral Disengagement as the Predictors of Cyberbullying Among Undergraduate Students in Malaysia	1. Li Xin Yan 2. Hew Hui Teng 3. Loh Shao Heng	Dr Siah Poh Chua	
20.	The Relationship Between Self-control, Coping Strategy and Online Game Addiction Among Undergraduate Students in Malaysia	1. Lim Chia Huey 2. Lim Shu Yee 3. Tan Shi Wei		
21.	Does Being Angry Dismiss Me from Moral Norm-keeping? An Experimental Study on the Mediating Relationship of Moral Disengagement on Anger and Cyberbullying Intention	1. Chen Win Chuan 2. Tanreet Kaur a/p Suakwinder Singh 3. Wong Puy Lyng	Dr Tan Chee Seng	
22.	The Relationship Between Autonomy, Subjective Socioeconomic Status, and Exposure to Alternative Partners on Social Media and Attitude Towards Singlehood Among Adults in Malaysia	1. Chong Yoke Sun 2. Denisha a/p Vislnasan 3. Lahvaanya a/p Pannir Selvem	Dr Tan Chee Seng	
23.	Intimate Partner Violence and Psychological Distress Among Couples in Malaysia: The Role of Stockholm Syndrome	1. Samantha Ng Hui Li 2. Juliana Hoo Ju Yun		
24.	The Mediating Role of Stress Between the Relationship of Perfectionism & Mental Well Being Among Undergraduates in Malaysia	1. Remkaa a/p Siva Kumar 2. Shabeena Yohanes a/p Stevenraj 3. Yugesh a/p Santara Sheeran	Mr Tan Soon Aun	
25.	The Relationship Between Mental Health Literacy, Help-seeking Behaviour, and Socioeconomic Status Among Young Adults in Malaysia	1. Ang Yu Lum 2. Ch'ng Wei Sheng 3. Chua Leewen	Mr Tay Kok Wai	



No	Research Title	Student's Name	Supervisor's Name	Approval Validity
26.	Sex Addiction is Associated with Personality, Social Circles, and Mental Health Issues	1. Loke Win Yi 2. Ng Zhen Le 3. Tev Cre Ying	Mr Tay Kok Wai	10 January 2023 – 9 January 2024
27.	The Relationship Between Body Mass Index (BMI), Social Media Intensity and Body Image on Anxiety Among Youths in Malaysia	1. Angelina Gin Ger Ong 2. Kumetni a/p Gobi 3. Shirley Jesslyna a/p Jayaseelan		
28.	Family Functioning, Childhood Trauma, and Self-esteem as the Predictors of Social Anxiety Among Malaysian University Students	1. Jivithan a/l Sasidaran 2. Merlena Ann Mariasoosai 3. Sela a/p Sobin Mondal		
29.	Relationship Between Vocal Fatigue, Emotion, and Motivation with Mask-wearing Among Kampar UTAR Educators	1. Celine Tan Si Min 2. Chong Yuen Cheng 3. Loo Xin Yan	Ms Lee Wan Ying	
30.	The Relationship Between Gender Role Attitudes, Attitudes Toward Childbearing, Family Functioning and Attitudes Toward Marriage Among Young Adults in Malaysia	1. Choo May Yan 2. Chloe Ng Chu Yin 3. Claryce Cheong Yong Qing		
31.	A Study on Materialism, Anxiety and Gender Differences in Compulsive Buying Behaviors Among Young Adults in Malaysia	1. Lim Shi Yuan 2. Lim Yit Han 3. Loh Carmen		
32.	Post-traumatic Stress Disorder (PTSD) as The Predictor of Emotional Well-being and Resilience Among Undergraduate Students During the COVID-19 Outbreak	1. Darshinee a/p Arudkanth 2. Divya Tharshini a/p Puantharan 3. Niveetha a/p Kalaiyarasan	Ms Liza Hartini Binti Rusdi	
33.	The Relationship Between Living Standard and Mental Health Literacy Among Youth in Malaysia	1. Su Kaihun 2. Chew Weng Kit 3. Vinmosha a/p K Jevaseelan		
34.	Relationship Between Loneliness, Self-esteem and Binge Eating Among Undergraduates in Malaysia	1. Ong Ting Wei 2. Ng Chien Yi 3. Lim Wei Fang		
35.	The Influence of Job Stress and Resilience on Job Satisfaction Mediated by Work-life Balance Among Lecturers in Universiti Tunku Abdul Rahman	1. Lee Jun Kang 2. Foong Wei How 3. Luo Wen	Ms Sanggari a/p Krishnan	
36.	Mindfulness, Resilience, and Work-Family Conflict Predict Job Performance Among Working Adults	1. Teoh Yi Wen 2. Cheah Jie Min 3. Lott Sin Yee		
37.	Compulsive Internet Use, Self-esteem, Self-efficacy as Predictors of Academic Procrastination Among Undergraduate Student	1. Lin Xingyi 2. Wong Xin Lynn 3. Zhan Shuwei	Ms Teoh Xi Yao	
38.	Relationship Between Self-esteem, Loneliness, Stress and Excessive Use of Social Media Among Undergraduate Students in Malaysia	1. Lee Hao Yan 2. Daniel Chow Weng Kin 3. Fong Zhen Yann		
39.	An Exploratory Study on the Impacts of Social Media on Malaysian Young Adults' Psychological Wellbeing	1. Rae Oon El Jin 2. Kelvin Lim Zhi Jian 3. Huang Jing Fei	Pn Wirawahida Binti Kamarul Zaman	
40.	A Case Study: Parenting Practices of Millennial Single Fathers and Its Effects on Children	1. Chua Ng Gie 2. Paige Chee Hui Min 3. Pearl Lee Yi Yao		



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.
- (4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

Should the students collect personal data of participants in their studies, please have the participants sign the attached Personal Data Protection Statement for records.

Thank you.

Yours sincerely,



Professor Ts Dr Faiz bin Abd Rahman
Chairman
UTAR Scientific and Ethical Review Committee

c.c Dean, Faculty of Arts and Social Science
Director, Institute of Postgraduate Studies and Research

