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# The Effects of Work Demands and Home Demands towards Quality of Work Life (QWL) among Administrators at Universiti Teknologi MARA

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## ABSTRACT

The objective of this research was to evaluate the relationship between work and home demand toward the quality of work life (QWL) among administrative staff at Universiti Teknologi MARA (UiTM), Shah Alam, Selangor. This study also aims to determine the QWL levels among UiTM administrative staff pertaining work and domestic responsibilities. There were four dimensions of independent and dependent variables, respectively. The independent variable consisted of work involvement, work role conflict, work overload and family conflict, while the dependent variable consisted of working environment, compensation, job security and organisational support. A quantitative method was used for data collection purposes for this study. 260 sets of questionnaires were distributed to administrative staff at UiTM Shah Alam, and 252 responses were recorded. The findings of this study indicate a significant and positive relationship between independent variables (Work and Home Demand) and dependent variables (QWL). Results from multiple regression analysis showed that work and home demands had profound influences on Organisational Support as compared to Job Security, Work Environment and Compensation. The study also indicated that only Work Involvement and Family Conflict had significant influences on the QWL, while the other variables (Work Load and Work Conflict) did not show significant effects on all proxies of QWL at all levels. It also revealed that in order to achieve the organisation's mission, management must allow the employees to have a balanced QWL. Clear guidelines should be set by the organisation, allowing flexibility among workers while entrusting them with the element of empowerment through appropriate tools and technology. Monitoring, supervision and evaluation tools should be implemented in ensuring that the staff are performing their job efficiently and effectively.

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## 1. INTRODUCTION

This study aims to analyse the relationship between work and home demands and the quality of work life (QWL) among administrative staff at Universiti Teknologi MARA (UiTM), Shah Alam, Selangor. UiTM is a Malaysian public university with its main campus located in Shah Alam, supported by 13 autonomous state campuses and 21 satellite campuses across the country. UiTM has approximately 17,000 academic and non-academic staff; offering over 500 programs starting from the founding level to the postgraduate level.

Valuable employees are needed for the development of any industry. The success of any organisation requires a skilled, competent, and satisfied human resource. With necessary components provided for human resource that can ensure a high QWL, they can become permanent assets. There are undoubtedly various factors affecting the quality of workers' work lives (Gazi, et al., 2024). QWL, a relatively recent concept, refers to an individual's overall satisfaction and experience in the workplace and is also viewed as a sub-domain of the general notion of quality of life (Walton, 1973). QWL includes several factors such as income, health and social relationships as well as other factors like happiness and fulfilment (Walton, 1973).

The QWL reflects the relationship between an employee and the entire workplace. QWL depicts the degree of happiness or dissatisfaction with a person's career. Those who enjoy their careers have a high QWL, while those who are unhappy are said to have a low QWL (Prajapati, 2014). Some of the factors that contribute to QWL are well-being and satisfaction of employees which includes work environment, job security, work-life balance, and professional career growth opportunities. A high QWL not only contributes to job efficiency but also supports retention and organisational commitment leading to better performance of employees. (Bose & Hemalatha, 2025).

Employees are generally more productive when they have autonomy in managing tasks and making decisions. This is the best approach on how to motivate people; besides meeting their economic, social and psychological needs (Gulati, Mayo, & Nohria, 2016). Employees need to work hard in order to obtain extra spending money for the family. The concept of that principle is very simple, when an individual is able to fulfill the associated needs as well as demands, and thus succeed in making the whole family happy and satisfied; at the same time this situation will increase the QWL of the respective employee.

Previous research indicates that the place of work of an individual tends to be free from conflict when a person is living in a delightful home environment (Amaresan, 2019). As a result, practices such as adaptable working hours, remote work options, take-off strategies and incentives in family care and staff support services often see improved employee welfare and engagement.

The dual pressures managing both working and home hours have long been recognised as a source of tension among employees globally. For decades, researchers have been studying the interaction between working life and family literature. A study conducted by Greenhaus and Beutell (1985) defined work-family conflict as a form of inter-place conflict in which work and family pressures in certain aspects are mutually incompatible. Some of the previous work-life conflict studies focused on women or employees with family responsibilities, assuming that only those individuals would value family and well covered policies or highly likely contributing to the turnover rate (Hoobler, Wayne, & Lemmon, 2009).

Hence, the factors related to QWL were recognised by identifying the relationship between the elements of work and home demands with the QWL. This includes a lookout on the QWL as affected by those elements. This study aims to determine the level of UiTM administrative staff's QWL, to evaluate the relationship between work and home demands among administrators at UiTM and to investigate the effects of work and home demands among administrators at UiTM. Although QWL has been widely studied, the existing literature often focuses on teaching staff in educational institutions. Therefore, this study addresses the gap on investigating QWL on administrative staff within the educational institution.

## 2. LITERATURE REVIEW

### 2.1 *Quality of Work Life (QWL)*

According to Nanjundeswaraswamy and Swamy (2012), QWL in the organisation needed to be improved in order to attract new employees and retain the valuable staff. Nasl Saraji and Dargahi (2006) suggested that in order to maintain the QWL, the employer might do so by providing designated programs to improve the satisfaction of employees. A good QWL is able to strengthen the learning process of the employees at the workplace, help them better in managing the chances and thus reduce the level of dissatisfaction in the organisation. Low QWL was found to affect all workers and cause problems for the organisation (Nasl Saraji & Dargahi, 2006).

#### 2.1.1 *Compensation*

Compensation is one of the most important elements for an employee to achieve a high quality of working life. It can be gained through the satisfaction of wages, medical benefits and retirement rights (Ahmadi et al., 2012). Odunlade (2012) classified compensation into two categories: cash compensation and marginal compensation. According to Nawab and Bhatti (2011), employee satisfaction is affected by the organisation's financial rewards and the intention of the employees to leave the organisation. Nawab and Bhatti (2011) also emphasized that compensation and employee satisfactions were important and should not be ignored as both were the key factors influencing the turnover rate. Increased compensation for workers would lead to better job satisfaction and eventually higher retention rates.

#### 2.1.2 *Working Environment*

The working environment is an arranged area in the workplace that must be provided by the organisation in order to achieve the company's vision and mission. A healthful work environment brings good safety to employees' physical and mental capabilities in performing daily routines. The organisation must provide the employees with the right tools of the workplace and environment in order to remain staff and make them feel comfortable and would enable them to work effectively and productively. The working environment had also become one of the factors contributing to the QWL (Ahmadi et al., 2012). It was revealed that a harmonious, safe and ergonomic working environment contributed to the good quality of life at work. In addition, Martensen and Grønholdt (2006) stated that good working conditions significantly influenced employee loyalty. Physical work environment, the social environment within the organisation, the administrative system and the relationship between life inside and outside work are also included in elements of QWL (Darawsheh et al., 2024).

#### 2.1.3 *Job Security*

According to Shanti and Mah, (2008), job security is a basic and crucial factor that must be highlighted by organisations in order to retain employees and allow them to work productively and comfortably. Job security plays an important role in ensuring that employees feel secure in their positions and is at the peak level in the workforce. Job security was also listed under the key elements of QWL for having its influence on employee's motivation, commitment, utilization, physical and mental health (Ahmadi et al., 2012). Job safety is regarded as a guarantee of a long-term job that an employee expects (Agba et al., 2010). According to Drobnic et al. (2010), job security is the core factor that directly affects the satisfaction of employees and consequently the QWL. Samuel and Chipunza (2009) as well as Malik, Danish, and Munir (2012) reported that job security had become the key factor in relation to the retention rate of the employees. Based on the study by Gazi et al. (2024), employees need job security, equal opportunity for growth, and do not like arbitrary policies and management favouritism in their workplace.

## 2.2 Organisational Support

Ahmadi et al. (2012) reported that organisational support is one of the key elements in the QWL to achieve strong employee performance. Rhoades and Eisenberger (2002) claimed that employees' perceptions of whether an organisation supports them are shaped by how they are treated by the organisation. Therefore, the support from the organisation is undoubtedly crucial to the employees. Arnold and Dupré (2012) defined organisational support as the degree to which an individual employee understands how much the organisation cares and values his/her well-being. It can also be defined as an interpretation of the employees' belief in the commitment of the organisation (Eisenberger et al., 1986). Rhoades and Eisenberger (2002) explained that the management or supervisor support could demonstrate the organisational support, since supervisors play a major role in the reconstruction of the working environment and in providing employees with feedback. One of the advantages of organisational support was the reduction in absenteeism rate (Chuo, Tsai, Lan, and Tsai, 2011). In addition, Griffin, Patterson and West (2001) found out that supervisor and organisational support can significantly enhance the efficiency and job satisfaction within the team.

### 2.2.1 Work Demand

According to Macdonald (2003), work demand is one of the most common sources of work-related stress. While professional roles may require challenging tasks to maintain engagement and promote skill development, these demands must not exceed an individual's ability to cope. Employees can better adapt to a little challenge; such as not always being the top performer or experiencing disagreements with administrators and colleagues in practicing independence within the organisation. The controls of the work demand direct toward the job design, working environment and conditions at the organisational level. In a study conducted by Hackman et al. (1977), work demand can be re-designed to have the elements desired by the people and organisation, and at the same time it can improve employees' work involvement in the organisation. The way it is on how organisations solve work role conflict among the employees and how the organisations solve work overload faced by the employees. This approach seeks to improve the QWL among employees. This study revealed that there was a significant relationship between work demands and QWL.

### 2.2.2 Work Involvement

A study conducted by Greenhaus, Collins and Shaw (2003) showed that employees with high involvement in work rather than family typically experienced huge stress; whereas those with low involvement in work than family experienced the least stress. Similar to people who appreciated work more than family generally dealt with family dissatisfaction (Carlson & Kacmar, 2000). But, if an individual spends their time and gives more attention and focus to their work then after that he or she is not able to participate further with their family bonding. This situation will generate family conflict according to Adams, King and King (1996). On the other hand, a study carried out by Parbudyal, Dale & Laurel (2004), stated that work involvement has a significance that involvement in work enhances the individual satisfaction toward their job while at the same time it will increase their productivity for the organisation.

### 2.2.3 Work Role Conflict

Work role conflict happens when employees are confronted with conflicting or unexpected demands, leading to challenges in satisfying both parties involved. Employees in smaller organisations may be able to resolve minor problems independently, however, conflict and ambiguity in employee roles might lead to depression (Schmidt, Roesler, Kusserow, & Rau, 2014). A study conducted by Piko (2006) stated that a psychosocial work environment was required to improve and recover the employee's role conflict. Employees with emotional exhaustion over a long period of time would probably face the conflict of work role. Carlson and Kacmar (2000) found out that job satisfaction can be influenced by both work involvement and the certainty in the role of work, especially to those that prioritized the working life.

Greenhaus and Beutell (1985) claimed that individuals in the mid-stage of their careers (typically between the ages of 35 to 42) employees typically experienced a lot of family conflict due to a growing number of non-work related problems that resulted in a great deal of pressure. Therefore, it was proven that there was a negative significance between work role conflict and QWL.

#### *2.2.4 Work Overload*

Research conducted by Skinner and Pocock (2008) found out that due to work overload, employees often worked between 35 and 44 hours per week beyond standard working hours. The employees needed an alternative work schedule to manage their job and home demands wisely in order to achieve a perfect work-life balance (Tausig & Fenwick, 2001). In retrospect, Reddy, Vranda, Ahmed, Nirmala, and Siddaramu (2010), found that women working in the industrial sector have experienced family-work conflicts, similar to women working in the health sector who also faced family-work conflicts. Moorie (2000) also pointed out that work overload has some effects and consequences to the employees and also to the families. Referring to Aminah Ahmad (2010), she said that if an individual works for long hours it will affect their performance and productivity.

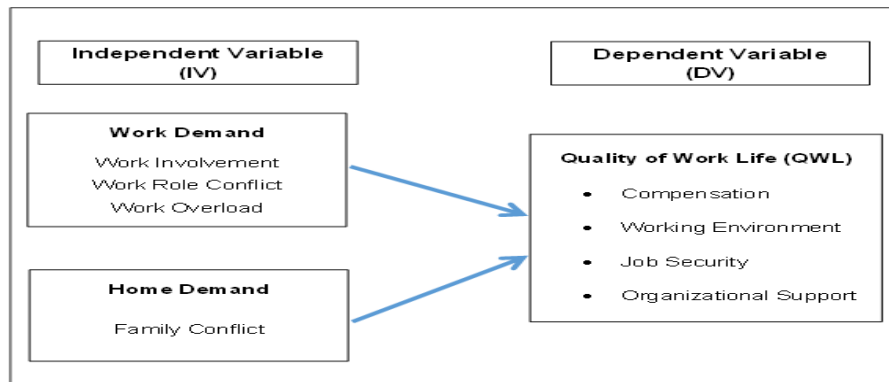
#### *2.2.5 Home Demand*

Greenhaus and Beutell (1985) stated that home demands often surface in the early stages of a career where employees within this phase are still adjusting to the dual responsibilities of work and family life. Wong and Ko (2009) suggested that activities such as organizing a sharing session regarding family matters should be supported owing to the fact that a good management system was supposed to be fundamental. According to Rehman and Roomi (2012), it is not an easy task for a woman to manage family and work at the same time especially in patriarchal society. In Nigeria, for example, domestic responsibilities often fall on women of the society, regardless of the professional status. This is not a healthy care system to be applied to all counties because home demands play an important role for both men and women. These factors eventually affect the performance and productivity of women employees because they are not able to perform tasks properly.

#### *2.2.6 Family Conflict*

Family conflict can be defined as the extent to which a man or woman experiences incompatible function pressures within the household domain. These negative situations may derive from family conflict such as, disagreements between spouses regarding family roles, issues pertaining parents and in-laws, financial distress affecting child-rearing, unequal divisions of domestic labor, and the ongoing stresses and tension within the household. Therefore, employees must acknowledge and take proactive measures in managing family conflicts as prolonged exposure to such tension may lead to mental health disorders such as chronic illnesses, psychological disorders, and elevated stress levels. If unresolved, prolonged family conflicts can lead to job dissatisfaction, a decline in morality and less productive family life.

Therefore, this study aims to determine the level of QWL among administrative staff of UiTM, primarily evaluating the relationship between work and home demands among administrative staff, and to investigate the effects of work and home demands among administrative staff. Figure 1 shows the conceptual framework on the relationship between work and home demands among administrators at UiTM.



**Fig. 1.** Conceptual Framework on the relationship between work and home demands among administrators at UiTM

Based on Figure 1, there are several hypotheses that have been developed. The hypotheses developed for this study are:

- H1: There is a significant relationship between work involvement and employee's QWL
- H2: There is a significant relationship between work role conflict and employee's QWL
- H3: There is a significant relationship between work overload and employee's QWL
- H4: There is a significant relationship between family conflict and employee's QWL

### 3. METHODOLOGY

This study uses a quantitative method approach with convenience sampling for descriptive, correlation and multiple regression analyses. The sample for this study was collected from the list of names of the administrative staff at UiTM Shah Alam only. Sample population is defined as a group of potential participants targeted for generalization purposes (Salkind, 2012). The population of this study consists of 260 administrative staff including the Chief Deputy Registrar, Deputy/Senior Registrars, Assistant/Senior Registrars, Executive/Senior Officers, Secretary, Assistant Information Technology, Admin Assistants/Senior Officers, Office Assistants, Lab Assistants and others. The list of names and details of the administrative staff were obtained from the UiTM official website (<http://www.uitm.edu.my>). In addition, the data was cross-checked with the registrar's office in data mining the population of members in each division identified as in the study.

Convenience sampling was used for selection of samples. Dörnyei (2007) identified that the convenience sampling technique as a non-probability or non-random sampling in which the target population is selected for the study when they can meet associate practical criteria, such as geographical proximity, availability at a determined time, easy accessibility, or the willingness to volunteer. The medium for data collecting is through Google Form due to its convenience.

In research, data can be obtained through several sources, including primary data, which refers to information collected firsthand by the researcher (Wolf, 2016). Sources of primary data are interviews, questionnaires, observation and others. The method of data collection for this study was through the distribution of questionnaires through Google Form as the primary data. The information of the respondents obtained from the Registrar's office in which one Assistant Registrar will be chosen from the respective departments. Then, the Assistant Registrar distributed the questionnaires to their staff. Once the questionnaire reached the minimum sample size of 155, as recommended by Krejcie and Morgan (1970), data collection concluded. In this study, a total of 252 usable questionnaires were collected and analysis was run soon after. Descriptive, correlation and multiple regression analyses were used to analyse the data in order to answer the objectives of this study.

### 3.1 Reliability Analysis

Reliability analysis is an indication of the stability and consistency with which the instrument measures the concept and aids in assessing the ‘goodness’ of a measurement (Sekaran & Bougie, 2016). The reliability analysis was performed during the pilot study to revise whether the items in the survey were sufficiently reliable for the actual study. Reliability analysis is critical to ensure that instruments consistently measure latent constructs which typically consist of multiple items designed to catch various dimensions of constructs (Ahmad et al., 2024).

According to Sekaran (2006), the value of more than .60 of the Cronbach’s alpha resulted in a reliable instrument for the research purposes. The data from the pilot and actual tests were analyzed for reliability using the Statistical Package for the Social Sciences (SPSS) version 23.0.

Table 1 shows the Reliability Analysis for this study. Referring to Table 1, the values of Cronbach’s alpha for actual study were in the range of .669 to .843. Nawi et al., (2020) study summarize that following a rule-of-thumb, while a value of Cronbach’s Alpha between 0.6 and 0.8 are acceptable, an instrument should reach Cronbach’s Alpha 0.70 to have an acceptable level of self-consistency. Correlation between 0.10 and 0.29 showed that there is a weak correlation while inter-item correlation lies within 0.30 and 0.49 is a medium correlation. As for inter-item correlation between 0.50 and 1.00 is a strong correlation.

**Table 1.** Reliability Analysis (Actual Data)

Scale	Cronbach’s Alpha for Actual Study (n=252)
<b>Independent Variable</b>	
Work Demand	
Work Overload	.763
Work Role Conflict	.709
Work Involvement	.669
<b>Home Demand</b>	
Family Conflict	.723
<b>Dependent Variable</b>	
Quality of Work Life	
Organisational Support	.813
Working Environment	.739
Compensation	.843
Job Security	.785

Based on Table 1, results show Cronbach’s value between .669 to .843. This shows that all the items in the instrument are reliable to measure QWL among the UiTM administrative staff.

### 3.2 Pearson Correlation Analysis

Correlation is a technique to investigate the relationship between two quantitative or continuous variables, for instance, to determine the relationship between work and home demands toward the QWL as well as to determine the direction of the relationship (negative, positive or zero). In particular, Pearson correlation coefficient is a measure of the strength of the association between two variables. The ranges of value of the correlation are shown in Table 2: These ranges of value are used (Cohen’s, 1988).

**Table 2.** The Range Value of Correlation

Mean	Interpretation
1.00 – 2.25	Low
2.26 – 3.75	Moderate
3.76 – 5.00	High

## 4. RESULTS AND DISCUSSION

### 4.1 Descriptive Findings

The first objective of this study is to determine the level of UiTM administrative staff's QWL. The data was analysed using the descriptive statistic to compute mean and standard deviation values obtained from the dimensions of work demand (work involvement, work role conflict, work overload) and the QWL. From the dimensions of work demand which consisted of 28 questions with the scale of 1 – 5 (strongly disagree to strongly agree), the results were then interpreted based on the Best's Principle (Sumardi et al., 2023). Best's Principle by Thaoprom, 2004 interpreted the scores into three (3) scores as in Table 3.

**Table 3.** Guideline on the Interpretation of High Score based on Best's Principle

Scores	Description
1.00 – 2.33	Low Scores
2.34 – 3.67	Medium Scores
3.68 – 5.00	High Scores

Source: Thaoprom (2004)

Subsequently, this shows the level of QWL among administrative staff. The minimum-maximum scores were divided by three ranges of the score which are low, medium and high, that is  $5-1/3=1.33$ . A score of 3.68 – 5.00 showed a very high QWL, while a 1.00 – 2.33 score showed a very low QWL.

**Table 4.** The Level of Work Demand and Quality of Work Life

Variables	N	Mean	Std. Deviation	Level
<b>Work Demand</b>	252			
Work Overload		3.1088	.42702	Medium
Work Involvement		4.2389	.40307	High
Work Role Conflict		3.0952	.49596	Medium
<b>Home Demand</b>	252			
Family Conflict		3.6364	.40561	High
<b>Quality of Work Life</b>	252			
Compensation		4.0444	.49885	High
Working environment		4.2087	.42257	High
Job Security		4.2484	.42888	High
Organisational Support		3.8224	.40712	High

Table 4 shows the analysis results obtained from data collection. Based on Table 4, only three (3) items score lower than 3.68 in this study. However, it is also shown that these items fall on mediums which are between 3.0952 and 3.6364. Results from analysis presented that work involvement gives higher QWL rather than Work Overload and Work Role Conflict. These show that a higher QWL can significantly increase when all administrative staff are involved together in finishing their tasks. As for Work Overload ( $M=3.1088$ ) and Work Role Conflict ( $M=3.0952$ ), these items affect the score for QWL negatively. The impacts of both items can actually affect the performance and QWL of administrative staff because when there is an increase in work overload and work conflict leading to burnout.

With regard to dependent variables related to QWL, all items produce high QWL when all the items achieve and satisfy them. The highest variable giving high QWL is Job Security with the mean score of 4.2484. A supportive working environment, encompassing elements such as career development opportunities, job security, and non-toxic workplace relationships, plays a crucial role in enhancing employee motivation and engagement, thus giving higher QWL (Fatmasari et al., 2018). Even though UiTM provides job security for staff, they still feel that they are lacking in receiving Organisational Support. This reflects by the mean of Organisational Support is 3.8224, which is the lowest score in QWL.



As stated in Table 4, Work Involvement has the highest mean score and standard deviation ( $M=4.2389$ ,  $SD=.40307$ ) and which indicates as medium while Work Role Conflict has the lowest mean score and standard deviation ( $M=3.0952$ ,  $SD=.49596$ ) and which still fall as medium. In relation to the dependent variable, Table 4 shows the elements of QWL which were compensation, working environment and job security were somewhat average with ( $M=4.0444$ ,  $SD=.49885$ ), ( $M=4.2087$ ,  $SD=.42257$ ) and ( $M=4.2484$ ,  $SD=.42888$ ) respectively. Meanwhile, organisational support reported the lowest scores of  $M=3.8224$ ,  $SD=.42888$ . This shows that Work Involvement and Job Security gives high QWL.

In short, the higher mean scores of Work Demand and QWL indicated that the employees believed that Work Involvement is the important element of Work Demand. Since most items in both dimensions produce a high level of score, it shows that UiTM administrative staff have a high level of QWL. Singh, Finn, and Goulet (2004), also found that work involvement influenced QWL. From that, if employees were given more chances to get involved in the organisation, it can increase the level of their QWL and affect the organisation's productivity.

#### 4.2 Correlation Analysis

The second research question was analyzed using the Pearson Correlation Coefficient to identify the relationship between work and home demands toward the QWL among UiTM administrative staff. This analysis was also used to determine whether the hypotheses of the study were supported or not supported. Besides that, this study used correlation to determine whether the relationship was small, medium or large with negative or positive association. The guideline by Cohen's (1988) was used to provide the explanation of the strength for the relationship of the variables in terms of the value of Pearson Correlation ( $r$ ) and the direction of the relationship for the variables used in the study to understand the relationship between work and home demands towards QWL among UiTM administrative staff. The guideline is divided into three parts as stated in Table 5, whereas Table 6 shows the interpretation of the correlation of Independent and Dependent Variables.

**Table 5.** Guidelines on the Interpretation of Correlation Coefficient

Correlation Coefficient		Description
Negative	Positive	
-.10 to -.29	.10 to .29	Small
-.30 to -.49	.30 to .49	Medium
-.50 to -1.00	.50 to 1.00	Large

Source: Cohen (1988)

**Table 6.** Correlation of the Independent and Dependent Variables

Correlations						
		MEAN WORK OVERLOAD	MEAN WORKROLE CONFLICT	MEAN WORK INVOLVEMENT	IV (HOME DEMAND)	DV (QUALITY OF WORK LIFE)
MEAN WORK OVERLOAD	Pearson	1	-.428**	.133*	.147*	.054
	Correlation					
	Sig. (2-tailed)					
	N	252	252	252	252	252
MEAN WORKROLE CONFLICT	Pearson	-.428**	1	-.012	-.063	.069
	Correlation					
	Sig. (2-tailed)					
	N	252	252	252	252	252

MEAN WORK INVOLVEMENT	Pearson	.133*	-.012	1	.390**	.567**
	Correlation					
	Sig. (2-tailed)	.034	.845		.000	.000
	N	252	252	252	252	252
IV (FAMILY CONFLICT)	Pearson	.147*	-.063	.390**	1	.467**
	Correlation					
	Sig. (2-tailed)	.020	.317	.000		.000
	N	252	252	252	252	252
DV (QUALITY OF WORK LIFE)	Pearson	.054	.069	.567**	.467**	1
	Correlation					
	Sig. (2-tailed)	.391	.278	.000	.000	
	N	252	252	252	252	252

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

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

Table 6 shows the result for correlation analysis for the Work Demand dimension which consists of Work Involvement, Work Role Conflict, Work Overload and Family Conflict; and QWL. The finding revealed that there were positive, medium and significant relationships between Work Involvement towards QWL which the results indicate that ( $r=0.567$ ,  $p<0.01$ ). The result under the Home Demands indicates that there is a relationship between Family Conflict and employee's QWL ( $r=0.467$ ,  $p<0.01$ ).

Referring to the previous study carried out by Chiang, Birtch, and Kwan (2010), if employees were allowed to manage and control their jobs, the productivity level would be increased. Work demand also can be a positive part when the employee can perform well and control the work demand and can balance their work life. Last but not least, according to (Higgins, Duxbury, & Johnson, 2000; Voydanoff, 2005), a Home Demand such as family conflict, family problem, family commitment and responsibility has a significant relationship towards QWL.

Based on the results, the administrative staff at UiTM agreed that Work Involvement is an important element in the organisation that contributed to the QWL. Work Involvements among the staff are important to be highlighted by the top management of UiTM in order to ensure that the staff are not left behind from the organisation and they get the momentum to perform their task and their QWL are guaranteed. The administrative staff at UiTM Shah Alam also agreed that family conflict is a major factor that contributed to the unhealthy QWL and the problem arises when an individual is not able to manage their roles in the family and failure to play roles as employees or parents.

#### 4.3 Hypotheses Testing

The relationship between the Work Demand (as measured by Work Involvement, Work Role Conflict and Work Overload) and Home Demand (as measured by Family Conflict) with QWL (as measured by Compensation, Working Environment, Job Security and Organisational Support) was investigated using the Pearson product moment-correlation coefficient (Table 7).

**Table 7.** Range of Value of Correlation

Mean	Interpretation
1.00 – 2.25	Low
2.26 – 3.75	Moderate
3.76 – 5.00	High

**Table 8.** Relationships between Work Demands, Home Demands and QWL

	IV (Work demands)	IV (Home Demand)	DV (Quality of work life) (QWL)
IV (Work demands)	1	.280**	.429**
IV (Home Demand)	.280**	1	.467**
DV (Quality of work life) (QWL)	.429**	.467**	1

Based on the results in Table 8, it shows that there were significantly positive relationships between independent variables (Work Demands) and dependent variables (QWL). The value of .429\*\* indicated a positive, high and significant correlation between Work Demands with the QWL and value also positive 1. The result also shows that there is a significantly positive relationship between independent variable (Home Demand) and dependent variable (QWL). The value of .467\*\* indicate characteristic is positively correlated to Home Demand and value also positive 1. Referring to the previous study carried out by Muhammad Atif Sheikh (2018), Home Demand and QWL must have the same objective and mission, removing Home Demand Conflict is not a solution. With effective strategies and making clear boundaries between work and home demands will achieve the QWL and reduce the work family conflict. Work Demand also can be a positive part when the employee can perform well and control the Work Demand and can balance their work life.

### **H1      There is a significant relationship between work involvement and employee's QWL**

**Table 9.** Correlation between Work Involvement and Quality of Work Life (QWL)

		Work Involvement	Quality of Work Life
Work Involvement	Pearson Correlation	1	.567**
	Sig. (2-tailed)		.000
	N	252	252
Quality of Work Life	Pearson Correlation	.567**	1
	Sig. (2-tailed)	.000	
	N	252	252

H1 gives the notation that Work Involvement influences employee's QWL among UiTM administrative staff. The result of correlation found that there is a relationship between work involvement and employee's QWL. The result of the correlation also indicates that there is a significant relationship between Work Involvement and employee's QWL. This is due to p-value being less than 0.01 ( $r=.567$ ,  $p<0.01$ ). Therefore, the research hypothesis is supported and accepted. Based on the findings of this particular research at hand, it was made clear and apparent that work involvement influences employee's QWL among UiTM administrative staff in UiTM Shah Alam.

### **H2 There is a significant relationship between work role conflict and employee's QWL**

**Table 10.** Correlation between Work Role Conflict and Quality of Work Life (QWL)

		Work Role Conflict	Quality of Work Life
Work Role Conflict	Pearson Correlation	1	.069
	Sig. (2-tailed)		.278
	N	252	252
Quality of Work Life	Pearson Correlation	.069	1
	Sig. (2-tailed)	.278	
	N	252	252

H2 gives the notation that Work Role Conflict influences employee's QWL. However, the result of correlation found that there is no relationship and no significance between work role conflict and employee's QWL. This is due to p-value showing insignificant result ( $r=0.69$ ,  $p>0.05$ ). Therefore, the research hypothesis is not supported and rejected. Based on the findings of this particular research at hand,

it was made clear and apparent that work role conflict does not influence employee's QWL among UiTM administrative staff in UiTM Shah Alam.

### H3 There is a significant relationship between work overload and employee's quality of work life

**Table 11.** Correlation between Work Overload and Quality of Work Life (QWL)

		Work Overload	Quality of Work Life
Work Overload	Pearson Correlation	1	.054
	Sig. (2-tailed)		.391
	N	252	252
Quality of Work Life	Pearson Correlation	.054	1
	Sig. (2-tailed)	.391	
	N	252	252

H3 for this particular research question gives the notation that Work Overload influences employee's QWL. However, the result of correlation found that there is no relationship and no significance between Work Overload and employee's QWL. This is due to p-value showing insignificant result ( $r=0.054$ ,  $p>0.05$ ). Therefore, the research hypothesis is not supported and rejected. Based on the findings of this particular research at hand, it was made clear and apparent that work overload does not influence employee's QWL among UiTM administrative staff in UiTM Shah Alam.

### H4 There is a significant relationship between family conflict and employee's quality of work life (QWL)

**Table 12.** Correlation between Family Conflict and Quality of Work Life (QWL)

		Family Conflict	Quality of Work Life (QWL)
Family Conflict	Pearson Correlation	1	.467**
	Sig. (2-tailed)		.000
	N	252	252
Quality of Work Life	Pearson Correlation	.467**	1
	Sig. (2-tailed)	.000	
	N	252	252

The hypothesis H4 gives the notation that Family Conflict influences employee's QWL among UiTM administrative staff. The result of correlation found that there is a relationship between Family Conflict and employee's QWL. The result of correlation found that there is a significant relationship between Family Conflict and employee's QWL. This is due to p-value being less than 0.01 ( $r=.467$ ,  $p<0.01$ ). Therefore, the research hypothesis was supported and accepted. Based on the findings of this particular study at hand, it was made clear and apparent that family conflict influences employee's QWL among UiTM administrative staff in UiTM Shah Alam.

#### 4.4 Multiple Regression Analysis

Table 13 until Table 17 presents the results from multiple regression analysis. The Work Demand (as measured by Workload, Work Conflict and Work Involvement) and Home Demand (as measured by Family Conflicts) had the highest influence on the Work Involvement ( $\beta = .453$ ,  $p<.000$ ,) as compared to the Work Overload ( $\beta = -.012$ ,  $p<.826$ ,), Work Role Conflict ( $\beta = .088$ ,  $p<.109$ ,) and Family Conflicts ( $\beta = .298$ ,  $p<.000$ ). The result of this study indicated that 45.3 percent of Work Involvement influences the QWL. Work Involvement in the organisation is not limited to a certain gender or levels of education, but is dependent on the employees' commitment and involvement in the activities of the organisation. As a matter of fact, it is generally accepted that higher Work Involvement of employees positively impacted the organisation alongside the QWL. The result also shows that Family Conflict contributes 29.8 percent to the QWL. This reflects that employees experiencing family issues may encounter a decline in work

performance which adversely affects their overall QWL. Professional performance may be compromised due to lack of focus and emotional distress faced when employees lack adequate family support.

**Table 13.** Multiple Regression Analysis – Work and Home Demands

		Coefficients <sup>a</sup>			
		Unstandardised Coefficients		Standardised Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.975	.326		2.994
	Mean Work Overload	-.011	.051	-.012	-.220
	Mean Work role Conflict	.067	.041	.088	1.610
	Mean Work Involvement	.422	.050	.453	8.435
	IV (Family Conflict)	.284	.051	.298	5.536
					Sig.
					.003
					.826
					.109
					.000
					.000

a. Dependent Variable: DV (Quality of Work Life)

In multiple regression analysis it was found that the predictors of QWL among employees were Work Involvement ( $\beta = 0.453$ ,  $p = 0.000$ ), followed by Family Conflict ( $\beta = 0.298$ ,  $p = 0.000$ ). However, two other predictors were found not having any effect towards employees' QWL. The other predictors are Work Overload ( $\beta = -0.012$ ,  $p = 0.826$ ) and Work Role Conflict ( $\beta = 0.088$ ,  $p = 0.109$ ).

Based on the findings also, this study found that the element under the Work Demand which is Work Involvement; and Home Demand which is Family Conflict emerged as the most influential factors affecting the QWL among UiTM Administrative staff. Referring to previous study carried out by Ramos, Francis and Philipp (2015), the level of QWL can be achieved in the positive way when employees were able to manage the relationship between work and home demands.

Table 14 below shows the regression analysis between Work and Home Demands towards the QWL. The result indicated R square was at .401, which all independent variables including Workload, Work Conflict, Work Involvement and Family Conflict explained 40% of the variance (R square) towards the QWL. Therefore, the findings from this analysis indicated that Work Involvement and Family Conflict significantly contribute to the QWL. Collinearity statistics indicated that the result met the requirement for regression with the value of VIF < 10, Tolerance > .1.

**Table 14.** Multiple Regression Analysis – Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633 <sup>a</sup>	.401	.391	.29279

a. Predictors: (Constant), IV (Home Demand), Mean Work role Conflict, Mean Work Involvement, Mean Work Overload

In addition, the results also indicated that only Work Involvement and Family Conflict had significant influence on the QWL at the 1 percent level, whereas the other variables (Workload and Work Conflict) did not show significant effects on all proxies of QWL at all levels. Additionally, Table 15 and Table 16 present the strength of the relationship signifying that the variable of Work Involvement showed a strong, positive effect on the compensation and organisational support as indicated by the beta value equal to 0.477 and 0.462, respectively.

**Table 15.** Multiple Regression Analysis – Compensation and Work Environment

	Compensation					Work Environment				
	Unstandardized Coefficients		Sig.	95.0% Confidence Interval for B		Unstandardised Coefficients		Sig.	95.0% Confidence Interval for B	
	B	Std. Error		Lower Bound	Upper Bound	B	Std. Error		Lower Bound	Upper Bound
(Constant)	1.077	0.371	0.004	0.347	1.806	1.435	0.306	0.000	0.831	2.039

Workload	-0.047	0.077	0.546	-0.199	0.106	0.035	0.064	0.585	-0.091	0.161
Work Conflict	0.043	0.066	0.511	-0.086	0.173	0.006	0.054	0.915	-0.101	0.113
Work Involvement	0.477	0.073	0.000	0.333	0.622	0.402	0.061	0.000	0.282	0.521
Family Conflict	0.263	0.074	0.000	0.117	0.409	0.259	0.062	0.000	0.138	0.380
R Square			0.252					0.287		
F Square			20.773					24.816		

**Table 16.** Multiple Regression Analysis – Job Security and Organisational Support

	Job Security					Organisational Support				
	Unstandardized Coefficients		Sig.	95.0% Confidence Interval for B		Unstandardized Coefficients		Sig.	95.0% Confidence Interval for B	
	B	Std. Error		Lower Bound	Upper Bound	B	Std. Error		Lower Bound	Upper Bound
(Constant)	1.360	0.309	0.000	0.751	1.969	0.911	0.283	0.001	0.352	1.469
Workload	-0.013	0.065	0.841	-0.140	0.114	0.067	0.059	0.258	-0.050	0.184
Work Conflict	0.062	0.055	0.257	-0.046	0.170	0.013	0.050	0.801	-0.112	0.086
Work Involvement	0.384	0.061	0.000	0.263	0.504	0.462	0.056	0.000	0.352	0.573
Family Conflict	0.305	0.062	0.000	0.183	0.427	0.215	0.057	0.000	0.103	0.327
R Square			0.284					0.343		
F Square			25.922					32.175		

Lastly, Table 17 presents that both work and home demand were associated with the employees' QWL. The Work Demand was associated with QWL with the value of  $r=0.347$  ( $r<0.01$ ) meanwhile the Family Conflict associated with the QWL with a correlation value of  $r=0.457$ ,  $p<0.01$ . From the result, it can be observed that there were significantly positive relationships between the independent variable characteristics (work and home demand) and the dependent variable QWL. The value of .347\*\* indicated that the characteristic was positively correlated to the QWL.

**Table 17.** Correlations

Correlations				
		Total Mean Work Demand	Total Mean Family Conflict	Total Mean Dependent Variable
Total Mean Work Demand	Pearson Correlation	1	.332**	.347**
	Sig. (2-tailed)		.000	.000
	N	252	252	252
Total Mean Family Conflict	Pearson Correlation	.332**	1	.457**
	Sig. (2-tailed)	.000		.000
	N	252	252	252
Total Mean Dependent Variable	Pearson Correlation	.347**	.457**	1
	Sig. (2-tailed)	.000	.000	
	N	252	252	252

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

## 5. CONCLUSION AND RECOMMENDATIONS

The findings of this study had successfully emphasized the level of UiTM administrative staff's QWL and the relationship between the work and home demands towards the QWL. This study showed that Work

Involvement and Family Conflict are important elements in producing higher QWL to the employees. In conclusion, based on this study, there is a significant relationship between Work Involvement, Family Conflict and employee's QWL. However, Work Role Conflict and Work Overload did not directly influence employees' perceptions of QWL.

Following the findings, there are several recommendations that can be implemented to improve the QWL among the staff:

1. The organisation must provide an engagement awareness session with all staff to explain the importance to get involvement, the benefits, the barriers and the effects if they fail to get involved in the organisation.
2. The organisation must set up involvement focus groups including all level of staff to complement each other. The focus groups would be driven by employees and could act as a feedback mechanism on the annual survey and actions taken as a result of the survey.
3. The organisation and manager should assist the employees on how to manage time effectively to ensure the employees can perform better for their jobs and at the same time doing their best for their families and can enhance the QWL.
4. If it is necessary, the organisation and the manager should provide rewards or compensation to the employees to encourage them to enhance work productivity and quality. The prize or gift for efforts in achieving the goals can make the employees feel appreciated and motivated while increasing the QWL. The rewards also include paid leave, paid dinners or lunches at restaurants and other intangible types of rewards.

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## CONFLICT OF INTEREST STATEMENT

There are no conflicts of interest in this article, according to the author. She agrees that this research was conducted in the absence of any self-benefits, commercial or financial conflicts and declare the absence of conflicting interests with the funders.

## AUTHORS' CONTRIBUTIONS

This study is fully writing, created the study procedures, gathered and analysed data, produced figures and tables, and approved the final draft by Intan Syazlina Mohd Ali. The statistical analysis and fieldwork were carried out by the author too. This study was fully developed by her as single author.

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