

## Work-Life Balance among ABC HQ Personnel toward Job Satisfaction

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### Abstract

The work-life balance has been debated periodically from time to time by various scholars around the globe. The ABC and Co especially in ABC HQ have faced this issue since the nature of work demands commitment and sacrifice towards the accomplishment of the mission and objectives. This study is to examine the work-life balance among ABC HQ personnel toward job satisfaction. The study focuses on three factors as independent variables which are Working Environment, Personal Life, and Rewards and Recognition, meanwhile, Job Satisfaction is a dependent variable.

A quantitative approach was applied to this study with data collected from questionnaires. The survey was distributed into 'Google Forms' and 300 questionnaires over 205 targeted were successfully returned as raw data. The participants involved in this study were ABC HQ personnel from various levels. The demographic data of the respondents represent descriptive statistical analysis, and the findings of the research hypotheses represent statistical analysis.

This study will help the ABC HQ to identify job satisfaction among their personnel and enable the leadership to take proactive actions addressing the issues. For policymakers, it will provide insight to the top management on the importance of work-life balance, which is interrelated with the personnel's performance. This study also will be a source of reference for other similar services of the similarities in organizational design between the Malaysian Armed Forces. For the academician, the research conducted will examine Herzberg's Two Factors Theory and contribute several data and references for further study, especially for military students.

Finally, the findings revealed that there is a positive relationship between Working Environment, Personal Life, and Rewards and Recognition with Job Satisfaction. All the independent variables have a strong significant value of ( $p < 0.05$ ) which supported the hypothesis of this study.

**Keywords:** Work-life Balance, Working Environment, Personal Life, Rewards and Recognition, and Job Satisfaction.

### Introduction

The Work-life balance has been debated periodically from time to time by various scholars around the globe. Unsatisfaction in WLB is a challenge for the organization to retain skilled and talented employees (Silaban & Margaretha, 2021). The ABC and Co especially in ABC HQ has faced this issue since the nature of work demands commitment and sacrifice towards the accomplishment of the mission and objectives. This research examines the relationships between the working environment, personal life, and rewards and recognition received that can affect job satisfaction in ABC HQ which focuses on 3 main objectives, to identify the significant relationship between working environment, personal life, and Rewards.

### Methodology

The study focuses on three factors as independent variables which are Working Environment, Personal Life, and Rewards and Recognition. Job Satisfaction as a dependent variable. A quantitative approach was applied, and the survey was distributed via 'Google Forms'. The participants involved in this study were ABC HQ personnel from several departments. The demographic data of the respondents represent descriptive statistical analysis, and the findings of the research hypotheses represent statistical analysis. This study will show a positive correlation between reward and recognition and Job Satisfaction.

According to Creswell and Creswell (2018), research design is the process of data collection, data analysis, and report writing. The survey will first be to the selected target group exposed to the crucial positions. This step might be the practical approach because it directly focuses on job satisfaction (DV). Upon completion of the initial phase, the next step is using the simple random sampling technique by disseminating the questionnaire to the remaining respondent in ABC HQ. By referring to the sampling size by Krejcie & Morgan (1970), 205 respondents from a total of 420 ABC HQ manpower is enough for sampling purposes.

This study applied a structured questionnaire as a research instrument and divided it into a structural questionnaire with previous literature and research. The questionnaire was divided into 5 sections consisting of IV and DV as well as Demographic. 300 respondents participated in this study. Data analysis was run by the Statistical Package for Social Science (SPSS).

### Demographic

The ranks show that 252 respondents or 84% from the other ranks and 48 respondents or 16% are officers served in ABC HQ.

*Table 1*

Rank

		Frequency	Percent
Valid	LLP	252	84.0
	Pegawai	48	16.0
	Total	300	100.0

Table 2 represents an overview of the gender profile of 300 respondents. The result shows that the gender is dominant by the males 285 or 95.0% and females 15 or 5.0%. It showed

that navy personnel served in ABC HQ are dominated by the man due to the culture of working and need.

Table 2

*Gender*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lelaki	285	95.0	95.0	95.0
	Perempuan	15	5.0	5.0	100.0
	Total	300	100.0	100.0	

Of a total of 300 respondents, 231 or 77.0% are married, 67 or 22.3% are bachelors and 2 or 7.0 % are widows. This cluster of married status shows each person has their own need in WLB.

Table 3

*Marital Status*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Berkahwin	231	77.0	77.0	77.0
	Bujang	67	22.3	22.3	99.3
	Duda/Janda	2	.7	.7	100.0
	Total	300	100.0	100.0	

Table 4 shows the frequency of length of service which is divided into 4 main categories and align with the ABC AND CO human resource doctrine. The length of service for 12 – 15 years is 32 or 10.7%, 15 – 18 years 46 or 15.3%, 18 years and above 107 or 35.7%, and below 12 years 115 or 38.3%. This length of service shows that personnel served in ABC HQ are dominated by the new age or service and personnel who are getting the retirement age.

Table 4

*Length of Services*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12 – 15 tahun	32	10.7	10.7	10.7
	15 – 18 tahun	46	15.3	15.3	26.0
	18 tahun ke atas	107	35.7	35.7	61.7
	Bawah 12 tahun	115	38.3	38.3	100.0
	Total	300	100.0	100.0	

Table 5 represents the frequency of basic salary for each respondent and dominant the salary below RM2,500.00 is 86 or 28.7%. Meanwhile, the middle range of salary are RM2,501 – RM3,170 is 57 or 19%, RM3,171 – RM3,970 is 65 or 21.7%, RM3,971 – RM4,850 is 43 or 14.3% and RM4,851 above is 49 or 16.3%.

Table 5

*Salary*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bawah RM 2,500	86	28.7	28.7	28.7
	RM 2,501 – RM 3,170	57	19.0	19.0	47.7
	RM 3,171 – RM 3,970	65	21.7	21.7	69.3
	RM 3,971 – RM 4,850	43	14.3	14.3	83.7
	RM 4,851 ke atas	49	16.3	16.3	100.0
	Total	300	100.0	100.0	

**Average of Independent Variables Mean**

Generally, the Working Environment is the highest (mean = 4.02). Personal Life shows the highest (mean = 3.99) and Rewards and Recognition are the lowest (mean = 3.89).

Table 6

*Average of Independent Variables Mean*

Serial	Statement	Mean
1.	Working Environment	4.02
2.	Personal Life	3.99
3.	Rewards and Recognition	3.89
<b>Average</b>		<b>3.89</b>

**Dependent Variables Mean**

**Job Satisfaction** as Dependent Variable. From the dataset, the average mean of job satisfaction is high (mean = 3.85). The statement "I'm happy with my career now is the highest (mean = 4.15) and I feel overwhelmed by my career is the lowest (mean = 2.88). Table 7 expresses the average mean of these dependent variables.

Table 7

*Dependent Variables Mean*

Serial	Statement	Mean
1.	<b>I'm happy with my career now</b>	<b>4.15</b>
2.	I am motivated to work better in this organization	4.12
3.	The field of work given is by the qualifications/expertise possessed	4.08
4.	<b>I feel overwhelmed by my career</b>	<b>2.88</b>
5.	I am satisfied with the work done	4.04
<b>Average</b>		<b>3.85</b>

**Normality Test**

Table 8

*Test of Normality*

Variable (N=300)	Kolmogorov-Smirnov <sup>a</sup>		Skewness	Kurtosis
	Statistic	Sig.	Statistic	Statistic
Working Environment	0.289	0	-.872	1.378
Personal Life	0.275	0	-.854	-1.241
Rewards and Recognition	0.292	0	-.862	1.019
Job Satisfaction	0.258	0	-.747	1.245

All variables meet the rules of thumbs of skewness of -3 and +3 and kurtosis of -10 and +10 which statistics considered acceptable, implying that the data is typically distributed.

Working Environment captures the highest Cronbach  $\alpha$  with a value of 0.897, Rewards and Recognition with Cronbach  $\alpha$  of 0.816, Job Satisfaction with Cronbach  $\alpha$  of 0.692, and Personal Life at the lowest Cronbach  $\alpha$  of 0.631. Table 9 represents the construct and item with the reliability test result.

Table 9

*Construct and items with the reliability test result*

Construct and item Cronbach	Mean	Standard Deviation	$\alpha$
<b>Working Environment (WE)</b>			0.897
WE 1 - Comfortable workplace environment			
WE 2 - Safe workplace environment	4.04	0.714	
WE 3 - Cooperation between officers and staff	4.14	0.696	
WE 4 - Harmonious work environment	3.87	0.965	
WE 5 - Comfortable when at work	4.01	0.866	
	4.04	0.819	
<b>Personal Life (PL)</b>			0.631
PL 1 - Family/Spouse always provides encouragement and support in career.	4.38	0.690	
PL 2 - Family/ Spouse understand the duties of the ABC personnel.			
PL 3 - My income as an ABC AND CO can cover the daily expenses of my family.	4.31	0.710	
PL 4 - Personal problems will affect my work performance.			
PL 5 - I am satisfied with the balance between work.	4.02	0.795	
<b>Rewards and Recognition (RR)</b>	3.52	1.146	
	3.72	0.962	
RR 1 - I could receive recognition awards such as APC and other recognitions based on individual performance and excellence.			
RR 2 - I had the opportunity to improve my academic level to a higher level.			
RR 3 - I had the opportunity to attend a seminar course for career advancement.	3.94	0.892	0.816
RR 4 - The promotion policy is fair and oriented towards individual abilities and achievements.	3.88	0.806	
RR5 - The salary received is commensurate with the work done.	3.97	0.813	
<b>Job Satisfaction (JS)</b>	3.84	0.963	
JS 1 - I'm happy with my career now.			
JS 2 - I am motivated to work better in this organisation.	3.84	0.947	
JS3 - The field of work given is by the qualifications/expertise possessed.			
JS 4 - I feel overwhelmed by my career.			
JS 5 - I am satisfied with the work done	4.15	0.766	0.692
	4.12	0.754	
	4.08	0.870	
	2.88	1.207	
	4.04	0.784	

The model in this example reaches statistical significance (Sig. = .000; this means  $p < .005$ ). The F value in ANOVA is 53.865. Table 10 displays the result of ANOVA.

Table 10

*Result of ANOVA*

	Sum of Squares	df	Mean Square	F	Sig
Regression	105.589	3	35.196	53.865	.000 <sup>b</sup>
Residual	193.411	296	.653		
Total	299.000	299			

**Coefficients of IV against DV**

From this research, the largest beta coefficient is 0.460 (Personal Life), followed by 0.279 (Working Environment), and 0.218 (Rewards and Recognition). Table 11 displays the result of standard multiple regression analysis.

Table 11

*Coefficients of IV against DV*

Model	Standardize coefficient beta	Collinearity statistics	
		Tolerance	VIF
Working Environment	0.279	0.754	1.326
Personal Life	0.460	0.812	1.232
Rewards and Recognition	0.218	0.829	1.206
R Square	0.353		

**Significance of Hypothesis**

Table 12

JOB SATISFACTION AND RECOGNITION SECURITY PERCEPTION		WORKING ENVIRONMENT	PERSONAL LIFE	REWARDS
Pearson Correlation		1	.477**	.483**
.338**				
Sig. (2-tailed)		.000	.000	.000
N	300	300	300	300

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

H1 - There is a significant relationship between Working Environment and Job Satisfaction

The statistical formula used was  $r = 0.477$  and  $p = 0.000$  ( $p < 0.05$ ). The relationship formed is positive. The significant value shown is 0.000, which is much smaller than the significant level specified; 0.05. This means there is a significant relationship between Working Environment and Job Satisfaction. Hence, the Working Environment hypothesis is accepted for this study.

H2 - There is a significant relationship between Personal Life and Job Satisfaction.

The statistical formulas studied were  $r = 0.483$  and  $p = 0.000$  ( $p < 0.05$ ). The relationship formed is positive. The significant value indicated is 0.000, which is much smaller than the significant level specified; 0.05. This means that there is a significant relationship between Personal Life and Job Satisfaction. Hence, the Personal Life hypothesis is accepted for this study.

H3 - There is a significant relationship between Rewards and Recognition and Job Satisfaction.

The relationship formed is weak. The statistical formula obtained was  $r = 0.338$  and  $p = 0.000$  ( $p < 0.05$ ). The significant value indicated is 0.000, which is much smaller than the significant level specified; 0.05. This means there is a significant relationship between Rewards and Recognition and Job Satisfaction. Hence, the Rewards and Recognition hypothesis is accepted for this study.

**Result**

This study shows how the basis and guidelines for the management of training and human resources to formulate a new strategy for helping its members enhance the credibility of the work, thus enhancing the image of the organisation, enabling policymakers with information as well as academic purposes.

The strongest variable that makes the strongest unique contribution to explaining the dependent variable is Personal Life, where the variance explained by all other variables in the model is controlled for. As the beta value for Rewards and Recognition is the smallest, it means that it makes the least unique contribution to the dependent variable. In terms of Hypothesis, there is a significant relationship between Personal Life and Security Perception. The statistical formula used was  $r = 0.483$  and  $p = 0.000$  ( $p < 0.05$ ). The relationship formed is positive. The Value of significance shown is 0.000, much smaller than the significant level specified; 0.05. It proves that there is a significant relationship between Personal Life and Job Satisfaction.

### Conclusion

To examine the hypothesis of the context of the study, this study has shown the correlation between job satisfaction and three variables. This result indicated that there is a weak correlation between reward and recognition and a positive correlation between the working environment and personal life. The hypotheses result in a summary as shown in Table 13.

Table 13

#### *Hypotheses Summary*

Hypothesis	Sig.	Result
H1: There is a significant relationship between working environment and job satisfaction.	.000	Accept H01
H2: There is a significant relationship between personal life and job satisfaction.	.000	Accept H02
H3: T There is a significant relationship between rewards and recognition and job satisfaction.	.000	Accept H03

Constant: Job Satisfaction (Dependent Variable)

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