FACTORS INFLUENCING WORK-FAMILY BALANCE OF PROFESSIONALS IN THE INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN THE EASTERN PROVINCE OF SRI LANKA

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Abstract

This study mainly investigates the factors influencing work-family balance (WFB) of professionals in the International Non- Governmental Organizations (INGOs) in the Eastern Province of Sri Lanka. The objectives of this study are, to identify the critical factors which influence work-family balance of professionals and to examine relative contribution of each independent variables towards work family balance of professionals in INGOs in the Eastern Province of Sri Lanka. Data were possible to collect with 116 respondents. The final sample consisted of sixty seven (67%) males and thirty (33%) females. Univariate analysis, correlation, multiple regression and independent sample t-test were used to analyze the data. The result of the study reveals that time management, nature of the spouse, awareness, organizational support and emotional intelligence are positive and significantly related to work-family balance meantime work stress negative and significantly related to work-family balance. It is also noted that model is significant and 67.4% of variation in work family balance of professionals in the INGOs was explained by the selected variable whereas around 53% of variation in work-family balance is explained by work stress as a major predictor out of six independent variables. Moreover this research reveals that there is no significant difference between male and female professionals in INGOs with regard WFB. It is concluded that level of work-family balance is moderate level among the professionals in the INGOs in the region and the findings of the research helpful for INGOs and professional in INGOs and government to develop appropriate strategies and programmatic changes which will helpful them to make appropriate critical decision in terms WFB. Further, future researchers can be conducted to identify intervening and moderating variables which may give effects on the relationship between work stress and WFB.

Keywords: Work Family Balance, International Non-Governmental Organizations and Professionals

Introduction

Human Resources Management can be considered as one of the most vital functional areas of management and a source to achieve sustainable competitive advantage for an organization. Hence, every organization is very keen to utilize its human resources in an efficient and effective manner to achieve the intended goals and objectives (Opatha, 2009).

Minimizing or avoiding the conflict between work demands and family responsibilities which affects the employees has become a serious challenge for most of the organizations (Perera and Opatha, 2014).

Demographic changes including the increase in the number of women in the work place, dual career families, single parent families

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and an aging population have generated an increasingly diverse work force and a greater need for employees to balance work and family life (Jennifer and Gardner, 2007). Russell and Bowman (2000) asserted that the issue of work-life balance is gaining an increasing attention by the employees in all organizations.Gina and Michael (2005) observe that now within a majority of households headed by married couples each member has a paid job and there is the domestic labor to be done.

Further Jennifer and Gardner (2007) state that failure in balancing the work and family in the employee's life, results in employee job dissatisfaction and increase turnover. Therefore organizations are intentionally focusing on promoting work-family balance in their strategy to recruit, develop and sustain their employees.

This research fulfills the research gap of factors influencing work life balance of professionals in the NGOs and its relative contribution. For the purpose all the districts of the Eastern Province are selected (Batticaloa, Trincomalee and Ampara districts). Hence the problem statement addressed in this study is as follows: "What are the critical factors which determine the work-family balance of professionals in the INGOs in the Eastern Province of Sri Lanka".

Research Objectives

1. To identify the critical factors which influence on work-family balance in the professionals of INGOs in the Eastern Province of Sri Lanka
2. To examine the relationship between critical factors and work-family balance in the professionals of INGOs in the Eastern Province of Sri Lanka
3. To examine the significant difference between male professionals in the INGOs and female professionals in the INGOs pertaining to work-family balance
4. To examine relative contribution each independent variables towards work family balance of professionals in the

INGOs in the Eastern Province of Sri Lanka

Literature Review

Work-family balance is defined as the degree to which you fulfill the demands coming from your employment and the family (Opatha, 2010). Different scholars have expressed different ideas and findings relate to work-family balance. Early conceptualizations described working life and family life as two independent and segmented domains. But presently it is assumed that people effectively separate these two lives and make efforts to balance the two segments (Perera&Opatha, 2014).

Perera and Opatha (2014) recently stated that early conceptualizations described working life and family life as two independent and segmented domains but nowadays it is assumed that people effectively separate these two domains and make efforts to balance the two segments.

Therefore, in conclusion, researcher outlines that work family balance can be defined as perceived control between multiple roles and own emotions. This research definition for work life balance is perceived control between multiple roles and own emotions. This definition is mostly connected with "Role theory" – When people have multiple roles, it will be impossible for them to meet all the expectations of all roles because these expectations would inevitably conflict each other. This is labeled as 'inter role conflict' and "Spill over theory" Spill-over is a process whereby experiences in one role affect experiences in the other, rendering the roles more alike. There are two interpretations of spill- (a) the positive association between life and work satisfaction and life and work values and (b) transference in entirety of skills and behaviors between domains such as when fatigue from work is experienced at home or when family demands interfere with work demands.

Austrian Institute of Business (2017) stated that maintaining work life balance is not only important for personal health and relationships, but it can also improve the efficiency of the work performance. The following are the three most important benefits of work family balance.

1. Become less susceptible to burnouts
2. Attention is paid where due
3. We experience fewer
   health problems

Bellavia and Michael (2005) state that the work-family balance could be explained by three models;
1. Ecological systems theory - Person's development is lifelong and is best understood by examining the interaction between the characteristics of that person and the characteristics of his/her environment. Eg: The impact of one partner's work patterns to other partner's work life
2. Role theory – When people have multiple roles, it will be impossible for them to meet all the expectations of all roles because these expectations would inevitably conflict each other. This is labeled as 'inter role conflict'.
3. Boundary/ Boarder theory – Each of a person's roles take place within a specific domain of life, and these domains are separated by borders that may be physical, temporal or psychological. E.g.: between the domains of work and home life.

Meantime Koubova and Buchko (2013) performed a research on life-work balance, Emotional intelligence as a crucial component of achieving both personal life and work performance. The purpose of this paper is to develop a conceptual linkage between life-work balance and emotional intelligence (EI) and they concludes that the level of EI is viewed as central to developing an individual's life-work balance, and the primary effect of one's personal life.

Methodology

Research Design and Model

The type of investigation of this study was correlational and differential rather than causal, because of the decision of attempting to analyze the relationship between the dependent variable and independent variables under the study. The study was analytical in nature. Further manipulation of data and control of independent variables were not done, and therefore this research was not an experiment. The study was conducted in the natural environment where normal flows of events occurred and researcher's interference was minimal under normal circumstances. The study was one-shot or cross sectional in nature as the data collection was done at one point in time and there was no intention of subsequent extension of the research.

Conceptual Framework

Based on the past literature reviews, critical variable were analyzed in the light of nature of the INGOs staff, theories behind the work life balance and relevancy to the particular study. Then a preliminary study was conducted in May, 2017 using focus group technique with 15 INGO professional from seven different INGOs in the Eastern Province of Sri Lanka, to validate the independent variable which are identified through literature review to finalize the conceptual framework, Participants were selected randomly among the married professionals where gender balance will be considered equally. According to their perception they have recommended the following variables such as emotional intelligence, time management, and awareness, nature of the spouse, organizational support and work stress. Based on that conceptual framework was developed and it is depicted in figure 1.
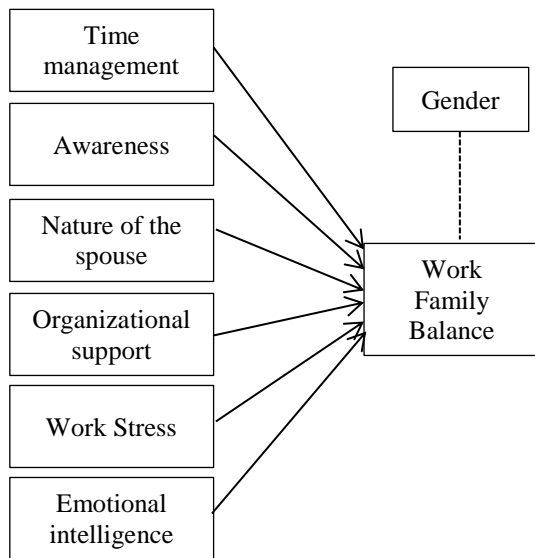
Figure 1. The Conceptual Framework

In this study, the factors influencing work family balance are independent variables and the work family balance is the dependent variable. There are six major independent variables used to explain the variance in work family balance of professional in the INGOs in the Eastern Province Sri Lanka.

Working definition of work-family balance for this study was the extent to which the professionals in the INGOs who perceived control between multiple roles and own emotions in order to fulfill demands coming from employment and family. There were six independent variables identified such as time management, nature of the spouse, awareness, organizational support, work stress and emotional intelligence to study about work family balance.

Work family balance is defined as the degree to which you fulfill the demands coming from your employment and the family and also it can be defined as effectively managing the paid work and the other activities that are important to people. Work family balance is positively correlated with time management, understanding work family balance strategies and nature of spouse (Perera & Opatha, 2014). Meantime Jill et al, (2014) found that spouse support, job involvement, flexibility at work, communication about home at work, communication about work at home,

permeability of communication at home and permeability of communication at work are main variable for work family balance.

Time management has defined as the ability possessed by the professional in the INGOs to understand and engage in management of time. The greater the awareness of the available strategies for work-family balance the greater the chance of creating and maintaining work-family balance. Therefore, align with them awareness on work family balance defined for this study as the degree to which the professionals in the INGOs in the Eastern Province of Sri Lanka knows about techniques, tools etc. in respect of work-family balance.

Positive nature of the spouse will lead to the professional to create or maintain work-family balance. Therefore, align with them nature of the spouse was defined for this study as disposition or sort of the life partner selected by the professionals in the INGOs in the Eastern Province of Sri Lanka.

For the purpose of this research, job autonomy and supervisor support for work family balance are combined and named as organizational support to find the relationship with work life of the professionals of International Non- Governmental Organization in Eastern province Sri Lanka.

Work related stress develops because a person is unable to cope with the demands being placed on them Emotional intelligence was defined as the ability possessed by the professional in the INGOs perceived, use, understand and manage his/her own emotions while scenarios and situation. "Gender refers to the state of being male or female" (Oxford Dictionary). "It was generally accepted in the society that preparation of meals for family members, house cleaning, and gardening are the tasks assigned to the wife and providing food and other necessities, furnishing the house, doing external affairs, and providing protection for family members are the tasks assigned to the husband.

Research hypotheses

Based on this conceptual framework, Following hypotheses were developed for this study.

H1A: There is a positive relationship with time management and work-family balance of professionals in the INGOs in the Eastern Province of Sri Lanka.

H2A: There is a positive relationship with awareness and work-family balance of professionals in the INGOs in the Eastern Province of Sri Lanka

H3A: There is a positive relationship with emotional intelligence and work-family balance of professionals in the INGOs in the Eastern Province of Sri Lanka

H4A: There is a positive relationship with nature of the spouse and work-family balance of professionals in the INGOs in the Eastern Province of Sri Lanka

H5A: There is a positive relationship with organizational support and work family balance of professionals in the INGOs in the Eastern Province of Sri Lanka.

H6A: There is a negative relationship with work stress work-family balance of professionals in the INGOs in the Eastern Province of Sri Lanka.

H7A: Time management, nature of the spouse and awareness, emotional intelligence, work stress and organizational support will have a significant joint impact on work-family balance of professionals in the INGOs in the Eastern Province of Sri Lanka.

H8A: There is a significant difference between male professionals and female professionals in the International Non-Governmental Organizations in the Eastern Province of Sri Lanka with regard to work-family balance.

Sampling Framework

This study was carried out in the Eastern Province of Sri Lanka. The target sample for the research is professional who are currently engaging in INGO in the Eastern Province of Sri Lanka. Minimum sample size calculated through the sample calculator 95% CL, 5CI out of 240 total populations 148 as samples. (Preliminary study primary data collection). The proportionate stratified random sampling method is used to select the sample INGO professional from the INGO population. Out of probability sampling, stratified random sampling technique is applied due to generalize the findings to entire INO population of Eastern Province of Sri Lanka

However, received only 139 responded out of 148 but the present analysis was limited to 116 respondents who were married, dual earners and had at least one child. During the analysis these criteria were established to ensure that all respondents have at least moderate level of family responsibilities.

Instrument Development

Self-administered questionnaire has been prepared to collect the primary data. The questionnaire has two parts (part 1 and part 2). The questions provided in part 1 related to personal information such as, gender, age level, material status, how many children, name of the organization, and years of experience and nature of their spouse employment. The part 2 related to research information such work family balance and other independent variable such as time management, understanding work family balance strategies, nature of the spouse, organizational support, work stress, emotional intelligence has measured through 69 questions.

Data Analysis

In the research process to analyze the collected data, statistical package for social science (SPSS 22.0) has been used in this study. Literature review data and Qualitative

data from the pilot study (FGD result) analyzed through brainstorming and ranking system to finalize the key contributing factors and variables. In order to test the hypotheses from 1 to 7 which were formulated to see the relationships; bivariate Correlation and regression was used and to test the relationship. Independent Samples Test was carried out difference between the two gender groups with regard to the degree of work-family balance, Multiple Regression technique Stepwise analysis was used to test relative contribution of each independent variable on work family balance.

Results and Discussion

In this section, the analysis on Demographic information conducts on the information collected from 139 respondents out of 148 samples. However, 23 Sample were eliminated for analyses which are either not married or have no children or single career families. Therefore, final sample taken for the analysis is 116 respondents. Data on personal profiles of each respondent were recorded during the survey.

Measure of central tendency

The degree of occurrence or the level of existence of each variable in the sample was analyzed in terms of the degree of agreement of the respondents with the help of descriptive statistics. The researcher used the mean as the measure of central tendency and standard deviation as the measure of dispersion for this analysis. These two statistics were used to analyze the degree of occurrence or level of existence of each variable in the entire sample.

Table 1. Master summary of statistical value

| Description Statistic | | Independent Variables | | | | | | Independent Variable |
		Time management (X1)	Awareness (X2)	Nature of Spouse(X3)	Organizational Support(X4)	Work stress(X5)	Emotional intelligence(X6)	Work Family balance (X7)
N	Valid	116	116	116	116	116	116	116
	Missing	0	0	0	0	0	0	0
Mean		3.53	3.435	2.934	3.675	3.338	3.467	3.475
Standard Deviation SD)		0.5644	0.73983	1.00407	0.6158	0.862	0.52228	0.666
Maximum		4.5833	5	4.67	5	4.67	4.75	4.625
Minimum		2.0833	1.9	1	2.43	1.67	2.3	1.875
Skewness		-0.463	-0.104	-0.586	0.004	-0.349	-0.061	-0.1986
Kurtosis		0.115	-0.312	1.599	0.165	-0.866	0.335	0.0675
Range		2.5	3.1	3.67	2.57	3	2.45	2.75
Decision Attribute		HL	ML	ML	HL	ML	ML	ML

HL: High level, ML: Moderate level, LL: Low level
Source: Survey Data

Univariate Analysis

Correlation Analysis

Correlation measures how variables or rank orders are related. Pearson's correlation coefficient is a measure of linear association. In this study, the Pearson's correlation coefficient with two-tailed test of significance was considered since the data was quantitative and normally distributed. Hypotheses from 1 to 6 were tested and the relevant results are given in table 2. The results show positive correlation between all variables except work stress.

Autocorrelation

In Table 3, Durbin-Watson is closed to the 2 which indicates that there is no autocorrelation or errors in regression are independent.

As the correlation analysis reveals statistically significant linear relationship between work family balance and its corresponding variable. The following regression model has been used to determine how one unit of each variable result in work family balance of professionals in the INGOs in the Eastern Province of Sri Lanka.

Table 2. Correlation between Independent variable and Depended variable

Research Variables		Work Family Balance	Time Management	Organizational Support	Awareness	Work stress	Nature of the spouse	Emotional intelligence
Work Family Balance	Pearson Correlation	1	.587**	.551**	.697**	-.730**	.502**	.425**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
Time Management	Pearson Correlation	**.587****	1	.446**	.513**	-.501**	.155	.330**
	Sig. (2-tailed)	**.000**		.000	.000	.000	.098	.000
Organizational Support	Pearson Correlation	**.551****	**.446****	1	.459**	-.469**	.343**	.354**
	Sig. (2-tailed)	**.000**	**.000**		.000	.000	.000	.000
Awareness	Pearson Correlation	**.697****	**.513****	**.459****	1	-.723**	.588**	.720**
	Sig. (2-tailed)	**.000**	**.000**	**.000**		.000	.000	.000
Work stress	Pearson Correlation	**-.730****	**-.501****	**-.469****	**-.723****	1	-.555**	-.529**
	Sig. (2-tailed)	**.000**	**.000**	**.000**	**.000**		.000	.000
Nature of the spouse	Pearson Correlation	**.502****	**.155**	**.343****	**.588****	**-.555****	1	.445**
	Sig. (2-tailed)	**.000**	**.098**	**.000**	**.000**	**.000**		.000
Emotional intelligence	Pearson Correlation	**.425****	**.330****	**.354****	**.720****	**-.529****	**.445****	1
	Sig. (2-tailed)	**.000**	**.000**	**.000**	**.000**	**.000**	**.000**	
**. Correlation is significant at the 0.01 level (2-tailed).								

Source: Survey data

$Y=a+bX_1+bX_2+bX_3+bX_4+bX_5+bX_6+bX_7$

Y = Work family balance

a = intercept (constant) value

X_1= coefficient estimate of time management of professionals in the INGOs in the Eastern Province of Sri Lanka

X_2= coefficient estimate of awareness of professionals in the INGOs in the Eastern Province of Sri Lanka

X_3= coefficient estimate of nature of spouse of professionals in the INGOs in the Eastern Province of Sri Lanka

X_4= coefficient estimate of organizational support of professionals in the INGOs in the Eastern Province of Sri Lanka

X_5= coefficient estimate of work stress of professionals in the INGOs in the Eastern Province of Sri Lanka

X_6= coefficient estimate of emotional intelligence of professionals in the INGOs in the Eastern Province of Sri Lanka.

Here the coefficient of time management X_1 is 0.255 represents the partial effects of time management on work family balance, keeping other variable as constant. The estimated positive sign implies that such an effect is positive with the work family balance increasing by 0.255 for every unit increase in time management and that this coefficient value is significant at the 5% confidence level. (Sig- 0.03)

The coefficient of X_2 is 0.2.84, which represents the partial effect of awareness on work family balance while other variable are constant. The estimated positive sign implies that such an effect is positive where work balance score would increase by 0.2.84 for every unit increase in awareness work family balance and that this coefficient value is significant at the 5% confidence level. (Sig- 0.04)

The coefficient of nature of spouse X_3 is 0.074, which represents the partial effect of nature of the spouse while other variable are constant. The estimated positive sign implies that such an effect is positive where work balance score would increase by 0.074 for every unit increase nature of spouse but that this coefficient value is not significant. (Sig- 0.145)

Regression results indicate that, 1 unit of organizational support X_4 (Sig- 0.010) is significantly (sig level 0.01) converted as 0.185 times of the work family balance of professionals in the INGOs in the Eastern Province of Sri Lanka. It also indicates that, 1 unit of work stress X_5 is significantly (sig level 0.01) converted as -0.262 times into work family balance where other variable are remain same. The coefficient value is significant at the 1% confidence level. (Sig- 0.000)

Table 3. Regression Analysis between Independent variable and Dependent variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.291	0.58		3.948	0		
Time Management	0.255	0.083	0.216	3.054	0.003	0.599	1.668
Awareness	0.284	0.095	0.315	2.985	0.004	0.269	3.716
Nature of the spouse	0.071	0.048	0.107	1.468	0.145	0.562	1.779
Organizational Support	0.185	0.071	0.171	2.608	0.01	0.694	1.442
Work stress	-0.262	0.066	-0.339	-3.953	0	0.408	2.454
Emotional intelligence	0.204	0.101	0.16	2.019	0.046	0.478	2.092

Dependent Variable- Work Family Balance

The coefficient of emotional intelligence X_6 is 0.204, which represents the partial effect of emotional intelligence while other variable are constant. The estimated positive sign implies that such an effect is positive where work balance score would increase 0.204 for every unit increase of emotional intelligence. The coefficient value is significant at the 5% confidence level. (Sig- 0.046). Therefore the Multiple regression equation given as below:

$Y=a+bX_1+bX_2+bX_3+bX_4 + (bX_5) + bX_6$
$WFB=2.291+0.255X_1 \qquad +0.284X_2 +0.071X_3+0.185X_4+ (0.262X_5) + 0.204X_6$

Multicollinearity

Table 4 shows VIF (variance inflation factor) is less than 10 or Tolerance (1/VIF) is greater than 0.1, which indicates that there is no perfect multicollinearity between independence variables as suggested by Myers (1990 cited in Filed, 2009).

Table 4. Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.821[a]	0.674	0.656	0.39111	2.082
a. Predictors: (Constant), Emotional intelligence, Time Management, Nature of the spouse, Organizational Support, Work stress, awareness					
b. Dependent Variable: WFB					

Source: Survey Data

The model is significant (sig.-000[b]) and which indicates that about 67.4% (R^2= 67.4%) variation of work life balance of professionals in the INGOs in the Eastern Province of Sri Lanka (See Table 4) can be explained by selected variables in the model.

Table 5. ANOVA Table

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.428	6	5.738	37.512	.000[b]
	Residual	16.673	109	.153		
	Total	51.101	115			
a. Dependent Variable: WFB						
b. Predictors: (Constant), Gender, Organizational Support, Nature of the spouse, Time Management, Emotional intelligence, Work stress, Awareness						

Source: Survey Data

Independent T- test

The difference between the two gender groups with regard to the degree of work family balance was examined by using the Independent Samples Test.

Table 6. Group Statistics

Gender		N	Mean	Std. Deviation	Std. Error Mean
Work family balance	Male	78	3.4936	.67387	.07630
	Female	38	3.4375	.65872	.10686

Source: Survey Data

There are 78 male and 38 female in the research participants, the mean value is more or less same and standard deviation also reflects same value (See table 6, male mean=3.4936, female mean=3.4375). Meantime an F value is 0.138 and insignificant (0.711) therefore two groups are same in terms of managing work family balance.

Table 7. Independent Sample test

Work Family Balance	Levene's Test for Equality of Variances		t-test for Equality of Means						
					Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
	F	Sig.	t	df				Lower	Upper
Equal variances assumed	.138	.711	.424	114	.673	.05609	.13235	-.20609	.31826
Equal variances not assumed			.427	74.981	.670	.05609	.13130	-.20548	.31766

Source: Survey Data

Multiple Regression stepwise

Table 8. Model Summary (Stepwise)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730[a]	.533	.529	.45759
2	.774[b]	.598	.591	.42611
3	.796[c]	.633	.623	.40909
4	.809[d]	.655	.643	.39839
5	.817[e]	.667	.652	.39315
a. Predictors: (Constant), Work stress				
b. Predictors: (Constant), Work stress, Time Management				
c. Predictors: (Constant), Work stress, Time Management, Awareness				
d. Predictors: (Constant), Work stress, Time Management, Awareness , Organizational Support				
e. Predictors: (Constant), Work stress, Time Management, Awareness , Organizational Support, Emotional intelligence				

Source: Survey Data

Table 9. Coefficients table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.359	.171		31.424	.000
	Work stress	-.564	.049	-.730	-11.404	.000
2	(Constant)	3.742	.408		9.167	.000
	Work stress	-.450	.053	-.582	-8.451	.000
	Time Management	.349	.081	.296	4.297	.000
3	(Constant)	2.665	.513		5.194	.000
	Work stress	-.315	.066	-.408	-4.805	.000
	Time Management	.283	.081	.240	3.511	.001
	Awareness	.251	.077	.279	3.256	.001
4	(Constant)	2.137	.537		3.977	.000
	Work stress	-.285	.065	-.369	-4.392	.000
	Time Management	.232	.081	.196	2.864	.005
	Awareness	.224	.076	.249	2.952	.004
	Organizational Support	.191	.072	.177	2.664	.009
5	(Constant)	2.514	.563		4.466	.000
	Work stress	-.288	.064	-.373	-4.494	.000
	Time Management	.219	.080	.185	2.728	.007
	Awareness	.327	.091	.363	3.595	.000
	Organizational Support	.199	.071	.184	2.803	.006
	Emotional intelligence	.202	.102	.159	1.994	.049
a. Dependent Variable: WFB						

Table 10. Hypothesis Testing

Variables	Hypothesis	P – Value	α = 1%	α = 5%	H0	HA
Time Management	$H1_0$, $H1_A$	.000	0.01	0.05	Not supported	Supported
Awareness	$H2_0$, $H2_A$	.000	0.01	0.05	Not supported	Supported
Nature of Spouse	$H3_0$, $H3_A$	.000	0.01	0.05	Not supported	Supported
Organizational Support	$H4_0$, $H4_A$	.000	0.01	0.05	Not supported	Supported
Work Stress	$H5_0$, $H5_A$	.000	0.01	0.05	Not supported	Supported
Emotional intelligence	$H6_0$, $H6_A$	.000	0.01	0.05	Not supported	Supported

Conclusion

The study concluded that time management, nature of the spouse and awareness on strategies available for work-family balance, organizational support, and emotional intelligence are positively and significantly related to degree of work-family balance of professionals in the INGOs in the Eastern Province of Sri Lanka. Work stress negatively and significantly related to degree of work-family balance of professionals in the INGOs in the Eastern Province of Sri Lanka. Also concluded that time management, nature of the spouse and awareness on strategies available for work family balance, organizational support, emotional intelligence and work stress have a significant joint impact on work-family balance.

The study concluded that conceptual model is significant and have impact of six independent variables on the variable of work-family balance. The variability of work-family balance has been jointly explained by time management, nature of the spouse, awareness on strategies available for work-family balance, emotional intelligence, work stress and organizational support will have significant joint impact on work family balance. Work stress becomes a significant predictor of the dependent variable.

According to the results respondents are explained work stress as a major predictor which influence to WFB out of six independent variables. Time management, awareness and emotional intelligence are other influencing factors for WFB respectively. There is no relative contribution of nature of spouse in terms of work family balance of professionals in the INGOs in the Eastern Province of Sri Lanka.

Suggestions for Further Research

Research is suggested in respect of testing the research framework for other categories of employees including university lectures, MBA Students, general managers, engineers, IT professionals, medical representatives and doctors. Also a further expansion can be done to investigate intervening and moderating variables which may have mediating/moderating effects on the relationship between work stress and work family balance.

Recommendations

The most important recommendations are implement constructive stress management process; introduce effective time management methods to the employees, promotion of Work-Family Balance. Identification of strengths and weakness of the working environment and take necessary actions to improve strengths and eliminate weaknesses, implement INGOs stress management approaches, develop organizations policy on leisure and enhance working relationships between colleagues.

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