

Work Life Balance Among Management Assistances in Divisional Secretariats of Colombo District in Sri Lanka

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Abstract

Balancing among individuals work life, personal life and social life is known as work – life balance. Work – life balance has become a challenge for all most all the individual at present. Increasing number of researchers focus their research on work – life balance of different working communities. There are 331 divisional secretariats established in Sri Lanka. The responsibility of these divisional secretariats is to provide public services of the government. The present study focusses the attention for the Colombo administrative district where there are 13 such divisional secretariats established. There are a large number of management assistants, a non-management post, are employed in these secretariats. The aim of this study is to investigate the work –life balance issues among management assistants of 13 divisional secretariats in Colombo district. A questionnaire survey conducted and 161 management assistants responded the survey. Data analysis conducted using PSS version 21. According to the findings of the study, the majority of the management assistances confirmed that they have a work life balance among them. It was revealed that the work life balance of management assistances is not differ in terms of demographic factors, such as age, gender or civil status Father, flexible working hours, counselling services, health facilities, family support programmes would help improve the work life balance among management assistants.

Keywords: *demographic factors, divisional secretariats, management assistances, work life balance.*

1. Introduction

Work life and personal life are two main sides of a life of an individual employee. Creating and maintaining a well balance in between the work life and personal life is known as work life balance. Technological developments and changes, globalization and rapid cultural changes have made the work – life balance is a major issue for all working professionals across all individuals and all levels around the world (Sharma and Dayal 2015). Manfredi and Holliday (2004) proposed that, the concept of work – life balance should be seen as complementary elements of a full life, rather than competing variables each other. Work life balance is the effectively managing work or duties and all the other activities that are very important to individuals such as community activities, family activities, social activities, personal development, leisure and recreation. Managing time among work, self and family and social activities of a life can be regarded as a working definition of work – life balance (Padmasiri & Mahalekamage, 2016). According to Kishokumar & Lakshika (2016) the balance of an individuals in the three dimensional aspects of life such as individual’s personal life, social life and organizational work life regarded as work – life balance.

The responsibility of divisional secretariats in Sri Lanka is to provide public services of the government. There are 331 such divisional secretariats established throughout the country. The present study focusses the attention for the Colombo administrative district where 13 divisional secretariats offices established. The executives of the divisional secretariats are divisional secretaries and deputy divisional secretaries. Below them there are a large number of management assistant, a non-management post, are employed in these secretariats. Thus work life balance among the management assistants could help the effectiveness of such organizations. Increasing number of researchers focus their research on work life balance of different working communities. (Kishokumar and Lakshika 2016). Therefore, the aim of this study is to examine the work life balance among the management assistance of 13 divisional secretariats of the Colombo District in Sri Lanka.

Since the studies addressing this issue are limited, a study is need to fill this knowledge gap which this study aims to fulfill.

2. Literature Review

Work life balance is the effectively managing work and all the other activities that are very important to individual such as community activities, family, social, personal development leisure and recreation. Managing time among work, self and family and social activities of a life can be regarded as a working definition of work life balance (Padmasiri & Mahalekamage, 2016)

According to Kishokumar & Lakshika (2016) the balance of an individuals in the three dimensional aspects of life such as individual's personal life, social life and organizational life regarded as work – life balance. Tetteh & Attiogbe (2019) found that less time available for the working students for work, family and study Yawalkar & Sonawane (2017) has found that demographic factors such as age, number of family dependents, and working place has significant relationship with work-life balance Noronha & Aithal (2019) revealed that. geographical location and the race working time, family friendly policies, managerial practices and organizational cultures also act as determinants of how men and women experience work-family balance.

3. Research Questions

The following questions formulated for the study.

- I. What is the existing that level of work life balance among the management assistance of 13 divisional secretariats of the Colombo District in Sri Lanka.?
- II. Whether the work life balance is differ among the management assistance in terms of demographic factors?
- III. What are the needed factors or facilities to improve the work life balance among management assistances'?

4. Research Objectives

Based on the research questions the following objectives formulated for the study.

- I. To determine the existing level of work life balance among the management assistances of 13 divisional secretariats of the Colombo District in Sri Lanka.
- II. To determine the whether the work–life balance is differ among the management assistance in terms of demographic factors?

III. To determine the needed factors or facilities to improve the work life balance among management assistances’.

5. Research Design

This is a descriptive study and attempts to inquire in to the work life balance among the management assistances of 13 divisional secretariats of the Colombo district in Sri Lanka. Research design was single cross sectional and a self-administrative questionnaire was used to collect the primary data. Out of 383 total population of management assistances, 161 usable questionnaires were received., confirming 42 % of positive response rate. Statistical package for Social Sciences (SPSS) version 21 used to analyze the data.

6. Demographic Profile of the Respondents

There are 161 management assistances who have responded in the study. There are 76 (47.2%) male management assistances and 85 (52.8%) female management assistances responded out of the total of 161. The majority of management assistances, 67 (41.6%) are in between 18 – 30 years of age while 59 (36.6 %) management assistances are in between 31-45 years of age. In this sample 99 (61.5%) management assistances are having 1 – 5 years of experience in the present post. There are 32 (19.9 %) management assistances who have 6 -10 years of experience. Table 1 summaries this information.

The civil status of the respondents was also analyzed. Accordingly, it revealed that the majority, 105 (65.2%) management assistances have married. However, 76 (47.2 %) management assistances reported that they don’t have kids, while others having 1, 2, 3 or more kids, which may affect their work life balance.

The majority, 97 (60.2 %) management assistances reside their own homes while others stay in outside places to go for work. The travel time also important factor on work life balance. Out of 161 management assistances, 73 (45.3%) spend 1-2 hours to travel for work per one side journey. But 77 (47.8) management assistances spend less than one hour for the travel per one side. Others spend more than 3 hours.

Table 1. Demographic Profile of the Respondents

Demographic Variable		Frequency	Percentage
Gender	Male	76	47.2
	Female	85	52.8
	Total	161	100
Age	18– 30 years	67	41.6
	31– 45 years	59	36.6
	46– 60 years	35	21.7
	Total	161	100
Experience	Up to one year	4	2.5
	1– 5 years	99	61.5
	6– 10 years	32	19.9
	11– 20 years	21	13.0
	21 or more years	05	3.1
	Total	161	100.
Civil Status	Married	105	65.2
	Unmarried	56	34.8
	Total	161	100
Number of kids	0	76	47.2
	1	30	18.6
	2	31	19.3
	3	14	8.7
	More than 3	10	6.2
Residence	Home	97	60.2
	Boarding Place	60	37.3
	Relatives Home	4	2.5
Travel time From Residence To workplace	Less than one hour	77	47.8
	1-2 hours	73	45.3
Residence To workplace	3-5 hours	8	5.0
	more than 5 hours	3	1.9

7. Work – Life Balance Experience

To understand the work life balance experience of the management assistances, the questionnaire consists of seven questions. The summary of findings given in table 2. The majority 91 (58.65%) agreed that they have work life balance

among them. The table two reveals that 18 (11.45%) management assistances always do not have time to spend with family. Another 38 (23.60%) management assistances of the view that they often don't have time to spend with their family.

Out of 161 management assistances only 33 (20.49%) agree that they have always or often miss out quality time because of family issues. Another 71 (44.09 %) management assistances have always or very often have work for more than six days per work.

There are 18 (11.18%) management assistances who believe that they are not able to balance their work life, while 19 (11.79%) management assistances believe that they are not happy with their work life.

The management assistances were asked about the work–life balance policy of their organization. The majority confirmed that their organization having work life balance policy.

Table 2: Work Life Balance Experience Among Management Assistances

Work life balance experience	Response									
	Always		Often		Sometimes		Rarely		Never	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
you have a balanced work and life	15	11.45	76	47.20	67	41.61	3	1.86	0	0.00
unable to spend enough time with family	18	11.18	38	23.60	92	57.14	6	3.72	7	4.34
miss out quality time because of family issues	4	2.48	29	18.01	82	50.93	34	21.11	12	7.45
Do you work more than 6 days in a week	31	19.25	40	24.84	74	45.96	12	7.45	4	2.48
you are not able to balance your work life	0	0.00	18	11.18	81	50.31	32	19.87	30	18.63
do you worry about work (when you are not at work)	8	4.96	11	6.83	78	48.44	39	24.22	25	15.52
company have a work life balance policy	28	17.39	97	60.24	35	21.75	1	0.62	0	0.00

8. Demographic Factors and Work Life Balance

The second objective of the study is to determine whether the work life balance is differ among the management assistances in terms of demographic factors. The one-way ANOVA procedure can be used to test if there is a difference in a measured characteristic between more than two groups of cases. Accordingly, three demographic factors such as age, gender and civil states were tested in relation to work life balance level of management assistances. The p-value of the test of age is 0. 964, which is more than 0.05. Hence, there is no significant difference of work life balance among different age groups. The p-value of the test of gender is 0. 181, which is more than 0.05. Hence, there is no significant difference of work life balance among different gender groups. The p-value of the test of civil states is 0. 700, which is more than 0.05. Hence, there is no significant difference of work life balance among the management assistances of different civil states.

9. Needed Factors or Facilities to Improve the Work Life Balance

It was inquired form the management assistances about further requirements for balance work life. The results summarized ‘in Table 3. Management assistances have strongly recommended to develop or implement certain policy decisions to improve their work life balance. Out of 161 management assistances, 136 (84.46%) management assistances strongly agree or agree to have flexible working hours for better work life balance. Further 105 (65.20%) management assistances agree to have counselling facilities for employees, while 124 (77.01%) s management assistances show the need of health programmers in their organization. Another recommendation by the management assistances is family support programs which, 117 (70.66%) management assistances supported that idea. Finally, 102 (63.34%) management assistances demand exercise facilities.

Table 3: Requirements for Balanced Work - Life

Further Requirements	Response									
	Always		Often		Sometimes		Rarely		Never	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Flexible working hours	33	20.49	103	63.97	17	10.55	7	4.34	1	0.62
Counselling services	25	15.52	80	49.68	32	19.87	21	13.04	3	1.86
Health programs	39	24.22	85	52.79	25	15.52	8	4.96	4	2.48
Family support programs	30	16.63	87	54.03	32	19.87	10	6.21	2	1.24
Exercise facilities	34	21.11	68	42.23	29	18.01	23	14.28	7	4.34

10. Conclusions and Recommendations

The study conducted based on the management assistances of 13 divisional secretariats of the Colombo district in Sri Lanka. The finding would be helpful to improve the work life balance among the management assistances. The majority, 58.65 % management assistances confirmed that they have a work life balance. One of the main findings of the study is that majority of management assistances confirmed that there is a work – life balance policy in their organization. Therefore, it is highly recommended other organizations to have such a policy which would contributed improve the work– life balance among employees.

It was revealed that the majority of this management assistances haven’t disclosed their clear idea about the time they spend with families and whiter the work affects the personal life. It seems that they are neither agree nor disagree with this sections.

Another objective of this study is to determine the whether the work – life balance is differ among the management assistance in terms of demographic factors. It was revealed that the work life balance of management assistances is not differ in terms of demographic factors, such as age, gender or civil status.

However, in the recommendation majorly of management assistances have proposed to have flexible working hours, counselling services, health facilities, family support programmes and exercise facilities. The improvement in this areas would positively contribute to improve the work life balance among employees.

11. Directions for Future Research

The present study limited only to the management assistances This is a descriptive study and attempts to inquire in to the work life balance among the management assistances of 13 divisional secretariats of the Colombo district in Sri Lanka. There are other 318 divisional secretariats in other administrative districts in Sri Lanka. Therefore, this study could be expanding to those places. Further this could expand in to other employment categories also.

12. References

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