

**A STUDY OF FACTORS AFFECTING WORK-LIFE  
BALANCE CONNECTED WITH WORK STRESS AT  
A SOFTWARE COMPANY**

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Sri Lanka

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Thesis submitted in partial fulfilment of the requirements for the  
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## DECLARATION

I declare that this is my own work and this thesis does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

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Dr. Chandana Gamage

.....

Date

## **ABSTRACT**

This exploratory research study centers on the work-life of software industry professionals in Sri Lanka and the idea of the work-life balance. The research work was conducted with the primary objective of evolving a set of recommendations on how work-life balance could be accomplished. For this purpose, four independent factors of high relevance to the work-life balance issue were identified through a comprehensive survey of prior work. The identified factors of working conditions, role conflict, workload at hand and organizational relationship were analyzed in their relationship to the dependent factor of work-life balance.

The carefully formulated research methodology that began with the comprehensive literature survey for factor identification was followed by the identification of multi-dimensional measurements for each of the factors, construction of a self-administered questionnaire as the main research instrument, and a set of open-ended questions for conducting a limited set of interviews for in-depth collection of data.

The research was conducted as a quasi-case study by focusing on a single medium-size software company that was structurally representative of the software companies in Sri Lanka in the profile of workforce, management structure and practices as well as organizational culture and environment. The collected data was processed through a set of statistical analytical techniques widely used in similar research work.

The findings from this research showed that working conditions at an organization to be significant with a positive correlation on the balance of work-life. At a Pearson Correlation value of 0.617 at a significant value of 0.00, it was a strong positive correlation. Furthermore, the interpersonal relationship factor was also significant with a positive correlation on the balance of work-life. It had a Pearson Correlation value of 0.722 at a significant value of 0.00 showing a strong positive correlation. The other two factors on which this research study centered, role conflict and workload were both found to be negatively correlated to the balance of work-life.

The research concludes by providing a set of recommendations based on the proven hypotheses that management could utilize to improve the work-life balance of the most valuable asset of software development companies, their professional workforce.

**Keywords:** work stress, work-life balance, working conditions, role conflicts, workload, interpersonal relationships.

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# **1. INTRODUCTION**

## **1.1 Background**

Every organization in the current situation drives to maximize their profit and running behind to increase employees' work tasks in order to target their goals. Since every organization lives in a competitive environment, they try to become a profitable organization in the market with goals and targets which should be achieved. When considering achieving goals and objectives every management in the organization trying to get the maximum output from each employee. In order to complete the allocated tasks employee has to give the maximum effort by working extra hours. Sometimes an employee has to sacrifice his or her personal life due to excessive workload at the company. There we find that employees are beginning to lack control of their personal lives with work lives.

According to the research topic work-life balance can be affected due to work stress as mentioned in the above paragraph. The degree to which a person is equally engaged and satisfied, his or her work and non-work roles defined as work-life balance (Greenhaus et al., 2003).

Balance of work-life has been identified as a concern of interested in the work-life quality and its connection to quality of life (Guest, 2002).

In Dex & Bond (2005), it is argued that balance of work-life is all about managing paid-works and other personal activities that are important to individuals such as personal growth, family, social events, volunteer work and leisure.

In the current situation of every organization, most of the time employees leave less time to attend to family needs and spend more time in the organization. In any business, the increased level of competition, the advance of technology, the need for speedy and reliable services have taken considerable time for the staff, sometimes even after the working hours. The amount of time a person spends at work is one of the characteristics of work-life balance. There are indications which long hours of work

can harm personal health, increase stress, and endanger safety (Gregory & Milner, 2009).

Role conflict can lead to tension and negative effects such as dissatisfaction with their job emerge. Work-related stress which come from role conflict will give negative results such as company and employee unproductivity, absenteeism and individuals will think about leaving the company and turnover will occur if it continuously happens in the workplace. Interpersonal working relationships are day-to-day interaction between staff, supervisors and colleagues. These relationships are a common part of the work environment and typically offer employees satisfaction, because they can interact with one another when faced with problem (Elloy & Smith, 2003).

Unfortunately, this relationship can also become a source of frustration and stress for employees as they have conflicting opinions about how to manage the job they have been given. In addition, interpersonal workplace relationships within the workplace can be defined as an interaction between one or more people. Employees-superior relationships are necessary in order to promote and sustain a healthy working environment.

### 1.1.1 Motivation

As mentioned in the beginning work-life balance is very much important to every employee as well as for the company. The main resource is for the company is the employee. Due to high work demands and work pressure cannot be created proper work-life balance for an employee. This is one of major problems that employees are trying to deal with. This is the main purpose behind selecting this topic.

When it comes to management, it is playing an important and huge role in an organization. They act on behalf of the company and helping the company to get profits and also the management is the one who drives every employee through the ladder of success. If the management is weak and not playing an important role in this situation, company will lose employees, and the employees will lose their personal

lives with effected from work. Management of the company should handle work effectively and should allocate work among employees without getting work pressure and stress.

According to the selected IT company employees are working late night and even for the weekends continuously in order to achieve their goals. But ultimately employees will end with work stress and pressure without even having a proper work-life balance. So, it has a direct relevance by studying this topic in order to identify how it connects to the practical relevance and research on this.

The problem being discussed here is current as well as important to any organization. Employees are the main resource for any organization and these issues affect them directly. This study is designed to determine the relationship between the balance of work-life and employees' work stress.

#### 1.1.2 Research Scope

The scope of research is mainly limited to the selected software development company.

- **Introduction of the Organization**

The company that the researcher has selected is a software development company as a fully owned subsidiary of, Kingdom of Saudi Arabia. It was created to ensure that the healthcare industry could embrace technology better whilst minimizing day to day risk. Boasting with over twenty-two years of domain knowledge in the healthcare industry, the IT company plans on punching way above weight.

This software development company has 120 employees with software developers, quality assurance engineers and including management as well.

The particular IT company is committed to a model of high-value innovation rather than the commodity of products and services. The commitment to this model compels to periodically research the new technological breakthroughs within the domain, reinvent the businesses continually, identify new technologies and adapt them to suit its' clients.

The selected IT company conducts business with the highest ethical standard and they try to develop long-term client relationships based on trust and understanding.

## **1.2 Problem Statement**

To study the factors affecting work-life balance connected with work stress, the researcher has selected a particular IT company. Since the researcher cannot expose the name of the company, researcher will disclose company as a selected IT company from here.

The selected IT company has more than 120 employees and it is very hard to compete with other competitors which rapidly demanding in the market day by day. So, to compete with competitors, employees have to do work hard with excessive workload.

Employees need to complete assigned tasks within given time frame and also they have to manage the balance of work-life. But the common issue is that because of work stress employees are unable to manage their work-life balance. The researcher has accurately identified that it is necessary to conduct a research to find out the factors affecting work-life balance connected with work stress and suggest ways to overcome the problems.

Work-life balance has become one of the main challenges faced by many workers worldwide in today's competitive business environment. As a result of changes in the work environment, employees need to additional pressures for increasing their workloads and a need to develop new skills. So, there is essential for a balance between work and family life.

According to the observations of a few preliminary interviews and exit interviews, the researcher has identified that those employees were experiencing stress and work-life imbalance. So, management should take necessary actions to look after their employees to balance their work and family life successfully.

From this research, the researcher will find out the causes for the problem and the solutions which affecting work-life balance connected with work stress.

According to all information above the researcher has recognized that there is a need to concern about work-life balance connected with work stress in selected IT company.

The aim of the research is to investigate the following,

- What are the most significant factors that influence on work-life balance?
- What is the impact of identified factors on work-life balance?
- What are the new strategies to improve the work-life balance?

Based on the above understanding, formulate research problem as:

**“What are the factors affecting work-life balance connected with work stress at a software company?”**

### **1.3 Research Objectives**

The main purpose of this research is to study the factors affecting work-life balance connected with work stress of selected IT company. While studying we can identify some specific objectives as below,

- Identify the most significant factors that influence on work-life balance
- Identify the impact of identified factors on work-life balance
- Recommend new strategies to improve the work-life balance

### **1.4 Research Significance**

Analysis of this case study will help to determine different factors that cause work-life balance connected with work stress. The problem that is causing stress and the ways of fix it, is certainly not easy to find out. Companies should manage these stress levels by continuous monitoring for stress-related factors and finding new strategies.

Work-related stress causes psychological and physical damage. So, it is important for any individual to find solution to get away from stress related factors. Besides this, this stress can have a significant effect on the work culture, efficiency, performance and even on the company's outcome.

### **1.5 Overview of Chapters**

The overview of this analysis will be in five main chapters. Namely Introduction, Literature Review, Research Methodology, Data Analysis and Recommendation and conclusion. In addition to that, associated research documentary is included in the appendices. A brief overview of, how each chapter is structured, is given below.

**Chapter 1** – In this chapter, discusses about the research study with the research background, the introduction of the selected IT company and the research problem. Objectives are provided to answer the research question. Finally, it mentions the research scope and significance.

**Chapter 2** - This chapter describes the existing literature related to this concept. Reviewing existing literature and identify their relevance to the topic and how my own research differs from existing researchers are explained in this chapter. Answer for the first objective of the study achieved from this chapter.

**Chapter 3** - Methodology of the research is explaining in this chapter. The conceptual framework which includes dependent and independent variables, hypothesis to be tested, population and the sample size of the study, methods used to collect data and methods used to analyze data are included in this section.

**Chapter 4** - This chapter describes the collected data, analyzed with the help of the various tools and techniques. Data will be tested through correlation, ANOVA, coefficient and scatter Diagram.

**Chapter 5** - This is the last chapter of the research findings of the study. And providing recommendations related the study. This section provides a way to complete final objectives of the study. Limitations of the study and future research opportunities are also highlighted.



## **2. LITERATURE REVIEW**

This chapter has explored the existing literature related to the work stress and work-life balance, various factors that influence on work stress and work-life balance and concept related to the work stress and work-life balance. Considering the comprehensive literature, it is proved that different authors have identified different factors regarding work stress and work-life balance.

It also reviewed what are the factors affecting work stress. The literature review provides evidence from different authors. This review explores the effective factors related to the work stress and work-life balance in order to achieve first research objective of the study. This literature review indicates that most effective factors relate to work stress and work-life balance are working conditions, workload at hand, role conflict, organizational relationships.

The chapter explores the study objectives and it includes the past research and journal resources to get information and have vast knowledge to define the dependent variable and independent variables.

### **2.1 Work-life Balance**

Balance of work-life has an important consequence, not only for worker perceptions towards their company but also their lives (Scholarios & Marks, 2004). Pattern of work-life balance and its progress can be examined, that affects work performance and the well-being of workers at work (Guest, 2002). The problems connected with preserving and achieving balance of work-life has gained considerable focus over recent years (Deery, 2008).

In Bell et al. (2012), it is argued that work-life balance can effectively be managed and balancing between paid work and all other activities which are important to people like the family, personal development, voluntary work, community activities, recreation and leisure.

In Greenhaus et al. (2003), balance of work-life has been defined as the degree to, which both roles in the workplace and family are equally engaging and equally

fulfilled. Employee with a strong balance of work-life demonstrate equal time expenditure and dedication to work and non-work domains (Syrek et al., 2013).

According to Byrne (2005), work-life balance is a process in which people seek to change things in accordance with changes in their own priorities, physical, psychological or both, and these can be triggered in their turn by factors such as: age; changes in working conditions; the demands of new technology; and poor management. Employees benefit through: having a greater responsibility and a sense of ownership; having better relations with management; avoiding bringing problems at home to work, and vice versa; having the time to focus more on life outside work; and having greater control of their working lives.

Larson (2004) studied that, work stressors means any characteristic of the workplace that poses a risk to the employee. For stress to occur, the demand from the job against the employee's capacity will usually be considerably out of balance.

Conflict between work and family may arise, when the job experience interferes with family life. Such experiences may result in career shifts, excessive, job stress, or inflexible working hours, role overload, frequent travel, interpersonal conflict, support for co-worker, and unsupportive supervisors or organization.

At the other hand, conflict of work-life can occur when the family interaction overlap with work. Many pressures may be interpersonal problems within the family, and the involvement of unsupportive relatives (Chernyak-Hai & Tziner, 2016).

According to Abendroth & Dulk (2011), the practical outcomes would help to prevent the negative impact on personal life of the employee on work-life balance. Also, this negative impact was also interpreted as lack of personal life or no expected disturbance to the employee's personal life.

Abendroth & Dulk (2011) further investigated about work-life balance across Europe, that it is not easy balancing work and home, but how well the employee manage this could make good difference to the work as well as family life and that will not be hard to perform family responsibilities, perhaps because of the time spent at work.

Karimi et al. (2014) pointed out that there is no better time for both employees and employers to explore how they can work together to ensure the organization has a healthy work-life balance with sparing time to engage in activities.

Gatrell & Cooper (2008) revealed that maintain a good healthy work and personal lives balance is very critical and also flexible scheduling and having supportive managers or the supervisors will be directly effect on employee perspective of control over their work and family matters.

## **2.2 Work Stress**

Work stress happens due to many factors. Work demand is one of the most work stress influenced factors. Because the staff has so much of works to do and the due date is around the corner, it will make employees feel stress. Bruin & Taylor (2005) cited that the scale forms part of the Sources of Work Stress Inventory, that also includes scales of different sources of work stress, namely role ambiguity, poor working relationships, job insecurity, inadequate tools and equipment, limited career advancement prospects, difficulty in balancing work and home demands, excessive workload and lack of autonomy.

Stress may be an organization's biggest issue and for workers as well. To prevent work stress best to have is proper management and a good company. Stress results from a imbalance between the demands and pressures on the person, and their knowledge and abilities are challenging their ability to cope with work. Not only this involves situations where the work stress exceeds the capacity of the worker to manage, but also where the experience and expertise of the worker are not properly used and that is a concern for them (Chandola, 2010).

Chandola (2010) figured out that in many work stress studies do not commonly differentiate between the workplace stressor and the stress response. when employees have so many works to do, they cannot address with the workload and excessive amount of work bring work stress for the employee.

Stress can be taken as high demand and low control at work. It depends entirely on the resources availability and individual attributes. However, when these pressures are

unmanageable, it ends up in stress. Unfortunately, due to the demands of the contemporary modern work environment, the pressure at the workplace cannot be avoided. Stress can destroy employees' health and especially their work-life balance.

### **2.3 Working Conditions**

According to business dictionary, “working conditions refers to the working environment and all existing circumstance which affects labour within the workplace, including job hours, physical aspects, legal rights and responsibility organizational culture workload and training”.

Working conditions are often created through employee contact with their workplace environment and include both psychological and physical conditions of work. Also it can be defined as the working environment and aspects of the terms and conditions of jobs for an employee.

Standard working hours are usually taken to imply a working day with time left for rest and leisure. Rest is a night-time activity and work a daytime activity. This analysis discusses those who work on other schedules with either shifts or with extended hours that exceed the pattern of day-night work-sleep. It is also widely acknowledged that working at night or working extended hours are related to sleep disturbance and sleepiness.

Overall, since day and night employee had longer working hours than day workers because of their working hours, they were often stretched into the weekend (Son et al., 2008). According to Chandola (2010), when you have a job security under working conditions the employee will have little fear of losing his/her job. Job security is the guarantee that an employee can keep his job without the chance of being unemployed. And the job is secured often by a collective bargaining agreement that may prevent arbitrary termination in terms of an employment contract.

Where no job security exists, the workers are at high risk of losing their jobs. Job security is also insurance from the organization to the employee that they could remain at the organization for a longer period also could be worked without any stress since they have this certification of the job from the organization.

Bruin and Taylor (2005) stated that job security can help employees to balance their family lives and work and manage their stress levels by ensuring the company has adequate job security.

The study of rules and regulations in working conditions, will help employees to understand what is expected from and what will be the outcome or the result if they violate the rules and regulations. In other words, rules and regulations help to protect the company as well as the employee. It makes it possible for a healthy workplace atmosphere in which employees feel free to come to work, to be themselves and to do business.

For the company, the bottom line is profit. Recruiting and on-board new employees cost money, and also company morale also has a direct impact on the success of workers, as well. Happier workers may not be as often calling in sick or coming in late. People who feel comfortable at work can interact more easily and more efficiently with colleagues to resolve the problems. So, the team is doing well by ensuring everybody follows properly communicated rules and regulations; thus, the company makes more profit.

When the organization manages the employees, there is a necessity of having set up work rules and regulations correctly and also to maintain a better workplace for every employee at the organization. It is better to have formal work rules in the company, because the company can help the employee to protect the business from litigation and maintain a high quality of work-life for every employee. In the study by Bruin & Taylor (2005), found that organization needs to ensure that all workers understand what is required of them, not only in the work that they do, but also in their behaviour and in other areas of employment. Business-related rules and regulations are carefully selected, and applied, it will also help the management to handle the workplace and the workers better.

Organization's working environment and its design, or the surrounding can be affected to the employee's behaviour. Massoudi & Hamdi (2017), indicated that organization working environment and its layout, or the design effects improve the efficiency as well as the productivity.

Most of the time, the job environment includes the physical geographical location and the organization's immediate surroundings, such as a construction site or office building. Usually, other factors can relate to the workplace, such as air quality, background noise level, and additional perks and benefits of employment such as free childcare or free limitless coffee or adequate parking area.

## **2.4 Workload**

Some of the many causes of work-related stress include heavy workload and long hours. According to Ram et al. (2011), workload refers to "work task intensity. It's mainly a cause of mental stress to the workers". Every employee seems to be revealing problem of the workload in real life. Because of the problem of work-related stress and workload are growing day by day, which involved detailed studies to solve the problem.

Work overload occurs where multiple demands exceed resources, and may be either qualitative or quantitative. Qualitative overload refers to a situation where a task is too difficult to complete, while quantitative overload is experienced when there are too many tasks that need to be done (Elloy & Smith, 2003).

Most large companies' workers are often given a lot of work to complete in a short time. That's why the employee would experience tension when it comes to settling all the tasks and sending it to the boss on time. The workers often have a workload, as they want to delay their job until due date. In fact, employees are going to face stress at the end to settle it with the allocated time. Apart from that, when managers try to get maximum performance from existing workers by overloading work and tasks, employee wish to have less work with them (Idris et al., 2010).

According to Bruin (2006), when the too many deadlines to be given within the short period of time, the employee is unable to meet the deadline on the exact day if it is not developed properly or that create time pressure in terms of overlapping deadlines for specific tasks. Bad workload management causes missing deadlines and therefore employee is getting stress. It could be affected to both an individual, or even a whole team. To manage this situation, the employee can prioritize tasks.

Workload can be defined as a stress factor and the amount of stress felt by employees, due to the perception that they're incapable to cope or be constructive due to the amount of work allocated to them. Workload can be an unrealistic time pressure for an employee who is unable to get the work done according to a given time period (Bell et al., 2012).

Time pressure also refers to how people every day feel rushed or pressed for time. It also relates to how people think they have enough time to do what they need or want to do. Time pressure assessment is a more tangible way to assess balance. Working hours towards work-life balance and effective commitment of service of employees in every organization. If the employee works more than 8 hours a day for longer period, that brings physical conditions to him or her which directs to stress. That stress begins to start having conflicts between family and work in their lives as well (Chandola, 2010).

The working hours can be defined as the maximum working hours per day and per week with overtime, rest periods between shifts. Flexible working hours or scheme is widely a lot of companies offer which allows employee to begin and end the workday as they prefer. Both employee and employer can gain this flexibility benefits. Also, as a researcher, I believe that excessive workload directly occurs the staff shortage and that affects work-life balance as well. When there are not enough employees to work at the organization, one employee has to play other roles in order to fulfill tasks which have been allocated. In this case, employees will be under stress, since the work is too much for a person. An organization should be able to make employees happy and productive in these situations especially in staff shortage and it should be prevented in future cutbacks.

Conflicts between family and work occurs when demands or situations in the family domain overlap with employment, such as the involvement of young children, children and eldercare responsibilities and unsupportive relatives, family-to-work conflict can be occurred. Employees experiencing family-to-work conflict are getting more stress and this can result in production deviance such as rushing through a task and creating low quality work.

## **2.5 Interpersonal Relationship at Work**

If the workers have a positive connection and also receive help from their superiors and peers, employees stress level can be managed. According to Giebels & Janssen (2005), effective connections are vital to physical wellbeing, which can buffer up stress. The negative effect of stress may either be delayed or may even be minimized because of the supportive of their people around them.

The positive benefits associated with successful interpersonal relationships in the workplace are well established for both individuals and companies. Attraction among co-workers can also improve communication, collaboration, cooperation will be in the higher and friendships in the workplace have been affiliated with various positive results, such as increased work-life balance in work stress (Giebels & Janssen, 2005). The relationships between co-workers are seen as critical in influencing essential organizational outcomes and the well-being of employees. On the other hand, the employees exert positive effects on knowledge sharing among colleagues, organizational citizenship behaviours and work performance.

Having a positive relationship with managers or the rest of the employees will bring a positive impact for the organization as well as for the individual employees in work-life balance to move ahead to the future goodness for the company. By having a good relationship with co-workers and with the management in the organization employee feel to work in the same organization for quite a long period without moving to another.

When the employee feels fit to the organization, which is strongly related to organizational commitment by individual which effects on person-organization outcomes. Person-organization fit is characterized as the individual-organization compatibility, typically with respect to value similarity or goal (Verquer et al., 2003).

Also, when the employee perceives that they fit to the working group or the team in the company, they seem to be satisfied with their work-related results. Every employee should feel that they belong to the company where they should feel that they are important and identifying their strength and weaknesses by organization person to person to determining it.



Massoudi & Hamdi (2017) argue that the communication process in an organization is very much essential to minimize the gap between employees. Also when the company is having effective communication, it is about more than just exchanging the information, it is all about having a good connection with each and every employee and also the management which makes the path easy to get the work done which has been already allocated. And also, it is all about understanding other's emotions and intentions behind each information as well. In other words, when employees communicate with others, they always concentrate on what they should be saying. Effective communication is more about listening, rather than talking. Listening well involves not only just understanding the words or the information that is being conveyed, but also understanding the feelings that the speaker tries to convey.

When employee identification in interpersonal relationships, company should be able to identify each employee based on their performance, skills, attitudes, and also their contribution to the company. Employee identification helps the company to increase its productivity between their relationships with other workers. Identification is also the perception of oneness with or belongingness to an organization. According to Bell et al. (2012), Identification involves a person defining themselves by the same attributes that she or he thinks define the organization. Organizational identification arises from desire and curiosity to establish an emotionally rewarding, self-defining relationship with the organization.

Employee identification increases employees' motivation where they begin to have the interest of the organization further in order to contribute their best. Thus, if an individual has a high degree of organizational identification, she or he is willing to do the tasks required by the organization.

Also, if supervisors and managers are good listeners to all the employees, it will automatically create a well-associated company where the employees feel that they are belonging to the organization, inclusion, social significance and also especially togetherness as well. If the managers are being good listeners, from a social perspective there will be more rewards associated with workplace friendships and also there will be unavoidably costs as well (Giebels & Janssen, 2005).

Managers should maintain their relationship with their co-workers in order to increase the potential for certain situations in which friends and work-related interests. Being good listeners could make the company without any conflicts or the politics which could be happened at any moment at the organization.

Also, when people do not feel heard, they're likely to fight managers or the supervisors on ideas, requests, and their initiatives. That's why great leaders know how important listening is to their success. Because of that, researcher has found out that being good listeners for all the employees is much more important to increase employee's productivity.

## **2.6 Role Conflict**

In some situations, combination of timelines and overloaded work to make the job more stressful. One employee commented on the situation, once we deal with a lot of assignments, work stress happens. They have set a very tight schedule for us and we can't complete with that. Though we are already working on current jobs, the other jobs have to be done. Another respondent shared his feeling about his work, they give us a very critical task which is needed to complete it in a short period of time (Idris et al., 2010). Role conflicts is another stress risk factors which is faced by workers. According to Schmidt et al. (2014), conflict in organizational roles maybe a job stress factor. Poorly specified organizational factors such as mission, transition of responsibilities, authoritarian decisions, disagreements lead to work stress.

According to role conflicts, it has several indicators that have found which directly effects or involves. Therefore, role conflicts occur where the organization hires an employee who is unsuited demands placed such a compliance with both would be difficult. Even when the conflicts where expectations received from two or more groups or the different people would be incompatible (Chiang et al., 2010).

Also, the researcher has been identified that the conflict occurs when employee needs to carry two or more responsibilities or the positions at once when there are no other employees to take place. That would be another issue for the role conflict and also for the receiving incompatible request. As another conflict that could be shown as where

resources and capabilities of employee's conflict with roles. Getting work which have no connection to the job function is also occurs the conflict of a role where employees receive multiple request to be done which is not relevant to his/her job function (Ram et al., 2011).

According to Schmidt et al. (2014), by having uncertainty of work or what is expected from the employee will occur the role conflict where employee is not certain of his work or the duties which should be done within the given time period. When uncertainty is getting higher place within the employee, he or she will have an uncertainty about his or her job at workplace. When role ambiguity or role conflicts begins with uncertain information or having uncertainty of what is expected from particular employee in the environment regarding the role behaviours expected of the focal person.

In the role conflict it should considerably focus on relationship with between supervisors or the managers (Gilbreath & Benson, 2004). Through many researches it is provided information that relationship supports for the supervisor behaviour-employee well-being link. More recent studies or the articles provide additional evidence for the value of good supervisor actions and how they interact with employees.

Karimi et al. (2014) found that within organizational relationships, supervisors' behaviour strongly influences the psychological well-being of employees as well as improving the way employees are monitored to enhance the psychosocial work environment and employee well-being in a viable manner. Many employees view supervisor behaviour as having a direct effect on their mental and physical health. Moreover, before organizations are encouraged to spend time, resources and effort to enhance manager behaviour, we need to know to what degree it affects employee psychological well-being.

### **3. RESEARCH METHODOLOGY**

#### **3.1 Overview of Chapter**

The proposed research is most suitable to be conducted using an empirical study. Therefore, it is necessary to formulate a theoretical framework and develop a hypothesis to test and prove a set of theories created for the research. This chapter presents the conceptual research framework, hypotheses formulated, literature support for a conceptual framework, experimental instrument development, methods of data collection, population and sampling and most importantly, the research design and data collection process.

This research study is to find the factors which affect employees' work-life balance and work stress and requires a methodology, which is a systematic approach for the study. The methodology shall explain the methods that were used in the study process, the specific study methods and the justifications for their selection. The purpose is to provide comprehensive coverage of the research methodology.

#### **3.2 Conceptual Framework of Research and Theoretical Framework**

The overall conceptual framework for the conduct of proposed research is shown in Figure 3.1.

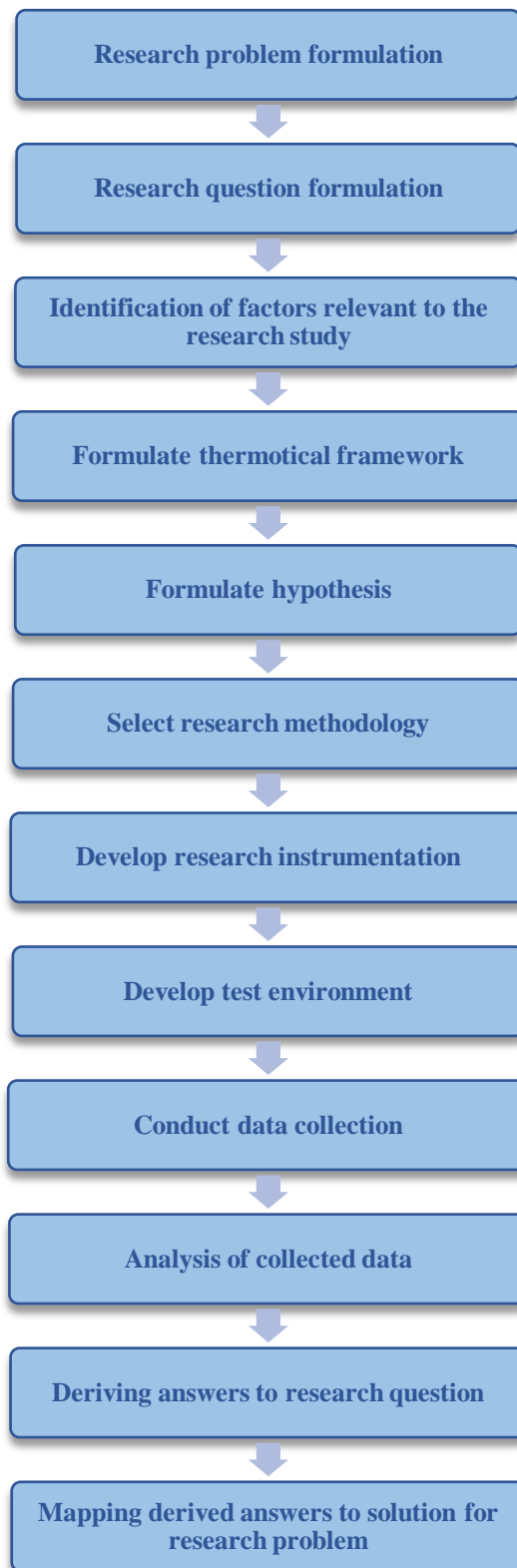


Figure 3.1: Conceptual Framework

The identification of factors affecting work-life balance and work stress was done based on the information extracted during the literature survey. The theoretical framework of the relationships between employees' work-life balance and work stress is shown in Figure 3.2.

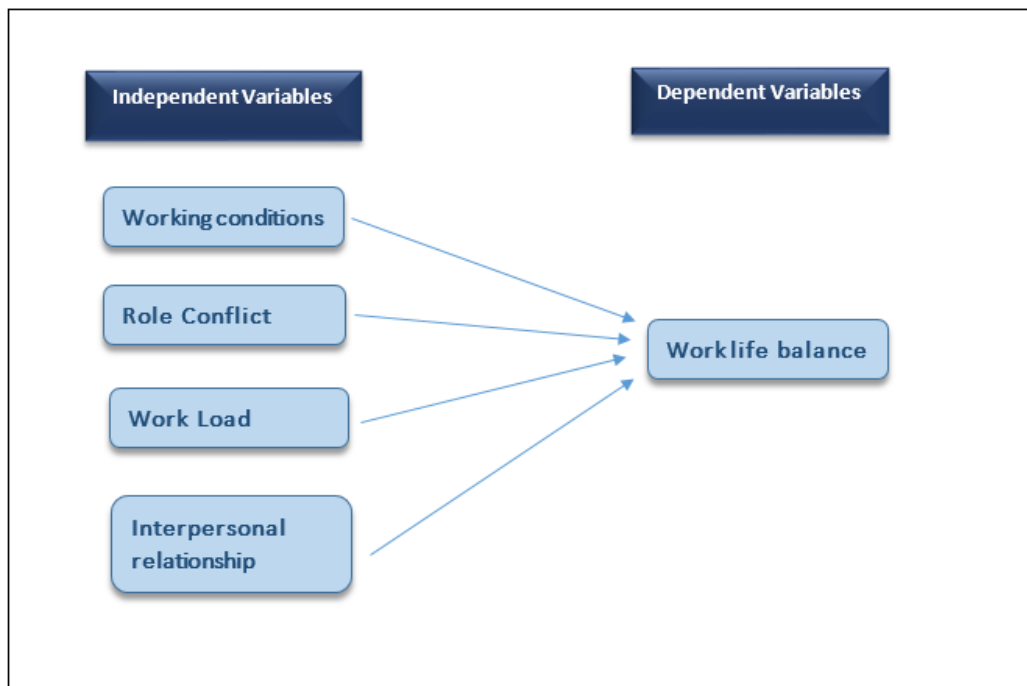


Figure 3.2: Theoretical Framework

### 3.2.1 Research Hypotheses

In order to test the relationships formulated in the conceptual framework, the following hypotheses were drawn. By analyzing and testing these hypotheses it is possible to derive conclusions and find answers to the research questions.

Let,

$H_A$  - Alternative Hypothesis

$H_0$  - Null Hypothesis

### **Hypothesis 1**

- Ha1 – There is a positive relationship between working conditions and employee’s work-life balance
- H01 – There is no positive relationship between working conditions and employee’s work-life balance

### **Hypothesis 2**

- Ha2 - There is a positive relationship between role conflict and employee’s work-life balance
- H02 - There is no positive relationship between role conflict and employee’s work-life balance

### **Hypothesis 3**

- Ha3 - There is a positive relationship between workload and employee’s work-life balance
- H03 - There is no positive relationship between workload and employee’s work-life balance

### **Hypothesis 4**

- Ha4 - There is a positive relationship between interpersonal relationship and employee’s work-life balance
- H04 - There is no positive relationship between interpersonal relationship and employee’s work-life balance

### 3.3 Research Model

The research model developed for the study is shown in Figure 3.3 with the inclusion of formulated hypotheses. The graphical representation of the model illustrates the relationship between the set of independent variables and the dependent variable.

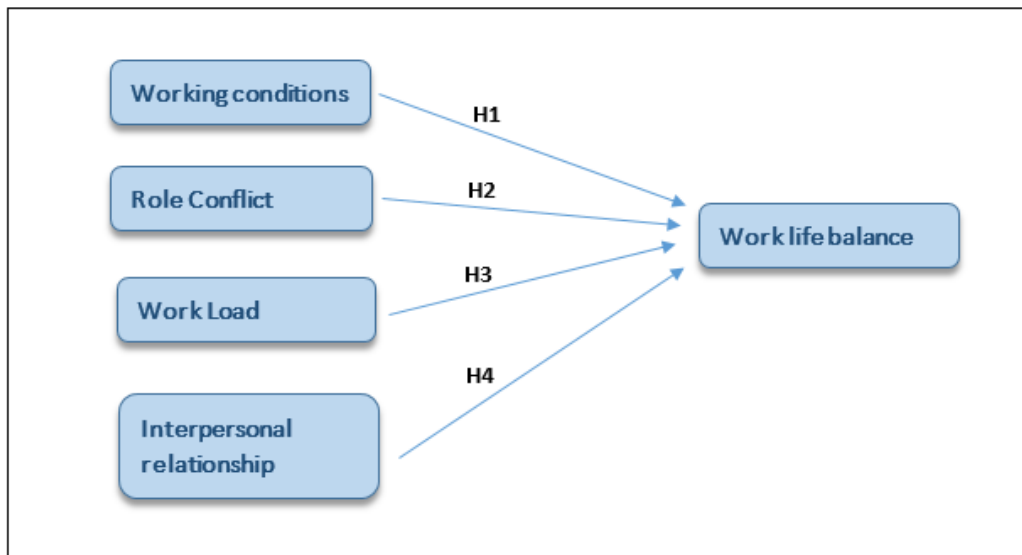


Figure 3.3: Research Model

### 3.4 Research Methodology

As mentioned above this study based on a quantitative and qualitative approach. Therefore, questionnaire and interviews use to collect data to find out factors which affect work-life balance. Questionnaire Survey has been created using identified variables and pilot survey has been conducted among group of respondents and questionnaire has been modified based on the feedback received from the responders before forwarding the questionnaire to the target group.

The different steps followed as part of the overall methodology to achieve the research objectives can be stated as below.



#### 3.4.1 Step 1

**Objective 1:** Identify the most significant factors that influence on work-life balance. This primary objective of the study was achieved through a comprehensive literature review. The self-administered questionnaire and interview questions were used for data gathering that allowed for the creation of measurements to determine the relative importance of factors identified from the literature review.

#### 3.4.2 Step 2

**Objective 2:** Identify the impact of factors on work-life balance.

To achieve this objective different statistical analysis methods have been used for the analysis of data collected through the questionnaire and interviews.

#### 3.4.3 Step 3

**Objective 3:** Recommend new strategies to improve work-life balance.

The final objective has been achieved from the results of data analysis done using the collected data as well as insights obtained during the interview process.

### 3.5 Unit of Analysis

#### 3.5.1 Population, Sample and Probabilistic Sampling Method

The population for the research study can be defined as the entire population of the selected IT company as the research is done as a case study. There are 120 employees in the company and all of them will be approached by the researcher to gather data. It is expected that only a portion of the employees will respond and no overt approaches will be made to the employees to ensure the respondents are from a sample matching the simple random sampling method. The target population consists of project managers, team leaders, technical leaders, software developers and quality assurance engineers. In the statistical analysis, it is proposed to use a 95% confidence level and a  $\pm 5$  confident intervals with the data collected using the above described random sampling technique.

### 3.5.2 Survey Instruments

As the survey instruments, the researcher used questionnaire and interview guide. Open-ended and closed-ended questions were used to collect quantitative and qualitative aspects of the study. The Likert scale was used to determine the respondent agreement or disagreement regarding a statement. To obtain self-reports on individual's attitudes, and beliefs, used the self-administered questionnaire. The interview was conducted to obtain valuable information used in the conclusion.

### 3.6 Questionnaire Design

The questionnaire design is one of the major stages in the research process. A good questionnaire design will mainly focus on three areas. The wording of the questions, the measurement principle and the general appearance of the questionnaire.

According to this research questionnaire, it includes 2 main sections.

- Section A: To collect demographical data
- Section B: To collect survey data

#### 3.6.1 General Appearance of the Questionnaire

The first stage of this research identified what are the variables and indicators which used to design the questionnaire. Then the online questionnaire was created using google forms. The questionnaire was being designed only in English language and it is assumed that all respondent has a good sense of the English language.

The questionnaire and interview questions have been structured according to each variable in the conceptual model. In the questionnaire, section A consists of a total of five demographical questions. There were twenty-five questions in sections B. Those were based on a 5-point Likert scale, open-ended questions and nominal questions. The following table illustrates a summary of the measures used.

Table 3.1: Operationalization Variable Chart

Concept	Independent Variable	Indicators	Measurement	Question No
Factors affecting work-life balance connected with work stress	Working conditions	Work Schedules (Son et al., 2008)	Likert Scale	1
		Job Security (Chandola, 2010)	Likert Scale	2
		Rules and regulations (Bruin & Taylor, 2005)	Likert Scale	3
		Working Environment (Massoudi & Hamdi, 2017)	Normal Question	4
		Lack of materials and equipment (Bruin, 2006)	Open-ended Question	5
	Role conflict	Incompatible request (Ram et al., 2011)	Likert Scale	1
		Having tasks which is not related (Bruin & Taylor, 2005)	Likert Scale	2
		Uncertainty of work (Schmidt et al., 2014)	Likert Scale	3
		Work with more groups (Chiang et al., 2010)	Normal Question	4
		Relationship with management	Open-ended Question	5

		(Gilbreath & Benson, 2004)		
Workload	Many deadlines	(Bruin & Taylor, 2005)	Likert Scale	1
	Time pressure	(Bell et al., 2012)	Likert Scale	2
	Working hours	(Chandola, 2010)	Likert Scale	3
	Staff shortage	(Syrek et al., 2013)	Normal Question	4
	Family-work conflict	(Syrek et al., 2013)	Open-ended Question	5
	Interpersonal relationship at work	Relationship with co-workers	(Giebels & Janssen, 2005)	Likert Scale
Interpersonal relationship at work	Fit with the organization	(Verquer et al., 2003)	Likert Scale	2
	Communication	(Massoudi & Hamdi, 2017)	Likert Scale	3
	Employee identification	(Bell et al., 2012)	Normal Question	4
	Leaders as good listeners	(Giebels & Janssen, 2005)	Open-ended Question	5
Work-life balance	Engage in activities	(Gilbreath & Benson, 2004)	Likert Scale	1

	Under stress (Chandola, 2010)	Likert Scale	2
	Control over work and family matters (Greenhaus et al., 2003)	Likert Scale	3
	Impact on personal life (Abendroth & Dulk, 2011)	Normal Question	4
	Meeting family duties (Gatrell & Cooper, 2008)	Open-ended Question	5

### 3.7 The Method of Data Collection and Analysis

Data is going to be collected through primary and secondary data. Therefore, primary data will be collected through a structured questionnaire. Questionnaires are the most commonly used method to collect primary data in research. Also, the researcher will utilize interviews to gather data for the research as well.

The secondary data is the data which was already collected and available for any other reason. Secondary data gives time accuracy, completeness and timely information for the research study. So, the secondary data will be collected from various sources such as journals, reports, publications, books, library references, web sites.

- Quantitative Data

The data which is collecting through questionnaires will be going to analyze and evaluated by the following method using the software SPSS version 25.0. SPSS Statistics is a software application used for statistical analysis, batched, or interactive, and it can be used for validity, reliability and relationship testing. It gives correct measurements and calculations which helps to gather quantitative data.

Also, the researcher will be using the ANOVA test to estimate if there are any significant mean differences in any of the independent variables.

Correlations analysis and linear regression are statistical techniques and this can be used to indicate whether the relationship is important and how strong the variables are related.

- Qualitative Data

To gather qualitative data researcher will be using narrative analysis. Also, the researcher will be using word cloud generator to test and measure the qualitative data through open-ended questions from the questionnaire and conducting interviews.

The word cloud generator is a tool for creating “word clouds” from the given text. Words which appear more frequently in the source text are given greater prominence by clouds. It will tweak the clouds with different fonts, layouts, and color schemes. Also, it gives a summary of the information we provide to the particular generator as a text summary picture.

## **Summary**

Chapter three shows the conceptual framework and recognized issues and methodology that is adapted to address the issues. It also provided the research objectives along with a detailed description of the research. This chapter emphasizes the importance of selecting the problem is spelled out and provides appropriate methods for data collection, questionnaire design, data analysis and validation.

## **4. DATA ANALYSIS**

This chapter sum up analyses, interpret and discuss the collected information. This chapter describes demographic and general characteristics, the variables analyzed and how it affecting work-life balance connected with work stress.

As the survey instruments, the researcher used questionnaire and interview guide. Open-ended and closed-ended questions were used to collect quantitative and qualitative aspects of the study. The Likert scale was used to determine the respondent agreement or disagreement regarding a statement. To obtain self-reports on individual's attitudes, and beliefs, used the self-administered questionnaire. The interview was conducted to obtain valuable information used in the conclusion.

### **4.1 Demographic Factor Analysis**

This section aims to provide an overview of the respondent's demographic factors and general information.

#### **4.1.1 Gender**

According to Figure 4.1, 57% of respondents are males. In Sri Lankan software companies, more male employees work than female employee. This happens because companies are mostly relying on male employees when they want to work on extended hours.

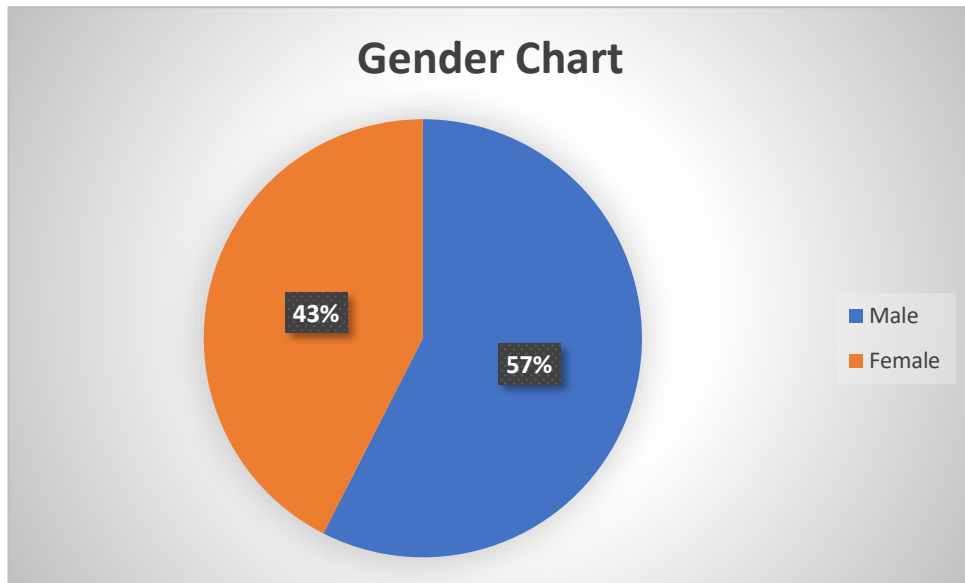


Figure 4.1: Gender Distribution

#### 4.1.2 Age

According to Figure 4.2, it clearly shows that IT companies mostly hire young people in the age group 18-30 (55%). Young employees are with new ideas and who can hard work and put their maximum effort to work. And also, who are in the age group 31-40 (39%) has vast knowledge based on previous experience and could help on immediate tasks.

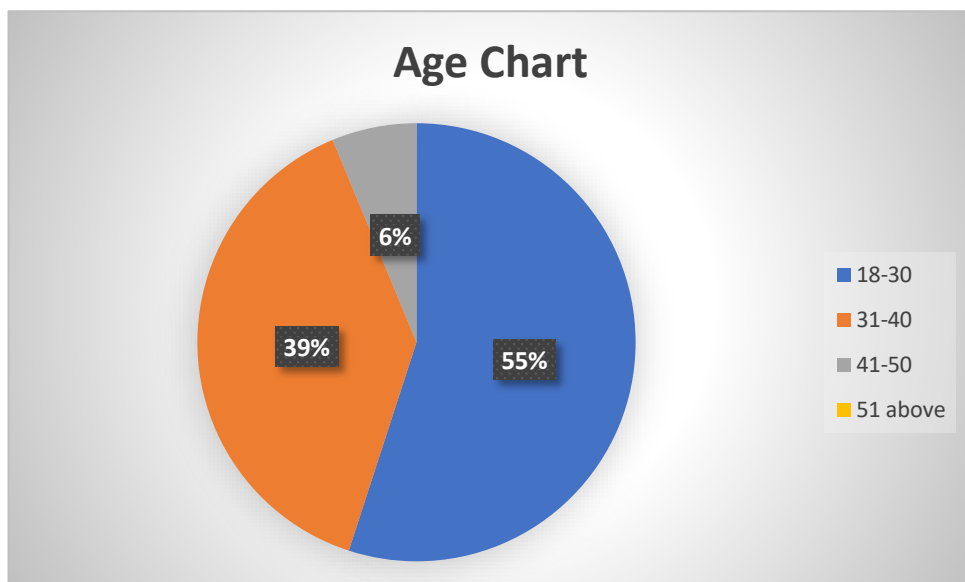


Figure 4.2: Age Distribution



### 4.1.3 Marital Status

Figure 4.3 shows that 55% of respondents are married people.

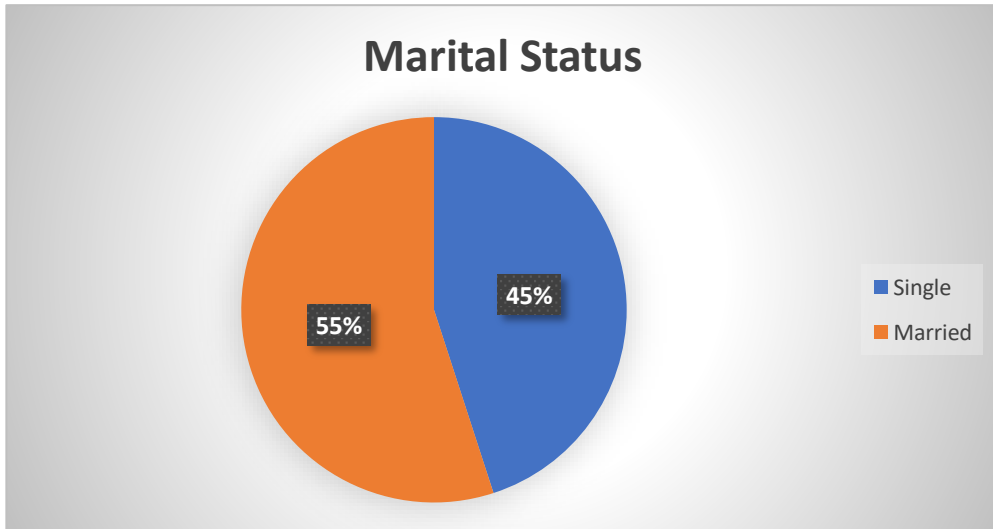


Figure 4.3: Marital Status Chart

### 4.1.4 Educational Qualification

According to Figure 4.4, 55% of employees are on the higher educational qualifications level. There are few employees have shown on the educational qualification level as well.

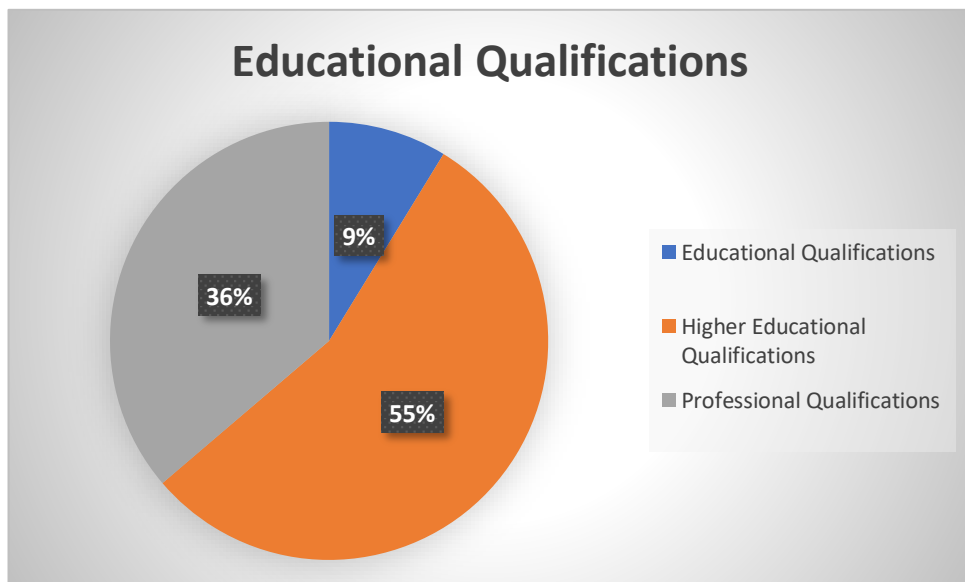


Figure 4.4: Educational Qualification Chart

#### 4.1.5 Length of Service

As shown in Figure 4.5, most of the employees have 3-5 years (32.5%) experience in working in the technology field.

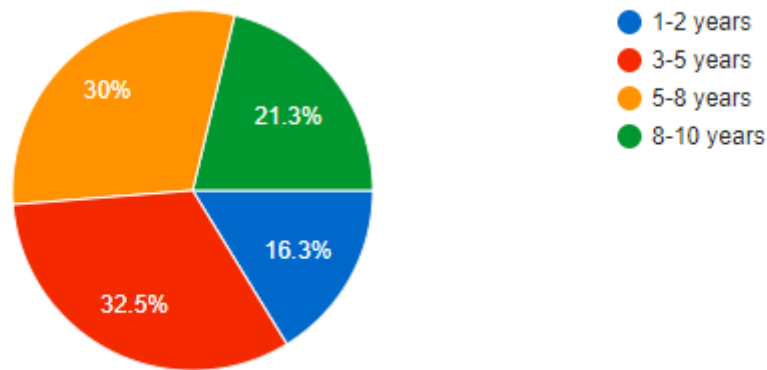


Figure 4.5: Length of Service Chart

#### 4.2 Reliability and Validity Analysis

It is important that every research project has good quality. Before carrying out any analysis of data it is important to conduct reliability analysis, to check the goodness of the instruments. All collected data has been analyzed with reliability analysis for all variables to data consistency and reliability of test. The Cronbach's alpha value measures how well the data set items are correlated to each other. Cronbach's alpha value lays within +1.0 to -1.0.

The following section provides a reliability and validity analysis of each factor to find the internal consistency of data.

#### 4.2.1 Reliability Test

According to the analysis of Cronbach's Alpha Coefficient (CAC), the internal consistency of question sets for each of the factors identified.

Table 4.1: Reliability Test - All Variables

### Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	80	100.0
	Excluded <sup>a</sup>	0	.0
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.724	5

The values for coefficients of reliability range between 0 to 1. "0" coefficient indicates no reliability while coefficient of "1" indicates perfect reliability. However, all tests have some error, reliability coefficients are never exceeding 1.0. Generally, if the reliability of a standardized test is above .80, the reliability is taken to be very good; if the reliability of a standardized test is below .50, it is not be taken a very reliable test.

- Range of reliability

RANGE	LEVEL
0.81	TO 1.00 VERY HIGH
0.61	TO 0.80 HIGH
0.41	TO 0.60 MEDIUM
0.21	TO 0.40 LOW
0.01	TO 0.20 VERY LOW

#### 4.2.2 Data Analysis – Pearson’s Correlation Analysis

Analysis of correlation represents the strength of the relationship between the variables. The result is obtained using SPSS. To analyze the connection between variables, correlation analysis was done. Standard averaging had been used for each variable to analyze the significance, by using Pearson Correlation Matrix. Correlation value “r” was defined as follows:

- 0.80 or higher - Very strong relationship
- 0.60 to 0.79 - Strong relationship
- 0.40 to 0.59 - Moderate relationship
- 0.20 to 0.39 - Weak relationship
- To 0.19 – Very weak relationship

Significant value denotes the probability of correlation occurrence and a significant value less than 0.01 (1%) was considered as significant.

Pearson correlation coefficient, “r” measures the linear relationship between two variables. The correlation results are represented between the value -1 and 1. High correlation is represented by the values between 0.5 to 1.0 and -0.5 to -1.0. The values between 0.3 to 0.5 and -0.3 to -0.5 represent the medium correlation. The correlation between the variables was identified using the correlation matrix in SPSS as above.

I. Data analysis on working conditions and work-life balance

A. Correlation Analysis

Table 4.2: Correlation on working conditions

		WORKINGCON DITIONS	WORKLIFEBAL ANCE
WORKINGCONDITIO NS	PEARSON CORRELATION	1	.617**
	SIG. (2-TAILED)		.000
	N	80	80
WORKLIFEBALANC E	PEARSON CORRELATION	.617**	1
	SIG. (2-TAILED)	.000	
	N	80	80

\*\* . CORRELATION IS SIGNIFICANT AT THE 0.01 LEVEL (2-TAILED).

The above figure presents the two-tailed Pearson correlation result for working conditions vs work-life balance of selected IT company. The value of the Pearson Correlation Coefficient at 0.617 which is significant at the 0.01 level indicates that there is a strong positive relationship between the two variables.

This indicates that the strength of association between the variables is high ( $r = 0.617$ ), and that the correlation coefficient is very highly significantly different from zero ( $P < 0.001$ ). Correlation of the working conditions:  $r = 0.617$ . If working conditions increase by 1-unit work-life balance will increase by 61.7%.

## B. Regression analysis

Model summary of working conditions on work-life balance

Table 4.3: Model summary of working conditions

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 <sup>a</sup>	.381	.373	.3234

a. Predictors: (Constant), Workingconditions

R square 38.1% employee work-life balance variation explained by the variable of working conditions while 61.9% remaining is explaining by causes other than this study.

Adjusted R square associates with a degree of freedom. It explains the explanatory power of the independent variable selected. Work-life balance is explaining 37.3% of working conditions.

## C. Anova testing

Table 4.4: Anova testing on working conditions

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.021	1	5.021	47.991	.000 <sup>b</sup>
	Residual	8.160	78	.105		
	Total	13.181	79			

a. Dependent Variable: Worklifebalance  
b. Predictors: (Constant), Workingconditions

Based on the above table, test statistic F value is 47.991 and the significance is 0.00. By determining F- table and using 95% confidence level  $\alpha=0.05$  with degree of freedom (DF1 value) = 2 - 1 = 1 and degree of freedom (DF2 value) 80-2=78.

We can get output for F table value as 3.96 the test statistic,  $F = 47.991$  is greater than the critical point of F (1.78) for any common level of significance ( $p\text{-value} > 0$ ). Therefore, the null hypothesis is rejected and right conclude that the dependent variable is related to working conditions.

#### D. Coefficient analysis

Table 4.5: Coefficient on working conditions

		<b>Coefficients<sup>a</sup></b>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.135	.369		3.079	.003
	Workingconditions	.611	.088	.617	6.928	.000

a. Dependent Variable: Worklifebalance

Based on the above table the regression equation obtained is below.

$$Y = 1.135 + 0.611 \text{ working conditions}$$

The above equation can explain as a constant value of 1.135 is the interpretation of the equation that elaborates the value of Y when all others value gets zero. For each additional one unit of working conditions, work-life balance will increase by 61.1% while assuming all other variables are held constant.

### E. Scatter diagram

It shows that working conditions have a positive impact on work-life balance

- Positive upward slope

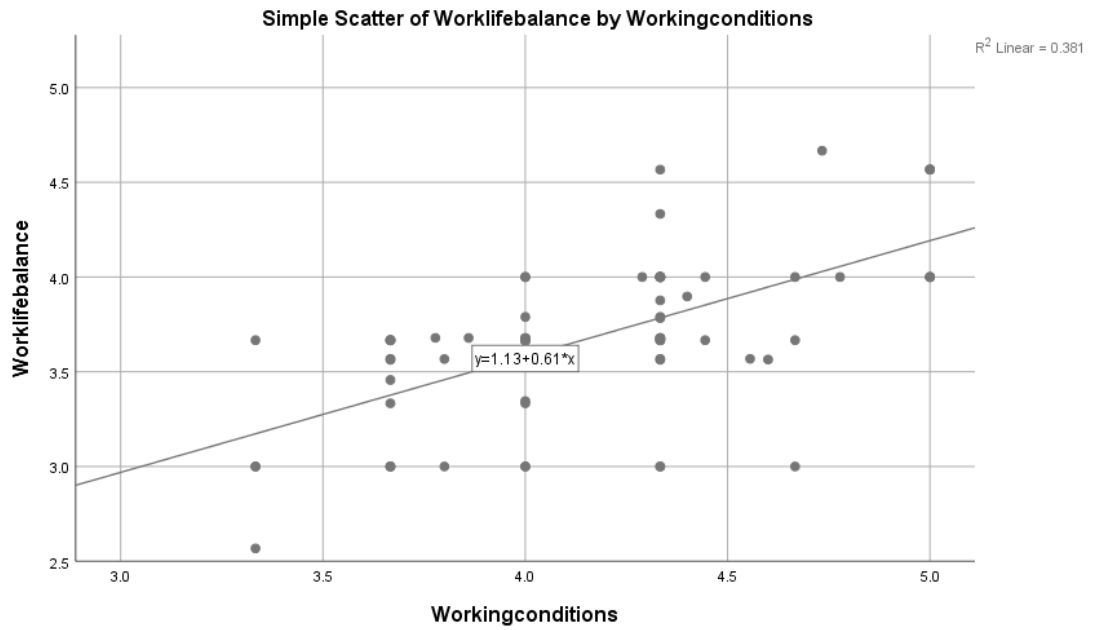


Figure 4.6: Scatter diagram on working conditions



## II. Data Analysis of role conflict and work-life balance

### A. Correlation Analysis

Table 4.6: Correlation on role conflict

		ROLECONFLI CT	WORKLIFEBAL ANCE
ROLECONFLICT	PEARSON CORRELATION	1	-.252*
	SIG. (2-TAILED)		.024
	N	80	80
WORKLIFEBAL ANCE	PEARSON CORRELATION	-.252*	1
	SIG. (2-TAILED)	.024	
	N	80	80

\*. CORRELATION IS SIGNIFICANT AT THE 0.05 LEVEL (2-TAILED).

The above figure presents the two-tailed Pearson correlation result for role conflict vs work-life balance of selected IT company. The value of the Pearson Correlation Coefficient at -.252 which is significant at the 0.05 level indicates that there is a negative relationship between the two variables.

This indicates that the strength of association between the variables is low ( $r = -.252$ ) and that the correlation coefficient is very highly significantly different from zero ( $P > 0.001$ ). Correlation of the role conflict:  $r = -.252$ . If role conflict increase by 1-unit and work-life balance will decrease by 25.2%.

## B. Regression analysis

Model summary of role conflict on work-life balance

Table 4.7: Model summary on role conflict

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.252 <sup>a</sup>	.064	.052	.3978

a. Predictors: (Constant), Roleconflict

R square 64 % employee work-life balance variation explained by the variable of role conflict while 36% remaining is explaining by causes other than this study.

Adjusted R square associates with a degree of freedom. It explains the explanatory power of the independent variable selected. Work-life balance is explaining 52% from role conflict.

## C. Anova testing

Table 4.8: Anova testing on role conflict

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.839	1	.839	5.304	.024 <sup>b</sup>
	Residual	12.341	78	.158		
	Total	13.181	79			

a. Dependent Variable: Worklifebalance

b. Predictors: (Constant), Roleconflict

Based on the above table, test statistic F value is 5.304 and the significance is .024. By determining F- table and using 95% confidence level  $\alpha=0.05$  with degree of freedom (DF 1 = value) = 2 - 1 = 1 and degree of freedom (DF2 value) 80-2=78.

We can obtain results for F table value as 3.96 the test statistic,  $F= 5,304$  is greater than the critical point of F (1.78) for any common level of significance ( $p\text{-value} > 0$ ). Therefore, the null hypothesis is accepted and right conclude that the dependent variable is related to role conflict.

#### D. Coefficient Analysis

Table 4.9: Coefficients on role conflict

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.123	.199		20.698	.000
	Roleconflict	-.208	.090	-.252	-2.303	.024

a. Dependent Variable: Worklifebalance

Based on the above table the regression equation obtained is below.

$$Y = 4.123 + (-0.208) \text{ role conflict}$$

The above equation can explain as a constant value of 4.123 is the interpretation of the equation that elaborates the value of Y when all others value gets zero. For each additional one unit of role conflict, work-life balance will decrease by 20.8% while assuming all other variables are held constant.

### E. Scatter diagram

It shows that role conflict has negative impact on work-life balance.

- Negative downward slope

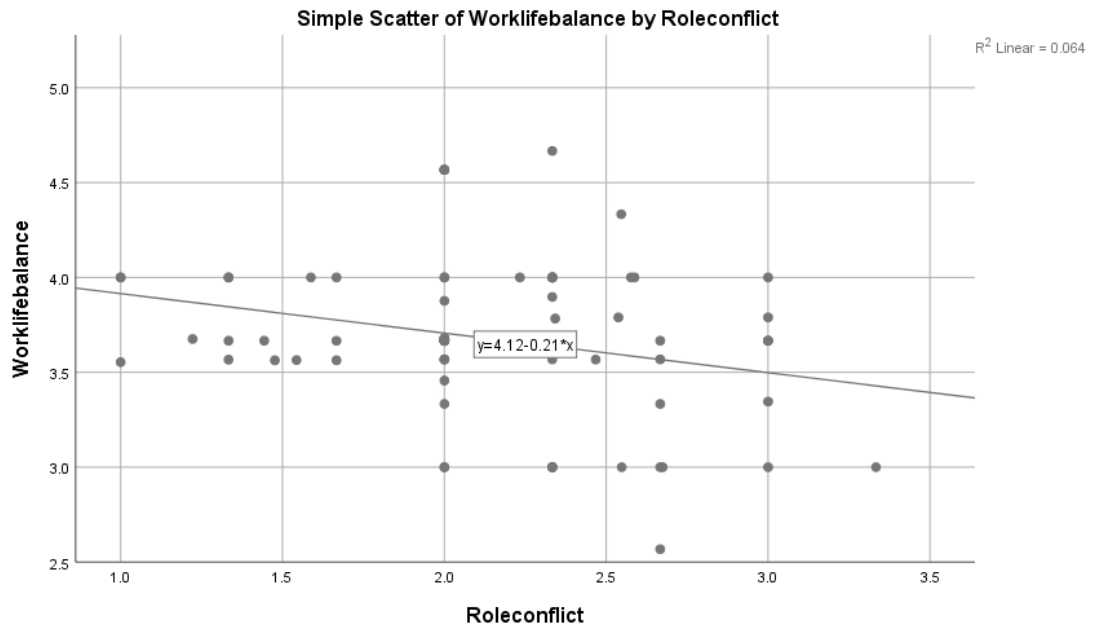


Figure 4.7: Scatter diagram on role conflict

### III. Data Analysis on workload and work-life balance

#### A. Correlation analysis

Table 4.10: Correlation on workload

**CORRELATIONS**

		WORKLOAD	WORKLIFE BALANCE
WORKLOAD	PEARSON CORRELATION	1	-.673**
	SIG. (2-TAILED)		.000
	N	80	80
WORKLIFE BALANCE	PEARSON CORRELATION	-.673**	1
	SIG. (2-TAILED)	.000	
	N	80	80

\*\* . CORRELATION IS SIGNIFICANT AT THE 0.01 LEVEL (2-TAILED).

The above figure presents the two-tailed Pearson correlation result for workload vs work-life balance of selected IT company. The value of the Pearson correlation coefficient at  $-0.673$  which is significant at the 0.01 level indicates that there is a strong negative relationship between the two variables.

This indicates that the strength of the association between the variables is low ( $r = -0.673$ ) and that the correlation coefficient is very highly significantly different from zero ( $p > 0.001$ ). Correlation of the workload:  $r = -0.673$ . If a workload increase by 1-unit and work-life balance will decrease by 67.3%.

B. Regression analysis

Model summary of workload on work-life balance

Table 4.11: Model summary on workload

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 <sup>a</sup>	.453	.446	.3039

a. Predictors: (Constant), Workload

R square 45.3 % employee work-life balance variation explained by the variable of workload while 54.7% remaining is explaining by causes other than this study. Adjusted r square associates with a degree of freedom. It explains the explanatory power of the independent variable selected. Work-life balance is explaining 44.6% from workload.

C. Anova testing

Table 4.12: Anova testing on workload

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.976	1	5.976	64.703	.000 <sup>b</sup>
	Residual	7.204	78	.092		
	Total	13.181	79			

a. Dependent Variable: Worklifebalance  
 b. Predictors: (Constant), Workload

Based on the above table, test statistic f value is 64.703 and the significance is .000. By determining f- table and using 95% confidence level  $\alpha=0.05$  with degree of freedom (df 1 = value) = 2 - 1 = 1 and degree of freedom (df2 value) 80-2=78.

We can obtain results for f table value as 3.96 the test statistic,  $f= 64.703$  is greater than the critical point off (1.78) for any common level of significance ( $p\text{-value} > 0$ ).

Therefore, the null hypothesis is accepted and right conclude that the dependent variable is related to workload.

#### D. Coefficient analysis

Table 4.13: Coefficient on workload

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.759	.139		34.272	.000
	Workload	-.537	.067	-.673	-8.044	.000

a. Dependent Variable: Worklifebalance

Based on the above table the regression equation obtained is below.

$$Y = 4.759 + (-0.537) \text{ workload}$$

The above equation can explain as a constant value of 4.759 is the interpretation of the equation, which elaborates the value of y when all others value gets zero. For each additional one unit of workload, work-life balance will decrease by 53.7% while assuming all other variables are held constant.

### E. Scatter diagram

It shows that workload has a negative impact on work-life balance

- Negative downward slope

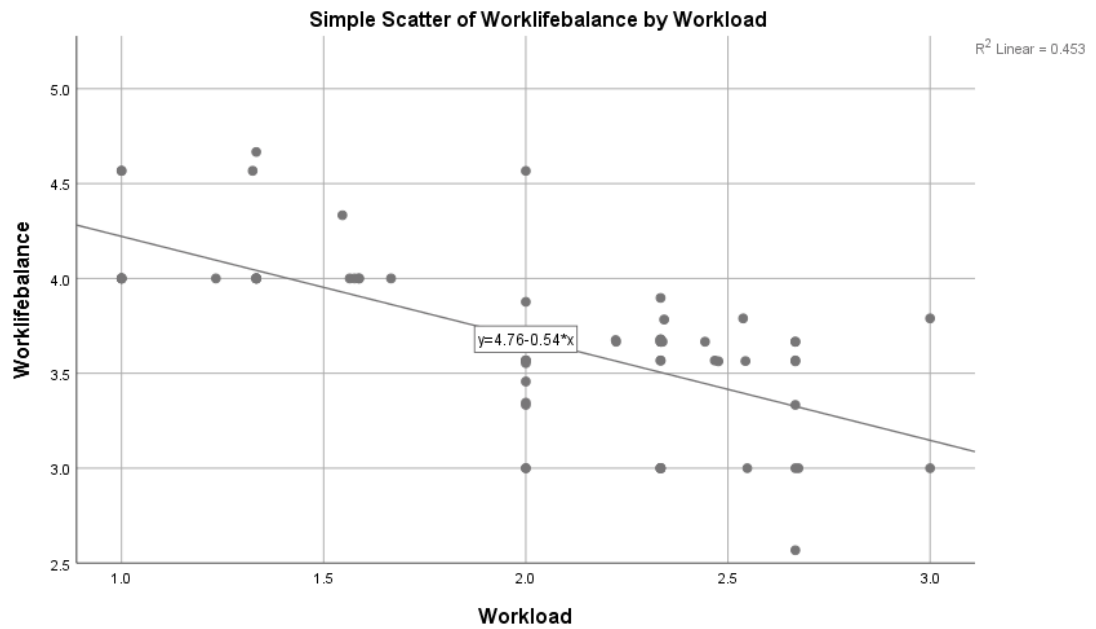


Figure 4.8: Scatter diagram on workload



#### IV. Data Analysis on interpersonal relationship and work-life balance

##### A. Correlation analysis

Table 4.14: Correlation on interpersonal relationship

**CORRELATIONS**

		INTERPERSONAL RELATIONSHIP	WORKLIFE BALANCE
INTERPERSONAL RELATIONSHIP	PEARSON CORRELATION	1	.722**
	SIG. (2-TAILED)		.000
	N	80	80
WORKLIFE BALANCE	PEARSON CORRELATION	.722**	1
	SIG. (2-TAILED)	.000	
	N	80	80

\*\* . CORRELATION IS SIGNIFICANT AT THE 0.01 LEVEL (2-TAILED).

The above figure presents the two-tailed Pearson correlation result for an interpersonal relationship vs work-life balance of selected IT company. The value of the Pearson correlation coefficient at 0.722 which is significant at the 0.01 level indicates that there is a strong positive relationship between the two variables.

This indicates that the strength of association between the variables is high ( $r = 0.722$ ) and that the correlation coefficient is very highly significantly different from zero ( $p < 0.001$ ). Correlation of the interpersonal relationship:  $r = 0.722$ . If interpersonal relationships increase by 1-unit work-life balance will increase by 72.2%.

## B. Regression analysis

Model summary of interpersonal relationship on work-life balance

Table 4.15: Model summary on interpersonal relationship

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 <sup>a</sup>	.522	.516	.2843

a. Predictors: (Constant), Interpersonalrelationship

R square 52.2% employee work-life balance variation explained by the variable of the interpersonal relationship while 47.8% remaining is explaining by causes other than this study.

Adjusted r square associates with a degree of freedom. It explains the explanatory power of the independent variable selected. Work-life balance is explaining 51.6% of interpersonal relationships.

## C. Anova testing

Table 4.16: Anova testing on interpersonal relationship

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.876	1	6.876	85.080	.000 <sup>b</sup>
	Residual	6.304	78	.081		
	Total	13.181	79			

a. Dependent Variable: Worklifebalance

b. Predictors: (Constant), Interpersonalrelationship

Based on the above table, test statistic f value is 85.080 and the significance is 0.00. By determining f- table and using 95% confidence level  $\alpha=0.05$  with degree of freedom (df 1 = value) = 2 - 1 = 1 and degree of freedom (df2 value) 80-2=78.

We can obtain results for f table value as 3.96 the test statistic,  $f = 85.080$  is greater than the critical point of (1.78) for any common level of significance ( $p\text{-value} > 0$ ). Therefore, the null hypothesis is rejected and right conclude that the dependent variable is related to interpersonal relationships.

#### D. Coefficient analysis

Table 4.17: Coefficient on interpersonal relationship

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.421	.354		1.189	.238
	Interpersonalrelationship	.815	.088	.722	9.224	.000

a. Dependent Variable: Worklifebalance

Based on the above table the regression equation obtained is below.

$$Y = 0.421 + 0.815 \text{ interpersonal relationship}$$

The above equation can explain as a constant value of .421 is the interpretation of the equation that elaborates the value of y when all others value gets zero. For each additional one unit of interpersonal relationship, work-life balance will increase by 81.5% while assuming all other variables are held constant.

### E. Scatter diagram

It shows that interpersonal relationship has positive impact on work-life balance.

- Positive upward slope

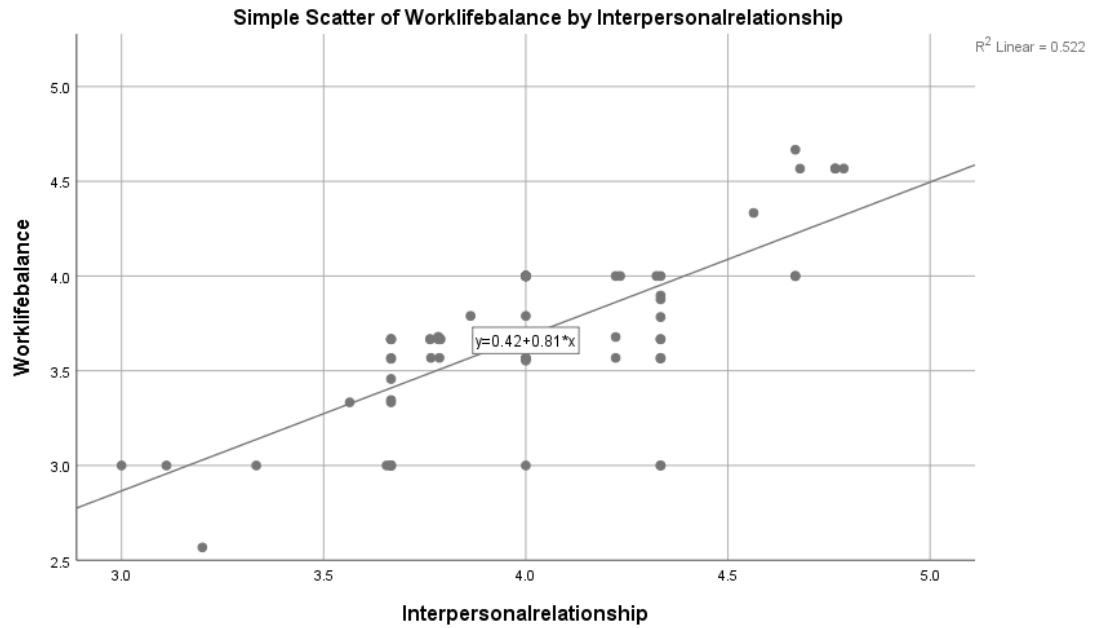


Figure 4.9: Scatter diagram on interpersonal relationship

- Correlation summary of all the variables

Table 4.18: Correlation table

		<b>Correlations</b>				
		Worklifebal ce	Workingcondi tions	Roleconflict	Workload	Interpersonalr elationship
Worklifebalance	Pearson Correlation	1	.617**	-.252*	-.673**	.722**
	Sig. (2-tailed)		.000	.024	.000	.000
	N	80	80	80	80	80
Workingconditions	Pearson Correlation	.617**	1	-.118	-.531**	.827**
	Sig. (2-tailed)	.000		.298	.000	.000
	N	80	80	80	80	80
Roleconflict	Pearson Correlation	-.252*	-.118	1	.283*	-.169
	Sig. (2-tailed)	.024	.298		.011	.135
	N	80	80	80	80	80
Workload	Pearson Correlation	-.673**	-.531**	.283*	1	-.523**
	Sig. (2-tailed)	.000	.000	.011		.000
	N	80	80	80	80	80
Interpersonalrelationship	Pearson Correlation	.722**	.827**	-.169	-.523**	1
	Sig. (2-tailed)	.000	.000	.135	.000	
	N	80	80	80	80	80

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

\* . Correlation is significant at the 0.05 level (2-tailed).

### 4.3 Hypotheses Testing

This section describes the validity of the hypotheses which has been created in chapter three. From the data collected through the questionnaire, it will analyze and justify that those hypotheses are accepted or rejected.

Four hypotheses were identified for the study and those hypotheses were tested using different analysis methods mentioned in the above, and the results as follows.

#### 4.3.1 Working Conditions

Working conditions T count value of 6.928 while T- table at a significance level of 0.01 for the two sides test  $DF=n-k$  ( $80-2=78$ ) is 2.640. Therefore, T count 6.928 is lower than T – table 2.640 with a probability of significance  $0.00 < 0.01$ . This shows that the working conditions variable has a significant positive relationship on employee work-life balance. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

- H01 – Null hypothesis is rejected
- Ha1 – Alternative hypothesis is accepted

#### 4.3.2 Role Conflict

Role conflict T count value of -2.303 while T- table at a significance level of 0.05 for the two sides of test  $DF=n-k$  ( $80-2=78$ ) is 1.990. Therefore, T count -2.303 is higher than T –table 1.990 with a probability of significance  $0.00 > 0.05$ . This shows that the role conflict variable has no positive relationship on employee work-life balance. Therefore, the null hypothesis is accepted, and the alternative hypothesis is rejected since the correlation is for role conflict that took -.252 negative value.

- H01 – Null hypothesis is accepted
- Ha1 – Alternative hypothesis is rejected

### 4.3.3 Workload

Workload T count value of -8.044 while T- table at a significance level of 0.01 for the two sides of test  $DF=n-k$  ( $80-2=78$ ) is 2.640. Therefore, T count -8.044 is higher than T –table 2.640 with a probability of significance  $0.00>0.01$ . This shows that the workload variable has no positive relationship on employee work-life balance. Therefore, the null hypothesis is accepted, and the alternative hypothesis is rejected since the correlation is for workload took -.673 negative value.

- H01 – Null hypothesis is accepted
- Ha1 – Alternative hypothesis is rejected

### 4.3.4 Interpersonal Relationship

Interpersonal relationship T count value of 9.224 while T- table at a significance level of 0.01 for the two sides test  $DF=n-k$  ( $80-2=78$ ) is 2.640. Therefore, T count 9.224 is lower than T – table 2.640 with a probability of significance  $0.00<0.01$ . This shows that the Interpersonal relationship variable has a significant positive relationship on employee work-life balance. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

- H01 – Null hypothesis is rejected
- Ha1 – Alternative hypothesis is accepted

Table 4.19: Summary of hypotheses test results

No	Hypotheses	Null hypothesis( $h_0$ )	Alternative hypothesis( $h_a$ )	Direction
1	working condition → work life balance	rejected	accepted	positive
2	role conflict → work life balance	accepted	rejected	negative
3	workload → work life balance	accepted	rejected	negative
4	interpersonal relationship → work life balance	rejected	accepted	positive

## 4.4 Data Analysis of Qualitative Data

### 4.4.1 Nominal Questions

- Working conditions on work-life balance

According to the below Figure 4.10, it has shown that working conditions positively effect on balance of work-life. With the percentage of 98.75 which means out of 80 respondents, 79 respondents have taken a positive image (yes). Only 1 respondent has taken a negative image on percentage of 1.25 (no).

Yes: working conditions positively effect on work-life balance

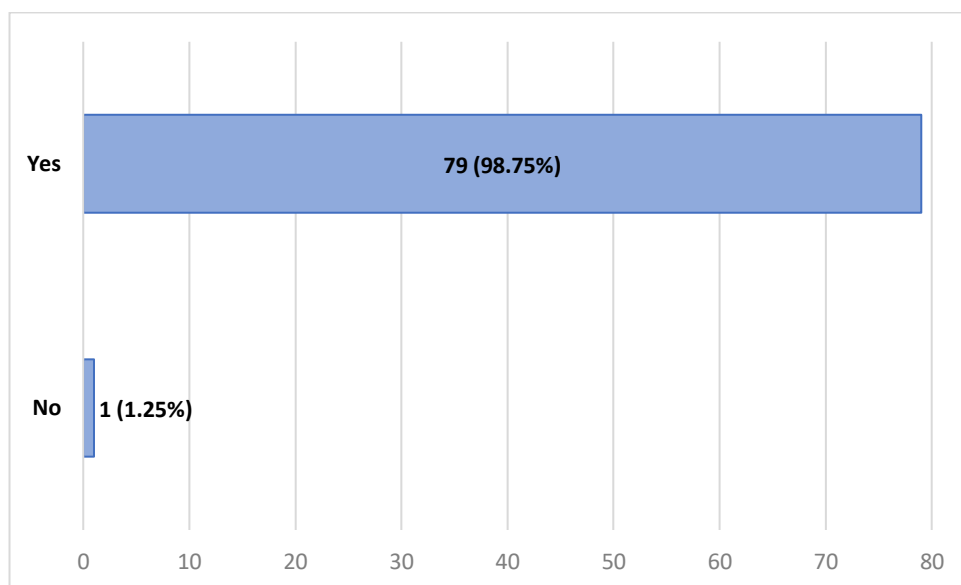


Figure 4.10: Working conditions on nominal questions

- Role conflict on work-life balance

According to the Figure 4.11, it has shown that role conflicts negatively effect on balance of work-life. With the percentage of 51.25 which means out of 80 respondents, 41 respondents have taken a positive image (yes). 39 respondents have taken a negative image on percentage of 48.75 (no).

There is no clear gap between yes and no. Therefore, it cannot justify positive relationship between role conflict and work-life balance.



Yes: role conflict negatively effects on work-life balance

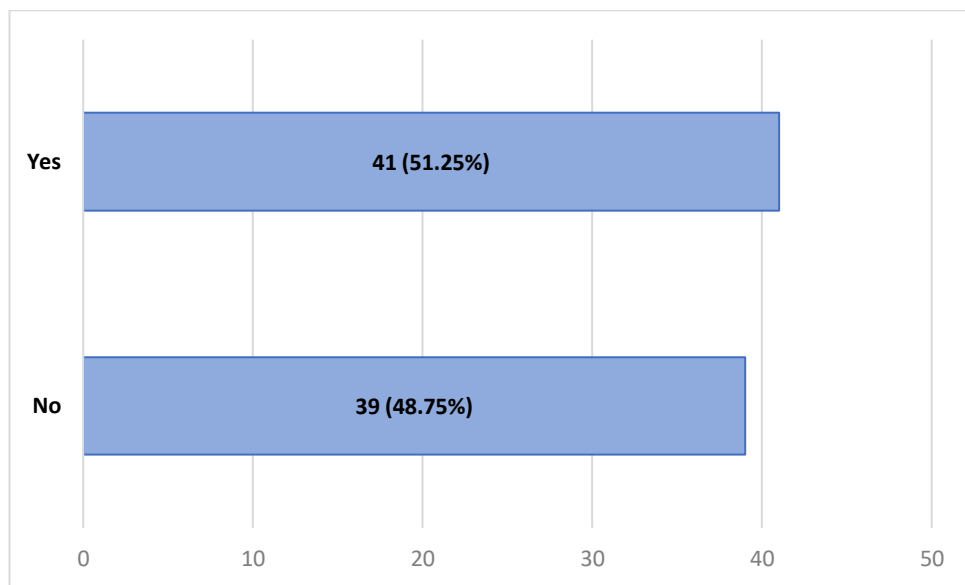


Figure 4.11: Role conflict on nominal questions

- Workload on work-life balance

According to the Figure 4.12, it has shown that workloads negatively effect on balance of work-life. With the percentage of 57.5 which means out of 80 respondents, 46 respondents have taken a positive image (yes). 34 respondents have taken a negative image on percentage of 42.5 (no).

There is no clear gap between yes and no. Therefore, it cannot justify positive relationship between workloads and work-life balance.

Yes: workload has a highly negative effect on work-life balance.

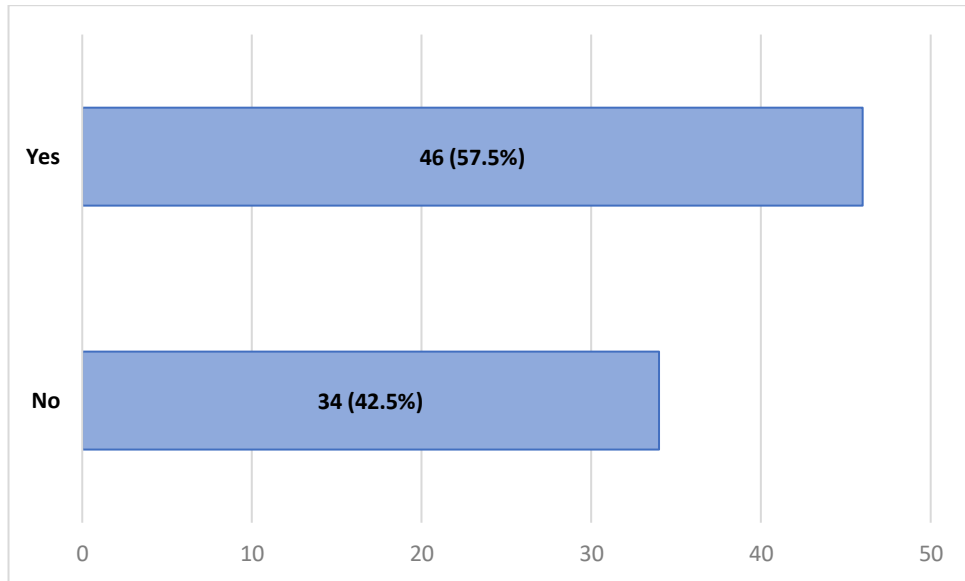


Figure 4.12: Workload on nominal questions

- Interpersonal relationship on work-life balance

According to the below Figure 4.13, it has shown that interpersonal relationships positively effect on balance of work-life. With the percentage of 92.5 which means out of 80 respondents, 74 respondents have taken a positive image (yes). Only 6 respondents have taken a negative image on percentage of 7.5 (no).

Yes: interpersonal relationships positively effect on work-life balance.

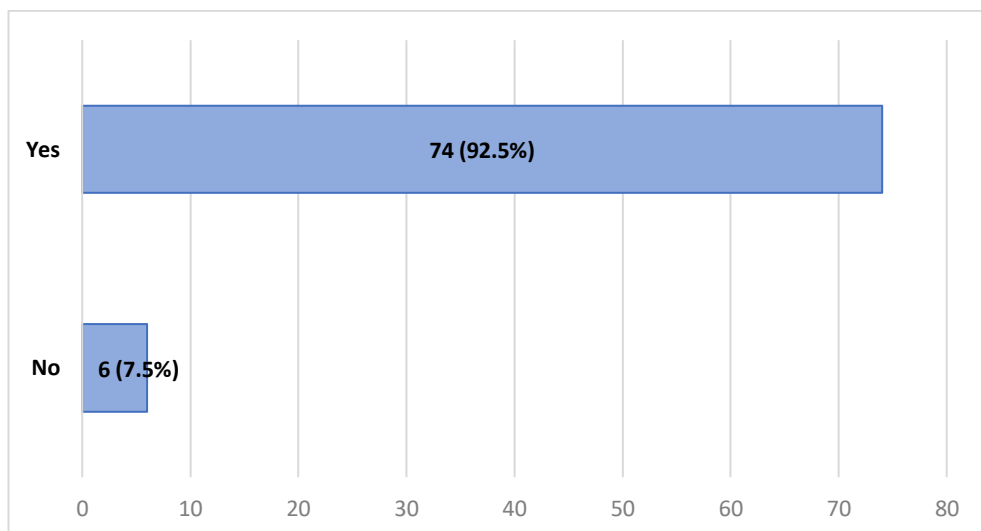


Figure 4.13: Interpersonal relationship on nominal questions













positive range and some of them clearly mentioned that the HR and the administration have been so communicative and therefore no issues with the communication.

Also, when it comes to discrimination in working place, according to responses there is no discrimination at all in the selected IT company. Able to escalate process related issues to higher management. So, from discrimination, there is not any negative outcome so far from the responses on the interviews.

- Role conflict

When the responsibilities not assigned clearly to people, they may tend to work on non-related stuff, and this may lead to conflicts. When people have to do tasks that have to be done by another person, it will increase stress.

The role conflict can be described as the role stress associated with the work environment, which is caused by when worker is going to achieve their task, and that task is not clearly specified. Because of that job stress may begin.

Also, when we come to understand that role conflicts caused human beliefs, opinions and knowledge, it has caused mental stress when an employee is forced to do something, he/she does not like. Also, juniors will be in doubt about who to speak on what issue. Incorrect directions/ opinions may create more issues. Not having enough knowledge but have to perform tasks not related to the current role will increase the conflicts. So, the researcher is justifying that the role conflict causes to human beliefs and opinions.

- Workload

In order to minimize the workload, we need to have a proper system to work effectively and the company has made a system where all the employees are given so many benefits in order to encourage the employees to work well. According to the responses which the researcher received from employees, can conclude that it's better to have a proper system to control the quality of work and that will manage the workload. One of the respondents was justifying that quality should start from the beginning of the project, to minimize the resource gap.



According to the interviews, when it comes to the complexity of the tasks, researcher had the responses justified that it would increase the workload. The complexity can be varied from task to task. Workload can be increased due to non-planning and not being able to work according to a timeline. Also, proper and early identification of complexity and dependencies will lead to a smooth working environment. When people are not able to understand the given tasks and when the tasks are too complicated, they are unable to finish the work on time and all that work will end up with the workload end of the day.

With all these outcomes researchers can justify that too much complexity of work will increase the workload and that cannot be achieved work-life balance for an employee.

- Interpersonal relationship

There should have teamwork with team spirit, to build a strong relationship at work. Through teamwork, the researcher has got several responses on how to stay competitive in order to achieve organizational goals and objectives. Some of the respondents were saying that team building is, where we hear many ideas from many people, therefore it can get competitive. And also, when a team is having a good relationship it will make work easier. Meeting deadlines will be a common goal for the team. They will be united to perform work with a positive attitude. Through having interviews, it can be explained that teamwork causes for positive impact and people get together and share things with others. It will help the company to stay positive in order to be productive and to have good morale in the organization. So, team building helping to reduce work stress and team building is helping to maintain the work-life balance of every employee and that is a good impact for the organization to be and stay positive.

When people are dealing with day to day life, they need to manage their work as well as family life. Especially for an employee, they spend most of the time at the office and they need to understand how to deal with the people in order to be successful in their job as well as their career life. It is all about having a good relationship with each and every employee to work effectively. It can be done through listening to the issues

raised by subordinates carefully, identify the root cause and provide solutions. According to another response from the interviews, it clearly says that identify the issues early and escalate them into high level to manage the stress. Also maintain their personality is another important factor to be a success in the career and should have good attitudes to move with others. Being positive and encouraging people to be motivated is also another way to deal with others in order to achieve the goals in their personal lives.

So as a researcher I justify that there is a positive impact on dealing with other people every day at the workplace in order to be succeeded in the workplace without having stress and properly maintain the work-life balance.

- Work-life balance

When maintaining the work-life balance, people need to be smart enough and being fresh to give what it needs to work and life. With the interviews, respondents were justified that when employees get good compliments for their work, it is like an energy booster where people get the feeling of working even harder and it makes them feel fresh enough. The researcher can 100% agree on that. Another way, it's good to start your day early in order to finish all the housework and to get ready for work with no hassle. To consider both work and home, employees should have proper time management. If working hours are long, it will make issues for the family. There can be too many tasks to be managed in a single day due to not having enough resources. Most of the responses stated that, they give priority to their family and then work, and they manage to be positive in both ways.

It is not easy to maintain both work and personal life. When people are facing a workload, it is hard to balance family life. So, some of the employees do not believe that they are being smart enough to give both work and life. So that can be taken, or it depends on both sides positive and negative.

In order to reduce stress and to prevent burnouts in the company, people need to maintain their work-life balance. So, for that increase resources (people, machines), proper deadline planning, and team gathering/ outbound activities should be

implemented. Also, it's good to finish work on time to avoid getting stuck with the other workload. Should maintain the work and family life in order to be successful and to prevent burnouts. People need to balance work at the office by not getting too much workload into their shoulders will help them to reduce work stress and that can be helped to prevent burnout as well.

## **Summary**

After thorough analysis, and after reviewing all the data collected via a questionnaire that most of the employees at selected IT company which researcher have surveyed are having stress which impacts on work-life balance. The study establishes that work-life balance is explained by several factors. The researcher has found the relationship between the dependent variable and independent variables by testing correlation, linear regression, anova, coefficient and also scatter diagram as well.

## **5. RECOMMENDATIONS AND CONCLUSION**

### **5.1 Discussion**

Following section sum up the findings, conclusions & recommendations of the identified problem statement. The identified findings consist of the occurrences and how it displays as per centum of participant & correlations of the indicators of each variant. Conclusions and recommendations are provided to the company for future reference.

#### **5.1.1 Goodness of Data**

The main objective of this research was to summarize the most important factors for work-life balance in selected IT company and study their work stress influence on work-life balance. Based on the information on theoretical part of this the research and the data obtained in the study, the employees have shown their answers in an unbiased manner.

In chapter 4 at the conclusion, the research study had a good response and there were more male participants (57.5%) than the female participants (42.5%). Most of them were below 30 years of age (55%) and 38.8% were in the age group 31-40. And the age group between 41-50 has responded only 6.3%. Participants who had 8-10 years' experience were 21.3% while 21.3% of them had 10 years below. Most of the respondents (32.5%) are having 3-5 years of experience and 1-2 years' experience had for 16.3%.

The findings of this research had led to answer the research objectives. Two hypotheses are accepted which 2 had taken a positive relationship and two null hypotheses had taken a negative relationship.

By using Pearson's Correlation analysis, it is identified significant relationship among working conditions, workload, role conflict and interpersonal relationship with work-life balance. The researcher has identified major factors that affect work-life balance. Especially those four factors effecting in this selected IT company according to the conceptual framework which is mentioned in chapter 3.

Also, by testing the ANOVA and scatter diagram, the researcher has tested the significance and determined whether statically significant differences between the means of four independent variables. And scatter plots showed how much one variable is affected by another variable. The relationship between the two variables will be called their correlation.

In the questions section, the respondents had the opportunity to give ideas on work stress and also the work-life balance as well as four independent variables. Respondents have given much quality of qualitative data through open-ended questions and having interviews with them. It has proven in chapter 4 that in this selected IT company, they are unable to succeed in work-life balance due to the work stress. Also, interpretation of the qualitative data in chapter 4, it has explained clearly on each variable how they affect employees' work-life & personal life because of work stress.

Through the whole research, had proved the link among work stress & work-life balance by taking four variables which indicates work stress. As evidence to prove that there is a relationship, through correlation analysis which analyses each variable's relationship. Also, it has identified the nature of balance between work & life, & that requires organizational factors like demand and culture for work and home.

In chapter 4, (Qualitative data) it has identified the nature of work-life balance it is also requiring several determinants, work orientations, gender, age, energy and personal control. And as objective factors, it is also requiring hours of work, free time and family roles. So, both natures have been identified for the balance between work and life.

### 5.1.2 Recommendation for Improvement Strategies

Based on the information collected through the research, the company could try to reduce the weaknesses and improve its strength to the fullest. There are various approaches which can be introduced in the organization with the goal of enhancing the management existing practices, to have a positive impact.

Based on hypothesis 1 results, the working condition had a positive relationship on employees' work-life balance. To improve working conditions of employees, the employer can create and manage work in a way that reduces common stress risk factors and avoids them as much as possible.

- Company structure and practice

Specific information about the company's structure, function, and procedure should be given to employees.

- Work redesign

Work redesign is another strategy for addressing the problems of job stress. The best work redesign strategies focus on demands, knowledge and skills, support, and control. The company can achieve changing work demand, trying to share the workload in different ways, modifying the way the job is done, or the work environment. Make sure that employees have or develop adequate knowledge and skills to effectively perform their jobs. Also, the company should cooperate with employees as long as they can to help them to obtain their skills with the help of progressing in their job by the management or the immediate supervisors. A good career plan helps the organisation to inspire & good learning the expectations of its' workers.

- Build up good career development

As another recommendation to increase working condition, I can arise a successful career which could be a great start for any employees. Without any career development, no employees plan to leave from one company to another. The company would also suggest managing employees' career to explore their career in the ladder. an approach is to create an employee segmentation process which can use to guide the career development of the employees. Using this approach, the staff can build a

balance of work-life because they are able to schedule the jobs and have a balance of life.

- Ergonomics and Environmental Design

Employer should enhance the equipment used at work and the physical conditions of work. It can cause excessive stress on your body and mind, if your working environment is poorly designed to you and your needs.

Based on the hypothesis 4 results, the interpersonal relationship had a positive relationship on employee work-life balance. Company can focus on the following areas, to increase the interpersonal relationship.

- Effective communication

To reduce stress, effective communication one of the best important ways. The more the workers understand their work, the more they can guide the required effort to get it done well. Managers should speak to their workers, listen to them and make it clear they've been noticed. Commitments made to workers should be kept open. There should be a comfortable environment to have discussions about situations that they have. Comfortable interaction can minimize the issues of organization and could automatically influence them when faced with stress issues. When there is no direct contact that does occur among employees, the performance objectives cannot be achieved.

- Courage to say “NO”

Many of us have worries about saying no. When you're under stress, it's good to say no than to say yes, because it can create a bad result and disappointing the requestor.

Although the results of the hypothesis about the role conflict have been negative, I've mentioned a few recommendations on this.

- Appropriate selection, training and staff development

An approach to mitigating stress is person-based skills because the organisation wants to acquire people based on skills and knowledge especially attitudes that they possess. The expertise, experience and strengths of each employee should be related to the

needs of each job as much as possible. Applicants for each job should be evaluated against the criteria of that position. When the company selects a wrong candidate to cover up the vacancy, so that will create stress on him because he has to do the duties that aren't relevant to their skills. Adapted training should be offered where appropriate. Help to protect employees from stress, effective guidance and supervision are essential.

- Job description

A job description may depend on an understanding of the organization's policy, priorities and strategy, the intent and structure of the work, and the evaluation of success. Communication of work standards should be comprehensible, consistent and complete with the job description. If there is an unclear job description it may present a challenge for the employees because they are unable to understand what the employer expects. The employees need to clearly recognize their job description to create a balance between work and life and to minimize the stress, which faces by employees. An employee has the right to ignore the task which is not relevant to the employee's responsibilities by explaining politely to the employer that duties are not defined on the job description. A well-defined job description may create the staff less stressed within the company. Not only employee but the employer also become stress as the employee's job expectation does not suit the expectation of the company. It is important that the manager of employee and other key personnel are understanding the specific job details and ensure that the demands are adequate.

## **5.2 Limitations of the Study**

When conducting the research in the selected IT company, I've gone through some problems and also the limitations. The limitation or the boundary that went through was, according to company Information security policy, they are not able to disclose the information and was able to get the limited information so far.

And the problems that had to face during studying this research that since employees are having tight schedules, they are unable to allocate additional time for the questioner as well as for the interviews. It is difficult to get information from a company on the



IT industry; however it is possible to access interviews and secondary data from the company. Therefore, I find the difficulty of studying this research accordingly. The questionnaires were sent via emails to minimize printing costs.

### **5.3 Directions for Future Research**

This research was did focusing on the work-life balance indicating factors that can be quantified. Furthermore, there can be more complexed areas could be identified including other indicating factors such as factors influencing employee's performance on work-life balance in different sectors, factors Influencing training on factory industries and the impact on employee engagement on work-life balance within employees can be taken for the future researches.

### **5.4 Conclusion**

This chapter provided a summary of findings, the conclusion with how the researcher has achieved the objectives and provided facts for that. Finally provided recommendations for the research problems and recommendations for future studies.

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## APPENDIX – A: QUESTIONNAIRE

### Topic:

A study of factors affecting work-life balance connected with work stress at a software company.

### Section A: Demographic Details:

1. Which age group you belong to

- a. 18-30
- b. 31-40
- c. 41-50
- d. 51- >

2. Gender:                      Male                       Female

3. Marital status:              Single                       Married

4. Highest educational qualification

- a. Educational Qualifications
- b. Higher Educational Qualifications
- c. Professional Qualifications

5. Length of service:

- a. 1 – 2 years
- b. 3 – 5 years
- c. 5 – 8 years
- d. 8 – 10 years

**Section B:**

Key: Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA)

No	Working Conditions	SD	D	N	A	SA
6	I believe that flexible work schedules can bring productivity					
7	I think my job is secured in my organization					
8	My company rules and regulations help me to understand what is expected from me					

9. Do you think organization's physical environment and its design and layout can effect employee behaviour in the work place?

Yes  No

10. Explain how the proper materials and equipment play an important role for successful completion of project?

Key: Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA)

No	Role conflict	SD	D	N	A	SA
11	I receive incompatible request from two or more people					
12	I am having tasks that have no relationship to the job function					
13	I have uncertainties on what is expected from my work					

14. Do you work with two or more groups?

Yes  No

15. Illustrate that it is important to have a good relationship with your immediate supervisor?

Key: Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA)

No	Workload	SD	D	N	A	SA
16	I feel that there are too many deadlines in my work that are difficult to meet					
17	I have unrealistic time pressure					
18	I work more than 8 hours a day					

19. Do you receive several tasks because of the staff shortage?

Yes  No

20. Explain how your family daily activities get affected because of workload?

Key: Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA)

No	Interpersonal relationship at work	SD	D	N	A	SA
21	I have a positive interpersonal relationship with co-workers					
22	I feel fit with the organization					
23	I highly appreciate the communication process in my organization					

24. Do you feel that you have been identified by the organization?

Yes  No

25. Explain how the leaders behave as 'good listeners' at your workplace?

Key: Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA)

No	Work-life balance	SD	D	N	A	SA
26	I have spare time to engage in activities that have no connection to work					
27	I am under stress due to problems connected with the balance between work and personal life					
28	I believe that flexible scheduling and supportive supervisors had direct positive effect on employees perception of control over work and family matters					

29. Do you think work-life balance directly impact on personal life of the employee negatively?

Yes

No

30. Explain the difficulty in meeting the family duties because of the time spent at work?

31. Any other comments?



## **APPENDIX – B: INTERVIEW PAPER**

### **Working Conditions:**

1. Explain whether your company have the communication gaps between employee and the management? \*
2. Illustrate how you have a freedom from discrimination at your organization? \*

### **Role conflict:**

3. How do you describe that the role conflict affects the job stress? \*
4. How do you think that the role conflict has caused human beliefs, opinions, and knowledge? \*

### **Workload:**

5. Describe how the company operates a system that could measure the quality control in place to reduce errors in the finished product? \*
6. Explain how the complexity of the task effects on increasing workload? \*

### **Interpersonal Relationship at work:**

7. How do you illustrate that the team building has a positive affection to the company and help you stay competitive? \*
8. How are you able to deal with people every day at job successfully? \*

### **Work-life balance:**

9. Explain how you believe that you are working smart or being fresh enough to give all you need to both work and home? \*
10. Describe how to maintain work-life balance in order to reduce stress and how it helps to prevent burnout in the workplace? \*

# APPENDIX – C: DATA SHEET

WORKING CONDITIONS			ROLE CONFLICT			WORKLOAD			INTERPERSONAL RELATIONSHIP			WORK LIFE BALANCE							
Q6	Q7	Q8	Mean	Q11	Q12	Q13	Mean	Q16	Q17	Q18	Mean	Q21	Q22	Q23	Mean	Q26	Q27	Q28	Mean
5	1	1	4.33333333	4	1	5	2	5	5	4	2	4	3	3	4	2	1	4	3.6783433
4	4	4	4.2888	3	2	3	2.333333	3	3	3	1.5643333	4	4	4	4	2	3	4	4
4	4	4	3.77777	3	2	3	2.333333	4	4	4	2.333333	4	4	4	3.8799333	4	2	1	3.678933333
4	5	4	4.73333333	2	1	1	2.333333	3	3	5	1.333333	5	5	4	4.66666667	1	3	4	4.66666667
5	4	4	4.33333333	3	2	2	2	2	2	2	2	5	5	5	4	4	2	4	3.678333333
5	4	3	4	4	2	4	2.33333333	4	4	4	2.33333333	4	3	4	3.66666667	2	4	3	3
5	4	4	4.33333333	5	2	2	2.34222333	3	3	4	2.34222333	5	4	4	4.33333333	1	2	1	3.783333333
4	5	4	4.33333333	3	3	2	3	5	5	4	1	4	4	4	4	2	4	3	4
3	4	3	3.8	5	4	4	2.4673333	4	4	5	2.4673333	4	4	3	3.66666667	3	4	3	3.567333333
5	4	4	4.33333333	5	2	2	2.33333333	5	5	5	1.33333333	5	5	3	4.2222	4	5	5	4
5	4	4	4.33333333	3	2	2	2	2	2	4	1	4	4	4	4	3	2	4	4
4	3	3	3.33333333	4	2	3	2.66666667	4	4	5	2.66666667	5	4	2	3.2	2	3	5	2.567833333
4	4	3	3.66666667	4	2	4	2	4	4	4	2	4	4	2	3.786333	2	4	4	3.568333333
4	4	4	4	4	3	3	2.33333333	2	3	4	2.33333333	5	4	3	4	3	3	4	3.678333333
4	3	3	3.33333333	4	4	3	2	4	4	4	2	4	3	3	3.786333	3	4	4	3.66666667
4	4	4	4.4	4	4	3	2.33333333	2	2	2	2.33333333	5	4	4	4.33333333	4	2	4	3.897333333
5	4	4	4.33333333	4	3	3	2	3	3	4	2	4	4	2	4.678333	2	4	4	4.566783333
5	3	4	4	4	3	3	3	4	4	4	2	4	4	2	3.78933	3	4	4	3.66666667
5	4	4	4.33333333	2	1	1	2.2333333	2	2	1	1.2333333	4	4	4	4	4	1	4	4
5	4	4	4.33333333	2	2	2	2	2	2	3	2	5	5	4	4.2222	4	4	5	3.678333333
4	3	3	3.33333333	3	2	3	2.5478376	4	4	5	2.5478376	4	4	3	3.1111	2	3	4	3
4	4	4	4	3	2	2	2.66666667	3	3	4	2.66666667	4	4	3	3.78666	4	3	4	3.66666667
4	4	3	3.66666667	3	3	3	2.6744333	3	3	3	2.6744333	4	4	3	3.66666667	3	3	3	3
5	3	4	5	2	2	3	2	3	4	5	1.32433222	5	5	5	4.786333	4	3	3	4.567333333
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4	3	4	3.66666667	3	3	3	2.66666667	4	4	4	2.66666667	3	3	3	3	3	3	3	3
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4	5	5	4.66666667	3	1	1	2.33333333	2	1	4	2.33333333	5	4	4	4.33333333	2	2	5	3
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5	4	2	3.666666667	3	4	2	2.33333	3	4	4	2.33333	5	3	1	3.76333	2	4	5	3.666666667
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5	4	2	3.666666667	4	3	2	2	3	4	5	2	5	4	3	3.78333	4	3	4	3.666666667
4	4	3	3.666666667	3	4	2	2	4	4	5	2	5	4	2	3.666666667	4	3	5	3