

# WORK-TO-LIFE AND LIFE-TO-WORK INTEGRATION AND MENTAL HEALTH SYMPTOMS AMONG EMPLOYEES AT A MALAYSIAN PUBLIC UNIVERSITY

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## Article history

Received date : 19-7-2026  
Revised date : 20-7-2026  
Accepted date : 25-8-2026  
Published date : 26-8-2026

## To cite this document:

Mohamad, M., Syed Abdul Mutalib, S. K. M., Abdullah, N. I. N., Abd Raub, N. A., & Azizan, F. L. (2026). Work-to-life and life-to-work integration and mental health symptoms among employees at a Malaysian public university. *International Journal of Accounting, Finance and Business (IJAFB)*, 11 (67), 534 - 547.

**Abstract:** *Work-life integration has become increasingly important in higher education as employees are required to manage overlapping work and personal responsibilities that may have implications for their psychological well-being. This study examines the relationships between work-to-life integration, life-to-work integration, and mental health symptoms among staff of Universiti Teknologi MARA (UiTM). A quantitative correlational research design was employed, with data collected from 62 academic and non-academic staff through an online self-administered questionnaire using convenience sampling. The instrument measured work-to-life integration, life-to-work integration, and mental health symptoms comprising depression, anxiety, and stress. Data were analysed using reliability analysis, Pearson correlation, and multiple regression analysis. The findings revealed that both work-to-life integration and life-to-work integration were positively and significantly associated with mental health symptoms. Life-to-work integration emerged as the stronger predictor, suggesting that personal-life demands extending into the work domain may have greater psychological implications for employees than work demands extending into personal life. The findings highlight the importance of managing boundaries between work and personal responsibilities and providing appropriate organisational support. The study concludes that excessive permeability between work and personal domains may contribute to greater psychological strain among university employees.*

**Keywords:** *Work-Life Integration; Life-to-Work Integration; Mental Health; Depression, Anxiety and Stress*

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## Introduction

Work-life Integration (WLI) has become an important concept in Human Resource Management, especially when it comes to improving the employee's mental and physical condition. It is important for an organisation to perceive the dynamics of work-life integration to help employees in creating boundaries between work and personal life. Based on the research, a healthy work-life balance can help in improving employee's mental health, reducing stress, and leaving a better job satisfaction (Zhang et al., 2024).

In this globalisation era, work-life integration has become a crucial challenge, including among university educators. Work-life integration focuses on merging both areas, which are work and personal life, in order to build harmony (Shanaflet et al., 2022). On the other hand, work-life balance focuses on a clear distinction between work and personal life. This approach aims to create a balance that can give an impact and also benefits for both work and personal life by recognising the relationship that occurs between them. Based on the recent studies that have been conducted among higher education staff in Johor, reaching a successful work-life integration has become more difficult, especially due to the excessive workload and responsibilities that are assigned to the university staff (Mohamad et al., 2025). For example, academic personnel are also expected to perform multiple or different roles such as teaching, conducting research, performing administrative duties, and involvement in community service tasks. These multiple responsibilities can lead to an imbalance between their work and personal life, which can affect their mental health negatively (Pاناتik et al., 2022).

Based on past studies, a few factors such as organizational culture, excessive workloads, and a lack of flexible working schedules can lead to high stress levels and affecting employee's mental health (Fitria et al., 2025). A recent study also has found that employees's high stress levels, anxiety and despair may be due to the reason of work-life conflict (Maryani & Gazali, 2024). Hence, this study has highlighted that it is important for an organisation to create proactive measures to address these issues. The purpose of this study is to determine the connection between Universiti Teknologi Mara (UiTM) employee's mental health and work-life integration. The data of this study will be collected through a questionnaire in order to examine the key factors that contribute to work-life integration and the impacts on the employee's mental health and well-being, especially in the higher education environment in university. The findings of this study will provide valuable knowledge on how organisations can help to support their employees in achieving a balanced integration between work and their personal lives.

Balancing work and personal responsibilities have become a problem for employees in many organizations, including those in Universiti Teknologi Mara (UiTM). The imbalance of work and personal life and responsibilities may negatively affect their mental health and overall well-being, which can lead to more serious problems such as stress, anxiety, and depression (Xavier, 2023). Based on the previous study, it was shown that employees in higher education institutions mostly need to face the situation of imbalance between work and personal life because of their excessive responsibilities and multiple roles at once in the workplace (Pاناتik et al., 2022). These issues can lead to difficulties in maintaining their healthy work-life balance and, at the same time, can negatively affect their job satisfaction, increase mental health

problems, and may also contribute to higher levels of turnover intentions among the employees. Even though employee well-being is significant for organisational performance, job satisfaction, and work performance, there is only limited research that has been specifically conducted to examine these issues among UiTM employees.

## Literature Review

### Mental Health

Mental health is an important part of an individual's overall well-being. Mental health conditions can be explained by how individuals are able to manage their daily life, including building positive relationships, and perform effectively in their work and personal life (World Health Organization, 2025). According to the World Health Organisation (WHO), mental health is not just the absence of mental disorders, but it includes how individuals can be aware and recognise their abilities, overcome normal life stress and pressure, and contribute to their communities. In higher education institutions, university employees usually need to deal with various types of pressures, such as dealing with heavy workloads, high-performance expectations, research demands, and also being demanded in managing other administrative responsibilities. These situations have become obstacles for them in balancing their work and personal life, which can affect their mental health and overall well-being negatively. As a result, these situations can cause more serious matters such as depression, anxiety, and stress, especially when they are not able to maintain their work-life balance.

### Depression

Depression is defined as a mental health condition that involves feelings of sadness, emptiness, and hopelessness continuously (World Health Organization, 2025). Depression commonly can lead to loss of interest in their daily life activities, which can also affected individual's motivation and energy negatively. According to the World Health Organisation, more than 264 million people worldwide have faced disability that has been affected by disability due to depression. In the higher education context, the pressure that arises is mostly related to academic performance, research demand, publication requirements, grant applications, and career development. These situations can contribute to depression symptoms among university employees, as having too many responsibilities at once, they may not be able to manage their lives properly. Other than that, a study has found that self-blame and emotional venting commonly occur and have been the coping mechanisms associated with depression among university employees (Vacchi et al., 2024). Other than that, unrealistic expectations and excessive demands of workloads can also lead to higher levels of psychological distress and contribute to depression symptoms (Halat et al., 2023).

### Anxiety

Anxiety is known as another common mental health problem. In the university employee's context, Anxiety is usually portrayed by excessive worry, restlessness, irritability, and difficulty concentrating (World Health Organization, 2025). Among university employees, anxiety may happen because of a few factors, such as job insecurity, strict deadlines, and the pressure to maintain high standards in academics. Other than that, it has also been found that apart from those factors, self-blame can also lead to higher levels of anxiety (Vachhi et al., 2024). Anxiety among employees in a university does not only occur among permanent employees. Where in fact, the contract employees in the university are more likely to experience greater anxiety than permanent staff because of the pressure to maintain their performance in their work due to the uncertainty about their employment and career stability.

### **Stress**

Stress refers to a condition where there is a feeling of worry or mental tension caused by a difficult situation (World Health Organization, 2025). In the context of university employees, stress issue among university employees refers to the feelings of emotional and mental pressure that occur when the workload and their job demand exceed their ability to manage the work. Employees in universities usually experience stress because of the research demands, the growth of student numbers, and their administrative responsibilities. According to a study, organisational pressures and lack of support systems can significantly contribute to the high level of stress (Kasad & Jaber, 2025). Other than that, it has also been reported in a recent study that female employees and junior academic employees are more likely to be exposed to higher stress levels since the ineffective strategies has made it more difficult for them (Robken et al., 2025).

### **Work-Life Integration**

Work-life Integration is defined as the integration between work and personal responsibilities in achieving harmonious lifestyle (Norsham et al., 2024). Different from the concept of work-life balance that was focused on building a clear distinction between work and personal life, work-life integration focuses on showing the interconnection between work and personal responsibilities, especially in the modern era. Based on the previous study, it has been found that utilizing work-life integration can help in improving employee's engagement and create a positive working and organizational environment (Kurniawati & Nuvriasari, 2025). In the context of employees in a university, integrating their work and personal responsibilities has become a major challenge due to the demanding nature of their roles. As an example, most of the employees in a university are required to perform multiple of task at once, such as teaching, conducting research, performing administrative duties, and managing their personal responsibilities. Based on a previous study, it has been found that it was demanding to maintain work-life integration because of the conflict arising between work and personal matters, especially among female employees (Robken et al., 2025).

### **Life-Work Integration**

Life-to-work integration refers to situations where personal matters, responsibilities, and emotions have become the factors that can affect an individual's work performance (Erasmus et al., 2024). Different from the definition of work-life balance, which focuses on building a distinction between work and personal life, life-to-work integration focuses on showing the connection between work and personal life responsibilities and how they can affect each other. In the university employee's context, personal life responsibilities such as family issues, financial issues, health concerns, and commitments can contribute in affecting an individual's concentration, productivity, and performance at the workplace. Intervention between personal and work responsibilities can contribute to exhaustion, reduce job satisfaction, impact their mental, and overall well-being. According to a recent study, life-to-work conflict is the main predictor of psychological strain that can reduce job performance (Huo & Jiang, 2023). The expanding flexibility of work arrangements, especially after the COVID-19 pandemic, has reduced the boundaries between personal and work life, which has made it difficult for employees to disconnect from personal problems and stress while being at work (Rahimah et al., 2025). Other than that, unsettled personal problems may also contribute to higher levels of depression and anxiety. These situations are more likely to happen especially when there is a lack of organisational support for the employees.

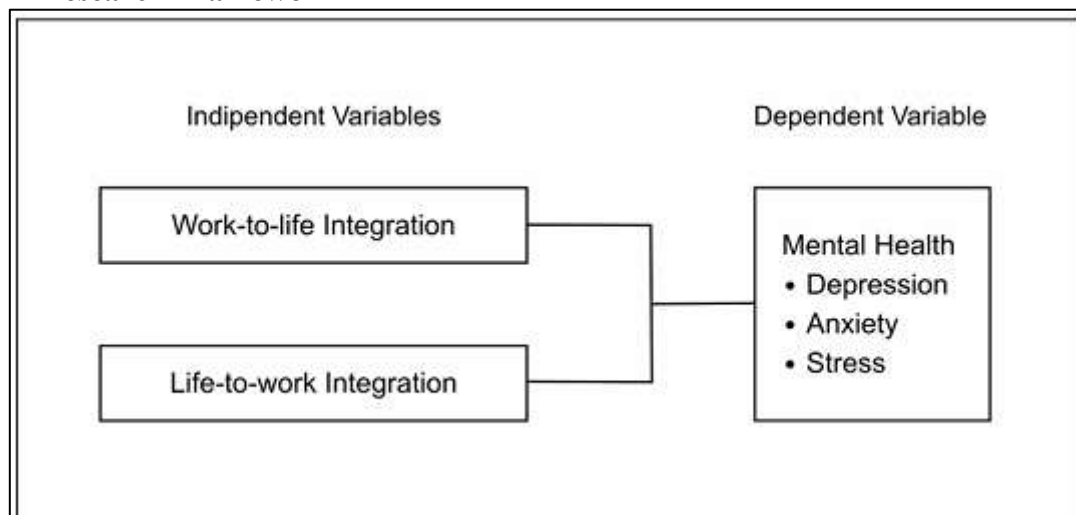
## Hypothesis

This study aims to examine the relationship between work-life integration and mental health symptoms among UiTM staff. It examines two dimensions of integration: work-to-life integration, where work-related responsibilities, activities, and concerns extend into employees' personal lives, and life-to-work integration, where personal responsibilities, activities, and concerns extend into the work domain. When work demands extend excessively into employees' personal lives, opportunities for psychological detachment and recovery may be reduced, potentially contributing to depression, anxiety, and stress symptoms. Similarly, when personal responsibilities, such as family commitments, financial concerns, and other non-work matters, extend into the work domain, employees may experience competing role demands that increase psychological strain. Understanding these relationships is therefore important for developing appropriate organisational strategies to support employee mental health and well-being.

H1: Work-to-life integration significantly influence the mental health of UiTM staff.

H2: Life-to-work integration significantly influence the mental health of UiTM staff

## Research Framework



**Figure 1: Conceptual Framework**

The conceptual framework in the figure above shows the relationships between Work-life Integration and Mental Health. The framework has divided the variables into two categories.

## Research Methodology

### Research Design

This study adopts a quantitative research design to determine the relationship between Work-Life Integration and Mental Health (Depression, Anxiety, and Stress) among UiTM employees. The quantitative design approach was selected in this study because it can provide the collection of objectives and measurable data, which helps the researchers in identifying the patterns, trends, and relationships between variables. Other than that, quantitative approaches can help in facilitating statistical analysis and improving the reliability of the research findings.



### Population and Sampling

The population for the study consists of academic and non-academic staff from campuses of Universiti Teknologi Mara (UiTM) in Malaysia. Being known as one of the largest public universities in Malaysia, UiTM has employed a diverse workforce distributed across multiple campuses in Malaysia, across the east, south, west, and north. This study has used the non-probability sampling techniques, specifically convenience sampling. Convenience sampling has been used due to its practicality, cost-effectiveness, and suitability for approaching a large number of respondents within a short duration. Other than that, convenience sampling involves choosing participants who are easily accessible and willing to contribute to the study. In this study, the data have been collected through online questionnaires via Google Form and have been distributed to the UiTM staff in different campuses in Malaysia. Therefore, the sample has consisted of respondents from diverse geographical locations and work settings. Respondents were eligible to participate in the study whether they were academic or non-academic staff at any UiTM campus. The respondents have agreed to participate in this study voluntarily by completing the questionnaire.

### Instrumentation

The survey questions consist of a 5-point Likert scale, which ranges from 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), 5 (Strongly Agree), to measure the variables of work-life integration and mental health. The Likert scale has been chosen because it provides the respondent with access to express the measure of their agreement with a series of statements. Therefore, it is important to provide and use measurable and quantifiable data in the analysis. Other than that, the Likert scale is commonly used in social science research as it can capture an individual's perceptions, attitudes, and psychological responses in a structured manner effectively. Questionnaire items were adopted and adapted Panatik et al., (2022).

| Variables                | Items                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Work-to-Life Integration | I often work from home.<br>I often take work home.<br>I often leave my workplace late.<br>I often work after hours on weekends.<br>I often think about work matters during my time off.<br>I often communicate with people from work during my time off.<br>I often talk about work with people from outside of work.<br>Outside of work, I am the same person as I am at work. |
| Life-to-Work Integration | I often take care of non-work matters while physically at my workplace.<br>I have many personal items at my workplace.<br>I often get to work late or leave early, in order to take care of non-work matters.<br>I often take care of non-work matters during scheduled work hours.<br>I often think about non-work issues while I am at Work.                                  |

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | <p>I often communicate with my family and friends while I am at work.</p> <p>I talk a lot about my non-work life at work.</p> <p>At work, I behave the same way as at home</p>                                                                                                                                                                                                                                                                                                                                                                                    |
| Mental Health:<br>Depression | <p>I couldn't seem to experience any positive feelings at all.</p> <p>I found it difficult to work up the initiative to do things.</p> <p>I felt that I had nothing to look forward to.</p> <p>I felt downhearted and blue.</p> <p>I was unable to become enthusiastic about anything.</p> <p>I felt I wasn't worth much as a person.</p> <p>I felt that life was meaningless.</p>                                                                                                                                                                                |
| Mental Health:<br>Anxiety    | <p>I was aware of the dryness of my mouth.</p> <p>I experienced breathing difficulty (such as excessively rapid breathing, breathlessness in the absence of physical exertion).</p> <p>I experienced trembling (such as in the hands).</p> <p>I was worried about situations in which I might panic and make a fool of myself.</p> <p>I felt I was close to panic.</p> <p>I was aware of the action of my heart in the absence of physical exertion (such as a sense of heart rate increase, a heart missing a bit).</p> <p>I felt scared for no good reason.</p> |
| Mental Health:<br>Stress     | <p>I found it hard to wind down.</p> <p>I tended to overreact to situations.</p> <p>I felt that I was using a lot of nervous energy.</p> <p>I found myself getting agitated.</p> <p>I found it difficult to relax.</p> <p>I was intolerant of anything that kept me from getting on with what I was doing.</p> <p>I felt that I was rather touchy.</p>                                                                                                                                                                                                            |

### Data Collection Process

In this study, the data were collected through online questionnaires on Google Form. The link for the questionnaires was being distributed via WhatsApp and email to UiTM's staff. The questionnaires were created using a structured questionnaire design in order to ensure the answers collected are standardized. The questionnaire was being collected from 62 respondents. The questionnaires have been distributed to three different sections, which are:

1. Section A: Demographic Data: Gender, Age, Race, Marital Status, Educational Level, Working Years, Occupation Category, Average Income, and Economic Dependent
2. Section B: Work-Life Integration: Analyse respondent's views towards Work-to-Life and Life-to-Work Integration.
3. Section C: Mental Health: Evaluates respondent's depression, anxiety, and stress problems using a 5-point Likert scale.

### Data Analysis

The data collected has been analysed using the Statistical Package for the Social Sciences version 29 (SPSS) computer program. The research was predicated on two independent variable's reliability measures. Multiple regression, coefficient analysis, and correlation analysis are other types of analysis that consist of both independent and dependent variables.

### Results and Findings

In this section, the relationships between independent variables and the dependent variable were analyzed. There are three (2) hypotheses that have been hypothesized in this study.

There are:

H1: Work-to-life integration significantly influence the mental health of UiTM staff.

H2: Life-to-work integration significantly influence the mental health of UiTM staff

**Table 1: Results of correlation analysis, reliability analysis**

| No | Variables                | 1       | 2       | 3       |
|----|--------------------------|---------|---------|---------|
| 1  | Life-to-Work Integration | (0.823) |         |         |
| 2  | Work-Life Integration    | .456**  | (0.750) |         |
| 3  | Mental Health            | .570**  | .450**  |         |
|    | Depression               |         |         | (0.898) |
|    | Anxiety                  |         |         | (0.909) |
|    | Stress                   |         |         | (0.906) |

Reliability analysis is a statistical measure that demonstrates consistency in measurement when tested under similar conditions. Reliability analysis, reported as Cronbach's alpha, was conducted to evaluate the internal consistency and reliability of the items used to explain the latent variables in the study. The data of this study were analyzed using SPSS version 29. All the items were found moderately to strongly reliable ( $\alpha$  range from 0.750 to 0.823). The result for reliability indicates most of the variables are strongly reliable namely Life-to-Work Integration ( $\alpha=0.823$ ) and Mental Health (Depression; Anxiety; Stress) ( $\alpha=0.898$ ;  $\alpha=0.909$ ;  $\alpha=0.906$ ). The remaining is recorded moderate reliability which is Work-Life Integration ( $\alpha=0.750$ ).

Pearson correlation analysis was conducted to examine the relationships between Work-to-Life Integration (WTL), Life-to-Work Integration (LTW), and mental health symptoms. The findings revealed that both dimensions of work-life integration were positively and significantly associated with mental health symptoms. Life-to-Work Integration demonstrated a stronger positive relationship with mental health symptoms ( $r = 0.570$ ,  $p = <0.001$ ) than Work-to-Life Integration ( $r = 0.450$ ,  $p = <0.001$ ). This indicates that greater intrusion of personal-life responsibilities into the work domain is associated with higher levels of depression, anxiety, and stress symptoms. Work-to-Life Integration was also positively associated with mental



health symptoms, suggesting that greater extension of work demands into employees' personal lives is associated with greater psychological strain. Overall, the findings support the proposed relationships between both dimensions of work-life integration and mental health symptoms among UiTM staff.

**Table 2: Results of Regression Analysis**

| Model Variables          | Standardized Coefficients Beta |
|--------------------------|--------------------------------|
| Life-to-Work Integration | 0.460**                        |
| Work-to-Life Integration | 0.240*                         |
| <b>R Square</b>          | 0.371                          |
| <b>Adjusted R Square</b> | 0.349                          |
| <b>R Square Change</b>   | 0.371                          |
| <b>F Change</b>          | 17.363                         |
| <b>Sig. F Change</b>     | 0.001                          |

Notes: \*\* significance at the .01 level; \* significance at the .05 level

In this study, multiple regression analysis has been conducted to determine whether Work-to-Life Integration (WTL) and Life-to-Work (LTW) significantly predict mental health among UiTM staff. The results showed that both independent variables were statistically significant predictors of mental health. Life-to-Work Integration has shown a stronger contribution ( $\beta = 0.460$ ,  $p = <0.001$ ), followed by Work-to-Life Integration ( $\beta = 0.240$ ,  $p = 0.043$ ). Based on the coefficient analysis, the model as a whole has explained that there are 37.1% of the variance in mental health ( $R^2 = 0.371$ ), which advocates that Work-to-Life Integration and Life-to-Work Integration have a significant influence on UiTM staff's mental health. Between the two predictors, Life-to-Work Integration portrayed a stronger predictor since it shows the results of higher standardised beta coefficients. This shows that Life-to-Work Integration has a greater influence on mental health compared to Work-to-Life Integration among UiTM staff. The model has shown the value of 17.363 in F-value with a ( $p < 0.001$ ), which is lower than the standard significance level, which is 0.05. These results indicate that the regression model is statistically significant. Hence, the Work-to-Life Integration and Life-to-Work Integration have a significant influence on mental health among UiTM staff. Hence, the findings above suggest that both dimensions are important predictors of employee's mental health.

Based on the hypothesis testing, Work-to-Life Integration was found to have significant influence with mental health symptoms. This finding indicates that greater integration of work responsibilities into employees' personal lives is associated with higher levels of depression, anxiety, and stress symptoms. Employees who frequently take work home, work beyond normal working hours, or continue thinking and communicating about work during their personal time may experience greater difficulty psychologically detaching from work, which may increase psychological strain. Therefore, H1 is supported. Similarly, Life-to-Work Integration showed a significant influence with mental health symptoms. This suggests that greater intrusion of personal responsibilities and concerns into the work domain is associated with higher levels of depression, anxiety, and stress symptoms among UiTM staff. Life-to-Work Integration also demonstrated a stronger relationship with mental health symptoms than Work-to-Life Integration, indicating that personal-life demands entering the work domain may have comparatively greater psychological implications for employees. Therefore, H2 is supported.

## Discussion

The present study examined the relationships between work-to-life integration, life-to-work integration, and mental health among UiTM staff. Overall, the findings demonstrate that both dimensions of work-life integration are significantly associated and influence with employees' mental health. However, the magnitude of the relationships differs, with life-to-work integration showing a stronger relationship with mental health than work-to-life integration. The regression analysis similarly indicates that life-to-work integration makes a stronger unique contribution to mental health symptoms than work-to-life integration. This distinction is important because it suggests that the direction in which work and personal-life boundaries are crossed may have different psychological consequences for university employees.

The significant relationship between work-to-life integration and mental health suggests that the extent to which work enters employees' personal lives is associated with their psychological well-being. In the present study, work-to-life integration includes behaviours such as taking work home, working after hours and on weekends, thinking about work during time off, and communicating about work outside normal working hours. Therefore, the finding should not simply be interpreted as evidence that "integrating" work and life improves mental health. Instead, greater permeability of the work–non-work boundary may increase employees' psychological exposure to work demands beyond formal working hours.

This study is consistent with Panatik et al. (2022), who investigated higher education staff in another Malaysian public university and found that work-life integration significantly influenced depression, anxiety, and stress. Their study similarly recognised that multiple roles and responsibilities among university staff can create an imbalance in the work-life interface that affects mental health. The consistency between the two studies is particularly meaningful because both were conducted within Malaysian higher education. While Panatik et al. (2022) focused on staff at Universiti Teknologi Malaysia, the present study extends this evidence to UiTM employees across different campuses.

The finding is also consistent with Kirby et al. (2023), who examined faculty and staff in higher education and reported meaningful relationships between work-life balance and indicators of psychological well-being. Employees with more favourable work-life balance tended to report better quality of life, while anxiety and depression were intertwined with poorer work-life experiences. Although their study conceptualised work-life balance rather than work-life integration, both findings point towards the psychological importance of how employees manage the interface between occupational and personal domains.

A deeper interpretation is therefore that boundary permeability itself is not necessarily beneficial. Flexible working arrangements and technological connectivity may allow employees to integrate work and personal responsibilities, but excessive integration may also prevent psychological detachment from work. For university staff, this is particularly relevant because academic and administrative responsibilities may extend beyond conventional office hours. Teaching preparation, student communication, research, publication, meetings, administrative work, and other institutional responsibilities can continue into evenings and weekends. The result may be a situation in which flexibility gradually becomes continuous availability, reducing opportunities for recovery.

A particularly important finding is that life-to-work integration emerged as the stronger predictor of mental health symptoms. The study measures this dimension through behaviours

such as attending to personal matters during work, thinking about non-work issues while working, communicating with family and friends during working hours, and adjusting working time to deal with personal responsibilities. The stronger relationship suggests that difficulties originating in employees' personal lives and crossing into the work domain may have particularly important psychological implications for UiTM staff.

This interpretation is supported by Badri et al. (2023), who examined 167 millennial employees from the education and service sectors. Their findings showed that work-life integration was positively associated with obsessive work passion and higher mental-health symptoms, while obsessive passion partially mediated the relationship between work-life integration and mental-health symptoms. Their findings are useful for interpreting the present results because they demonstrate that work-life integration is not inherently positive. Its consequences may depend on the manner and intensity with which individuals combine their work and personal domains. Recent evidence concerning university teachers provides additional support. Research on work-life and life-work conflict found that both directions of conflict were associated with burnout, while life-work conflict also predicted poorer perceived performance. This corresponds closely with the present finding that life-to-work integration has a stronger contribution to mental health than work-to-life integration. In other words, treating work-life integration as a single undifferentiated construct may conceal meaningful differences between the two directions of boundary crossing.

Taken together, the findings provide a more nuanced understanding of work-life integration among Malaysian university employees. The results do not necessarily suggest that greater integration between work and personal life leads to better mental health. Instead, given that mental health was operationalised through symptoms of depression, anxiety, and stress, the positive relationships indicate that greater crossing or interference between work and personal domains is associated with greater psychological symptoms. This interpretation is more consistent with the questionnaire items used in the study and with previous empirical evidence. In addition, the study reinforces those of Panatik et al. (2022), who established a significant connection between work-life integration and mental health among Malaysian higher education employees, while extending the literature by demonstrating that the two directions of integration may not have equal importance. In the present study, life-to-work integration appears to be particularly consequential. This provides an important contribution because it shifts attention from simply asking whether work and life are integrated to considering which domain is crossing into the other and how that boundary crossing is experienced by employees. Furthermore, this study also supports the broader evidence of Badri et al. (2023), Kirby et al. (2023), and Erasmus et al. (2024), which collectively demonstrates that work-life experiences are closely connected with psychological health and well-being and that organisational conditions can either facilitate or complicate employees' management of multiple roles.

From an organisational perspective, the findings suggest that UiTM should approach work-life integration as more than an issue of providing flexible working arrangements. Flexibility may be valuable, but without appropriate boundaries it can blur the distinction between work and personal time. Effective interventions should therefore combine flexibility with manageable workloads, realistic performance expectations, supportive supervisors, appropriate communication boundaries, employee assistance programmes, and a workplace culture that recognises employees' responsibilities outside work. Such an approach may help employees benefit from flexibility without allowing integration to develop into persistent work-life or life-work interference.

### Recommendation and Future Suggestion

Based on the findings, there are several recommendations have been identified in order to help the UiTM Staff in improving their work-life integration and maintain good mental health. First of all, UiTM should initiate better flexibility in working arrangements. For example, utilizing a hybrid working environment or developing flexible working hours. By having flexibility in working arrangements and hours, it can help employees improve their ability in managing their work and personal responsibilities. Heavy workloads and tight schedule has become the common factors that have contributed to the employee's stress. Hence, having flexible work arrangements and working hours, it can help employees manage their work and personal responsibilities effectively and reduce their stress. Other than that, UiTM should improve its Employee Assistance Program (EAP) by providing motivational services such as confidential counselling services, stress management programmes, and providing emotional support to the employees. By providing these types of motivational services, it can help in providing the space for employees to deal with their stress, anxiety, and other mental health issues. Next, UiTM should conduct awareness programs for the employees and employers where they can have a better vision on the importance of work-life integration and the impact on mental health and employee's job performance. Through the awareness program, they will be exposed to the impact of creating a positive working environment in the workplace, and the impact of conducting an open communication environment in the workplace when creating healthy workplace boundaries. Last but not least, UiTM should review their employee's workload and job responsibilities regularly, especially among academic staff. Usually, academic staff need to be involved in different types of tasks at once, such as lecturing, conducting research, and performing administrative tasks. By utilizing these strategies, it can help UiTM in developing a balanced and healthier workplace environment, at the same time, will improve employee's overall well-being and mental health, which can help in enhancing overall organizational performance.

### Conclusion

In conclusion, this study identified significant relationships between work-life integration and mental health symptoms among UiTM staff. Specifically, both Work-to-Life Integration and Life-to-Work Integration were positively associated with depression, anxiety, and stress symptoms. This suggests that greater crossing of boundaries between work and personal life may be associated with greater psychological strain among employees. Between the two dimensions, Life-to-Work Integration demonstrated a stronger contribution to mental health symptoms, indicating that personal responsibilities and concerns entering the work domain may have particularly important psychological implications for UiTM staff. These findings highlight the importance of organisational strategies that support employees in managing boundaries between their work and personal responsibilities rather than assuming that greater integration is necessarily beneficial.

### Acknowledgements

The authors would like to express their sincere gratitude to the organizers and reviewers for their valuable feedback and the opportunity to present this work. The authors also extend they're thanks to their colleagues and mentors for their insightful discussions and continuous support throughout the process.



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