

## **WORK-LIFE BALANCE AND JOB SATISFACTION: STUDY AMONG THE ACADEMICS OF SOUTH EASTERN UNIVERSITY OF SRI LANKA**

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### **Abstract**

Work life Balance (WLB) is becomes unique vocabulary in Human Resources Management (HRM), and it has turn into a top priority for workers in every workplace. In other side Job Satisfaction (JS) is an ultimate key outcome in every job and it would be the biggest expectation from employees' side. WLB and the JS are like a two side of a coin. Moreover, the employees who are satisfied with their personal and professional life balance are strengthened, passionate and enthusiastic to their work. Therefore, the intention of this study is to inspect the influence of WLB on JS. This research included 190 academic staff of South Eastern University of Sri Lanka (SEUSL) as the population. Since the size of the population was small, the population study method was taken on this study. In order to receive required data, standard questionnaire was utilized to create in Google form and sent via E-mail to academic staff of SEUSL. Researchers used SPSS 26.0 software to analyze the gathered data. The findings of the research provide a better and thoughtful understanding of the significance of WLB and JS. As a result of the proper balance between personal and professional life will lead to the JS among these academic staff. Nevertheless, upcoming examiners can recreate this research work with a massive amount of sample scope with regard to other private and state universities and educational institutions as well. In addition to that, the recommendations of the study could be helpful to strengthen and boost the WLB among academic staff of SEUSL.

Keywords: Work load; perceived organizational support; work life balance; job satisfaction; academic staff

### **Introduction**

Human resource management (HRM) is able to be reflected by means of utmost vibrant purposeful ranges of management and a basis to undertake justifiable economic gain for an association. Henceforth, each business is intense to use its human resources in a well-organized and operational method to accomplish the anticipated aims and intentions (Opatha, 2009). It plays an essential role in emerging, reinforcing and adjusting the culture of an organization. Further it supports employees' spirits and employees' deeper commitment to the company and its goals.

Individuals should choose a career for make accessible great life for themselves and their families. Occupation is reflected as a gadget which helps individuals to arrive at their targets. In any case, the significant issue is that whether an individual is happy with his/her work (Burke, 2000). Also, the job of work has been changed all through the world because of financial conditions and social requests.

In the present occupation world, most extreme of workers' time is burned through at the work environment, undertaking their work assume control over their lives all in all. The raising interest from their positions has need of workers to be considerably more given to their work, even after available time. This has brought about a great deal of business-related challenges like pressure and an inconsistency in their jobs as a laborer, parent or relative (Hamidi, 2005).

The concept of balance between personal and professional life arisen since the consciousness that a person's career life and private life may have incompatible difficulties. Balance between personal and professional life is founded on the evidence that one and all should have comprehensive life in which an appropriate amount of time is given to the personal welfares and family concern (Doherty & Manfredi, 2006).

Guest (2002) noticed that balance between personal and professional life has consistently been a concern of those associated with the value of operational life and its network to more extensive worth of life. The view of work life has been disconnected from the career fulfillment level of a worker, which is an outside element of occupation gratification. It planned to convey personal satisfaction for a worker simultaneously holding the proficiency levels of a worker at the work place. The level of workers' work fulfillment raised by numerous perspectives and when representatives are content with their work, they feel motivated. The interest of workers balance between personal and professional life is enhanced by altering in patterns in the business, for example, modification in associations structure, variety of work power and female workers working in associations.

Employees with WLB intellect their lives are pleased both inside and outside of career and they get to know least conflict struggle among work and non-work roles. The individuals who understand this equilibrium probably have more elevated levels of fulfillment with their positions and life as a general rule, just as lower levels of pressure and misery. From a business' perspective, encouraging WLB may fascinate new recruits, aid lessen turnover and absenteeism, and upsurge the probabilities of workers enthusiastically involving in "pro-social" behaviors that rise beyond and away from their job necessities (Byrne, 2005)

WLB incorporates the following three mechanisms: duration balance (equivalent interval devoted to job and household); involvement balance (equivalent participation in job and household); and gratification balance (equivalent satisfaction with job and household). There are two viewpoints on WLB, one at the individual (employee) level and the other at the organizational level (Chimote, & Srivastava, 2013). Work and families are the two utmost major spheres in the life of an engaged workers (De Klerk & Mostert, 2010), and as such WLB has significance for all employees. Guest (2002) describes the spheres of "job" and "the rest of life", causing in the thought consuming a novel importance to all functioning people. Study on WLB has enlarged as workforces now provide superior urgency to looking for equilibrium between job and the rest of life.

By implementing the personal-professional equilibrium practices, the officialdoms can provide a wisdom of communal obligation as establishments are not only considered with the profit-making accomplishments, but they are concerned with the non-business actions example of enchanting care of families of the staffs etc. Real personal-professional equilibrium strategies can value both owners and workforces by altering old-fashioned interpretations of career.

For a company, a greatly fulfilled and barely strained worker is a precious strength and significant basis of efficiency. For a worker, personal-professional stability is a device of pressure free and cheerful lifespan. Occupational fulfillment is well-defined as the degree of pleasure that workers sense in their career. This goes away from their day-to-day duties to shield pleasure through squad associates/directors, fulfillment with managerial procedures, and the effect of their work on workers' private lives. JS is one of the principal aspects which have brought consideration of directors in the association as well as academicians. It is the

psychological emotion of favorableness which an employee has about his career. It is frequently believed that “A blissful worker is a productive employee” (Janardhanan & George, 2011).

Occupation fulfillment is a satisfying or optimistic state upcoming about since of the investigation or one's career or specialized training (Locke, 1976). It is very vital for the reason that maximum of the individuals devote a most important slice of their life at their workplace. Besides, occupational fulfillment consumes its impact on the common life of the staffs also, as a pleased worker is a relaxed and glad human being. JS is a significant portion of a worker's lifespan and inspiration to endure consistent to and working an association (Janardhanan & George, 2011).

Work pleasure signifies a blend of constructive or destructive state of mind that staffs have in the direction of their job. In the meantime, while employee engaged in a corporate association, carries with it the requirements, desires, and practices which determinates opportunities that he has discharged. Work pleasure is closely linked to that individual's behavior in the workplace (Davis & Nestrom, 1985).

Fulfillment is a kind of sensation which is primarily constructed on a person's insight of pleasure. It can be influenced by a person's capacity to fulfill essential tasks, the level of communication in an organization, and the way management treats workforces (Rajasekar & Kumar, 2018).

JS falls into two levels: affectional JS and psychological feature JS. Affectional JS may be a person's emotional feeling regarding the work as a full. Psychological feature JS is however happy workers feel regarding some side of their job, like pay, hours, or advantages.

The quality of human resources is important to the organizations' success. Thus, each organization try and enhance quality of its labor force. This will be achieving through WLB. Therefore, WLB is incredibly vital each worker and employers in organizations. Imbalance in work and life can produce tons of issues in terms of life satisfaction and organizational satisfaction.

In the determination of the supplementary thoughtful of workers' necessity the number of officialdoms currently trying to inculcate a “family-friendly strategy” in their officialdoms. This is as a technique of captivating the hearts of the workers, as well as the officialdoms understanding of their part in the society (Hamidi, 2005).

Literature on this part of study has exposed that a good WLB develops an employee's sensitivity of their occupation significantly. Workers sense extra dedicated and happier in their works and in go expand their efficiency stages whereas enlarging deals for the organization and decreasing costs and time towards absenteeism and recruitment which are factors coming from a poor WLB (Mas-Machuca, Berbegal-Mirabent, & Alegre, 2016) Workers who have larger time pledges to their work in link to their personal lives can lead to greater dissatisfaction in their job. Inattentive days increase while costs and additional aspects turn out to be harmful to the organization.

Occupational fulfillment be able to realize within the larger background of the array of difficulties which suffering a person's connection of job, or their worth of working life. Occupational fulfillment is able to be assumed in terms of its connections with further fundamental dynamics, examples of common well-being, pressure at job, control at job, home-job boundary, and operational conditions. The level of workers' occupational fulfillment increases by numerous elements and after staffs are pleased with their job roles, they sense encouraged (Noor, 2011).

Concurring to Robbins and Coulter (2012) WLB program incorporates assets for caring for guardians and children, sound, and welfare of representatives. Subsequently, numerous companies have advertised programs to meet the requirements of employees in making adjust between life and work; these programs incorporate family-friendly benefits, flex time, work sharing, telecommunicating and others.

The studies on personal – professional equilibrium and JS are still inadequate, even though this topic has been getting growing consideration from scholars (Bataineh, 2019). Appropriately, academics occupy noteworthy aggregate of their period for working, but previous studies on life fulfillment or well-being were concentrating on non-work populations (e.g., patients, children, pupils, and/or teenagers). Hence investigation on personal-professional equilibrium and occupational fulfillment has turned out to be an inquiry part of much prominence in today's background.

### **Research Problem**

The research study reflects the impact of WLB on JS of academics of south eastern university of Sri Lanka. This one whispered that corresponding to an effective occupation with a private life is able to be exciting and can effect on a one's gratification at job and private lifetime's parts. Personal-professional equilibrium rises from stressors at the place of work. These are the challenging and difficult situations associated with the organization itself. WLB be present in every organization in terms of major or minor. The workplaces and organizations have turn out to be so multifaceted and that has a heavy consequence on WLB which has important impacts above the employees' JS.

In today's culture in the world, it is challenging to place in order one's professional and personal work. But number of earlier research studies have labeled that absence in WLB leads to stress and unhappy. It furthermore leads to decline in productivity of employees (Goyal, 2014). Therefore, managing a balance between personal and professional life is the abundant trial for both working population and the industry and organizations. Above and beyond, it is noteworthy for every place of work have to yield required step ladder to keep up a substantial equilibrium among professional and personal survives thus mutually workforces and the corporation be able to be aided in the long period. Workforces need works that provide them elasticity in their labor programs therefore they can well achieve WLB. Officialdoms that don't aid their people to accomplish professional-personal equilibrium will discover it gradually tough to fascinate and hold the greatest proficient and inspired workers.

While Adikaram (2016) recommend that professional-personal equilibrium has a major influence on worker career fulfillment in private sector commercial banks of Sri Lanka, the factors included are career fulfillment and professional-personal equilibrium through detail to functioning periods, operational conditions, professional-personal equilibrium plans, worker aim to modification of work and job stress. Cain (2015) studied professional-personal equilibrium since a different viewpoint whereby the outlook of the individual regulates whether or not stability survives. Furthermore, the link among professional-personal equilibrium, worker commitment, structural environment, character, sex and motherhood and fatherhood was exposed.

According to Saeed and Farooqi (2014) there are relationship between job stress and JS meantime, there was a moderate positive relationship with JS. Research on significance of human factor in organizations, especially in educational institutions gaining importance and many researchers found that link among WLB and JS as optimistic one. Fleetwood (2007) pointed out WLB principles are given prime importance and research associated to WLB is gaining significance in the academic world. According to Khushboo and Rachna (2017) in a manifold job setting, retaining and attracting faculty members needs essential support for building social life, management and construction of career enhancement opportunities (Parek & Singh 2016)

WLB is possible through practicing JS factor such as: employee-oriented policies, Fair rewards, emotionally challenging work, supportive co-workers, and healthy working conditions. An individual plays diverse role in the duration of life, which contain different roles from job (employee, owner) and non-work (dad, partner, colleague, sibling, etc.). Work Life Conflict (WLC) occurs when time and dynamism demand to fulfill one role make it challenging to contribute in other (Duxbury & Higgins, 2001).

Accomplishing professional-personal equilibrium is not as modest as it sounds. The connection between professional-personal equilibrium and occupational fulfillment has been at the forefront of numerous researches in the world. In spite of the importance of professional-personal equilibrium to achieve worker occupational fulfillment, there is very much narrow published works that inspect the influence of WLB on employee JS in the middle of academic staffs working in universities in Sri Lanka framework. As a result, research area focused on following main theme;

**“Does work life balance impact on job satisfaction of the academics of South Eastern University of Sri Lanka?”**

## **Research Questions**

The research attempted to answer the following research questions:

01. Is there any relationship between WLB and JS among academic staff of South Eastern University of Sri Lanka?
02. Whether WLB impact on JS among academic staff of South Eastern University of Sri Lanka?

## **Objectives of the Study**

The following are the objectives to achieve on this study

01. To find out the relationship between WLB and JS among the academic staff of South Eastern University of Sri Lanka.
02. To determine whether the WLB impact on JS among the academic staff of South Eastern University of Sri Lanka.

## **Literature Review**

### **Work Life Balance**

WLB is a concept raising its importance between researchers, practitioners, academicians, and it is at the hub of problems vital to human resource growth. WLB refers to combination between a people’s various domains of life and their compatibility (Hildebrandt, 2006). Professional-personal equilibrium referred personally as ‘coherence or stability among job and personal life dominions’ (Chang, McDonald, & Burton 2010).

WLB also described as the perfect collaboration between job and family life both not interfering with each other (Muthukumar, Savitha & Kannadas, 2014). WLB seen as a state of people life that helps to attainment of satisfaction in working life and personal life (Swathi & Mohapatra 2017). The phase WLB is provided urgency as it consists the experiences of working mothers and aid in analyzing new guidelines of working and living for them (Goyal, 2014).

People are usually either at job or at home. Any individual often spends an enormous part of the day's productive time at job and this is a substantial aspect of his life. His productivity depends, not merely on factors correlated to his job, but also on number of other factors associated to his personal life (Muthukumar et al., 2014). In common, tension occurs while people have no control over where, when, and how he or she does the job (Lockett, 2012).

The proof suggests that those workers who have WLB issues experience higher level of pressure than those who established equilibrium among professional and personal lifetime accountabilities (Lowe, 2006). Introduction in this inflow of globalization, work places feel the heat in the form of competition to do better or fulfill the assurance made to the customers in time to retain the business. This heat to large extent filters down to the workers, putting pressure on them to show at organizations, leading to high level of stressful situation. In this process lot of requirements pile up from the personal side of the people's life which is equally significant for the workers, which they cannot afford to omit. Balancing professional and personal, family life, greater efficiency and pleasant life have become puzzling (Muthukumar et al., 2014).

The most integral device to encourage, select and hold employees seen by HR area is managing throughout WLB conflicts or struggles to generate work-life harmony. WLB has turn out to be an ever-challenging distress for both companies or owners and workforces. This is due to the ever-increasing come across of rivalry that requires the contemporary businesses to carry out regular modifications. In such set-up, handling these consistent alterations of rivalry grasps the key for accomplishment (Swathi & Mohapatra, 2017).

### **Determinant Factors of WLB**

There are several factors affecting the WLB. The scholars differentiate the WLB factors and group into five such as individual, organizational, societal, environmental and other factors. According to Cullen and Farrelly (2005) environmental factors (economic climate, transport infrastructure, changes in industry, government policy, legal framework, globalization, and national culture), changing social trends. Work factors (downsizing, workload, organizational culture, occupational change, work location, staff turnover, WLB policies and practices and promotional opportunities), non-work factors (additional financial commitments, personal interests, children medical concerns, eldercare, personal development, quality of life, changes in personal/family support). Further Poulouse and Sudarsan (2014) separated four comprehensive types of WLB factors such as individual factors; Personality, well-being and emotional intelligence, organizational factors; work arrangements, WLB practices and policies, organization support, superior support, colleague support, job stress, role conflict, role ambiguity, role overload and technology, Societal factors; child care arrangements, spouse support, family support, social support, personal and family demands, dependent care issues family quarrel, and other factors are age, gender, marital status, parental status, experience, employee level, job type, income and type of family. While, Kumarasamy, Pangil and Isa, (2015) itemized many factors initiating WLB which are emotional intelligence, spiritual intelligence and job engagement as individual factors. Supportive work environment, WLB policies and job characteristics as organizational factors, environmental factor is technological advancement. Meanwhile, Choudhary and Shrivastava (2015) also says researchers in both national and international context identifies many factors such as individual or personal factors; personality, well-being and emotional intelligence. Flexible work arrangements, leadership support, roles related factors, work life policy, technology, job stress and culture are organizational level, child or parent care responsibility and family support are societal level and gender and age are other level. Furthermore, time management, nature of the spouse, awareness, organizational support, emotional intelligence and work stress are the determinants of WLB concluded by (Samson & Sareena Umma, 2019). Additionally, workload, childcare and social support are the significant factors of WLB of school teachers (Sareena Umma & Fathima zahana, 2020). Hence this study picked up two important factors as dimension of WLB from organizational level to suit the study context.

### **Models of WLB**

1. Working Hours Model: - This model by (Alam, Biswas & Hassan 2009). The structure explained the link among time spend in an office and conflict between work and family.
2. Career Progression Model: - This model offered by (Asiedu-Appiah, Aduse-Poku & Acheampong 2014). Based on this model, WLB practices needs to be purposefully planned when the company consists of highest or the greater number of female employees.
3. Emotional Exhaustion Model: - This model established by (Yavas, Babakus & Karatepe 2008). It exposes that the inter role clashes stand up from the demands of the dual spheres. Negative work efficiency and a greater tendency to quit from the organization are the outcomes of sensitive overtiredness.
4. Work Commitment Model: - This model suggested by (Azeem & Akhtar 2014). The model detects that, there are two aspects which are significance for emerging and improving managerial assurance among healthcare workers. Those two aspects are WLB and JS. Boosted WLB of employees builds JS.

### **Job Satisfaction**

The term JS includes the emotions and attitudes that an individual has about individual's job. The state of mind consists every element of good or bad emotions regarding a certain job which are probable to offer to the growth of sensations of satisfaction or dissatisfaction (Riggio, 2003).

Azeem and Akhtar (2014) stated that, JS is the level to which employee have a certain favorable and effective determination towards employment by workplace. Draflke (2008) stated that, JS is quantity of happiness or pleasure linked with a job. Liking job intensively results higher JS. Similarly, job disliking ends up with job dissatisfaction.

According to the study of Hasibuan (2010) JS is a sentimental disposition that is being happy of the job. The above outlook is pondered by job esprit de corps, self-control, and job accomplishment. Job valence are the aims to be reached in carrying out work duties. What you want to gain is esteems work that is considered significant by the individual. It was mentioned later that work values must be accurate or help completion of basic needs.

JS has been the most oftentimes examined variable in hierarchical conduct. One of the main reason for the decline of employee productivity is low level of JS, as a result of this that will lead employees to quit from their work (Martin & Miller, 1986) and rise in absenteeism (Dupre & Day, 2007). Rode (2004) clarified that among the main qualities or conditions helpful for work fulfillment are: intellectually difficult work with which the individual can adapt effectively; individual interest in the actual work; work which isn't excessively genuinely tiring; compensations for execution which are simply, useful and in accordance with the individual's very own yearnings; working conditions which are viable with the individual's actual necessities and work with the achievement of his work objectives; high confidence with respect to the worker; specialists in the work environment who assist the representative with accomplishing qualities like intriguing work, pay and advancements, whose fundamental qualities are like his own, and who limit job struggle and vagueness.

### **Work Life Balance and Job Satisfaction**

WLB is noticed as a state of human life cycle, which centrals to a sense of pleasure in career and private life. Inflexible schedules, work stressors, hours of work, low work completion, and mental exhaustion are negatively correlated with WLB. Better balance between work and life of workers can create JS and bring organizational commitment. The balance of family life, employee work, and organizational factors is directly related to employee happiness. In recent years, due to the increasing demand of employees for WLB, people have conducted research on the relationship between WLB and JS. Scholars are interested in focusing on this

research to evaluate the success of the program in the organization and to measure the overall satisfaction of the individual.

Yadav and Dabhade (2014) targeted the working women in education and health sectors to determine the impact of WLB on JS. According to their research, WLB can be achieved through factors accountable for JS such as: compassionate colleagues, loyal working conditions, intellectually challenging job, fair rewards and worker-oriented policies.

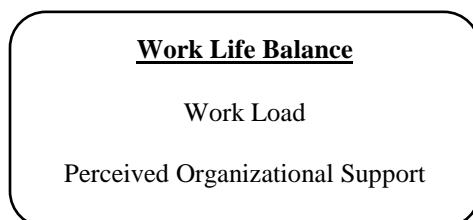
Nilanka and Bataduwaarachchi (2018) investigated the impact of WLB on employee JS in accountants attached to the selected ministry in Sri Lanka. Results of the study implied that determinants of WLB have a positive impact on employee JS. The findings of the study recognized that the JS is mostly influenced by work engagement while family engagement too is an important factor in creating JS of employees. Nevertheless, personal engagement does not show a significant relationship with employee JS. Shadab and Arif (2015) conducted a study with the aim of exploring the impact of WLB on employee JS by taking 200 (20 employees from each hospital) health sector employees. The results revealed that there was a significant impact of WLB among employees and it also suggests that there is JS among employees and that they are able to achieve a balance between work and life. People who are not satisfied with their work cannot achieve a proper balance between work and life.

Kasbuntoro, Maemunah, Mahfud, Fahlevi and Parashakti (2020) survey study was conducted to understand the effect of WLB on JS of workforce in 25-40 and positions of 5 banks in Indonesia. Ultimately, the outcomes showed that WLB had a significant impact on job satisfaction in the financial industry in Jakarta, Indonesia. In this study, they discovered that the most dominant signs of WLB were work pressure, turnover, and WLB programs. The above results showed that three indicators of WLB variables, namely, working hours, working conditions, and labor pressure, have a negative effect on JS, but only work pressure has a significant negative effect however positive effects can be seen in indicator of change of job and WLB programs and both have a significant influence on JS. Arunashantha (2019) focused on 360 staff members from 1000 employees in ABC company in Colombo to find out the relationship between WLB and JS and the outcome has shown that, there is a positive relationship between WLB (work stress, management support and family support) and JS.

## Methodology

### Conceptual Framework

#### Independent Variable



#### Dependent Variable



(Source: Developed for this study)

**Figure 1: Conceptual Frame Work of the study**



## Hypotheses

According to the conceptual frame work, the hypothesis is formulated to this study is given below:

1. H0. There is no significant relationship between WLB and JS of academics of the South Eastern University of Sri Lanka.
2. H1. There is a significant relationship between WLB and JS of academics of the South Eastern University of Sri Lanka.

## Operationalization

Under mentioned Table 1 expresses perfectly that how the involved concepts measured in this study. According to the literature review of this study, researchers formulated the WLB as an independent variable likewise JS as the dependent variable. Then these two variables were formulated into dimensions. Finally, dimensions were formulated into indicators by the researchers. Based on the indicators survey statements/questions are developed.

According to the research, WLB mainly considered into 2 dimensions. Which are, work load and perceived organizational support. The purpose of measuring the work load, researchers used the statements developed by Ganapathi (2016). In case of measuring indicator of perceived organizational support, the statements developed by (Ganapathi, 2016; Rhoades & Eisenberger, 2002) research studies. To measure the job satisfaction, researcher found 03 dimensions from Price and Mueller (1986) and 06 indicators from (Hartatik, 2014; Scarpello and Campbell, 1983). In order to analyze these indicators, researcher has chosen 10 questions from past literature developed by (Macdonald & MacIntyre, 1997).

**Table 1: Operationalization of the Study**

Variables		Dimensions	Indicators	Measurements	
Independent Variable	Work Life Balance	Work Load	Job Accountability	5 Point Likert Scale	Q 01
			Work Pressure		Q 02 & Q 03
			Willingness of taking additional work		Q 04
			Consequence		Q 05
		Perceived Organizational Support	Awards		Q 06 to Q 08
			Development		Q 09 to Q 13
			Working Conditions		Q 14
			Employee Welfare		Q 15
Dependent Variable	Job Satisfaction	Degree of satisfaction with the work itself	A challenging job	5 Point Likert Scale	Q 16 to Q 18
			Rewards		Q 19 & Q 20
			Working Conditions		Q 21 & Q 22

			Suitability of personality with work		Q 23
		Degree of satisfaction with Coworkers	Coworkers		Q 24
		Degree of satisfaction with Supervisor	Supervisor		Q 25

Sample questions which are used to measure the variables:-

Work life balance:-

1. My job accountability increases my workload.
2. The implementation of new ideas creates work pressure.
3. I have to do more than I can deal comfortably in my workplace
4. I am ready to take more tasks at a full interest and swing.
5. My job keeps me away from my family.
6. The organization values my contributions.
7. The organization appreciates the extra effort that I have provided.
8. Institute Provides awards and rewards for my work achievement.
9. Institute pays attention to capabilities and provides promotional opportunities for me.
10. Institute provides assistance to me to deal my family and work related issues
11. Institute support me for balancing my family and professional life.
12. Institute gives importance to my urgent family problems.
13. Institutes strongly consider my goals and values.
14. The organization would grant a reasonable request for a change in my working conditions.
15. Institute is attentive to employees' concern.

Job satisfaction:-

1. I feel good about working at this place.
2. I believe management is concerned about me.
3. I feel good about my job.
4. I receive recognition for a job well done. When I done job well.
5. My wages salaries are fair enough / good.
6. I feel secure about my job.
7. I believe the work is good for my physical and mental health.
8. I feel close to the people at work.
9. I have a good relationship with superiors / heads.
10. All my talents and skills are used at my work.

### **Population and Sample**

The research work focused all the academics functioning in south eastern university of Sri Lanka as the population and the sample of the study using population study. Professors, senior lecturers, lecturers, lecturer probationary and librarians are considered as the academic staffs in this study. Population contains 190 workers. Researcher selected to examine the whole population since the size of the population is comparatively small.

## **Method of Data Collection and Data Analysis**

Research work reflected on primary data that were composed via the standard structured questionnaires from the academics who are working at SEUSL. For the purpose of surveying for this study this survey questionnaire can be collected from different researchers in their past literature to get the concept regarding WLB and JS. Due to COVID -19 pandemic the researcher could not be able to do field survey therefore, using Google forms to collect responses from the respondents. The collected data from the questionnaires were evaluated through reliability and validity, univariate, bivariate and regression analysis. The Statistical Package for Social Science (SPSS) 26.0 was used to make simpler the analysis work of this study.

In order to make sure the worth of the mechanism the reliability and validity analysis were done. A reliability analysis defines the steadiness of an instrument. In this study the Cronbach's Alpha test is used for investigating the reliability of the instrument, this model analyses the internal consistency of the instrument. The test is significant when alpha value result more than 0.7; it assumes the reliability of questions/statements. George and Mallery (2003), specified result attributes for data reliability is used for this study.

Decision rule for correlation analysis for this study, when  $r = 0.9$  to  $1.0$  is Very strong positive relationship,  $r = 0.7$  to  $0.89$  is Strong positive relationship,  $r = 0.4$  to  $0.69$  is Medium positive relationship,  $r = 0.1$  to  $0.39$  is Weak positive relationship  $r = -0.1$  to  $-0.39$  is Weak negative influence,  $r = -0.4$  to  $-0.69$  is Medium negative relationship,  $r = -0.7$  to  $-0.89$  is Strong negative relationship and  $r = -0.9$  to  $-1.0$  is Very strong negative relationship

Descriptive measures of mean, maximum, minimum, standard deviation, number of samples, skewness and kurtosis were reflected for measuring elements of study variables and its dimensions. Pearson Correlation analysis to determine the nature and degree of association between two variables involved in this study. It measures the strength of the linear relationship between WLB and JS. Decision characteristic for hypothesis test is supported H1 if the p value is less than 0.05 ( $p < 0.05$ ).

## **Results and Discussion**

### **Response Rate**

Research work concentrated on the 190 respondents as the sample sizes (population), who were predictable to contribute in the study. From the targeted population 135 questionnaires were returned with fully completed manner. According to the returned questionnaires 135 respondents used by researcher to investigate the study variables, and this entails the total response rate 71.05 %. Thus, the response rate is satisfactory to develop the conclusion of this study.

Based on the Mugenda and Mugenda (2003) study, a response rate of 50% is adequate, 60% is good and 70% and over is excellent for data examining and reporting. According to this, the study absorbed the (71.05%) response rate which is excellent basement for data analysis.

Researchers targeted the population as academic staff of SEUSL, according to the population it can be categorized into 6 parts. Which are, 8 professors (6%), 33 senior lecturers grade I (24%), 32 senior lecturers grade II (24%), 11 lecturers (8%), 46 lecturers probationary (34%) and 5 librarians (4%) had been responded.

### **Reliability of the Instrument**

Reliability statistics are offered in Table 2. According to the conclusion elements of reliability analysis (Table 2) planned by George and Mallery (2003), alpha values of variables elaborate in this study are honestly high. Thus, mechanism seems to be an honestly reliable degree of measuring the impact of WLB on JS.

**Table 2: Reliability Analysis**

<b>Variables</b>	<b>No. of scale items</b>	<b>Cronbach's Alpha Value</b>
Work life balance	15	0.748
Job satisfaction	10	0.820

(Source: Survey data)

### **Validity of the Scale**

The validity of the device used in the study to assess WLB and JS is measured consuming the following methods:

1. Content validity: - For this research study, the content validity of the suggested instrument evaluating WLB is sufficient enough because the instrument has been sensibly created based on the organized model of (Ganapathi, 2016; Rhoades & Eisenberger, 2002) which is mainly reflected the work load and perceived organizational support model of WLB and all the dimensions and pointers of this model was enclosed and clarification on each indicator were adapted to develop the scale of WLB for this study. The content validity of the instrument assessing JS was confirmed as the dimensions, indicators were identified from the widely using study of (Macdonald & MacIntyre, 1997) and literature.
2. Construct validity: - Construct validity is the estimation of the position to which an operationalization correctly assesses its directed variables (O'Leary-Kelly and Vokurka, 1998). For this determination, each dimension scale was weighed by inspecting its convergent and discriminant validity. Convergent validity of the constructs was measured using a factor analysis.

### **Factor Analysis**

Williams (2005) says that there is universal agreement that factor analysis is inappropriate when sample size is below 50. The realized sample size (135) of this study is above this cutoff value. And minimum value of 0.5 of KMO is acceptable for running factor analysis. KMO is lower than 0.5 is not suitable, and factor analysis should not be performed (Pallant, 2007). The unique rule is that if the values causing from the KMO test are between 0.5 and nearby to 1.0 the factor analysis is confidently considered to be appropriate for the study (Williams, Onsman & Brown, 2010).

Based on the findings KMO values of WLB and JS are 0.657 and 0.694 respectively which are above the benchmark of 0.5 and the recorded chi-square values resulting from the use of Bartlett's test of sphericity of WLB and JS were 1390.918 (df =105) and 657.252 (df = 45) respectively at the significance level of  $p < 0.000$ .

**Table 3: Results of KMO and Bartlett’s Test**

Variables	KMO	Bartlett’s Test of Sphericity		
		Approx. Chi-Square	Df	Sig.
WLB	0.657	1390.918	105	.000
JS	0.694	657.252	45	.000

(Source: Survey data)

### Descriptive Statistics

**Descriptive statistics of WLB:** - overall mean value of WLB is 3.9560, this denotes a greater level of WLB among the academic staff of SEUSL and there is a significant impact between WLB on JS. The standard deviation is 0.24037, and it indicates that, there was a low variation in the levels of WLB among the respondents. Furthermore, dimensions of WLB did not have big difference between them, both 2 dimensions of WLB such as work load and perceived organizational support have a high level of mean values 4.6993 and 4.6674 respectively. The dimensions’ standard deviations are 0.19064 and 0.19387 respectively, this display that there is a low variation in the level of work load and perceived organizational support among the academic staff of SEUSL.

**Descriptive statistics of JS:** -overall mean value of JS is 4.6197; this denotes a high level of JS among the academic staff of SEUSL. The standard deviation is 0.26417, and it indicates that, there was a low variation in the levels of JS among the respondents. Furthermore, dimensions of JS did not have big difference between them; all 3 dimensions of JS such as degree of satisfaction with work, degree of satisfaction with co-workers and degree of satisfaction with supervisor have a high level of mean values 4.6296, 4.7111 and 4.7407 respectively. The dimensions’ standard deviations are 0.22928, 0.45493 and 0.43986 respectively; this is display that there is a significant level of variation in the level of degree of satisfaction with work, degree of satisfaction with co-workers and degree of satisfaction with supervisor among the academic staff of SEUSL.

**Skewness and kurtosis:** - Using the profile descriptors of data set such as skewness and kurtosis statistics define the symmetric nature of the data set whether its uttermost or flushness. The skewness standards for dimension substances range must within the suggested level of -1 to +1, skewness values falling out side to recommended range indicate a substantially skewed distribution (Hair, Black, Babin, Anderson, and Tatham, 2006). Kurtosis ranges are well within the suggested level of -2.0 to + 2.0 (Coakes and Steed, 2003)

According to survey data results skewness values for WLB and JS are 0.097 and -0.075 respectively, this was contained under suggested range. Kurtosis values are -0.210 and -0.960 respectively. Both skewness and kurtosis values of these study variables met the criterion range.

### Correlations Analysis

Correlation analysis (bivariate, 2- tailed test) was completed by researcher to conclude the link between WLB and JS. Correlation investigation statistical test established the statistical relationship between independent and dependent variables WLB and JS respectively that was included in the study as shown in the Table 4.

Correlation coefficient value 0.843 statistically identified between 2 variables that illustrates as strong positive connection between WLB and JS, accompanied by the significance level 0.000. This value is smaller

than 0.01 and indicate very small value than the cut-off value 0.05. This was specified that statistical relationship between 2 variables statistically highly significant at 0.01 level (p-value = 0.000 < 0.05).

**Table 4: Correlations between Work Life Balance and Job Satisfaction**

Variables	Job satisfaction	
Work Life Balance	Pearson Correlation	0.843**
	Sig. (2-tailed)	0.000
	N	135

\*\* . Correlation is significant at the 0.01 level (2-tailed)

### Simple Regression Analysis

**Table 5: Model summary of Simple Linear Regression**

Model	R	R. Square	Adjusted R. Square	Std. Error of the Estimate
1	.843	.710	.708	.14280

a. Predictors: (Constant), WLB  
(Source: Survey data)

Simple linear regression articulates the relationship between the WLB and JS by constructing an equation for a straight line of the form of  $Y = a + \beta x$ . Here (x) independent variable used to forecast the dependent variable (Y). Table 5 shown the model summary, R square and adjusted R square exposed the values as 0.710 and 0.708 respectively. The key result that identified from the table is the adjusted R square value of 0.708. This indicates 70% of the variation in JS can be described by the model comprising WLB. This is denoting that prediction from the regression equation is fairly reliable. And rest of the 30% variation still unexplained, so accumulating extra appropriate independent variables might develop the adequate of the model.

**Table 6: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig
1	6.639	1	6.639	325.590	.000 <sup>b</sup>
1	2.712	133	.020		
Total	9.351	134			

a. Dependent Variable: JS  
b. Predictors: (Constant), WLB  
(Source: Survey data)

ANOVA statistic of this study presented in the Table 6, Sum of Square regression value is 6.639 which refer to sum of squares described by the regression equation. And the same time sum of square residual value is 2.712 refers to the variability in the dependent variable JS, this indicate the value that is left by the regression equation of the study. And sum of squares total is 9.351 respectively with 1, 133 and 134 degrees of freedom. Values of Mean square regression is 6.639 while the value of Mean square residual 0.020.

The F value of the ANOVA is 325.590; this was attained by apportioning the mean square regression by the mean square residual value. F value is significant in this study (P value = 0.000<0.05). Based on the statistics, researchers can be determined that there is a linear relationship between the WLB and JS. Also, the study regression equation allows predicting the dependent variable JS in an adequate level.

Table 7 presented the coefficient of regression equation and test of significance. In this table the values positioned in the column B deliver the gradient and intercept for the regression line.

**Table 7: Coefficients**

Model	Unstandardized coefficient		Standardized Coefficients Beta	T	Sig
	B	Std. Error			
1	(Constant)	0.956	0.203	4.702	.000
	WLB	0.926	0.051	18.044	.000

a. Dependent Variable: JS  
(Source: Survey data)

In Table 7 unstandardized beta values for constant and WLB are 0.956 and 0.926 respectively. Here this unstandardized regression coefficient of WLB denotes the degree or extent of impact of WLB on JS of academic staff of SEUSL. A linear regression equation of the study formed as follows:

$$Y = a + Bx$$

Y= Job satisfaction (JS)

x = Work Life Balance (WLB)

$$JS = a + b (WLB)$$

Linear regression equation formed as: **JS = 0.956+ 0.926 (WLB)**

According to the above equation when the WLB changes by one unit, the JS will change by 0.926 units. This equation shows the route of connection between 2 variables, as per that the positive coefficient indicates the direct positive impact of WLB on JS of academic staff of SEUSL. The t value against WLB regression coefficient in the model is conveyed to measure whether the WLB is a significant forecaster of the JS. Since t = 18.044, p = 0.000< 0.05, it can be interacted that WLB is significant forecaster of JS.

### Hypothesis Testing

In order to do the study, researcher framed the substitute hypothesis was that, there is an important interconnection between the WLB and JS of academic staff of SEUSL Sri Lanka.

In order to test the alternative hypothesis, Pearson Correlation Coefficient test was done by researchers, for this test preferred level of significant level was 0.05. According to this WLB has a significant relationship with JS, it can be statistically confirmed by descriptive and correlation analysis results of this study. The mean value for the question statements of WLB is 3.9560 and the correlation coefficient ( $r$ ) is proven strong positive relationship between the variables with  $r$  value 0.843 at 0.01 significant levels.

This correlation coefficient value is statistically significant with 0.000 significant value, its lesser than the anticipated level of significance (0.05). Regression model itself designates that one-unit rise in WLB that will raise the JS by 0.926 units at  $P=0.000$  significance level. Using statistical proof to claim that there is a significant relationship between WLB and JS.

## **Conclusion**

In Sri Lankan context, universities are one of the most important educational institutions where diversity of students can be studied, gone through with many struggles and finally obtained their bachelor's, masters and other degrees. In other point of view, academics play a vital and multiple roles such as, shape up the behavior of students, helping them in a different way, providing modules and other necessary documents, supporting them in their difficult times to provide assistance to their undergraduates to obtain their degrees. Academic staffs are the individuals who consume the obligation to create and provide very good human beings to the specialized and industrial environment with appropriate facts abilities and approaches. The noteworthy point is how the academics balance their personal and professional life and how they became gratified through their job roles and responsibilities. Furthermore, professional-personal equilibrium has become the most important key talks in every sector and academic staff also not exceptional on it. Therefore, researcher willing to investigate the influence of professional-personal life equilibrium on occupational fulfillment study among the academics of SEUSL due to few studies have completed in this subject in the educational side. Academic staffs have different roles and responsibilities, they have to have so much of problems by professionally and personally, all these impact on WLB that will result as dissatisfaction on their work. Therefore, it is important to the academic staff to enhance the better balance between their private and career life that will boost up to the higher JS.

The outcomes of the research work demonstrated that there is a noteworthy and strong positive relationship ( $r = 0.843$ ) between WLB and JS of academics of SEUSL. The results uncovered that around 70% of variance in JP is explained by WLB (adjusted R Square = 0.708). And their WLB has significant and straight impact ( $b = 0.926$ ) on their JS that means greater level of WLB of academic staff vital to greater level of JS. The outcomes show that academic staffs who have greater WLB are having the highest level of JS.

Findings of the study are in line with those of interrelated studies emphasized the importance of WLB on JS through a diversity of situations. Based on the research on WLB and employees' JS done by (Rani, Kamalanabhan & Selvarani, 2011) the results revealed a positive correlation between the variables. In another study of Kasbuntoro, Maemunah, Mahfud, Fahlevi and Parashakti (2020) mainly focused the relationship between two variables namely, WLB and JS and final results outlined as positive relationship between the variables in the bank industry in Jakarta Indonesia. Devi and Nagini (2013) have shown a positive proof of presence of the connection between WLB and JS. Furthermore, Yadav and Dabhade (20013) examined the relationship between WLB and JS of the functioning females that, WLB and JS emphasized highly positive relationship.

Based on ArunaShantha (2019), the findings exposed as positive correlation between WLB and JS among the workers in freight and logistics segment of the ACB Maritime Agencies, Colombo in Sri Lanka. Based on the study of, Fayyazi and Aslani (2015) outcomes reinforced that WLB has a noteworthy positive



relationship with JS. Verma (2007) on his study found that, WLB and JS are greatly associated with each other. Saif, Malik and Zahid (2011) demonstrated research in Pakistan to explore relationship that, the outcomes uncover that professional-personal life equilibrium practices and degree of job satisfaction demonstrate a positive relationship. Varatharaj and Vasantha (2012) inspected connection between JS and WLB of ladies and revealed that there exists solid positive connection between JS and WLB. Kumari (2012) stated each of the WLB factors plays a prominent role in enhancing JS. Finding of similar zone to the current study were also developed by Arif and Farooqi (2014) identified the relationship between WLB and JS among university teachers based on university of Gujarat, Pakistan and they revealed that, WLB strongly related to JS.

## **Limitations and Suggestions for Future Research**

The investigation consists a few limits which thus give a few ideas that should be talked in future explores.

The first limitation of this study was talked about the sample. According to that, this investigation used a relatively small sample size of 190 academic staff, and the selection of the sample was population sampling. Due to the lack of time one state university in Sri Lanka which is near place to the researchers was engaged with this investigation. So, forthcoming investigators are able to recreate this investigation with countless sample size by concerning other universities of Sri Lanka.

The second limitation of the study is, researchers consider only the academics of SEUSL, as the population but, there are other staffs available in university. Hence, the future researchers study all the staff including administrative and non-academic staff in the university.

The third limitation is, sample was drained from state university and didn't concentrate on private universities. Along these lines, it restricts the applicability of the findings to additional cultural backgrounds. So, forthcoming investigators can concentrate on both government as well as private universities to develop the generalizability of the discoveries.

Fourth limitation of the study is, researcher faced the difficulty in data collection and direct interaction between the respondents due to the COVID – 19 pandemic situations in the country. Therefore, researcher used google forms to collect data. It sent through E-mail. Due to the busy schedule of academic staff, collection of data took more time.

Fifth limitation in is this research study only focused higher education sector in terms of University. Therefore, upcoming investigators can concentrate on further education sector like Schools, Vocational Training Centre, Technical College, SLIATE, College of Educations, Teachers' Training Colleges in Sri Lanka to assess the influence of WLB and JS.

Another limitation of this research work was, researcher used only one dependent variable to see the effect of WLB. Further researcher may combine with other suitable dependent variables beyond the JS like job performance and organizational commitment; it may expose the numerous findings to the study also the study may get better level of worth.

Next limitation is, this study was completed based on Sri Lankan context so the international atmosphere is not measured wherever it might be found other diverse factors as results.

The last major limitation of the study is, researchers used only self-rating scale to collect the respondents' responses, even though instruction articulated in the questionnaire to requested the respondents to deliver the sincere replies honestly. There was great chance for probable partiality in the answers. Respondents may self-confident on their sensation and they may evaluate themselves better. For that reason, researcher may use other effective data gathering techniques like 360 degrees rating scale, direct interviews to improve the accurateness of the data.

## **Recommendations**

The finding of the study discovered that, there is significantly optimistic connection among WLB and JS, as a result of that, the education sector and SEUSL administration should uphold the JS of academics of SEUSL by enhancing the WLB. According to the results of the research following recommendation can be prepared to the corresponding sectors and employees:

Vision, mission, goals and objectives of SEUSL can be achieved when the employees are satisfied in their role. This could be accomplished through diverse of WLB involvements and systems. Administration always be aware of finding out the stressful circumstances of the academics. Moreover, once the above situation arises soon after administration take necessary and appropriate actions in order to make academics get rid of from the conditions. Administration arranges practical sessions and training programs which will help the academic staff to develop their skills that lead them to face any kind of tough and tight situations and to overcome from those difficult times. University administration should consider academics' request and make effective arrangements to fulfill it as soon as possible.

Administration must show their fullest concern towards academic in terms of the complaints reported by the staff, challenges faced by staff, difficulties gone through by the staff. University administration and respective faculties maintain a positive and friendly relationship with staff and arrange few informal and formal meetings to discuss their problems. Create surveys and issue randomly to the staff to get to know about their mind set and opinions regarding their work. And University offers needed flexible arrangements to their staff when the emergency situation occurs. Administration and faculties provide attractive rewards to the staff when they perform well. Achievements of the academics should be valued and appreciated by the superiors and the administration.

Administration promotes strategies in addition techniques regarding WLB. And it should be printed in the appropriate document. Motivational programs and workshops should be organized by the administration for the academic staff that will guide them to work during the busy schedule without getting stress. Create forums to discuss regarding the WLB issues furthermore, bring some experts who can offer an advice and solutions individually and collectively to the respective staff in order to sort out their issues.

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