

**A Study of Work -Family Life Balancing Practices
among Managerial Level Employees in Sri Lanka**

By

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(GS/MC/2362/2004)**

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award of the degree of Master of Science in Management**

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CANDIDATE'S DECLARATION

The work described in this thesis was carried out by me under the supervision of Prof. H.H.D.N.P. Opatha, Department of Human Resources Management of the University of Sri Jayewardenepura, and a report on this has not been submitted in whole or in part to any university or any other institution for another Degree/Diploma.



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SUPERVISOR'S DECLARATION

I certify that the above statement made by the candidate is true and that this thesis is suitable for submission to the University for the purpose of evaluation.

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ABSTRACT

It is no doubt that Human Resource Management plays a very critical role in managing the organizations towards its success. The workforce of the organization is being treated as the key resource among all the other resources due to its unique and exclusive features and this enables the organizations to gain sustainable competitive advantage over the others in the dynamic environment. The managerial employees of an organization play a strategic role in deriving the business and they are loaded with high career goals to be achieved by them. On the other hand there are various sets of personal life goals also to be achieved. Therefore the identification of practice of balancing the family life and work life in managerial level employees is essential since both depend on each others, personal life has an impact on working life and working life has an impact on personal life. Sri Lanka is still new to the work life balance concept and the present study has been carried out to evaluate the nature of work life balance, as experienced by managers in Sri Lankan context. Therefore, the theme of the study was : A Study of Work -Family Life Balance Practices among Managerial Level Employees in Sri Lanka. The objectives of the study were to investigate whether or not the Managerial Level employees consider the balance between work life and family life as important, to investigate reasons for their perceptions, to investigate how Sri Lankan

Managers at the public and private sector maintain the work and family balance, to identify the issues associated with balancing work and family in Sri Lankan managers both public and private sector, to identify organizational best practices in terms of dealing with work and family issues identified above and to compare how public and private sector organizations differ from each other with respect to the practices for balancing of work and family issues. This research was carried out based on a qualitative research strategy which was designed by using face to face discussion with randomly selected forty managerial level employees. The unit of analysis was at individual level. A structured questionnaire was used to gather the primary data. In order to secure the trustworthiness and the reliability of the information, thick description and triangulation methods were used. The type of this study is descriptive and explanatory. It was conducted in the natural setting with less interference of the researcher (non-contrived). The study is a cross-sectional in time. Findings of the study reveal that Managers (Respondents) agreed with the fact that they need to maintain a strong and a fair balance between the work and family life. Most of the Managers have a balanced work versus family relationship. But due to some shortfalls, there are instances that their family lives and professional lives have undergone with troublesome situations, where the reasons behind these are varied. It has also identified the steps taken by the government, organization, family and the individuals to maintain the work family balance. Further, there are different practices and common practices between the public and private sector organizations. Hence, there is no 'the practice' in balancing work and family life of a manager but there are 'practices' in balancing work life and a family life of a manager.

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