

**IDENTIFYING THE FACTORS AFFECTING  
WORK - FAMILY BALANCING:  
A CASE OF STAFF GRADE OFFICERS IN  
GOVERNMENT MINISTRIES**

**Bm**

**Rupasinghe Arachchiralalage Liyani Tharanga Rupasinghe**

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in partial fulfillment of the requirements for the  
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## DECLARATION

I Rupasinghe Arachchiralalage Liyani Taranga Rupasinghe declare that the work described in this research was carried out by me under the supervision of Prof. H.H.D.N.P.Opatha and a report on this has not been submitted in whole or in part to any university or any other institution for another Degree/Diploma.



(Signature)


03/05/2013

Date

I certify that the above statement made by candidate is true and that this Research is suitable for submission to the University for the purpose of evaluation.

A handwritten signature in blue ink, appearing to read 'M. Q. Khan', written over a horizontal dotted line. A solid blue line extends from the left side of the signature across the page.

(Research Supervisor)

A handwritten date '03/05/2013' written in blue ink over a horizontal dotted line.

Date

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**ABSTRACT**

Work-family balance is a salient issue that impact individual wellbeing and organizational effectiveness. It is a complex issue that involves financial values, gender roles, career paths, time management and many other factors. Welfare Management, Grievance Handling and Job Enrichment were studied as independent variably influencing work - family balance which was the depend variable of the study.

The purpose of this study are to identify and describe the degree of intensity of Welfare Management, Grievance Handling, Job Enrichment and work - family balance and to investigate whether Welfare Management, Grievance Handling and Job Enrichment relate significantly to work - family balance and their joint impact on work - family balance.

Instruments to measure the variables developed and structured questionnaires were distributed among 235 staff grade officers in Government Ministries. The respond rate was 85%.

Eight hypothesis were developed in this study. According to the hypothesis testing six of them are accepted and two are rejected. It was found that first hypothesis, Welfare Management and work - family balance were not significantly related. The second and third hypothesis, Grievance Handling and Job Enrichment against work - family balance are significantly related each other. The Joint Impact among the independent variables is 5%. To cover the balance part, factors which are related emotional feelings which are difficult to measure has to be considered.

In the later part of study report, Findings, Discussions and Future Suggestions are given.

## **Chapter 1**

### **INTRODUCTION**

#### **1.1 Introduction**

According to the selected research area, namely factors affecting Work - Family balance and the case of staff grade officers this chapter is mainly discussed about Background of the study, Research Problem, Objectives of the study, Significance of the study and Limitations of the study.

#### **1.2 Background of the Study**

A famous play writer, Euripides who lived in Athens (480 BC-406 BC) said that ‘the best and safest thing is to keep a balance in your life, acknowledge the great powers around us and in us. If you can do that, and live that way, you are really a wise man.

Work-Family balance has become one of the main topics discussed in the contemporary world. That is because the busyness of today’s society has become greater than ever before and the society has increasingly moved away from traditional norms. As a result, parents have become responsible for many different roles in their lifestyles. These responsibilities range from household maintenance to working outside the home. In addition, globalization, rapid technological and economic change affects the both workers and organizations. (Portoghese, Galletta & Battistelli, 2011).

Therefore, persons participate in many life domains, including work, family and community environment, and the resulting interface that exists between an employee’s work demands and non-work needs has been an important topic for policy makers, researchers and practitioners interested in improving both employee’s outcomes and organizational performance (Frone, 2003).

Achieving a good balance between work and family commitments is a growing concern for contemporary employees and organizations. There is now mounting evidence linking work-life imbalance to reduced health and well-being among individuals and families. (Kalliath & Brough, 2008).

Family consists of two or more people, one of whom is the householder, related by birth, marriage or adoption and residing in the same housing unit. Family life is a person's engagement with his or her spouse and children. It extends to relatives and friends. Family is the basic unit of the society. Family life means 'life relating to a person's family' (Opatha, 2010).

The biggest challenges ever most well settled family members experience in balancing work and family are overload and conflict due to multiple roles. They have too much to do and too little time in which to do it (Chow & Berheide, 1988).

To keep running the two elements, work and family smoothly, there should be a proper balance between these two. This has a great impact on both the work environment and family. In Asian countries the level of consideration given for Work - Family balancing is less compared to European countries. This is proved by a number of articles published in respect of Work - Family balancing in these two regions. As the life of Sri Lankans has become more competitive and the day to day requirements are on the rise, both parents have to be engaged in employment. This contributes to Work - Family conflicts.

Many Works - Family scholars from a wide range of disciplines are interested in understanding the Work - Family experiences of individuals, families, workplaces, communities and society at large. The concept of both work and family vary from culture to culture. Sociologists say that the meaning of these words are "socially constructed" indicating that different groups of people have defined these terms in different way.

Opatha (2010) expressed Work - Family balance as 'your ability to meet your employer's expectations and your family members' expectations to the extent that makes them happy'.

Frone (2003) stated that, 'Low levels of inter-role conflict and high levels of inter-role facilitation represent Work - Family balance'.

When discussing concepts such as, work, employee and employer, those represent the labour force. The recent changes in the labour force participation rates of women have been increased and the variety of needs required modifications to balance between the paid employment and family life. Bharat et al. observed in 2003 (cited in Baral & Bhargava, 2011) that the demographic changes as seen in the increasing number of women in the workplace and dual career families have generated an increasingly diverse workforce and a greater need of employees to balance their work and non-work lives. Accordingly, work and family becomes a key domain of life of many people. Among them parents have to play many different roles involved in being a parent. Because today's parents are not only playing the role of parents but also the roles of employees, employers, volunteers, friends, spouses, siblings. More roles and a larger number of responsibilities have contributed to increased stress. Therefore it adversely affects the morale and on the job performance of the employees. The greater proportions of employees are experiencing greater challenges in balancing their role of employees, parent, spouse, eldercare etc. As well as employees have become more stressed in physical and mental health and less satisfied in life. Emlen and Koren observations in 1984 (cited in McNeely and Barbe, 1988) revealed that increases in lateness, absenteeism and use of sick leave occur. In response to such situations, employers have to introduce innovative practices that allow employees to find grater work-life balance (Baral & Bharagava, 2011).