The Determinants of Work-Life Balance in the Event Industry of Malaysia

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Abstract

The aim of this research is to study the determinants of work-life balance (WLB) in the Event Industry of Malaysia. This research intends to discover the impact of these variables (working hours, workload, leave policies, work arrangements and reward schemes) on WLB. This study adapts explanatory research design and primary data is collected through survey questionnaires measured with five (5) point Likert-Scale. A total sample of 303 (*n=303)* were collected simple random sampling method. This research found that Working Hours (WH), Workload (WL), Work Arrangements (WA) and Reward Schemes (RS) have significant impact on the Work Life Balance among the Event Industry professionals. Leave policies (LP) found to have insignificant impact on work life balance.

Keywords: Work-life Balance, Working Hours, Workload, Leave Policies, Work Arrangements, Reward Schemes, Event Industry, Malaysia.

Introduction

Factors affecting work life balance (WLB) has become an important issue for both employees and organizations. A significant numbers of WLB researches are heavily focus in Anglo or Western countries and become more heightened in 1960s when women started entering workforce (Naithani, 2010; Zheng *et al*., 2015). In the 1960s, the primary

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WLB research of Rapoport and Rapoport (1965) mentioned that the rapid social change during Industrial Revolution has seen a transition of work and family structure.

Inter-role conflict arose when role pressures from work and family domains are mutually incompatible (Greenhaus and Beutell, 1985). This was supported by Greenhaus and Beutell (1985) and Gutek (1991) claimed that the interference between extensive time commitment to each work and family responsibilities caused work-family conflict. Hill et al. (2001) findings proved that flexibility in time and location of work led to positive effect on WLB. Further of research Greenhaus, et al. (2003) mentioned that good WLB compromises three (3) main components which is time balance, satisfaction balance and involvement balance.

Methods of communication has improved dramatically over the recent decade with the emergence of computer and mobile technology (Chamakiotis 2014 cited in Roy, 2016). However, Currie and Evaline (2011) mentioned that the latter group of workers who intergrates work with technology found it more difficult to manage WLB. While there are positive benefits may be gained by the use of mobile technologies, there are employees that use these technologies often felt intrusion on their personal lives after working hours (Sarker et al., 2012 cited in Davis, 2016). Contrary, the blurring boundary between work-life from tele-work showed increased productivity, morale, flexibility, and job satisfaction (Hill et al., 1998; Hill, Hawkins, Ferris, and Weitzman, 2001). The emergence of information communication technology has the potential to support flexible work arrangements to reduce conflicts between work and life.

The contractual working time, including extended long working hours is an important factor that affects WLB (Lewis, 2003; Pocock, 2005 cited in Campbell and Wanrooy, 2013; Chan, 2015). Most employees who work long hours claimed that it is the job requirement (Edwards and Wacjman, 2005 cited in Currie and Eveline, 2011). Heavy workload and requirement to extend working hours impeded employee's ability to achieve sustainable WLB in practice (Manfredi, 2006). Chan (2015) mentioned that employees constantly faced heavy workload in a high commitment work requirement affects WLB and the Event Industry faces high turnover rate that impact the growth in the long run.

Flexibility in work arrangements is a corporate culture that reflects less rigidity in policies to allow employees attending family matters during working hours. Initially, family-friendly policy is enshrined in some country's legislation while some organization adopts voluntarily in respond to women's dual role needs such as breaks from work to attend family matters, access to affordable childcare and options to work flexibly (Manfredi, 2006). Cronly-Dillon (2003) cited in O'Brien and Hayden (2008) mentioned that female is no longer the key factor of driving flexible work arrangements in the organizational already. Skinner and Chapman (2013) cited in Zheng *et al*., (2015) supported this by advising to have flexible work arrangements to support both female and male employees equally in their caring responsibilities.

Galinsky and Stein (1990) cited in Clark (2000) mentioned that generous leave policies resulted in higher job satisfaction and more likely to retain employees. Clark (2000) also

added that the leave policies needs to be utilised and supported by superiors in order to achieve positive effect on the WLB. In the research of Lee and Jimenez (2011) and Bhatnagar (2014) claimed that it is important for organizations to note that it is not just the salary or monetary benefits that will retain workers but to focus into other intrinsic rewards such as recognition and appreciation in public too. Lee and Jimenez (2011) supported this by mentioning that rewards reduces the probability of employees to leave the organisation.

Problem Statement

Poor WLB has been widely supported may led to many physical and psychological issues. The advancement usage of smartphones and always connected with emails and digital social media connection affects demands employee's commitment outside working hours at any given location. Employees unable to fully shift focus on their personal or family commitment because they are distracted with incoming calls, messages, or emails on their smartphones. The following table shows the significant numbers of WLB research done in different countries and industry and highlighted the gap in this research.

Table 1: Past Studies at Global Level

Researcher(s)	Industry/ Country	Findings
Finegold et al. (2002)	Technology (United States)	Their findings showed that satisfaction with ongoing skill development is strongly related to commitment for technical workers of all ages, and there are no differences among age groups in the strength of the relationship of career advancement to commitment and willingness to turnover.
Toth (2005)	Fast Moving Consumer Goods (Budapest, Hungary)	Their findings showed that men and women have different perceptions of work-life balance and adopt different coping strategies to manage work and family commitments. Overall it is found that work-life balance is constructed as an individual, rather than a corporate responsibility and this also creates gendered inequalities.
Deery and Jago (2009)	Tourism (Australia)	Their findings showed that the key antecedents to the issue of WLB in the tourism industry, finding that the long, unsocial hours within the industry, the levels of stress associated with job insecurity, role ambiguity, job autonomy and time pressures, together with home-life pressures and psychosomatic symptoms, are variables that impact negatively on WLB.

Currie and Eveline (2011)	Education (Australia)	Their findings showed that the use of metaphors such as invasion and intrusion of e-technologies into academics' homes and their need to establish boundaries to separate work and family life. Most felt that having e-technologies at home was of benefit to their work but they came at a cost to their family life - delivering a blessing and a curse.
Chan (2015)	Event Management (Hong Kong, China)	Their findings showed that event management organizations can develop human resource policies to improve both the quality of their part-time employees' work lives and the fit between staff members' needs and organizational benefits
Tsai et al. (2016)	Healthcare (Taiwan)	The findings showed that 351 (14.5%) of surveyed physicians reported strong intention to leave current hospital. The average work hours per week among hospital physicians was 59.8 h. Work hours exhibited an independent relationship with turnover intention. More importantly, pay satisfaction could not effectively moderate the positive relationship between work hours and intentions to leave current hospital.

Less research has been done on WLB in Event Industry and there is only one (1) qualitative research by Chan (2015) was carried out to explore the impact of poor quality of life in the event management industry in Hong Kong. This research would help to bridge the gap to explore some of the same variables such as long working hours and extend the research in Event Industry from other researchers. On the other hand, this research would also bridge the gap to extend research of flexibility and WLB from Halpern (2005). Other variables such as workload, work arrangements, leave policies, reward schemes was chosen for this research to explore their impact on turnover intention. In Malaysia, there is no WLB and TI research has been done in Event Industry.

Table 2: Past Studies on Malaysia

Researcher(s)	Industry/ Country	Findings
Noor (2011)	Education (Malaysia)	Their findings showed that job satisfaction and organizational commitment partially mediated the relationship between perceived work-life balance satisfaction and intention to leave.
Surienty, et al. (2014)	Accounting (Malaysia)	Their findings showed that supervisory behavior, job characteristics and work life

		balance are significantly related to turnover intentions.
Jamadin et al. (2015)	Semi-Government (Malaysia)	Their findings showed that the employees appear to have lower level of work – family conflict and lower level of job stress. It is recommended that future research should focus on employees in other organizations both in public and private organizations.
Aazami et al.(2015)	Working Women (Malaysia)	Their findings showed inter role conflict steers employees toward frequent use of maladaptive coping strategies which leads to psychological distress.
Ng et al. (2016)	Healthcare (Malaysia)	Their findings showed Work-to-Family positive spillover showed stronger influence on job satisfaction as compared to family-to-work positive spillover.
Munusamy (2016)	Information Communication Technology (Malaysia)	Their findings showed that tele-work provides teleworkers to have better control of their life domain, thus lead to increased family time, reducing absenteeism, provides flexibility and increased employee satisfaction.

Research Aims

This research examines the determinants of WLB in the Event Industry of Malaysia. The findings of this research would hope to contribute awareness to organization provide an ideal environment to attain optimum WLB to achieve better performance, reduce turnover and promote improvement methods in which the population matches the upcoming needs of the economy in Malaysia.

Research Objectives

The research analyzed the variables affecting WLB in the Event Industry of Malaysia. This would help organizations in Event Industry to develop policies for effective development of employees, thus leading to better performance, retention, and reduction in costs. Hence, this research measured the following assumptions:

1) To investigate the impact of working hours on the work life balance.

2) To examine the impact of workload the work life balance.

3) To evaluate the impact of leave policies the work life balance.

4) To assess the impact of work arrangements the work life balance.

5) To analyze the impact of reward schemes the work life balance.

Literature Review

Event Industry

Events are important not only to individuals but also to the society and many sociologist, anthropologist, and historian would agree that events have always been a part of societies in different forms, purposes, and importance (Pernecky and Luck, 2013). In addition, the phenomenon of events is happening daily such as festivals embedded in rich traditions, to religious events, conventions, concerts and parties, banquets, launching and many more (Pernecky and Luck, 2013). Event professionals faced high expectation from their clients, last minute job assignments, lack of organizational support resulted in poor WLB and high turnover (Chan, 2015). Working long hours has become a norm particularly for the employees particularly in the Event Industry and difficulty to achieve WLB (Chan, 2015). Less research has explored on the WLB towards the service industry (Deery and Jago, 2009; Chan, 2015). Poor salary and working environment can be addressed through implementation of better WLB policies, better training and higher quality of work life, tangible rewards and high-quality leadership (Bharwani and Butt, 2012 cited in Deery and Jago, 2015).

Work-Life Balance (WLB)

WLB is a broad and complex concept and is defined in various defnition by different researchers with various dimensions. WLB research is part of sociology research which begins around 1950s when Caplow (1954) defined it as work relationship with the determination of individual prestige in the allocation of social privileges (Caplow, 1954).

The occupation and prestige accorded to social status termed by Max Weber of the families in the society (Kanter, 1989). Kahn et. al. (1964) cited in Poulose and Sudarsan (2014) defined WLB as "a form of conflict in which the inter-role pressures from work and family domains are incompatible". The first literature first appeared around 1960s following the Industrial Revolution when Rapoport and Rapoport (1965) conducted a research on the relationship between work and family (Cookson, 2016). According to Rapoport and Rapoport (1965), WLB is a structure of inter-relationship between work and family. Research on work and family begins to gain popularity between 1970s and 1980s when men and women began to prioritised work over family life (Muna and Mansour, 2009). Kanter (1989) mentioned that work and family life no longer constitutes as both separated world and it is overlapping. However, in 1980s WLB research gains popularity in response of work-family conflict to organization's effort of implementing work-family policies as opposed to separate them (Kossek et al., 2012). Gutek et al. (1991) perceived WLB as the relationship between hours spent in paid and family work with conflict. Clark (2000) revised the definition as "the satisfaction and smooth operational at work and at home with a minimum of role conflict". Hill et al. (2001) further defined WLB as "the extent to which an individual can concurrently balance the emotional, behavioural and time demands of both paid work, personal and family responsibilities". Greenhaus et al. (2003) supported this defnition by saying WLB is the

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extent of an individual is equally engaged and equally satisfied with his or her work and family role. Byrne (2005) introduced the balanced wheel of life concept and suggested eight (8) important dimensions of life which includes work, family, self, finances, hobbies, social, health and spiritual that individuals attempt to achieve a good balance amongst these dimensions. Defining 'balance' alone can be challenging which translates as "a need to recognize that balance can have both an objective and subjective meaning and measurement, that will vary according to circumstances and it will also vary across individuals" (Guest, 2002). WLB presents as a form of metaphor that applies to both physically and psychologically, which refer to the stability of body and mind (Guest, 2002). Abendroth and Den Dulk (2011) cited in Koubova and Buchko (2013) defined WLB as the harmonious interface between different life domains.

WLB still remains a popular debate among researchers with many still debating for one definition over another but majority has accepted Guest's (2002) contemporary theory of WLB as the relationship between an individual's work and rest of the life lies as the foundation for WLB research (Moen, Holson, Milkman, and Williams, 2015 cited in Cookson, 2016). The initial development of work-family research has placed a foundation for WLB research. Below table shows the development of WLB briefly from WLB researchers.

Table 3: Summary of Studies on Work Life Balance

Researcher(s)	Focus	Key Variables
Caplow (1954)	The research focus on one's occupation positioning according to society's social class system. In addition, the difficulties of married women faced to integrates with family and occupation roles. Linking work-family domain has perceived as an issue for women but not to men.	Work and family conflict
Kanter (1989)	The dominant influence of occupation from occupation's structure and organisation affects work-family domain.	Work and family spill-over
Kahn et.al. (1964)	Inter-role conflict (work-family) in which the role pressures from work and family domains are mutually incompatible.	Work and family conflict
Rapoport and Rapoport (1965)	Family and individual behaviours affected by work domain. Family structure, organisation, and functioning depended entirely organisation and work domain.	Work and family spheres mutual interdependence

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Greenhaus and Beutell (1985)	Work-family conflict exists when: 1) Time dedicated to the requirements of one role makes it challenging to fulfil requirements of another. 2) Constrain from participation in one role makes it difficult to fulfil requirements of another. 3) Specific behaviors required by one role make it difficult to fulfil the requirements of another.	Role pressure (time, strain, behavior) from work and family conflict.
Gutek et.al (1991)	Extensive time commitment to work domain was found positively correlated with work-family conflict.	Work-family conflict
Clark (2000)	Work satisfaction and effective functioning at home minimises conflict.	Work-family integration
Hill et.al. (2001)	Flexibility in work location and time affects balance on work-family.	Flexibility work time and location
Guest (2002)	Descriptive theories explaining WLB model (compensation, conflict and instrumental, border and enrichment)	Positive thinking approach
Greenhaus et.al. (2003)	WLB were constructed from time balance, satisfaction balance and involvement balance.	Equal balance and satisfaction between work and life
Byrne (2005)	WLB were defined as eight(8) important of life aspects as the balance wheel of life (work, family, self, finances, hobbies, social, health and spiritual)	Achieve a balance amongst these eight different segment of life
Muna and Mansour (2009)	Juggling work and personal life dimensions is dynamic and gradual process; varies from one individual to the other; and thus is not easily replicated.	Balanced scorecard of work and family
Kossek et.al. (2012)	Work-family policies implementation through tele-work. Women may have the flexibility to to be involved in both work and their family lives, giving a higher sense of well-being.	Work-family policies

Critical Review of Current Research

Individuals relentlessly in pursuit of 'good things' in life such as pleasure and well-being and modern individual continues to fulfil their desire but the further they strive, the more happiness and tranquility seems to elude out (Fromm, 1976 cited in Westman et al. 2009). Historically, there are two (2) different types of perception in the pursuit of well-being in the Western society which is the Hedonic and Eudemonic approach (Fromm, 1976 Westman et.al, 2009). Fromm (1976) mentioned that the hedonic approach stating that the goal of life is to maximize self-interest pleasure and minimize pain. On the other hand, the eudemonic approach focused on self-expression, the degree to which an individual is fully functional, and lives in accordance with own self true values (Ryan and Deci, 2000; Ryff, 1989 cited in Westman et.al. 2009). However, the eudemonic theory suggest that not all goals are worth pursuing because some may not yield well-being but gives only pleasure even when achieved (Westman et al., 2009). However the eudemonic theory suggest that not all goals are worth pursuing because some may not yield well-being but gives only pleasure even when achieved (Westman et al., 2009). To overcome contrasting definition of well-being, Seligman (2002) cited in Westman et al. (2009) suggested an integrated model comprises three (3) route to happiness which is pleasure, gratification and meaning.

The journey to pursuit WLB is not part of hedonic approach of pleasure which often may lead an individual to feel discontented (Westman et al., 2009). Ryan and Deci (2001) suggested that achieving WLB should lead to the experience of eudemonic well-being which is associated with the three (3) fundamental psychological needs (relatedness, competence and autonomy) that is necessary for individuals to thrive and grow psychologically (Westman et al., 2009). The fulfilment of basic psychological needs will act as mediator to facilitate the journey of achieving eudemonia goals and WLB that is conducive to individual development and growth in contrasts of pursuing materialistic and monetary goals.

Dex and Smith, 2002 cited in Hyman and Summers, 2004 commented that defining policy is relatively challenging because a wide range of policies have been assumed under the heading of 'family-friendly' or 'work-life balance' prevents a precise definition. Family-friendly phrase was created to describe organization's efforts in support of WLB (Rodgers and Rodgers, 1989 cited in Burke, 2010). The initial effort was forming organization's policies that is beneficial to balanced work and life and make these organisations voted as the best organisation to work with (Burke, 2010). Twenty man (2010) cited in Grant et al. (2013) mentioned that recruitment agencies reported approximately eighty five (85) percent (%) of adults seeking for work would prefer to stay with organisation that provides flexible work arrangements.

One of the organisation's initiatives was health and well-being programmes promote extensively with objectives to increase employee's health and lead to organisational success (Meyer and Maltin, 2010). These initiatives also includes provision of healthy meals, organisation based or subsidised gymnasium, physical training programmes aimed at disease prevention, cost reduction from low absenteeism and increase employee's retention rate (Baicker et al. 2010 cited in Zheng et al. 2015).

Lewis et al. (2007) cited in Chandra (2012) mentioned about social issues resulted from poor WLB which is declining birth rates reported in Japan and Europe that affects population sustainability when current population begins to age. In addition, Lewis et al. (2007) added that exacerbated by current forms of work, rising level of stress and sickness which underestimate the importance of social reproduction for national economies as well as the quality of life.

The advancement of technology and full accessibility to employees in needs for prompt response dominates the WLB research (Leung, 2011 cited in Cookson, 2016). Currie and Eveline (2011) also mentioned about the boudaries that seperates work and other aspects of lives is dissapearing with the emergence of technology. Lester (1999) cited in Poulose and Sudarsan (2014) supported this by claiming technology can either facilitate or hinder WLB by creating a more accessible and flexible environment to facilitate working at any location at any time. The arrangements such as tele-work with always connected through internet allows work to enter non-work sphere (Hecht and Allen, 2009). In addition, Hecht and Allen (2009) argued that even though technological advancements and design of tele-work is beneficial for employees but it makes it difficult to prevent other domains from interfering. Another research also proved that technological advancement undoubtedly brought in cultural change in organisations with new expectations on working process and speedier communication but also negatively impact on employees' lives outside working hours to always stay connected. However, Wheatley (2012) cited in Grant et al. (2013) argued that tele-workers reported a high level of job satisfaction. Even though tele-workers may improve productivity, absenteeism and employee retention but it may not improve work and family conflicts (Noonan and Glass, 2012). In the research of Hayman (2010) cited in Grant et al. (2013) proved that flexible work arrangements had positive impact on reducing workload and WLB issues.

Literature Gap

The WLB research is more significant in Anglo or Western countries and Zheng et al. (2015) mentioned that these employees may have different culture and lifestyle. Conger (1998) cited in Finegold et al. (2002) stated that there has been little theoretical or empirical work to research if age is the mediator between employment relationship and worker's commitment or willingness to change company.

Toth (2005) mentioned that WLB policies was originally focus on women but it has now extended to men as well to benefit both families and society. Chan (2015) conducted a research on part-time event management professionals mentioned that there are limited studies to understand and fully address WLB issues. The research of Chan (2015) found that event professional needs award and recognition, working closely with management team for motivation and productivity, personal development, more rest day and better leave policies. Egan et al. (2004) also mentioned that little examination has been made on the impact of training and development on TI. Halpern (2005) cited in Zheng et al. (2015) mentioned that there is limited research to explore the utilisation WLB policies with positive effects on individuals. Halpern (2005) cited in Zheng et al. (2015) mentioned that very limited research to prove flexible work arrangements is positively related to employee's health and well-being.

The research of Jamadin et al. (2015) on public sector in Malaysia only focus on single individuals on work-family conflict and work stress. Their findings proves that singles have high level of work stress compared to married individuals because singles held many responsibilities alone while married individuals shared the responsibilities with their spouse (Jung et al, 1999 cited in Jamadin et al. 2015). In the research of Aazami et al. (2015) showed that experiencing work-family conflict tends to lead to higher levels of psychological distress but their research is conducted with women gendered respondents in Malaysia. Ng et al. (2016) also conducted a research in Malaysia revealed that work-family is positively correlated to job satisfaction but limited among healthcare industry. In the research of Noor (2011) in public higher education in Malaysia found that poor WLB is correlated with the intention to leave but contrary job satisfaction is negatively correlated with intention to leave. In addition, Zheng et al. (2015) mentioned that no conclusive research has ever measured the impacts of health and well-being programmes on WLB.

There is still lack of empirical research to explore WLB and to identify the variables that lead to the failure or success of individuals (Schneider and Waite, 2006; Muna and Mansour, 2009). All this WLB research in Malaysia however is not focus on Event Industry.

Table 5: Research Theoretical Framework and Hypotheses

Key Variables	Authors
1. Working Hours	Kanter, 1989; Taylor, 2001 cited in Hyman and Summers, 2007; Lewis, 2003; Currie and Eveline, 2011; Pocock, 2005 cited in Campbell and Wanrooy, 2013; Ratanen, 2008 cited in Zheng et al., 2015; Tsai, et al., 2016; Chan, 2015; Sarker et al., 2012 cited in Davis, 2016; Artazcoza, et al., 2016.
2. Workload	Manfredi, 2006; Tepper, 2007 cited in Avery et al., 2010; Galinsky et al., 2001 cited in Avery et al., 2010; Yang, 2008 cited in Avery et al., 2010; Kalleberg, 2008 cited in Avery et al., 2010, Karasek and Theorell, 1990 cited in Grant, et al., 2013; Chan, 2015; Choi et al., 2015 cited in Cho and Song, 2017.
3. Leave Policies	Haas and Hwang, 2000 cited in Gregory and Milner, 2011; Clark, 2000; Wise and Bond; 2003 cited in Toth, 2005; Doherty, 2004; Coussey, 2000 cited in Manfredi, 2006; Hyman and Summers, 2007; Chandra, 2012; Muna and Mansour, 2009
4. Work Arrangements	Cronly-Dillon, 2003 cited in O'Brien and Hayden, 2008; Gardner, 2002 cited in Lewis and Humbert, 2010; Skinner and Chapman, 2013 cited in Zheng, et al., 2015.
5. Reward Schemes	Mack, 1965; Kanter, 1989; Bhatnagar, 2014; Lee and Jimenez, 2011; Michaels and Spector, 1982 cited in Egan, et al., 2004; Tett

	and Meyer, 1993; Noor and Maad, 2008; Deery and Jago, 2008; Moynihan and Landuyt, 2008 cited in Cho and Song, 2017.
6. Job Satisfaction	Ahmad, A. 1996;
7. Burnout	Deery and Jago, 2009; Baumeister and Leary, 1995 cited in Morganson, et al., 2010; Golden, 2006 cited in Morganson, et al., 2010; Greenhaus et al., 1990 cited in Morganson, et al., 2010; Chan, 2015;
8. Gender	Gutek, et al., 1991; Bergmann, 1997 cited in Vloeberghs, 2002; Dickens, 1998; Gutek, et al., 1991; McDowell, 2001; Collier, 2001; Rappoport, 2002 cited in Manfredi, 2006; Anthias and Mehta, 2003 cited in Forson, 2013; Dawe and Fielden, 2005 cited in Forson, 2013; Doherty, 2004; Schneider and Waite, 2006; Yates, 2006 cited in Hyman and Summers, 2007, Lindsay et al., 2005 cited in Hyman and Summers, 2007; Toth, 2005; Smithson and Stokoe, 2005 cited in Manfredi, 2006; Kamenou, 2008 cited in Forson, 2013; Brush et al., 2009 cited in Forson, 2013; Burke, 2010; Burnett, et al., 2010; Lewis and Humbert, 2010; Mäkelä, et al., 2011; Rehman and Roomi, 2012; Hilbrecht et al., 2008 cited in Grant et al., 2013; Grant et al., 2013; Sullivan and Lewis, 2001 cited in Grant et al., 2013; Mäkelä, et al., 2011; Rehman and Roomi, 2012; Forson, 2013; Zheng et al., 2015; Eby et al., 2005 cited in Zheng et al., 2015; Debacker, 2008 cited in Zheng et al., 2015; DiRenzo et al., 2011 cited in Zheng et al., 2015; Artazcoza, et al., 2016,
9. Stress	Karasek and Theorell, 1990 cited in Grant et al., 2013; Hill et al., 1998 cited in Morganson, et al., 2010; Hall and Richter, 1988 cited in Hetch and Allen, 2009; Ashforth et Clark, 2000 cited in Hetch and Allen, 2009; Cooper, 2000 cited in Hyman and Summers, 2007; Konradt et al., 2003 cited in Morganson, et al., 2010; Greenhaus et al., 2006 cited in Carlier et al., 2012; Carlson et al., 2009 cited in Carlier et al., 2012; Russell et al., 2009 cited in Morganson, et al., 2010; Towers et al., 2006 cited in Morganson, et al., 2010; Hartiget al., 2007 cited in Grant et al., 2013; Mann and Holdsworth, 2003 cited in Grant et al., 2013; Voydanoff, 2002 cited in Hetch and Allen, 2009; Hartig et al., 2007 cited in Grant et al., 2013; Noor and Maad, 2008; Russell et al, 2009 cited in Morganson, et al., 2010; Jamadin, et al., 2015; Zheng et al., 2015, Aazami, et al., 2015; Cookson, 2016.

10. Smartphone/ Technology	Currie and Eveline, 2011; Waller and Ragsdell, 2012; Sarker et. al., 2012 cited in Davis, 2016;
11. Age	Finegold, et al., 2002.

Referring to past theories and researches conducted by researchers in WLB, there are certain variables that affects WLB which are used for this research theoretical framework. Variables used for this research are **Working Hours, Workload, Leave Policies, Work Arrangements and Reward Schemes** which are the most crucial factor arises in Event Industry.

The contractual working hours, including extended long working hours is an important variable in the WLB (Lewis, 2003; Pocock, 2005 cited in Campbell and Wanrooy, 2013). The amount of time demanded by occupations and timing of occupational events are among the most obvious and important ways occupational life affects family life (Kanter, 1989). In addition, Kanter (1989) claimed that family events and routines are built around work rhythms just as much as timing of events in the society (for example, the opening and closing of stores, which television programs are shown at night) is predicated on assumptions when people are most likely to be working or not working. Work-life tensions have been compounded by factors such as work intensification that leads to long working hours (Green, 2001; Taylor, 2001 cited in Hyman and Summers, 2007). Rantanen et al. (2008) cited in Zheng et al. (2015) mentioned that long working hours may result in work-family conflict, increased stress and lowered psychological well-being. Thus, we formulate the following hypothesis;

H_1: Working Hours has a significant impact on WLB among employees in the Event Industry in Malaysia.

Expectations to work longer hours beyond contractual hours resulted in interrole conflict and more likely to produce feelings of work overload (Cooke and Rousseau, 1984). Quantitative intensed workload is defined as the feeling that there is too much to do on the job (Katz and Kahn, 1978 cited in Cooke and Rousseau, 1984). In the research of Choi et al. (2015), one (1) of the variables for high turnover is heavy workload (Cho and Song, 2017). Chan (2015) mentioned that dealing with multiple tasks and high workloads resulted in poor WLB and the Event Industry faces high turnover rate that will affect growth in the long run. Karasek and Theorell (1990) cited in Grant et al. (2013) added that longer working hours depends on the employee's role and their control over workload. Tepper (2007) cited in Avery et al. (2010) stated that overloading employees with unreasonable work expectations like excessive pressure, unrealistic deadlines, and unnecessary interruptions is a form of workplace bullying or abusive supervision of line managers. Overloaded employees faced higher chances to make mistakes, feel anger or resentment toward their employers or colleagues, experienced high levels of stress, have poorer health and work-family balance and chances of seek employment elsewhere (Kalleberg, 2008 cited in Avery et al., 2010). According to Elloy and Smith (2003) cited in Razak, et al. (2014), work overload arises when multiple demands exceeded resources either qualitatively or quantitatively. Qualitative increased workload denotes when a

situation where a task is highly challenging to complete, while quantitative increased workload is experienced when there are numerous tasks to be completed (Razak, et al., 2014). In addition, Razak et al. (2014) mentioned that employees in the big organisation constantly receive multiple tasks to be completed within a short period of time. Given such potential impacts, the act of overloading employees has not received as much researcher's attention (Avery, et al., 2010).

H₂: Workload has a significant impact on WLB among employees in the Event Industry in Malaysia.

In the research of Clark (2000), it is proved that generous leave policies resulted in higher job satisfaction and more likely to retain employees (Clark, 2000). Doherty (2004) and Coussey (2000) cited in Manfredi (2006) stated that several researches has been done on WLB policies implementation to improve recruitment and retention in tight labor markets. Clark (2000) also added that the leave policies need to be utilised and supported by superiors in order to achieve positive WLB. Lapierre and Allen (2006) cited in Zheng et al. (2015) supported this by mentioning support from supervisor and peers helps reduce work-family conflict and improve employee's well-being. Muna and Mansour (2009) added that WLB strategies, policies and programmes should also be taken into consideration in regards to rapid social change and demand by employees. Organisation culture must also be supportive of balanced lifestyle for employees (Muna and Mansour, 2009). WLB policies in organizations has identified key factors in the work-life culture such as numbers of female in the workforce, manager and co-worker support, the career consequences from WLB measure, organizational time expectations and gendered perceptions of policy use (Gregory and Milner, 2011). In addition, in the research of Gregory and Milner (2011) found that fathers extensively use informal flexibility when available.

H₃: Leave Policies has a significant impact on WLB among employees in the Event Industry in Malaysia.

Flexible working arrangements in the organisation serves as a form of non-financial 'golden handcuffs in retaining employees (Gardner, 2002 cited in Lewis and Humbert, 2010). Furthermore, flexible work arrangements is proved to positively correlated to employees retention and improved job satisfaction (Kalleberg, 2007 cited in Briscoe et al. 2011; Lewis and Humbert, 2010; Zedeck and Mosier, 1990 cited in Zheng et al. 2015). In addition, Skinner and Chapman (2013) cited in Zheng et al. (2015) advised to have flexible work arrangments to support both female and male employees equally in their caring responsiblities. Cronly-Dillon (2003) cited in O'Brien and Hayden (2008) mentioned that female is not the key factor of driving flexible work arrangements in the organizational. Kalleberg (2007) cited in Briscoe et al. (2011) claimed that evidence indicates that majority workers would prefer flexible work options, including working fewer hours than they do currently. Twentyman (2010) cited in Grant et al. (2013) mentioned that 85 percent (%) of individuals seeking for employment indicates they would be more likely to stay with their employer if working flexibly was available.

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H4: Work Arrangements has a significant impact on WLB among employees in the Event Industry in Malaysia.

Reward management is a process of designing and implementing strategies to reward employees fairly with the goal to attract, motivate and retain those employees that are believed to facilitate the realization of organisational goals (Dulebohn and Werling, 2007 cited in Gieter and Hofmans, 2015). Bhatnagar (2014) added that reward schemes operationalized in terms of salary raises, job security, promotions, more freedom and opportunities, respect from colleagues, training and development opportunities, higher responsibilities, recognition, tokens of appreciation and retention bonuses. Those in less determinate occupations, such as unskilled labour or the non-professional white collar jobs are to be more likely to pursue monetary rewards or an occupational status of higher prestige (Mack, 1956). Lee and Jimenez (2011) claimed that rewards reduces the probability of employee's TI. Many studies have shown that the more employees feel dissatisfied with their financial rewards, the higher the risk they will leave the organisation (Williams et al., 2006 cited in Gieter and Hofmans, 2015).

H5: Reward schemes has a significant positive impact on WLB among employees in the Event Industry in Malaysia.

Work related factors such as working hours, workload, work arrangements, leave policies and reward schemes affects WLB and related to TI (Michaels and Spector, 1982 cited in Egan, et al., 2004; Tett and Meyer, 1993; Deery and Jago, 2009). Absence of WLB predicts poor physical and mental health (Carlson et al., 2011). Another important aspect arose from absence of WLB is work and family conflict affected by pressures from work and family domains that are mutually incompatible in some respect (Greenhaus and Beutell, 1985 cited in Zheng et. al., 2015). The increased debated from public emphasizes on workplace environment and its impact on community and society (Williams et al., 2009; Work and Family Policy Roundtable, 2010 cited in Zheng et al., 2015). Poor WLB is correlated with low fertility, population aging and WLB policy maker are interested to discover improvement methods in which the population matches the upcoming needs of the economy, the labor market (supply and demand), fiscal revenue, population growth and stability, and social security (welfare) both in the short run and the long run (Dey, 2006; MacInnes, 2006 cited in Pichler, 2009). Organizations in Western countries are bound to implement more organisational WLB policies and programmes as a way of improving workplace health and wellbeing (Guest, 2002; Skinner and Pocock, 2011 cited in Zheng et al., 2015). Toth (2005) argued that different gender have different perceptions of WLB and adopts different coping strategies to manage work-family commitments.
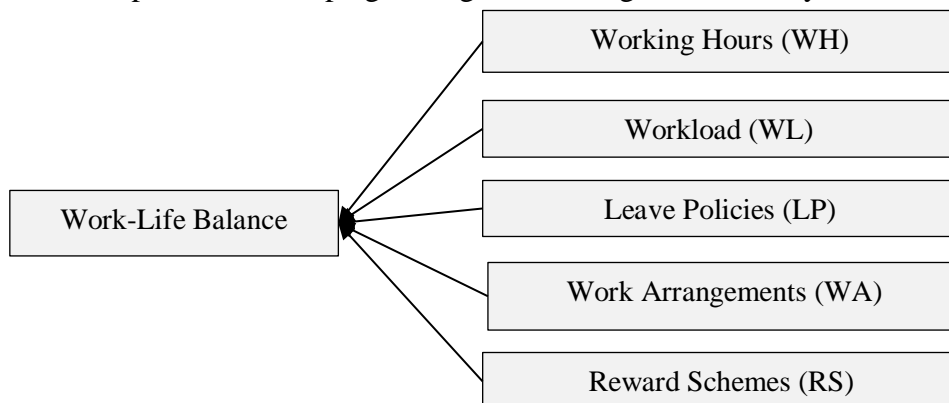

Figure 1: Conceptual Framework

Research Design and Methodology

This is a quantitative research by using primary data collected through a survey questionnaire with a 5 point Likert scale. Likert-Scale measures the degrees of opinion, and even no opinion at all to make assumption that attitudes can be measured (McLeod, 2008). A total of 380 survey questionnaires were distributed to individuals working in the event industry in Malaysia, 359 returned and 56 rejected due to unreliable or incomplete answers on some sections.

The distribution of the data set is checked using Skewness and Kurtosis statistics. A perfectly symmetrical distribution, Skewness is 0 and any imbalance of data values below and above mean, Skewness is non-zero value (Levine, et al., 2014). The general rule of thumb is that values between -1 and +1 is considered normal for both Skewness and Kurtosis (Paul, 2010).

Reliability analysis is used to measure the internal consistency results of variables using Cronbach's Alpha. Cronbach's Alpha is used to measure data reliability that are range between 0-1 that phased out as Excellent ($\alpha > 0.9$), Good ($0.7 < \alpha < 0.9$), Acceptable ($0.6 < \alpha < 0.7$), Poor ($0.5 < \alpha 0.6$), Unacceptable ($\alpha < 0.5$) (Kline, 2000). Ideally a good set of standardized loading factor of each variable should measure above 0.6 and best above 0.7 for quantitative data (Hair *et al.*, 2010).

Sample adequacy is checked using Kaiser-Meyer-Olkin (KMO) for the target population numbers. KMO values are range between 0-1 are phased out as Marvelous (0.90-.1.0), Meritorious (0.80-0.89), Middling (0.70-0.79), Mediocre (0.60-0.69), Miserable (0.50-0.59) and Unacceptable (0.00-0.49) (Andale, 2017).

Multiple regression analysis has been adapted for this research to examine the impact of independent variables on dependent and variable by WLB. Variables with significance value below ($p \leq 0.05$) is accepted as significant in predicting the dependent variables. Multiple regression analysis measures the linear relationship between dependent and independent variable by forecasting coefficients for straight line equation. Higher coefficient indicates a better goodness of fit for the observations (Andale, 2017).

Results and Discussion

Demographic Profile of Respondents

The table below shows the distribution of demographics for the respondents; 70 percent (%) respondents were female and 30 percent (%) were males. The collected data reveals that more females are working in the Event Industry of Malaysia. The demographic profile also shows that a significant workforce in this industry are single (86%). level were generally on average level and no respondents that have pursued further postgraduate education.

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Table 6: Demographic Profile of Respondents

Criteria	Category	Number	Percentage
Gender	Female	211	69.6%
	Male	92	30.4%
Age Group	21-30 years	178	58.7%
	31-40 years	103	34.0%
	41-50 years	18	5.9%
	51-60 years	4	1.3%
Marital Status	Single	262	86.5%
	Married	36	11.9%
	Others	5	1.7%
Number of Children	None	276	91.1%
	1	16	5.0%
	2	6	2.0%
	3	5	1.7%
	4	1	0.3%
	More than 4	-	-
Number of Elder Dependent	None	14	4.6%
	1	20	6.6%
	2	263	86.8%
	3	4	1.3%
	4	2	0.7%
	More than 4	-	-
Years of Working Experience	Less than 1 year	15	5%
	1-5 years	154	50.8%
	6-10 years	19	6.3%
	11-20 years	102	33.7%
	More than 20 years	13	4.3%
Education Level	High School	24	7.9%
	Certificate/ Diploma	204	67.3%
	Bachelor Degree	75	24.8%
	Master	-	-
	PhD	-	-
Position at Work	Trainee/ Junior	15	5.0%
	Coordinator	14	4.6%
	Executive	225	74.3%
	Middle Management	39	12.9%
	Senior Management	10	3.3%

Sample Adequacy

The sample adequacy was analyzed using KMO value and the result was 0.889 which is at Meritorious Level and good for this research. Barlett's Test of sphericity is significant at 0.000 which is less than 0.05.

Table 7: Sample Adequacy

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.889
Bartlett's Test of Sphericity	Approx. Chi-Square	20959.898
	Df	595
	Sig.	0.000

Reliability Analysis

The results generated in Table 8 shows that all the variables ranged between 0.8-0.9 brackets which are good results. LP were ranked lowest among the variables at 0.874 value but passed the acceptable level for this survey. The other variables values were WLB (0.901), WL (0.908), TI (0.912), WH (0.921) compared to RS (0.933) which is the most significant variable. All the values of Cronbach's Alpha Coefficients met the requirement of reliability to proceed with further regression analysis.

Table 8: Reliability Results

Variables	Cronbach Alpha	No. of Items
Working Hours (WH)	0.921	5
Workload (WL)	0.908	5
Leave Policies (LP)	0.874	5
Work Arrangements (WA)	0.895	5
Reward Schemes (RS)	0.933	5
Work-Life Balance (WLB)	0.901	5

Goodness of Fit and Model Significance

The Table 9 shows that R-square is 0.744 which indicates a good prediction of WLB endogenous constructs with 74.4 percent (%) prediction on independent variables (WH, WL, LP, WA, RS). Adjusted R-square is 0.739 which signifies 73.9 percent(%) of the dependent variable is explained by the five(5) independent variables in this research and the remaining 26.1percent (%) is explained by other variables which are not taken into consideration in this research. This regression model considered to be a good fit as the values close to 1. Durbin-Watson Statistic error values is at 2.096 which is close to 2 indicates negative autocorrelation among the chosen sample.

Table 9: Goodness of Fit

Model Summaryᵇ					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.862ᵃ	.744	.739	.388	2.096
a. Predictors: (Constant), Reward_Scheme, Workload, Working_Hour, Leave_Policy, Work_Arrangement					
b. Dependent Variable: Work_Life_Balance					

The table 10 indicates the significance value for the F-statistics 172.451 and the significance value is 0.000 (p≤0.05) suggested that the regression model used in this study is statistically significant.

Table 10: Model Significance

ANOVAᵃ						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129.791	5	25.958	172.451	.000ᵇ
	Residual	44.706	297	.151		
	Total	174.497	302			
a. Dependent Variable: Work_Life_Balance						
b. Predictors: (Constant), Reward_Scheme, Workload, Working_Hour, Leave_Policy, Work_Arrangement						

Hypotheses Testing

The following Table 11 is used for testing hypotheses;

Table 11: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.588	.139		40.142	.000
	Working Hour (WH)	-.283	.066	-.301	-4.299	.000
	Workload (WL)	-.289	.059	-.289	-4.873	.000
	Leave Policy (LP)	-.057	.153	-.054	-.371	.711
	Work Arrangement (WA)	-.388	.153	-.390	-2.528	.012
	Reward Scheme (RS)	.112	.049	.136	2.287	.023

Table 12 summarizes the results of hypotheses.

Table 12: Hypothesis Results

Hypothesis	P-Value	Standardised Beta Coefficient	Accepted or Rejected
H1: Working Hours has a significant impact on WLB employees in the Event Industry in Malaysia.	0.000 (p≤0.05)	-0.301 (-30.1%)	**Accepted**
H2: Workload has a significant impact on WLB among employees in the Event Industry in Malaysia.	0.000 (p≤0.05)	-0.289 (-28.9%)	**Accepted**
H3: Leave Policies has a significant impact on WLB among employees in the Event Industry in Malaysia.	0.711 (p≥0.05)	-0.054 (5.4%)	Rejected
H4: Work Arrangements has a significant impact on WLB among employees in the Event Industry in Malaysia.	0.012 (p≤0.05)	-0.390 (-39.0%)	**Accepted**
H5: Reward schemes has a significant impact on WLB among employees in the Event Industry in Malaysia.	0.023 (p≤0.05)	0.136 (13.6%)	**Accepted**

Discussion

This research found that working hours has a significant impact on work life balance of the employees in the Event Industry in Malaysia. According to several previous researchers, working hours has a significant impact on work life balance. Chan (2015)'s research in Hong Kong on event management found that long working hours, irregular working hours were common in the industry which resulted in low work-life quality and high turnover rate. The results accepted that long working hours, irregular working days, irregular meal breaks timing and clash commitments impacts WLB. The current use of smartphones integrates workplace after working hours which aims to increase productivity but at the same time has negative impacts on work life balance is also a common factor in extended working hours and created a spill-over into work life balance (Soylu and Campbell, 2012 cited in Davis, 2016). The results also revealed that high job involvement are more likely to cause usage of technology outside working hours which resulted in work-life conflict (Currie and Eveline, 2011).

Heavy workload and requirement to extend working hours hindered employees' ability to achieve optimum work life balance (Manfredi, 2006). This research also found that work load has a significant impact on work life balance among the employees in the Event Industry in Malaysia. In the research of Chan (2015) in the event industry also confirmed that having to deal with multiple tasks and high workloads made the employees feel stressed and under pressured. The results confirmed that employees frequently overloaded with tasks, mentally exhausted, workload distribution, time constraint on

deadlines and spill-over workload outside workplace impacts work life balance (Chan, 2015). Overloading employees with excessive pressure and unrealistic deadlines will drive employees to seek employment elsewhere (Kalleberg, 2008 cited in Avery *et al.*, 2010). This research findings also bridged the gap of Avery et al. (2010) on impact of overloading employees. In the research of Razak *et al.*, (2014) results found that workload are significant at p≤0.01 (0.000) and have positive correlation with work life balance. Moreover, workload is one of the factors that influenced work pressure on employees (Razak et al., 2014).

According to this research, the impact of leave policy is insignificant on work life balanece. Clark (2000) that mentioned leave policies are utilised and supported by superiors in order to achieve positive effect on the work life balance. The outcome of this research is supported by Bae and Goodman (2014) research on 158 public organisations in South Korea where they found the number of family-friendly policies does not affect the turnover rate. Hyman and Summers (2007) mentioned that family-friendly leave policies appeared to be more widespread and more embedded in organization that recognized unions which organizations in Malaysia have implementation of leave policies according to Malaysian Employment Act 1955 Regulations (Ministry of Human Resources, 2012).

This research found that work arrangement has significant influence on employees work life balance in the Event Industry in Malaysia. This research findings revealed that work arrangement has a positive significance influence on work life balance. The flexibility in work arrangements were also refer to degree of spatial and temporal arrangements may be altered. Appropriate flexible work arrangements are linked with improved labour recruitment, retention, greater commitment and enhanced performance (Dex and Smith, 2002 cited in Hyman and Summers, 2007).

This research also found that reward scheme has a positive significant impact on work life balance which is in accordance with several previous researches such as Williams et al. (2008); De Gieter et al. (2012) cited in Gieter and Hofmans (2015). Employees that view money as their life goals tends to pursue highly in an exchange model in the rewards and resources resulted in reduced quality of life for the family as a whole (Kanter, 1989). According to Bhatnagar (2014), knowledge workers values the importance of pay, as well as rewards and recognition including physical tangible rewards, appreciation in public, experience respect from co-workers, training and development opportunities and have access to more challenging work assignments tend to reduce employee turnover intention.

Conclusion and Recommendation

The findings of this research draws some important conclusions. Firstly, the leave policies of companies in the event industry of Malaysia do not play a significant role in promoting or depriving employees of work life balance. Therefore, it can be concluded that the leave policies of the companies in the event industry are conducive for creating a work life balance for the employees. Secondly, the work arrangements, working hours and work load are significant determinants of employees' work life balance in the event industry. The impact of work arrangement, working hours and work load are negative 39

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%, 30.1 % and 28.9 % respectively. Therefore, these three factors should be considered seriously by employees, employers and the respective agencies in order to ensure healthy occupational health of employees in Malaysia. Increasing working hours, making demanding work arrangements and increasing work load are expected to create a drain on the wellbeing of the workforce which in turn may become a national issue where turnover is higher and national productivity may deteriorate. Thirdly, reward scheme plays a significant role in employee work life balance because people are motivated by money and increase in employees' compensation allows them to spend money on family in productive ways. However, if working hours, work load and work arrangements are more demanding, without an equivalent monetary reward attached to that may lead to problems in terms of conflict of work-life interest. In practice, when the work demands are higher, employees may resort to use monetary rewards for those family members who are deprived of their time and attention. For instance, an employee who failed to take the child to park on a Saturday due to work arrangements may buy the child a toy or a meal instead. Thus, it can be concluded based on the findings that reward is crucial in creating a work life balance.

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