



The Impacts of Work-Life Balance in Airline Industry: A Proposed Conceptual Framework

Tsara Alanna Amiruddin¹ and Muzalifah Monil²(✉)

¹ University College of Aviation Malaysia, No 1, Jalan Kajang-Dengkil, Jenderam Hilir, Dengkil, Selangor Darul Ehsan 43800, Malaysia

² Faculty of Business Management, Universiti Teknologi MARA (UiTM) Cawangan Sabah, Kampus Kota Kinabalu, Beg Berkunci 71, Kota Kinabalu 88997, Sabah, Malaysia
muzalifah@uitm.edu.my

Abstract. The study examines the factors affecting work-life balance (WLB) in Malaysia's Airline industry, focusing on airline employees with the data collected using the quantitative research method. Besides, the study proposes a framework on WLB based on previous studies and the underpinning theories. The independent variables include: family satisfaction, job satisfaction, and psychological distress as mediator with WLB as the dependent variable. There are four hypotheses proposed based on the conceptual framework outlined with include dependent, independent and mediator. The data were gathered through a survey using convenient sampling among cabin crew in Malaysia analysed using Multivariate statistics. The Gpower used as a tools to determine the minimum sample size.

Keywords: Work-life Balance · Family Satisfaction · Job Satisfaction · Psychological Distress

1 Introduction

Work-life balance (WLB) is increasingly essential in the modern era because of the mental health issues affecting employees' behaviour and performance [1]. Work-life balance is the model splitting a person's time and energy between work and other more critical parts of life, a challenging feat to achieve. Making time for family, friends, or even self-care and community activities is difficult when someone spends most of their time at work and returns home in the evening [2]. Presently, the organisation implements WLB programmes such as flexible work hours and leave scheduling [3].

The average worker worked at least fourteen to sixteen hours per day, six days a week, will suffered a negative effect on their social and physical well-being. It will intensify serious workplace issues such as employee turnover and job satisfaction and impact the conflicting demands of work and personal life [4]. However, [5] argue that in the current situation, such as economic and financial pressure with a highly competitive labour market where is difficult to concern WLB cause of the requirement of attention and retention of high-value employees. As a result, many organizations in almost all

industries struggle and dilemmas to help employees if achieving WLB simultaneously increases work productivity.

The airline industry also affected their WLB for the employees since they work can't be inflexible hours as they work limited place and time also need a crucial teamwork performance in their efficiency [6]. Teamwork not only affects the performance but minor mistakes will negatively affect the remaining team members associated with customer service quality [7].

This study identified and assessed the factors impacting WLB among airlines industry cabin crew in Malaysia. [8] mentioned that Kuala Lumpur, Malaysia was one of as the city with the not implemented WLB among 40 major cities in the world, as reported by Kisi that analysed the work-life index. Additionally, the city was ranked as the fourth most overworked city and third with the least vacation days taken. Besides, a good WLB is on the top list of what employees in Malaysia seek in a company. Unfortunately, a good WLB is not prioritised by Malaysian employers and is not offered to the employees [9].

Workers are frequently overworked, which has a harmful effect on their mental health and possibly result in mental illnesses such as depression, anxiety, and post-traumatic stress disorder, which are all becoming more prevalent as a result of increased stress levels. In 2017, 29% of Malaysians reported experiencing anxiety or depression, primarily as a result of stress, with the percentage expected to grow in the future. Mental health advocacy organization warned that depression could surpass diabetes as the leading cause of disability in the world by 2020. By 2030, these mental illnesses may even have an economic impact on Malaysia [10].

According to [11], establishing a balanced home and work environment is the most critical step toward achieving WLB. Numerous facets of an individual's life are out of balance, resulting in a variety of negative consequences, including conflict between work and family, health concerns, poor job performance, and mental illnesses such as depression and stress disorders [12]. As a result, solutions are critical for balancing work and personal life to maintain one's health and wellbeing.

Besides, WLB forms better productivity at work and strengthens relationships. Generally, flight attendants' working hours differ from the standard '9 to 5' as they have an irregular schedule every day with long layovers during flights and having to work on weekends and public holidays, thus adding more time at work and less time at home. Therefore, achieving WLB, especially for cabin crew, are more demanding and challenging. Hence the research objective of this study is.

1. To determine the relationship between family and job satisfaction towards psychological distress
2. To identify how the relationship between psychological distress and work-life balance.
3. To analyse the mediation effect of psychological distress in the relationship of family and job satisfaction towards work life balance.

The work-family conflict theory was chosen, defined as a conflict between work demands and a worker's family. The conflict between work and family occurs when an

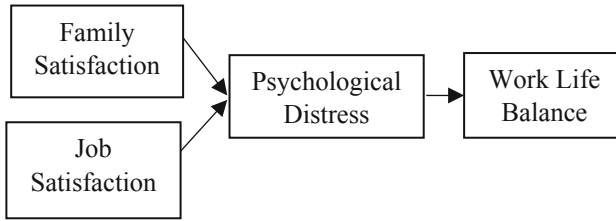


Fig. 1. Proposed Conceptual Framework

individual fills multiple roles: worker, parent, or spouse. Each role is critical and requires equal commitment, time, and energy to ensure a successful WLB [13][14].

[15] stated work-family conflict manifests itself in a variety of ways, including work matters interfering with family matters and vice versa. For instance, work interferes with family when work-related activities obstruct participation in family activities, whereas families can obstruct work when family-related activities obstruct work [16]. Additionally, work-family conflict can have an effect on an employee's job satisfaction, commitment to the company, and level of satisfaction. Most significantly, conflict contributes to burnout, particularly among career-oriented individuals who may resort to substance abuse or depression [17].

Work-family conflict can be classified into time-based, strain-based, and behaviour-based. Time-based conflict has a finite amount of time and energy, limiting an individual's ability to play multiple roles. For instance, if work and family celebrations overlap, one must miss the latter [18, 19] stated that previous research has established a positive correlation between excessive time commitments and work-family conflict. Specifically, work-family conflict is higher for employees who work long hours, such as cabin crew members and both men and women.

WLB is crucial to impact a person's wellbeing, job performance, ability to maintain a good relationship, and environment towards society. WLB has various terms based on different researchers [20] stated that WLB is being able to prioritize work and lifestyle and treating balance as one and essential. The work side of the balance involves career and ambition, whereas lifestyle involves family and health.

The concept also originates from the idea that a paid job and personal life should be less known as prioritizing as both should be equally prioritized to live an entire life. Meanwhile [21] defined WLB as companies providing support for the employees, allowing work flexibility, and granting personal leave quickly; the company's top managers usually decide matters.

[22] described that past studies revealed WLB contributes to business success and creates a competitive advantage for companies. The airline industry is a sensitive service industry. Moreover, companies that focus on providing service must manage their workers effectively and ensure the best of behaviours and attitude to deliver high service quality, specifically among flight attendants who face customers for long periods.

WLB is also defined as an individual's capacity, regardless of age or gender, to balance work with non-work responsibilities such as participation in activities and achieving life goals [23]. Additionally, work-life balance benefits both individuals and organisations by reducing employee turnover. A healthy work-life balance also means that employees believe they can use their flexible working hours to balance work and other commitments outside of work, such as family, hobbies, and studies, rather than focusing exclusively on work.

Family satisfaction is a term used by other researchers to refer to life satisfaction, not to be confused with family life or career due to the word 'life'. The term 'family satisfaction' is distinct from 'work satisfaction' because it is solely concerned with family life [24], life satisfaction is an individual's decision about their life in various ways. In contrast, family satisfaction entails maintaining close relationships with family and friends and finding happiness with them. The term "family" does not refer exclusively to spouses or children; it also includes relatives, siblings, and parents [25] argued that close interpersonal relationships are necessary for wellbeing and fulfilment. Additionally, previous research indicates that people who live with a partner are generally happier and more satisfied than those who live alone.

[26] stated that work-family facilities, such as childcare assistance, flexible work hours, and other benefits provided by the employer, improved family, and job satisfaction. A greater level of family satisfaction is associated with increased organizational commitment, low intention to leave, and increased productivity. Work and family life are the two most critical aspects of an individual's life; consequently, any interference within the family domain, such as increased work-family conflict, may reduce an individual's satisfaction with their work and with the company. Particularly, previous research has established a link between job and family satisfaction. Work demands, such as working overtime and working in shifts, can also have an effect on family relationships, as the nature of a cabin crew's job requires.

Job satisfaction is contingent upon an employee's emotions, behaviour, and attitude toward his or her employer. When an employee is unsure about a task, they become dissatisfied and unhappy with their job, resulting in low job satisfaction. Additionally, a work overload and long working hours can have an effect on job satisfaction, resulting in a work-life conflict [27, 28] describes job satisfaction as the degree to which an employee is fulfilled and satisfied with their job and the extent to which this affects their job performance. Job satisfaction, like WLB, is critical. Employers must be aware of and focused on employee satisfaction because it can affect an employee's mindset and behaviour when it comes to contributing to the organisation.

[29] job satisfaction has been a significant research topic among researchers for decades and is also a popular research topic in organisational behaviour. Job satisfaction is interest because of its relationship to worker effectiveness and long-term success; job satisfaction is a source of happiness for individuals, with a significant relationship between job and family satisfaction. According to [30], WLB is the primary concern of those seeking to maintain a certain standard of working life in order to achieve a broader and higher standard of living. Job satisfaction can increase as a result of a variety of factors, and job satisfaction increases motivation [31]. Employee demand for a WLB has increased as a result of organisational changes such as restructuring, a diverse workforce, and a high percentage of female employees in businesses. Notably, a variety of factors influence and determine an employee's level of satisfaction and dissatisfaction, including working conditions, perceived supervisory quality, age group, marital status, and years of experience. Additionally, job perks, positive relationships with co-workers, and managerial support all have a significant effect on job satisfaction [32].

Psychological distress is defined as an individual recognising their capacity to deal with the stresses of life to work effectively and contribute to society. A poor WLB can have a detrimental effect on both the psychological health of the individual and the health of those around them [33, 34] clarified that stress typically occurs when an individual is assigned a significant role without delegating authority and power appropriately. Work stress and work-life balance, regardless of gender, may also be connected with workaholic behaviour. Job satisfaction and effective commitment are associated with supervisor support and a work-family culture. Additionally, prior research has established a strong connection between workplace dimensions, stress, and job satisfaction [35]. Work-family balance is most closely related to a person's wellbeing when significant time, commitment, or satisfaction must be distributed evenly across multiple roles.

Work and family life are two distinct domains that should not interact. Family identities and commitments can affect the workplace, and work perspectives and responsibilities can cause disruptions in family life. Additionally, an employee's attitude toward their work hours and their perceptions and criticism about work-life imbalance is related to the number of hours worked in a day [23]. Additionally, previous researchers emphasized striking a balance between one's professional and personal lives for the new generation [36]. Additionally, informal adjustments and managerial discretion are critical for emphasizing the value of work-life balance.

Previous research has also revealed connections between improper WLB and poor health, with some findings being contradictory. For instance, a study discovered that work life disrupting with family life had a negative effect on health [37]. Furthermore, stress, negative moods, and burnout demonstrate the link between work-life balance and poor mental health. Additionally, studies have discovered a link between a perceived lack of WLB and poor physical and self-assessed health. Additionally, sleep problems and fatigue have an effect on psychological health. Lack of WLB may also be associated with decreased life satisfaction and general well-being, resulting in hypertension and other health problems [38]. As a result, the study provides propositions as follow:

Proposition 1: There is a significant relationship between job satisfaction and psychological distress.

Proposition 2: There is a significant relationship between family satisfaction and the psychological distress.

Proposition 3: There is a significant relationship between psychological distress and work life balance.

Proposition 4: There is a mediation effect of psychological distress in relationship of job and family satisfaction to work life balance.

2 Proposed Methodology

The quantitative analysis approach is based on numbers and insights for the purpose of processing knowledge and claims. Acceptance of a quantitative approach to research is necessary. Additionally, the time and effort required to explain the conclusions were omitted by investigating clarifications and statements with observable evidence.

The data (numbers, costs, and quantitative figures) were computed using a Partial Least Squares (PLS) method that preserves stability. Furthermore, by utilising analytical data collection and localization techniques, the methodology could be generalised. It is possible to generalise the intelligence of a group. As a result, the clarification of pondering should not be regarded as an outlier. Within a specific range or region of additional school science teaching, problem-solving education will replicate the larger community's assessments, substance, and plans [39]. The target population is the cabin crew in any airline company under the Flight Operations Department in Malaysia. A convenient sampling requires allocation into heterogeneous of the whole population [40]. The minimum sample size determines using G-power that uses the power and effect size. The G-power calculation shows the minimum sample size for a population of 129 [41].

The data collection instrument or tools are a survey or questionnaire. The language configuration will be entirely in English, as it is the universal language. The questionnaire is divided into four sections. Section A contains demographic questions about the respondent's gender, age and marital status. By contrast, Section B contains questions about WLB that are dependent variable. Section C included questions about the independent variables of family and job satisfaction, while Section D focused on psychological distress as a mediator. Likewise, demographic questions will be answered in a multiple-choice format, and respondents will only need to select the response that is most applicable to them. Meanwhile, for Section B, C and D, the answers will be answered based on a Likert scale rating as the best way to measure how a person feels about the topic, ranging from Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree [42].

The descriptive analysis method was chosen for this study in order to analyse the demographic data collected via the questionnaire. Thus [43], the method is a critical first step in conducting statistical analysis, as it provides insight into the data distribution. Moreover, if carried out in a systematic and organised manner, the method is neither difficult nor time consuming. The second method of data analysis is regression analysis, which is used to investigate the relationship between two or more variables. [44] emphasised the method's reliability by demonstrating that it can determine whether independent variables have an effect on the dependent variable and, finally, determining the mediation effect of psychological distress on job and family satisfaction.

3 Expected Results

WLB has been an important topic over the last few decades with increasing jobs due to economic conditions, organisational restructuring, and growing competition. Besides, the traditional family has changed with the growing number of single-parent families and a higher women's participation in the labour force- proving a higher need for a WLB among subordinates. Suggest WLB applies to women and men, parents, non-parents, singles, and couples. The family and Job satisfaction is critical expected towards WLB. The expected findings indicate that it is critical to maintain the quality of family relationships. Those who are satisfied with their family situation report a higher level of well-being than those who have a more negative experience with their family issues.

Numerous studies have established a link between job satisfaction and flexibility in a variety of industries, demonstrating that a flexible work schedule can result in job satisfaction. Additionally, previous research has indicated that job satisfaction is determined by evaluating an employee's attitude toward their job on specific workdays, which affects their emotion and feelings. Additionally, the study discovered that a person's mood has a significant impact on their daily job satisfaction, which impacts their mood at work and at home [45].

4 Conclusion

[45] discovered that achieving a good WLB is more difficult, particularly in today's modern and fast-paced business world. Thus, cabin crews must maintain their WLB in order to maximize efficiency and productivity, maintain positive relationships with family members, and look after their personal health and well-being. The study will assist the airline in determining the primary factors affecting the WLB of their cabin crew.

In summary, the study will examine the factors affecting their WLB of airline industry in Malaysian. As [44] notes, achieving a healthy work-life balance has become more difficult in the modern, fast-paced business world. Maintaining a work-life balance is critical for cabin crew because it empowers them to perform their jobs more efficiently, as well as sustain positive relationships with their family and care for their personal health and well-being. This study will assist the airline in identifying the primary factors affecting their cabin crew's work-life balance.

References

1. Koon, V. Y. (2020). A multilevel analysis of work–life balance practices. *Asia Pacific Journal of Human Resources*
2. Heathfield, S.M. (2017). Create a work environment that encourages employee engagement. Retrieved February 3, 2018 from <https://www.thebalance.com/create-work-environment-for-employee-engagement-1917575>
3. Smith, E. F., Gilmer, D. O., & Stockdale, M. S. (2019). The importance of culture and support for workplace flexibility: An ecological framework for understanding flexibility support structures. *Business Horizons*, 62(5), 557-566.
4. Duan, S., Wibowo, S., & Deng, H. (2020, January). An integrated framework for understanding digital work in organizations. In *Australasian Conferences on Information Systems (ACIS) conference [Internet]* (pp. 1–4).
5. De Cieri, H., Holmes, B., Abbott, J., & Pettit, T. (2005). Achievements and challenges for work/life balance strategies in Australian organizations. *The International Journal of Human Resource Management*, 16(1), 90-103.
6. Kim, H., Yu, M., & Hyun, S. S. (2022). Strategies to Improve Work Attitude and Mental Health of Problem Employees: Focusing on Airline Cabin Crew. *International Journal of Environmental Research and Public Health*, 19(2), 768.
7. Ko, Y., Lee, H., & Hyun, S. S. (2021). Airline Cabin Crew Team System's Positive Evaluation Factors and Their Impact on Personal Health and Team Potency. *International journal of environmental research and public health*, 18(19), 10480.
8. Au, W. C. (2021). The Implicit and Explicit Influence on Work-Life Balance in Malaysia. In *Work-Life Interface* (pp. 313-342). Palgrave Macmillan, Cham.
9. Tan, T. Y. (2019). Relation of work life balance to counterproductive work behavior and turnover intention among Malaysian employees. *Advances in Social Science, Education and Humanities Research*, 229, 967-974.
10. The Star (2020) A struggle to attain work-life balance, Retrieved from: <https://www.thestar.com.my/opinion/letters/2020/01/14/a-struggle-to-attain-work-life-balance>
11. Moosa, R. (2018). Exploring work life balance amongst female flight attendants at selected airlines in the Western Cape.
12. Godinić, D., & Obrenovic, B. (2020). Effects of economic uncertainty on mental health in the COVID-19 pandemic context: social identity disturbance, job uncertainty and psychological wellbeing model. *International Journal of Innovation and Economic Development*, 6(1).
13. Akkas, M. A., Hossain, M. I., & Rhaman, S. (2015). Causes and consequences of work-family conflict (WFC) among the female employees in Bangladesh: an empirical study. *Journal of business and economics*, 6(12), 2063-2071.

14. Sheikh, M. A., Ashiq, A., Mehar, M. R., Hasan, A., & Khalid, M. (2018). Impact of work and home demands on work life balance: Mediating role of work family conflicts. *Pyrex Journal of Business and Finance Management Research*, 4(5), 48-57.
15. Darcy, C., & McCarthy, A. (2007). Work-Family conflict: An exploration of the differential effects of a dependent child's age on working parents. *Journal of European Industrial Training*.
16. Hunter, E. M., Clark, M. A., & Carlson, D. S. (2019). Violating work-family boundaries: Reactions to interruptions at work and home. *Journal of Management*, 45(3), 1284-1308.
17. Pikó, B., & Mihálka, M. (2018). Study of work–family conflict (wfc), burnout and psychosocial health among hungarian educators. *Central European Journal of Occupational and Environmental Medicine*, 24(1-2), 83-95.
18. Charkhabi, M., Sartori, R., & Ceschi, A. (2016). Work-family conflict based on strain: The most hazardous type of conflict in Iranian hospitals nurses. *SA Journal of Industrial Psychology*, 42(1), 1–10. [16]Hunter, E. M., Clark, M. A., & Carlson, D. S. (2019). Violating work-family boundaries: Reactions to interruptions at work and home. *Journal of Management*, 45(3), 1284–1308.
19. Ojha, M. U. (2011). Job demands, social support, and work-family conflict: a comparative study of immigrant and native workers in the United States.
20. Husin, N. A., Ghazali, A. S. M., Abdullah, N., & Hadi, M. I. B. A. (2018). Work-life balance of Malaysian lecturers. *Australian Academy of Business and Economics Review*, 4(1), 43-49
21. Kamsol, N. M. (2015). The Effect of Work-Life Balance and Work-family Conflict on Life Satisfaction and Job Satisfaction Among Employees MPku (Doctoral dissertation, Universiti Teknologi Malaysia).
22. Mohamed, Hamida, and Heba Zaki. "Investigating the relationship between work-life balance and employee engagement among flight attendants." *International Journal of Heritage, Tourism and Hospitality* 11, no. 1 (2017): 205-220.
23. Casper, W. J., Vaziri, H., Wayne, J. H., DeHauw, S., & Greenhaus, J. (2018). The jingle-jangle of work–nonwork balance: A comprehensive and meta-analytic review of its meaning and measurement. *Journal of Applied Psychology*, 103(2), 182..
24. Unanue, W., Gómez, M. E., Cortez, D., Oyanedel, J. C., & Mendiburo-Seguel, A. (2017). Revisiting the link between job satisfaction and life satisfaction: The role of basic psychological needs. *Frontiers in psychology*, 8, 680.
25. Nordenmark, M. (2017). The importance of job and family satisfaction for happiness among women and men in different gender regimes. *Societies*, 8(1), 1.
26. Herlin, P. K. (2010). The Influence of Work-Life Balance Benefits on Family-Supportive Organisational Perception and Work Attitudes (Doctoral dissertation, University of Waikato).
27. Al Sumaiti, R. S. (2010). The work life balance and job satisfaction in oil and gas organisations in the UAE context (Doctoral dissertation, The British University in Dubai (BUiD)).*International Journal of Heritage, Tourism and Hospitality* 11, no. 1 (2017): 205–220.
28. Moran, S. (2016). What Impact has Work-life Balance on Employees Job Satisfaction in the Retail Sector in Ireland? (Doctoral dissertation, Dublin, National College of Ireland).
29. Feng, Z., & Savani, K. (2020). Covid-19 created a gender gap in perceived work productivity and job satisfaction: implications for dual-career parents working from home. *Gender in Management: An International Journal*

30. Jackinda, J. (2016). Influence of Work Life Balance on Job Satisfaction of Employees in Milimani Law Courts, Nairobi, Kenya (Doctoral dissertation, University of Nairobi).
31. Ali, B. J., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21–30.
32. Tahir, I. M., & Monil, M. (2015). Preliminary study of emotional intelligence and communication satisfaction on job performance: A study on Malaysian hotel industry. *Journal of Human Capital Development (JHCD)*, 8(2), 75-82.
33. Kaur, J., & Randhawa, D. S. (2017). Work-life balance: It's relationship with stress, mental health, life and job satisfaction among employees of privat sector banks of Chandigarh and Adjoining areas. *Scholarly Research Journal for Interdisiplinary Studies*, 4, 8467-8490.
34. Singh, S. (2013). Work life balance: A literature review. *Global Journal of Commerce & Management Perspective*, 2(3), 84-91.
35. Pecino, V., Mañas, M. A., Díaz-Fúnez, P. A., Aguilar-Parra, J. M., Padilla-Góngora, D., & López-Liria, R. (2019). Organisational climate, role stress, and public employees' job satisfaction. *International journal of environmental research and public health*, 16(10), 1792.
36. Mensah, A., & Adjei, N. K. (2020). Work-life balance and self-reported health among working adults in Europe: a gender and welfare state regime comparative analysis. *BMC public health*, 20(1), 1-14.
37. Gurney, S. (2010). Gender, work-life balance and health amongst women and men in administrative, manual and technical jobs in a single organisation: a qualitative study (Doctoral dissertation, University of Glasgow).
38. Cohen, J. (2013). *Statistical power analysis for the behavioral sciences*. Routledge..
39. Adam, K., Scholefield, A., & Vetterli, M. (2020). Sampling and reconstruction of bandlimited signals with multi-channel time encoding. *IEEE Transactions on Signal Processing*, 68, 1105-1119.
40. Cunningham, J. B., & McCrum-Gardner, E. (2007). Power, effect and sample size using GPower: practical issues for researchers and members of research ethics committees. *Evidence-Based Midwifery*, 5(4), 132-137.
41. Liedke, L. (2020). Likert scale definition (How to use it + examples). Retrieved from
42. Dhand, N. (2015). *Descriptive Analysis: Take it easy*.
43. Foley, B. (2018). What is regression analysis and why should I use it. Source:
44. Hutton, L. (2015). Three reasons why work life balance is important. Australian Institute of Business.
45. Hasan, N. A. B. B., & Teng, L. S. (2017). Work-life balance and job satisfaction among working adults in Malaysia: The role of gender and race as moderators. *Journal of Economics, Business and Management*, 5(1), 18-24.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

