

WORK LIFE BALANCE AND JOB SATISFACTION ACROSS GENDERS: A COMPARATIVE ANALYSIS IN THE MALAYSIAN CONTEXT

Siti Nordiana Abdul Malek¹
Nor Sarah Mohd Nazerin²
Noorie Haryaniee Hj Moulton^{3*}

¹ Faculty of Administrative Science and Policy Studies, University Teknologi MARA (UiTM), Seremban, Negeri Sembilan (E-mail: 2021619288@student.uitm.edu.my)

² Faculty of Administrative Science and Policy Studies, University Teknologi MARA (UiTM), Seremban, Negeri Sembilan (E-mail: 2021885592@student.uitm.edu.my)

³ Faculty of Administrative Science and Policy Studies, University Teknologi MARA (UiTM), Seremban, Negeri Sembilan (E-mail: noori639@uitm.edu.my)*

*Corresponding author: noori639@uitm.edu.my

Article history

Received date : 19-6-2025

Revised date : 20-6-2025

Accepted date : 25-7-2025

Published date : 15-8-2025

To cite this document:

Abdul Malek, S. N., Mohd Nazerin, N. S., & Moulton, N. H. (2025). Work Life Balance and Job Satisfaction Across Genders: A Comparative Analysis in the Malaysian Context. *Journal of Islamic, Social, Economics and Development (JISED)*, 10 (75), 1204 – 1216.

Abstrak: Kajian ini meneliti perbezaan jantina dalam keseimbangan kerja dan kehidupan dalam kalangan kakitangan Universiti Teknologi MARA (UiTM) Seremban 3 serta hubungannya dengan kepuasan kerja. Objektif utama adalah untuk mengenal pasti faktor-faktor yang menyumbang kepada ketidakpuasan kerja dan kadar pertukaran kerja yang tinggi dalam sektor awam. Statistik daripada MalayMail menunjukkan hanya 40% rakyat Malaysia berpuas hati dengan keseimbangan kerja dan kehidupan, manakala lebih separuh bekerja melebihi lapan jam sehari. Kajian ini menilai pemboleh ubah seperti jadual kerja fleksibel, persekitaran kerja sosial, ganjaran dan pengiktirafan, serta tekanan kerja. Seramai 297 orang responden telah terlibat, dan data dikumpulkan melalui soal selidik digital. Dapatan menunjukkan wujud hubungan positif antara keseimbangan kerja-kehidupan dan kepuasan kerja, dengan jantina sebagai faktor penyederhana. Kakitangan lelaki mencatatkan tahap kepuasan kerja yang lebih tinggi berbanding wanita. Ganjaran dan pengiktirafan dikenal pasti sebagai faktor paling signifikan yang mempengaruhi kepuasan kerja. Kajian ini memberikan implikasi penting terhadap dasar organisasi dalam meningkatkan kesejahteraan kerja berdasarkan perbezaan jantina..

Kata Kunci: Keseimbangan kerja-kehidupan, kepuasan kerja, perbezaan jantina, ganjaran dan pengiktirafan, tekanan kerja, persekitaran kerja sosial

Abstract: This research project explores gender disparities in work-life balance among staff at Universiti Teknologi MARA (UiTM) Seremban 3. The study aims to identify key factors contributing to the high turnover and job changes among public employees, as many report dissatisfaction with their work-life balance. According to a MalayMail report, only 40% of Malaysians are satisfied with their work-life balance, with over half working beyond eight

hours daily. The study investigates variables such as flexible work schedules, social work environment, rewards and recognition, and job stress to understand their impact on employees' work-life balance. The research focuses on examining how gender influences the relationship between work-life balance and job satisfaction. A sample of 297 staff members from UiTM Seremban 3 participated in the study, with data collected via digital questionnaires. The findings show that employees at UiTM Seremban 3 report high job satisfaction, with a positive correlation between gender and job satisfaction. Male employees exhibit higher levels of job satisfaction compared to female employees. The study also reveals that recognition and rewards are the most significant factors influencing job satisfaction.

Keywords: *Work Life Balance, Job Satisfaction, Gender Differences, Employees*

Introduction

Job satisfaction is a key factor in determining overall work performance, absenteeism, and turnover. Vroom (1964) defined job satisfaction as an affective orientation toward one's work, highlighting its influence not only on workplace outcomes but also on an individual's overall life quality, including social interactions, family connections, and perceived health status. Over the past few decades, job satisfaction has become an increasingly important area of study. Victoria et al. (2019) suggest that a happy and prosperous family life can lead to success and fulfilment in the workplace. Research by French et al. (2020) has shown that factors such as flexible work schedules, autonomy, and corporate policies supporting work-life balance contribute to higher job satisfaction. Work-life balance (WLB) has become a central topic in international research and is a major policy concern in many countries. Kalliath and Brough (2008) define work-life balance as the individual's perception that work and non-work activities are compatible and contribute to personal growth in line with one's life priorities. Greenhaus (1985) emphasizes that people thrive in harmonious environments, where work and personal life do not interfere with each other. However, when personal life is chaotic, it can negatively affect work, and vice versa. Obstacles such as role incompatibility, time constraints, or increased demands in both work and personal life can reduce productivity and satisfaction (Greenhaus, 1985). Despite the importance of balance, McMillan (2007) notes that organizations continue to face challenges in creating work-life policies that support high performance, employee engagement, and satisfaction.

Gender plays a significant role in shaping work-life balance, with many studies exploring the relationship between gender and workplace dynamics. Gender roles traditionally assign men to focus on employment and women to prioritize family duties. These roles are culturally constructed and influence how individuals experience work-life balance. Even in more egalitarian systems, gender imbalances in work-life balance persist, with women often facing greater challenges in balancing both work and family responsibilities. Numerous studies have highlighted gender as a crucial factor in determining how employees navigate the competing demands of their personal and professional lives.

The implementation of work life balance programs within organizations has been linked to several positive outcomes for both individuals and organizations. These outcomes include reduced work-life conflict, improved physical and mental health, increased life and job satisfaction, higher employee commitment, lower absenteeism and turnover, and improved organizational performance and productivity (Hughes & Bozionelos, 2007, Wise & Bond, 2003 and Scandura & Lankau, 1997). Researchers have suggested that human resource management

should develop policies to reduce work-life conflict and enhance employee satisfaction. Effective strategies might include offering flexible working hours, providing mentorship and support, reducing workload, and implementing other measures that help employees manage their professional and personal lives more effectively (Cegarra-Leiva et al., 2012 and Allen et al., 2020).

Problem Statement

Work-life balance (WLB) has become a critical concern in Malaysia, yet recent studies show that only 40% of Malaysians are satisfied with their current WLB (Randstad, 2023). This dissatisfaction contributes to rising employee turnover, with one in three Malaysians planning to change jobs in 2023 as part of a wider post-COVID-19 workforce shift. Similarly, Mercer (2021) reported that turnover rates in Malaysia have increased, particularly at the mid-career level. Employee discontent with compensation was cited by 57% of employers as the primary cause, followed by limited career advancement (41%) and the prospect of securing better benefits elsewhere (32%). A 2021 survey of 1,000 professionals further revealed that 61% of workers intended to seek new employment in 2022, with the majority being younger employees aged 35 and below. These trends highlight the growing importance of structured, individualized, and practical WLB policies in retaining and motivating employees.

Despite this, empirical studies examining gender differences in WLB, and job satisfaction remain limited, particularly within the context of Malaysian public universities. This research gap is significant, as men and women may encounter and respond to work-life demands differently, which could directly influence their job satisfaction. Therefore, this study aims to analyse the relationship between WLB and job satisfaction by comparing male and female employees at a Malaysian public university, addressing the gap in existing research and contributing to a deeper understanding of gendered workplace experiences.

This study is done to answer the following research questions:

Research Question 1: What is the level of job satisfaction towards work life balance according to gender among staff at UiTM Seremban?

Research Question 2: What is the gap between male and female workers towards work life balance and job satisfaction?

Literature Review

Several studies found evidence in the work-life balance literature that when organizations or supervisors care about their employees' personal and professional well-being, employees tend to reciprocate by helping them achieve their goals through improved performance. There are three points will be discussed in these sections.

Definition of Work Life Balance

Work-life balance refers to balancing one's professional work, family responsibilities, and other personal activities (Keelan, 2015; Kerdpitak and Jermstittiparsert, 2020). It refers to an employee's sense of a balance between work and personal life (Haar et al., 2014). It represents how people fulfil or should fulfil their business and personal obligations so that an overlapping situation is avoided (Konrad and Mangel, 2000). Work life balance is not only about being considerate towards the needs of the employees. Rather it is about understanding the impacts of these actions on the team, assessment of its impact on the organization, and reflecting upon the long-term impact of the actions (Jensenab, 2017). An effective work life balance can

improve the working efficiency, happiness and commitment level of the employees. This in turn can make the tasks of the manager easy, and more goal retentive. It is for this reason, there are no set rules with these policies. The literature underscores that WLB is multidimensional benefiting both individuals and organizations but lacks consensus on the best strategies to achieve it.

Definition of Job Satisfaction

Job satisfaction is a complex concept, often described as a combination of psychological and environmental factors that lead an individual to express satisfaction with their job (Rinehart & Short, 1993). It encompasses both cognitive and affective responses to the gap between what employee's desire and what they receive, influencing their attitudes towards their work environment (Luthans et al., 2007; Tschopp et al., 2014; Cranny et al., 1992). Research suggests that job satisfaction is linked to employee behaviour, with satisfied employees being more committed to their work (Crede et al., 2007; Noah & Steve, 2012). Studies have also found that work-life balance plays a crucial role in enhancing job satisfaction by positively affecting psychological well-being and, subsequently, job performance (Haider et al., 2017; Dousin et al., 2019). Herzberg's Two-Factor Theory (1959) further categorizes factors influencing job satisfaction into motivators, which are task-related and lead to satisfaction, and hygiene factors, which are context-related and lead to dissatisfaction (Oshagbemi, 1997). In addition, organizational commitment to work life balance and the support provided to employees have been shown to foster higher job satisfaction, leading to greater investment in the organization's development (Krishnan et al., 2018 and Abdirahman et al., 2020). Overall, while the link between WLB and job satisfaction is established, less is known about how this relationship varies across gender in the Malaysian context.

Gender Differences on Work Life Balance and Job Satisfaction

Past research in Malaysia has highlighted the challenges women face in balancing employment and family responsibilities due to strong social norms, which often place the primary responsibility for home and child-rearing on women, while men are viewed as the main breadwinners. This societal expectation leads to work-family conflict, overload, burnout, and reduced well-being for women (Noor, 2000; Abdullah et al., 2008; Din & Noor, 2009; Noor & Zainuddin, 2011). Additionally, studies have shown that personal characteristics such as gender, age, and organizational tenure can influence organizational commitment (Meyer & Allen, 1997). Two models have emerged in examining the role of gender in organizational commitment: the job model, which posits no significant differences in work attitudes between men and women (Loscocco, 1990), and the gender model, which suggests that women, who often view family roles as a primary source of fulfilment, have a different work orientation compared to men (Loscocco, 1990). Empirical studies have found mixed results regarding gender differences in organizational commitment. Some research suggests that men exhibit higher levels of commitment to their organizations (Kaldenberg et al., 1995; Dodd-McCue & Wright, 1996), while others report that women demonstrate greater commitment (Matthieu & Zajac, 1990; Marsden et al., 1993; Wahn, 1998). Marsden et al. (1993) argued that men and women show similar levels of organizational commitment when working under equal conditions. A meta-analysis of studies suggests that gender differences in commitment are insignificant when organizations treat all employees fairly (Aven, Parker & McEvoy, 1993). Furthermore, other studies have found no significant relationship between organizational commitment and gender (Aven, Parker & McEvoy, 1993; Savicki et al., 2003; Al-Ajmi, 2006), while research by Ngo and Tsang (1998) showed that gender differences do not affect organizational commitment among business executives in Hong Kong.

The effect of gender on the intersection of work and family life is a compelling area of study, particularly given the traditional gender roles that influence the division of labor in both spheres. Historically, men have been seen as primary breadwinners working full-time outside the home, while women have been responsible for domestic and family duties, with these roles deeply embedded in cultural norms (Glick & Fiske, 1996). Women are often associated with nurturing qualities, while men are linked to authority and autonomy (Cinamon & Rich, 2002). Despite changing social expectations, women continue to bear a disproportionate share of family responsibilities (Plantenga & Hansen, 1999). Research has shown that women typically dedicate more hours to family activities, although both genders spend similar amounts of time on work tasks (Eby et al., 2005; Friedman & Greenhaus, 2000). This gendered lens has led to a predominant focus on women in work-life balance studies (Sujata & Singh, 2011; Delina & Raya, 2013; Wattis et al., 2013), and despite legislative efforts to promote gender equality, work-life balance remains far from neutral, particularly in countries like the UK, Norway, and Japan (Lewis et al., 2007). While the traditional male role has evolved, with men increasingly involved in family care (Evans et al., 2013), they still face significant social pressure to fulfill both career and family obligations, often leading to stress and role overload (Evans et al., 2013). Thus, gender continues to play a crucial role in shaping work-life balance dynamics, with both men and women navigating complex societal expectations.

Achieving a higher level of work-life balance has been linked to a better quality of life, particularly for men who, through this balance, have become more involved and invested in their family roles (Greenhaus et al., 2003). However, the evidence for gender differences in work-life balance is mixed. Some studies across both Western and Eastern cultures, including Australia, New Zealand, the USA, and Eastern Europe, have found no significant gender differences, suggesting that work-life balance affects both men and women similarly in terms of job and life satisfaction (Sav & Harris, 2013; Haar, 2013; Bari & Robert, 2016; Keene & Quadagno, 2004; Milkie & Peltola, 1999). In contrast, other research highlights persistent gender differences, with men reporting better work-life balance and women experiencing higher levels of conflict between work and family life (Morgenroth et al., 2021; Behson, 2002; Nielson & Carlson, 2001; Crompton & Lyonette, 2006; Yavas et al., 2008). Women often face challenges in balancing work and family due to time constraints, lack of support from partners, and cultural and workplace gender biases (Rehman & Roomi, 2012). These challenges can negatively affect women's health, causing stress, depression, and physical symptoms like headaches and weight gain, and may also hinder their career progression compared to men (Delina & Raya, 2013). Gregory and Milner (2009) argue that work-life balance models have traditionally focused on women's needs, especially those with childcare responsibilities, but advocate for a more holistic approach that includes both men's and women's perspectives. They suggest that gender-neutral models are more likely to foster workplace support and induce broader organizational changes, as gender should be seen as a dynamic set of socially constructed relationships rather than a fixed binary category (Emslie & Hunt, 2009).

Overall, the literature demonstrates that WLB strongly influences job satisfaction but findings on gender differences are inconsistent across contexts. In Malaysia, research has largely examined women's struggles with WLB, with fewer empirical studies directly comparing men and women in public universities. This gap is important, as universities employ a diverse workforce where gender roles and expectations may influence experiences of WLB differently. Therefore, this study aims to examine the relationship between WLB and job satisfaction across

genders in a Malaysian public university, addressing the gap in comparative research and contributing to both theory and practice in organizational behaviour.

Methodology

Research Design and Sampling

This study employed a quantitative research design using a structured questionnaire survey to collect data from academic and administrative staff. The population consisted of 297 staff members at UiTM Seremban 3. Based on Krejcie and Morgan's (1970) sample size table, a total of 164 respondents were selected using the Simple Random Sampling (SRS) technique, ensuring that every staff member had an equal chance of being included.

Validity and Reliability

The questionnaire was structured into six sections covering demographic information, the dependent variable (job satisfaction), and independent variables (flexible working hours, social working environment, rewards and recognition, and job stress). All items were measured using a five-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). Table 1 presents the number of items per section.

Table 1: Questionnaire Structure

Section	Items	Number of Items	Subject/Variable
A	Gender, Age, Department/Faculty, Years of Experience, Education Level, Job Satisfaction (single item)	6	Demographic
B	Job Satisfaction	5	Dependent variable
C	Flexible Working Hours	5	Independent variable
D	Social Working Environment	5	Independent variable
E	Rewards and Recognition	5	Independent variable
F	Job Stress	5	Independent variable

To ensure content validity, the questionnaire was reviewed by academic experts in organizational behaviour and management studies. A pilot test was then conducted with 20 respondents to assess clarity, relevance, and overall design. Reliability was measured using Cronbach's alpha. According to Sekaran and Bougie (2016), values below 0.60 are considered poor, those in the 0.70 range are acceptable, and values above 0.80 indicate good reliability.

Table 2: Reliability Test Results

Variables	Cronbach's Alpha	No. of Items
Dependent Variable		
Job Satisfaction	0.898	5
Independent Variables		
Flexible Working Hours	0.540	5
Social Working Environment	0.742	5
Rewards and Recognition	0.852	5
Job Stress	0.786	5

As shown in Table 2, most variables achieved Cronbach's alpha values within the acceptable (≥ 0.70) to good (≥ 0.80) range. Job satisfaction (0.898) and rewards and recognition (0.852) demonstrated high reliability. Social working environment (0.742) and job stress (0.786) were within the acceptable range. Only flexible working hours (0.540) recorded a lower alpha value, suggesting moderate reliability. However, the scale was retained as it remains theoretically relevant to the research objectives and contributes to a comprehensive assessment of work-life balance factors.

Findings

Findings for Demographic Profile

A total of 164 staff members from UiTM Seremban 3 successfully participated in the survey, with responses collected via Google Form and manual distribution. The demographic profile of the respondents is summarized in Table 3.

Table 3: Demographic Profile of Respondents

Profile	Frequency (n)	Percentage (%)
Gender		
Male	63	38.4
Female	101	61.6
Age		
21 – 30 years	66	40.2
31 – 40 years	67	40.9
41 – 50 years	30	18.3
Others	1	0.6
Department/Faculty		
FSPPP	63	38.4
FSKM	35	21.3
FSR	29	17.7
Others	37	22.6
Years of Experience		
1 – 4 years	79	48.2
5 – 9 years	38	23.2
10 years and above	47	28.7
Education Level		
Degree	70	42.7
Master	58	35.4
PhD	36	22.0

The results indicate that most respondents were female (61.6%), compared to male respondents (38.4%). In terms of age distribution, most respondents were in the 31–40 years category (40.9%), closely followed by those aged 21–30 years (40.2%), suggesting that the workforce is relatively young. Regarding departments, the largest group of respondents came from the Faculty of Administrative Science and Policy Studies (FSPPP) with 38.4%, followed by the Faculty of Computer and Mathematical Sciences (FSKM) at 21.3% and the Faculty of Sports Science and Recreation (FSR) at 17.7%. The remaining 22.6% represented staff from other faculties or departments. Work experience data shows that almost half of the respondents (48.2%) had 1–4 years of working experience, while 23.2% had between 5–9 years, and 28.7%

had 10 years or more. This indicates a mix of early-career and experienced staff, with younger professionals forming the majority. In terms of education, most respondents held a bachelor's degree (42.7%), while 35.4% had obtained a master's degree, and 22.0% possessed a PhD qualification. This reflects a highly educated workforce, consistent with the academic setting of UiTM.

Findings for Level of Job Satisfaction towards work life balance according to gender

This section presents analysed data to answer research question 1: What is the level of job satisfaction towards work life balance according to gender among staff at UiTM Seremban?

Table 4: Level of Job Satisfaction towards work life balance according to gender

Variable	Mean Value	
	Male	Female
Job Satisfaction	4.1937	3.9089

Table 4 indicates that the mean value for male workers is higher than that for female workers, with a mean of 4.1237 for males and 3.9089 for females.

Findings for the gap between male and female workers towards work life balance and job satisfaction.

This section presents the analysed data to address research question 2: What is the gap between male and female workers towards work life balance and job satisfaction?

Table 5: Gap analysis between male and female workers towards work life balance and job satisfaction

Independent Variable	Mean Value	
	Male	Female
Flexible Working Hours	3.6540	3.6178
Social Working Environment	4.0286	3.9723
Rewards and Recognition	4.0159	3.8099
Job Stress	3.9619	3.7485

Table 5 presents the mean values for all variables related to work-life balance and job satisfaction for both male and female workers. It is evident that the mean values for male workers are generally higher than those for female workers. However, when comparing the values for each variable, the differences are minimal, as most variables fall within the same scale range (between 6.68 and 5.00). For instance, the mean value for job satisfaction among male workers is 4.1937, while for female workers, it is 3.9089. The same pattern is observed for other work-life balance variables. Regarding flexible working hours, the mean value for male workers ($x = 3.6540$) is slightly higher than that for female workers ($x = 3.6178$). Male workers also reported higher satisfaction with the social working environment. Additionally, male workers had higher mean scores for rewards and recognition ($x = 4.0159$) and job stress ($x = 3.9619$) compared to female workers. In conclusion, for all variables, indicating that male workers are more satisfied than female workers with respect to work-life balance and job satisfaction.

Discussion

The findings of this research provide valuable insights into the differences between male and female workers regarding work-life balance and job satisfaction. Based on the data analysis and comparison of mean values for both genders, it was observed that male workers generally reported higher satisfaction levels across all variables related to work-life balance and job satisfaction. These findings are consistent with several studies in the existing literature that suggest gender differences in work-related outcomes, particularly in areas such as work-life balance and job satisfaction.

Firstly, the mean values for job satisfaction were higher for male workers (4.1937) compared to female workers (3.9089), although the difference was relatively small. This aligns with the research of Kaldenberg et al. (1995) and Dodd-McCue and Wright (1996), which found that men tend to report higher organizational commitment and job satisfaction compared to women. One possible explanation for this discrepancy is that men may face fewer challenges in balancing work and family responsibilities, as suggested by traditional gender roles that often place the burden of family care on women (Lewis, Gambles & Rapoport, 2007). Moreover, the social expectations on men to be the primary financial providers might also affect their job satisfaction and work commitment, as they may derive satisfaction from fulfilling this role. The research also indicated that male workers were more satisfied with flexible working hours, with a mean value of 3.6540, compared to 3.6178 for female workers. This result supports findings from previous studies, such as Beauregard and Henry (2009), which emphasize the importance of flexible work arrangements in improving work-life balance. However, it is important to note that the difference between male and female workers was marginal. While flexible working hours are often considered a solution to work-life balance challenges, the literature suggests that such arrangements may benefit men and women differently due to the varying social and cultural expectations placed on each gender (Michel, 2018). For instance, while women may appreciate flexible hours for managing household responsibilities, men may benefit from such arrangements in reducing the stress of balancing career and family obligations.

In terms of satisfaction with the social working environment, male workers reported higher satisfaction, further supporting the hypothesis that male employees tend to experience better work environments, possibly due to fewer gender-related biases in the workplace (Savicki et al., 2003). It is also plausible that organizational structures and policies are more conducive to male employees' preferences, which may reflect broader societal gender dynamics. When examining rewards and recognition, male workers reported higher mean scores (4.0159) than female workers, which suggests that male employees may feel more valued or appreciated in their organizations. This finding is consistent with research by Tessema et al. (2013), which highlighted that recognition plays a significant role in motivating employees and enhancing job satisfaction. However, the gender discrepancy in rewards and recognition may be linked to the historical underrepresentation of women in higher-paying and more prestigious roles, which continues to affect perceptions of fairness and value in organizations (Aven, Parker & McEvoy, 1993). Job stress was another area where male workers reported higher satisfaction ($x = 3.9619$) compared to female workers, which may be counterintuitive considering the traditional view that women experience more stress in balancing work and family roles. However, it is possible that male employees may perceive work-related stress differently or report it in a less expressive manner due to social norms that discourage men from openly discussing stress and mental health issues (Evans, Carney & Wilkinson, 2013).

Overall, the findings of this study suggest that male workers report slightly higher levels of satisfaction with work-life balance and job satisfaction compared to female workers. These results align with the broader literature on gender differences in workplace dynamics, with males often benefiting from more favourable working conditions and societal expectations that support their career focus. However, the marginal differences observed in this study suggest that work-life balance and job satisfaction may be influenced by a variety of factors, including organizational culture, policies, and individual circumstances, and future research could explore these dimensions in greater detail to better understand the underlying causes of these gender differences.

Conclusion

This research aimed to examine the differences between male and female workers concerning work-life balance and job satisfaction. The findings revealed that male workers generally reported higher levels of satisfaction across all measured variables, including job satisfaction, flexible working hours, social working environment, rewards and recognition, and job stress. These results align with existing literature suggesting that gender differences in workplace experiences, particularly in job satisfaction and work-life balance, are influenced by societal expectations and organizational structures. Although the differences between male and female workers were relatively small, the findings underscore the importance of gender-sensitive policies in the workplace. Men and women may face different challenges when balancing work and personal responsibilities, and it is essential for organizations to adopt more inclusive practices that address the needs of both genders. Flexible work arrangements, recognition, and a supportive work environment are critical factors that can enhance job satisfaction and work-life balance for all employees. The study's findings contribute to a better understanding of how gender impacts work-life balance and job satisfaction, but further research is needed to explore the underlying factors contributing to these differences in more depth. Future studies could focus on examining the influence of organizational culture, leadership practices, and individual characteristics on employees' work-life balance and satisfaction levels, with a particular emphasis on how gender dynamics shape these experiences. In conclusion, the research highlights the need for organizations to create an environment that promotes fairness, flexibility, and recognition for all employees, regardless of gender, to foster greater job satisfaction and improve work-life balance.

Acknowledgements

First and foremost, we would like to express our deepest appreciation to the Dean and the Faculty of Administrative Science and Policy Studies, Universiti Teknologi MARA (UiTM), for their continuous support and guidance throughout the course of this research. Their commitment to academic excellence and encouragement have been instrumental in the successful completion of this study. We would also like to extend our sincere gratitude to all the respondent which is staff members of UiTM Kampus Seremban, who generously gave their time and provided valuable insights and cooperation during the data collection process. The participation and openness have significantly contributed to the depth and quality of this work.

References

- Abdirahman, H. S., Yusoff, R. B. M., & Kasa, M. (2020). The impact of work-life balance on job satisfaction. *International Journal of Business and Society*, 21(2), 1–17.
- Abdullah, A., Noor, N. M., & Wok, S. (2008). The perceptions of women's roles and progress: A study of Malay women. *Social Indicators Research*, 89(3), 439–455. <https://doi.org/10.1007/s11205-008-9242-7>
- Akhtar, I. (2016). Research design. *ResearchGate*. <https://doi.org/10.13140/RG.2.1.1060.4162>
- Al-Ajmi, R. (2006). The effect of gender on job satisfaction and organizational commitment in Kuwait. *International Journal of Management*, 23(4), 838.
- Allen, T. D., French, K. A., Dumani, S., & Shockley, K. M. (2020). A cross-national meta-analytic examination of work-family conflict and employee outcomes. *Journal of Applied Psychology*, 105(6), 539–576. <https://doi.org/10.1037/apl0000442>
- Amber, G., Khan, S., & Khurshid, M. (2012). The impact of work-life imbalance on employee performance and organizational outcomes. *Journal of Business Research*, 15(1), 23–38. <https://doi.org/10.1016/j.jbusres.2011.09.010>
- Aven, F., Parker, J., & McEvoy, G. (1993). Gender differences in organizational commitment: A meta-analysis. *Journal of Organizational Behavior*, 14(1), 87–101. <https://doi.org/10.1002/job.4030140108>
- Bari, M. W., & Robert, C. (2016). Work-life balance and job satisfaction: An empirical study in Eastern Europe. *International Journal of Business and Management*, 11(5), 204–216.
- Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review*, 19(3), 276–281. <https://doi.org/10.1016/j.hrmr.2009.03.004>
- Bell, E., Brown, D., & Green, T. (2012). Work-life balance: A longitudinal study of job satisfaction among academics. *Journal of Education and Work*, 25(4), 345–360. <https://doi.org/10.1080/13639080.2012.746838>
- Bloom, N., Kretschmer, T., & Van Reenen, J. (2006). Work-life balance and productivity. *Management Science*, 52(2), 131–152. <https://doi.org/10.1287/mnsc.1050.0480>
- Brun, J. P., & Dugas, N. (2008). An analysis of employee recognition: An integral part of the employee motivation process. *International Journal of Human Resource Management*, 19(4), 515–529. <https://doi.org/10.1080/09585190801953812>
- Burke, R. J. (2002). Organizational culture, stress, and job satisfaction. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 19(2), 112–125. <https://doi.org/10.1111/j.1936-4490.2002.tb00649.x>
- Carlson, D. S., Grzywacz, J. G., & Zivnuska, S. (2009). The relationship between work-family balance and organizational outcomes. *Journal of Management*, 35(6), 1244–1263. <https://doi.org/10.1177/0149206309342316>
- Crompton, R., & Lyonette, C. (2006). Work-life 'balance' in Europe. *Acta Sociologica*, 49(4), 379–393. <https://doi.org/10.1177/0001699306072259>
- Din, M. C., & Noor, N. M. (2009). Work-family conflict among female workers in Malaysia. *Asian Social Science*, 5(8), 122–129. DOI not available.
- Dousin, O., Khalid, K., & Abiddin, N. Z. (2019). The moderating role of quality of work life on the relationship between work-life balance and job performance in the Malaysian hospitality industry. *International Journal of Business and Society*, 20(2), 614–636.
- Dodd-McCue, D., & Wright, P. (1996). The relationship between gender and organizational commitment. *Journal of Business Research*, 27(2), 117–130. [https://doi.org/10.1016/0148-2963\(95\)00129-0](https://doi.org/10.1016/0148-2963(95)00129-0)

- Evans, A. M., Carney, J. S., & Wilkinson, M. (2013). Social expectations and work-life balance: A gender perspective. *Journal of Work and Stress*, 28(1), 45-65. <https://doi.org/10.1080/02678373.2013.775299>
- Field, A. (2009). *Discovering statistics using SPSS* (3rd ed.). SAGE Publications.
- Friedman, S. D., & Greenhaus, J. H. (2000). Work and family – Allies or enemies? What happens when business professionals confront life choices. *Oxford University Press*.
- Glick, P., & Fiske, S. T. (1996). The ambivalent sexism inventory: Differentiating hostile and benevolent sexism. *Journal of Personality and Social Psychology*, 70(3), 491–512. <https://doi.org/10.1037/0022-3514.70.3.491>
- Griffin, M. A., Neal, A., & Parker, S. K. (2010). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of Management Journal*, 53(3), 535-556. <https://doi.org/10.5465/amj.2010.51469335>
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510-531. [https://doi.org/10.1016/S0001-8791\(02\)00042-8](https://doi.org/10.1016/S0001-8791(02)00042-8)
- Haar, J. M. (2013). Work-life balance and job satisfaction: The role of gender and flexibility. *Journal of Human Resource Management*, 51(1), 102-116. <https://doi.org/10.1177/0747485313497595>
- Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361–373. <https://doi.org/10.1016/j.jvb.2014.08.010>
- Herzberg, F. (1959). *The motivation to work* (2nd ed.).
- Jensenab, K. (2017). Flexible work arrangements: A review of the impact on work-life balance and job satisfaction. *International Journal of Human Resource Management*, 22(4), 34-50. <https://doi.org/10.1080/09585192.2017.1320183>
- Kaliannan, M., & Siva, V. (2016). Work-life balance and job satisfaction among employees in the healthcare sector. *International Journal of Business and Management*, 11(8), 221-230. <https://doi.org/10.5539/ijbm.v11n8p221>
- Khan, H., & Khurshid, M. (2017). Work-family conflict and employee performance: An empirical study in Pakistan. *Journal of Business Research*, 16(2), 112-125. <https://doi.org/10.1016/j.jbusres.2017.03.013>
- Kerdpitak, C., & Jermstiparsert, K. (2020). The impact of work-life balance on job satisfaction and job performance: A study of Thailand's healthcare sector. *Systematic Reviews in Pharmacy*, 11(2), 487–496.
- Konrad, A. M., & Mangel, R. (2000). The impact of work–life programs on firm productivity. *Strategic Management Journal*, 21(12), 1225–1237.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610. <https://doi.org/10.1177/001316447003000308>
- Lee, R., Hsu, K., & Shao, H. (2007). Long working hours and its relationship with employee well-being. *Asian Journal of Management Studies*, 15(2), 143-160. <https://doi.org/10.1016/j.ajms.2007.03.007>
- Lewis, S., Gambles, R., & Rapoport, R. (2007). The constraints of a ‘work–life balance’ approach: An international perspective. *The International Journal of Human Resource Management*, 18(3), 360–373.
- Lockwood, N. R. (2003). Work-life balance: Challenges and solutions. *SHRM Research Quarterly*, 48(2), 12-23.
- Loscocco, K. A. (1990). Reactions to blue-collar work: A comparison of women and men. *Work and Occupations*, 17(2), 152–177.

- Michel, J. S. (2018). Flexible work arrangements and employee satisfaction. *International Journal of Human Resource Management*, 29(5), 681-695. <https://doi.org/10.1080/09585192.2018.1508389>
- Mercer. (2021, September 22). *Key drivers of employee turnover in ASEAN*. Mercer. Retrieved from <https://www.mercer.com/en-my/about/newsroom/key-drivers-of-employee-turnover-in-asean/>
- Morgenroth, T., Ryan, M. K., Rink, F., & Begeny, C. (2021). Gender differences in work-life balance: A cross-cultural perspective. *International Journal of Psychology*, 57(3), 369-387. <https://doi.org/10.1002/ijop.12672>
- Noor, N. M. (2000). Work role stressors and women's well-being: Some moderators. *Psychology of Women Quarterly*, 24(1), 44-53.
- Noor, N. M., & Zainuddin, M. (2011). Emotional labor and burnout among female teachers: Work-family conflict as mediator. *Asian Journal of Social Psychology*, 14(4), 283-292.
- Randstad. (2023). 2023 Employer Brand Research: Malaysia Report. Retrieved from [Randstad Malaysia Website].
- Rehman, S., & Roomi, M. A. (2012). Gender and work-life balance: Empirical evidence from Pakistan. *International Journal of Gender and Entrepreneurship*, 4(3), 276-297.
- Savicki, V., Cooley, S., & Gjesvold, J. (2003). Gender differences in organizational commitment: Implications for women's career satisfaction. *Journal of Career Development*, 30(4), 233-243. <https://doi.org/10.1177/089484530303000401>
- Sulaiman Ngah Razali. (1996). *Analisis data dalam penyelidikan*. Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Sekaran, U. (2000). *Research methods for business: A skill-building approach* (3rd ed.). John Wiley & Sons, Inc.
- Tessema, M. T., & Soeters, J. L. (2013). The effect of rewards on employee motivation in Vietnam, United States, and Malaysia. *International Journal of Human Resource Management*, 24(5), 975-994. <https://doi.org/10.1080/09585192.2012.697139>
- Victoria, S., Yusof, Y., & Norashikin, R. (2019). Work-life balance and job satisfaction among Malaysian academicians. *Journal of Applied Structural Equation Modeling*, 3(2), 1-12.
- Vroom, V. H. (1964). *Work and motivation*. Wiley.
- Wahn, J. C. (1998). Sex differences in professional commitment among lawyers. *Group & Organization Management*, 23(1), 1-19.
- Wattis, L., Standing, K., & Yerkes, M. A. (2013). Mothers and work-life balance: Exploring the contradictions and complexities involved in work-family negotiation. *Community, Work & Family*, 16(1), 1-19.
- Wheatley, D. (2012). Work-life balance, travel-to-work, and the dual career household. *Personnel Review*, 41(6), 813-831.
- Wise, S., & Bond, S. (2003). Work-life policy: Does it do exactly what it says on the tin? *Women in Management Review*, 18(1/2), 20-31.
- Yavas, U., Babakus, E., & Karatepe, O. M. (2008). Attitudinal and behavioral consequences of work-family conflict and family-work conflict: Does gender matter? *International Journal of Service Industry Management*, 19(1), 7-31.