

**Impact of Role Consensus on Work–Life Balance of
Managerial Employees in the Banking Industry in
Sri Lanka**

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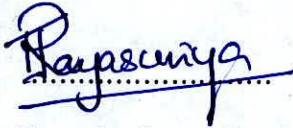
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**A thesis submitted to the University of Sri
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for the Degree of Master of Science in Management on**

31 January 2014

Declaration

I certify that the work described in this thesis was carried out by me under the supervision of Dr (Mrs) Bhadra Arachchige 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.



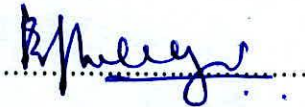
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ABSTRACT

In a society filled with conflicting responsibilities and commitments, work–life balance has become a predominant issue in the workplace and thus has become a subject of concern for both research scholars and business leaders during the past decade. We are living in a changing world and consistent performance is increasingly becoming important and critical in particular for managers. They are required to achieve results in an effective and efficient manner, while performing multiple roles in the professional and personal front. Although employees have many roles to perform in society for their wellbeing, the various work role demands the employers place on their employees create a negative impact on the employee’s ability to have a satisfactory level of work–life balance. This is a trend in the contemporary business world caused by work intensification, various demographic changes in the labour force, re-definition of normal working hours and increased business competition. Even though an inadequate level of work-life balance can have detrimental effects on employee performance, retention and satisfaction, very little research has been done to test the impact of consensus to workrole requirements on work–life balance.

Following this problem, the study aimed to investigate the impact of role consensus on work–life balance and the moderating role of compartmentalization on the relationship between role consensus and work–life balance. The respondents of the study were managerial level employees working in domestic commercial banks in Sri Lanka. Data was collected through a standard and validated questionnaire survey. Results suggest that role consensus has a significant negative influence on work–life balance. Further it indicated that consensus on time and energy and consensus on involvement has a significant negative influence on work–life balance. In addition, results of the moderated multiple regression analysis support the moderating effect of compartmentalization on the relationship between role consensus and work–life balance. The results imply the importance of organizational consideration of the various work role requirements, demands and expectations they place on employees in order to foster a culture in which employees are in a better position of balancing work role and non-work roles they enact. This research makes a valuable contribution to the work–life balance literature in the Sri Lankan context by examining work–life balance in the context of role consensus and compartmentalization.

Keywords: Role Consensus, Consensus on Commitment, Consensus on Time and Energy, Consensus on Involvement, Consensus on Loyalty, Work–Life Balance and Compartmentalization.