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Master's of Global Public Administration

**Impact of Work-family Balance on
Employee Job Performance of Public
Sector Professionals in Sri Lanka
Special Reference to the Government Accountants**

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스리랑카 공공분야 전문직 종사자의
직무 수행에 미치는 영향
정부 회계사의 사례를 중심으로

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Special Reference to Government Accountants

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Abstract

Impact of work-family balance on employee job performance of public sector professionals in Sri Lanka

Special reference to government accountants

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The work-family balance is considered as one of the critical concerns in the public administration with the significant changes in the demographic, socio-economic and technological aspects in the today's modern society. The current study examined the impact of work-family balance on employee job performance of public sector professionals in Sri Lanka with special reference to the government accountants. The data was collected through online structured questionnaire with five-point Likert scale from the sample of 378 respondents. The collected data was analyzed through descriptive analysis, correlation analysis and regression analysis with the use of SAS statistical software to achieve the expected objectives. The work-family balance was the independent variables, which measured through three dimensions; time balance, involvement balance and satisfaction balance and the dependent variable was employee job performance, which measured through two

dimensions; task performance and contextual performance. In addition, four control variables (gender, work experience, marital status and number of dependents) were used for analysis.

The findings of the study revealed that work-family balance has significant relationship with on the job performance of the government accountants of public service in Sri Lanka. When considering the dimensions of work-family balance, involvement balance and satisfaction balance is statistically significant to the employee job performance. However, time balance was not significant to the job performance of government accountants. It also found that only the number of dependents has significant relationship on accountants' job performance.

Based on the findings, this study recommended that the government of Sri Lanka should focus on the application of work-family supportive and friendly practices, which will helpful for public officers to maintain a balance between work and family domains that leads to improve their job performance through practical policy initiatives.

Keywords: Work-family balance, Employee job Performance, Government accountants in Sri Lanka

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Chapter 1. Introduction

1.1 Background

Every human being all over the world plays diverse roles at their respective workplaces, in the family and even in the society as a boss, subordinate, employee, partner, parent, spouse, child, sibling, relative, friend, social member and so on. These different roles raise demand on us, which need time, commitment and energy to achieve. It is difficult to engage in two or more different roles simultaneously, which results role conflicts among them. Work-family balance is prioritizing or managing the every matters involved based on varied dimensions of work and non-work domains (Kushwaha, 2013). The term “work-family balance”/ “work-life balance” is defined by many researchers or scholars in different ways. Work-family balance in simple terms can define as the balance between works related roles and family related roles of an individual person. In perspective of employees, “*work-family balance is the maintenance of the balance between responsibilities at work and at non-work*” (Cieri, Hlmes, Abbott, & Pettit, 2002). According to Hughes & Bozionelos, 2007, a broader definition of work-family balance is that “*the capacity of persons irrespective of age or gender to find rhythm that will allow them to blend their non-work responsibilities, activities and aspirations*”.

The influence of work-family balance on employee job performance is the primary concern of issue that is central to public administration and human resource development. On the other hand, it is a measure of how pleased employees with their personal and family matters as well as job and working surroundings. It is beneficial to any organization to keep high morale among employees that is more possibility to yield more, take less absent days, and being devoted to the organization. The today’s working situation is prominent by changing demographics and labour structure, fast pace of change, intense pressure on work and life, constant deadlines and tough work schedules, high

propensity of using technology and the cybernetic work environment. There are several factors, that has impact on improving and maintaining high job performance, which institutions constantly pay their attention on to implement (Adikaram & Jayatilake, 2016). It is true that, the phrase of the work-family balance is highly taken into matter of the women participation in the workforce, however, according to Sanadya & Bhatnagar, 2015, both male and female reported experiencing work-family imbalance. In addition to that, increasing workloads and tight work schedules have provoked employees to determine their fidelity to work for better performance in various apparent practices (Ishaya & Ayman, 2008). Accordingly, most of employees have tended to work for long periods, thereby reducing the time allocated at home. Organizations also have an opportunity for constantly making connections with their employees both throughout the daytime and even at night due to usage of advanced information technologies (Morgan & Zippel, 2003). Further, this has increased the demand of work on employees. Consequently, it has reported that the stress and gradually growing work-family imbalance (Bhagwagar, 2009 cited by Linda & Fitria, 2016).

Work-family balance has been becoming a key concern for employers, employees, academics and policy makers, because of the modern-day technological, demographic, market, economic and organizational changes occurring continuously. Due to globalization and privatization, lives of individuals is becoming very complicated in the modern world, by making work-family balance the key anticipation of job applicants in today's society. As a result, institutions are highly keen on investing in various work-family balance initiatives and practices for attracting and possessing quality workforce and then, it leads to reduce turnover cost. Apart from that, with the economic and social changes in the society, both the developing and the developed countries are confronted with the similar issues. (Farivar, Cameron, & Yaghoubi, 2016; Syed,

Arain, Schalk, & Freese, 2015; Mokomane, 2011) and thereby, developing countries also focus on adopting work-family policies and programs.

Hence, the significance of the balance between work and family and its influence on individual job performance as well as organizational performance should take into account when making policies in respective of human resources. In addition, there are few literatures finding out the relationship between work-family balance and the job performance of employees in public sector of Sri Lanka. The current study focused on filling this gap in the past literature in relation to the topic addressed by producing a first-hand empirical study in this connection. Findings and recommendations of this study are important to the Government of Sri Lanka especially policy makers and researchers involved in public administration and management of human resource. This study enables to direct more studies in different angles and find different policy alternatives to put when the policy window opens in the Government of Sri Lanka.

1.2 Statement of the problem

Living in modern society is becoming very complex due to many reasons such as changing workforce demographics with amplified entry of women in the labor force, the expansion of dual income families, tendency towards longer working hours, changing work practices, technological expansion resulted from mounting competition. With those changes, the employees are undergoing high workload with pressure, mental stress, weak health, anxiety and lack of personal time and support. As a consequence, nowadays, employees are taking their career decisions, not just upon the salaries, fringe benefits and promotional predictions, but to what extent that the organizations support for its employees in maintaining a healthier balance in relation to family and work that resulted performance of both employees and employers. Thus, various research studies conveyed that the balance between work and family significantly influenced on

the job performance of employees. (Frone & Russell, 1992; Naithani, 2010; Gomez, Khan, Malik, & Saif, 2010; Kim, 2014; Karatepe, 2013).

In the Sri Lankan context, there can be seen few researches related to this topic. This is because of the Sri Lankan society that father was the breadwinner and mother was playing the role of the housemaker of family affairs. After the introduction of an open economic system, the concept of dual income earners has been emerged by both mother and father employed. However, it did not become a massive problem for Sri Lankan families due to living as extended families. In contrast to that, many families have tendency to live as nuclear families in the modern society, whereas mostly in urban and suburban areas. The impact from western community, globalization, and technological advancements are the major grounds for that. According to Labour Force Survey -2017 of the working age population in Department of Census and Statistics in Sri Lanka, only 36.5% of female employees were engaged in the labour market, compared to 74.5% of male employees which is remained with insignificant changes over the years. However, there is a trend of steadily increasing the proportion of female employee participation in the Sri Lankan labour market with the higher levels of education. Additionally, the difference between labour force participation rates between female and male declines gradually for those with higher levels of education and unequal participation on the basis of gender further aggravates above the lower secondary level. The female labour force having degree & above in 2018 is 81.8 percent while male having degree & above is 86.5 percent.

In addition to that, there is a trend of decreasing the fertility rate of Sri Lanka. According to the statistics of the Department of Census & Statistics of Sri Lanka, the fertility rate has decreased gradually from 05 births per woman in 1963 to 2.2 births per woman in 2019. In the meantime, dependency ratio of ageing population equal or above to 60 years old compared to the population of 15–59 years old, has been increasing throughout the past three decades. Further, the

child dependency ratio, which is the proportion of population below 15 years old to the proportion of population in between 15–59 years old, has a corresponding fall in, that ultimately showing the increasing trend of the aging population in Sri Lanka. Apart from that, considering the labour surveys conducted by the Department of Census & Statistics of Sri Lanka, the researcher could find out that the majority of employment categories, which provides the highest contribution to the labour force, is professionals. There is an increasing trend of the contribution of professionals to labour force in Sri Lanka by showing an increase from 37.9 percent of contribution in the year 2000 to 65 percent in the year 2018. In addition, the highest contribution to the public sector labour force has provided by the professionals out of the major employment groups in the public sector, which represents the 30.4 percent of share in the year 2016. Another point is that the majority of those professionals are female employees. Even, out of the total government employees of 1,109,475, 55.1% are males; 44.9% are females according to the survey data in 2016 of Department of Census & Statistics of Sri Lanka.

According to Merriam-Webster Dictionary, *“the professionals are characterized by or conforming to the technical or ethical standards of a profession and exhibiting a courteous, conscientious, and generally businesslike manner in the workplace”*. Investopedia defines an accountant as *“a professional who performs accounting functions and must abide by the code of ethics and guiding principles of the region where they practice, such as the International Financial Reporting Standards or Generally Accepted Accounting Principles”*. In addition, accountants have worked in different positions at the same time and may perform multiple types of accounting duties. When considering the professionals in the government sector, the government accountants in Sri Lanka play a significant role in national development compared to other professionals by engaged in the different sector decision-making process. The Minute of the

Sri Lanka Accountants' Service has specified the key responsibilities and duties of the public sector accountants. The extracts as follows;

“The implementation of the efficient and effective financial management system, provide guidance and advice on financial management, financial planning and budgeting, accounting and reporting, internal control, asset management, procurement management, supervision and advice on financial management of foreign funded projects, implementation of financial policies and regulations, assist the Head of the institution on responsibilities associated with financial management and matters to be answerable to Parliament, supervision, guidance and advice on financial management of the affiliated institutions and training of staff and efficient maintenance of the Accounting System of the institution, reporting information relating to the process of decision making”.

Public sector accountants in Sri Lanka are public servants who work minimum 38 hours per week and they play a multi-disciplinary role in the workplace. As an accountant, supervisor, boss, peer, employee, advisor and sometimes chair or committee member, the role of the government accountant varies at the same time with different working scope when he or she is doing the job. On the other hand, the profession of accountants is not limited to a certain institution, it applies to every institution and it is impossible to carryout operations smoothly in the absence of them as they are playing a significant role in organizational setting which impossible to neglect. Therefore, the profession of government accountants cannot disregard as the public financial management plays an important role for the national development. Thus, compared to other professional services, accountants' service is more busier and responsible profession, which can apply to other services of the public service when it comes to the policy concern in respect of human resource management and public administration.

With the above-mentioned trends, there should be growing interest among policy makers to add more women to the workforce and address the issues of

maintaining the balance of the work-family roles. With that, the need of maintaining a balance of work and personal life of employees is highly observed when introducing or revising the labour policy especially in relation to women participation. In addition, there are some researches, which has been paid attention on the work-family balance by the institutions and researchers based on the specific sectors such as health, academic and banking. Therefore, this creates a research gap in other fields and the researcher expected to fill the prevailing research gap by conducting this research in respect of public sector. Even, there are no empirical studies that have been directed to examine how work-family balance impacts on employees' job performance in public sector professionals in Sri Lanka. Accordingly, the main focus of this research remained to address the present research gap as well as basis of current trends in the labour force in Sri Lanka.

1.3 Scope of the Study

This study examined the impact of work-family balance on employee job performance of public sector professionals in Sri Lanka with special reference to government accountants. This study was quantitative and survey study. The population of this study was the permanent public sector accountants working minimum 38 hours per week. The impact of work-family balance on employee job performance found out through structured online questionnaire that distributed to randomly selected respondents. Due to the difficulty in accessing to the data as the pandemic of COVID-19, the sample was limited only to government accountants.

1.4 Research Question

With the matters identified in the above statement of problem, it can conclude that, there is a need for paying attention on the work-family balance

policies in the public sector. Therefore, this paves the way to investigate the research problem whether the work-family balance becomes a trigger to the employee job performance of professionals in the Sri Lankan public sector with special reference to government accountants. However, due to the lack of literatures in relation to the impact of this balance on the job performance of employees in Sri Lankan public sector, it is difficult to conclude that whether there is an effect on employee job performance and which dimensions improves the job performance most. Thus, this study expected to find answers for the following question. Therefore, based on the ground matters in above problem statement in 1.2, the following research question has developed.

- Is there an impact of work-family balance on job performance of government accountants in Sri Lanka?

1.5 Objectives of the Study

The research aimed to accomplish the following objectives.

- To study the relationship between work-family balance and job performance of government accountants.
- To analyze the impact of work-family dimensions (time, involvement and satisfaction) on job performance of government accountants.
- To observe variation of demographic factors (gender, marital status, number of dependents and working experience) on the employee job performance.

1.6 Importance of Study

Various researchers stated that the balance between work and family, which is a gauge of measuring the level of maintenance of the balance between work roles and family roles, is an important concept as it is associated with psychological well-being of an individual and harmony in life (Kim H. K., 2014). Hence, maintaining and enhancing work-family balance is referred as a key concern in human resource management, which has a significant contribution to boost the job performance of employees (Hyde, Sparrow, Boaden, & Harris, 2013). According to Cieri, Hlmes, Abbott, & Pettit, 2002, work-life balance is “*the maintenance of balance between responsibilities at work and at home*”. In this context, Arulrajah & Opatha, 2012 cited by Banu & Adivel, 2019 argued that the overall performance of an organization resulted from the individuals it employs so as to that treating employee as the key interested party in ascertaining the performance of the institution as well as their own performance. Hence, organizations require paying attention on upgrading the employee job performance to boost the performance of the organization by using different strategies and methods. In this sense, several researchers found out that, the improvement of work-family balance has immensely contributed to enhance the employees’ wellbeing, job satisfaction, dedication, involvement as well as performance (Allen & Armstrong, 2006; Allan , Loudoun, & Peetz, 2007).

Furthermore, the absenteeism of the employees and staff turnover can diminish by improving work-family balance practices of an organization. Work-family balance involves creation and maintenance of collaborative and healthy working environments, which has capability to keep an equilibrium between family and work responsibilities and by such means, reinforce the productivity, performance and loyalty. Employees who contented and experience less stress and less discontentment both at workplace and home have more possibility to be contented on the job responsibilities at office (Wright &

Cropanzano, 2000), to be dedicated to achieve expected outcomes and to conveyed supportive behaviours for the betterment of organization (Mathieu & Zajac, 1990; Rosen et al., 2010). Therefore, the need of organizations to pay attention on the employee dynamics expectations is increasing and work-life balance strategies carried out by organization rather than the salary and other fringe benefits is employees' serious concern in nowadays before accepting the job offer (Banu & Adivel, 2019).

Overall, as stated by Hobson, Delunas, & Kesic, 2001, employees, who are not having work-family balance to meet own work and family responsibilities effectively, have experienced the personal and social consequences. Those are lower family satisfaction, increased levels of stress, physical and mental health issues, more family frictions and divorce cases, rising problems related to childcare and eldercare and escalating rates of juvenile delinquency and violence. In addition, organizations also have substantial effect from this inability of work-family balance of employees. These organizational consequences are reduced productivity, decreased job satisfaction, poorer employee job performance, increased staff turnover and absenteeism and organizational commitment and rising in healthcare costs. The significance of work-family balance cannot be ignored whether embedded or not to organizations and employees. Family matters and work at office are adversely affected when employees are stressed due to conflicts arising out of work and family related imbalances. (Gryzwacz and Carlson, 2007 cited by Oluwasola, 2011). Thereby, the organizations have to increase employee job performance with considering different aspects associated with it such as working relationships, work-family values, variety of employee necessities, as well as work-family balance practices into account. Moreover, the overall performance of organizations depends on the employee job performance which depends on various factors associated with family, leisure or other personal aspects (Rajesh and Nishant, 2014 as cited by Mungania, 2017).

Hence, work-family balance has become a key aspect, which is important for the betterment of both employees and employers. However, organizations are responsible for taking certain initiatives that can improve the balance between work as well as life of their employees. Then, it enables to organization to be effective in providing job and family satisfaction to the employees, in turn, ultimately achieving higher job performance. Although institutions are embracing new-fangled practices to assure that there were adequate time for employees to develop their private life without complexities and spend time with their families to maintain strong bonds and relationships, it is still unidentified, which factors influencing highly on work-family balance. Although work-family balance is a universal issue, the contributing factors of work-family balance are diverse for the widely spread geographical locations depending on the available work conditions, work cultures and community codes of behavior and matrimonial concepts (Kushwaha, 2013).

In that sense, it is a necessity of an institutional policy makers to concentrate on what kind of dimensions are really significant for the work-family balance which finally support for an individual to maintain balance family and work life. Another matter is that selected scope of this research was the public sector professionals with special reference to public accountants has not been approached by the researchers so far in respect of work-family balance and employee job performance. Therefore, the findings of this study are supportive for the government of Sri Lanka to identify the significance of work-family balance of professionals in public sector and human resource coping mechanisms to achieve work-family balance and to provide policy recommendations to significantly improve the policies and strategies pertaining to work-family balance.

Chapter 2. Theoretical Background & Literature Review

This chapter consists of review of journal articles, dissertations and books related to theoretical background on work-family balance and employee job performance in different perspectives and literature review regarding the relationship between work-family balance and the job performance of employees as well as its dimensional and controlling effect. This section presented the guide to identify the research question and ways to answer the questions.

2.1 Theoretical Background

2.1.1 Work – family Balance

The concept of “work-family balance” has identified and defined by many researches based on the work and family contexts. Different terms are also used by different researches such “work-family balance” – (Greenhaus, Collins, & Shaw, 2003; Grzywacz & Carlson, 2007), “work-life balance” – (Holly & Mohnen, 2012, Hsu, et al., 2019, Soomro, Breiteneker, & Shah, 2018), “work-personal life balance” – (Fisher, 2001), “work & non-work balance” – (Allan , Loudoun, & Peetz, 2007) and work-family fit – (Clarke, Koch, & Hill, 2004). According to Greenhaus, Collins, & Shaw, 2003, the work-family balance is “*the extent to which an individual is equally engaged in—and equally satisfied with—his or her work role and family role*”. The work-family balance has defined as “*accomplishment of role related expectations that are negotiated and shared between an individual and his or her role related partners in the work and family domains*” (Grzywacz & Carlson, 2007). It refers to the flexible working practices that offer a balance between work and family responsibilities (Redmond & Drew,

2006). Additionally, Dundas, 2008, cited in Li, 2018 stated that work-family balance is “*effectively managing the juggling act between paid work and all other personal activities such as family, community activities, voluntary work, personal development, leisure and recreation*”. By aggregating above mentioned definitions, it can be stated that work-family balance maintains an equilibrium between time and effort allocated for the matter pertaining to family and work with achieving various positive consequences. It is the degree to that an employee is having capability of promptly balancing the psychological & behavioral issues of paid and unpaid work and family responsibilities (Hill, & Hawkins, 2001 as cited by Sanadya & Bhatnagar, 2015).

2.1.1.1 Theories and Models of Work-family Balance

Different researchers and authors have developed different theories and models related to the work-family balance based on the definitions. As stated in the study of Guest, 2002, there are five main models used to explain the work-family balance i.e. segmentation model, the spillover model, the compensation model, instrumental model and the conflict model.

Segmentation model considers work and family as two distinctive domains which have no correlation with each other. It means the work duties and family duties do not occur at the same time and same place. When implementing those duties, an individual plays a different roles. For an instance, one becomes a caretaker as a father and on the other time same person becomes a tough boss at workplace who works for targets. Thus, the responsibilities in different roles and how one deals with them change his/her personality in accordance to those work and family situations.

Spillover model expressed that work domain and family domain are correlated with each other either in positive or negative way. It means that the experiences and behavioural patterns at work influence on one’s family life, and vice versa.

Compensation model proposed that when one domain lacking something, it makes up in the other domain. It explains the infavourable relationship between work domain and family domain. When one dissatisfies or unhappy with his or her family life, it causes to losing energy and time of him. So, one can need to put much effort on one role. For an instance, an employee who work in outstation does not have enough time to being with his or her family. Then, he or she misses the things in their personal lives on behalf of their work lives.

Instrumental model expressed that the actions in one domain lead to success in the other. Employee can perform his or her work properly when their family members support them and understand their situations.

Conflict model explained that higher demands for all in the work and family spheres make conflicts on making choices and create too much overload on person's mind. It states to redundant of a person's roles at work, family and his or her own self. When an individual fails to manage the time and energy, the inter roles cause to create conflicts over family and work domains. The necessity of fulfilling both work and family roles simultaneously needs the sacrifice in one another. The inter-role conflicts of employee sometimes make guilty on his or her role as office member or a family member.

Clark, 2000 has developed a new model of "Work/Family Border Theory" that explains that why conflicts prevail and arrange for framework for individuals and institutions to motivate them for balance of work-family domains. Thereby, individuals are considered as border-crossers between two domains; work and family which conceptualized as interactive domains associated with various emotions, behaviours, values and rules. It focus on how individuals develop, retain, negotiate and cross borders and how they draw demarcation boundaries between work and family spheres to attain an equilibrium between work and the family.

2.1.1.2 Dimensions of Work-family Balance

There are different dimensions illustrated by the researchers to analyze the relationship between the employees' job performance and work-family balance. Greenhaus, Collins, & Shaw, 2003, have identified time balance, involvement balance and satisfaction balance as the dimensions of measuring work-family balance. Clark, 2000 distinguished that satisfaction, lack of role conflict and an overall sense of harmony as the measurable aspects of work-family balance and according to Frone M., 2003, work-family conflict, family-work conflict, work-family enhancement, and family-work enhancement are the four aspects of the balance between work and family roles. Work interference with personal life, Personal life interference with work and work/personal life enhancement were the three dimensions scale that measures work-life balance by Fisher, 2001. He further proposed that work-life balance consists of four components. These were time, behaviour, strain and energy. Pareek, 2010 developed a work-family balance scale in Indian context, with five dimensions; personal and social needs, time management, teamwork, organizational benefits and support and type of work.

According to Kumarasamy et al., 2015 cited by Nilashini & Sajeevanie, 2018, individual factors, organizational factors and environmental factors are three types of factors effecting work-life balance. Based on the above classification, emotional intelligence, spiritual intelligence and job engagement has categorized under individual factors. Supportive work environment, work-family balance policies, job characteristics, and environmental factors such as technological advancement in improving the workforce were the factors identified under the organizational factors. According to Wong, Bandar, & Saili, 2017 as cited by Wolor, Kurnianti, Zahra, & Martono, 2020, work-life balance consisted of the balanced time, the balance of involvement in work and family and the fair satisfaction. The study of Vyas & Shivastava, 2017 stated 11 factors that affect to work-family balance. They were social support, supportive

factor, organizational issues, stress, information technology, work issues, family issues, social issues, work overload, individual issues and lack of knowledge.

In Sri Lankan context, the results of the study of Ediriweera, 2009 concluded that organizational factors (demand and culture of work and demand and culture of home) are positively affected on work-life balance of managers and individual factors (gender, education, personality and energy) are also positively affected on work-life balance. However, the age and occupational class have negative relationship with managers' work and family balance. The outcomes of the study of Thenabadu, 2004 stated that 58% of managers have failed to maintain balance their work domain and family domain. It identified factors that hinders the work-family balance among managers. They were extensive job responsibilities, immediate supervisor, lack of sufficient resources, overtime work, having poor understanding about dual roles and lack of understanding and support from family. Further, it explained the reasons for failing to have sound work-family balance. Poor communication with family members, poorer planning, huge professional targets and job responsibilities, poor time management, inability to priorities, extensive workload, financial constraints and bringing issues at home to office and vice versa were them.

2.1.2 Employee Job Performance

Job performance of the employees is regarded as one of the key aspect that is highlighted and prioritized in different fields such as organizational psychology, public administration, sociology and human resources management. Jamal, 2007 contends job performance as "*an individual's ability to successfully perform tasks by using resources available at work*". On the other hand, Borman & Motowidlo, 1997 suggested that the task related performance and contextual performance were included in the employee job performance. The contextual performance emphasizes the significance of social competencies and skills that can be considered as the predictor of employee job performance. Task related

performance can explain the efficacy of job occupants in executing the fundamental and concurrently most important functions of the organization. Contextual performance can be conveniently understood with the help of this definition “*the performance that is not formally required as part of the job but helps to shape the social and psychological context of the organization*” (Borman & Motowidlo, 1997). Campbell, McHenry, & Wise, 1990 offered a model of job performance named as eight-factor model. Job-specific task proficiency, written and oral communication task proficiency, non-job-specific task proficiency, supervision in the case of a supervisory/ leadership position, and partly management/administration were five of the said factors that used the measure the task performance. Besides, the contextual factors include the indicators of maintaining personal discipline, demonstrating effort and facilitating peer and team performance.

According to Kakkos and Trivellas, 2011 as cited by Mehmood, 2013, the behaviours that an employee unveils while engaging in the core operation of an organization were denoted as task performance, while those not related to the employee’s major job but critical to the organizational, social and psychological framework is referred to as the contextual performance. Additionally, the collaboration of peers and subordinates as well as with their supervisors is also a portion of contextual performance. Muchinsky, 2004 as cited by Chiekezie, Nzewi, Emejulu, & Chukujama, 2016 in his views defined the job performance as the level of personal achievements that can be assessed and evaluated in terms of behavioral improvements of employees. Accordingly, it is the behaviour of work, which describes the means and manners in which the employees respond to the conflicts pertaining to work and family in their respective offices. (Pitt-Catsouphes et al., 2007 cited by Dousin, Collins, & Kler, 2019). Performance traits, task performance and social behaviour are three measurements of job performance (Cox & Nkomo, 1986 as cited by Prasanga, 2011). In addition, traits, behaviour and results are other dimesions of job performance while

individual task outputs, behaviours and traits are another dimensions of it (Prasanga, 2011, p.31).

The study of Kennedy, Lask, & Burns, 2001 identified the dimensions of work role empowerment, behaviour toward customers and teamwork to measure the employee job performance. The study of Griffin, Neal, & Parker, 2007 stated the task proficiency, task adaptivity and task proactivity of individuals, team members, organizations as the dimensions of measuring employee job performance.

Apart from above, there are multiple definitions available in the literature for job performance such as *“the level of individuals’ productivity relative to their co-workers on numerous job-related behaviours and outcomes”* (Babin & Boles, 1988). Thereby, the role of work-family balance is important in evaluating the employee job performance through improving their satisfaction level vis-à-vis family and job, devotion to work, organizational citizenship behaviour, involvement, efficiency as well as effectiveness. Other than that, the work-life balance is considered a critical component in minimizing stress and pressure arisen from work-family imbalance of employees that drive to increase the job performance of the employees. Beyond that, the forming, recognizing, fulfilling the productive work-life balance programs and practices for enhancing and nourishing the performance of the organizations as well as the employees have become key considerations of any organization (Banu & Adivel, 2019).

2.2 Literature Review

2.2.1 Work-family Balance and Employee Job Performance

Many studies have found the association between family and work balance and job performance of the employees. Wheatley, 2012 specified that, work-family balance of employees has generated the positive and favorable results for both employers and employees. Further, another study argued that, work-life

balance is significant for well-being of individuals, performance of both employees as well as organizations (Grady et al., 2008 cited by Kluczyk, 2013). Apart from that, Naithani, 2010 in her research stated that an organization which disregards the problems related to the employees' work-life balance, inherits the lower productivity of its employees and resultantly impossible to enhance their job performance. The research study of Vithanage, 2015 has explored that the work-family balance has significant positive relationship with employee job performance and she further contended that work-family balance supports the organizations to attain their goals by enhancing employee job performance. Work-life balance is perceived as a vital feature in minimizing the worker's work-related stress, which in turn contributes to an increase in the employee's job performance (Banu & Adivel, 2019). The findings of study of Samantha, 2018 revealed that when appropriate work-family balance practices are followed, it has an inspiring effect on employee job performance and on improving organizational productivity at last. On the other hand, the the physical and psychological strain of employees have resulted from failure to maintain work-family balance. According to the findings of Sianquita & Laguador, 2017, six hospital staff out of every ten employees can manage the time and stress which depicts the higher level of work-family balance among them and practising of higher levles of social skills and working habits led to improve the job performance. Herst, Allen, Sutton, & Bruck, 2000 also stated that when there was work-family imbalance due to conflict arisen between roles, it affected negatively to the job performance of the employees. Mulanya & Kagiri, 2018, stated that the shortage of effective flexible working environment in an institution that supported for the improvement of employee job performance reduced the motivation to remain performing well for the institution.

When considering the work-family balance and job performance, certain demographic factors such as gender, marital status, and work experience could not be disregard. According to Eby et al, 2005 as cited by Cain, 2015, gender

roles and gender differences are critical so far the identification of work-family balance issues encountered by the employees are concerned. Tennant & Sperry, 2003; Young, 1999 as cited by Kluczyk, 2013 stated that the global demographic changes such as the increased women contribution of labour force, dual income households, childcare, single-parent families, and the care for the elderly have caused to generate more challenges to the employees putting much effort on balancing demands at work and family life. Asiedu-Appiah, Aduse-Poku, & Acheampong, 2014 stated that balance between work and life is significant in improving the performance of employees at work and gender differences exist deviate the work-life balance necessities since the work and family matters and responsibilities are varied for female workers and male workers. Accordingly, Hamming and Bauer, 2009 cited by Judith, 2016 showed that the female workers are highly prioritized work-life balance than the male workers. The satisfaction in life of an individual derived from work and family spheres. In addition, gender had become an important consideration for the researches in work-family balance as the roles of housekeeper and caregiver have yet executed by women in terms of household tasks (Adame, Caplliure, & Miquel, 2016). Women, as compared to the men, confront higher degree of work-family imbalance, and thereby, the gender have become a significant factor when assessing the employee perception of work-family balance and the capability to balance the demand of their work and family which affects the employee job performance (Lee, Duxbury, & Higgins, 1994). By contrast, Jacobs & Gerson, 2004 argued that men confront higher amount of work impediment in family life, as they happen to spend long hours at workplace. According to the study of Samantha, 2018, with the changes in social trends, the problem of work-family balance is not only limited to the women, but also for men. The men in nowadays have participated in children's school activities and functions and also, family ceremonies, compared to traditional men who totally devoted for job by leaving all family related matters to spouse or other family members. It further stated

that the view of men regarding work-family balance expressed the ability of them to sufficiently provide for the family. So, men compell to sacrifice home for their work.

According to Martins, Eddleston & Veiga, 2002 as cited by Oluwasola, 2011, the married individuals give more priority to their personal lives rather than the work lives. The employees who have family burden often inherit difficulty in keeping division between work and family margins (Hall & Richter, 1988), that has negative influence on work and family lives. Md-Sidin, Sambasivan, & Ismail, 2008 cited by Asumadu, et al., 2018 indicated that the married people have confronted work-family conflicts compared to those who are unmarried. It further stated that women have experienced more work-family conflicts compared to men. Therefore, the positive emotions, resulting in minimizing work-life balance issues have been stimulated by having an emotional and interpersonal supportive partner (Mennino, Rubin and Brayfield, 2005 as cited by Samantha, 2018).

The degree of balance that individuals experience have been continued to make a substantial difference with the presence or absence of children in the family (Tausig & Fenwick, 2001 as cited by Oluwasola, 2011). In addition, the parental status has influenced on the increased importance on the role of family (Blau, Ferber and Winkler, 1998 as cited by Oluwasola, 2011). According to Jennings & McDougald, 2007 as cited by Oluwasola, 2011, the sources of work-family stress has derived from the family responsibilities such as household income, household time demands, level of family responsibility, and spousal support. Dual income earning families without children has reported the grander work-life balance, while unmarried and married couples with children have reported significantly lesser work-family balance than the solo and couples who were non-parents (Tausig & Fenwick, 2001 as cited by Oluwasola, 2011). As stated in the study of Kossek, Colquitt, & Noe, 2001, caregiving decisions of family were more likely to be unfavourable to the employee's job perforamnce

and well-being of them especially when elder is a dependent rather than a child. However, the study of Peiro, Bayona, Caballer, & Fabio, 2020 revealed that control variable such as sex, years of education, organizational tenure and occupational level do not significantly explain the job performance of 841 Colombian workers in different economic sectors. Consequently, the study of Abdirahman, Najeemdeen, Abidemi, & Ahmad, 2018 on the relationship among work and life balance, satisfaction pertaining to the job and organizational commitment on employee job performance within administrative officers of Malaysian Northern Region Universities with a sample of 271 officers indicated a positive correlation between work-life balance and the performance of employees. In other way, the study of Swathi & Mohapatra, 2017 stated about the emotional exhaustion model which developed by Yavas, et al, 2008 expressed that the conflicts faced by employees in between work roles and family roles led to emotional exhaustion that resulted higher turnover intentions and poor job performance of employees.

In this way, work-life balance appeared as a paramount role in determining the employee job performance. Therefore, as mentioned above, many studies have revealed a positive relationship of work-family balance with employee job performance.

2.2.2 Time Balance and Job Performance

According to Greenhaus, Collins, & Shaw, 2003, time balance is “*an equal amount of time devoted to work and family roles*”. The time balance refers the balance between the time allocated for work and for family. As stated by Kwon, allocation of hours is a determinant of the work-family balance, and time balance refers to the discrepancy between work hours and homework hours and balance coefficient estimated for situations such as longer working hours. The findings of Holly & Mohnen, 2012 offer greater understanding of the impact of working hour conditions and hours allocated to job and family chores and its significance on work-

family balance. Standard working hours benefit workers to gain work-family balance and it leads to a reduction in work-family clashes as stated by Wayne, Musisca, & Fleeson, 2004. The analysis of Hsu, et al., 2019 has also revealed that long working hours had a significant correlation with work-life balance by displaying a significantly positive relationship with observed time management.

Time demand, which is a factor of work-family culture, refers to employees' perceptions on long working hours and prioritize job before personal lives (Thompson et al., 1999 cited by Prasanga, 2011). Work-family balance determines the limit which an employee utilize available time to maintain a balance between family and work demands. Hence, work-life balance is an allocation of balanced time by an employee between his work and his family matters. (Soomro, Breitenecker, & Shah, 2018). The Nigerian study of Anthonia & Ukoha, 2018, stated that ensuring flexible work timings have significantly influenced on the employee job performance by creating a balance between organizational roles and responsibilities and family commitments and responsibilities of an employee.

2.2.3 Involvement Balance and Job Performance

Greenhaus, Collins, & Shaw, 2003 defined involvement balance as “*an equal level of psychological involvement in work and family roles*”. According to Boxall & Macky, 2014, there are five high involvement variables; power to make decision and act autonomously, information provision, rewards, knowledge of the job and team working that negatively correlated to work -family imbalance. Work-family conflicts surface when there is mismatch between demands of participation in work matters and demands of participation in family matters, vice versa, and this struggle influenced the standard of both work life and family life resulting lower employee job performance and productivity (Burke, 1988; Kopelman, Greenhaus, & Connolly, 1983; Greenhaus & Beutell, 1988). Moreover, Thomas & Ganster, 1995 conveyed that work interference with the family positively related to depression and

health complaints and negatively related to job satisfaction. Duxbury & Irving, 1992 explored that the work matters meddle with the family matters led to lesser the standard of family life. Therefore, when the work matters run over the family matters or the other way, it is a possible reason of tension and negative attitudes over work, which are positively correlated with burnout by reducing the job performance of employees. (Rubio et al., 2015; Tziner et al, 2015 cited by Soomro, Breitenecker, & Shah, 2018).

According to Saltzstein, Ting, & Saltzstein, 2001, the job involvement and family involvement is to what extent a person's psychological identity is attached to either job or family roles, and it evaluates the significance of those work and family roles to a person's self-esteem and his/her dedication of each role. There may be much more conflicts on role overload and role demand, when an individual is putting more involvement in an one role on another.

2.2.4 Satisfaction Balance and Job Performance

Greenhaus, Collins, & Shaw, 2003 defined the satisfaction balance as “*an equal level of satisfaction with work and family roles*”. Valcour, 2007 defined “*satisfaction with work-family balance as an attitude that reflects one's judgment that his/her resources are adequate to meet demands across work and family roles*”. Satisfaction in work-family balance has two dimensions; job satisfaction and family satisfaction. Job satisfaction has been defined as “*a pleasurable emotional state that results from an individual appraisal of one's job*” (Locke, 1969, cited by Rathi & Barath, 2013). Family satisfaction, on the other hand, is defined as “*the extent to which an individual is satisfied with his or her family life or situation*”. Studies indicated that both job and family satisfaction are transitional states that vary considerably over time (Ilies and Judge, 2002; Judge et al., 2006, cited by Rathi & Barath, 2013).

Ferguson, Carlson, Zivnuska, & Whitten, 2012 stated that the social support from co-workers and partners resulted higher work-family balance among

employees and that organizational staff support and balance influence on satisfaction in both work and family domains. Apart from that, Harr, Russo, Sune, & Ollier-Malaterre, 2014 stated that there was a positive relation between job and life satisfaction and work-family balance and negatively relationship to anxiety and depression across the different cultures. In addition to that, it showed that the higher levels of work-family balance has more positively associated with job and life satisfaction of persons in individualistic aspects, compared to persons in collectivistic aspects. According to the findings of the study of Rathi & Barath, 2013, the perception of work role interference with the family roles resulted negative influence on the job satisfaction by feeling negative attitude towards the work. It revealed that the more work interference with family matters, the more dissatisfaction the employees get.

2.2.5 Work-family Balance & Job Performance in Developing Countries

Most of the research studies related to work-family balance concept has conducted in developed countries. However, this has been change nowadays and work-family balance is increasingly becoming a significant matter taken into consideration by the policymakers in developing countries, as they have been experiencing work-family imbalance due to many demographic, economic and sociological transformations. With that, many scholars have started to conduct research on work-family balance in the developing countries such as India, Bangladesh (Rimi, 2014,) Pakistan, Malaysia, Indonesia (Wolor, Kurnianti, Zahra, & Martono, 2020), Philippines (Sianquita & Laguador, 2017), Ghana, Chile and other African countries (Mokomane, 2011; Samantha, 2018). Several studies identified various reasons for having work-family balance issues in these developing countries. Decreasing fertility rate, ageing population, increased labour force participation of female, migration and urbanization, increasing

proportion of single parent households, high prevalence of HIV and AIDS and transition from extended families to nuclear families are the major key issues that African people basically faced (Mokomane, 2011). According to Syed, Memon, Goraya, Schalk, & Freese, 2016, it stated that family division of labour has changed with the increasing of female participation due to rise of industrialization and continuous changes in demographic and economic factors in India, Pakistan and other South Asian countries. The other reasons were longer working hours, continuation of family as the important institution in its culture and lack of family friendly policies implemented by government (Rimi, 2014), heavy workloads resulting from staff shortage, lack of childcare centers which creates much tension of working mothers (ILO, 2011), increasing higher level of education among females with resulting increasing female participation in labour force and rooted gender norms inside families though it change the gender norms in labour market (Mehdizadeh, 2011). Although both developed and developing countries have focused on work-family balance, the responses to demand for work and family vary among different people in different states at different levels of economic development (Chandra, 2012).

When concerning the impact of work-family balance on employee job performance, several studies have proven that there is positive relationship between the two variables. The study conducted by Bataineh, 2019 regarding the relationship of work-life balance, happiness at work on employee performance in pharmaceutical industry in Jordan with a random sample of 289 out of 315 population conveyed that work-family balance had significant and positive impact on the job performance ($R = 0.652$ at significance of $p < 0.05$ ($\text{sig} = 0.000$)). It further stated that 57.3 percent of change in employee job performance is being explained by the change in work-family balance ($R^2 = 0.573$). The group of researchers in Kenya conducted a study about the effects of work-life balance on employee job performance in Kanarak University which conveyed that work-life balance was significant for work life and family life which enable to improve

the employee job performance. The study recommended that the institutions should focus on adopting the measures to balance the job at work and family matters of employees to minimize the imbalance and thus enhance the job performance of them (Wambui, Cherotich, Emily, & Dave, 2017). Another study conducted in Malaysia on relationship of job satisfaction and work-family equilibrium on task performance of academic staff in selected public higher learning institutions in Malaysia concluded with a positive association between job satisfaction and work-family balance on academic staff's task performance (Krishnan, Loon, & Tan, 2018). The study of Kshirsagar, 2015 in India about the impact of work-life balance on employee's performance with a sample of 25 small and 25 medium companies in manufacturing sector units of Navy Mumbai found an impact of different work and life balance programs on the job performance of employees (Chi-square p -value Of 0.01 which is less p-value of 0.05). The study on relationship between work-life balance, work-family conflict, and family-work conflict (independent variables) and perceived employee performance (dependent variable) with job satisfaction (moderating variable) conducted in Pakistan with 280 public university teaching faculty in Islamabad revealed a positive impact of work-life balance on employee job performance (Soomro, Breitenecker, & Shah, 2018). Another study of Haider, S., Jabeen, S., & Jamil, A., 2018 on examining in what way and with what reason that the work-family balance influences employee job performance of subordinates and their supervisors in the banking sector in Pakistan revealed that psychological well-being of employees has a mediating effect on the relationship between work-life balance and job performance.

2.2.6 Work-family Balance and Job Performance in Sri Lanka

Most of research studies in relation to work-family balance have conducted on Western countries while researches on Asian developing countries are also showing their concern on studying the work-family balance and its related topics

in recently (Rimi, 2014). However, In Sri Lanka, studies on work-family balance and its related aspects and especially the impact on employee performance is very limited.

The study of Prasanga, 2011 examined the impact of work-family balance and job satisfaction on job performance of the selected sailors of Sri Lanka Navy with the sample of 219 out of 520 sailors. According to Pearson's correlation analysis, the correlation coefficient between work-life balance and job performance was 0.368 under 0.01 significance level. The regression coefficient of them was 0.477 as per simple regression analysis. Hence, based on the outcomes of both study, work-life balance had a weak positive relationship with job performance of sailors. In addition, the study further explained that sailors did not have a favourable level of work-family balance.

The study on the relationship between job performance and work-life balance of employees in selected private banks in Batticalo region in Sri Lanka with a sample 166 employees revealed a positive and significant relationship existed in between work-life balance and job performance. Thus, the study expressed that the work-life balance reflected as the critical component to lessen the work related stress of employee which resulting to improve the employee job performance (Thevanes & Mangaleswaran, 2018).

The study of investigating the relationship between work-family balance and job performance by Vithanage, 2015 with a sample of 196 academics in 5 selected universities in Sri Lanka revealed that there is a statistically significant positive relationship between work-family balance and job performance with Pearson's correlation coefficient of 0.587 and $p < 0.01$.

Another study on identifying the relationship between work-life balance and employee performance with a sample of 100 employees in major two telecommunication companies in Sri Lanka indicated that work-family balance had a positive relationship with employee job performance under 0.01 level of

significance with the correlation coefficient of 0.543 (Mendis & Weerakkody, 2017).

2.2.7 Work-family Balance and Job Performance of Professionals

There are many research studies, found work-family balance of professionals such as teachers (Johari, Tan, & Zulkarnain, 2018; Mala, 2018; & Soomro, Breitenecker, & Shah, 2018), accountants (Greenhaus, Collins, & Shaw, 2003; Mete, Unal, & Bilen, 2014; & Perera, 2017), doctors & nurses (Adisa, Mordi, & Mordi, 2014; & Dousin, Collins, & Kler, 2019) and IT professionals (Valk & Srinivasan, 2011; & Sanadya & Bhatnagar, 2015). In addition, the work-family balance issues of different other professionals (Nishaat, 2017; Buddhapriya, 2009; Navarro-Astor, 2011; Coffey, Anderson, Zhao, Liu, & Zhang, 2009; Smith, 2010; Lo, 2003; & konrad & Mangel, 2000) have also examined by several researchers.

According to Mohanty & Jena, 2016, the severest challenge encountered by working professionals is the lack of ability of balancing the requirements and burden at both home and work contexts. With the intention of solving the challenges of imbalcing of work-family life of professionals, there is a need of understanding the major two issues namely; role overload and role interference. Valk & Srinivasan, 2011 stated that six major factors affect the work-family balalcne of female IT professionals in India. They are, familial stimuluses on life selections, responsibilities in divergent roles and efforts to negotiate them, organisational policies and practices, self and professional uniqueness, challenges and dealing strategies in worklife and social support. Lo, 2003 in his findings stated that almost all the married female professionals in Hong-kong had been experiencing an exhaustive lifestyles due to the traditional nature of the families and long working hours. Further, he elaborated that there should be

modifications in working environment towards flexible working schedules that would be advantageous for both professionals and their employers. In addition, female professionals have experienced a huge burden with increasing demands of their career targets and the traditional family arrangements.

The common challenges faced by female professionals are psychological effects such as stress and fatigue, little organizational support systems, issues in time management, lack of childcare support and tight work schedules with heavy workloads (Nishaat, 2017). According to research of Adisa, Mordi, & Mordi, 2014 when professionals dedicating much more time to one role, the other role is negatively affected. Whereas, the concerning matter is that few professionals i.e. lawyers, doctors and nurses do not have fixed working hours as others, have long working hours, overtimes, and have to work in holidays also. Some professionals have fixed work schedules, but with heavy work load under too much pressure. Hence, achieving work-family balance is very difficult. As for the findings of the study, most of respondents expressed how those professionals capitalized enhanced time and effort to their family tasks which, subsequently, impact on their job performance and their professional development.

2.3 Critical review

The relationship of work-family balance and employee job performance has been analyzed in both developed and developing countries in public as well as private sector contexts. According to the majority of the research studies, work-family balance has positive and significant impact on employee job performance. Although many studies have been conducted in relation to private sector, very limited studies can be seen in public sector. In Sri Lankan context, the similar situation can be observed with most of the studies in academic, health and private sector. However, there is limited past literatures in public sector on the relationship between work-family balance and employee job performance. On the other hand, no studies focused on the public sector

professionals. Therefore, with the intention of fulfilling the gap of literature in observing the relationship between work-family balance and employee job performance in Sri Lanka public service especially public sector professionals was the key objective of this study.

2.4 Research Gap

Work-family balance has revealed as a contributing factor of employee job performance. This study paid attention on the gap among past literatures as none of the past literatures had surveyed the relationship between work-family balance (time balance, involvement balance and satisfaction balance) and employee job performance in Sri Lankan public service.

Chapter 3. Research Design

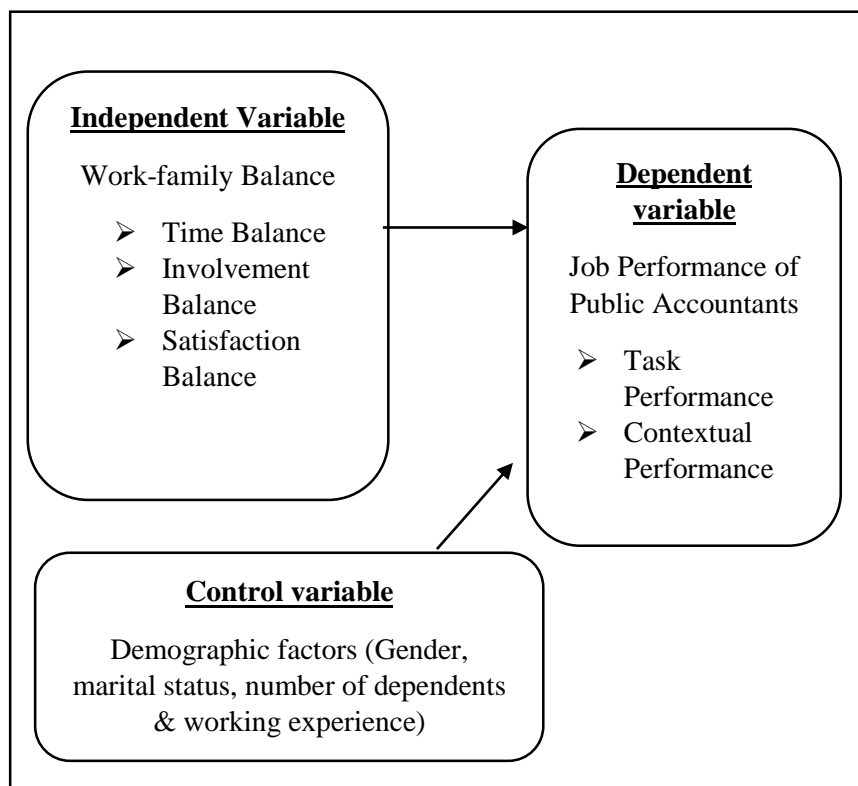
This study conducted through survey study method on quantitative basis and design to find out the relationship between work-family balance as independent variable and employee job performance as the dependent variable. Hence, this study examined the impact of work-family balance through time balance, involvement balance and satisfaction balance on employee job performance of public sector professionals in Sri Lanka special reference to government accountants. Moreover, the study found that which criteria mostly affected to the job performance of public sector accountants. This chapter explained the how conceptualized the variables used and what hypothesis developed to achieve set objectives addressing research question. In addition, it explained the population and sample used and the ways in which the data were collected for this study presented under this chapter.

3.1 Conceptual Framework of the Study

The impact of work-family balance (time balance, involvement balance and satisfaction balance) on employee job performance of public sector professionals in Sri Lanka special reference to government accountants were examined from this study. The research question of this study was “Is there an impact of work-family balance on job performance of government accountants in Sri Lanka?”. Based on the dimensions determined to measure work-family balance by different researches, the researcher designed the following own model to find out the impact of variables on employee job performance of government accountants. Thereby, the study aimed to achieve three objectives. Thus, work-family balance was the independent variable, which examined the impact on dependent variable of employee job performance in order to study the relationship between work-family balance and job performance of government accountants. The criteria of time balance, involvement balance and

satisfaction balance considered to measure the work-family balance and aimed to analyze the impact of work-family dimensions (time, involvement and satisfaction) on job performance of government accountants. The demographic characteristics of gender, work experience, marital status and number of dependents took as the control variables in order to observe variation of demographic factors of gender, marital status, number of dependents and working experience on the relationship between work-family balance and employee job performance.

Figure 1: Conceptual Framework



3.2 Research Hypothesis of Study

The impact of work-family balance on employee job performance has studied by many researches in different fields and contexts especially in developed countries. Although work-family balance issues are nowadays common to all with several economic, socio and cultural factors, still the studies in developing countries are limited and even in public sector. Considering the Sri Lankan context, very limited researches are available in respect of work-family balance and job performance. However, this study was the first study that examined the impact of work-family balance on employee job performance of public sector professionals; special reference to government accountants by considering the demographic and labour market changes in Sri Lanka. This study ultimately enable for policy makers to aware of the gravity of the impact and which factors affect significantly and which should be more prioritized in order to maintain sound work-family balance. In order to fulfill this research gap, this study examined the impact of work-family balance on job performance; the study developed the following hypothesis to examine the relationship of the dependent and independent variables with identified control variables;

Work-family balance and employee job performance

Work-family balance involves the proper prioritizing of career life and family life without making conflicts among different roles engage in day-today lives. As stated in literature, there are several negative consequences of having disequilibrium in work roles and family roles. There is much more propensity of depicting lower levels of employee performance, increased absenteeism and organizational commitment that resulted from stress, health issues and reduced energy levels arisen from work-family conflicts (Abdulkadir, 2018). The most of past literatures concluded that there was a significant relationship between work-family balance and employee job performance. According to literature

review and theoretical background on work-family balance and employee job performance, the below hypothesis was developed in this study;

H1: There is a significant relationship between work-family balance and employee job performance of government accountants of Sri Lanka.

Time balance and employee job performance

Time balance involves a person's capacity to keep the equilibrium between work life and family life. It consists of two spheres; time at work and time at home. According to the study of Oluwasola, 2011, it was stated that flexible working hours has a significant influence on employee job performance by maintaining his or her working responsibilities and family responsibilities. As stated in the report of Fagan, Lyonette, Smith, & Saldana-Tejeda, 2012, longer working hours led to occur health issues, stress at both work and home which ultimately resulted lower level of commitment, motivation and job performance at work. When the considerable time available for both family matters and work demands, the conflict of work-family balance reduces. Managing time plays a vital role in improving employee job performance as it causes negative consequences to both employees and employers with the role conflicts. The past literatures on the time balance and employee job performance found out that there was a positive relationship between these two. Therefore, this study developed following hypothesis based on that;

H2: There is a significant relationship between time balance and employee job performance of government accountants of Sri Lanka.

Involvement balance and employee job performance

Involvement balance refers to an equilibrium between the level of psychological participation in work and family roles. It consists of two spheres; work involvement and family involvement. When a person participates more in family matters including caregiving, there was a less commitment to work which can negatively effect on the employee performance (Kossek, Colquitt, & Noe, 2001). Many researchers concluded that there was a significant relationship between involvement balance and employee job performance. Based on that, this study also predicted that the significant relationship between involvement balance and employee job performance of Sri Lankan government accountants as follows:

H3: There is a significant relationship between involvement balance and employee job performance of government accountants of Sri Lanka.

Satisfaction balance and employee job performance

Satisfaction balance defines as an equilibrium between the level of satisfaction with work and family roles. Job satisfaction involves the favorable feeling generated from individual's evaluation of own job. On the other hand, family satisfaction involves the favorable feeling on one's prevailing family condition. When conflicts occur between work and family, it results higher turnover, stress, lower commitment and reduction in family and job satisfaction. Job satisfaction generated several positive organizational consequences such as high institutional commitment, lower absenteeism and improved job performance. Therefore, as for the literature review on satisfaction balance on employee job performance, the below hypothesis was developed accordingly;

H4: There is a significant relationship between satisfaction balance and employee job performance of government accountants of Sri Lanka.

3.3 Conceptualization and Operationalization

With the purpose of achieving set objectives, this study has defined and used following key terms and concepts operationally.

Work-family balance

Work-family balance was the independent variable in this study. In order to address the research question of this study, the work-family balance defined operationally as the maintenance of equilibrium between work and family responsibilities with different work and family roles involved. As defined by Greenhaus, Collins, & Shaw, 2003, in his study, the work-family balance is “*the extent to which an individual is equally engaged in—and equally satisfied with—his or her work role and family role*”.

With the view of measuring, the work-family balance, the three dimensions which Greenhaus, Collins, & Shaw, 2003, have identified as time balance, involvement balance and satisfaction balance, has taken to examine the impact on employee job performance of government accountants measured by the average score of 24 items in work-family balance questionnaire.

Employee Job performance

The operational definition of employee job performance was the capability of an employee to accomplish his or her job related duties and other duties at work in a precise way that leads to achieve common goals and objectives of both

organization and the employees. Similarly, it defined as “*an individual’s ability to successfully perform tasks by using resources available at work*” (Jamal, 2007).

In this study, the employee job performance operationally comprised two criteria which stated by Borman & Motowidlo, 1997. They were task performance and contextual performance. Task performance explained the effectiveness of job occupants in executing functions that support to the operational hub of the organization while contextual performance focused on the prominence and relevance of social skills and behaviours as predictors of employee job performance. These two criteria measured through 14 items in survey questionnaire.

In addition to that, this study applied 04 control variables namely gender, work experience, marital status and number of dependents to observe variation of identified demographic factors on the relationship between work-family balance and employee job performance of the public sector professionals in Sri Lanka with special reference to the government accountants.

3.4 Measurement of Variables

The above-mentioned concepts measured in following way with the purpose of achieving the set objectives of this study.

Table 1: Measurement and Data Sources

Variable	Dimension	Sub Scores	Survey Question	Measurement	Reference
Demographic Factors (Control Variables)	Gender	Male, Female	(ii) in part 1	Categorical	Samantha, 2018;
	Marital Status	Married, Single,	(iv) in part 1	Categorical	

		Widow, Divorce			Kossek, Colquitt, & Noe, 2001
	Number of dependents	0, 1, 2, 3, 4, 5 or more	(v) in part 1	Measured in numbers	
	Working experience	No of years served	(iii) in part 1	Measured in years	
Work-family Balance (Independent variable)	Time balance	Time of work	Q1-Q8 in part 2	Measured by using mean of the questions assigned to variables.	Oluwasola, 2011; Sianquita & Laguador, 2017
		Time for family			
	Involvement balance	Psychological involvement at work	Q9-Q16 in part 2		Abdulkadir, 2018; Vithanage, 2015;
		Psychological involvement at family			
	Satisfaction balance	Satisfaction from work	Q17-Q24 in part 2		Oluwasola, 2011; Kluczyk, 2013
		Satisfaction from family			
Job performance (Dependent variable)	Task performance	Performance on duty assigned	Q25-Q31 in part 2	Measured by using mean of the questions assigned to variables.	Vithanage, 2015; Koopmans, et al., 2011
	Contextual performance	Performance other than duty assigned	Q32-Q38 in part 2		

3.5 Definition of Population

The total population of this research was permanent government accountants who work minimum 38 hours per week in Sri Lanka and the total population can be shown in Grade wise ¹ as below;

Table 2 : Population of the Study

Employee Level	No. of employees
Grade I	590
Grade II	168
Grade III	864
Total	1622

3.6 Sampling Frame and Technique

The sampling frame for this study was the all the male or female, permanent public service accountants in Sri Lanka who working at least 38 hours per week. The sampling frame incorporated government accountants from different grades in the Sri Lanka Accountants' Service. In other words, the criteria that used for selecting the population data in the sampling frame were from cadre with different grades of government accountants in Sri Lanka.

The proportionate stratified random sampling method was used to obtain the required sample of this study selected from the sampling frame. The sample size for the study was calculated using Yamane simplified formula ($n = N/(1+N(e)^2)$) where population of the study (N) = 1622 and significance level = 5%. Accordingly, the minimum sample size was 320. However, the actual sample size of the study was 378 from the entire sampling frame, which filled the online questionnaire during the targeted period.

¹ Cadre structure of the government accountants position showed that grade I officers are higher compared to Grade II officers as most of the Grade II officers were promoted and most of the Grade III officers were recruited within past few years.

3.7 Survey Instrument

The self-administered questionnaire (*Appendix A*) in English language used for the collection of data for this research. The questionnaire consisted of 02 parts. The first part was covered demographic factors such as gender, working experience, marital status and number of dependents and the second part was covered work-family balance with its dimensions and employee job performance of randomly selected government accountants of Sri Lanka. In order to confirm the reliability of the questionnaire prepared, the pilot study conducted from 23 July 2020 to 3 August 2020.

The structured questionnaire distributed to the randomly selected respondents through online and manual basis. The Cronbach alpha coefficient used to determine the reliability and the internal consistency of the questionnaires that distribute to the selected respondents.

3.8 Data Collection Method

The structured questionnaire distributed to randomly selected respondents (government accountants throughout the country) in online with the help of google forms via social media and emails and manually. The pilot study conducted from 23 July 2020 to 3 August 2020 and the questionnaire distributed to 30 randomly selected respondents. The data collection period for the analysis after checking the reliability of survey instrument started on 3 August 2020 to 02 October 2020. All the survey responses received online in Google forms and the manually collected responses feed into Google forms. After the specified data collection period, all the responses collected through online survey downloaded in Excel format. The 378 respondents successfully answered for the survey conducted. Hence, final sample of the study was higher than expected sample size by 68.

3.9 Methods of Data Processing and Analysis

In order to ensure proper analysis, the collected data coded and entered into Microsoft Excel and the Statistical Package for SAS Software according to each variable of the study for analysis. The collected data analyzed by using descriptive statistics to accomplish the research objective. The study further made use of correlation analysis and multiple regression analysis to determine the strength of relationship existing between independent variable (work-family balance) and dependent variable (employee job performance) with control variables (gender, work experience, marital status and number of dependents).

The research employed the following regression model;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon \quad \text{Where;}$$

Y = Employee job performance, β_0 = the coefficient intercept,

X₁ = Work-family balance, X₂ = Gender,

X₃ = Work experience, X₄ = Marital status,

X₅ = Number of dependents, ε = Error term

In addition to that, the dimensional effect of work-family balance (time balance, involvement balance and satisfaction balance) was examined through multiple regression analysis to observe the significance of each dimension to the employee job performance with and without control variables.

3.10 Instrument Reliability & Validity

The questionnaire was pre-tested through pilot study to confirm the clarity and content validity before administering it. In this study, the Cronbach Alpha scale tested to measure the reliability of the survey instrument. This test carried out with the responses of randomly selected 30 government accountants with different grades. The instrument had overall Cronbach alpha of 0.99 as follows

which is higher than 0.70. As shown in Table 3, the value of the Cronbach Alpha of the instrument indicated that each instrument had strong reliability.

Table 3 : Reliability Test

Cronbach Coefficient Alpha	
Variables	Alpha
Work-family balance	0.987
Time balance	0.991
Involvement balance	0.988
Satisfaction balance	0.988
Task performance	0.988
Contextual performance	0.989
Job performance	0.988
Overall (Raw)	0.991

Source: Results from survey data (2020)

The validity refers to the degree to which an instrument developed satisfies what are supposed to measure from it. That means the questions in the survey instrument was constructed in accordance with the achievement of objectives set in this study. The survey questionnaire that used for the data collection were consisted of 38 items covering the each variable sufficiently by ensuring content validity of the instrument. The variables taken to measure were widely covered the areas related to issue of this study and they were chosen based on the several past literatures and reviews of advisors in order to maintain construct validity of this study.

Chapter 4. Analysis & Discussion of Findings

The findings of this study, which collected via online survey questionnaire regarding the work-family balance with its dimensions and employee job performance of government accountants in Sri Lanka were presented and analyzed in this chapter. After processing the data using different statistical tools, findings of the study drawn by answering research questions (including research objectives) and analyzing the empirical data presented. Thereby, this study indicated the presentation of descriptive statistics related to work-family dimensions, employee job performance and the demographic factors (gender, work experience, marital status and number of dependents) used as control variables. Further, the statistical analysis presented in order to check the proposed hypotheses proposed in this study. Thereby, based on the results of the correlation analysis and regression analysis conducted, the detailed discussion was done in respect of each variable identified.

4.1 Univariate Analysis

4.1.1 Descriptive Statistics of Survey Respondents

The descriptive analysis of identified demographic factors (gender, work experience, marital status and number of dependents) of this study depicted in Table 4. The actual sample of the study was 378 government accountants which shown the success rate² of responses of 118% (Planned sample was 320 respondents). As shown in the table, 240 respondents, which is 63.49% of the total sample, were female while 138 respondents, which expressed the 36.51% of the total sample, were male. Considering the work experience, the majority of the respondents in the sample had less than 5 years' experience (n= 144 & 38.1%)

² Success response rate was 118% in this study as the researcher fixed the 2 months data collection period and was able to collect data more than minimum sample of 320.

whereas 117 (30.95%) of respondents were with more than 20 years of work experience. 21.43%, 5.03% and 4.5% of respondents were having work experience of 5 - 10 years, 10 - 15 years and 15 - 20 years respectively. As per the findings, majority of the respondents had working experience of 0-5 years within the public service. The majority of respondents under marital status category were married showing almost 80% of the total sample whereas 17.46%, 1.59% and 1.06% were in unmarried, widow and divorce category respectively. Moreover, majority of the respondents are married employees which taken into consideration in respect of work-family balance. Considering the number of dependents (children, parents or relatives), almost equal percentage of respondents have 02 (34.13%) and 03 (34.39%) dependents whereas 12.43% of the total sample does not have any dependents. Similarly, 10.58% and 2.12% of respondents have only 01 and more than 05 dependents respectively. The majority of respondents had 03 dependents, which implied that their decisions on both work and family lives are mostly related with the dependents they have to look after.

Table 4 : Descriptive Data of Survey Respondents

Variable	Level	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Gender	Male	138	36.51	138	36.51
	Female	240	63.49	378	100.00
Work experience (Years)	0 to 5	144	38.10	144	38.10
	5 to 10	81	21.43	225	59.52
	10 to 15	19	5.03	244	64.55
	15 to 20	17	4.50	261	69.05
	Above 20	117	30.95	378	100.00
Marital status	Married	302	79.89	302	79.89
	Unmarried	66	17.46	368	97.35
	Widow	6	1.59	374	98.94

	Divorce	4	1.06	378	100.00
Number of dependents	0	47	12.43	47	12.43
	1	40	10.58	87	23.02
	2	129	34.13	216	57.14
	3	130	34.39	346	91.53
	4	24	6.35	370	97.88
	5 or more	8	2.12	378	100.00

Source: Results from survey data (2020)

Additionally, the number of government accountants in the population and the sample with respect of grade were depicted in Table 5 as follows;

Table 5 : Grade wise Comparison

Grade	I	II	III	Total
Population	590	168	864	1622
	36.37%	10.36%	53.27%	100.00%
Sample	129	64	185	378
	34.13%	16.93%	48.94%	100.00%

Source: Results from survey data (2020)

4.1.2 Descriptive Statistics of Variables

4.1.2.1 Descriptive Statistics of Dependent Variable

Descriptive statistics in respect of dependent variable, here, employee job performance and its two dimensions (task performance and contextual performance) depicted in Table 6. Both of dimensions measuring the employee job performance had mean score with 2.943 for task performance and 2.999 for contextual performance with the slight difference between mean scores and almost equal standard deviation of 1.3. Overall mean score of employee job performance was 2.971 (SD = 1.28).

Table 6 : Descriptive Statistics of Dependent Variable

Variable	N	Mean	Standard Deviation
Task Performance	378	2.943	1.3
Contextual Performance	378	2.999	1.3
Job Performance	378	2.971	1.28

Source: Results from survey data (2020)

4.1.2.2 Descriptive Analysis for Indicators of Employee Job Performance

4.1.2.2.1 Descriptive Analysis for Task Performance

To measure the dependent variable of employee job performance with the indicator of task performance, 07 statements (items from Q25 to Q31 in the questionnaire as shown in Table 7) were asked from the respondents aiming at understanding how they do the main duties related to their position in the public service. In the 25th statement in the questionnaire distributed, 47.62% of the respondents out of 378 of the sample did not accept this statement, that is 24.6% strongly disagree and 23.02% disagree respondents respectively. Moreover, 46.83% of the respondents accepted the statement, that is, 14.55% strongly agree and 32.28% agree respondents respectively. Under the 26th statement, 48.15% (33.6% agree and 14.55% strongly agree) of the respondents accepted for statement while 42.85% (21.16% strongly disagree and 21.69% disagree) of the respondents disagreed with the statement. In 27th statement, 44.71% of respondents chose disagreeing with the statement that is 20.11% strongly disagree and 24.6% disagree respondents respectively while 41.01% (31.75% agree and 9.26% strongly agree) of respondents chose agreeing with the statement.

In 28th statement, 47.62% of respondents were in the side of agreeing for the statement while 42.33% of respondents were in the side of disagreeing for the

statement. Considering the 29th statement and 30 the statement, 46.03% and 49.21% of the respondents were in the view of agreeing for the statement. The 46.56% of the respondents were agreeing and 45.5% of the respondents were disagreeing with the 31st statement. When examining the 07 statements above, there was a little bit difference between the agreeing and disagreeing for the statements by the respondents. However, compared to these to extremes, insignificant percentage were in the opinion of neutral.

Table 7 : Descriptive Statistics of Task Performance

		SD %	D %	N %	A %	SA %	Mean	STD
25	I always achieve monthly targets assigned by my superiors.	24.60	23.02	5.56	32.28	14.55	2.89	1.45
26	I have sufficient knowledge to accomplish my works.	21.16	21.69	8.99	33.60	14.55	2.99	1.41
27	I have opportunity to keep my knowledge up-to-date.	20.11	24.60	14.29	31.75	9.26	2.85	1.31
28	Decisions I took are more productive to the office.	21.96	20.37	10.05	37.30	10.32	2.94	1.37
29	I administer my staff to achieve goals.	20.11	23.28	10.58	33.60	12.43	2.95	1.37

30	I work for maintain proper communication within the office.	20.37	23.54	6.88	33.07	16.14	3.01	1.43
31	I support to use organizational resources thriftily.	16.93	28.57	7.94	33.60	12.96	2.97	1.35

n=378 SD= Strongly Disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree STD= Standard Deviation

Source: Results from survey data (2020)

4.1.2.2.2 Descriptive Analysis for Contextual Performance

To measure the dependent variable of employee job performance with the indicator of contextual performance, 07 statements (from Q32 to Q38 in the questionnaire) were asked from the respondents aiming at understanding how they do the duties other than the main duties related to their position in the public service. In the 32nd statement, 48.41% of the respondents were in the opinion of disagreeing with the statement while 39.42% of the respondents were in the opinion of agreeing with the statement. In the 33rd statement, approximately equal percent (46%) of the respondents were in the opinion of both agreeing and disagreeing with the statement. Majority (48.41%, 56.08% & 51.85) of respondents had the view of agreeing with the 34th, 35th & 36th statements respectively.

Considering the 37th the statement, 43.38% of the respondents were agreeing with the statement while 42.86% of the respondents were in the opinion of disagreeing with the statement. In 38th statement, 50.26% of respondents were in the side of agreeing for the statement while 43.91% of respondents were in the side of disagreeing for the statement. However, compared to these to extremes agreeing and disagreeing, the insignificant percentage of respondents with a range of 5% - 13% were in the opinion of neutral.

Table 8 : Descriptive Statistics of Contextual Performance

		SD %	D %	N %	A %	SA %	Mean	STD
32	I do extra works other than my main duties.	24.87	23.54	12.17	31.22	8.20	2.74	1.35
33	I take initiatives every time to make my office more effective and efficient.	22.49	23.02	8.20	34.39	11.90	2.90	1.39
34	I maintain sound working relationship with my staff.	20.11	21.96	9.52	33.60	14.81	3.01	1.40
35	I always comply with rule and regulation of the office.	17.46	18.52	7.94	31.48	24.60	3.27	1.45
36	I am always committed to the organizational success.	19.84	23.02	5.29	31.22	20.63	3.09	1.47
37	I am considered as a valuable asset to the institution.	18.52	24.34	13.76	30.95	12.43	2.94	1.34
38	My contribution in teamwork enables to motivate my staff.	19.84	24.07	5.82	34.39	15.87	3.02	1.42

n=378 SD= Strongly Disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree STD= Standard Deviation

Source: Results from survey data (2020)

4.1.3 Descriptive Statistics of Independent Variables

The Table 9 below illustrated the demographic factor category for independent variable of work-family balance. In gender category, the mean score of male (2.85) was the highest (above the overall mean of 2.73) while the mean score (2.67) of females was the lowest (less than the overall mean of 2.73). In work experience category, the highest mean score of 3.63 was for 10 to 15 years of experience while the lowest (2.17) for above 20 years of experience. Similarly, the mean score of 3.53, 3.18 and 2.72 were for in between 15 - 10 years, 5 - 10 years and less than 5 years of experience.

In marital status category, unmarried respondents showed the mean score of 3.51, which was the highest (above the overall mean of 2.73) whereas the widow had the lowest mean score of 1.92 (below the overall mean of 2.73). The mean score of 2.59 and 2.27 were for the married and divorced respondents. Considering the number of dependents category, the mean score of 4.05 which was the highest was for the dependents 5 or more followed by mean score of 3.68, 3.41 and 3.30 were for 0, 1 and 4 dependents which showed higher mean score than the overall mean of 2.72. The number of dependents was 3 was the lowest mean score (1.98) of this category.

Table 9 : Demographic Comparison for Independent Variable

Variable	Level	N	Mean	Standard Deviation	Maximum	Minimum
Gender	Male	138	2.85	1.22	5.00	1.00
	Female	240	2.67	1.17	4.79	1.00
	0 to 5	144	2.72	1.19	5.00	1.04
	5 to 10	81	3.18	1.02	4.58	1.67

Work experience (Years)	10 to 15	19	3.63	0.69	4.46	2.00
	15 to 20	17	3.53	0.91	4.33	1.42
	Above 20	117	2.17	1.14	4.63	1.00
Marital status	Married	302	2.59	1.19	5.00	1.00
	Unmarried	66	3.51	0.90	4.50	1.04
	Widow	6	1.92	1.09	4.04	1.25
	Divorce	4	2.27	1.30	4.17	1.38
Number of dependents	0	47	3.68	0.61	4.58	1.38
	1	40	3.41	1.02	4.80	1.04
	2	129	2.75	1.14	4.63	1.04
	3	130	1.98	0.96	4.58	1.00
	4	24	3.30	1.26	5.00	1.04
	5 or more	8	4.05	0.11	4.21	3.83
Work-family balance	Overall	378	2.73	1.19	5.00	1.00

Source: Results from survey data (2020)

4.1.3.1 Descriptive Analysis for Work-family Balance Dimensions

4.1.3.1.1 Descriptive Analysis for Time Balance

The first 08 statements were included in the questionnaire were created to examine the impact of time balance on job performance of employees. When examining the Table 10 below, majority of the respondents with the percentage range of 49.47% - 59.26% had the opinion of disagreeing with the 08 statements related to time balance. The respondents with the percentage range of 12.4% - 41.54% were in the opinion of agreeing with the statement. However, 5% to 221% range of respondents had the neutral view on the statements. However, as per the statistics, the majority of the respondents in the sample were unable to manage the time between office matters and family matters.

Table 10 : Descriptive Statistics of Time Balance

		SD %	D %	N %	A %	SA %	Mean	STD
1	My official working hours suffice me to complete all my works assigned.	30.69	22.75	8.20	28.04	10.32	2.65	1.42
2	I can complete my job related works during the weekdays without using weekends and holidays.	28.31	25.13	5.03	31.22	10.32	2.70	1.42
3	I can easily get leaves from my office.	29.89	26.72	20.90	17.20	5.29	2.41	1.23
4	I can manage my time at work as a result of the way I deal with my family matters.	25.93	23.81	8.99	32.28	8.99	2.75	1.38
5	I have sufficient time to spend with my family members.	26.46	29.10	11.11	23.54	9.79	2.61	1.35
6	I always have time to focus on my family matters.	25.4	24.07	16.14	25.40	8.99	2.69	1.33
7	I always have free time to participate	27.51	31.75	14.55	19.58	6.61	2.46	1.26

	for every events of my family members.							
8	I can manage my time at family as a result of the way I deal with my office works.	28.84	23.02	12.70	28.57	6.88	2.62	1.34

n=378 SD= Strongly Disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree STD= Standard Deviation

Source: Results from survey data (2020)

4.1.3.1.2 Descriptive Analysis for Involvement Balance

The impact of involvement balance on employee job performance was examined through the following 08 statements were included in the questionnaire. Majority of the respondents chose to disagree with all the statements except 12th statement where 46% of the respondents were in the opinion of agreeing while 44.18% of respondents were in the opinion of disagreeing. However, the range of 9.79% - 20.11% respondents chose to be neutral with the all statements. These statistics showed that majority of respondents were unable to involve both work and family matters in a balance way.

Table 11 : Descriptive Statistics of Involvement Balance

		SD %	D %	N %	A %	SA %	Mean	STD
9	I can easily involve with office matters as my family support me in family matters.	22.49	25.40	10.85	32.28	8.99	2.80	1.34

10	I always give priority of my office works even if it hinders my family matters.	20.63	32.54	18.25	23.81	4.76	2.60	1.19
11	I gain more things to my life being devoted to work at office.	22.49	26.19	17.72	26.46	7.14	2.70	1.27
12	My dedication to works bring good results to the institution.	23.02	21.16	9.79	29.37	16.67	2.96	1.45
13	I can easily involve with my family matters due to the flexibility at work.	24.87	30.42	12.17	26.19	6.35	2.59	1.28
14	I always give priority of my family matters even if it hinders office works.	24.87	31.48	17.46	20.90	5.29	2.50	1.21
15	I gain more things to my life being devoted to work at home.	22.49	26.98	20.11	23.54	6.88	2.65	1.25
16	My dedication to family matters keeps harmony in the family.	24.60	21.69	14.02	30.42	9.26	2.78	1.35

n=378 SD= Strongly Disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree STD= Standard Deviation

Source: Results from survey data (2020)

4.1.3.1.3 Descriptive Analysis for Satisfaction Balance

The following 08 statements were included in the questionnaire to examine the impact of time balance on government accountants' job performance, the. Majority of the respondents were in the opinion of disagreeing with the 17 to 20 statements while majority of respondents chose to agree with the 21st and 23rd statements. However, equal percentage of respondents chose to both agree and disagree for the 22nd statement. The range of 5.29% to 12.43% of respondents chose to be neutral with all the statements.

Table 12 : Descriptive Statistics of Satisfaction Balance

		SD %	D %	N %	A %	SA %	Mea n	STD
17	The nature of my works supports me to enhance my skills and knowledge.	20.90	24.87	9.79	32.80	11.64	2.89	1.37
18	I am appreciated for my additional work at office.	26.46	23.81	12.43	29.37	7.94	2.69	1.35
19	I have pleasant working environment at my office that reduces my stress.	25.66	25.13	10.58	27.25	11.38	2.74	1.39
20	Problems at home make me irritable at office.	21.96	27.25	7.94	30.16	12.70	2.84	1.39

21	The family happiness helps me to have stable and contented mind.	19.31	24.60	10.05	29.37	16.67	2.99	1.41
22	I am appreciated by my family members for the things I have done for them.	20.90	24.34	8.99	31.75	14.02	2.94	1.40
23	My family environment reduces my stress.	19.05	23.81	7.94	28.84	20.37	3.08	1.45
24	Problems at office make me irritable at home.	23.54	24.34	5.29	23.81	23.02	2.98	1.53

n=378 SD= Strongly Disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree STD= Standard Deviation

Source: Results from survey data (2020)

4.2 Bivariate Analysis

4.2.1 Correlation Analysis

The bivariate Pearson correlation specifies the availability of statistically significant linear relationship of particular variables or not, the strength and direction of the linear relationship of variables identified. The Pearson correlation test performed between employee job performance (dependent variable), work-family balance (independent variable) and demographic variables of gender, work experience, marital status and number of dependents as control variables shown in Table 13.

Table 13 : Correlation Analysis of Work-family Balance & Control variables

Variables	1	2	3	4	5	6
1.Work-family balance	1					
2.Gender	-0.75	1				
3.Work experience	-0.2 *	0.22	1			
4.Marital status	0.15 **	0.08	0.01	1		
5.Number of dependents	-0.3 **	-0.03	0.32 **	-0.23 **	1	
6.Job performance	0.94 **	-0.07	-0.18 **	0.15 **	-0.31 **	1

**Correlation is significant at 0.05 level

Source: Results from survey data (2020)

In the Table 13 above, the correlation coefficient of work-family balance with employee job performance was 0.94 and its p value was <0.0001 by showing it was significant at 0.05 level. Therefore, the correlation between employee job performance (dependent variable of the study) and work-family balance (independent variable) has positive and strong significant relationship. Likewise, the correlation coefficient between marital status and employee job performance was 0.15 ($p = 0.0027$) and it has weak positive correlation at 0.05 significant level.

Furthermore, job performance and number of dependents has the correlation coefficient of -0.31 ($p < 0.0001$) and it showed the negative and weak correlation at 0.05 significant level. Similarly, the correlation coefficient of -0.18 ($p = 0.0005$) in between job performance and work experience at 0.05 significant level also had weak negative relationship. However, there was no significant correlation

(very weak negative) between gender and employee job performance at 0.05 significant level. Moreover, none of the control variables was strongly correlated with the work-family balance at 0.05 significant level.

When observing the relationship of work-family balance dimensions and job performance, the following correlation coefficients in Table 14 can be depicted;

Table 14 : Correlation Analysis of Dimensions of Work-family Balance

	Time Balance	Involvement Balance	Satisfaction balance
Job Performance	0.882 **	0.947 **	0.927 **

**Correlation is significant at 0.05 level

Source: Results from survey data (2020)

According to the results of the Table 14 above on correlation coefficients of dimensions of work-family balance, the correlation coefficient between time balance and job performance was 0.88 ($p < 0.0001$) and it was significant at 0.05 level. Therefore, Pearson's linear correlation between employee job performance and time balance has positive and strong significant relationship. Similarly, the correlation coefficient of involvement balance and job performance ($r = 0.95$, $p < 0.0001$) at 5% significance level showed the strong positive correlation between variables. The correlation coefficient of satisfaction balance and job performance ($r = 0.93$, $p < 0.0001$) at 5% significance level also showed the strong positive correlation between variables.

4.2.2 Curve Fit Analysis

4.2.2.1 Curve Fit for Work-family Balance & Job Performance

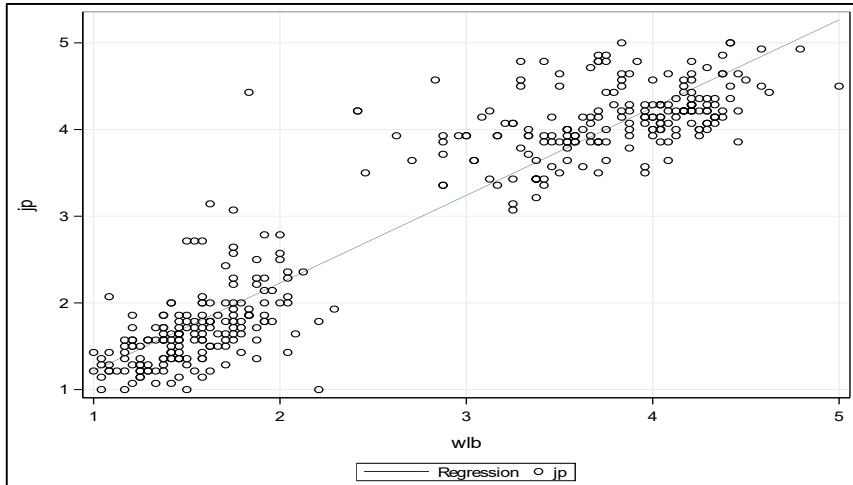


Figure 2 : Curve Fit Analysis for Work-family Balance & Job Performance

The Figure 2 shows that the work-family balance has positive linear relationship with job performance of the government accountants of Sri Lanka.

4.2.2.2 Curve Fit for Time Balance & Job Performance

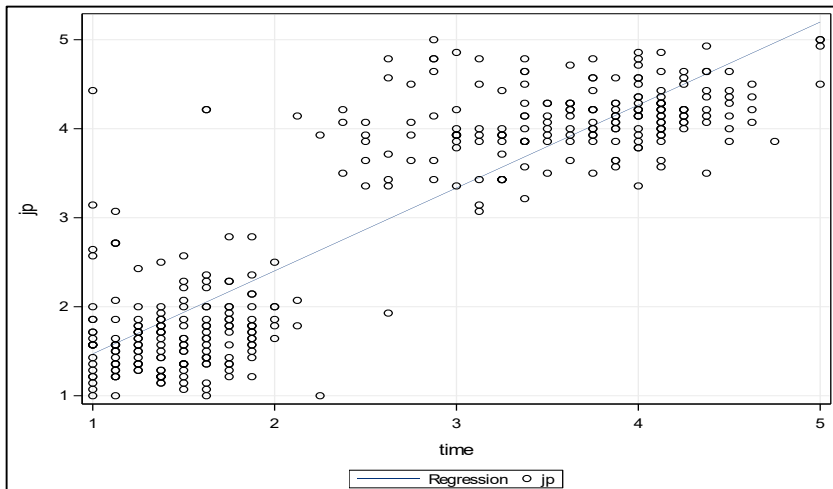


Figure 3 : Curve Fit Analysis for Time Balance & Job Performance

The Figure 3 shows that time balance has a positive linear relationship with job performance of the government accountants of Sri Lanka.

4.2.2.3 Curve Fit for Involvement Balance & Job Performance

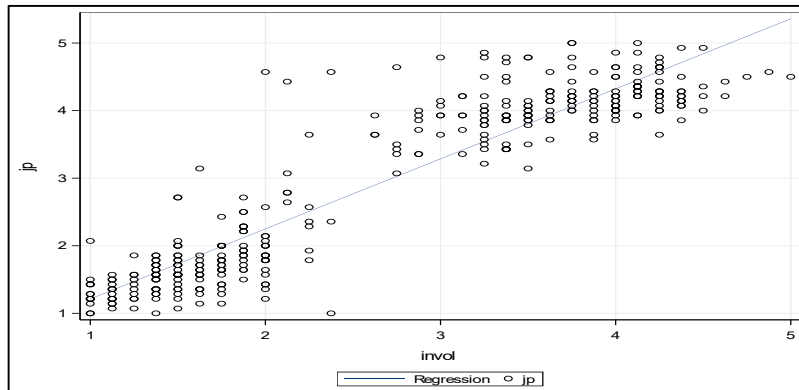


Figure 4 : Curve Fit Analysis for Involvement Balance & Job Performance

The Figure 4 shows that the involvement balance has a positive linear relationship with job performance of the government accountants of Sri Lanka.

4.2.2.4 Curve Fit for Satisfaction Balance & Job Performance

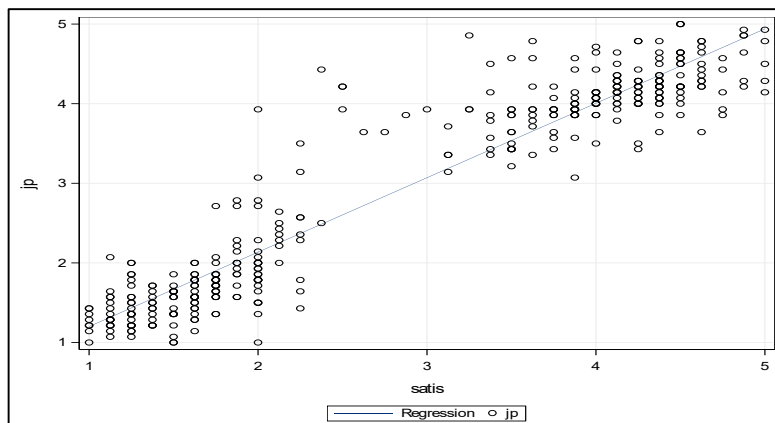


Figure 5 : Curve Fit Analysis for Satisfaction Balance & Job Performance

The Figure 5 shows that the satisfaction balance has a positive linear relationship with job performance of the government accountants of Sri Lanka.

4.3 Regression Analysis

4.3.1 Regression Analysis for Work-family Balance & Job Performance

The linear regression analysis had conducted for work-family balance (independent variable) and employee job performance (dependent variable) without control variables (Model I) and with control variables (Model II) of gender, work experience, marital status and number of dependents. The results of the conducted regression analysis were shown in Table 15 below.

The regression results in Model I under Table 15 expressed that the work-family balance reliably predicts the employee job performance (dependent variable) as the model p-value was $<.0001$ which is lower than 0.05 significant level. Considering the R-squared, 88.6% of the variance in job performance can be predicted from the independent variable of work-family balance. Thus, the independent variable of work-family balance was statistically significant at 0.05 level of significance as its p-value ($<.0001$) <0.05 .

Under Model II in Table 15 with control variables identified, it was also expressed that the independent variable of this study reliably predicts the dependent variable of employee job performance as the model p-value was $<.0001$ which is lower than 0.05 significance level. Considering the R-squared, 88.7% of the variance in the employee job performance can be predicted from the independent variables. Thus, the independent variable of work-family balance was statistically significant at 0.05 level of significance as its p-value ($<.0001$) <0.05 . However, except number of dependents, all the other control variables (gender, marital status and work experience) have not statistically significant relationship with employee job performance, as their p-values were higher than 0.05 significance level. The number of dependents and employee job performance have statistically significant relationship as p-value (0.052) <0.1 but with negative. When adding control variables to the model, the estimate coefficient of work-family balance reduced to 1.002 from 1.012 by 0.01, but still it was positive and statistically significant.

For this study, employee job performance was the dependent variable whereas work-family balance was the independent variable while gender, work experience, marital status and number of dependents (demographic variables) were the control variables. However, partial regression coefficients were statistically significant only for work-family balance and number of dependents. Thus, the regression model can be explained as below;

$$\text{Employee job performance} = 0.305 + 1.002 * \text{Work-family balance} - 0.042 * \text{No. of dependents}$$

According to the regression equation, when work-family balance increases by one unit, the employee job performance increases by 1.002. However, when the number of dependents increases by one person, the employee job performance decreases by 0.042.

Table 15 : Regression Analysis results of Work-family balance & control variables with Job Performance

Variable	Model I			Model II		
	Parameter Estimate	Standard Error	Pr > t	Parameter Estimate	Standard Error	Pr > t
Intercept	0.205	0.560	0.0003	0.305	0.130	0.019
Work-family balance	1.012*	0.019	<.0001	1.002**	0.020	<.0001
Gender	-	-	-	-0.017	0.045	0.716
Experience	-	-	-	0.012	0.014	0.393
Marital status	-	-	-	0.011	0.044	0.812
No. of dependents	-	-	-	-0.042***	0.021	0.053
Model significance	<.0001	-	-	<.0001	-	-

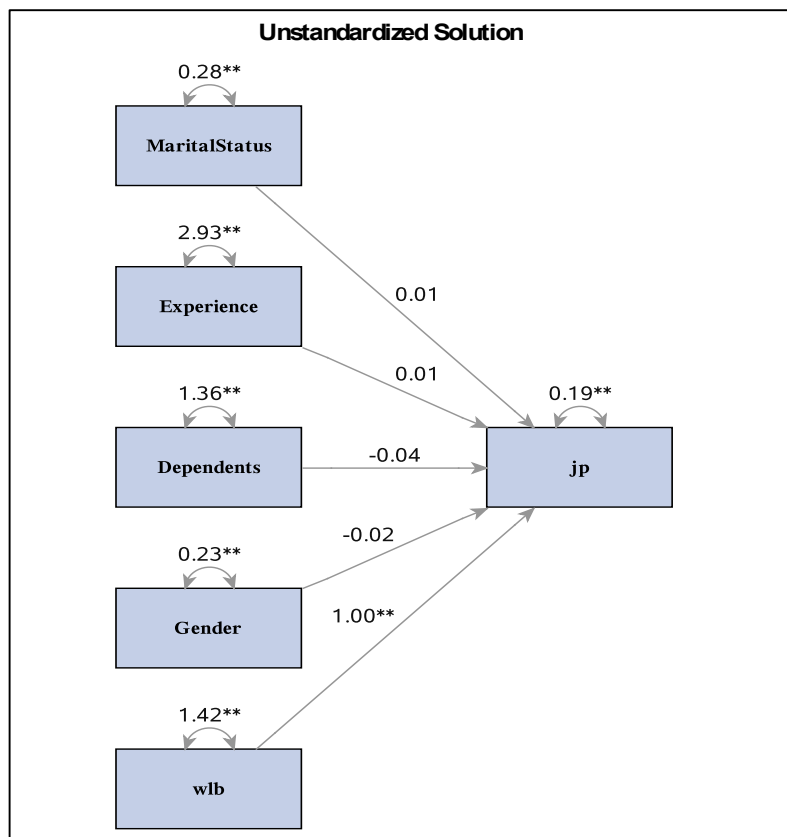
R ²	0.886	-	-	0.887	-	-
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**Significant at 0.05 level of significance

*** Significant at 0.1 level of significance

Source: Results from survey data (2020)

The path diagram for regression analysis for work-family balance (independent variable) and control variables (gender, work experience, marital status and number of dependents) with employee job performance (dependent variable) can be depicted as follows;



**Significant at 0.05 significance level.

Figure 6 : Path Diagram for Work-family balance & control variables with Job Performance

4.3.2 Regression Analysis for Dimensions of Work-family Balance & Job Performance

The linear regression analysis for time balance, involvement balance and satisfaction balance (dimensions of work-family balance) and employee job performance (dependent variable) had conducted with individual dimensions (Model I), without control variables (Model II) and with control variables (Model III) of gender, marital status, work experience and number of dependents. The outcomes of the regression were depicted in Table 16.

The simple linear regression results in Model I in Table 16 expressed that dimensional variables reliably independently predicts the dependent variable in 03 scenarios as the model p-value was $<.0001$ which is lower than 0.05 significant level. Considering the R-squared of scenario I under Model I, 77% of the variance in job performance can be predicted from the variable of time balance. Thus, the variable of time balance was statistically significant at 0.05 level of significance since the p-value ($<.0001$) <0.05 . R-squared of scenario II under Model I in Table 16, 86% of the variance in job performance can be predicted from the variable of involvement balance. Thus, the variable of involvement balance was statistically significant at 0.05 level of significance since the p-value ($<.0001$) <0.05 . R-squared of scenario III under Model I in Table 16, 90% of the variance in employee job performance can be predicted from the variable of satisfaction balance. Thus, the variable of satisfaction balance was statistically significant at 0.05 level of significance due to the p-value ($<.0001$) <0.05 .

Considering the multiple regression results in Model II in Table 16, expressed that the dimensional variables together reliably predicts the dependent variable as the model p-value was $<.0001$ which is lower than 0.05 significant level. The R-squared, 90.8% of the variance in job performance can be predicted from the dimensional variables of work-family balance. Thus, the variables of

involvement balance and satisfaction balance were statistically significant at 0.05 level of significance with p-value ($<.0001$) <0.05 . However, the variable of time balance was not statistically significant as p-value (0.103) > 0.05 significance level.

Under Model III in Table 16 with control variables, it was also expressed that the independent variables reliably predicts the dependent variable as the model p-value was $<.0001$ which is lower than 0.05 significant level. Considering the R-squared, 91% of the variance in job performance can be explained from the independent variables. Thus, the variables of involvement balance and satisfaction balance were statistically significant at 0.05 significance level since their p-value ($<.0001$) <0.05 . However, the variable of time balance was statistically significant with p-value (0.06) which was less than 0.1 significance level. However, except number of dependents, all the other control variables (gender, marital status and work experience) have not statistically significant relationship with employee job performance, as their p-values were not lesser than 0.05 significance level. Considering the control variables, number of dependents was statistically significant as its p-value (0.009) < 0.05 significance level. When adding control variables to the model, the estimate coefficient of involvement balance increased to 0.403 from 0.398 by 0.005, being still at positive and statistically significant. However, when adding control variables to the model, the estimate coefficient of satisfaction balance decreased to 0.668 from 0.672 by 0.004 but still being statistically significant. When it considered the time balance, although it got negative relationship with employee job performance, it had statistically significant relationship at 0.1 significance level, when adding control variables to the model.

Table 16 : Regression Analysis results of Dimensions of Work-family balance & control variables with Job Performance

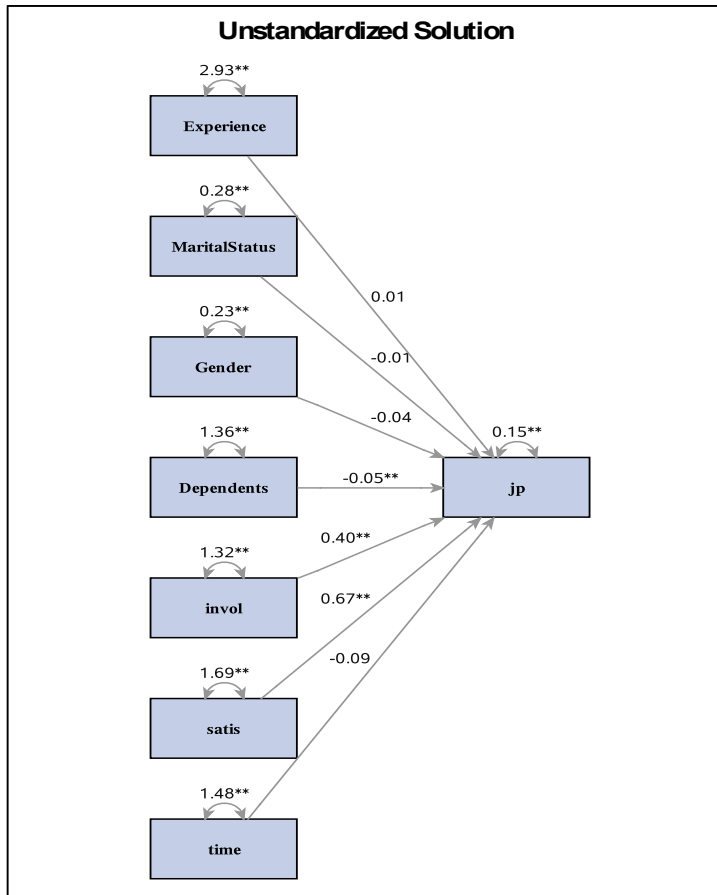
Variable	Model I			Model II		Model III	
	Parameter Estimate			Parameter Estimate	Pr > t	Parameter Estimate	Pr > t
Intercept				0.163	0.002	0.342	0.004
Time balance	0.932**	-	-	-0.080	0.103	-0.093***	0.060
Involvement balance	-	1.037**	-	0.398*	<.0001	0.403**	<.0001
Satisfaction balance	-	-	0.935*	0.672**	<.0001	0.668**	<.0001
Gender	-	-	-	-	-	-0.037	0.386
Experience	-	-	-	-	-	0.011	0.377
Marital status	-	-	-	-	-	-0.005	0.890
No. of dependent	-	-	-	-	-	-0.051**	0.009
Model significance	<.0001	<.0001	<.0001	<.0001	-	<.0001	-
R ²	0.77	0.86	0.90	0.908	-	0.910	-

** Significance at 0.05 level of significance

***Significance at 0.1 level of significance

Source: Results from survey data (2020)

The path diagram for regression analysis of time balance, involvement balance and satisfaction balance (dimensions of work-family balance) and control variables (gender, work experience, marital status and number of dependents) with employee job performance (dependent variable) can be depicted as follows;



**Significant at 0.05 level of significance

Figure 7 : Path Diagram for Regression Analysis results of Dimensions of Work-family balance & control variables with Job Performance

According to the regression results of Model III in Table 16, when the involvement balance increases by one unit, the employee job performance of government accountants will increase by 0.403. When satisfaction balance increases by one unit, the government accountants' job performance will increase by 0.668. However, when the number of dependents increase by one person, the job performance of government accountants will decrease by 0.051.

4.4 Hypothesis Testing

Hypothesis 01:

H1 : There is a significant relationship between work-family balance and job performance.

According to the results of Pearson's correlation analysis, the correlation coefficient between work-family balance (independent) and employee job performance (dependent) was 0.94 at 5% significance level by showing strong positive correlation between these two variables. In addition, the regression analysis results showed that work-family balance was statistically significant at 0.05 significance level since the p-value ($<.0001$) <0.05 . Thus, the work-family balance was a statistically significant predicting factor of employee job performance with the regression coefficient of 1.012. Therefore, it can conclude that there is a significant relationship between work-family balance and employee job performance as there was no sufficient evidence to accept the null hypothesis of this study.

Hypothesis 02:

H2 : There is a significant relationship between time balance and job performance.

According to the Pearson's correlation analysis outcomes, the correlation coefficient of time balance with job performance was 0.88 at 0.05 significance level by showing strong positive correlation. However, in contrast, time balance was not statistically significant at 0.05 significance level since its p-value (0.103) was higher than 0.05 based on partial regression analysis results. Therefore, the variable time balance with the regression coefficient ($\beta = -0.08$) was not a statistically significant to be a predictor of the employee job performance.

Therefore, this study confirmed that there is not statistically significant relationship between time balance and employee job performance since there was no any sufficient evidence to reject the null hypothesis.

Hypothesis 03:

H3 : There is a significant relationship between involvement balance and job performance.

According to Pearson's correlation analysis, the correlation coefficient between involvement balance and job performance was 0.95 at 0.05 significance level by showing strong positive correlation. In addition, the partial regression analysis results revealed that involvement balance was statistically significant at 0.05 level of significance since the p-value ($<.0001$) <0.05 . Thus, the independent variables of involvement balance (the regression coefficient = 0.398) was a statistically significant predicting factor of employee job performance. Therefore, it can conclude that there is a significant relationship between involvement balance and employee job performance since there was no sufficient evidence to accept the null hypothesis developed.

Hypothesis 04:

H4 : There is a significant relationship between satisfaction balance and job performance.

According to the correlation analysis, the correlation coefficient of satisfaction balance with job performance was 0.93 at 0.05 significance level by showing strong positive correlation. In addition, the partial regression analysis results revealed that satisfaction balance was statistically significant at 0.05 significance level as the p-value ($<.0001$) <0.05 . Thus, the independent variables of satisfaction balance with regression coefficient of 0.672 was a statistically

significant factor of employee job performance. Therefore, it can conclude that there is a significant relationship between satisfaction balance and employee job performance because of that there was no sufficient evidence to accept the null hypothesis of this research.

4.5 Discussion on the Major Findings of Study

This section under the fourth Chapter is discussed the findings of the current study with the comparison of past literature regarding the topics. The study was conducted to examine the impact of work-family balance on employee job performance and its dimensional impact on the job performance. In addition, it discusses the control effect of gender, work experience, marital status and number of dependents on employee job performance. After data analysis, the study found six major findings on this.

According to the first finding, the item mean of the work-family balance was 2.73 and it was comparatively below to the score three of the Likert scale used in this study, that indicated the average occurrence of work-family balance in public sector professionals especially government accountants. However, it was found that the mean difference in work-family balance of government accountants was significant among demographic factors with respect of work experience (1.46), marital status (1.59) and number of dependents (2.07). Then again, the item mean of dimensions of work-family balance were 2.61, 2.70 and 2.89 for time balance, involvement balance and satisfaction balance respectively. As similar to indication of mean of the work-family balance, three-dimensional means were also below to the score three of the Likert scale used for this study, which indicated the average occurrence of time balance, involvement balance, and satisfaction balance in public sector professionals especially government accountants. Satisfaction balance had the highest mean overall mean score while involvement balance being the second. The lowest overall mean score was for

time balance. However, it was showed that significant mean difference in respect of work experience, marital status and number of dependents except gender in three dimensions used for this study.

According to second finding of this study, the mean score of employee job performance (dependent variable) was 2.97. and it was comparatively close to the score three of the Likert scale used for this study which showed the average occurrence of employee job performance in public sector professionals especially government accountants. It indicated that the employee job performance of government accountants was in average level. In addition, the employee job performance measured through two indicators namely; task performance and contextual performance. The overall mean of the task performance was 2.94 which was close the average positional value in Likert scale used for this study and the overall mean of contextual performance was 2.999 which is almost equal to the score three of the Likert scale. This indicated that the performance of government accountants for job assigned and work other than the job assigned was in the average level as similar to overall employee job performance. In task performance, achievement of monthly targets, sufficient knowledge, training & development, productive decisions, supervision, communication, use of resources were the areas covered to measure it. All the covering areas except communication had mean score below the average score of Likert scale by showing average engagement. However, it showed high communication with the subordinates and peers by government accountants. Considering the contextual performance, extra work, efficient & effective initiatives, work relationships, compliance with rules & regulations, commitment, valuable asset to the institution and teamwork were the areas covered to measure it. Work relationships, compliance with rules & regulations, commitment and teamwork had mean score higher the average score of Likert scale by showing high engagement in those areas.

According to the third finding, the strength and direction of association of independent variable (work-family balance) and dependent variable (employee job performance) was tested through Pearson's correlation analysis. Work-family balance had a strong positive correlation ($r= 0.94$) with employee job performance. Considering the dimensions of work-family balance, there were strong positive relationship between time balance ($r= 0.88$), involvement balance ($r= 0.94$), involvement balance ($r = 0.93$) and job performance. Further, among control variables, only marital status (0.15) had weak positive relationship with employee job performance. Work experience and number of dependents had weak negative relationship with job performance of government accountants. However, gender was not correlated with the employee job performance.

The fourth finding was related with the results of regression analysis carried out to find the linear relationship between independent and dependent variables. The relationship between employee job performance and work-family balance was statistically significant at 0.05 significance level showing that work-family balance was a predicting factor of employee job performance by explaining 88.6% of variability in the employee job performance. Thus, it expressed that the work-family balance was a significant factor in respect of the employee job performance of Sri Lankan government accountants. It is a good indication for taking measures to improve the job performance of public sector professionals considering the impact of work-family balance. However, with the control variables (gender, number of dependents work experience and marital status), work-family balance had the statistically significant relationship at 0.05 significance level while number of dependents had the statistically significant relationship with employee job performance with negative direction at 0.05 significance level.

The fifth and last finding was the dimensional effect on the government accountants' job performance. Involvement balance and satisfaction balance

were the predictor of employee job performance by explaining 90.81% of variability in the employee job performance. However, time balance was not the predictor of employee performance as it was not statistically significant at 0.05 significance level. It revealed that the government accountants balance their family and work domains through involvement and satisfaction to improve their job performance. However, with the control variables (demographic factors), involvement balance and satisfaction balance were significant predictors of employee job performance at 0.05 significance level while time balance was also a significant predictor of employee job performance at 0.1 significance level. However, other control variables (gender, work experience and marital status) except number of dependents were not statistically significant. The number of dependents was statistically significant with job performance of government accountants with negative effect by showing when the number of dependents of government accountants increases, it causes to reduce the job performance of them.

4.5.1 Work-family Balance & Employee Job Performance

As hypothesized in alternative hypothesis and majority of the past literatures, work-family balance can be considered as a significant predictor of job performance of Sri Lankan government accountants. The findings of this study indicated that balancing work and family spheres resulted the improved employee job performance of public sector professionals in Sri Lanka. In other words, the outcomes of this research has generalized to the scenario where the government accountants really sense the significance of work-family balance, which significantly impact on their job performance.

The results which revealed the work-family balance has a significant impact on employee job performance, which is consistent with the results of most other literatures in Sri Lankan context, developing and developed countries contexts (Samantha, 2018; Soomro, Breiteneker, & Shah, 2018; Wolor, Kurnianti, Zahra,

& Martono, 2020; Abdirahman, Najeemdeen, Abidemi, & Ahmad, 2018; Bataineh, 2019; Weinzimmer, Baumann, Gullifor, & Koubova, 2017; Thevanes & Mangaleswaran, 2018). It implies that the employee job performance can improve through maintaining work-family balance of the professionals in Sri Lankan public service.

Work-family balance is playing a key part in improving employee job performance by increasing productivity, job and family satisfaction, institutional social conscience behavior, employee well-being, dedication to work and involvement. Thus, work-family balance is considered as the critical component to lessen the work stress of employees which results the improvement in employee job performance. In general, different governments follow the productive work-family balance practices such as employee assistance programmes, flexitime, part time work or shift work, on-site child care facility, telecommuting, leave options, job sharing and compressed work weeks to increase the employee job performance through balancing employees' work and family domains. For an instance, the provision of vehicle facility comforts employees in effectively managing the work and family balance by saving transportation costs and time and also reducing their stress on improving job performance as they can be arriving homes earlier and spending time on family responsibilities that support them to achieve work-life stability (Samantha, 2018).

Apart from that, according to the Figure 8 depicted below, 47% of respondents in the sample of 378 respondents could maintain work-family balance while 48% of respondents were unable to maintain work-family balance. However, 5% of respondents did not have idea whether they are balancing work and family matter or not. Majority of the married female government accountants with two dependents who having less than five years working experience expressed that they could maintain balance of work life and family life effectively. On the other hand, Majority of married female government accountants with three dependents who having more than 20 years working

experience expressed that they could not maintain balance between work life and family life. Thus, the difference was the working experience. Those who have more working experience were unable to balance the work and family life of employees. The majority of the respondents with work-family imbalance who having more than 20 years work experience are senior level government accountants those who have more responsibilities and workload as chief financial officer in each ministries and departments in public sector of Sri Lanka. Therefore, the priorities should be given to the initiatives which focus on work-family balance by considering aspects of female, married, more dependents and more work experience.

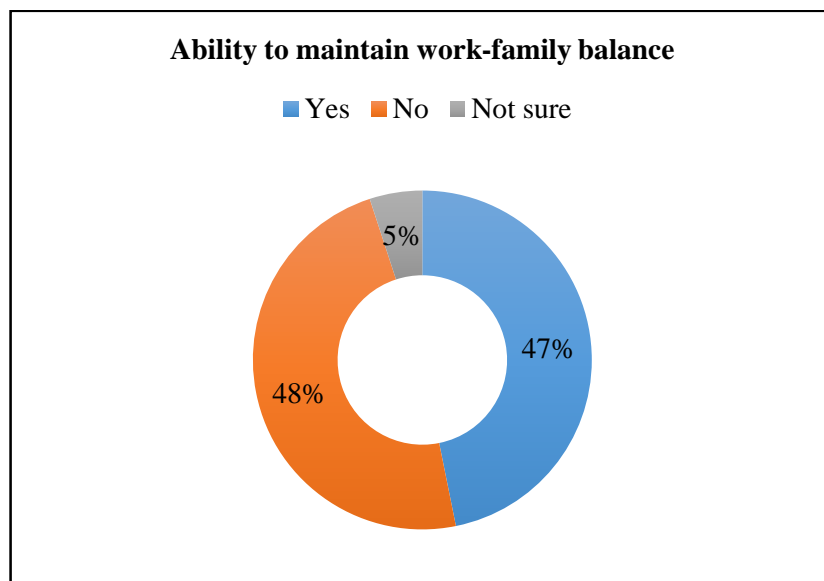


Figure 8 : Graph of Ability to maintain work-family balance

Further, the respondents' view on the importance of work-family balance to improve the employee job performance can be displayed as following Figure 9. Accordingly, 98% of the respondents were in the opinion of work-family balance is indispensable for the improving employee job performance whereas 1% of the

respondents were in the opinion that the work-family balance is not essential for the improving job performance. The rest 1% did have idea of the importance of work-family balance on job performance of employees.

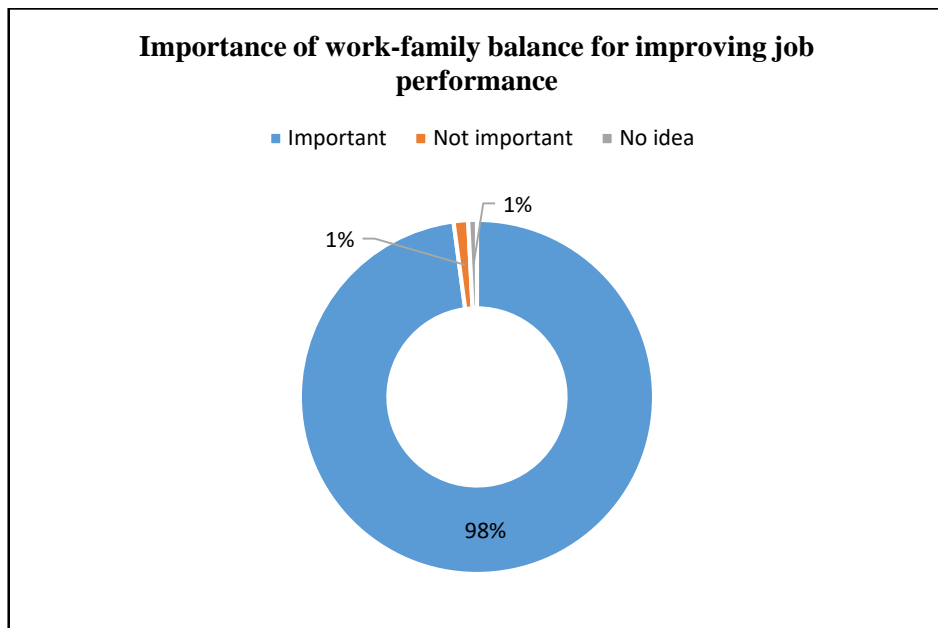


Figure 9 : Graph of Importance of work-family balance for improving job performance

However, in contrast to this view, some findings in litreatures found that work-family balance has weak or indirect relationship with employee job performance (Medina-Garrido, Biedma-ferrer, & Ramos-Rodriguez, 2017).

4.5.2 Dimensions of Work-family Balance & Job Performance

4.5.2.1 Time Balance & Job Performance

The time allocation of respondents in this study for different activities can be depicted as in Figure 10. Normal working hours per week is generally 40 hours per week. The time allocation per week except normal working hours of

respondents for overtime work, part time jobs, education purpose, associating family members and friends, household works, own leisure time and social works was considered to examine how the respondents spend their time. The majority of the respondents do overtime work within the range of 6-10 hours per week followed by 1-5 hours per week. Accordingly, 86.24% of the respondents in this study are doing overtime work and nearly 50% of the respondents do part time jobs other than the main job as government accountant. The 59% of the respondents allocate their time for educational purposes. The range of 40% to 50% of the respondents do not have time to allocate on part time jobs, education purpose, associating family members and friends, household works, own leisure time and social works.

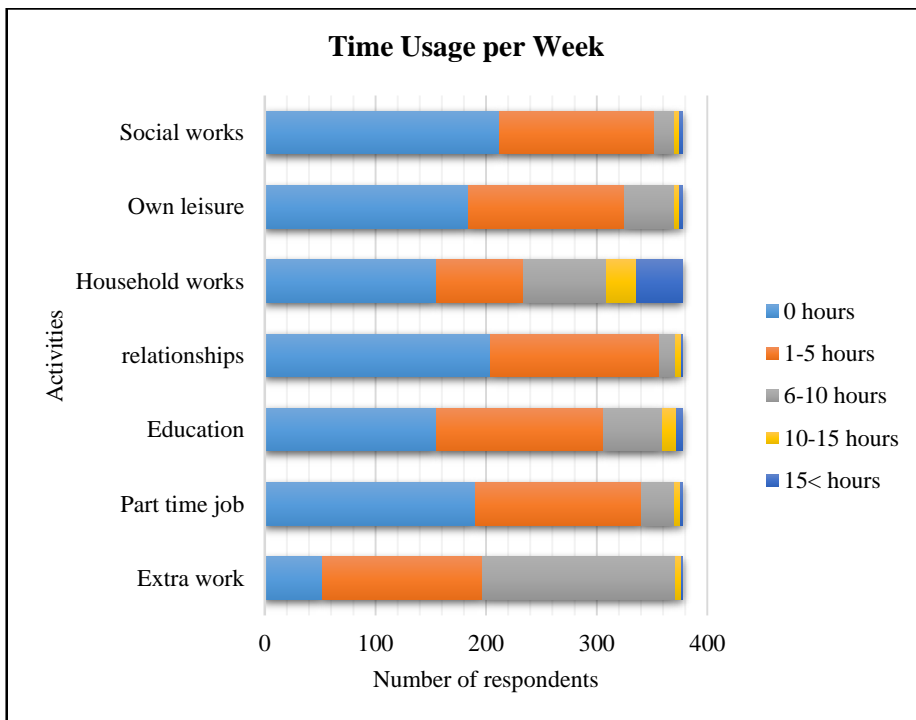


Figure 10 : Time Usage per Week of Respondents

However, when considering the outcomes in the study, the relationship between time balance and employee job performance was negatively but

insignificantly related. In other words, time balance did not have statistically significant relationship with employee job performance at 0.05 significant level. However, the findings of this study found that time balance has negatively but statistically significant relationship between time balance and job performance at 0.1 significance level with the control variables. The time flexibility, which enables to retain time balance in family and work domains, has insignificant relationship with self-reported in-role and extra-role performance (Kattenbach, Demerouti, & Nachreiner, 2010). Flexible working hours can have unfavourable consequences, as they were unable to communicate and collaborate with peers and subordinates properly due to different working hours and when the tasks are interdependent highly as accounting field, flexible hours affect on communication, supervision and task performance as employees have to rely on others' work for task completion (Baltes, Briggs, Huff, & Wright, 1999).

4.5.2.2 Involvement Balance & Job Performance

The relationship between involvement balance and employee job performance of this study expressed that there was a statistically significant positive relationship. In other words, an employee is able to improve his job performance with more balanced involvement. The outcomes of the current study is consistent with the past literatures (Burke, 1988; Kopelman, Greenhaus, & Connolly, 1983; Soomro, Breitenecker, & Shah, 2018; Greenhaus & Beutell, 1988).

High involvement in work interferes with the family matters and high involvement in family interferes with the work matters by creating greater work-family conflicts. Thus, those work-to-family and family-to-work interventions cause negative impact on employee performance due to increased stress. In most cases, employees were tend to sacrifice their performance at family on behalf of the performance at work (Kossek, Colquitt, & Noe, 2001). When considering the Sri Lankan public sector context, career progression of government

accountants require academic qualification similar or above to Masters level. Thus, employees have to sacrifice their family matters for educational purposes in order to fulfill career requirements other than their job related matters.

On the other hand, demand for work roles control the ability to maintain balance between work related and family domains as the institutions create organizational roles which support only for individuals' work life neglecting the personal life that affect to both institution and employee negatively (Wickham & Parker, 2007 cited by Jayasuriya, 2014). In addition to that, balancing involvement between job related and personal domains can be achieved through family supportive work-family balance practices. Those family based care giving decisions have unfavourable influence on employee job performance. The absence of sharing work and family responsibilities and elderly dependents have an impact on the job performance of employees (Kossek, Colquitt, & Noe, 2001).

4.5.2.3 Satisfaction Balance & Job Performance

This study revealed that there was a positive and statistically significant relationship between satisfaction balance and employee job performance. In other words, a satisfied employee with both work and family spheres is able to improve his job performance.

Creating a pleasant working environment that making a feeling of comfortability of working leads to satisfied employee, which in turn perform well at work. On the other hand, having pleasant family environment leads to avoidance of family conflicts and maintain satisfactory family life by keeping stable mind, in which leads to have sound mood at workplace also. On the other hand, when the supportive coworkers at the workplace assist to the other member of the work team who fail to come to office due to family problems by covering up his or her duties, allowing for other team members cover up his or her targets while concurrently performing family demands. Hence, the availability of supportive coworkers at the workplace enables to other staff members to cope

up with the capability of balancing their work and family related roles at satisfactorily with the improvement of their performance at work. Employees who enjoy supportive interactions both in workplace and in non-work matters are more satisfied with different ways in their lives than those who are comparatively disconnected. Thus, creation and maintenance of supportive work cultures within the workplace leads to gain more benefits to the institution with highly satisfied employees (Ferguson, Carlson, Zivnuska, & Whitten, 2012).

Another aspect of satisfaction balance that taken into consideration is being rewarded. Although, job and family satisfaction are merely connected with the emotional attachment of employees to the work and family, it is affected by the different intrinsic and extrinsic reward factors. For an instance, remuneration is positively associated to employees' job and career satisfaction (Beutell & Berman, 1999) and being affordable to satisfy family requirements also, create a satisfied person that enabling to keep satisfaction balance between work and family domains.

Chapter 5. Conclusion & Recommendations

5.1 Summary of the Study and Conclusion

The study sought to examine the impact of work-family balance on employee job performance of public sector professional in Sri Lanka with special reference to government accountants. The study was conducted through primary data collected from online questionnaire distributed and 378 respondents, which was higher than minimum sample size of 320, have responded. The study answered to the research question of “*Is there an impact of work-family balance on job performance of government accountants in Sri Lanka?*”. These main objectives were to study the relationship between work-family balance and job performance of government accountants, to analyze the impact of work-family dimensions (time, involvement and satisfaction) on job performance of government accountants and to observe variation of demographic factors (gender, marital status, number of dependents and working experience) on the employee job performance. Based on the literatures related to the research question were studied and developed research hypothesis to achieve set objectives.

At the analysis part, descriptive analysis related to dependent variable (job performance), independent variable (work-family balance) and control variables (gender, work experience, marital status and number of dependents) along with the work-family dimensions (time balance, involvement balance and satisfaction balance) conducted. Under bivariate analysis, correlation analysis and curve fit analysis conducted. Work-family balance was positively correlated with the employee job performance. In control variables, marital status was positively correlated with employee job performance while work experience and number of dependents were negatively correlated with employee job performance. However, gender was not correlated with employee job performance. In addition,

dimensions of work-family balance were also significantly correlated with employee job performance.

The developed hypothesis of this study were tested through the results of correlation as well as multiple regression analysis. The first null hypothesis of this study was rejected by concluding that the relationship between work-family balance and employee job performance was statistically significant at 0.05 significance level showing that work-family balance was the predicting factor of employee job performance by explaining 88.6% of variability in the employee job performance. However, the second null hypothesis was accepted, as the data did not provide sufficient evidence to reject the developed null hypothesis. Hence, it concluded that time balance was not the predictor of employee job performance as it was not statistically significant at 0.05 significance level. It was confirmed that the involvement balance and employee job performance has a statistically significant relationship at 0.05 level of significance by rejecting the third null hypothesis. The fourth and last null hypothesis was also rejected by confirming that the satisfaction balance has a statistically significant relationship with employee job performance at 0.05 significance level. When considering the control variables used for this study (gender, work experience, marital status and number of dependents), only number of dependents was statistically significant with employee job performance at 0.05 significance level, but with negative effect. No other control variables were statistically significant to the job performance of government accountants of Sri Lankan public service.

Thus, the findings of this research are able to use in making policy initiatives in public administration and public personnel management in Sri Lankan public sector. In that sense, the government has considerable responsibility of overcoming the challenges caused through work-family imbalance, as neglecting this issue will miscarry through having significant negative consequences such as lower job performance, the deterioration of employee productivity and inefficacy which ultimately resulting overall less productive

government. Thus, taking initiatives to maintain work-family balance in human resource is not an expense, but an investment.

5.2 Policy Recommendations to Government of Sri Lanka

The findings and conclusions of this study have imperative practical policy implications that supportive for the administrative officials and policymakers in public administration as in overall, the work-family balance developed a positive and significant relationship with employee job performance of government accountants of Sri Lanka. The way of handling and managing human resources is critical to achieving employees' job performance in the side of institution and employees well-being in the side of employees itself. The results proved that the importance of work-family balance in developing "productive & engaged" employees which become a vital asset to the public sector. The balancing work and non-work domains increases the in-role behaviours and extra-role behaviors of employees, as they are more willing to use additional effort in their jobs. Hence, based on the empirical findings and conclusory remarks, the following recommendations are proposed.

Introduction of work-family practices, which are applicable to the contexts of government accountants as they experience higher work-family imbalance. Further, public sector accountants are perceived that maintaining work-family balance is essential for improving their job performance. As stated in the study of Kim & Wiggins, 2011, child care policy, work-family supportive programs, telework and alternative schedules can be applied for solving issue of work-family imbalance in the public sector.

Although government accountants do huge workload in respect of government key functions, they play a hidden role that do not appraise when it considering in the Sri Lankan context. As for the findings, the government accountants are highly dissatisfied with the unavailability of appreciation of their

work, government should concern this matter to provide rewards to make them more motivated and productive.

Considering the Sri Lankan public sector, still it too bureaucratic and application of state-of-the-art technology is less. Hence, creating a conducive and pleasant working environment to carry out the operations without any pressure minimize the stress and dissatisfaction of public officers and at the same time enhance the job performance is more appropriate.

Although it is unable to recognize the single best practice or policy of work-family balance, many governments around the world follow different attempts to promote work-family balance by encouraging employees for improved job performance (Weinzimmer, Baumann, Gullifor, & Koubova, 2017). For an instance, the Indonesian government practices different policy initiatives to maintain work-family balance of workforce through work-family balance policy, which controlled under Manpower Act in Indonesia (Wolor, Kurnianti, Zahra, & Martono, 2020). It is recommended to Sri Lankan government to consider the relevant factors that affect to job performance of public servants in respect of work-family balance to develop institutional and regulatory framework that applicable to Sri Lankan context as in response to the question of how to handle the imbalance of employees' work and life responsibilities.

According to the findings, the number of dependents was statistically significant with negatively to the job performance of government accountants by revealing that when the number of dependents increases, the job performance of them gets reduce. On the other hand, currently, Sri Lanka is experiencing the issue of ageing population. Thus, it is advisable for government to pay attention on providing supportive mechanism for employees especially in respect of elderly dependents.

As the work and family matters influence to maximize the employee job performance, it is the challenge for the administrative and policymaking officials to create sound governmental institutional climate that provide assistance to

maintain work-family balance equilibrium. In this respect, two considerations should be taken into account. The one is development of policies and strategies that useful in boundary management by making employees more confident in managing their work and family livesw. The other is the creation of environment for employees to cultivate their own ways and means of balancing these domains.so, in order to address this, government require to find out root causes of work-family imbalances of public sector professionals.

5.3 Recommendations for Further Research

The study focused on whether work-family balance impacts on employee job performancne of public sector accountants and dimensional effect of time, satisfaction and involvement on the job performance. Thus, studies with similar topic that cover the public sector as whole is recommended for future study. In addition, comparative studies with other governments which have similar governmental contexts also important for identify the areas that miss by the Sri lankan governemnt and learn from theirs' policies.

On the other hand, there is a prerequisite of having conducive organisational climate for the development of effective work-life balance among public employees. Beyond that, government should pay attention more on producing, detecting and executing the productive work-family balance initiatives and practices to upgrade and nourishing the organizational and employee job performance in sustainable way. Thus, it is recommended to direct the research studies to the sustainable practices on work-family balance to imrove job performance.

5.4 Limitations of the Study

The one of major limitations of the current study was ability of generalization of and application the research outcomes to the entire public

sector. This study mainly conducted on the work-family balance of government accountants that affect to job performance of them. As a result, the outcomes of this study can apply to public officers with similar contexts; however, it is difficult to apply them for all public officers in public sector of Sri Lanka.

The time balance was not statistically significant with employee job performance was a key finding of this study. However, when discussing the matter of work-family balance, the factor of time is highly attached with that. Thus, the time balance became an insignificant dimension of measuring work-family balance with respect of job performance is conflicting matter. In addition, the job performance of government accountants was measured through Likert scale using criteria of task related performance and contextual performance. However, the actual job performance of the government accountants could not measured from this scale, as this study did not use panel analysis to measure the job performance of targeted public employees. As the researcher and all the respondents of this study experienced the time and resource constraints with long distance geographical locations and inaccessibility to the research field due to COVID-19 pandemic, the respondents had guilty of answering the questions in the absence of researcher.

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Appendix A
Questionnaire on Impact of Work-family Balance on Public Sector
Accountants in Sri Lanka

To all participants,

The thesis entitled, “Impact of work-family balance on employee job performance of public sector professionals in Sri Lanka: Special reference to government accountants” will be conducted by collecting data from this survey questionnaire, for the one of the requirements for the Master in Public Administration at Seoul National University, South Korea. This questionnaire intends to gather data on the selected demographic information and your work-family balance in respect of time, involvement and satisfaction towards job performance. The information collected will only use for the academic purpose and are fully confidential and anonymous. It is expected that the findings of this study would to be valuable in understanding the work-family balance determinants and policy implications for human resource development. Please be kind enough to provide your impartial and independent views and experience regarding the statements of this questionnaire by allocating few minutes from your precious time.

Thank you.

G.M. Niluka Lakmini,

Master candidate,

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Part 1

(i) Grade

Grade I	
Grade II	
Grade III	

(ii) Gender

Male	
Female	

(iii) Work experience

0 – 5 Years	
5 – 10 Years	
10 -15 Years	
15 – 20 Years	
More than 20 Years	

(iv) Marital status

Married	
Unmarried	
Widow	
Divorce	

(v) Number of dependents (children/parents/any other relative)

None	
1 – 2	
3 – 5	

More than 5	
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Part 2: Work-family balance & employee job performance

1- Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5- Strongly agree

		1	2	3	4	5
	Work-family Balance					
	Time Balance					
(1)	My official working hours suffice me to complete all my works assigned.					
(2)	I can complete my job related works during the weekdays without using weekends and holidays.					
(3)	I can easily get leaves from my office.					
(4)	I can manage my time at work because of the way I deal with my family matters.					
(5)	I have enough time to spend with my family members.					
(6)	I always have time to focus on my family matters.					
(7)	I always have free time to participate for every events of my family members.					
(8)	I can manage my time at family because of the way I deal with my office works.					
	Involvement Balance					
(9)	I can easily involve with office matters as my family support me in family matters.					

(10)	I always give priority of my office works even if it hinders my family matters.					
(11)	I gain more things to my life being devoted to work at office.					
(12)	My dedication to works bring good results to the institution.					
(13)	I can easily involve with my family matters due to the flexibility at work.					
(14)	I always give priority of my family matters even if it hinders office works.					
(15)	I gain more things to my life being devoted to work at home.					
(16)	My dedication to family matters keeps harmony in the family.					
	Satisfaction Balance					
(17)	The nature of my works supports me to enhance my skills and knowledge.					
(18)	I am appreciated for my additional work at office.					
(19)	I have pleasant working environment at my office that reduces my stress.					
(20)	Problems at home make me irritable at office.					
(21)	The family happiness helps me to have stable and contented mind.					
(22)	I am appreciated by my family members for the things I have done for them.					
(23)	My family environment reduces my stress.					

(24)	Problems at office make me irritable at home.					
	Task Performance					
(25)	I always achieve monthly targets assigned by my superiors.					
(26)	I have sufficient knowledge to accomplish my works.					
(27)	I have opportunity to keep my knowledge up-to-date.					
(28)	Decisions I took are more productive to the office.					
(29)	I administer my staff to achieve goals.					
(30)	I work for maintain proper communication within the office.					
(31)	I support to use organizational resources thriftily.					
	Contextual Performance					
(32)	I do extra works other than my main duties.					
(33)	I take initiatives every time to make my office more effective and efficient.					
(34)	I maintain sound working relationship with my staff.					
(35)	I always comply with rule and regulation of the office.					
(36)	I am always committed to the organizational success.					
(37)	I am considered as a valuable asset to the institution.					

(38)	My contribution in teamwork enables to motivate my staff.					
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Additional Information

(A) Please specify the time you generally spent for following activities within a week.

		0 hours	1-5 hours	6 – 10 hours	10-15 hours	More than 15 hours
(a)	Extra working hours					
(b)	Part time jobs					
(c)	Educational purposes					
(d)	Going out for dinner/ place with family/friends					
(e)	Household works					
(f)	Your own leisure					
(g)	Social works					

(B) I think, I can maintain balance of my work life and family life.

Yes	
No	
Not Sure	

(C) In my opinion, work-family balance is essential for improve my performance at job.

Yes	
No	
Not Sure	

국문초록

일·가정 양립이
스리랑카 공공분야 전문직 종사자의
직무 수행에 미치는 영향
정부 회계사의 사례를 중심으로

Gamlath Mohottige Niluka Lakmini

서울대학교 행정대학원

글로벌행정전공

일·가정 양립은 오늘날 현대 사회에서 인구통계학적, 사회경제적, 기술적 측면의 큰 변화로 공공 행정에서 중요한 관심사 중 하나로 간주된다. 본 연구는 스리랑카 공공 부문 전문직 종사자들의 직무 수행에 일·가정 양립이 미치는 영향을 정부 회계사들의 사례를 특별히 참고해 조사하였다. 리커트 5 점 척도의 온라인 설문지를 통해 응답자 378 명의 표본으로부터 데이터를 수집하였다. 예상 목표를 달성하기 위해 SAS 통계 소프트웨어를 사용하여 수집된 데이터에 대해 기술 분석, 상관 분석 및 회귀 분석을 시행하였다. 일·가정 양립은 time balance, involvement balance, satisfaction balance 라는 세 가지 차원을 통해 측정된 독립 변수였고 종속 변수는 업무 성과와 맥락 성과라는 두 가지 차원을 통해 측정된 직원 직무

수행 성과였다. 또한 4 가지 통제 변수(성별, 직장 경험, 결혼 여부, 부양가족 수)를 분석에 활용하였다.

본 연구결과는 일·가정 양립이 스리랑카 공공부문 정부 회계사의 직무수행과 상당한 관련이 있다는 사실을 밝혀내었다. 일·가정 양립의 차원을 고려할 때 직무 수행에 있어 involvement balance 와 satisfaction balance 는 통계적으로 유의미하다. 그러나 time balance 는 정부 회계사의 직무 수행에 크게 작용하지 않았다. 또한 부양가족 수만이 회계사의 직무 수행에 유의미한 관계를 맺고 있는 것으로 나타났다.

본 연구는 조사 결과를 바탕으로 스리랑카 정부가 실질적 정책 시책을 통해 공직자들의 직무 성과를 향상시키는 일과 가정의 균형을 유지하는 데 도움이 되는 일·가정 지원 및 우호적 관행을 적용하는 데 초점을 맞추어야 한다고 권고하였다.

주제어: 일·가정 양립, 직무 수행 성과, 스리랑카 정부 회계사

학번: 2019-28443