ASSESSING FLEXIBLE WORKING POLICIES IN TERENGGANU: A THEORETICAL FRAMEWORK OF WORK-HOME INTERACTION

Azlinzuraini Ahmad; Khatijah Omar; Ahmad Munir Mohd Salleh @ Embat
School of Maritime Business and Management
Universiti Malaysia Terengganu
21030 Kuala Terengganu,
Terengganu, Malaysia.
azlinzuraini@umt.edu.my; khatijah@umt.edu.my; munir_salleh@umt.edu.my

Nur Diyana Abdul Aziz
Final Year Student, Bachelor of Management (Marketing),
School of Maritime Business and Management
Universiti Malaysia Terengganu.
Uk25877@student.umt.edu.my

Nicky E. Shaw & Nicola J. Bown
Leeds University Business School
University of Leeds,
Leeds, LS2 9JT,
United Kingdom.
nes@lubs.leeds.ac.uk; njb@lubs.leeds.ac.uk

ABSTRACT

Much of the literature exploring work-life balance and adopting flexible working policies appeared in the Western countries. Although flexible working is not currently prevalent in Asian cultures, concerns about work-life balance have caused major employers, including the Malaysian government and multinational companies (MNCs), to introduce work-family programmes and work- life balance policies in recent times. Initially, this study examines the comparison between public and private sectors in adopting flexible working policies in Terengganu setting. Several HR Managers have been interviewed to share their organizations' initiative on flexible working adoption and their understanding of work-life balance policies in their organizations. A theoretical framework of work-home interaction will be produced in order to identify whether flexible working is useful in retaining employees in either public or private organizations in Terengganu. Therefore, this study will provide some insight to understand how flexible working is applied in a different culture context and its effect towards four directions of work-home interaction.

Keywords: flexible working, work-life balance, work-home interaction

Introduction (Bold, Font 9)

Emerging strategies for work-life balance and work- life balance policies have been introduced by organisations to help out with life responsibilities outside work (Allen, 2001; Casper & Harris, 2008; Thompson & Beauvais, 2000; Thompson & Prottas, 2005). The idea is to provide resources so that positive interaction could also exist between work and home domains. Most work-life balance studies have been conducted in the Western context and few studies have been conducted to understand the Malaysian workforce, especially from Terengganu state.

In Malaysia, the need to transform human capital requires organisations to improve in developing skills and knowledge, while improving workplace policies is appreciated to catalyst better working environment. Furthermore, Terengganu has a majority of ethnic Malays who hold different religious and other beliefs from their Indian and Chinese counterparts in the country (Hassan, Dollard &Winefield, 2009). Therefore, the findings of this study might affect different approaches to understanding work-life demands of employees in a different culture by looking at their needs and the requirements of human resource practices (Powell, Francesco & Ling, 2009). Do they need working flexibly in Malaysia to attain work-life balance and what are their perceptions toward flexible working and work-home interaction?

LITERATURE REVIEW

Changes in economy, society and demographic characteristics have encouraged the Malaysian Government to create better work-life balance policies in the public sector. Recent changes include opportunities for women civil servants to take unpaid maternity leave without terminating their service: they can take from 90 days up to five years with three separate breaks in service. The provision will be effective after 60 days of fully-paid maternity leave, which allows women to look after their children for a longer time while they are young. This is in line with the Government's objective in the Tenth Malaysia Plan 2011–2015, to ensure that attention is given to children's early education. The Government believes that, with proper parental guidance and attention, children will have a better chance in life and the nation will build its strength for the future through good human development (Tenth Malaysia Plan 2011-2015). This strategy aims to retain female workers in the workforce by giving them flexibility rather than taking decisions to terminate their employment for family reasons. This will create long-term benefits in retaining women professionals.

Another provision is that the retirement age was increased from 56 to 58 years of age in 2009. Then recently, in October 2011, it was revised to 60 years of age. Previously the retirement age was set at 55 years with the option to retire at 56. The Malaysian Government has also introduced the option of early retirement at age 40 or 45 for civil servants, who will be eligible for a pension. This allows civil servants the flexibility to join the private sector where they could get twice the salary. This gives a better income to help the elderly face increasing living costs, and also provides satisfaction for those looking to enhance their quality of life. If a person has a new career or is doing something that they enjoy, this will help to retain that person in the workforce. However, the new retirement age of 60 only applies to government employees at the moment. These are examples of flexibility, where more flexible working options are improved periodically in the public sector. The Government wants the private sector to follow suit in the future, although, sometimes, a number of Multinational Companies (MNCs) implement similar or better strategies based on their international practices. For example, IBM (Malaysia) introduced 90 days of maternity leave for female staff in 2011, which is over current standard of 60 days of legally paid maternity leave in Malaysia.

In Western context, most major organisations have taken action to make their workplaces more family-oriented by offering work- life balance benefits; this includes a wider range of work and family programmes to help employees, such as on-site child care, flexitime, job-sharing, telecommuting and part-time employment (Robbins & Coulter, 2005; Batt & Valcour, 2003; De Cieri *et al.*, 2005). Recently, from 30 June 2014, the UK Government has announced that all employees with 26 weeks or more service will be allowed to request flexible working, which employers in turn must address in a "reasonable manner" (https://www.gov.uk/**flexible-working**/overview*).*

It is interesting to examine the adoption of flexible working since most of the previous studies in Western literature have measured flexible working by perception of availability rather than actual usage or experience (Kopelman, Prottas, Thompson & Jahn, 2006; Grover & Crooker, 1995). This can be seen in the following studies which were conducted in various industries and sectors. The most recent empirical evidence linking flexible working and intention to leave came from research conducted among several occupations including nurses (Camerino *et. al*, 2010; Coomber, 2007; Rambur, Palumbo, McIntosh, 2003), employees in call centres (Schalk, 2007), fathers (Brandth, 2001; 2002), scientists (Kidd, 2006), small and medium-sized enterprises (Dex, 2001) and the banking sector (Sparrow, 1996). Other than those occupations, the hotel and tourism industry has also provided a basis for examining flexible working and intention to leave in several studies conducted by Karatape (2009), Karatape (2010) and Xiao & O'Neill (2010). A few studies use multiple sectors, which makes an interesting comparison for flexible working in achieving work–life balance. This reflects that work–life balance is becoming more widely important as a subject of study across sectors and cultural contexts.

Although workplace flexibility has been repeatedly seen as a key strategic factor in tackling the work–life balance issue, several studies argued that flexible options are difficult to implement and are less favourable to managerial positions (Drew & Murtagh, 2005; CIPD Survey Report February 2005; Lewis, 2003). In ideal circumstances, alternate work schedules have the potential to give employees more control over their schedules and greater flexibility to manage work and family life (Major & Germano, 2006). However, from an organisational perspective the benefits of flexible working may be related to non-standard contracts and the elimination of overtime payments, rather than better work–life balance for employees (Houston, 2005).

Thornthwaite (2004) claimed that preferences vary according to the stages of the lifecycle, household model, ages of dependent children, gender, occupation, career orientation, and country. The study compared Australian employees' preferences with recent large studies in Western Europe, the USA and Canada, based on three key aspects of working time – total working hours, access to part-time work, and flexibility. Thornthwaite also discussed its implications for human resource management (HRM) and suggested that organisations need to investigate and survey the needs and prospects for flexible working arrangements among employees because different countries may have different trends or suitability.

Recently, the Malaysian government has encouraged employers to implement the Flexible Work Arrangement (FWA) in order to give more flexibility in terms of service duration, place and working hours at the workplace. Prime Minister Datuk Seri Najib Tun Razak, when tabling the 2014 Budget, said the FWA could be implemented through compressed work week, flexible hours and weekend work. He said at present, there were 13,000 registered employers who contributed a levy of 1% of the monthly wages of workers to the Human Resource Development Fund (HRDF), which is used to train and upgrade the skills of workers. Adding that, the allocation could also be used by the companies concerned to train apprentices and future workers. The measure is to allocate RM330 million to the Skills Development Fund under the Ministry of Human Resource. Furthermore, in order to refer about flexible working in Malaysia, a special website, (http://www.flexWorkLife.my) has been created from the collaboration between Ministry of Women, Family and Community Development and TalentCorp**.** The portal has a repository of best practices in flexible work arrangements as well as work- life balance facilities. This website could be the main source for any HR Department to be referred to, in implementing the policy at their workplaces or in providing training. It outlines the definition of work-life practices in Malaysia and the implementation guidelines of 23 practices including school holidays work arrangement, project based work, staggered hours, childcare subsidy, family care leave and study leave. This is consistent with government effort and plan in the Ninth Malaysia Plan 2006–2010 where the private sector is encouraged to facilitate greater

female participation in the labor market. The 23 practices also consider several aspects in life other than family obligations such as for self and career development via sabbatical leave, study leave and shift swapping. Please refer Table 1 for the 23 work-life practices which adopted from the website. It is through provisions that take into account the multiple roles and responsibilities of women. These include new flexible working arrangements (FWA) such as teleworking, part-time work, job-sharing and home office settings for small businesses (Ninth Malaysia Plan 2006–2010, p. 289).

 problems with this Act can be categorized as follows: Applying vague and ambiguous expressions and words in context of the Act which makes it hard to executive and interpret, such as: the extent to which the Act covers unemployed peoples.The minimum period to pay unemployment insurance fee is six months which seems a short one, taking into account financial situation of relative sources.In the foresaid Act just employer has to pay the insurance fee which seems unfair to put total financial burden on employer`s shoulders while Government makes no contribution.Also there are other problems which this work will focus on to illustrate and propose solutions. The present study is to focus on Iran legal system in demission of unemployment insurance, taking in to consideration problems within Unemployment Act of Iran and finally come up with suggestions and recommendations.

Table 1: Work-life practices in Malaysia

No.	Practices	Definition	Categories
1.	Compressed work week	Full time employees are allowed to shorten their work week by working fewer but longer work-days during the week.	Flexible work arrangements (FWA)
2.	Employee's choice of the days off	Employees can plan their work schedules and off-days with the approval of their immediate supervisors.	
3.	Flexi hours	Employees are able to choose and adjust their daily working hours as long as they meet the required working hours within a week.	
4.	Job sharing	Two or more part-time employees share the responsibility and compensation of a full-time position.	
5.	Leaving early from work	Employees end a normal working day earlier but does not alter the standard number of weekly core-hours.	
6.	Project based work	An employee is hired for a specific project. This arrangement is usually based on a set time frame or task.	
7.	Reduced/part-time work	Employees work less than standard full-time hours. Roles are designed around a reduced workload with the expectation that job responsibilities can be successfully completed in less than a standard work-day.	
8.	School holidays work arrangement	Parents with school-going children are allowed the option to work from home during school holidays.	
9.	Seasonal work	Recruit additional employees during seasonal / peak periods to cover the added workload. Employees can be hired on a full-time / part-time basis on a temporary working arrangement.	
10.	Shift swapping	Allow shift-workers to trade shifts with each other, enabling them the flexibility to meet both their work responsibilities and personal needs without having to sacrifice one or the other.	
11.	Staggered hours	Vary the start and end working hours in a manner that works best for employees, fulfilling the core working hours within a work-day (e.g. 8 hours). There is a typical timeframe during which all employees must be present at work (e.g. 10a.m. – 4p.m.).	
12.	Telecommuting	Work from home or anywhere other than the office, enabled by information & communications technology.	
13.	Weekend work	Hire part-timers to work specifically on weekends. This is especially useful for industries which have difficulty finding	

		employees to work on weekends and for part-timers who might only be available to work on weekends.	
14.	Designated car park	Designated car park bays for pregnant women and returning post-natal mothers. The car park bays are ideally situated close to the office entrance and are well-lit for safety purposes.	Family-friendly policy
15.	Mothers' room/ nursing room	A mothers' room, lactation or a nursing room is a private and comfortable space in the office for mothers to use for breast-feeding, expressing or temporarily storing breast milk.	
16.	Childcare centre	On-site Childcare Centre to cater for employees with young children or to engage external off-site facilities or caretakers to provide childcare services.	
17.	Childcare subsidy	Monetary benefits or discounts for employees with young children to alleviate the cost of childcare services.	
18.	Extended maternity leave	Extended maternity leave option offered to all post natal mothers beyond what is legally required.	Work-life benefits
19.	Family care leave	Extended leave for employees to take care of a family member in need.	
20.	Paternity leave	Male employees are granted time off to take care of their new-born. It is usually a fully-paid leave; but may be partially-paid or unpaid if the leave is granted for an extended period of time.	
21.	Sabbatical leave	An extended time off, which may be fully paid, partially-paid or unpaid, e.g. a few months or a few years, in order to pursue an objective, project or family matters.	
22.	Study leave	An extended time off, which may be fully paid, partially-paid or unpaid given to employees who need to take time off to study for and/or take an examination.	
23.	Support network	Networking or mentoring programmes that are formed to engage, support or educate a target audience, e.g. parents, working mothers.	

Source: http://flexworklife.my/work-life-benefits/

METHODOLOGY

In this study, the data collection method requires several HR Managers to be involved in five separate interviews. Five organizations were randomly selected from twenty organizations that have been contacted in Kuala Terengganu; including two from public organizations and three private organizations. The organizations were categorized as medium to large-sized companies from several sectors such as tourism and hospitality industry, service and utilities, tourism and education sectors.

The whole study is an exploratory research in the Terengganu cultural context from cross-sectional industries. The participating HR Managers supported the data collection process by providing information about their organizational policy on work design, employee's working time, any flexible working arrangements, employee benefits and work- life balance policy, support for training and leaves. In-depth interviews have been conducted with the HR Manager for every organization where the recorded conversation was transcribed and analyzed. The qualitative data has been analyzed using thematic and content analysis approach for comparing feedback from public and private organizations. A table has been developed to illustrate the information and differences (refer Table 2). The information will be used to guide the questionnaire development process for the next step of research procedure in near future.

FINDINGS AND DISCUSSION

The objective of this study is two-fold. First, this study aimed to examine and compare how public and private organizations adopting flexible working policies. Discussion with the HR Managers indicated several findings and perceptions of the meaning of flexible working policies in their organizations. The study found that work- life balance policies are available in both the Malaysian public sector and large private firms; however at a very minimal stage. It is interesting to note that most of the participants were not familiar or not really understand what the meaning of flexible working arrangements are. In fact, they always perceived flexible as a mean of working from home and therefore, they assumed that they are not similar to any other organizations that are offering some flexibility.

"Our company is different from others. What do you mean by 'Flexible'? Flexible like 'normal hour' or what? I am not clear, I don't get it…"

Madam M, HR Manager of Service and Hospitality

Flexible working is one possible option in family-friendly programmes which aims to help employees manage their work and life commitments. This arrangement enables employees to arrange their time according to availability and needs, and it is hoped that it will increase job satisfaction and commitment towards their current organisations as part of a long-term strategy (Allen, 2001; Lambert, 2000; Lewis, 2003; Thompson & Prottas, 2005).

Although, several efforts have been made by TalentCorp and Ministry of Human Resource by promoting and explaining flexible working policies in the website (flexWork.com.my) among employers and employees in Malaysia, it seems that the awareness of work-life balance policies is still very low. Therefore, the participants perceived that their organizations do not apply or adopt any work- life balance policy. In fact, the interview findings indicated that several organizations whether public or private in Kuala Terengganu are praciticing several flexihour policy or also known as staggered working hours (SWH).

"We are not likely to used flexible work environment, actually….Working time has been set by Public Service Department (JPA) via pekeliling, similar to any public and government department. WP1, WP2, WP3. For example WP1 starts at 7.30am and ends at 4.30pm. WP2 from 8am until 5pm, while WP3 will come at 8.30am and return by 5.30. HR is responsible to issue memo…for informing everyone (about this matter)."

Mr. F, HR Manager of Tourism Organization

Table 2 depicts more comparison between five organizations in implementing flexible working arrangements and work- life balance policy.

Table 2: The comparison between public and private organizations in Terengganu on flexible working arrangements and work-life balance policy

The characteristics	Type of organization				
	Education (public)	*Tourism (public)*	*Service and utilities(private)*	*Service and hospitality 1(private)*	*Service and hospitality 2 (private)*
Flexible working arrangement 1. Time of work 2. Type	7.30 am-4.30 pm 8.00 am-5.00 pm 8.30 am-5.30 pm • Able to do part time according to the condition.	7.30 pm-4.30 pm 8.30 m-5.00pm 8.30 am-5.30 pm • 'One touch group', which all of employees are collaborate together to handle the program or event if requires them to help.	8.30 am-5.30 pm 3.30 pm-11.00 pm • 5 days' work for management and CDS • 6 days' work and 1 day overtime for OSS (One Stop Solution or counter) • CDS is able to do part time • Job sharing for OSS if available • Outstation fee just for executives in and out of country	7.00 am-3.00 pm 8.30 am-5.00 pm 3.00 pm-11.00 pm 11.00 pm-1.00am • Used multitasking but in one department. • Provide the allowances of outstation which including fuel, meal and others.	9.00 am-5.00 pm (Management) 7.00 am-3.00 pm 3.00 pm-11.00 pm 11.00 pm-7.00 am (Shift) • Job sharing. All of operation services are rotate to another department. For example, the front office's workers change to housekeeping for 3 months. • Flextime. The employees are able to change the time of work with their friends according to the condition.
Benefit	• Excellence Service Award • Employee of the • Month • Gratuity GCR • Bonus	• Medical fees • Excellence Service Award • Token (RM1,000 to 10 best workers)	• Medical fees • Bonus • Incentive	• Bonus • Other allowances	• Medical fee • Insurance • Outstation (meal, transport) • Parking's fee • Awards "Best Employee of the year"
Leave	• 25-35 days per year according to service tenure and positions • 40 days for hajj, once in service • MC not more than 90 days • Paternity leave 7 days • Bereavement leave 3 days	According to the position	• New worker can apply 17 days per year. • Existence worker can apply 30 days per year.	MC will be given only in 14 days per year	• Maternity (60days)
Training	• Provided	At least 8 days in a year	-	Provided as needed	Provided as required
Others	• Can claim the payment for the parking • The car is providing to the officer for outstation.	• The Club • Sports Day	• Parking • Family Day • Welfare fund	• Parking • The club for the workers	• Sports day • Family day

For the second research objective, this study also aimed to provide some insight to understand how flexible working is applied in Terengganu setting which may have a different culture context; and its effect towards four directions of work-home interaction. These results also indicate that the flexible working arrangement is slightly better adopted by the private organizations rather than the public organizations for the selected samples in this study. This is because the policy and the work design of the public organizations are quite different from private organizations. Nevertheless, this does not mean the public organization is not widely implementing flexible working quite yet in Kuala Terengganu. This finding surprisingly is slightly in contrast with Hassan (in press), The Ninth Malaysian Plan and Ahmad (2014); where normally in other places in Malaysia for instance Kuching and Klang Valley, organizations in public sector seem to offer better family-friendly and work-life balance policy as compared to private sector. Therefore, a further survey will be needed to explore and determine the level of flexible working adoption in Kuala Terengganu and then, a statistical test will be conducted to determine the effect of flexible working as moderator in the relationship between work-home interaction and intention to leave.

Furthermore, the effect of flexible working arrangements as moderator towards four directions of work-home interaction will be further explored for future study. As people may attain "balance" in many ways, Geurts *et al.* (2005) introduced four different constructs representing negative work-home interaction (NWHI), negative home–work interaction (nhwi), positive work–home interaction (PWHI), and positive home–work interaction (phwi). Although flexible working seems familiar in the Western context as an organisational effort to reduce work–family conflict or other organisational problems (i.e. Allen, 2001; Batt & Valcour, 2003; Casper & Harris, 2008; Hill, 2005), the adoption and availability of flexible working could still be considered a novel determinant to successfully reduce the relationship between work–family conflict and intention to leave in the Malaysian context. Thompson, Beauvais & Lyness (1999) indicated that employees whose organisations provided work–family benefits reported greater affective commitment, less intention to leave the organisation, and less work-to-family conflict. Maertz & Boyar (2010) also claimed that work–family conflict has been consistently related to negative outcomes such as job stress, poor physical and psychological health, absenteeism, and turnover intentions.

CONCLUSION

Currently, this study may be able to shed light on empirical evidence of Malaysian organizations in Terengganu state. Many studies have suggested that flexible working arrangements can be one of the strategies adopted by employers to help employees balance their work–life conflicts (Lewis, 2003; CIPD, 2005; De Cieri, 2005; Albion & Chee, 2006; Albion, 2004; Hill *et al.*, 2001). In summary, it could be argued that the study of flexible working in the Malaysian context is still at a developing stage as technology does not really cover the whole country. Although this limitation is diminishing, it will take some time to develop the practice of working flexibly from the non-work place (flexi-location) and make it commonly accepted in society. However, action has been taken by the Government in the public sector, where there is better flexible working and an improvement in policies, which covers not only arrangements about a flexible place to work from but also about flexible time.

Originally, the present study aims to compare the adoption of flexible working in public and private sectors across gender, marital status and employee work positions. The findings of the present study can be used to inform Malaysian public policies, especially those relevant agencies that relate to the formulation of work-life balance policies such as the Ministry of Women, Family and Community Development (KPWKM), Ministry of Human Resources (MoHR) and TalentCorp. It is clear from the findings that the work-family issue in the Malaysian context is complex and need further research development. There is a strong reason why the less adoption of flexible working arrangement by the Terengganu's organizations. It is suspected that the lack of knowledge and understanding about the benefits of flexibility and options for implementing flexibility is undoubtedly reducing its use. This research would suggest there is a need for work-family issues to be discussed and gathered a better attention by organizations in Malaysia, specifically in Terengganu where information from Government website may guide the HR Departments in implementing the work-life balance policies and flexible working arrangements successfully. On the other hand, the success of the implementation of the flexible working policies must also receive a positive attention from organizations including HR managers and employees. Further research must be undertaken to address this issue as the awareness of the concept is still lacking.

ACKNOWLEDGEMENT

REFERENCES

Ahmad, A. (2014). Work-life balance constructs and evidence from focus groups among Malaysian employees. *The 3ʳᵈ International Conference on Management, Economics and Finance (ICMEF).* Primula Beach Hotel, Kuala Terengganu. 27-28 October 2014.

Albion, M. J. (2004). A measure of attitudes towards flexible working options. *Australian Journal of Management,*Vol. 29. No 2. pp. 275-294.

Albion, M. J. & Chee, M. (2006). Flexible work options within the organisational system. *Australian Journal of Career Development*, Vol. 15.Issue 2.

Allen, T. D. (2001). Family supportive work environments: the role of organizational perceptions. *Journal of Vocational Behavior.*Vol. 58, Issue. 3. Pp 414-435.

Batt, R. &Valcour, M. (2003). Human resources practices as predictors of work-family outcomes and employee turnover. *Industrial Relations.* Vol.42, No.2, 189-220.

Camerino, D., Sandri, M., Santori, S., Conway, P. M., Campanini, P. & Costa, G. (2010). Shiftwork, work-family conflict among Italian nurses, and prevention efficacy. *Chronobiology International,* 27(5): 1105–1123, (2010). Informa: UK.

Carlson, D. S., Grzywacz, J. G. & Kacmar, K. M. (2010).The relationship of schedule flexibility and outcomes via the work–family interface. *Journal of Managerial Psychology*, 25, 330–355.

Carlson, D. S., Kacmar, K. M., Wayne, J. H. & Grzywacz, J. G. (2006).Measuring the positive side of the work–family interface: Development and validation of a work–family enrichment scale. *Journal of Vocational Behavior*, 68, 131–164.

Casper, W. J. & Harris, C. M. (2008). Work–life benefits and organisational attachment: Self-interest utility and signaling theory models. *Journal of Vocational Behavior*, 72, 95–109.

Chang, A., McDonald, P. & Burton, P. (2010). Methodological choices in work–life balance research 1987 to 2006: a critical review. *International Journal of Human Resource Management*, 21, 2381–2413.

Clark S. C. (2001). Work cultures and work/family balance. *Journal of Vocational Behavior, 5,* 348-365.

Clark, S. C. (2000). Work/family border theory: a new theory of work/family balance. *Human Relations*; Volume 53(6); 747 – 770.

Crooker, K. J., Smith, F. L. & Tabak, F. (2002).Creating work-life balance: a model of pluralism across life domains.*Human Resource Development Review* 2002; 1; 387.

De Cieri, H., Holmes, B., Abbott, J. & Pettit, T. (2005). Achievements and challenges for work/life balance startegies in Australian organisations. *International Journal of Human Resource Management.* Vol. 16, issue 1, pp. 90-103.

Dex, S. & Bond, S. (2005). Measuring work–life balance and its covariates. *Work Employment and Society*, 19, 627–637.

Drew, E. & Murtagh, E. M. (2005). Work-life balance: senior management champions or laggards? *Women in Management Review.* Vol. 20 No.4, 2005. pp 262-278.

Frone, M.R. (2003). Work-life balance. In: Quick, J. C. and Tetrick, K.L.E., (Eds.).*Handbook of occupational health psychology.* Washington D.C., American Psychological Association. pp145.

Frone, M. R., Yardley, J. K. & Markel, K. S. (1996). Developing and testing an integrative model of the work–family interface. *Journal of Vocational Behavior*, 50, 145–167.

Geurts, S. A. E., Taris, T. W., Kompier, M. A. J., Dikkers, J. S. E., Hooff, M. L. M. V. & Kinnunenn, U. M. (2005). Work–home interaction from a work psychological perspective: development and validation of a new questionnaire, the SWING. *Work & Stress.* October–December 2005; 19(4):319–339.

Grzywacz, J. G. & Carlson, D. S. (2007).Conceptualizing Work–family Balance: Implications for practice and research.*Advances in Developing Human Resources*.9:455.

Grzywacz, J. G., Carlson, D. S., Kacmar, K. M. & Wayne, J. H. (2007).A multi-level perspective on the synergies between work and family.*Journal of Occupational and Organisational Psychology*, 80, 559–574.

Grzywacz, J. G., Frone, M. R., Brewer, C. S. &Kovner, C. T. (2006).Quantifying work–family conflict among registered nurses.*Research in Nursing & Health*, 29, 414–426.

Hassan, Z. (*in press*). Chapter 9: Malaysian work-life balance: Examining its antecedents and outcomes. In ed. *Work-Life Balance Research Book.* Sarawak: UNIMAS Press.

Hassan, Z., Dollard, M. F., & Winefield, A. H. (2009). Work–family Enrichment: Sharing Malaysians' Experiences. *Proceedings of the 8th Industrial & Organisational Psychology Conference.* Novotel Sydney Manly Pacific, Sydney, Australia. 25–28 June 2009.

Hassan, Z. , Dollard, M. F. & Winefield, A. H. (2010). Work-family conflict in East vs. Western countries. *Cross Cultural Management – an International Journal.* Vol. 17. No.1. pp. 30-49.

Hill, E. J., Hawkins, A. J., Ferris, M. & Weitzman, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 50, 49–58.

Hill, E. J. (2005). Work–family facilitation and conflict, working fathers and mothers, work–family stressors and support. *Journal of Family Issues*, 26, 793–819.

Hill, E.J., Jacob, J.I. Shannon, L.L., Brennan, R.T., Blanchard, V.L. &Martinengo, G. (2008).Exploring the relationship of workplace flexibility, gender, and life stage to family-to-work- conflict, and stress and burnout. *Community, Work & Family*.Vol.11, No. 2.pp 165 – 181.

Houston, D. M. (Ed). (2005). *Work-Life Balance in the 21ˢᵗ Century.* UK: Palgrave Macmillan.

Houston, D. M. & Marks, G. (2005). Working, Caring and Sharing, Work-Life Dilemmas in Early Motherhood In: Houston, D. M. (Ed). *Work-Life Balance in the 21ˢᵗ Century.* UK: Palgrave Macmillan.

Lambert, S. J. (2000). Added benefits: the link between work-life benefits and organisational citizenship behavior. *Academy of Management Journal.* Vol.43, No,5, 801-815.

Lewis, S. (2003). Flexible working arrangements: implementation, outcomes, and management. International Review of Industrial and Organisational Psychology.Vol.18.

Maertz, C.P. & Boyar, S. L. (2011). Work–family conflict, enrichment, and balance under "Levels" and "Episodes" approaches. *Journal of Management.*37:698.

Ninth Malaysia Plan 2006–2010. Chapter 11: Enhancing Human Capital. Available online at http://www.epu.jpm.my/RM9/html/english.htm (accessed on 04/08/2008).

Ninth Malaysia Plan 2006–2010. Chapter 13: Women and Development. Available online at http://www.epu.jpm.my/RM9/html/english.htm (accessed on 15/07/2008).

Powell,G.N., Francesco, A.M., Ling, Y. (2009). Toward culture-sensitive theories of the work-family interface. *Journal of Organisational Behavior.* Vol 30. Issue 5. pp 597-616.

Poelmans, S., O'Driscoll, M. &Beham, B. (2005). An overview of international research on the work-family interface. In: Poelman, S.A.Y. (ed). *Work and Family: an international research perspective.* New Jersey: Lawrence Erlbaum Associates Publishers.

Robbins, S. P. & Coulter, M. (2005). *Management,* 8th ed. International ed. Pearson Prentice Hall: New Jersey, USA. pp 303.

Schalk, R. & van Rijckevorsel, A. (2007). Factors influencing absenteeism and intention to leave in a call centre. *New Technology, Work and Employment 22:3.*

Tenth Malaysia Plan 2011–2015. http://www.epu.gov.my/html/themes/epu/html/RMKE10/rmke10_english.html (accessed on 21/12/2011).

Thompson, C. A. & Beauvais, L. L. (2000). Balancing work/life. In: Smith, D. M. (Ed). *Women at work: leadership for the next century.* New Jersey: Prentice-Hall. pp 162-189.

Thompson, C.A., Beauvais, L.L. & Lyness, K.S. (1999). When work-family benefits are not enough: the influence of work-family culture on benefit utilization, organisational attachment and work-family conflict. *Journal of Vocational Behavior.* Vol 54. Issue 3. Pp 392-415.

Thompson, C. A. & Prottas, D.J. (2005). Relationships among organisational family support, job autonomy, perceived control, and employee well-being. *Journal of Occupational Health Psychology.* Vol. 10. No.4. pp 1000-118.

Thorntwaite, L. (2004). Working time and work-family balance: a review of employees' preferences. Asia Pacific Journal of Human Resource 2004; 42; 166. Available online at http://.apj.sagepub.com/cgi/content/abstract/42/2/166. (was accessed on 30/06/08).

Voydanoff, P. (Nov 2005a). Towards a conceptualization of perceived work–family fit and balance: a demands and resource approach. *Journal of Marriage and Family,* 67, pp. 822–836.

Voydanoff, P. (2005b). Work demands and work-to-family and family-to-work conflict: direct and indirect relationships. *Journal of Family Issues,* Vol.26(6), pp. 707-726.

Xiao, Q. & O'Neill, J. W. (2010). Work–Family Balance as a Potential Strategic Advantage: A Hotel General Manager
Perspective. *Journal of Hospitality & Tourism Research.* January 20, 2010.of flexible working policies in their organizations.
The study found that work- life balance policies are available in both the Malaysian public