

WORK LIFE BALANCE ON JOB PERFORMANCE IN SELECTED SRI LANKAN BANKS

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ABSTRACT

This study attempts to identify the impact of work life balance on job performance of executives in selected Sri Lankan banks. To achieve the main purpose, three hypotheses were developed and tested in non-contrived setting. The study was cross-sectional in time and the sample size of this study was 200 executives who are working in selected banks in Sri Lanka by administering a structured questionnaire which consists of 27 statements with a five- point Likert scale. The unit of analysis was at individual level and the pilot study was conducted to check the validity and reliability of the constructs. Findings of the analysis disclosed that work life balance has a significantly impact on job performance and all hypotheses were accepted. It is concluded that success of job performance of the executive employees depends on work life balance. Further, this study offers provision for satisfying the remaining gaps (theoretical and practical) in selected banks to enhance job performance and improving the work life balance among executive employees. Therefore, this study offers valuable insights to bank managers and policy makers regarding the significance of work life balance to enhance job performance.

Keywords: Banks, Executives, Job Performance, Work Life Balance

INTRODUCTION

Sri Lankan banks are presently facing considerable modifications to face the universal vagaries. To face these vagaries, the bank wants numerous forms of resources. Among these resources the most enthusiastic one is human resources. So, bank managers expect to take required preparations to make life easier for its employees and to maintain them with the banks to face these variations. These undertakings take care of an employee from its recruitment until the end of service (Coyle-Shapiro et al., 2013). Therefore, it is vital that banks take initiative to make sure that their employees are provided with the obligatory programs that support them to keep a balance between their work life and family life.

Work and family are the two critical domains of human life (Rathi and Barath, 2013). In the contemporary culture successfully balancing work family dealings is one of the critical challenges for employees (Halpern, cited in Kim 2014). Work Life Balance (WLB) is defined as “an employee’s perception that multiple domains of personal time, family care, and work are maintained and integrated with a minimum of role conflict” (Clark, cited in Delina and Raya 2013, p.747). Many organizations place a prominence to dealing with WLB as this leads to the success of both the employee and the organization (Kaushalya and Perera, 2018).

According to Munisamy (2013), job performance is the general attitude that people have about their jobs and the job factors such as the pay, the job itself, promotion opportunities, support from supervisors and relationship with co-workers can affect job performance, in relation to (Perera, 2019) job performance as an individual influence to reach the overall performance of an organization to develop the end objectives. Additionally, it can be

upgraded through appropriate job planning, inspecting and measuring of individual participation with the organizational goals. Sarmiento and Beale (2007) stated that job performance is the result of two aspects, which consist of the abilities and skills (natural or acquired) of employees to use their skills and abilities to perform a better job. There are two types of performances necessary for organizational effectiveness: task performance and contextual performance (Jankingthong and Rurkkhum, 2012).

WLB is reflected to be an imperative aspect in job performance. In order to facilitate maximum job performance, organizations may have to take initiatives to solve work family conflicts which will enable employees to effectively strike a balance between work and family. Further, WLB affects job performance due to the limited time and resources making it sometimes impossible to manage both work life and family responsibilities effectively especially in the banking sector. Accordingly, this study examines the impact of WLB on job performance of bank executives in Sri Lanka.

Demographic changes such as increase of women in the work force, single parent families, dual career couples and the existing ageing population of the world has resulted in an increased diversity in the work force and a higher need for the employees to balance work and family life (Brough and Kelling 2002; Frone, Russell and Cooper 1992; Frone and Yardley 1996; Hobson, Delunas and Kesic 2001).

Accordingly, the attention of the present study is to study the impact of WLB on job performance in the selected Sri Lankan banks. However, the WLB policies adopted by organizations may vary and each policy might have a changing impact on the job performance of an employee, though an investigation of the prevailing works reveals a dearth in the first-hand data with regard to the impact of WLB on job performance in the Sri Lankan context. Hence, the research problem addressed in this study is: *“Does work life balance impact on job performance in the Sri Lankan banks?”*

LITERATUR REVIEW

Work life balance is the extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role (Greenhaus, et al. 2003). WLB is defined as the perception of an individual whereby multiple roles of family life, personal life and work life are managed with a minimum of role conflict (Clark, 2000). Hill, et al., (2001) demarcated WLB as “the degree to which an individual can simultaneously balance the temporal, emotional, and behavioral demands of both paid work and family responsibilities”. WLB can be further explained as maintaining the equilibrium between time and commitment of an individual towards his/her work and personal activities in order to obtain an overall sense of synchronization in life (Clarke et al., 2004).

Job performance is the means of reaching a goal or set of goals within a job, role, or organization (Campbell et al., 1990). Job performance can also be identified as the achievement of satisfaction through accomplishment of tasks, feelings of self-efficacy and mastery (Elliot and Dweck 2005). According to Perera (2019) job performance is an individual influence to reach the overall performance of an organization to develop the ending targets. Further, it can be promoted through appropriate job planning, inspecting and evaluating of individual involvement with the organizational goals.

Ansari et al., (2015) conducted a research on ‘An Empirical Investigation from the Banking Sector of Pakistan regarding the Impact of WLB on Job Performance’ and concluded that WLB has great association with job performance. A research conducted by Lazar et al., (2010) on ‘The role of WLB practices in order to improve organizational performance’

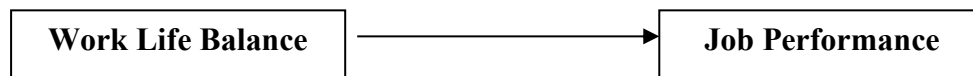
concludes that availability and use of WLB practices, when provided in the context of supervisor and organizational support can reduce work-life conflict and increase positive appraisals of one's organization. According to the research done by Obiageli et al., (2015) on 'WLB and job Performance in selected Commercial Banks in Lagos state', aiding employees to balance their work and family roles successfully will provide greater opportunity to enhance employee performance. A research conducted by Kim (2014), in the Korean Context on 'WLB and Job Performance: Then role of Affective Commitment' state that Korean workers might fail to separate their personal lives from their work, and their family duties and work might impose a burden on them, hindering their focusing on work and the accomplishment of work performance improvement. Further, Zheng et al. (2015) found that WLB has directly and indirectly influenced job performance.

The above section highlighted significant empirical studies on WLB and job performance in various industries in different countries. Therefore, there is no deficiency of literature relating to WLB and job performance concepts. However, these studies are extensively diverse in terms of perspective, purpose and methodology used. Though, few studies examine the relationship to personality on work family balance (Wickramarachchi and Perera, 2016) and WLB on employee turnover, intention (Kaushalya and Perera, 2018) in the Sri Lankan context, precisely in the banking industry is very rare.

RESEARCH FRAMEWORK

The dependent variable of the study is job performance and the independent variable is WLB (refer Figure 1).

Figure 1: Research Framework



Considering the research framework (Figure 1) and studying the prevailing literature, the hypotheses for this study are developed as follows:

Time balance is a situation in which time is equal or in the correct proportion among different elements (Oxford English Dictionary, 2018). When an employee fails to manage time between work and family life it will impact job performance of the organization (Frone, 2003). Therefore, the first hypothesis of the study is as follows:

H₁ – Time balance has a significant impact on job performance

Involvement balance is the equal involvement in work and family (Greenhaus, et al., 2003). Involvement in multiple roles protects or buffers individuals from the effects of negative experiences in any one role (Barnett and Hyde 2001). Balance involvement between work and family roles may reduce chronic work- family conflicts, as balanced individuals are fully engaged in both roles and they do not allow “situational agencies” to hinder role performance chronically (Marks and MacDermid, 1996). Thus, the second hypothesis of the study is as follows:

H₂ – Involvement balance has a significant impact on job performance

Satisfaction balance is an equal level of satisfaction with work and family roles (Greenhaus, et al., 2003). It can be also known as the proportion of employed people who are satisfied with their work life balance (MSD, 2016). Hence, the third hypothesis of the study is as follows:

H₃ – Satisfaction balance has a significant impact on job satisfaction

METHODOLOGY

This study used a quantitative approach to measure the impact of WLB on job performance in banks in the Sri Lanka. Questionnaires were distributed among 200 bank executives employed in Sri Lankan banks through a cross sectional survey method. Convenient sampling method was considered for choosing the sample and the researchers developed the google form questionnaire to collect the data. Finally, researchers received only 152 usable questionnaires for data analysis purposes. The unit of analysis was at individual level (executive). The type of investigation used for this study was analytical. The study was conducted in a natural setting with minimum interference of the researchers. The primary data collected were analyzed by using the SPSS (Statistical Package for Social Sciences) Version 23.

Measures

The questionnaire was divided into three sections as follows:

Demographic factors: This section measured respondents relating to gender, marital status, age, experience and educational level.

Work life balance: WLB was measured with Greenhaus et al., (2003) twelve item scale. The instrument emphasised on three dimensions of WLB such as time balance, involvement balance and satisfaction balance on a five point Likert-type scale that fluctuated from 1 “strongly disagree” to 5 “strongly agree. This paper considered Greenhaus, et al., (2003) definition as the working definition of WLB.

Job performance: Job performance was measured by using the instrument developed by Koopmans et al., (2014) fifteen-item scale. The instrument covered the three dimensions of job performance such as task performance, contextual performance and counterproductive work behaviour on a five-point Likert-type scale that fluctuated from 1 “strongly disagree” to 5 “strongly agree”. This paper utilized Perera (2019)'s definition as the working definition of job performance.

RESULTS

The pilot study was conducted with 30 respondents and showed that all statements stated in the questionnaire were clearly understood by them. The internal reliability of the constructs was estimated with the Cronbach's Alpha coefficient. The result of the test is depicted in Table 1 and it suggests that the internal reliability of each variable is satisfactory. The content validity of the instrument was ensured by conceptualization and operationalization of the variable on literature and indirectly by the high internal consistency reliability of the instrument as denoted by Alpha. The construct validity of the variables of the study were ensured by the fact that the regression analysis supports the hypotheses formulated linking the impact of independent and the dependent variables (Maheesha. and Perera, 2018). Furthermore, the convergent validity of this study was recognized through standardised factor loading method with, construct reliability (CR) and average variance explained (AVE). According to Hair, et al (2010) convergent validity are $CR > 0.7$, $CR > AVE$ and $AVE > 0.5$. The results presented in Table 1 indicate that scales established convergent validity among each factors.

Table 1. Cronbach's Alpha Coefficients and Convergent Validity

Construct	Cronbach's Alpha	CR	AVE
Time balance	0.851	0.978	0.724
Involvement balance	0.783	0.876	0.736
Satisfaction balance	0.798	0.835	0.785
Job performance	0.893	0.955	0.837

Kaiser-Meyer-Olkin (KMO) was used to measure the sample adequacy of the study. The values of KMO were above the cutoff point of 0.5 which indicated a good range of sample adequacy and Bartlett's test of Sphericity values of constructs were significant for all the construct (Hair, et al ,2010).

Considering demographic factors, most of the respondents in the sample were female. Among these responses there were 67 males and 85 females. 43 percent of executives belong to less than 35 years, 36 percent were related to 35-45 years and 21 percent belong to more than 45 years. 40 percent machine operators had passed the ordinary level exam; 50 percent passed the advanced level exam and 10 percent had postgraduate level education. Considering the experience, 45 percent of executives had less than five years, 43 percent had 5-10 years and 12 percent had more than 10 years of experience.

Regression analysis was done to identify the impact of WLB on job performance. According to Table 2 of model summary, value of R square is 0.874, depicting that job performance is explained by 87.3% of the variation in WLB. Further, the strength of b value of 0.636 (Table 2) which is significant at 5% (Sig. T =0.000). This indicates that there is a significant impact of WLB on job performance.

Table 2. Results of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	Standardized Coefficients (Beta)
1	.935 ^a	.874	.873	.085	2.292	.636

a. Predictors: (Constant), Work life balance

b. Dependent Variable: Job performance

Table 3. Summary of Hypotheses Testing

No	Hypotheses	Value	Remarks
H ₁	There is a significant impact of time balance on job performance.	R=.608, sig=.000	Accepted
H ₂	There is a significant impact of involvement balance on job performance.	R=.796, sig=.000	Accepted
H ₃	There is a significant impact of satisfaction balance on job performance.	R=.832, sig=.000	Accepted

DISCUSSION AND CONCLUSION

According to the results of simple regression analysis, it was statistically claimed that there is a significant impact of WLB on job performance of banking executives in Sri Lankan banks. The found positive impact of WLB on job performance is established by the research findings of Obiageli, et al., (2015); Kim (2014) and Ansari, et al., (2015). The study shows that there

was a significant impact of WLB on job performance. Almost all banking executives in this study show high job performance with their job. Based on the findings it can be understood that the banking executives in banks are performing effectively and have a high level of job performance.

The first hypothesis of this study is, there is a significant impact of time balance on job performance. According to Table 3, the R value for time balance is .608. This indicates that job performance is explained by 60.8% through variation in time balance. It is significant since the p value is .000, which is less than .05. Hence it can be proved that there is a significant impact of time balance on job performance of banking executives in banks in Sri Lanka. Some researchers have expressed a number of findings related to impact of time balance on job performance. When an employee fails to manage time between work and family life it will lead to work-family conflicts as a result of that work and life will be in imbalance (Frone, 2003). Hence there is a significant impact of time balance on job performance of the employees.

The second hypothesis is, there is a significant impact of involvement balance on job performance. According to Table 3, the R value for the mental health is .796 depicting that job performance is explained by 79.6% through variation in involvement balance. It is significant since the p value is .000, which is less than .05. Hence it can be proven that there is a significant impact of involvement balance on job performance of banking executives in banks in Sri Lanka. According to Barnett and Hyde (2001), involvement in multiple roles protects or buffers individuals from the effects of negative experiences in any one role. Hence there is a significant impact of involvement balance on job performance of the employees.

The third hypothesis is, there is a significant impact of satisfaction balance on job performance. According to Table 5, the R value for satisfaction balance is .832 indicating that job performance is explained by 83.2% through variation in satisfaction balance. It is significant since the p value is .000, which is less than .05. Hence it can be proven that there is a significant impact of satisfaction balance on job performance of banking executives in banks in Sri Lanka. According to Rathi and Barath (2013), satisfaction of employees with regard to their job and family roles plays an important role in the job performance of employees. Hence there is a significant impact of satisfaction balance on job performance of the employees.

IMPLICATIONS AND RECOMMENDATIONS

The outcomes of this study may be imperative on the theoretical as well as the practical scenarios. As this research framework proves to be an explanatory model of job performance, outcomes of this study are significant to develop job performance of executive employees in the banking industry. Future studies using a large and more diverse sample would be useful. Further, it is suggested to use a mixed method in future to analyze both quantitative as well as qualitative aspects of the study in depth. This study reflected only a sample from Sri Lankan banks and its generalizability in a broader concept may be questionable and therefore it is suggested that a sample representing all banks are taken for future studies in order to generate findings that are applicable in general.

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