



Relationship between Work-Family Balance and Job Performance of Academics: A study on selected national universities in Sri Lanka

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Abstract

Work-family balance is a challenging issue for many working adults. As far as Sri Lanka is concerned employees' awareness and perception about work-family balance is very limited in comparison to Western countries. Academics in Sri Lanka are no exceptions and they receive very little or no family-friendly support from universities as they struggle to achieve a balance between work and family with their never-ending workload. The main research objective of this study was to investigate the relationship between university academics' work-family balance and job performance. Further this study aimed to find the dimensional impact of work-family balance on job performance of university academics. With the purpose of accomplishing the aforesaid objectives, a self administered survey was carried out among 200 university academics that belong to the University of Sri Jayawardenepura, University of Colombo, University of Kelaniya and the University of Ruhuna. The sample was selected based on simple random sampling from the management faculties of the respective universities. This research study has found a statistically significant positive relationship between work-family balance and job performance among academics. It was also found that a





significant positive relationship existed between work-family balance dimensions and job performance. Multiple regression analysis revealed satisfaction balance as the major contributor to job performance. These results are useful to the university administration to make policies to increase academics' work life and family life through adopting supportive work environment.

Keywords: Work-family balance, Time balance, Involvement balance, Satisfaction balance, Job performance

JEL Classification: O15, O10

Introduction

There is a growing interest among all categories of work regarding balance of work life and family life (Grzywacs and Carlson, 2007). Work-family balance is a challenging issue for many working adults as it could lead into inter role conflict as the role demand on one sphere (work or family) are incompatible with the role demands of another sphere (work or family) (Greenhaus & Beutell, 1985; Kelloway et al., 1999). As stated by O'Laughlin and Bischoff (2005) balancing parenthood and career is very challenging for all professionals who engage in careers. When both of parents involve in their work, they have to face time pressures and have to confront an overlap between work and family.

While the Sri Lankan interest in work-family balance is gradually increasing, most employees give first priority to work related activities when compared to their family involvement. The employees' awareness and perception about work-family balance is very little in comparison to European countries. The employers also have not been given much consideration to work-family balance (Arachchige, 2013). The available researches in Sri Lankan context consider more on work-family conflict especially on dual-career families (Aryee et al., 2005 as cited in Kailasapathy et al., 2014)

This research is based on investigating work-family balance of academics. There are studies on issues in balancing work life and the family life in academia. According to Acker and Armenti (2004, p.19) "university is a meritocratic discourse" and due to this, university

