

Factors Affecting Work Life Balance of Women Employees in Sri Lanka; With Special Reference to Data Entry Operators in Selected IT Companies

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Abstract

Work life balance is a worldwide phenomenon for each and every individual in the field of Human Resources Management. It has become a top priority for workers in everywhere. This study aims to analyze the organizational level factors that affecting on work life balance of women data entry employees in selected IT (Information Technology) companies. There are main three objectives of this study; to find out the relationship of each organizational level factor and the work life balance of women employees, to understand the reasons behind inadequate work life balance of women data entry employees and to understand about the initiatives taken by organizations for the effective work life balance. Using simple random sampling technique, 150 employees were chosen from 300 women data entry employees in selected IT companies. Model of the study is strongly fit and the strength is strong. The conclusion drawn from the research accepting a significant positive relationship of work environment, leadership style and employee benefits with the work life balance of women data entry employees in IT companies in Sri Lanka.

Keywords: Work life balance, Work environment, Leadership style, Employee benefits, Employee wellbeing.

Introduction

Work life balance is very important among employees and employers in each and every organization. In the fast growing, global market, it is essential for organizations to consider their foremost and highly valuable asset known as employees. Work life balance is very much important related to almost every employee. Work life balance can be described as those practices at workplace that appreciate and support the needs of employees in achieving a balance between the demands of their work and their lives (Allen, 2006). The concept of work life balance emerged from the realization that an individual's work life and personal life may have conflicting demands. Work life balance has been identified as an import part of human beings in any organization by the experts of Human Resources Management. Human resource management can take the reins and assist their organization's workforce by building in more work life balance using mobile technology. Organizations can survey employees to discover their needs, Institute a flex-time policy for the workforce and also can integrate

work life balance into the company culture year-round.

As per Srilankabusiness.com (2018), Sri Lanka will be renowned for yet another exciting, prominent feature as Asia's favorite ICT (Information and Communication Technology) Centre of Excellence. ICT continues to shrink the world. As major players are facing increasing difficulties in coping with the global demand, Sri Lanka is emerging as a world's ICT destination of choice. The island is steadily transforming itself into the most preferred ICT hub in Asia due to the availability of the most precious resource in the world talent. It has also become the 4th largest export earner of the country.

According to Sri Lanka Export Development Board 2018 statistics, the Sri Lankan ICT sector serves a number of Industry verticals with over 300 companies at present. Sri Lanka's success in ICT exports are chartered through an impressive upward trend in annual figure. The export revenue of this sector grew from US\$ 166 million in 2006 to reach US\$ 900 million in 2016 with a workforce of over 85,000. With over 90% value addition and high

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to reach paying jobs, this progress generates significant impact on the growth of the Sri Lankan Economy.

Demographic changes including the increase in the number of women in the workplace, dual career families, single parent families and an aging population have generated an increasingly diverse workforce and a greater need of employees to balance both work and home life. So that when a company hiring women professionals it needs to provide certain basic facilities and infrastructure to encourage women employees to stay on and have a balance between work and family life (Brough & Kelling, 2002).

Background of the study

The world is meant to be a place that offers equal status to women and men. However, the afflicted society in which we live, treats women unequally. Society expects all women and men to behave in a stereotyped manner (Gunawardena, 2014). In general, men are assigned 'power' and are expected to take control over women. As a result, women are often denied their rights and opportunities, the freedom to develop their personal abilities, and to make choices in life.

Since in IT field, the employees needed to perform night shifts in order to complete the foreign IT projects successfully. Both male and female employees needed to perform these night shifts and they both had equally complex tight schedules. So sometimes it was difficult for the female employees because the company asked them to perform night shifts without prior notice. Apart from these night shifts, female employees faced lot of complexities such as extended night shift hours without prior notice, no proper food provided, difficulties to obtain short breaks from supervisors etc.

Even though the companies developed strategies and policies to encourage work life balance of women employees, the process had been slow therefore the study aimed at investigating the organizational factors which affecting work life balance of women data entry operators and recommended some insights to support on work life balance.

Problem Statement

Managing the integration of work and family demands is a critical challenge facing by most

women employees (Glynn et al., 2002). Most female employees of the companies are in dual career families. There are less number of families consist of two parents with a stay at home mother. The work role of employees is essential in maintaining work life balance as the demographics of the workforce is changing with more women joining in multiple roles at home (De Cieri & Olekalns, 2001).

Sri Lanka labor demand survey (2017) statistics stated that more than 55% of females quitted from their jobs in ICT sector. Total number of resignations were approximately same during 2015 and 2016. But more females have quitted from the job in 2016 than 2015.

Preliminary study was carried out and it was understood that employees had very limited time away from work. Since the organizations that the study considered was an IT based companies and the shop floor level of female employees were the Data Entry Operators and they needed to perform night shifts in order to complete the foreign IT projects on time. Sometimes it was difficult for them to undertake the night shifts because the companies requested unplanned overtimes without prior notice. So that women data entry operators cannot took offs as per normal working hours and they had to keep family in "second place". Besides these night shifts, there were other complexities such as, companies didn't provide a proper meal and only provided tea and biscuits during the night shift hours. Since biologically female employees were less strong than male employees, they hard to concentrate on their work without a balanced meal. Also, it was very difficult for the data entry operators to obtain leaves from supervisors. The other issues were inability to pay salary on time and even though the company didn't pay salary on time, the management expects data entry operators to achieve higher performance targets.

Most studies on work life balance had been focused the factors affecting work life balance of employees and few researches had been done on the organizational factors that impact specifically on women employees in order to achieve work life balance, the main focus of this research. Hence the research problem was to find out the factors that affecting to work life balance of women data entry employees in selected IT companies.

Research questions

The study considers following research questions

- What is the relationship between each factor and the work life balance of women employees in IT companies in Sri Lanka?
- Why women employees have inadequate work life balance in IT companies in Sri Lanka?
- What are the initiatives taken by organizations for the effective work life balance?

Objectives of the study

The research objectives of the study are,

- To find out the relationship of each factor and the work life balance of women data entry employees in IT companies in Sri Lanka.
- To understand the reasons behind inadequate work life balance of women data entry employees in IT companies in Sri Lanka.
- To understand about the initiatives taken by organizations for the effective work life balance.

Literature Review

Work life Balance of women employees has become an important subject since the time has changed from men earning the family living in today's world where both men and women equally share the responsibility of earning for the betterment of their family life. Hence it is for the betterment of their family life. Therefore, it is very necessary to know how the women balance professional and domestic life. In the initial stages, women had to struggle a lot to establish their identity in this competitive world, both in the society as well as in the professional life. But with the advancement in educational and training institutions, things have improved to a great extent (Lakshmi & Sand Gopinath, 2013).

According to Munn (2009), work life balance is defined as a person who prioritizes their work, family, individual, and community responsibilities. The means and way to prioritize individual work, family, personal and community responsibilities are influenced by the availability and knowledge of work-life initiatives as well as the organizational culture. If employees do not perceive that their workplace supports the use of family-friendly initiatives, or if they are not aware of the initiatives that are available, then those initiatives will not be used. However, when the

culture is supportive, employees are aware of and are making use of the work-life balance policies that are in place there can be positive gains for the organization as well as for the employee. Good work-life balance is one factor that can affect levels of work-to family and family-to-work conflict for employees as well as commitment to the organization and turnover intentions (Smith & Gardener, 2007). Studies have identified several variables that influence the level of work family conflict and family work conflict. Variables such as the work environment, leadership style, employee benefits and employee wellbeing impacted the experience of work life balance.

Work environment can be defined as the location where a task is completed. Work environment can be measured using construct elements including transparent and open communication, flexible working arrangements and sound working process (Poh, 2018). Staines (1980) defines "spillover as a positive relationship between work and family, whence positive work experiences would be associated with positive family experiences and negative work experiences would be associated with negative family experiences."

As per Newstrom & Davis (1993), leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Leadership style can be measured using construct elements including power, influence and leader follower relationship (Ebrary.net, 2018). The Path-Goal model is a theory based on specifying a leader's style or behavior that best fits the employee and work environment in order to achieve a goal.

In general, indirect and non-cash compensation paid to an employee indicated the employee benefits. Employee benefits were measured using constructive elements including benefits mandated by law and benefits not mandated by law (TheBalanceCareers.com, 2018). Lambert (1990) stated a theory which underpinned the employee benefits was the compensation theory. The Compensation theory proposes that workers try to compensate for the lack of satisfaction in one domain (work or home) by trying to find more satisfaction in the other.

Wellbeing is essentially how someone feels about various aspects of their life – their home life, their health, their relationships with

others, their job and other activities. It's about whether they feel well and happy (Pingboard.com, 2018). Employee wellbeing can be measured using above constructive elements such as physical and mental wellbeing (Morgan Lovell, 2018). Conservation of resources theory to describe the employee wellbeing and work life balance. That is, work has the ability to tax an individual's resources interfering with one's ability to perform in other areas of life. This model also assumes that individuals are sensitive to resource loss due to interference of work. The process of reacting to and dealing with work interfering life consumes resources in and of it and can lead to adverse consequences for personal well-being (Grandey & Cropanzano, 1999)

Work life balance is an important aspect of a healthy work environment. Maintaining work life balance helps reduce stress and helps prevent burnout in the workplace.

Variables of the study

The variables of the study are work environment, leadership style, employee benefits, employee wellbeing and the dependent variable was work life balance of women data entry employees.

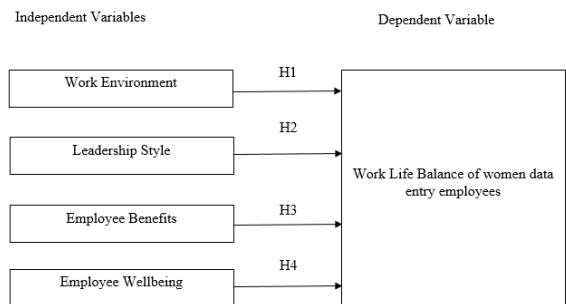
Operationalization

The study considered the variables such as the work environment, leadership style, employee benefits and employee wellbeing impacted the experience of work life balance. Work environment can be defined as the location where a task is completed. Work environment can be measured using construct elements including transparent and open communication, flexible working arrangements and sound working process. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Leadership style can be measured using construct elements including power, influence and leader follower relationship. In general, indirect and non-cash compensation paid to an employee indicated the employee benefits. Employee benefits were measured using constructive elements including benefits mandated by law and benefits not mandated by law. Wellbeing is essentially how someone feels about various aspects of their life – their home life, their

health, their relationships with others, their job and other activities. It's about whether they feel well and happy. Employee wellbeing can be measured using constructive elements such as physical and mental wellbeing. The dependent variable of work life balance can be measured by using two constructive elements such as multiple roles and satisfaction of multiple roles.

Conceptual Framework

Figure 1: Source - Developed by the researcher



Hypotheses of the study

The following hypotheses were formulated in the study.

H₁ There is a relationship between work environment and work life balance of women data entry employees in IT companies in Sri Lanka.

H₂ There is a relationship between leadership style and work life balance of women data entry employees.

H₃ There is a relationship between employee benefits and work life balance of women data entry employees.

H₄ There is a relationship between employee wellbeing and work life balance of women data entry employees.

Methodology

Sample size was 150 women data entry employees in selected IT companies and 300 women data entry operators were employed in selected three companies at the time of the study (Year 2018). Sample had been chosen through simple random sampling technique. The research sample (N) included 150 women data entry employees. Collection of data has been conducted by the questionnaires which

distributed to women employees in selected IT companies.

The researcher gathered data from two sources. Primary sources were the structured questionnaires distributed to respondents. The secondary data has been gathered through the business magazines, websites and research articles in order to identify and assess significant organizational level factors that affecting the work life balance of women employees.

Scales and nature of the questionnaire

The researcher has developed a questionnaire in order to gather the primary data to conduct the research. At first the researcher reviewed the literature and identified that five-point Likert scale which was suitable for the study.

Table 1: Scales and nature of the questionnaire

Variable	Constructs	Operationalization Reference Questions no
General information	Age, Service period	Q1, Q2
Work Environment	Transparent and open communication	Q3
	Flexible working arrangements	Q4
	Sound working process	Q5
	Overall work environment	Q6, Q7
Leadership Style	Power	Q8
	Influence	Q9, Q10
	Leader follower relationship	Q11
	Overall leadership style	Q12
Employee Benefits	Mandated by law	Q13, Q14
	Not mandated by law	Q15, Q16
	Overall employee benefits	Q17
Employee Wellbeing	Physical wellbeing	Q18, Q19
	Mental wellbeing	Q20, Q21
	Overall employee wellbeing	Q22
Work Life Balance	Multiple roles	Q23, Q24
	Satisfaction of multiple roles	Q25, Q26
	Overall work life balance	Q27

Source- Developed by the researcher

Based on the above data collection instrument, a structured questionnaire had been developed for the purpose of collection of primary data from the selected sample.

The questionnaire consisted with two parts namely Part A and Part B. Part A consisted with multiple choice questions in order to examine the respondent's age and service period. Part B consisted with the questions addressing all the independent variables and dependent variable of the study.

Researcher has conducted a pilot study in order to measure the reliability of the variables. A pilot study is a small-scale study done in preparation for a wider study. In this study, thirty sample questionnaires were circulated among 30 women data entry employees to test the questions and desired outcome as a pilot project to measure the validity and reliability of the questionnaire. The outcome of the test indicated under analysis of the study section.

Analysis of the study

This research presented a quantitative study with the purpose of quantifying the association between the independent and dependent variables. In order to test the reliability, the study has considered the Cronbach's Alpha value. The data collected with regard to the variables plotted in a scatter diagram, which was helpful in identifying the level of correlation between two dimensions. SPSS Software package (version 23) was applied for the analysis of the data, using statistical tools such as descriptive statistics, the Pearson's correlation, multiple regression and ANOVA. Further regression analysis, coefficient of correlation and correlation of determination calculated to these variables.

Table 2: Reliability of variables (Cronbach's Alpha table)

Variable	Cronbach's Alpha (α)	State of internal consistency	Number of items
Work environment	0.806	($0.9 > \alpha \geq 0.8$) - Good	5
Leadership style	0.928	($\alpha \geq 0.9$) - Excellent	5
Employee benefits	0.929	($\alpha \geq 0.9$) - Excellent	5
Employee wellbeing	0.932	($\alpha \geq 0.9$) - Excellent	5
Work life balance	0.941	($\alpha \geq 0.9$) - Excellent	5

Source – Primary Data

By considering the accuracy of variables of the study has used Cronbach's alpha method. As shown in Table 2, all Cronbach's alpha values were above 0.7 for all constructs indicating sufficient internal consistency of the items in the scale. All the independent variables supported the dependent variable of the study. So, the study was reliable as per the statistics.

Table 3: Case Processing Summary

Case Processing Summary						
Mean	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Work Environment	150	100.0%	0	0.0%	150	100.0%
Leadership Style	150	100.0%	0	0.0%	150	100.0%
Employee Benefits	150	100.0%	0	0.0%	150	100.0%
Employee Wellbeing	150	100.0%	0	0.0%	150	100.0%
Work Life Balance	150	100.0%	0	0.0%	150	100.0%

Source – Primary Data

According to the above Table 3 there were no missing values and all the respondents provided their responses.

Table 4: Test of normality

Test of Normality						
Mean	Kolmogorov- Smiron			Shapiro-Wilk		
	Statistic	df	Sig	Statistic	df	Sig
Work Environment	.097	150	.002	.947	150	.112
Leadership Style	.095	150	.141	.932	150	.265
Employee Benefits	.094	150	.008	.941	150	.118
Employee Wellbeing	.096	150	.171	.902	150	.295
Work Life Balance	.093	150	.162	.912	150	.286

a. Lilliefors Significance Correction

Source – Primary Data

According to the Shapiro-Wilk test, if the significant value is greater than the confident level, consider that the data set is normally distributed. All the variables had greater Shapiro-Wilk significant value than the confident level. So, the data set was numerically normally distributed

Table 5: Correlation coefficient of variables

	Work Environment	Leadership Style	Employee Benefits	Employee Wellbeing	Work Life Balance
Work Environment	1				
Leadership Style	0.867**	1			
Employee Benefits	0.866**	0.929**	1		
Employee Wellbeing	0.869**	0.940**	0.944**	1	
Work Life Balance	0.852**	0.921**	0.950**	0.944**	1

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

Source – Primary Data

The correlation coefficient between work environment and work life balance was statistically significant and is also indicated a strong positive linear relationship ($r=0.852$, $p<.000$). Strong positive relationship indicated the strength and the direction of the two variables. Strength was strong, where 72.6% of the criterion was explained by the predictor. Direction was positive the interpretation was, high work environment contributed a high work life balance of women employees in IT companies.

The correlation coefficient between leadership style and work life balance was significant and was also indicated a strong positive linear relationship ($r=0.921$, $p<.000$). Strong positive relationship indicated the strength and the direction of the two variables. Strength was strong, where 84.9% of the criterion was explained by the predictor. Direction was positive the interpretation was, high leadership style contributed a high work life balance of women employees in IT companies.

The correlation coefficient between employee benefits and work life balance was statistically significant and was also indicated a strong positive linear relationship ($r=0.950$, $p<.000$). Strong positive relationship indicated the strength and the direction of the two variables. Strength was strong, where 90.3% of the criterion was explained by the predictor. Direction was positive and the interpretation was, high employee benefits contributed a high work life balance of women employees in IT companies.

The correlation coefficient between employee wellbeing and work life balance was statistically significant and was also indicated a strong positive linear relationship ($r=0.944$, $p<.000$). Strong positive relationship indicated the strength and the direction of the two variables. Strength was strong, where 89% of the criterion was explained by the predictor. Direction was positive and the interpretation was, high employee wellbeing contributed a high work life balance of women employees in IT companies.

However, according to the correlation matrix a high multicollinearity is existed among Independent variables. So, the researcher rectified multicollinearity and after results were showed under table 9.

Table 6: Model Summary

Model Summary ^a					
Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	.961 ^a	.924	.921	.22691	2.043

a. Predictors: (Constant), Mean Employee Wellbeing, Mean Work Environment, Mean Leadership style, Mean Employee Benefits.

b. Dependent Variable: Mean Work Life balance

Source – Primary Data

Multiple correlation “R” was 0.961. This says that there was a strong positive linear relationship between the individual variables and work life balance of women employees in IT companies.

R-square is 0.924. This indicated that 92.4% of dependent variable has been described by the individual variables. Adjusted R-square was also representing that 92.1% of the dependent variable has been described by the individual variables. As the value was more than 60%, the regression model was nicely fitted. Durbin-Watson value of 2.043 means that there was no autocorrelation in the test model.

Table 7: ANOVA

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig
Regression	173.017	4	43.254	290.018	.000 ^b
Residual	14.169	145	.149		
Total	187.186	149			

a. Dependent Variable: Mean Work Life balance

b. Predictors: (Constant), Mean Employee Wellbeing, Mean Work Environment, Mean Leadership style, Mean Employee Benefits.

Source – Primary Data

According to the above table, the “P” value of the analysis showed a value of 0.000 which is

<0.05 and the F value is 290.018. Based on the significant value (“P” value), alternative hypotheses of this study in terms of all four independent variables can be accepted. Probability of F test statistics of the regression ANOVA was highly significant. So, the model was significant. Further all the independent variables such as work environment, leadership style, employee benefits and employee wellbeing significantly affect with work life balance of women employees in IT companies.

Table 8: Coefficients of independent variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.056	.110		.508	.001		
Mean Work Environment	.017	.066	.015	.251	.002	.215	4.660
Mean Leadership Style	.112	.094	.110	1.201	.003	.096	10.454
Mean Employee Benefits	.510	.096	.495	5.297	.000	.091	10.979
Mean Employee Wellbeing	.359	.101	.360	3.563	.252	.078	12.802

a. Dependent Variable: Mean Work Life Balance

Source – Primary Data

All four of these variables positively influenced the work life balance. Probability of work environment and leadership style was significant with positive beta values and the probability of employee benefits was statistically significant with positive beta value. But the regression coefficient of employee wellbeing is insignificant with positive beta value. This says that work environment, leadership style, employee benefits and employee wellbeing influenced positively on work life balance of women employees in IT companies but the impact of employee wellbeing on work life balance of women employees in IT companies was insignificant.

As per the collinearity statistics in Table 8 above, leadership style, employee benefits and employee wellbeing were having higher VIF (Variance Inflation Factors) (10.454), (10.979) and (12.802) respectively and confirmed the multicollinearity effect in the model. It was essential to drop one of the independent

variables from the regression equation to rectify multicollinearity. So, the study has dropped employee wellbeing from the model and ran the regression equation again.

Table 9: Coefficients of independent variables (after dropping employee wellbeing)

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	sig	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	.097	.116		.835	.001		
Mean Work Environment	.057	.069	.053	.836	.002	.221	4.519
Mean Leadership Style	.265	.088	.259	3.009	.003	.121	8.261
Mean Employee Benefits	.684	.088	.664	7.765	.000	.112	8.176

a. Dependent Variable: Mean Work Life Balance

Source – Primary Data

Multicollinearity issue has been rectified and VIF values were lower. After dropped the variable of employee wellbeing, the VIF values of the other variables namely leadership style and employee benefits showed the lesser VIF values (less than 10).

Hypotheses testing

Table 10: Hypotheses testing

H₁	There is a relationship between work environment and work life balance of women employees in IT companies	Accepted
H₂	There is a relationship between leadership style and work life balance of women employees in IT companies	Accepted
H₃	There is a relationship between employee benefits and work life balance of women employees in IT companies	Accepted
H₄	There is a relationship between employee wellbeing and work life balance of women employees in IT companies	Rejected

Source- Developed by the researcher

The table was formulated for which the research hypotheses sought to test.

Based on the regression results the study has tested the hypotheses. After analyzed the research data the researcher has found that the work environment, leadership style, employee benefits had a significant impact on work life balance of women employees in IT companies, hence the hypotheses **H₁, H₂, H₃ were accepted**. The correlation coefficient between employee wellbeing and work life balance of women employees in IT companies was statistically insignificant. So that the hypothesis **H₄ was rejected**.

Findings

The major findings revealed in this study are given below.

The correlation coefficients between independent variables and work life balance of women employees in IT companies in Sri Lanka were statistically significant and were also indicated a strong positive linear relationship.

After analyzed the research data the researcher has found that the work environment had a significant impact on work life balance, hence the hypothesis **H₁ was accepted**. The interpretation was, favorable work environment contributed a high work life balance of women employees. More and more companies are trying to find ways to make the work place more enjoyable and to reinforce a culture where it's focused on work. This ability to mentally check out while employees are at work serves as a way to foster creativity and prevent burnout. Not only that, but a strong work environment combats loneliness and enhances communication. These are all factors that can lower stress that might stem from the work place (Collisioncowork.com, 2018).

The independent variable of leadership style had a significant impact on the dependent variable of work life balance. So that the hypothesis **H₂ was accepted**. So that good leadership style that value women employees contributed a high work life balance. Leaders have an impact on the stress levels and work life balance of those they lead and, depending on the style of leadership, that impact can be either positive or negative. Autocratic leadership tends to generate fear, insecurity and political behavior in an organization. This of itself will cause increased and unnecessary stress. Even moderate autocracy can result in people feeling demotivated and unfulfilled.

This lack of positive feedback also tends to increase background stress and demotivation (Extensor.co.uk, 2018).

Employee benefits had a significant impact on the work life balance and also indicated a strong positive linear relationship. Hence the hypothesis ***H₃ was accepted***. According to Simmons et al., (2010) younger workers do have a sense of entitlement, meaning they strongly value extrinsic rewards (e.g. pay, promotion). The study also confirmed that across all generations, intrinsic rewards remain highly valued. Dzuaranin, 2012 stated that companies that only have cash incentives must also introduce noncash rewards to their performance incentive systems to increase the motivation level of employees.

The correlation coefficient between employee wellbeing and work life balance was statistically insignificant and as per the current study there was no relationship between two variables. So that the hypothesis ***H₄ was rejected***. There was a similar study conducted by Nordenmark et al., 2012 and was stated in his study a similar finding by indicated that there was no significant relationship between the work life balance and wellbeing, indicated that wellbeing was at a similar level among the self-employed women as it was among the employed women. When controlling for the level of job control, the relationship between work life balance and wellbeing was significantly negative.

The Beta values of the three independent variables proved that all four of these variables positively influence the work life balance of women data entry operators in IT companies in Sri Lanka.

As per the collinearity statistics leadership style, employee benefits and employee wellbeing were having higher VIF (Variance Inflation Factors) respectively and confirmed the multicollinearity effect in the model. Researcher dropped employee wellbeing from the model and ran the regression equation again. The outcome gained after dropping the variable had shown that multicollinearity issue had been rectified.

Based on the regression results the study has tested the hypotheses. Hence the work environment, leadership style, employee benefits had a significant impact on work life balance of women employees in IT companies in Sri Lanka. But the correlation coefficient

between employee wellbeing and work life balance was statistically insignificant. Hence the hypotheses ***H₁, H₂, H₃*** were accepted and the hypothesis ***H₄*** was rejected.

Organizational initiatives for effective work life balance

Organizations can provide a childcare facility that employs a trusted staff and takes the guesswork and frustrations out of other babysitting and daycare services. If this is not possible, IT companies can offer employees a childcare service discount to reduce the stresses of caring for children during the workday and reduce the amount of missed work. Also, organizations can allow the employees some flexibility to care for their children. This can include the ability to take time off to pick up a sick child from school, the ability to see a child's school play at lunch time, or flexible start/end time for parents who drop off or pick up kids from school.

One of the best ways to boost employee morale and help workers get to know each other is by offering an occasional company outing. Companies can organize a company-paid lunch to be catered into the office or at a favorite restaurant nearby. Happy hours, holiday parties, birthday celebrations, and park days are other fun ways to get out of the office and bond in a non-traditional setting.

Organizations can allow short breaks for employees. Since it's important to workers' mental and physical health to take frequent breaks throughout the day. The human body was not designed to sit still and stare at a screen for eight hours and doing so can lead to a wide variety of health issues. These breaks are essentially required for IT sector employees because they spend most of the time sitting in front of computer screens. Taking breaks at work also makes employees better at their jobs because they are more focused, less burned out, and more productive in the long-term.

Conclusion

After identified the significant and insignificant impacts of the study, it was revealed that the work environment can be considered as a significant factor which can be used to measure the work life balance of women employees in IT companies in Sri Lanka. So, the management of the IT companies need to pay attention to improve the

work environment to help all employees especially women employees to achieve work life balance and also it was essential to facilitate work style reforms, by reducing long working hours and offering flexible working options. Leadership style was also a significant factor according to the study. So, it is very much important to maintain a sound supervisor subordinate relationship within the organizations. Employee benefits also play a major role in the terms of work life balance of women employees in IT companies in Sri Lanka. In order to achieve a sound work life balance companies, need to provide both mandatory and non-mandatory benefits to the employees especially to women employees. According to the study, it was revealed that the employee wellbeing cannot be considered as a significant factor to measure the work life balance of women employees in IT companies in Sri Lanka. So, that indicated mainly women employees considered the factors of work environment, leadership style and employee benefits rather than concerning about the wellbeing initiatives provided by the organization when determining their level of work life balance.

Future Research Prospects

Future studies should also continue to refine the methodology used in the area of work family research. In order to attain in-depth understanding of one's work and family life, researchers who study work-family roles should include multiple perspectives such as job stress, quality of life, mental health, and work demands. In addition, it is necessary to explore multiple waves of data collection over a longer period of time to better understand the changing nature of work family roles over time. Longitudinal studies need to be conducted to examine how the stages of life (e.g., marriage, child birth, and child rearing) affect work and family concerns. (Reddy et al., 2010)

Most studies are conducted by concerning the relationship between interpersonal and societal factors with the work life balance. But the researcher finds out that the areas such as the effect of work-life balance on women employees' retention, the effect of work life balance policies usage on employee productivity in future researches. Future research should also measure stress

experienced by individuals in relation to the success or otherwise of work life balance programs in particular cultural settings.

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