

THE ROLE OF JOB PERFORMANCE TOWARDS FLEXIBLE WORKING HOUR AND WORK LIFE BALANCE AMONG WOMEN ACADEMICIAN

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ABSTRACT: Work and family are two significant domain which are inter-related. Firms that offer flexible working arrangement empower their employees to set up work plans differently from the convention 8-5 work day. This study intended to examine the relationship between flexible working arrangement and work life balance with the role of job performance towards it. This quantitative study used purposive sampling technique with 61 women academician of University XYZ as the sample of the study. Questionnaire was distributed through online and face to face. The finding of the study shows that the level of work-life balance is moderate with no relationship between flexible working hour and work-life balance found and job performance have small impact on the relationship of flexible working hour and work-life balance. Step should be taken to make sure that the level of work-life balance of the academician at University XYZ can be increased in order to achieve positive work, family and health related outcomes.

KEYWORDS: Flexible Working Arrangement, Work-life balance, Job Performance, Academician, Higher Education

I. INTRODUCTION

Work and family are two significant areas that are related to each other. Factors in the workspace may influence family life and the other way around (Boyar and Mosley, 2007). Work's effect on the family and the family applies significant impacts on the working environment. The relationship is considered as associated and dynamic (Huang, Hammer, Neal, and Perrin, 2004). Adjusting among work and family life is significant and it is viewed as a challenge in a person's life. Numerous jobs with restricted accessible assets, for example, time and vitality, make employees struggle to adjust among work and family roles (Kahn, Khan, Khan, & Shakeel, 2011). Employee can perform better when they have ample time for personal interest and their family, and that show how a balance life can impact employee's life (Vijayaraghavan & Martin, 2020).

II. Problem Statement

The high cost of living expenses in the urban territories has constrained Malaysian ladies to work as a secondary income provider for the family. This marvel has created the dual-earner family, particularly in the urban territories with the number of female labor force participation rate in Malaysia increasing from 49.5% in 2012 to 56.0% in 2019 (Department of Statistics Malaysia, 2019). Therefore the conventional role of a father as the only income provider in a family is gradually vanishing. The role of both women and men are presently get significant for the two domains, the work and family as time contributed, and inclusion in family and job must be adjusted so as to accomplish a superior personal satisfaction.

Be that as it may, in Malaysia and other Asian nations, there is a propensity for wedded ladies to exit their jobs after marriage and the birth of their kids (Singh, Finn & Goulet, 2004). They face many pressures including pressures of work and family home especially for women who put their home as a primary responsibility (Jeffrey Hill, Martinson & Ferris, 2004). According to The State of Household 2018 by Khazanah Resesarch Institute (KRI) stated that 2.6 million of women in working age with a high education are not working due to the responsible that they have towards their family such as taking care of their child.

A study done Hassan, Ibrahim & Lim (2011), found that women who have professional work and have children, have problems in life that strike a balance between housework

and also their individual tasks, with their professional work. It also led to their decision to stop working. The flexibility of the organization can help them to achieve job satisfaction without having to stop working for the sake of balancing work at home with their professional duties.

However, this study was focusing on the work-life balance of academician at University XYZ. According to a research conducted by Bakar & Abdullah (2013), the women in the public sector can easily coordinate work and family responsibilities through flexible work time rather than formal working time. Yadav, Aggarwal & Singh (2014), conducted a study of 50 women in the field of education and 50 more in technology and found that in term of work load, women in the field of education have a lighter workload than women who work in the technology. Those who work in the education does not have to work on Sunday and be able to spend some quality time with the family. Those working in the education work on a more flexible time.

Therefore, this study intended to:

1. To determine the relationship between flexible working arrangement and work life balance
2. To identify the role of job performance towards the relationship between flexible working arrangement and work life balance.

III. Literature Review

According to Bakar & Abdullah (2013), flexible working hour show an employee adjusting their personal task schedules to engage in full-time jobs. The use of flexible working hours available to assist workers, especially mom to face their functions (Bakar & Abdullah, 2013). Researchers found that traditional working hour impose negative impact on employee output and their well-being as well (Michelsen & Laura, 2020). In fact, most organizations offering flexible working hours for employees since it provides advantages not only to employees but also to employers. (Shagvaliyeva & Yazdanifard, 2014). There are a lot of advantages especially to the employees as it can help to increase up to 60-89 percent job satisfaction (Thompson, 2008). As indicated by Pandu, Balu, and Poorani (2013), work-life balance can be characterized as the connection between paid works and other unpaid activities for families and the community, relaxation, and self-improvement. Work-life balance for any one individual is having the 'right' blend of interest in paid work (characterized by hours and working conditions), and other parts of their lives. This blend won't stay fixed, yet may change after some time. Work life balance also generally correlates with evenness of someone spending their time and effort on their task, be it personal or their work for the peace of their life (Thakur, Shah & Bhat, 2020).

The balance their work and family showed a positive effect of which turnover is low, a sense of ownership of the organization, increase productivity, improve profitability, and increase job satisfaction (Konrad & Mangel, 2000; Lambert, 2000; Wang & Walumbwa, 2007). Therefore, flexible working hours are needed by the employee to ensure a balance of work and family responsibilities can be achieved.

In addition, research conducted by Nor Aliza Ismail (2014), have studied the effects of work-life balance on job performance and employee productivity at Universiti Utara Malaysia. Work-life balance is measured through six dimensions of workload, community, values, discipline, justice, and job control. The results showed that the value and the balance of work (value) and the balance of work (job control) is the main factor that can provide a positive impact on performance and employee productivity.

IV. Methodology

The population of the respondent is women academician of University XYZ which implement the policy of flexible working hour but only to their academician and not to their administration staff. 61 women academician of University XYZ was chosen through purposive sampling method. This survey was conducted using questionnaire as research tool. This study used self-administered survey method as the data obtained were controlled by the researcher. This study uses descriptive statistical analysis. The Statistical Package for Social Science (SPSS) was used as a tool to analyze the data that has been collected.

V. Finding

The first objective of this study is to determine the relationship between flexible working hours and work life balance. Spearman correlation analysis was conducted in order to achieve this objective. Table below shows the correlation between flexible working hours and work life balance.

		Mean of work-life balance	Meanflexible workinghour
Mean of work-life balance	Pearson Correlation	1.000	.115
	Sig. (2-tailed)	.	.378
	N	61	61
Mean of flexible working hour	Pearson Correlation	.115	1.000
	Sig. (2-tailed)	.378	.
	N	61	61

The findings of the analysis showed that there are no significant relationship between flexible working hours and work-life balance while $p < 0.01$. The correlation value is $r = 0.115$. Thus, H1 is rejected.

The second objective of this study is to identify the role of job performance on the relationship between flexible working hour and work life balance. Table below shows the model summary of linear regression to achieve second objective.

R	R ²	Adjusted R ²	β	F
0.129	0.017	-0.017	0.063	0.489*

Finding shows that there is a role in the relationship between job performance flexible working hours and work-life balance ($R^2 = 0.017$). It explains that the 1.7% job performance affects relationship between working flexible hours and work-life balance. In addition, statistics show that there is significant role between job performance with flexible working hours and work life balance ($F = 0.489, p < 0.000$).

VI. Conclusion

From the results, it shows that there are no relationship between flexible working hour and work-life balance. This finding is different with the finding of Wattis, Standing & Yerkes (2007) where according to his research that by using flexible working time, employee found that they can manage a good family. By working flexibly allows husband and wife take turns in caring for their children. Flexible working time have a positive impact and balance in their life and work.

The directing impact of job performance supposedly has a role as moderator on the relationship of flexible working hours and work-life balance. This finding is corresponding with the finding of earlier research demonstrates that a workplace that encourages work-life balance benefits the employees' lives as well as prompts ethical decision-making and better job performance (Linnhoff et. al., 2014; Smith et. al., 2011). Anyway, it is inverse with the finding of Amira Abdullah (2014) on an examination where it is discovered that there was a huge negative connection between work-life balances with job performance. In any case, the outcomes likewise demonstrated that the connection between job performance, employee engagement, and work-life balance is significant.

VII. Recommendation

Future research should be conducted from several extensions from this current study. First, the qualitative research method can be used, where it will focus on group interview to conduct the research for better understanding. More accurate information would be obtained by using focus group discussion by using focus group interview. Moreover, future study can extend to other administration staffs and also could include other academician from other branch of University XYZ.

Secondly, it would be interesting to conduct a comparative study among the work-life balance of academician in private and public university to understand the relationship between work-life balances of academician with affective organizational commitment. This is because, different work environment in private and government sector may contributed different results. Policy and work support culture may be varied.

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