

Factors Affecting on Work-life Balance among Female Information Technology Professionals in Sri Lanka

I. U. Liyanaarachchi^{1*}, W. A. S. Weerakkody²

Abstract

Information Technology is one of the fast growing competitive industries in Sri Lanka. Along with the competitiveness, the nature of the profession involves factors such as long non-standardized working hours, critical deadlines etc. As a consequence, IT professionals strive to achieve a balance between the work and other aspects of their life. This skewed work-life balance drastically affects their health and family life. Therefore, work-life balance is becoming an area of growing concern in the information technology industry. Hence, many researches have been done to identify the factors affecting work-life balance among IT professionals in Sri Lanka. Majority of the existing literature reflect the identified factors that affect the work-life balance irrespective of the gender. However, female IT professionals often find it more difficult to maintain a balance between their personal and professional life. This is one of the root causes to have a huge gender gap in the IT industry of Sri Lanka. Hence, the purpose of this research is to identify the factors which impact on the work-life balance among the female IT Professionals in Sri Lanka. Throughout this research different paradigms have been used. A survey has been conducted with fifty female IT professionals who are currently employed in different IT companies to collect data for this research. The descriptive approach is used for the analysis of this data. In addition to that, extensive research on the literature is carried out to identify the factors affecting the work-life balance. The outcome of this study depicts that the majority of the factors which affect the work-life balance of female IT professionals fall under the two categories; “self-awareness and support systems” and “individual commitment”. Thus the organizations and the female IT professionals by having a better understanding of these factors will be able to provide and achieve a better balance between their personal and professional life.

Keywords: Work-life Balance, Information Technology Industry, Organization

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Introduction

Work culture has evolved ever since the technological advancements enabled employees to connect to their work 24/7 to deal with their ever demanding work (Giang, 2014) where most of the employees are now face difficulty to choose between professional life responsibilities and personal life responsibilities (MHA, 2017). It has been identified that having a balance between personal and work-life is beneficial for both employee and employer. Therefore, work-life balance has identified as a significant area in Human Resource Management and it has taken the attention of the government, researchers and organizational management (Njeri, 2014).

Work-life balancing is a broader theory that is defined by many researches in many different ways using different dimensions (Poulose & Sudarsan, 21014). Prabha and Nirmala (2016) stated that work-life balancing is a concept that includes proper prioritization between work (career and ambition) and lifestyle (health, pleasure, leisure family and spiritual development). Jim (2003) stated that work-life balance does not mean an equal balance between personal and professional life. Trying to schedule, an equal number of hours in order to full fill personal and work-life activities, demands and commitments are usually unrewarding and unrealistic. Therefore, work-life balance can refer as a range of flexible working arrangements that go beyond statutory entitlements and that assist employees to combine employment with their family life, with their caring responsibilities and with their personal life outside the workplace (Sudhakar & Sudharani, 2010).

Proper work-life balance enables employees to stay productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure, despite having work pressure and endless activities which require their time and attention (Neera & Pallavi, 1991). Lack of work-life balance can result in many disastrous consequences such as absenteeism, voluntary attrition, tardiness, bad performance, low

motivation, more errors in the work they produce (Mendis & Weerakkody, 2014). However, from the perspective of the organization, the biggest disadvantage of poor work-life balance is the poor employee performance which will lead to producing low quality work, reducing the productivity, job dissatisfaction, lack of commitment towards their work and poor employee efficiency and effectiveness (Mendis & Weerakkody, 2014).

Lack of work-life balance also has an adverse effect on employee career growth as well as it has a negative effect on their personal life (Mendis & Weerakkody, 2014). Therefore achieving work-life balance is beneficial for both employees and their employers. However, work-life balance cannot be achieved without the support of employer, colleagues, family members and the community. When a person gets a sufficient amount of support to maintain balanced personal and professional life they tend to perform well in their job. Especially for an organization, having employees who are enjoying work-life balance is important due to the success of the organization depends on their employee's performance (Spinks, 2004). Employees have multiple roles and responsibilities that they have to play in their personal and professional life. Therefore, employees expect that the organization is helping them to achieve their personal and professional goals. When the organization is able to provide an environment where their employees are able to achieve their personal and professional goals, that organization can retain valuable resources within the organization for a longer period and attract best people to work in their organization (Spinks, 2004). In the processes of achieving work-life balance, the very first step is identifying the factors that are affecting the work-life balance. Once the factors are identified organization as well as individuals can take actions to achieve work-life balance. Therefore, this study intends to identify the factors affecting work-life balance among female IT professionals in Sri Lanka.

Problem statement

Information and Communication Technology has become a vital component in the context of policy for science and technology development in many countries which is increasing the global demand. Major players in the industry are facing increasing difficulties to cope up with this increasing global demand and technology. Therefore, Sri Lanka is becoming a world's information and communication technology (ICT) destination of choice which has the capabilities to full fill this increasing global demand. Hence, Sri Lanka is gradually transforming itself into a most desired ICT destination in Asia due to the availability of the most talented ICT resources that consists of more than 85,000 ICT workforces (Board, 2017). Due to this increasing global demand, the nature of the profession involves factors such as long non-standardized working hours, critical deadlines, unplanned work and unplanned meetings which make it difficult for IT professionals to achieve a balance between the personal and professional life (Lakmali & Rathnayaka, 2016). Therefore, there have been a number of studies done by different researchers to find out the factors that affect the work-life balance among IT professionals. Majority of the existing studies reflect the identified factors which affect the work-life balance irrespective of the gender. However, female IT professionals often find it more difficult to maintain balance with the increasing pressures at work and to full fill ever-increasing demands at their home (Sundaresan, 2014). Therefore, there is a research gap in this regard. Hence, the purpose of this research is to find out the factors affecting work-life balance among female IT professionals in Sri Lanka.

Research Objective

General objectives

The general objective of this study was to identify the factors which affect on work-life balance among female IT professionals in Sri Lanka.

Specific Objectives

- I. To determine the factors affecting work-life balance among female IT Professionals Sri Lanka.
- II. To determine the most significant factor that affecting the work-life balance among female IT professionals in Sri Lanka.

Literature review

The role of the women in society has changed dramatically due to the increasing economic and social demands. Nowadays men are not considered as the sole breadwinners in families as women also share the responsibilities with men and earn for their families while managing the household responsibilities and commitments. Therefore, nowadays more and more people are discussing work-life balance. Work-life balance has become a challenge for professionals due to the fact that work-life imbalance can lead to conflicts, job frustration, health issues and low productivity (George, 2016). Sadhvi (2015) has identified that majority of the female population have either turn down or not pursue job opportunities due to the fear of job may disrupt their personal life since women are the main source that takes care of families and carry out most of the household chores. Hence balancing personal and work-life simultaneously has become a challenge (Sadhvi, 2015). When it comes to Information Technology industry, it is an industry which consists of long working hours, tight deadlines, non-standardized working hours, unscheduled meetings and travelling (Lakmali & Rathnayaka, 2016). Due to these unusual work demand in the IT industry, IT professionals are experiencing very high-stress levels, work pressures which are affecting the quality of work and the well-being of the employees (Lakmali & Rathnayaka, 2016). Lakmali and Rathnayaka (2016) have found out that there are many individuals and organizational factors that are affecting work-life balance among these IT professionals. It is important to identify these factors due to the fact that once the organizations as well as individuals have a better understanding of the

factors that are affecting on work-life balance, collaboratively can form management practices that enable these employees to achieve work-life balance due to the fact that not achieving work-life balance has an impact on employee well-being and organizational performance (Lakmali & Rathnayaka, 2016).

Kumari and Devi (2012) carried out a study to find out the relationship between the work-life balance and demographic factors. They conducted this study among the women employees in various professions like IT, BPO, Marketing, Insurance, Banking and Education at Bangalore. According to the analysis, they have concluded that there is a significant relationship between demographic factors and work-life balance of women employees. Therefore, the study indicates that the relationship between demographic factors and work-life balance of employees will be an important factor in designing appropriate WLB policies within the organization.

Mokana, Faizuniah & Mohd (2015) have conducted a study to identify the effects of several individual factors like emotional intelligence, spiritual intelligence, job engagement etc. and organizational factors like organizational support, workload etc. and environmental factors like technological advancement on employee work-life balance. The finding of this study indicated that emotional intelligence, job engagement and organizational support have a positive and significant relation to work-life balance. Whereas technological advancement and workload have a negative and significant relation to work-life balance. The finding also highlighted that spiritual intelligence did not significantly relate to work-life balance. Sudhakar and Sudharani (2010) found several factors that are hindering the work-life balance among information technology and information technology-enabled services related to employees.

The research has shown that there is a significant impact from work pressure, long working hours, shift time change, frequent

travel and high target on employee work-life balance. Other than these factors inhibiting factors which are associated with working environment relationships like gender discrimination, poor coworker relationship and lack of supervisor support has a significant effect on the employee work-life balance. The study also has revealed that personal life factors such as lack of family support, marital conflicts, and frequent changes in the sleeping pattern also has a significantly affecting on employees work-life balance.

Work-life balance is more significant for working women due to the fact that they have to face several challenges and issues in their family life and their workplace. Working women virtually has two full-time jobs where one at their home and the other one at their office. Therefore, women are experiencing more difficulty than men when it comes to balancing work and personal life demands and commitments. A significant proportion of the women is experiencing a lack of work-life balance due to excessive work pressures, too little time for them, and the necessity to full fill the others' expectations. Majority of the women are experiencing job being spilt into their personal life as they have to put longer hours to full fill the increasing demands of their jobs (Sundaresan, (2014). Sadhvi (2015) also found that age and marital status are affected work-life imbalance especially among the women in IT Sector. During this study also found out that certain factors like company policies, flexibility, company facilities are also affecting the work-life balance. Delina and Prabhakara (2013) argue that the IT sector female professionals have more difficulty in balancing professional and their personal life due to the weekly hours of work and the stress associated with the work, age and caring responsibilities. Compared to their male counterpart this study has shown that the work-life imbalance among women affects their health in a more serious manner.

Therefore, juggling between the demand, responsibilities and commitments in personal and professional life can have serious implication on an individual's well-being and

overall quality of life. Hence the literature review unveils that there are many studies that have been carried out to find out the factors that affect the work-life balance among employees who are working in many different industries. Such factors are personality, wellbeing, emotional intelligence, work arrangements, WLB policies, organizational support, superior support, college support, job stresses, role conflict, role ambiguity, role overload, technology, Childcare arrangements, spousal support, Family support, social support, personal & family demands, dependent care, family quarrel, demographic factors (age, gender, marital status, parental status, experience, job type, income, type of family) (Shobitha & Sudarsan, 2014), spiritual intelligence, job engagement (Mokana, Faizuniah, & Mohd, 2015), work load (Khalil, Husna, & Shafiq, 2015) and many more. However, for the purpose of this study only emphasized on workload, work support (organizational support and supervisor/college support), technology, job engagement, emotional intelligence, dependent care and family support factors.

Theoretical Framework

The study was carried out to identify the factors affecting work-life balance among female IT professionals in Sri Lanka. Initially through a rigorous literature review on work-life balance related theories and previous research finding related to this was done in order to identify the research problem and the factors that affect the work-life balance among employees. Hence, this study has found out that there are many factors affecting the work-life balance among employees. However, from this number of factors of this study more emphasized on workload, work support, family support, technology, dependent care, emotional intelligence and job engagement factors. Hence, this study conducted to identify whether these seven factors also have an influence on work-life balance among female IT professionals in Sri Lanka. The model is summarized in Figure 1.

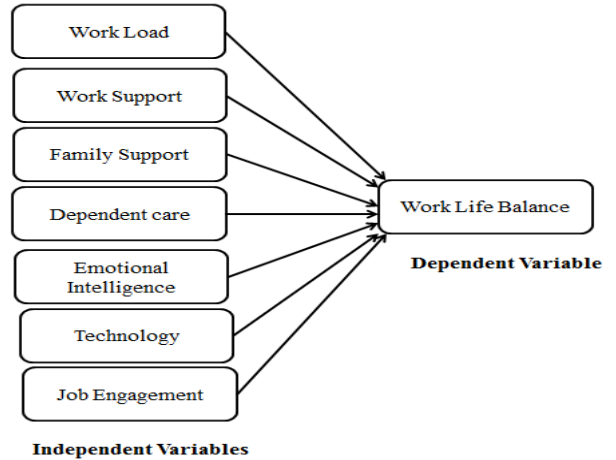


Figure 1: Research framework

Methodology

Sample design:

This study was carried out with female IT professions who are currently working in different IT companies in Colombo district. A sample of fifty IT professionals out of one thousand four hundred female IT professional working in five different IT companies situated in Colombo district was selected for gathering primary data by adopting the simple random sampling technique.

Data collection:

The study has used a structured questionnaire as the research instrument in collecting primary data which were used to identify the factors that are affecting the work-life balance among female IT professionals in Sri Lanka. The study has developed the research instruments for this study based on the structured questionnaire that has been tested in prior studies, which were identified through the literature review as mentioned below, and used several self-developed questions.

Job Engagement: Twelve items developed by Utrecht (2004) was used to measure the job engagement variable.

Technology: Five items based on Mokana, Faizuniah & Mohd (2015) study and a self-developed item used to measure the technology variable.

Work Load: Six items developed by Qureshi, Jamil, Iftikhar, Arif, Lodhi and Naseem (2012) and two self developed items were used to measure the workload variable.

Work Support: Among the ten items used to measure the work support two items were self-developed items, whereas other eight items were based on the study of Gunawardena (2016) and the Mokana, Faizuniah & Mohd (2015) study.

Emotional intelligence: Eight items developed by Mokana, Faizuniah & Mohd (2015) was used to measure the emotional intelligence variable.

Dependent Care: Six items were used to measure the dependent care variable, which were based on Gunawardena (2016) and remaining items were self-developed items for this study.

Family support: Seven items were used to measure the family support variable. These items were based on Gunawardena (2016) study.

Other than these seven work-life balance related variables used separate ten items to identify the level of work-life balance among female IT professionals in Sri Lanka. These ten items were based on Mokana, Faizuniah & Mohd (2015) study.

Statistical tool used:

The collected data has been analyzed by factor analysis, ANOVA and multiple regressions. Workload, work support, family support, technology, dependent care, and emotional intelligence and job engagement factors effect on Work-life balance is measured through Likert's five-point scale.

Reliability and validity

In order to test the internal consistency of the instrument, Cronbach's Alpha was used (Table 1).

Job Engagement: Variable was considered reliable as the Cornbrash's alpha value is 0.734.

Table 1: Reliability Analysis

Variables	Items	Reliability	Interpretation	Result
Job engagement	12	0.734	$0.734 \geq 0.7$	Acceptable
Technology	6	0.717	$0.717 \geq 0.7$	Acceptable
Work load	8	0.901	$0.901 \geq 0.9$	Excellent
Work Support	7	0.599	$0.599 \geq 0.5$	Poor but acceptable
Emotional intelligence	8	0.901	$0.901 \geq 0.9$	Excellent
Family support	7	0.879	$0.879 \geq 0.8$	Good
Dependent care	6	0.730	$0.730 \geq 0.7$	Acceptable

Note: Reliability = Cronbach's alpha values

Technology: Variable was considered reliable as the Cornbrash's alpha value is 0.717.

Work Load: Variable was considered reliable as the Cornbrash's alpha value is 0.901.

Work Support: Analysis revealed that with several questions Cornbrash's alpha value is less than 0.5.

Hence, computation was redone by eliminating items and the new Cornbrash's alpha value for the remaining items was displayed as 0.599. Variable was considered reliable as the Cornbrash's alpha value greater than 0.5.

Emotional intelligence: Variable was considered reliable as the Cornbrash's alpha value is 0.901.

Dependent Care: Variable was considered reliable as the Cornbrash's alpha value is 0.730.

Family support: Variable was considered reliable as the Cornbrash's alpha value is 0.879.

Other than these seven work-life balance related variables used separate ten items to identify the level of work-life balance among female IT professionals in Sri Lanka. Based on these ten items Cornbrash's alpha value of the work-life balance was 0.824 which is greater than 0.8. Therefore, these ten items of work-life balance are acceptable. Other than these Likert scale questions six additional questions were asked from the respondents to get the understanding about their demography.

Data analysis

On the basis of questionnaire filled by the respondents which consists of statements related to workload, work support, technology, Job engagement, emotional intelligence, family support, dependent care and statements related to their opinion regarding current level of work-life balance that they are experiencing were scaled by using a five-point Likert scale (Strongly Agree, Agree, Neither agree or disagree, Disagree, Strongly Disagree) and giving them scores (1,2,3,4,5) according to that and then applying factor analysis and regression analysis on them using SPSS software version 16 with a view to meet the objective of this study.

Profile of the respondents

This study is conducted among the female IT professionals in Sri Lanka who are working in different designations. For this study only considered the female IT professionals who are directly involved in the software development lifecycle which includes project managers, software developers, quality assurance analysts, business analysts and technical engineers.

Hence, 36% respondents are quality assurance analysts, 26% respondents are software developers, 14% respondents are business analysts, 10% of the respondents are technical engineers and 14% respondents are project managers (Table 2).

Table 2: Designation

Category	Frequency	Percentage
Quality assurance analysts	18	36%
Software developers	13	26%
Business analysts	7	14%
Technical engineers	5	10%
Project managers	7	14%

Source: Survey Data

Among these IT professionals, 58% of the respondents are between ages 20-30 years and

42% of the respondents are between ages 31-40 years (Table 3).

Table 3: Age

Category	Frequency	Percentage
20-30 years	29	58%
31-40 years	21	42%

Source: Survey Data

According to this study, 58% of the respondents have 1-5 years of industry experience, 40% of the respondents are having 6-10 years of experience and 2% of the respondents are having 11-15 years of industry experience (Table 4).

Table 4: Work experience

Category	Frequency	Percentage
1-5 years	29	58%
6-10 years	20	40%
11-15 years	1	2%

Source: Survey Data

Among these respondents 56% of the respondents are single and 44% of the respondents are married IT professionals (Table 5).

Table 5: Marital Status

Category	Frequency	Percentage
Single	28	56%
Married	22	44%

Source: Survey Data

Survey revealed that 26% of the female IT professionals are having two dependents, 22% of the female IT professionals are having one dependent, and 18% of the female IT professionals are having more than three dependents, 2% of the female IT professionals are having three dependents to be cared by them while 32% of the female IT professionals indicated that they don't have any dependent to be cared by them (Table 6). However, the total

of 68% of the female IT professionals have indicated that they have one or more dependents to be looked after by them.

Table 6: Number of dependents

Category	Frequency	Percentage
0	16	32%
1	11	22%
2	13	26%
3	1	2%
More than 3	9	18%

Note: Number of dependents = family members who need to be cared by the respondent (children, aging parents, siblings)

Source: Survey Data

Among these fifty respondents, 48% are indicated that they work 9-10 hours per day, 20% of respondents indicated that they work 11-12 hours per day, 12% indicated they work more than 12 hours per and another 20% indicated that they work only 7-8 hours per day (Table 7). This finding indicates that 80% of female IT professionals are working beyond standard working hours (8 hours) per day and only 20% of the female IT professionals are working up to standard working hours. Hence, this can summarize that most of the female IT professionals in the Sri Lankan IT industry are working beyond the standard working hours per day.

Table 7: Working hours

Category	Frequency	Percentage
7-8 hours per day	10	20%
9-10 hours per day	24	48%
11-12 hours per day	10	20%
More than 12 hours per	6	12%

Source: Survey Data

Through the questionnaire, the study has also identified that 46% of the female IT professionals in Sri Lanka are not planning to stay in the IT industry until the age of retirement. However, 40% of them have not yet taken a decision to remain in the IT

industry until the age of their retirement while 14% of the female IT professionals are already decided to continue their work in the IT industry until they retire (Table 8). However, the majority of the respondents have already decided that they are not planning to stay in the IT industry until the age of retirement.

Table 8: Likelihood of working in IT industry until age of retirement

Category	Frequency	Percentage
Not planning to work in the IT industry until the age of retirement	23	46%
Not have taken a decision	20	40%
Planning to work in the IT industry until the age of retirement	7	14%

Source: Survey Data

Objective 1: To determine the factors affecting work-life balance among female IT professionals in Sri Lanka.

Through a through literature review, this study has identified that work load, work support, technology, Job engagement, emotional intelligence, family support, and dependent care are affecting on the work-life balance. Hence, through this study it is trying to determine whether these identified factors are also affecting the work-life balance among female IT professionals in Sri Lanka in the same manner or not.

Hence this enables the study to identify the factors that are actually affecting work-life balance among female IT professionals in Sri Lanka. For the purpose of achieving this objective, it has been performed a principal axis factor analysis on the work-life balance variables such as work load, work support, technology, Job engagement, emotional intelligence, family support, and dependent care (Seven variables). For the purpose of factor analysis, carried out correlation analysis between all the seven variables and KMO and Bartlett's test to ensure that a factor analytic solution can be obtained for this study. Based on the Table 10 outcome it demonstrates that

some item's correlations are higher and some are having a lower correlation. For example, family support and job engagement have 0.653 correlations. This indicates that there is an average positive correlation between family support and job engagement. Relatively higher correlations indicate that two items are associated and probably be group together by the factor analysis. Items with lower correlation usually will not have high loading on the same factor. Factor analysis takes the assumption that the determinant should be more than 0.0001. According to this study, the determinant is 0.021 (Table 10) which is greater than 0.0001. This indicates that the factor analytic solution can be obtained for this study.

KMO test (Kaiser-Meyer-Olkin) and Bartlett's tests measure the strength of the relationship among the variables. KMO 0.5 is the bare minimum required for performing a satisfactory factor analysis (Chetty, 2015). Based on Table 9 KMO of this study is 0.694, therefore this is acceptable (Table 9). Bartlett's test is another test that uses to determine the strength of the relationship

between variables. Therefore, this value should be less than 0.05. According to this study, Bartlett's test value is 0.000 which is lesser than 0.05 (Chetty, 2015). Hence this indicates that the correlation matrix of this study is not an identity matrix (Table 9).

Table 9: KMO and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
	Approx. Chi-Square	Df	sig
0.694	177.169	21	0.000

Hence correlation matrix output of the seven variables, KMO and Bartlett's test output confirms that a factor analysis solution can be obtained by this study. Therefore, these tests validate the possibility of the factor analysis of this study; hence carried out the principal axis factor analysis on the work load, work support, technology, Job engagement, emotional intelligence, family support, and dependent care variables.

Table 10: Correlation Matrix

Correlation	Work Load	Work Support	Technology	Job Engagement	Emotional Intelligence	Family Support	Dependent Care
Work Load	1.000	-.012	.792	-.146	-.316	-.226	.604
Work Support	-.012	1.000	.177	.381	.393	.447	.137
Technology	.792	.177	1.000	-.231	-.409	-.278	.602
Job Engagement	-.146	.381	-.231	1.000	.701	.653	-.063
Emotional Intelligence	-.316	.393	-.409	.701	1.000	.713	-.125
Family Support	-.226	.447	-.278	.653	.713	1.000	-.247
Dependent Care	.604	.137	.602	-.063	-.125	-.247	1.000
Sig. (1-tailed)							
Work Load		.468	.000	.156	.013	.057	.000
Work Support	.468		.109	.003	.002	.001	.171
Technology	.000	.109		.053	.002	.025	.000
Job Engagement	.156	.003	.053		.000	.000	.331
Emotional Intelligence	.013	.002	.002	.000		.000	.193
Family Support	.057	.001	.025	.000	.000		.042
Dependent Care	.000	.171	.000	.331	.193	.042	

Note: Determinant = .021

Extracting factors

Based on the extraction sum of squared loading (Table 11) the first factor is accounted for 40.578% of the variance whereas the second factor is accounted for 23.398% of the variance. All the remaining factors are not significant.

Scree plot is the graphical representation of eigenvalues against all the factors. This helped to determine how many factors to retain. Based on Figure 2 the curve of the scree plot of this study begins to flatten between factor 2 and factor 3. From the third factor onwards eigenvalues are less than 1. Hence, only two factors have been retained (Chetty, 2015).

Table 11: Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.137	44.812	44.812	2.840	40.578	40.578	2.294	32.772	32.772
2	2.012	28.747	73.559	1.638	23.398	63.977	2.184	31.205	63.977
3	.667	9.527	83.087						
4	.514	7.340	90.427						
5	.313	4.475	94.902						
6	.209	2.981	97.883						
7	.148	2.117	100.000						

Note: Extraction Method: Principal Axis factoring

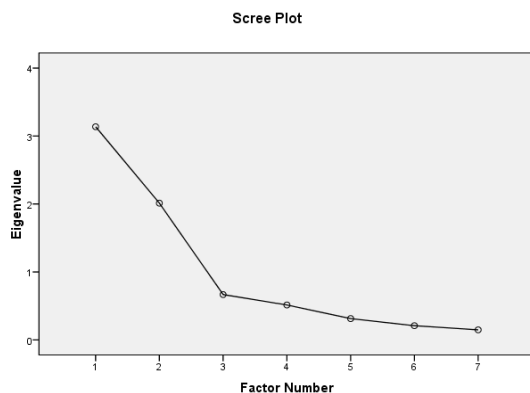


Figure 2: Scree Plot

Based on the rotated factor matrix of this study (Table 12) Emotional Intelligence, Family support, Job engagement, Work support loaded on Factor 1 while Technology, Work Load, Dependent care loaded on Factor 2. The First factor focuses on “self-awareness and support systems” with a total factor loading 2.973 and 40.578 percentage of variance. Total four items were loaded in the first factor. The second factor focuses on “Individual’s commitments” with a total factor loading 2.445 and 23.398 percentage of variance (Table 13)

Table 12: Rotated Factor Matrix

	Factor	
	Self-awareness and support systems	Individual's commitments
Emotional Intelligence	.833	
Family Support	.810	
Job Engagement	.782	
Work Support	.548	
Technology		.937
Work Load		.826
Dependent Care		.682

Note: Principal Axis Factoring and Rotation Method: Varimax with kaiser Normalization.
Rotation converged in 3 iterations

Table 13: Extracted Factors

Factor number	Name of the Factor	Indicators	Factor loadings	Variance explained (%)
Factor 1	Self-awareness and support systems	Emotional intelligence	.833	40.578
		Job engagement	.810	
		Family support	.782	
		Work Support	.548	
Factor 2	Individual's Commitments	Technology	.937	23.398
		Work Load	.826	
		Dependent care	.682	

Previous studies have used similar variables to identify the factors affecting work-life balance. In Mokana, Faizuniah, & Mohd (2015) study, they were able to categorize factors affecting work-life balance into three main factors; (a) individual factors which include emotional intelligence, spiritual intelligence, job engagement; (b) organizational factors which include organizational support, work load; and (c) environmental factors which contain technological advancement. Whereas Sudhakar and Sudharani (2010) found work

pressure, long working hours, shift time change, frequent travel and high target are affecting employee work-life balance. This study also has revealed that personal life factors such as lack of family support, marital conflicts, and frequent changes in the sleeping pattern also have a significant effect on employee work-life balance. In Shobitha and Sudarsan (2014) study, they have categorized work-life balance related factors into main four factors including Individual factors which consists of personality, wellbeing, emotional

intelligence; Organizational factors which includes factors like supervisor support, Colleague support, organizational support, technology; Social factor which consists of child care arrangement, dependent care issue, family support, spousal support and Demographic factors. All these studies have used more or less similar variables like workload, work support, technology, job engagement, emotional intelligence, family support, and dependent care variables, but they were reduced into different main factors. Therefore, based on the results of this study these seven variables have reduced into two main factors such as “Self-awareness and support systems” and “Individual’s Commitments” factors. Hence, these factors are affecting work-life balance among female IT professionals in Sri Lanka.

Objective 2: To determine the most significant factor influencing work-life balance among female IT professionals in Sri Lanka

This study has carried out a multiple regression analysis to achieve this objective. According to the model summary, the coefficient of the determination is 0.603. If this value is 0.6 or more the model is nicely fitted. Accordingly, 60.3% of variation in work-life balance is explained by the regression model. Therefore, the model is nicely fitted. $R=0.777$, this is the multiple correlation of this study which is greater than 0.7. This means that “Self-awareness and support systems” factor and “Individuals commitments” factor are having strong positive association jointly with work-life balance (Table 14).

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.777a	.603	.586	.39367	1.688

Note: Dependent Variable: Work-life Balance
a. Predictors: (Constant)

According to ANOVA table, the probability of F test statistic is 0.000. This means that the regression ANOVA result is highly significant. This indicates that “Self-awareness and support systems” factor and “Individuals

commitments” factor jointly influence on the work-life balance. Hence, model is appropriate (Table 15).

Table 15: ANOVA table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.067	2	5.534	35.707	.000a
Residual	7.284	47	.155		
Total	18.351	49			

Note: Dependent Variable: Work-life Balance
a. Predictors: (Constant)

Individual effect of “Self-awareness and support systems” factor and “Individuals commitments” factor has been analyzed in coefficient table (Table 16). The probability of “Individuals commitments” factor is 0.000. The result is highly significant. Individual beta value is 0.746. This indicates that “Individuals commitments” has a highly significant positive effect on work-life balance.

Table 16: Coefficient table

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics			
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
Constant	1.001	.428		2.340	.024		
Self-awareness and support systems	-.130	.117	-.104	-1.105	.275	.946	1.058
Individual’s Commitments	.769	.098	.746	7.889	.000	.946	1.058

Note: Dependent Variable: Work-life Balance

Beta value of “Self-awareness and support systems” factor is -0.104 which is greater than -0.5. Hence, “Self-awareness and support systems” factor has a weak negative correlation with work-life balance. However, probability of “Self-awareness and support systems” factor is 0.275 which is more than 0.05. Therefore, “Self-awareness and support systems” factor has no partial effect on work-life balance. However, “Self-awareness and support systems” factor and “Individuals commitments” factor jointly influence on work-life balance and the “Individuals commitments” factor has highly significant positive effect on work-life balance.

Validity of regression result

Validity of the regression model of this study was tested using Heteroscedasticity test,

Independent of residuals test, normality of residuals test and Multicollinearity test.

Heteroscedasticity test: The study tested the behavior of residual using scatter plot (Figure 3). They are distributed randomly without having any predictable pattern. Therefore, the variance of residual is constant. Hence, the residuals are homoscedastic. Regression result is more valid.

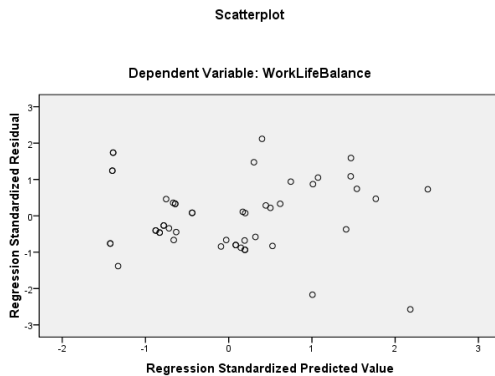


Figure 3: Scatter Plot

Independent of residuals: In the model summary (Table 14) Durbin test statistic is 1.688. This is between 1.5 and 2.5. Therefore, residuals are independent. Regression results are more valid.

Normality of residuals: Probability of Kolmogorov-Smirnov is 0.184 and the probability of Shapiro-Wilk is 0.264 (Table 17). All these values are greater than 0.05. Therefore, residuals are normally distributed with zero mean.

Table 17: Test of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	.110	50	.184	.971	50	.264

Note: Lilliefors Significance Correction

Multicollinearity test: When independent variables are perfectly correlated (“Self-awareness and support systems” and

“Individuals commitments” factors) it creates multicollinearity problem. Based on the coefficient table (Table 16) collinearity diagnostic, all VIF values are less than 10. Similarly, tolerance values are more than 0.1. Therefore, there is no multicollinearity problem. Hence the regression results are more valid.

Conclusion

This study has examined the factors that affect work-life balance among female IT professionals in Sri Lanka. Through a rigorous literature review, this study has identified seven variables which includes Emotional Intelligence, Family support, Job engagement, Work support, Technology, Work Load and Dependent care, as the factors that are affecting the work-life balance among employees. Hence the study focused on these factors to identify whether they are influencing work-life balance among female IT professionals in Sri Lanka. Based on the result of this study, these seven variables were reduced into two main factors which are named as “Self-awareness and support systems” and “Individual’s commitments” where Emotional Intelligence, Family support, Job engagement, Work support comes under “Self-awareness and support systems” factor whereas Technology, Work Load, and Dependent care come under “individual’s commitments” factor. The outcome of this study indicated that these two factors jointly have strong positive impact on work-life balance among female IT professionals in Sri Lanka.

Findings of this study also revealed that the “individual commitments” factor is the most significant factor that affecting work-life balance among female IT professionals in Sri Lanka.

“Individual commitments” factor has a significant positive affect on work-life balance. This indicates that when female IT professionals are able to fulfill their commitments related to their work-life and family life they are able to achieve the desired level of work-life balance. Hence, from the organization perspective, organizations can focus on providing a working environment for

their female IT professionals where they can manage and fulfill the work-related commitments with the use of technological advancements like telecommuting (remote connectivity to work from anywhere at any time) while they are fulfilling their dependent-related commitments. This will further improve the work-life balance among female IT professionals in Sri Lanka.

Research findings also highlighted that “Self-awareness and support systems” factor does not have a significant partial effect on work-life balance. However, together with “individual commitments” factor, it has a strong positive impact on work-life balance among female IT professionals in Sri Lanka. Therefore, “Self-awareness and support systems” factor also need to be improved in order to improve the overall work-life balance among female IT professionals in Sri-Lanka. Lack of understanding about employees’ own emotions (emotional intelligence) and highly be involved in their job, hinder the work-life balance as well as lack of work support and family support also hinder the work-life balance (Mokana, Faizuniah, & Mohd, 2015). Even though “Self-awareness and support systems” factor does not have significant partial effect on work-life balance, together with “individual commitments” factor it has a strong impact on work-life balance among female IT professionals in Sri Lanka. Hence, by reducing the negative effects of “Self-awareness and support systems” can improve the work-life balance among female IT professionals in Sri Lanka. From the organization perspective, organization should be able to understand the needs of their employees inside and outside the organization in order to provide a supportive work culture where their employees can success in their career and enjoy both work and family life. This will improve the “Self-awareness and support systems” factor which will untimely enable these female IT professionals to provide their valuable service to IT industry for many years. In conclusion, the findings of this study indicate that both organization and the individuals must monitor these identified

factors and their underlying variables to achieve a desired level of work-life balance.

Limitations

This research study has some limitations. One of the major limitations is that this research study examined only few factors that can affect on work-life balance. As well as, since the survey was conducted using the questionnaire method it was a greater challenge to ensure the actual validity of the responses. This research conducted to identify the factors affecting work-life balance among female IT professionals in Sri Lanka IT industry. However, for the study respondents were selected only from the five prominent IT companies in Colombo district. Therefore, this research does not entirely reflect the perception of female IT professionals who are working in other districts. Due to the time and resource constraints, this study only considered female IT professionals who are directly involved in the software development life cycle (Project managers, Business analysts, software developers, Quality assurance analysts, Technical engineers) and didn’t consider public sector female IT professionals for this study.

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