

**Relationship between Work-Family Balance and Job
Performance among Academics in Sri Lanka**

by


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Declaration

The work described in this thesis was carried out by me under the supervision of Dr (Mrs) Bhadra Arachchige 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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Recommendation of the Supervisor for the Thesis

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

Work-family balance and job performance are important aspects in the lives of individuals. Especially for the working group the issue of the balance between work life and family life has a relationship to job performance. The literature shows a gap between the Sri Lankan and international situation regarding the relationship between work-family balance and job performance of university academics. Hence, to fulfill this research gap this study focused to find an answer for the above problem in relation to the Sri Lankan context. As the main research objective of this study was to investigate the relationship between university academics' work-family balance and job performance. Further, this study aimed to find the dimensional impact of work-family balance on job performance of university academics. Then this study was to investigate the moderating effect of gender, marital status and dependent children on the relationship between work-family balance and job performance.

With the purpose of accomplishing the aforesaid objectives, a self administered survey was carried out among 196 university academics who belong to the University of Sri Jayawardenapura, University of Colombo, University of Kelaniya and the University of Ruhuna. A structured questionnaire was used for the primary data collection. In this current research study, work-family balance functioned as the independent variable and job performance was the dependent variable. Time balance, involvement balance and the satisfaction balance were the three selected dimensions of work-family balance and

task performance, contextual performance and adaptive performance were the three dimensions of job performance. Further, this study used gender, marital status and dependent children as moderating variables. This study employed confirmatory factor analysis, correlation analysis, hierarchical multiple regression analysis and regression analysis.

This research study has found a statistically significant positive relationship between work-family balance and job performance among academics. It was also found that a statistically significant relationship existed between work-family balance dimensions and job performance. Further, it was revealed that gender has a statistically significant positive moderating effect on the relationship between work-family balance and job performance, while having marital status and dependent children has no significant moderating effect on the relationship between work-family balance and job performance. The multiple regression analysis revealed satisfaction balance as the major contributor to job performance.

As per the results, this study provides valuable insights to policy makers and educators who are interested in finding the factors that contribute to employees' job performance and work-family balance. Finally, further research and limitations are discussed.

Key words: Work-family balance, Time balance, involvement balance, satisfaction balance, Job Performance, Gender, Marital status, Dependent children.

CHAPTER ONE

Introduction

1.1 Background of the study

There is a growing interest among all categories of work regarding balance of work life and family life (Grzywacs and Carlson, 2007). It implies that the field of work-family balance increasingly important for employees who are seeking balance between their work roles and family roles. The term work-family balance is defined by many people in different ways. Work-family balance in simple terms can be defined as the balance between works related roles and family related roles. According to Clark (2000) work-family balance is defined as “satisfaction and good functioning at work and at home, with a minimum role of conflict” and Grzywacz and Carlson (2007) define it as “accomplishment of role related expectations that are negotiated and shared between an individual and his or her role related partners in the work and family domains”. Both definitions focus on satisfactory conciliation between work and family. On the subject of human resource management, the concept of work-family balance acquires a very significant place. Many scholars have conducted various studies on the relationship between work and family under different names, such as work-family enrichment, work-family conflict, work-family integration (Carlson et al., 2004; Gatta and Roos, 2004).

Within an ever changing market economy the father’s traditional breadwinner role has changed. Consequently, in most organizations, numbers of female workers changed increasing and at the same time, new concepts have emerged, such as dual earner couples. As mentioned by Hill et al. (2003) “workforce includes more dual earner

couples who have responsibility for the care of children and elderly dependents". Parenthood is one factor in family demand and there are many other factors that affect family balance. Unlike in the past, both men and women are achievers in higher education and they are not engaging in jobs, but in careers as professional parents (Hill et al., 2003). "Increased labor force participation of women" is a major challenge and their traditional role at home has changed (McGovern, 2009).

Work-family balance is a challenging issue for many working adults, who are working with many organizations. As stated by O'Laughlin and Bischoff (2005) balancing parenthood and career is very challenging for all professionals who engage in careers. When both of parents involve in their work, they have to face time pressures and have to confront an overlap between work and family. People who have engaged in careers other than jobs have more expectations. It shows that the development of the work may cause trouble in people's lives. "When the demands of the work and non work domains are mutually incompatible, conflict may occur" (Sturges and Guest, 2004). In order to find solutions many studies have given their attention to this vast subject area.

Work-family balance in Sri Lanka

Sri Lanka is a male dominated country (Nanayakkara, n.d) and at the present time it is changing into dual career families. According to the Department of Census and Statistics of Sri Lanka, female participation in employment of 2013, the first quarter was 37% and this shows an increase of 2.6% in comparison to 2010. Because of the dual earner concept both male and females have to struggle with their time to find a balance between work life and family life. Most countries around the world have implemented several alternative work schedules to achieve work and family balance