

4-30-2019

## The Impact of Work-Life Balance on Job Engagement and Turnover Intention

Nor Siah Jaharuddin

*Faculty of Economics and Management, Universiti Putra Malaysia, Kuala Lumpur, Malaysia,*  
norsiah\_upm@upm.edu.my

Liyana Nadia Zainol

*Faculty of Economics and Management, Universiti Putra Malaysia, Kuala Lumpur, Malaysia*

Follow this and additional works at: <https://scholarhub.ui.ac.id/seam>



Part of the [Management Information Systems Commons](#), and the [Management Sciences and Quantitative Methods Commons](#)

---

### Recommended Citation

Jaharuddin, Nor Siah and Zainol, Liyana Nadia (2019) "The Impact of Work-Life Balance on Job Engagement and Turnover Intention," *The South East Asian Journal of Management*: Vol. 13 : No. 1 , Article 7.

DOI: 10.21002/seam.v13i1.10912

Available at: <https://scholarhub.ui.ac.id/seam/vol13/iss1/7>

This Article is brought to you for free and open access by UI Scholars Hub. It has been accepted for inclusion in The South East Asian Journal of Management by an authorized editor of UI Scholars Hub.

# The Impact of Work-Life Balance on Job Engagement and Turnover Intention

Nor Siah Jaharuddin\* and Liyana Nadia Zainol

*Faculty of Economics and Management, Universiti Putra Malaysia  
Kuala Lumpur, Malaysia*

Revised 30 April 2019  
Accepted 30 April 2019

## Abstract

**Research Aims** - Work-life balance (WLB) and employee engagement are regarded as factors or catalysts with the potential to ensure a firm's continuous growth. Hence, imbalance between work and personal life causes higher stress that might lead to greater turnover intention among employees. As such, employees' ability to achieve WLB with organisational support should lead to higher job engagement, commitment and better job performance. This study examines a holistic view of the link between WLB, job engagement and turnover intention.

**Design/Methodology/Approach** - Data was gathered using a quantitative study by distributing a questionnaire survey to 213 executive employees in Klang Valley, Malaysia.

**Research Findings** - Interestingly, the findings revealed a direct relationship between work-life conflicts and job engagement and turnover intention. There is also a significant correlation of job engagement to employees' turnover intention. However, no mediation effect of job engagement is found between WLB and turnover intention.

**Theoretical Contribution/Originality** - This study links all the three variables—WLB, job engagement and turnover intention—in a holistic way.

**Managerial Implications in the Southeast Asian Context** - It is imperative to have WLB practices in organisations to support employees in order to ensure their well-being and thus, increase their engagement and retention. These findings, discovered among executives in Malaysia, provide recommendations to practitioners on this topic, including companies and regulatory bodies.

**Research Limitations and Implications** - Most of the samples were drawn from the millennial generation; their expectations towards work life intervals might be different from mature adults.

**Keywords** - work-life balance, job engagement, turnover intention

## INTRODUCTION

The concept of work/life balance (WLB) has been an increasingly popular topic when discussing employment. WLB means an employee is achieving balance between work, home and other life roles (Karthik, 2013; Soomro, 2018). WLB is essential in achieving psychological, emotional and cognitive stability of employees, which promotes organisational effectiveness. Many organisations in recent history have developed a strategy of rewarding long hours and organisational commitment, which has thus resulted in work-life conflict (defined as the inability to divide time between personal life and work life) that leads to exhaustion and stress among employees. Poor WLB has negative consequences on employees' health and well-being, as well as organisations' performance (Shaffer et al., 2016; Beauregard & Henry, 2009). Hence, an imbalanced between work and personal life causes higher stress that might lead to greater turnover intention among employees, as well (Kumara & Fasana, 2018; Smith & Gardner, 2007). As such, employees' ability to

achieve WLB with organisational support should lead to higher job engagement, greater commitment and better job performance (Bhalerao, 2013).

Initially, (Andrew & Sofian, 2012; Kahn, 1990) proposed that personal engagement occurs when people bring their personal selves to performing their work roles. Engaged employees express their authentic selves through physical involvement, cognitive awareness and emotional connections. Conversely, many people nowadays, do not have the opportunity to choose their ideal job and must take employment as a necessity. Without freedom in job preference, employees may feel less passion and responsibility towards work. Disengaged employees distance themselves from their roles, and suppress their personal involvement in the physical, cognitive and emotional aspects of their work (Maslach, Schaufeli, & Leiter, 2001). If such a situation is prolonged and no drastic action is taken to address the issue of WLB, it could lead to high turnover intention and job-hopping among employees (Kumara & Fasana, 2018). Indirectly, this affects not only organisational performance, but a nation's economy as a whole.

Employee turnover intention had been a serious and continuous problem in the human resource management of many developing countries (Chan et al., 2010; Goh 2012). Even though it is ranked 8<sup>th</sup> among 26 economies in the Asia Pacific region (GCR, 2018), Malaysia's economic growth in 2018 was slowest at 4.7%, due to the persistently weak external environment (MIER, 2019). Hence, the outlook on consumerism still remains high due to the concern of the so-called 'high cost of living', on top of prices of which are all on a rising trend. All of these pressures resulted in both parents become part of workforce and potentially transform traditional culture-specific family roles (Brink & De la Rey, 2001). Without worklife balance in an organisation, an engagement will be more difficult to achieve and this will eventually increase the turnover intention (Saeed, 2013).

While there are many past studies on WLB, job engagement and turnover intention, there is lack of studies examine all these three variables together in a single study, especially in Malaysia context. Imperatively, this study aims to examine the holistic view between WLB, job engagement and turnover intention simultaneously.

## LITERATURE REVIEW

Research has consistently demonstrated that employees often experience conflict between their working and personal lives. WLB is rooted in an employee's need to strike a healthy balance between the desire to participate fully in the labour market while giving the best to loved ones—in essence, between one's profession and personal responsibilities (Lavoie, 2014; Bhalerao, 2013). Thus, WLB, in its explicit meaning, is defined as an acceptable level of participation in the multiple roles in a person's life (Lingard et al., 2012). Past studies found that WLB is related to higher levels of job satisfaction, life satisfaction and better mental health (Haar et al., 2014). The more control employees feel over their life, the more they are able to balance and commit to work and family.

Consequently, employee engagement is defined as a positive attitude held by an employee towards the organisation and its values (Mayo, 2016; Markwick, 2009). An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organisation (Jose & Mampilly, 2012; Abraham, 2012).

Past research shows that the outcomes of employee engagement helps in increasing retention and productivity, customer satisfaction, profitability and job satisfaction outcomes that are very positive for an organisation (Kumar & Pansari, 2015; Anitha, 2014; Perrin, 2003). In short, engaged employees say good things about working at an organisation, stay at that organisation and strive to give extra efforts. Schneider (2008) states that companies with the proper right engagement conditions have accomplish something that competitors will find very difficult to imitate.

In recent years, companies are increasingly becoming aware of the need to embrace the concept of WLB which is found to be very important to attracting and retaining talent (Ruth et al., 2007; Ojo et al., 2014; Suifan et al. 2016). Deficiency of attentiveness and insufficiency of engagement with jobs will lead to employee turnover in the long run (Saeed, 2014; Noor, 2011). By definition, turnover intention is an employee's thoughts of quitting and willingness to seek another job outside of the organisation. When turnover intention becomes actual turnover, it is extremely expensive to an organisation due to the costs associated induction and training, developing, maintaining and retaining employees in an organisation. An employee with the intention to leave is usually disengaged with the job and has lower productivity (Ahuja, 2014; Heikkeri, 2010).

Based on Figure 1, this research is focused on WLB and job engagement and their impact on employee turnover intention.

Accordingly, Arshad & Puteh (2015) and Bhalerao (2013) state that achieving WLB and job engagement leads to higher job engagement, thus reduce the turnover intention among employees.

### RESEARCH METHOD

The target population is employees at the executive level and higher in the Klang Valley. A survey method was adopted and questionnaires were distributed to employees in two places in Klang Valley (Selangor and Wilayah Persekutuan Kuala Lumpur) since these two states have the highest density of industry in Malaysia. Respondents include both genders, both married and single, with and without children. The rationale behind this selection was the argument by Joseph and Grzywacz

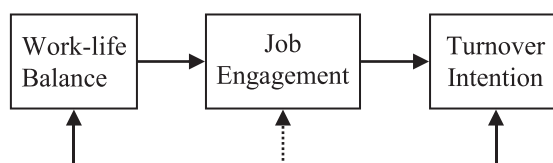


Figure 1.  
Conceptual Framework

(2005) that single and childless employees also have significant commitments to their families.

Based on the prior research and intention of this study, the following hypotheses are derived:

Hypothesis 1: There is a positive relationship between WLB and job engagement.

Hypothesis 2: WLB is correlated with turnover intention.

Hypothesis 3: Job engagement is correlated with turnover intention.

Hypothesis 4: Job engagement acts as a mediating factor between work/life balance and turnover intention.

Out of 300 selected respondents, using a stratified sampling according to location, only 213 replies returned complete questionnaires. The survey instrument with well-established scales was derived and adapted from previous research, as shown in Table 1. Based on a five-response Likert scale (1 = never, 2 = rarely, 3 = sometimes, 4 = often, 5 = always), respondents were asked to choose the best answer for each statement.

<b>JOB ENGAGEMENT</b>	Utrecht Work Engagement Scale (Schaufeli & Bakker, 2003)
At work, I feel that I am bursting with energy.	
At my job, I feel strong and vigorous.	
I am enthusiastic about my job.	
My job inspires me.	
When I get up in the morning, I feel like going to work.	
I feel happy when I am working intensely.	
I am proud of the work I do.	
I am immersed in my work.	
I get carried away when I am working	
<b>WORK/LIFE BALANCE</b>	Hayman (2005)
I often neglect my personal needs because of the demands of my work.	
My personal life suffers because of my work.	
I have to miss out on important personal activities because of my work.	
I come home from work too tired to do things I like to do.	
My job makes it difficult to maintain the kind of personal life I would like.	
I'm forced to work extra hours.	
My workload is too heavy.	
I wish I could work at an easier pace.	
My workload is affected by things I can't control.	
My job's demands on my time are excessive.	
<b>TURNOVER INTENTION</b>	Rizwan et al. (2014)
I want to quit my job at this organisation.	
I am actively seeking employment elsewhere.	
If an opportunity to work at another organisation was available, I would leave my current organisation.	

**Table 1.**  
Description of the research  
instrument

**RESULT AND DISCUSSION**

Table 2 depicts the demographic profile of the respondents, based on gender, age, marital status and work experience. Out of 213 respondents, 51.6% are female and 48.4% are male. Majority of the respondents (70.0%) are in the range age group between 21 to 30 years with at least Bachelor’s Degree. About 64% of them are still not married and worked in private sectors in the position of executive with the working experience below 5 years.

**Table 2.**  
Profile of Respondents

Demographic Information	Frequency (N=213)	Percentage (%)
<b>Gender</b>		
Male	103	48.4
Female	110	51.6
<b>Age</b>		
21–30	149	70.0
31–40	64	30.0
<b>Marital status</b>		
Single	135	63.3
Married/Divorced	78	36.7
<b>Work experience</b>		
Less than 1 year	62	29.1
1–5 years	106	49.8
6–10 years	16	7.5
11 years and above	29	13.6

Meanwhile, Table 3 shows a reliability analysis of the study. Reliability is concerned with estimates of the degree to which a measurement is free of random or unstable error (Mark et al., 2016) If the Cronbach’s alpha is greater than .70, then the reliability is acceptable; above .80 indicates good reliability and above .90 indicates the reliability is excellent (Mohsen & Reg, 2011; Hair et al., 2010). The result depicted in Table 3 signify the Cronbach’s alpha ranged from .72 to .90, which indicate the reliability measures of all variables are acceptable.

**Table 3.**  
Reliability Analysis

Variables	Cronbach’s Alpha (N=213)
Job Engagement	0.879
Work/life balance	0.925
Turnover intention	0.867

Table 4 shows the descriptive analysis of each variable. The findings show that job engagement for the respondents has the highest mean (3.73), follow by WLB (2.88) and turnover intention (2.68). Sounders (2009) suggests that correlations allow a researcher to assess the strength and direction of the relationships between continuous variables. Correlations reach statistical significance when  $p < .05$  and the strength of the relationship is considered small when  $r = .10$  to  $.29$ , medium when  $r = .30$  to  $.49$  and large when  $r = .50$  to  $1.0$  (Donald & Pamela, 2013).

**Table 4.**  
Descriptive analysis

Variable	Mean	Standard deviation
Job engagement	3.7298	0.58806
Work/life balance	2.8765	0.94195
Turnover intention	2.6808	1.12169

Hypothesis 1 proposed that there is a positive relationship between WLB and job engagement. The results of the simple regression analysis in Table 5 shows  $R^2 = .018$ , which implies that 1.8% of the variance in job engagement is significantly explained by WLB. Subsequently, Table 5 shows a medium good fit ( $R\text{-value}=.135$ ,  $p=.049$ ,  $p<0.05$ ), which indicates that the higher the WLB experienced by individuals, the more engaged they are with their job (Table 6). A study by Bhalerao (2013) on the factors contributing to employee engagement on the bank employees in Tanzania shows that others than career growth and benefits, worklife balance has also played significant role in minimizing intention to quit among them. A study by Bhalerao (2013) on the factors contributing to employee engagement on the bank employees in Tanzania shows that others than career growth and benefits, worklife balance has also played significant role in minimizing intention to quit among them. Subsequently, a study by Alvi et al. (2014) on the bank employees in Pakistan has verifies that WLB is the good antecedent of employee job engagement. Thus, the result of this study is consistent with past research, thus Hypothesis 1 is supported.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.135 <sup>a</sup>	0.018	0.014	0.93556	2.068

a. Predictors: (Constant), Jobengagement  
b. Dependent Variable: Worklifebalance

**Table 5.**  
Model Summary of Linear Regression Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.419	1	3.419	3.907	0.049 <sup>b</sup>
Residual	184.683	211	0.875		
Total	188.102	212			

a. Dependent Variable: Worklifebalance  
b. Predictors: (Constant), Jobengagement

**Table 6.**  
ANOVA Result

Hypothesis 2 proposed that WLB is correlated with turnover intention. The results in Tables 7 and 8 show a simple regression with an  $R^2$  value of .240, which implies that 24% of the variance in turnover intention is significantly explained by WLB. The model is found to have a good fit, with an  $R\text{-value}$  of .49 ( $p=.000$ ,  $p < 0.01$ ), which indicates that the higher WLB that is experienced by individuals, the less likely want to move to another job. This finding is in line with past studies by Sui-fan et al. (2016) on medical-staff of private hospitals in Jordan which found that WLB had a significant negative direct effect on turnover intentions. Another study of Kumara and Fasana (2018) reported that turnover intention is one of the critical

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SE of Estimate	Durbin-Watson
1	0.490 <sup>a</sup>	0.240	0.237	0.82286	2.034

a. Predictors: (Constant), Turnoverintention  
b. Dependent Variable: Worklifebalance

**Table 7.**  
Model Summary of Linear Regression Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.235	1	45.235	66.808	.000 <sup>b</sup>
Residual	142.867	211	.677		
Total	188.102	212			

a. Dependent Variable: Worklifebalance  
b. Predictors: (Constant), Turnoverintention

**Table 8.**  
ANOVA Result

problems on the employee of apparel industry. Consistently, the findings has further validate on a strong relationship between work life balance and turnover intention. Therefore, Hypothesis 2 is supported.

Hypothesis 3 proposed that job engagement is correlated with turnover intention. Table 9 and Table 10 of simple regression output show an R<sup>2</sup> value of .112, which implies that 11.2% of the variance in turnover intention is significantly explained by job engagement. The model has good fit, with an R-value of .335 (p=.000, p < 0.01), which indicates that the greater the job engagement experienced by individuals, the lower their intention to quit their jobs. The F-test in Table 8 also shows that there is a significant relationship between the two variables. A study by Biswakarma (2015) on the Nepalese Private Commercial Banks found the negative effects of employees' job engagement on the turnover intention of employees. The finding is also consistent with past studies by Zhao and Zhao (2017) and Kumar & Pansari (2015) that further verifies on the relationship between work engagement and turnover intentions. Therefore, Hypothesis 3 is supported.

**Table 9.**  
Model Summary of Linear  
Regression Analysis

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SE of Estimate	Durbin-Watson
1	0.335 <sup>a</sup>	0.112	0.108	1.05935	1.996

a. Predictors: (Constant), Jobengagement  
b. Dependent Variable: Turnoverintention

**Table 10.**  
ANOVA Result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	29.947	1	29.947	26.686	0.000 <sup>b</sup>
Residual	236.788	211	1.122		
Total	266.736	212			

a. Dependent Variable: Turnoverintention  
b. Predictors: (Constant), Jobengagement

Hypothesis 4 proposed that job engagement acts as a mediating factor between worklife balance and turnover intention. The Sobel Test results (Table 11) show similar findings on the correlation between WLB and job engagement and between WLB and turnover intention, with a p-value<.05. However, the results indicate that job engagement has no mediating effects on the relation of WLB and turnover intention (z=1.7913, p=0.0732, p>.05), thus Hypothesis 4 is not supported. The result is explained by the youth unemployment rate in Malaysia which is quite high among the Asian country at around 10.8% in 2017 (The Star, Aug 2018). High competition in job seeking makes youth employees less demanding on the worklife balance arrangements by employer. While other studies found that worklife balance is not the only contributing factors on job engagement, but more significant to turnover intention (Bhalerao, 2013; Alvi et al., 2014).

### MANAGERIAL IMPLICATIONS IN THE SOUTH EAST ASIAN CONTEXT

The findings of the study clearly show the importance of WLB in job engagement and employee retention. A study by Catalyst, a non-profit research firm, on 1,834 potential employees at multinational firms across Asia found that about half the respondents (both men and women) said they were having a tough time managing work and other aspects of their lives. The majority of respondents agreed that their



companies did not provide enough flexibility and support to help balance the dual demands (The Wall Street Journal, May 2012). This situation is further exacerbated by the unfavourable global economic environment that has led to a widespread job crisis, an increased unemployment rate and wage suppression in developed countries (The Asian Review, Dec 2018; United Nations, 2011). Traditional culture-specific family roles that saw only one parent working have been fully transformed to families with two working parents, thus creating work/life imbalances that affect job engagement. Thus, it is imperative that organisations consider WLB practices to support employees to ensure their well-being, and thus, increase their engagement to their jobs.

### THEORETICAL IMPLICATIONS

Based on the social exchange theory (Blau, 1964), there is a direct relationship between WLB, job engagement and turnover intention; however, this study found that job engagement is not a significant mediator. This might be attributable to the fact that many Malaysian companies do not practice the fundamentals of WLB.

MATRIX procedure:

Model = 4

Y = TI

X = WLB

M = JE

Sample size

213

OUTCOME: JOB ENGAGEMENT

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	0.1348	0.0182	0.3411	3.9067	1	211	0.0494
Model	coeff	se	t	p	LLCI	ULCI	
constant	3.9719	0.1289	30.8214	0	3.7179	4.2260	
WLB	-0.0842	0.0426	-1.9765	0.0494	-0.1681	-0.0002	

OUTCOME: TURNOVER INTENTION

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	0.5605	0.3142	0.8711	48.0964	2	210	0
Model	coeff	se	t	p	LLCI	ULCI	
constant	3.0764	0.4831	6.3686	0	2.1241	4.0286	
JE	-0.5225	0.1100	-4.7496	0	-0.7394	-0.3056	
WLB	0.5400	0.0687	7.8623	0	0.4046	0.6754	

DIRECT AND INDIRECT EFFECTS

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
0.54	0.0687	7.8623	0	0.4046	0.6754

Indirect effect of X on Y

Effect	Boot SE	BootLLCI	BootULCI	
JE	0.044	0.0259	-0.0001	0.1022

Normal theory tests for indirect effect

Effect	se	Z	p
0.044	0.0246	1.7913	0.0732

**Table 11.**  
Sobel Analysis Output

According to Subramaniam and Selvaratnam (2010), even though Malaysia has implemented various types of leave entitlements, few WLB practices have been instituted by Malaysian companies. A gap still exists between the needs of employees and work performance requirements; suitable policies are not in place to address WLB of Malaysian workers.

Future research could address other variables that moderate the relationship, such as the characteristics of the respondents, type of organisations, level of top managerial support, or family circumstances. Seijts and Crim (2006) state that employees are more engaged when a company takes action to induce WLB. A limitation of this study is due to the sample that is mostly drawn from members of the millennial generation; this group may have different expectations towards work life intervals. It is likely that young, unmarried adults with no children may have very different WLB needs than those who are married with children. While most adults with families are trying to find a stable balance between work and personal life, millennials may want something more adventurous and exciting to balance against work. Thus, the characteristics of WLB for mature adults versus millennials might be an interesting thing to explore in future study.

## CONCLUSION

Past studies found that WLB has a number of positive outcomes, such job satisfaction, life satisfaction and better mental health (Haar et al., 2014). The more control employees feel they have over their lives, the more they are able to balance work and family. Hence, Golden (2006) and Bushra (2014) found that a proper balance between work and life demands is an antecedent for employee engagement, because factors of employers, such as caring about employees, placing employees' interests first and flexibility are predictors of employee engagement. Therefore, balancing one role will benefit the other role. Companies with engaged employees have higher productivity, profitability, growth, customer satisfaction and employee retention due to reduced turnover and less intention to leave the company. On the other hand, companies with disengaged employees suffer from wasted efforts and bleed talent; they earn less commitment from employees, face increased absenteeism, have lower customer orientation, see less productivity, have reduced operating margins and earn lower net profit margins (Markos, 2010). Engagement enables workers to be good leaders that carry on their work with responsibility. According to Schneider (2008), companies with the right engagement conditions have competitive advantages that others in the market find it difficult to imitate.

## References

- Abraham, S. (2012). Job satisfaction as an antecedent to employee engagement, *SIES Journal of Management*, 8(2), 27–36.
- Ahuja, S. (2016). *Employee Work Engagement: An Empirical Study of Higher Education Sector in Punjab*. Shodhganga@INFLIBNET, 13.
- Alvi, A. K., Cheema, Q. I., & Haneef, M. (2014). Does the relationship of work life balance and employee job engagement exist in banking sector of Pakistan? *Sci-*

- ence *International (Lahore)*, 26(4), 1761-1763.
- Andrew, O. O., & Sofian, S. (2012). Individual factors and work outcomes of employee engagement. *Procedia Social and Behavioral Sciences*, 40, 498–508.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308.
- Arshad, H., & Puteh, F. (2015). Determinants of turnover intention among employees. *Journal of Administrative Science*, 12(2), 1-15.
- Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life practices and organizational performance. *Human Resource Management Review*, 19(1), 9–22.
- Bhalerao, S. K. (2013). Work life balance: The key driver of employee engagement. *ASM's International E-Journal of Ongoing Research in Management and IT*, 1–9.
- Biswakarma, G. (2015). Employees job engagement and turnover intentions in Nepalese private commercial banks – An empirical evidence. *Asian Journal of Research in Business Economics and Management*, 5(11), 61-78
- Blau, P. M. (1964). *Exchange and power in social life*. New York: John Wiley
- Brink, B., & De La Rey, C. (2001). Work–family interaction strain: Coping strategies used by successful women in the public, corporate and self-employed sectors of the economy. *South African Journal of Psychology*, 31(4), 55–61
- Bushra, A. (2014). Impact of work life balance on job satisfaction and organizational commitment among university teachers. *International Journal of Multi-disciplinary Science and Engineering*, 5(9), 443–457.
- Chan, B. Y. F., Yeoh, S. F., Lim, C. L., & Osman, S. (2010). An exploratory study on turnover intention among private sector employees. *International Journal of Business and Management*, 5(8), 57–64.
- Dass, A. (2018). Young and jobless in Malaysia. *The Star*. Retrieved December 2018 at <https://www.thestar.com.my/business/business-news/2018/08/06/young-and-jobless-in-malaysia/>
- Donald, C., & Pamela, S. (2013). *Business Research Methods*. McGraw-Hill Education.
- Eikhof, D. R., Warhurst, C., & Haunschild, A. (2007). Introduction: What work? What life? What balance? Critical reflections on the work-life balance debate. *Employee Relations*, 29(4), 325–333.
- Global Competitiveness Report (2017). World Economic Forum. Retrieved 10 January 2019 from <http://www3.weforum.org/docs/GCR2017-2018>
- Goh, L. (2012). Why job-hoppers hop. *The Star*, 19 February. Retrieved March 2017 from <http://thestar.com.my/news/story.asp?file¼/2012/2/19/nation/20120219070805&sec¼nation>
- Golden, C. (2006). *Cultivating careers: Professional development for campus IT*. Louisville, CO: Educause.
- Haar, J. M., Russo, M., Sune, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361–373.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data*

- analysis: A global perspective*. Upper Saddle River, NJ: Pearson Prentice Hall.
- Heikkeri, E. (2010). *Roots and consequences of the employee disengagement phenomenon* (Masters thesis). Saimaa University of Applied Sciences, Lappeenranta, Finland.
- Jose, G., & Mampilly, S. R. (2012). Satisfaction with HR practices and employee engagement: A social exchange perspective. *Journal of Economic and Behavioral Studies*, 4(7), 423–430.
- Joseph, G., & Grzywacz, A. B. (2005). The impact of job characteristics on work-to-family facilitation. *Journal of Occupational Health Psychology*, 10(2), 97.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- Karthik, R. (2013). A study on work-life balance in Chennai Port Trust, Chennai. *Advances in Management*, 6(7), 26-31.
- Kumar, V., & Pansari, A. (2015). Measuring the benefits of employee engagement. *MIT Sloan Management Review*, 56(4), 67.
- Kumara, J., & Fasana, S. F. (2018). Work life conflict and its impact on turnover intention of employees: The mediation role of job satisfaction. *International Journal of Scientific and Research Publications*, 8(4), 478–484
- Lavoie, A. (2014). Work life balance and SMEs: Avoiding the “one size fits all”. *CFIB Research*, 1–13.
- Lingard, H., Francis, V., & Turner, M. (2012). Work-life strategies in the Australian construction industry: Implementation issues in a dynamic project-based work environment. *International Journal of Project Management*, 30(3), 282–295.
- Malaysian Institute of Economic Research (2019). Malaysian Economic Outlook. Retrieved March 2019 from <https://www.mier.org.my/outlook/>
- Mark, S., Philip, L., & Adrian, T. (2016). *Research methods for business students* (7th edition). London: Pearson Education.
- Markos, S. (2010). Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5(12), 89–96.
- Robertson-Smith, G., & Markwick, C. (2009). *Employee engagement: A review of current thinking*. Brighton: Institute for Employment Studies
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. In S. T. Fiske, D. L. Schacter, & C. Zahn-Waxler (Eds.), *Annual Review of Psychology*, 52, 397–422
- Mayo Clinic. (2016). How employee involvement kept mayo clinic from flatlining. Retrieved from <https://smbp.uwaterloo.ca/2016/05/how-employee-involvement-kept-mayo-clinic-from-flatlining/>
- Mohsen, T., & Reg, D. (2011). Making sense of Cronbach’s alpha. *International Journal of Medical Education*, 2, 53–55.
- Nikkei Asian Review (2018). World Bank cuts Malaysia’s 2018 growth forecast. Retrieved on Jan 2019 from <https://asia.nikkei.com/Business/Markets/Nikkei-Markets/World-Bank-cuts-Malaysia-s-2018-growth-forecast>
- Noor, K. M. (2011). Work life balance and intention to leave among academics in Malaysian public higher education institution. *International Journal of Business and Social Science*, 2(11), 240–248.
- Ojo, I. S., Salau, O. P., & Falola, H. O. (2014). Work-life balance practices in Nige-

- ria: A comparison of three sectors. *Journal of Competitiveness*, 6(2), 3–14
- Perrin, T. (2003). Working today: Understanding what drives employee engagement 2003. *Towers Perrin Talent Report U.S Report*. Retrieved from <http://www.towersperrin.com/tp/>
- Saeed, I., Waseem, M., Sikander, S., & Rizwan, M. (2014). The relationship of turnover intention with job satisfaction, job performance, leader-member exchange, emotional intelligence and organizational commitment. *International Journal of Learning and Development*, 4(2), 242–256.
- Saeed, R., Hameed, R., Tufail, S., Zameer, H., & Shabir, N. (2013). The impact of HRM practices on employee commitment and turnover intention; A case of service sector in Pakistan. *Journal Basic Applied Scientific Research*, 3(10), 152–157.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Essex: Prentice Hall.
- Schneider, W. H. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3–30.
- Seijts, G. H., & Crim, D. (2006). What engages employees the most or, The Ten C's of employee engagement. *Ivey Business Journal*, 70(4), 1–5.
- Shaffer, M. A., Sebastian Reiche, B., Dimitrova, M., Lazarova, M., Chen, S., Westman, M., & Wurtz, O. (2016). Work and family role adjustment of different types of global professionals: Scale development and validation. *Journal of International Business Studies*, 47(2), 113–139.
- Smith, J., & Gardner, D. (2007). Factors affecting employee use of work life balance initiatives. *New Zealand Journal of Psychology*, 36(1), 3–11.
- Soomro, A. A., Breitenecker, R. J., & Moshadi Shah, S. A. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 7(1), 129146.
- Subramaniam, G., & Selvaratnam, D. P. (2010). Family friendly policies in Malaysia: Where are we?. *Journal of International Business Research*, 9(1), 43–55.
- Suifan, T. S., Abdallah, A. B., & Diab, H. (2016). The influence of work life balance on turnover intention in private hospitals: The mediating role of work life conflict. *European Journal of Business and Management*, 8(20), 126-139.
- The Wall Street Journal (2012). Work-life balance: A challenge for both genders in Asia. Retrieved on January 2019 from <https://blogs.wsj.com/indiarealtime>
- United Nations (2011). *The global social crisis report on the world social situation 2011*. Department of Economic and Social Affairs. Accessed on January 2017 from <http://www.un.org/esa/socdev/rwss/docs/2011/rwss2011.pdf>
- Zhao, L., & Zhao, J. (2017). A framework of research and practice: Relationship between work engagement, affective commitment, and turnover intentions. *Journal of Social Sciences & Humanities*, 5(10), 225-233.