



The Mediating Role of Leisure Satisfaction between Work and Family Domain and Work-Life Balance

Edwina Kong Yan Ying^{1*}, Zaiton Hassan² and Nur Fatimah Abdullah Bandar³

^{1,2,3} Universiti Malaysia Sarawak, 94300 Kota Samarahan, Sarawak, Malaysia

ABSTRACT

This study aimed to determine the mediating role of leisure satisfaction between work domain (work overload and job involvement), family domain (family workload and family support) and work-life balance among teachers in Kuching. Fifty employees responded to the self-administered questionnaire in one of a primary school in Kuching area. Data was analyzed Pearson Correlation, Regression and Sobel Test. Results indicated that work overload and family workload are negative and significantly influence employee work-life balance while job involvement and family support are positive and significantly effect work-life balance. This research revealed work overload, job involvement, family workload, family support, and work-life balance are partially mediated by leisure satisfaction. Thus, it is recommended for organizations to organize variety of leisure activities as a strategy to assist employees to improve work-life balance.

Keywords: Work overload; Job involvement; Family workload; Family support; Leisure satisfaction; Work-life balance

Copyright: This is an open access article distributed under the terms of the Creative Commons Attribution-Non-Commercial-Share Alike 4.0 International (CC BY-NC-SA 4.0) license which permits unrestricted use, distribution, and reproduction in any medium, for non-commercial purposes, provided the original work is properly cited.

INTRODUCTION

In recent years, people start to consider the importance of work-life balance as their priority to select their career. World Happiness Report indicated that Malaysia ranks as the

42nd happiness country among 155 countries such as America, Singapore, Finland, and other countries (Othman, 2017). Additionally, conflicts between job and non-work domain are the main source of stress in personal life (Byron, 2005; Md-Sidin, Sambasivan & Ismail, 2008; Nayak & Pandey, 2015). Abasi (2015) found that harmony in work and non-work domain can encourage individual's work life balance due to the supportive relationship in both domains can avoid imbalance work life and this allow an individual to reach his or her personal and professional goals.

ARTICLE INFO

E-mail address:

edwinakongyy@gmail.com (Edwina Kong Yan Ying)

*Corresponding author

<https://doi.org/10.33736/jcshd.1603.2020>

e-ISSN: 2550-1623

Manuscript received: 24 September 2019; Accepted: 31 December 2019; Date of publication: 31 March 2020

The survey found that 40 % of the employees in Malaysia have rated work-life balance as their most dominant factor to retain in the organization and followed by salary and benefits (Shanmugam, 2017). This situation indicated work-life balance was essential to the employees, higher salary and better benefits are no longer the only attraction factor to encourage employee retention. This is because the employee seeking a better lifestyle to assist them to achieve work-life balance. Based on the survey done by Randstad Work Monitor in the years of 2014, in Malaysia, 60 % of the individuals insist to leave their job to provide care for the family members (Work-life balance, 2014). Moreover, Lee (1997) indicates sometime the caregiver who works full-time may absent from the job (as cited in Neal, Chapman, Dayton & Emlen, 1993). For the dual-earn families, both men and women may experience conflict between two roles because what they expect to do and what they do to fulfill the demands in the job and life domain. Moreover, they may also experience heavy workload in both domains because they have to combine the responsibilities in both domains.

In addition, Malaysian women rank as the 16th most stressed women in the world compare to other countries (Study: Malaysian women 16th most stressed, 2011). In Malaysia, female teachers faced the difficulties to balance their work and family domain (Kamal, n.d). As mentioned by Sorcinelli (2007) the greatest problem facing teacher is to manage the equilibrium between work domain and non-work domain especially female. In recent years, teacher workload has increased dramatically. The teachers have to complete their work at home in case they cannot finish the administrative and teaching

functions during the school day. This situation can influence teacher's leisure involvement and satisfaction (Ho, 1996).

Similarly, Malaysian National Union of Teaching Profession reported to received 50 cases of stressed teachers. The stress was due to heavy workload such as managing students' attendance via online and in their physical logbook, report card and safety (The Star, 2018). Similarly, the Education Minister, Dr. Maszlee Malik reported a total of 4.4 percent or 2,123 teachers from 48,258 teachers experienced moderate stress levels in 2018 (Aziz, 2018). Stressors are contributed by many elements includes family matters, financial problem, amount of work, lack of skills in core tasks as well as bad stress management techniques.

Johari, Tan, and Zulkarnain (2018) mentioned in Malaysia, teacher's autonomy and work-life balance can directly influence his or her job performance. However, workload was not found to be significantly related to teachers' job performance. Thus, the inconclusive findings lead to the interest of the current study.

PROBLEM STATEMENT

The research related to leisure satisfaction in Malaysia is limited (Mohamed,2013; Daud, Idris, Manaf & Mudzaffar, 2013) and a majority of the past research was done in the Western context (Brown & Frankel, 1993; Celik, Tercan & Lapa,2014; Muzindutsi & Masango, 2015) such as Canada, South Africa but not much in the Asian context. As mentioned by Liao, Siu-Ian and Lam (2015), most of the past study related to leisure satisfaction were carried out in the western societies. Noraini (2006) mentioned that even the

activity for leisure time is necessary in one's personal life, but most of the researchers frequently ignore this issue. Moreover, most of the researcher's study leisure among students, disabilities, tourists, women and aged (Reddy, Vranda, Ahmed, Nirmala, & Sidaramu, 2010; Ryan & Glendon, 1998; Roult et al, 2017; Brown & Frankel, 1993) in the eastern and western context.

The meaning of leisure in this study might be different from other past researches whereby leisure defines as leisure satisfaction. Some scholars may define leisure in a different way such as the physical activities, passive activity or a vacation trip (Joudrey & Wallance, 2009). The researcher defining leisure as the satisfaction of the outcomes of active activity and passive activity as the individual carries out during his or her leisure time in order to close the gap. This is because if the activity is enjoyable for the individual to carry out during the leisure time, leisure satisfaction can be achieved directly or indirectly.

Apart from that, there is no known past research has explained the direct relationship between leisure satisfaction and work-life balance. However, according to Knecht, Wiese and Freund (2016) mentioned that high level of leisure involvement able to increase leisure satisfaction and this indirectly encourage work family enrichment among the employees. This is because most of the past study in the leisure area focused on the impact of the individual leisure behavior towards job performance (De Bloom, Rantanen, Tement & Kinnunen, 2017), academic performance (Aaltonen at el, 2016), teacher perspective (Aslan & Cansever, 2016) and improve the mental or physical health of the individual (Ferrari, Baldissera, Lange, Carreira, Silva, 2016).

Additionally, most of the past studies measure the impact of leisure motivation (Beard & Ragheb, 1983; Ryan & Glendon, 1998; Bergin, 1992; Tsai, Wu, & Huang, 2012; Phan & Vinh, 2016) towards academic achievement, leisure attitude, promote a healthy lifestyle and job satisfaction. There is also some academicians measured on the relationship between the frequency of leisure involvement and marital satisfaction (Zabriskie & McCormick, 2003; Claxton & Perry-Jenkins, 2008; Chavez, 2015). Only several researchers who investigate regarding the leisure satisfaction outcomes (Beard & Ragheb, 1980; Johnson, Zabriskie & Hill 2006). There is no known past research has been done in Malaysia about the effect of leisure satisfaction on the work-life balance.

Besides, the researchers have rarely focused on the other factors that might influence one's leisure. The most frequently investigated factors include demographic characteristic (Deem, 1986; Henderson & Shaw, 2006), personal factor (Dridea & Sztruten, n.d), friends and family, time factor (Bammel & Burrus- Bammel, 1996) and the environmental factor (Roult et al, 2017) of the individual. There is no known past research that has been found to use the work and family domain as the independent variables to influence one's leisure satisfaction in Malaysia. The work domain is the primary factor to cause work family interference (Eby, Casper, Lockwood, Bordeau & Brinley, 2015). Abbasi (2015) mentioned job and life domain are the importance elements of balancing work life. Thus, this study is interested to determine the mediating role of leisure satisfaction between job and life variables towards work-life balance.

LIMITATION OF STUDY

Component of Leisure

In this study, the researcher only measures the leisure satisfaction. However, the frequency of leisure activity, leisure behavior and leisure motivation can also influence the work-life balance.

Component of work life balance

The researcher only focus on the work domain (work overload and job involvement) and family domain (family workload and family support) as the independent variable in this study. However, there are other factors that also contribute to the leisure satisfaction and individual work life balance which are not taking account in this study such as technology advancement.

Antecedents of Work life balance

Clark (2000) mentioned work-life balance occurs when the individual can equally involve in both workplace and personal life with or without inference. Good work-family balance can occur without the conflict and the satisfaction in work and life domains. The individual experienced imbalance work life prolonged period of time can cause mental illness, for example, depression, poor job performances and high turnover rate (Seligman, 2011; Hill, 2005). Decreasing work-family interference and increasing work-family enrichment able to assist the individual to improve work-life balance (Rotondo & Kincaid, 2008). The researcher classified work-life balance into two categories which are work-family conflict and work-family enrichment in this study. Conflicts occur when the demand in one domain influence

the participation in the different domain (Greenhaus & Beutell, 1985).

Work-family conflict can occur in two ways which are work interfere with family (WIF) and family interferes with work (FIW). Work interfering with family (WIF) conflicts arises if the individual transfers the negative emotion from the work domain into life domain. For example, teachers who preoccupied with their work and even brought their work home and work at the weekend. In this case, teacher must sacrifice his or her family time to complete the work at home and influence a teacher's family responsibility. In this study, work overload is another factor that cause imbalance work life among employees. Large amount of work cause the individual to extend working hours and reduce family time (Allan et al., 2007; Hill, 2005).

Whereas, family interferes with work (FIW) means one's family domain influences the work domain. Fu and Shaffer (2001) mentioned that family workload can creates conflict between work and family domain for individual who consume more time to conduct the domestic work. In this study, family workload also includes childcare responsibilities and elderly caregiving which able to influence individual work life balance in the negative way (Voydanoff, 1988; Brough & Kelling, 2002; Acas, 2013) based on the past study. However, previous study also shows that marital status (Rehman & Waheed, 2012), no support from family (Padma & Reddy, 2013) and age of children (Walia, 2015) are the factors in influencing one's work life balance in the family domain.

Apart from that, work-family enrichment refers to the positive transfer between two domains. Greenhaus and Powell (2006)

mentioned work-family enrichment means participation in the work domain can enhance the individual's family domain. Work-family enrichment occurs in two ways which are work to family enrichment and family to work enrichment. Work-Family enrichment means the family domain able to improve individual performance in the work domain (Choi & Kim, 2012). This is because high work-family enrichment can assist improve employee's confident and be more committed to the organization. Several past studies also show that job involvement able to encourage work family enrichment (Tharmalingam & Bhastti, 2014; Carlsen, Kacmar, Wayne and Grzywacz, 2006). Additionally, work-family enrichment can also improve the well-being of the individual (Hanson, Hammer & Colton, 2006). Family support able to encourage work life harmony (Powell, 1999; Gupta, 2016). This is because the employee might transfer the good moods or attitudes between the two domains.

Leisure satisfaction

Leisure satisfaction defined as the positive one's perceptions or feelings gained from the leisure experience. Riddick (1986) mentioned that leisure satisfaction necessary in the life domain. Leisure time activity allows the individual to rest and recover from strenuous activities at home and at work (Nelson & Quick, 2013). Additionally, the individual's leisure experience can influence his or her leisure satisfaction (Lapa, 2013). In this way, if the leisure activity involvement able to fulfill an individual's requirement, then, an individual's leisure satisfaction also increases.

Moreover, Sonnentag (2001) indicates the activity that requires less energy, socializing

and physical activity able to assist an individual to recover from fatigue during free time. The low-effort activity refers to passive activities, for instance, listen to music, reading, etc. The social activity includes hanging out with friends, fishing with a group of friends, etc. Whereas, physical activity refers to the active activity such as sports, jogging, swimming, hiking, etc. These leisure activities with less demand able to assist the individual in recovery from fatigue.

As mentioned by Russell (1987), leisure satisfaction is one of the greatest ways to assist the individual to satisfy with his or her work life balance as compares with other variables such as leisure involvement and religion. There is another past study done by Russell (1990), found that leisure satisfaction is the most dominant element in influencing one's quality of life. This is because the employee with a higher level of leisure satisfaction and good quality of life able to be more committed to the organization. Hence, the organization should encourage employee's leisure participation to improve personal leisure satisfaction and work-life balance.

THE RELATIONSHIP BETWEEN WORK DOMAIN (WORK OVERLOAD AND JOB INVOLVEMENT), FAMILY DOMAIN (FAMILY WORKLOAD AND FAMILY SUPPORT) AND WORK LIFE BALANCE.

Work overload

Work overload occurs once the individual must complete a large amount of task within minimum time given (Ashfaq, Mahmood & Ahmad, 2013). Employee work overload include qualitative and quantitative overload. Allan et al. (2007) mentioned there is a direct

relationship between works overload and work life conflict. Quantitative overload cause the employee to extend his or her working hours in which he or she may have to complete the work at home. This may influence the employee health status. Moreover, quantitative overload can also cause work family conflicts occurs, decrease the quality of personal life and lessen the family time due to long working hours (Cartwright & Cooper, 1997). Therefore, the individual may experience imbalance work life and cause strained relationship between family members.

Furthermore, the negative experience at workplace will transfer to the home domain and increase conflicts between job and life domain (Ilies, Schwind, Turley, Johnson & DeRue, 2007). The main element of influence employee work life balance is work overload in Malaysia (Omar, Mohd & Ariffin, 2015). Major, Klein and Ehrhart (2002) mentioned that extensive working hours can causes conflict occurs between two domains and this able to influence the individual well-being. Excessive workload causes the individual to transfer the bad moods from work to personal life. This situation can influence the individual to interact with the family members. Hence, the organization should take some action to decrease employee workload and help them to improve work life balance.

Job involvement

Job involvement means the individual psychologically engaged to his or her job (Paullay et al., 1994). Those with high job involvement with minimum enjoyment in their job may experience inter role conflict in work and life domain (Greenhaus & Beutell,

1985). This is because even after working hours or during the leisure time, the individual still think about his or her work routine and often occupy their mind with work related thoughts. Thus, the individual may transfer the bad moods from work roles to non-work roles. Higher level of job involvement can cause the employee to spend too much time and energy for their job and this can lead to work life interference (Frone et al., 1992).

However, there are some past research indicated that job involvement can directly encourage work family enrichment. Work family enrichment describes the process of positive influencing between two domains (Jones, Burke, & Westman, 2013). The individual who highly involved in the job which can receives abilities, knowledge, attitude together with the good emotion can positively influence the family domain (Wayne et al., 2004). Moreover, work domain able to influence the non-work domain positively through the development of abilities, good moods and capital resources the individual gain from the workplace (Carlsen, Kacmar, Wayne & Grzywacz, 2006). Tharmalingam and Bhastti (2014) found that work family conflict has an inverse relationship with the job involvement in Malaysia. This situation revealed that as the individual job involvement increase, conflict between two roles decrease.

Family workload

In this study, family workload refers to the individual who must provide care-giving for children, adults and elderly. According to Acas (2013), approximately 68% of the working parent with the dependent children experienced imbalance work life. Having

dependents at home, such as children who need more caring and support from the parents can easily cause work family conflict (Brough & Kelling, 2002). Halpern, Tan and Carstan (2008) found that the employed women or men who caregiver faced the difficulties to achieve work life balance and he or she may experience financial problem. This is because as a caregiver, the individual often fail to carry out the responsibilities in the work and family domain simultaneously. Moreover, Stone and Short (1990) indicates people who have to take care the elderly with health problem or disabilities may try to adjust his or her working hours to provide care. Approximately 13% of the employed caregiver decided to withdraw from his or her current job (Franklin, Ames & King, 1994). These situations indicate that the individual may require more time to carry out his or her responsibility as a caregiver in the family role. Thus, the caregiver has to decide between their work and to take care family members.

Besides, employed men and women who carry the childcare responsibilities at the home can increase level of conflict between life and job domain (Voydanoff, 1988). In this way, the working parents have to experience the hardship to cope with juggling both work and family responsibilities. This situation may cause family-work conflict and influences the employee turnover intention especially working mother and single parents. Khan (2007) mentioned, most of the employed women decided to become a homemaker after marriage or after the birth of the children (as cited in Ajaz & Mehmood, 2015). As a dutiful wife, the employed women still has to carry the responsibility to look after the younger children otherwise the individual may feel guilty. Conflict between

job and family role can lead to negative consequences for the individual's job performance and job satisfaction (Siddiqui, 2013).

Family support

A supportive family can lighten the burden of the individual, especially women who have to cope with juggling both work and non- work domain (Drummond, O'Driscoll, Brough, Kalliath, Siu, Timms & Riley, 2016). Greenhaus et al. (2003) mentioned people who join their family activities most of the time able to experience better quality of life. This is the because by receiving the greater support from spouse and family member in the non-work domain, the individual may not experience conflict between the two domains.

In addition, instrument support means the members in the family assist the individual to share the burden of childcare and household responsibilities, while, emotional support means advice given by the family members (Greenhaus & Parasuraman, 1994). As the individual receive more instrumental support from family members can lighten the burden of the household responsibilities and allow the individual focus on their job. Parasuraman (1996) mentioned that receiving the level of psychological support from the family members able to encourage personal efficacy and decrease work life conflict (as cited in Powell, 1999).

Furthermore, emotional or instrumental given by the family member can encourage work family enrichment and positive spillover between job and life domain (Grzywacz and Marks, 2000). Family support was significantly influence work life balance of the married employees (Gupta, 2016). This is

because an employed woman carries out the traditional role in the family domain and conducts the job responsibilities at the work domain. Abendroth and Dulk (2011) study found that individual can improve work life balance satisfaction through emotional support given by the family members rather than instrumental support. Thus, without the family physiological support, the working mother may force leave the organization due to the higher level of work family conflicts.

THE RELATIONSHIP BETWEEN THE WORK DOMAIN AND LEISURE SATISFACTION

As the work-related stress increased, it was acknowledged that increasing our sedentary lifestyle in job and life domain, this may become of the factor of having a mental or physical illness (Sutherland & Cooper, 2000). Low workload, flexible working schedule and high level of co-worker support can contribute to assist the individual to achieve work-life balance and satisfy for the leisure activity (Lin, Wong & Ho, 2014). Additionally, as participation in leisure activities increase, leisure satisfaction also increases. In this way, low workload allows the employee to have more time to participate in leisure activities with the family members in order to release stress and recover from fatigue and increase leisure satisfaction.

Delina and Raya (2013) found that usually, the employed women may experience the difficulties to have their own time for their hobbies, leisure activity and hang out with friends after marriage. This is because the individual require to spend more time for them to look after the children and for the domestic workload. Thus, leisure satisfaction decrease and lead to an imbalance of work life.

Effort Recovery Model

Effort Recovery Model (ERM) was developed by Meijiman and Mulder in the year of 1998. This model has four different assumptions (Meijiman & Mulder, 1998). The first assumption is the allostatic load means those who their effort to make sure the task is completed in work role and carry out their family obligation in the non-work role. The second assumption is the used effort caused physical can psychological change towards the well-being of the individual. Moreover, the third assumption is the psychological and physical changes are reversible and influence an individual's effort. The last assumption is in case recuperation is hampered, physical and mental changes might endure and cause unfavorable impacts. In this case, there are some ways can be used to assist the individual to recover from fatigue such as engagement in the leisure activity and holiday.

Besides, the individual who spends the energy for his or her work may create a load-reaction (Meijiman & Mulder, 1998). This is because the individual has to spend his or her energy to complete the task given, and "load reaction" to occurs. Load reaction refers to the fatigue of the individual after work and it is reversible. The individual can recover automatically from fatigue when he or she stops working or without job demands. People also can recovery themselves from fatigue during leisure time and without the work-related activities. If the individual does not receive enough time for them to recover from fatigue, then the fatigue may accumulate and decrease the individual job performance. According to Burke and Cooper (2008), increased and accumulated fatigue may cause

physical or mental illness among working adults.

Additionally, the process of recovery from fatigue occurs when the individual takes enough rest at the workplace (such as small break during lunch hours) and at home after working hours (hang out with friends during weekends). Participating in leisure activity can assist the individual to relieve from the job demand and to recover from fatigue. Rook and Zijlstra (2006) indicate active and passive activities able to help the individual in the process of recovery (as cited in Burke & Cooper, 2008).

Furthermore, this model also illustrates the relationship between the work domain, family domain, leisure satisfaction and work-life balance in this study. The researcher applies effort recovery model (ERM) to explain teachers' recovery process from fatigue through the engagement in leisure activity and increase teachers' leisure satisfaction. This is because teachers need to consume plenty of energy to carry out their responsibility in both domains. This directly increase the teachers' level of tiredness and affect his or her health over a long period of time. Based on the effort recovery model, engage in passive or active leisure activity can assist the individual to recover from fatigue. This model also shows that if the teachers are unable to fully recover from fatigue, then, it can be accumulated and reversed to influence their health condition. For instance, teachers can listen to music during rest time in the home domain, while, they can jog with their family members after working hours to recover from tiredness. This not only can increase the teacher's physical and mental health conditions but also can improve his or her work life balance.

In this study, the researcher also intends to investigate the effect of work overload, job involvement, family workload and family support, and its relationship to work-life balance among teachers Figure 1 depicted the research framework.

METHOD

The population is all teachers in one primary school in Kuching, Sarawak. Sixty questionnaires were distributed through the school clerk and collected after two weeks.

Population and Research Sampling

The populations of this study are including all teachers who work in one of the public education institutions which approximately 60 teachers were selected to become the respondents. The researcher applies simple random sampling is used in this study so that each respondent able to have an equal chance to be selected to participate in this survey. In addition, this sampling method more inclined to represent the population. Daniel (2018) mentioned the minimum sample size of 60 respondents is acceptable for the researcher to conduct quantitative research (as cited in Stacey, 2019). Thus, there are 60 teachers in one of the schools in Kuching are choosing as the subject of the study. So, the researcher has to distribute the questionnaire to all the teachers. After two weeks the researcher has to collect all of the questionnaires (60 sets) from one of the schools in Kuching, Sarawak area.

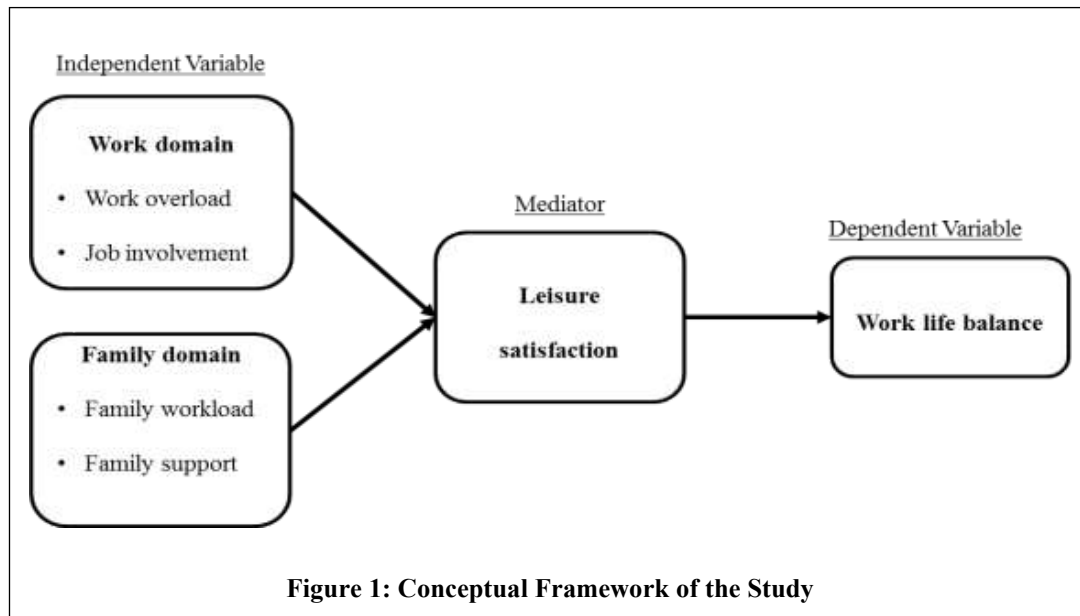


Figure 1: Conceptual Framework of the Study

Instrument

All questions in the questionnaire are in the English language with five sections which are section A, B, C, D and E. Section A obtains information about the respondent demographic background which includes their gender, age, marital status, number of kids under 18 years old (for who are married only) and whether they take care of an elderly relative/parents. Section B is used to measure the work domain, whereas, section C measures the family domain. Section D is about leisure satisfaction which is the mediator for this study. Sections E contain the statement that related to the work-life balance.

The questionnaire for work overload, the researcher adapted from De Bruin and Taylor (2006) which consists of nine items ($\alpha = 0.83$). Whereas, job involvement was measured by 10 items adapted from Lodahl and Kejnar (1965) ($\alpha = 0.82$). Higher scores shows a higher level of work overload and job involvement. Whereas, family workload

was measured by eight items adapted from Fredriksen-, and Scharlach (2001) ($\alpha = 0.82$). Whereas, King et al., (1995) questionnaire were adapted for the family support which consists of 10 items ($\alpha = 0.77$). As the scores increase, the degree of family workload and family support also increase.

Leisure satisfaction was measured by 11 items adapted from Bread and Ragheb (1980) ($\alpha = 0.80$). Higher scores mean a higher level of leisure satisfaction. The researcher adapted 10 items from Omar, Mohd, and Arrifin (2015) to measure work-life balance. Higher scores mean high work-life balance ($\alpha = 0.92$). A sample question is “*I am satisfied with the balance between my job and non-work life*”. The respondent has to answer the question based on the 5 Likert scales which ranging from strongly disagree (1) to strongly agree (5).

DATA ANALYSIS

In this research, Statistic Package for Social Science (SPSS) version 21.0 with statistical

application was used to analyze the collected data. According to Landau and Everitt (2003), “The Statistical Package for the Social Sciences (SPSS) is a package of programs for manipulating, analyzing, and presenting data; the package is widely used in the social and behavioral sciences” (p. 1). There are two different type of statistical application which is descriptive statistic and inferential statistic. Descriptive statistic is used to analyze the demographic characteristic which are gender, age, marital status, number of children under 18 years old (for who are married only) and whether the individual take care of an elderly relative/parents.

Besides, the researcher uses Pearson Correlation Coefficient Analysis to test the relationship between independent variable (work overload, job involvement, family workload and family support) and dependent variable (work life balance). Pearson Correlation Analysis shows the strength, magnitude and direction of the relationship between two variables (Sekaran, 2000). The relationship strength is high when the correlation coefficient, *r*, almost nearer to ± 1 . The correlation of zero reflected there is no relationship between two variables.

Moreover, the researcher uses the Sobel test to analyze the mediating effect of the leisure satisfaction between the work domain, family domain and work life balance. The purpose of applying Sobel test is to determine the contribution of the mediator for the controlled variable and responding variable (Sobel, 1982). There is no measurement error and the data are normality to use as assumed in Sobel test. Based on Baron and Kenny, the mediation test procedure include the significant relationship between responding variable and controlled variable, between the controlled variable and the mediator, and there is no significant relationship between the controlled variable and responding variable with the mediator (as cited in Drobnic & Guillén, 2011). The researcher decides to apply Sobel test in order to determine the mediating effect of leisure satisfaction in this study. This is because the Baron and Kenny’s mediation test process unable to test mediating effect (Baron & Kenny, 1986).

FINDINGS AND DISCUSSION

Table 1 shows the relationship between work and family domains and work-life balance. Results revealed that there is an inverse relationship between work overload, family workload and work-life balance. Whereas,

Table 1: Result of Pearson Correlation Analysis between work and family domains and work-life balance

| | Correlation | |
|--------------------|-----------------|-----------------|
| | <i>p</i> -value | <i>r</i> -value |
| 1. Work Overload | 0.001 | -0.458** |
| 2. Job Involvement | 0.029 | 0.309* |
| 3. Family Workload | 0.012 | -0.353* |
| 4. Family Support | 0.037 | 0.296* |

Note: *Correlation is significant at the 0.05 level (2-tailed).

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

the result shows there is a direct relationship between job involvement, family support and work-life balance.

According to Table 1, the Pearson Correlation Analysis result shows that the coefficient value, $r = -0.458$ with the significant value, $p = 0.001$. As a result, there is an inverse relationship between the work overload and work life balance because the significant value, $p = 0.001$ which is less than 0.05. Moreover, the table also indicates that there was a moderate inverse relationship between work overload and work life balance because the r-value was -0.458 which was in the range of 0.40 until 0.59. The findings also show that when the employee work overload increases, the work life balance decreases simultaneously. Whereas, when the employee work overloads decrease, the work life balances increase. This finding was supported by some past studies done by other researchers. Omar, Mohd and Ariffin (2015) mentioned the employee with less amount of work can achieve work life balance easily. Lajtmán (2016) indicated that excessive workload can cause the employee to experience work family conflict and decrease his or her work life balance. These past studies' results were absolutely the same as this study's findings. Major, Klein and Ehrant (2002) found that as employee work overload increases, work life conflict increases between two roles. Consequently, employee work life balance also decreases. This is because it is very difficult for the employee to take care of family members when they spend excessive time and involving too much effort for his or her work.

Besides, according to Table 1, the coefficient value, $r = 0.309$, whereas, the significant value, $p = 0.029$. Therefore, there is a direct

relationship between the job involvement and work life balance because the significant value, $p = 0.029$ which is less than 0.05. In addition, the table also shows that the r-value was 0.309 which was between 0.20 and 0.39. Therefore, there was a weak positive relationship between job involvement and work life balance. This means that as the employee job involvement increases, the work life balance also increases simultaneously. Whereas, when the employee job involvement decreases, the work life balances decrease. Tharamalingam and Bhatti (2014) found that when the employee job involvement increases, one's work family enrichment also increases. This is because when the individual is psychologically and emotionally highly engaged in their job, the individual is able to transfer the good attitude from the work domain to the family domain. For example, if the teacher is able to deal with student's bad behaviour in his or her work domain, then he or she also has the patience and techniques to guide their children's behaviour successfully in the family domain. This is because the individual can transfer their abilities and good attitude from work role into non-work role directly or indirectly influence the non-work domain in a positive way.

Apart from that, based on Table 1, the coefficient value, $r = -0.353$, whereas, the significant value, $p = 0.012$. Therefore, family workload has an inverse relationship with the work life balance because the significant value, $p = 0.012$ which is less than 0.05. Moreover, the table also indicates that the r-value was -0.353 which was in the range of 0.20 and 0.39. This shows the weak inverse relationship between family workload and work life balance. The findings show that as the employee family overload increases, the work life balance decreases concurrently.

Table 2: Results of leisure satisfaction as mediator between work and family domain and work life balance using Sobel Test

| Sobel test analysis | | | |
|---------------------|-----------------|----------------|---------|
| | <i>t</i> -value | standard error | p-value |
| Work Overload | -2.458 | 0.104 | 0.014* |
| Job Involvement | 2.985 | 0.454 | 0.003* |
| Family Workload | -1.979 | 0.483 | 0.047* |
| Family Support | 2.393 | 0.175 | 0.017* |

Note: * $p < 0.05$, 95% CI

While, as the employee family workloads decrease, the work life balances increase. Halpern, Tan and Carstan (2008) found that the female and male employee who as a caregiver faced the difficulties to achieve work life balance between job and family domain. Additionally, Stone and Short (1990) mentioned the working adults who has to look after the elderly with health problem or disabilities faced the difficulties to juggle between job and life domain simultaneously. This is because the caregiver has to spend more time to look after the ageing relatives or children after the working hours. The caregiver also doesn't have his or her personal time for the leisure experience.

Nevertheless, based on Table 1, the coefficient value, $r = 0.296$, whereas, the significant value, $p = 0.037$. Therefore, there is a direct relationship between the family support and work life balance. This is because the significant value, $p = 0.037$ is less than 0.05. In addition, the table also shows that the r -value was 0.296 which was between 0.20 and 0.39. Therefore, there was a weak direct relationship between family support and work life balance. This means that the one's family support increase, the work life balance also increase simultaneously. Whereas, when the employee family supports decrease, the work life balances also decrease. Family support includes the instrumental and psychological

support from the family members. Padma and Raddy (2013) found that the family support provides a greater effect to improve the individual's work life balance. Moreover, Abendroth and Dulk (2011) mentioned the psychological support provided by the family member can increase the one's work life balance satisfaction. As the family support increase, the work family enrichment also increases (Baral & Bhargava, 2011). In other words, family as the source of support allows the individual to spend more time and effort for the job.

Moreover, emotional support not only can help the individual to release stress but also can assist them to overcome the challenges in the daily routine. This is because the individual can share job-related problems with his or her family member, then, family member can motivate the individual. Semmer, Elfering, Jacobshagen, Perrot, Beehr and Boos (2008) mentioned that instrumental support given by the family member can assist the individual to handle the difficulties. In this case, the family member can share and lighten the burden of the household and caregiving responsibilities with individual. Thus, individual has their own time after the working hour.

Table 2 shows the results of the Sobel Test analysis to determine the relationship work

overload, job involvement, family workload, family support, and work-life balance mediated by leisure satisfaction.

As mentioned by Baron and Kenny (1986), there are several steps to test for the mediation. Firstly, in order to determine the significant relationship between controlled and responding variable. Then, the significant relationship between controlled variable and the mediator variable. Thirdly, mediator variable directly influence the output variable and controlled variable in the regression equation. Based on the finding, the independent variables (work overload, job involvement, family workload and family support) are significantly related to the dependent variable (work life balance) and mediator (leisure satisfaction). Based on the result of this study, the leisure satisfaction is significantly associated with the work life balance when the dependent variables included in regression equation. Thus, the researcher had full fill the three requirements for the mediation test.

However, the researcher aimed to determine the mediating effect of leisure satisfaction toward the relationship between work, family domain together with the work life balance among teachers. Baron and Kenny (1986) cannot test for the mediating effect. In this case, Sobel test is more suitable to use in this study.

Based on table 2, work overload t- value is -2.458 and the standard error is 0.104. The p-value is 0.014 which is less than 0.05. It shows the relationship between the work overload and work-life balance is partially mediated by leisure satisfaction. The outcome can support by Pearson (2008) study, whereby the excessive workload can decrease the leisure satisfaction of the

employee. This is because if the individual spends too much to complete his or her job, then, the individual may don't have time for his or her leisure activity. In this way, a lower level of leisure involvement can cause poor leisure satisfaction. In addition, Lin, Wong, and Ho (2015) suggested that a lower level of work overload can decrease the work- family conflicts and increase leisure satisfaction. Thus, by minimizing the conflicts between two domains able to avoid imbalance work life.

Besides, the relationship between job involvement and work-life balance is partially mediated by leisure satisfaction. Based on Table 2, the job involvement t-value is 2.985 and the standard error is 0.454. The p-value is 0.003 which is less than 0.05, indicate the presence of the mediating role of leisure satisfaction. This finding is similar to Noor and Abdullah (2012), job involvement increase, then the work-life balance increases concurrently. This is because of the individual able to transfer the good attitudes, abilities, and knowledge from the work role into the non-work role. For example, the teacher who teaches science at school may know the importance of leisure activity such as sport to prevent physical and mental illness. In this way, the teacher applies his or her knowledge at the non-work domain by participating in the marathon with friends and family members during the holiday. Hence, the employee's work life balance increased.

Moreover, according to Table 2 shows the family workload t-value is -1.979 and the standard error is 0.483. The p-value is 0.047 which is less than 0.05, thus, the relationship between the family workload and work-life balance is partially mediated by leisure satisfaction. This result is almost similar as

Delina and Raya (2013) research outcome, which found that the employed women may experience the hardship to have their personal time for their hobbies, leisure activity and hang out with friends after marriage. The employed women have to spend more and energy to look after the younger children and aging relatives after working hours. As a result, women employees may feel exhausted because they do not have personal time for their leisure activity to release job stress.

As leisure involvement decrease, leisure satisfaction also decreases. Based on the effort recovery model, if the individual fails to recover from fatigue through leisure activity, the fatigue can be accumulated and creates work-family conflict. This is in line with a study by Knecht, Wiese, and Freund (2016) indicate that work-family conflict with the leisure domain is also affect the well-being of young and middle-aged adults.

Apart from that, table 2 also shows that family support t-value is 2.393 and the standard error is 0.175. The p-value is 0.017 which is less than 0.05, it shows that the relationship between the family support and work-life balance is partially mediated by leisure satisfaction. This finding is almost similar to Muzindutsi and Masango (2015) study, which found that family support can increase one's leisure activities' participation and leisure satisfaction. The family members can share household responsibilities with the individual to lighten the burden of domestic chores. In addition, the individual can also increase carry out the leisure activity such as watching a movie with the family members to recover from tiredness and strength the relationship between the family members. This can decrease the work-family conflict and improve one's work-life balance.

In a nutshell, the findings of this study are related to the Effort Recovery Model (Meijman & Mulder, 1998) in terms of the process of recovery from fatigue. Usually, the teacher requires consuming a lot of energy and effort to complete the given task in the work domain. Higher job demand can increase the teacher's level of fatigue such as reduce energy and exhausted. This can influence physical health (such as cancer) and mental health (such as depression) of the teacher from time to time. In this case, the teacher can carry out leisure activity in job domain and life domain to assist him or her to fully recover from tiredness. This model revealed that if the employee cannot fully recover from fatigue during rest time or after working hours, the fatigue can be accumulated and reversed to influence the employee condition. For example, the employee can listen to music during lunch break to help them to recover from tiredness and increase their job performance during work time. This relates to the work overload, job involvement, family workload and family support whereby it can increase the employee's leisure satisfaction and work-life balance.

Implications of the Study

The study revealed leisure satisfaction provides opportunities to reduce setbacks at work or in the family. Similarly, teacher's work life balance decrease due to heavy workload. Thus, the Human Resource (HR) practitioners can organize a variety of leisure programs in the organization. This allows the employees can select and participate the type of leisure activities based on own interest. This action not only can increase leisure satisfaction but also individual's work life balance.

Moreover, the organization is suggested to provide the dependent care benefits for the employee to decrease the employee's family workload such as nursery or kindergarten. Job redesign and the use of information technology may assist in reducing the workload in school.

As family support increases the experience of work-life balance, family members should be encouraged to assist teachers physically or emotionally. Schools can conduct family day and other family-related activities to strengthen the bond between family members. Besides, the researcher use effort recovery model introduced by Meijman and Mulder in year 1998 to support this study. Based on this model, the individual can recovery from tiredness through leisure activity such as reading, jogging, playing badminton and etc. The employee can also recover automatically when he or she stops working such as having a small break during the lunch hour and this can increase employee job performances. Thus, the school can prepare staffroom with a conducive environment for teacher to recharge during the small break.

CONCLUSION

The study provides a piece of evidence that leisure satisfaction plays an important role in the work-life balance among teachers based on the result of this study. The relationship between work overload, job involvement, family workload, family support, and work-life balance are partially mediated by leisure satisfaction. Work overload and family workload lead to work-life imbalance, while job involvement and family support lead to better work-life balance. Thus, it is suggested or organizations to invest in leisure activities

as one of the strategies to assist teachers to experience more balance in managing work and life.

REFERENCES

- Aaltonen, S., Latvala, A., Rose, R. J., Kujala, U. M., Kaprio, J., & Silventoinen, K. (2016). Leisure-time physical activity and academic performance: cross-lagged associations from adolescence to young adulthood. *Scientific Reports*, 6(1).
- Abbasi, A. S. (2015). Impact of life and job domain characteristics on work life balance of textile employees in pakistan. *Sci.Int.(Lahore)*, 27(3), 2409-2416.
- Abendroth, A., & Dulk, L. D. (2011). Support for the work-life balance in europe: the impact of state, workplace and family support on work-life balance satisfaction. *Work, Employment and Society*, 25(2), 234-256.
- Acas.(2013). Flexible working and work-life balance. Retrieved from <http://www.acas.org.uk/media/pdf/4/n/Flexible-working-and-work-life-balance.pdf>
- Ajaz, S., & Mehmood, B. (2015). Impact of work family conflict on female intent to quit: descriptive study of commercial banks of faisalabad, pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 5(4), 74-83.
- Allan, C., Loudoun, R. & Peetz, D. (2007) Influences on work/non-work conflict. *Journal of Sociology*, 43 (3): 219-239.
- Ashfaq, S., Mahmood, Z., & Ahmad, M. (2013). Impact of work-life conflict and work over load on employee performance in banking sector of

- pakistan. *Middle-East Journal of Scientific Research*, 14(5), 688-695.
- Aslan, N., & Cansever, B. A. (2016). The leisure behavior of the turkish prospective teachers. *Higher Education Studies*, 6(2), 84-98.
- Aziz, H. (2018, October 10). Treat teachers as human beings, not workhorses. *New Straits Times*. Retrieved from <https://www.nst.com.my/opinion/columnists/2018/10/419916/treat-teachers-human-beings-not-workhorses>
- Bammel, G., & Burrus-Bammel, L. L. (1996). *Leisure & human behavior* (3rd ed.). Madison: Brown & Benchmark.
- Baral, R., & Bhargava, S. (2011). Examining the moderating influence of gender on the relationships between work-family antecedents and work-family enrichment. *Gender in Management: An International Journal*, 26(2), 122-147.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
doi:10.1037//0022-3514.51.6.1173
- Beard, J. G., & Ragheb, M. G. (1980). Measuring leisure satisfaction. *Journal of Leisure Research*, 12(1), 20-33.
- Beard, J.G. and Ragheb, M.G. (1983) Measuring leisure motivation. *Journal of Leisure Research*, 15(3), 219-228.
- Bergin, D. A. (1992). Leisure activity, motivation, and academic achievement in high school students. *Journal of Leisure Research*, 24(3), 225-239.
- Brough, P., & Kelling, A. (2002). Women, work and well-being: The influence of work-family and family-work conflict. *New Zealand Journal of Psychology*, 31(1), 29-38.
- Brown, B. A., & Frankel, B. G. (1993). Activity through the years: leisure, leisure satisfaction, and life satisfaction. *Sociology of Sport Journal*, 10(1), 1-17.
- Burke, R. J., & Cooper, C. L. (2008). *The long work hours culture: Causes, consequences and choices*. Bingley, UK: Emerald Group Pub.
- Byron, K. (2005). A meta-analytic review of work-family conflict and its antecedents. *Journal of Vocational Behavior*, 67(2), 169-198.
doi:10.1016/j.jvb.2004.08.009
- Carlson, D. S., Kacmar, K. M., Wayne, J. H., & Grzywacz, J. G. (2006). Measuring the positive side of the work-family interface: development and validation of a work-family enrichment scale. *Journal of Vocational Behavior*, 68(1), 131-164.
- Cartwright, S., & Cooper, C. L. (1998). *Managing workplace stress*. Thousand Oaks, CA: Sage.
- Celik, G., Tercan, E., & Lapa, T. Y. (2014). Leisure constraints and leisure satisfaction in the recreational activities of employees with disabilities. *Journal for Research in Sport, Physical Education and Recreation*, 36(2), 33-46.
- Chavez, J. L. (2015). *Couple leisure time: building bonds early in marriage through leisure*. Utah State University, Logan.
- Choi, H. J., & Kim, Y. T. (2012). Work-family conflict, work-family facilitation, and job outcomes in the korean hotel industry. *International Journal of Contemporary Hospitality Management*, 24(7), 1011-1028.

- Clark, S. C. (2000). Work-family border theory: A new theory of work-family balance. *Human Relations*, 53 (6), 747-770.
- Claxton, A., & Perry-Jenkins, M. (2008). No fun anymore: leisure and marital quality across the transition to parenthood. *Journal of Marriage and Family*, 70(1), 28-43.
- Daud, N. M., Idris, A. S., Manaf, N. A., & Mudzaffar, F. A. (2013). Relationship between sports involvement and students' performance in Malaysian university. *International Journal of Undergraduates Studies*, 2(3), 32-39.
- Drobic, S., & Guillén, A. (2011). *Work-life balance in: Europe the role of job quality*. Basingstoke, England: Springer.
- De Bloom, J., Rantanen, J., Tement, S., & Kinnunen, U. (2017). Longitudinal leisure activity profiles and their associations with recovery experiences and job performance. *Leisure Sciences*, 1-23.
- De Bruin, G. P., & Taylor, N. (2006). *Sources of Work Stress Inventor: Technical Manual*.
- Deem, R. (1999) 'How Do We Get Out of the Ghetto? Strategies for Research on Gender and Leisure for the Twenty-first Century,' *Leisure Studies* 18(3), 161-77.
- Delina, G., & Raya, R. P. (2013). A study on work-life balance in working women. *International Journal of Commerce, Business and Management*, 2(5), 274-282.
- Dridea, C., & Sztruten, G. (n.d.). Free time-the major factor of influence for leisure. *Romanian Economic and Business Review*, 5(1), 208-213.
- Drummond, S., O'Driscoll, M. P., Brough, P., Kalliath, T., Siu, O. L., Timms, C., ... Lo, D. (2016). The relationship of social support with well-being outcomes via work-family conflict: Moderating effects of gender, dependants and nationality. *Human Relations*, 70(5), 1-22.
- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A. (2005). Work and family research in io/ob: content analysis and review of the literature (1980-2002). *Journal of Vocational Behavior*, 66(1), 124-197.
- Ferrari, R. F., Baldissera, V. D., Lange, C., Carreira, L., & Silva, E. S. (2016). Attitude toward leisure among the community-dwelling elderly: an interface for health promotion. *Texto & Contexto - Enfermagem*, 25(4).
- Fu, C. K., & Shaffer, M. A. (2001). The tug of work and family: direct and indirect domain-specific determinants of work-family conflict. *Personnel Review*, 30(5), 502-522.
- Fredriksen-Goldsen, K. I., & Scharlach, A. E. (2001). *Families and work: New directions in the twenty-first century*. New York: Oxford University Press.
- Franklin, S. T., Ames, B. D., & King, S. (1994). Acquiring the family eldercare role: influence on female employment adaptation. research on aging. *Research on Aging*, 16(1), 27-42.
- Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*, 77(1), 65-78. doi:10.1037//0021-9010.77.1.65
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and

- family roles. *Academy of Management Review*, 10(1), 76-88.
- Greenhaus, J. H., & Parasuraman, S. (1994). Work-family conflict, social support, and well-being. *Women in management*, 213-229.
- Greenhaus, J. H., Collins, K. M. & Shaw, J. D. (2003) 'The relation between work-family balance and quality of life'. *Journal of Vocational Behaviour*, 63 (3): 510-531.
- Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: a theory of work-family enrichment. *Academy of Management Review*, 31(1), 72-92.
- Grzywacz, J. G., & Marks, N. F. (2000). Reconceptualizing the work-family interface: An ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of Occupational Health Psychology*, 5(1), 111-126.
doi:10.1037//1076-8998.5.1.111
- Gupta, S. (2016). A study on 'work life balance' of married women employees teaching in technical institutions of moradabad region. *International Research Journal Management Sociology Humanity*, 7(12), 79-86.
- Hanson, G. C., Hammer, L. B., & Colton, C. L. (2006). Development and validation of a multidimensional scale of perceived work-family positive spillover. *Journal of Occupational Health Psychology*, 11(3), 249-265.
doi:10.1037/1076-8998.11.3.249
- Halpern, D. F., Tan, S. J., & Carsten, M. (2008). California paid family leave: is it working for caregivers? *The Changing Realities of Work and Family*, 159-174. doi:10.1002/9781444305272.ch8
- Henderson, K. A., & Shaw, S. M. (2006). Leisure and gender: challenges and opportunities for feminist research. *A Handbook of Leisure Studies*, 216-230.
- Hill, E. (2005). Work-family facilitation and conflict: working fathers and mothers work-family stressors and support. *Journal of Family Issues*, (26), 793-819.
- Ho, J. T. (1996). Stress, health and leisure satisfaction: the case of teachers. *International Journal of Educational Management*, 10(1), 41-48.
- Ilies, R., Schwind, K. M., Wagner, D. T., Johnson, M. D., DeRue, D. S., & Ilgen, D. R. (2007). When can employees have a family life? The effects of daily workload and affect on work-family conflict and social behaviors at home. *Journal of Applied Psychology*, 92(5), 1368-1379.
- Johari, J., Tan, F. Y., & Zulkarnain, Z. I. (2018). Autonomy, workload, work-life balance and job performance among teachers. *International Journal of Educational Management*, 32(1), 107-120.
- Johnson, H. A., Zabriskie, R. B., & Hill, B. (2006). The contribution of couple leisure involvement, leisure time, and leisure satisfaction to marital satisfaction. *Marriage & Family Review*, 40(1), 69-91.
doi:10.1300/j002v40n01_05
- Jones, F., Burke, R. J., & Westman, M. (2013). *Work-life balance: a psychological perspective*. London, England: Psychology Press.
- Joudrey, A. D., & Wallace, J. E. (2009). Leisure as a coping resource: A test of the job demand-control-support model.

- Human Relations*, 62(2), 195-217.
doi:10.1177/0018726708100357
- Kamal, N. S. (n.d.). *Worklife Balance Among Teacher* (Doctoral dissertation, University Malaya). Retrieved from https://www.academia.edu/26885795/Worklife_Balance_Among_Teacher
- Knecht, M., Wiese, B. S., & Freund, A. M. (2016). Going beyond work and family: A longitudinal study on the role of leisure in the work – life interplay. *Journal of Organizational Behaviour*, 1077(January), 1061–1077.
<https://doi.org/10.1002/job.2098>
- King, L. A., Mattimore, L. K., King, D. W., & Adams, G. A. (1995). Family support inventory for workers: a new measure of perceived social support from family members. *Journal of Organizational Behavior*, 16(3), 235-258.
doi:10.1002/job.4030160306
- Lapa, T. Y. (2013). Life satisfaction, leisure satisfaction and perceived freedom of park recreation participants. *Procedia - Social and Behavioral Sciences*, 93, 1985-1993.
- Liao, X. Y., Siu-Ian, A., & Lam, D. (2015). Residents' perceptions of the role of leisure satisfaction and quality of life in overall tourism development: Case of a fast-growing tourism destination – macao. *Asia Pacific Journal of Tourism Research*, 21(10), 1100-1113.
- Lajtman, M. K. (2016). *Impact of personal factors on the work life conflict and its co-influence with organizational factors on employee commitment in croatia* (Doctoral dissertation). Retrieved from [https://www1.unisg.ch/www/edis.nsf/SysLkpByIdentifier/4529/\\$FILE/dis4529.pdf](https://www1.unisg.ch/www/edis.nsf/SysLkpByIdentifier/4529/$FILE/dis4529.pdf)
- Lin, J., Wong, J., & Ho, C. (2015). The role of work-to-leisure conflict in promoting frontline employees' leisure satisfaction. *International Journal of Contemporary Hospitality Management*, 27(7), 1539-1555.
- Lodahl, T. M., & Kejnar, M. (1965). The definition and measurement of job involvement. *Journal of Applied Psychology*, 49(1), 24-33.
- Landau, S., & Everitt, B. (2003). *A handbook of statistical analyses using spss*. United States of America: Boca Raton: Chapman & Hall.
- Major, V. S., Klein, K. S. & Ehrhart, M. G. (2002) 'Work time, work interference with family and psychological distress'. *Journal of Applied Psychology*, 87(3): 427-436.
- Md-Sidin, S., Sambasivan, S., & Ismail, I. (2008). Relationship between work-family conflict and quality of life. *Journal of Management Psychology*, 25, 58-81
- Meijman, T. F. & Mulder, G. (1998). Psychological aspect of workload. In P. J. D. Drenth, H. Thiery & C. J. DeWolff (Eds) *Handbook of works and organizational psychology*, (vol 2, pp 5-33) Hove, England Psychology Press.
- Mohamed, M. (2013). *Leisure activities, attitudes and satisfaction of youth in the context of malaysian young partners policy* (Doctoral dissertation). Retrieved from http://studentsrepo.um.edu.my/5551/3/4_CompilationPhd_Sep2013_Chap_ref.pdf
- Muzindutsi, P. F., & Masango, Z. (2015). Determinants of leisure satisfaction among undergraduate students at a

- South African University. *International Journal of Business and Management*, 7(2), 32-47.
- Nayak, A., & Pandey, M. (2015). Work-life balance and imbalance: A conceptual model. *Journal of Commerce*, 20, 181-192.
- Neal, M. B., Chapman, A. J., Dayton, B. I., & Emlen, A. C. (1993). Employees who care for elderly persons. *Balancing Work and Caregiving for Children, Adults, and Elders*, 114-139.
- Nelson, D. L., & Quick, J. C. (2013). *Organizational behavior: science, the real world and you* (7th ed.). Mason, OH: Thomson/South-Western.
- Noor, S. M., & Abdullah, M. A. (2012). Quality work life among factory workers in malaysia. *Procedia - Social and Behavioral Sciences*, 35, 739-745. doi:10.1016/j.sbspro.2012.02.144
- Noraini, M. N. (2006). *Work, family and women's well-being in Malaysia: striving for a balance*. Kuala Lumpur: Research Centre IIUM.
- Omar, M. K., Mohd, I. H., & Ariffin, M. S. (2015). Workload, role conflict and work-life balance among employees of an enforcement agency in malaysia. *International Journal of Business, Economics and Law*, 8(2), 52-57.
- Othman, S. S. (2017, March 26). All about work-life balance. *New Straits Times*. Retrieved from <https://www.nst.com.my/news/2017/03/224357/all-about-work-life-balance>
- Padma, S., & Reddy, M. S. (2013). Role of family support in balancing personal and work life of women employees. *International Journal of Computational Engineering & Management*, 16(3), 93-97.
- Paullay, I. M., Alliger, G. M., & Stone-Romero, E. F. (1994). Construct validation of two instruments designed to measure job involvement and work centrality. *Journal of Applied Psychology*, 79(2), 224-228.
- Pearson, Q. M. (2008). Role overload, job satisfaction, leisure satisfaction, and psychological health among employed women. *Journal of Counseling & Development*, 86(1), 57-63.
- Powell, G. N. (1999). *Handbook of gender and work*. Thousand Oaks, CA: SAGE Publications.
- Phan, T., & Vinh, N. Q. (2016). Relationship between leisure motivation and job satisfaction - a comparison of state-owned enterprises, private owned enterprises and joint venture enterprises.
- Reddy, N., Vranda, M., Ahmed, A., Nirmala, B., & Siddaramu, B. (2010). Work-life balance among married women employees. *Indian Journal of Psychological Medicine*, 32(2), 112.
- Rehman, R. R., & Waheed, A. (2012). Work-family conflict and organizational commitment: study of faculty members in pakistani universities. *Pakistan Journal of Social and Clinical Psychology*, 10(1), 23-26.
- Riddick, C. C. (1986). Leisure satisfaction precursors. *Journal of Leisure Research*, 18(4), 259-265.
- Rotondo, D. M., & Kincaid, J. F. (2008). Conflict, facilitation, and individual coping styles across the work and family domains. *Journal of Managerial Psychology*, 23(5), 484-506. doi:10.1108/02683940810884504
- Roult, R., Carbonneau, H., Belley-Ranger, É., St-Onge, M., Brunet, I., & Adjizian, J. (2017).

- Leisure for people with disabilities in rural quebec. *Societies*, 7(3), 22.
- Russell, R. V. (1987). The importance of recreation satisfaction and activity participation to the life satisfaction of age-segregated retirees. *Journal of Leisure Research*, 19(4), 273-283.
doi:10.1080/00222216.1987.1196969
- Russell, R. V. (1990). Recreation and quality of Life in old age: a causal analysis. *Journal of Applied Gerontology*, 9(1), 77-90.
doi:10.1177/073346489000900107
- Ryan, C., & Glendon, I. (1998). Application of leisure motivation scale to tourism. *Annals of Tourism Research*, 25(1), 169-184. *Journal of Occupational Health Psychology*, 6(3), 196-210.
- Sekaran, U. (2000). Research methods for business: a skill-building approach, 3rd edition. United States of America: John-Wiley & Son, Inc.
- Seligman, M. E. P. (2011). *A visionary new understanding of happiness and well-being: Flourish*. Australia: Random House Australia Pty Ltd.
- Semmer, N. K., Elfering, A., Jacobshagen, N., Perrot, T., Beehr, T. A., & Boos, N. (2008). The emotional meaning of instrumental social support. *International Journal of Stress Management*, 15(3), 235-251. doi:10.1037/1072-5245.15.3.235
- Shanmugam, M. (2017, March 18). When employees get work-life balance by default. *The Star Online*. Retrieved by thestar.com.my/business/business-news/2017/03/18/when-employees-get-worklife-balance-by-default
- Siddiqui, M. N. (2013). Impact of work life conflict on employee performance. *Far East Journal of Psychology and Business*, 12(3), 26-40.
- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological Methodology*, 13, 290-312.
- Sorcinelli, M. D. (2007). Faculty development: The challenge going forward. *Peer Review*, 9(4), 4-8.
- Sonnentag, S. (2001). Work, recovery activities, and individual well-being: A diary study.
- Stacey, P. A. (2019). *ECRM 2019 18th European Conference on Research Methods in Business and Management*. Academic Conferences and publishing limited.
- Stone, R. I., & Short, P. F. (1990). The competing demands of employment and informal caregiving to disabled elders. *Medical Care*, 28(6), 513-526.
- Study: Malaysian women 16th most stressed. (2011, July 18). *The Star Online*. Retrieved from <https://www.thestar.com.my/news/nation/2011/07/18/study-malaysian-women-16th-most-stressed/>
- Sutherland, V. J., & Cooper, C. L. (2000). *Strategic stress management: An organizational approach*. London: Macmillan.
- Tharmalingam, S. D., & Bhatti, M. A. (2014). Work-family conflict: an investigation on job involvement, role ambiguity and job demand: moderated by social support. *Journal of Human Resource Management*, 2(3), 52.
- Tsai, C., Wu, M., & Huang, C. (2012). Research on the relationship among lifestyle, leisure motivation and leisure interests of college students in taiwan. *International Conference on Innovation Management and Technology Research*.

- Teachers: Teaching no longer a passion but a burden today. (2018, Oct 18). *The Star*. Retrieved from <https://www.thestar.com.my/news/nation/2018/10/12/teachers-teaching-no-longer-a-passion-but-a-burden-today/>
- Voydanoff, P. (1988). Work role characteristics, family structure demands, and work/ family conflict. *Journal of Marriage and Family*, 50, 749-761.
- Walia, P. (2015). Gender and age as correlates of work-life balance. *Journal of Organization and Human Behaviour*, 4(1), 13-18.
- Wayne, J. H., Musisca, N., & Fleeson, W. (2004). Considering the role of personality in the work-family experience: Relationships of the big five to work-family conflict and facilitation. *Journal of Vocational Behavior*, 64(1), 108-130.
- Work-life balance key to keep Malaysian employees healthy. (2014, March 19). *The Malaysian Times*. Retrieved from <http://www.themalaysiantimes.com.my/work-life-balance-key-to-keeping-malaysian-employees-healthy-randstad-workmonitor/>
- Zabriskie, R. B., & McCormick, B. P. (2003). Parent and child perspectives of family leisure involvement and satisfaction with family life. *Journal of Leisure Research*, 35(2), 163- 18.