IMPACT OF WORK LIFE BALANCE ON EMPLOYEE JOB SATISFACTION IN PRIVATE SECTOR COMMERCIAL BANKS OF SRI LANKA

By

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Abstract

The core purpose of this study is to analyze the impact of work life balance on employee job satisfaction in private sector commercial banks of Sri Lanka. The data is collected keeping in consideration of demographic factors and factors affect for job satisfaction. Factors involved are job satisfaction and work life balance with respect to Working hours, Working conditions, work life balance programs, employee intention to change of job and work pressure.

Data is collected using both primary and secondary sources. Primary data is collected through questionnaires where secondary data is collected through past research, journals and online web-sites. In primary data collection a total of 150 questionnaires are distributed among the employees of different commercial banks. The data is analyzed using SPSS, tests applied is correlation and regression. The findings suggest that work life balance has a significant impact on employee job satisfaction in private sector commercial banks of Sri Lanka.

This research can be beneficial for the private sector commercial banks to improve their policies, benefits programs and work distribution and in making job changes inside the organisation. This research can be utilized as a light for banks to pay attention to such factors, because their benefits are not only for employees but can benefit banks in the long run especially in maintain work force of the institution.

Key words: work life balance, job satisfaction, work force, private commercial banks

1. Introduction

The development and the rapid growth of the business world have created new activities and open new opportunities to the business organizations. Globalization also has made the organizations hard to retain their competitive advantage in market. This has affected the banking sector as well. Banking sector has become more competitive and it has become a big challenge for them.

These changes has affect not only in business activities but also in culture and perception of the employees. Most of the Organizational changes happen due to down-sizing, mergers or acquisitions and radical changes in technology have changed the work setups. The employees in present are more involved in their jobs than past times. The working hours, work pressure, high demanding jobs, use of sophisticated technology made it difficult for employees to keep a balance between their job and work commitments.

Businesses are facing increasing demands to raise efficiency and becoming more responsive to customers and employees. No longer is it just a matter of remuneration and promotional prospects; job seekers are increasingly making employment decisions on how well their current or potential workplace can support a balance between personal lives and paid occupation.

Considerable research has already been conducted on work life balance and employee satisfaction. Several research has been conducted on this issue and more efforts are being suggested to the bigger organizations, especially, the banking sector where longer working hours is a particular norm, to restore a work-life balance for the better good of the social and family life of the work force. Findings showed that job satisfaction at top level of management has negative correlation with family to work interference, family to work interference and stress and job satisfaction has positive correlation with job autonomy. Job satisfaction at the middle level
of employees decreases when work life conflict and stress increases. Job satisfaction at the lower level of employees has negative correlation with stress and family to work interference and positive correlation with job autonomy.

2. Background of the study
The core purpose of this study is to analyze the impact of work life balance on employee job satisfaction in private sector commercial banks of Sri Lanka. The current context of globalization and the changing nature of work have provided the impetus for this topic. Intensification of work and technology that blurs the boundary between work and the rest of life provides challenges for one and all. Competition and customer pressure have forced companies to rationalise and restructure, and as a consequence less people have to do more work (Poelmans et al. 2008).

In considering the impact of work life balance on employee job satisfaction it is at the core of issues central to human resource development. It is a measure of how happy employees are with their job and working environment. Keeping the morale high among employees can be of tremendous benefit to the company, as employees would be more likely to produce more, take fewer days off, and stay loyal to the company. The current work scenario is marked by intense pressure, constant deadlines, changing demographics, fast pace of change, increased use of technology and the virtual workplace. There are many factors found in improving and maintaining high employee satisfaction, which institutions would do well to implement.

Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups, pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Under work life balance other terms that are used to refer to this domain include, work-family conflict, work-family integration, family friendly policies.

The following documentation is a research report based on analyzing the impact of work life balance on the job satisfaction of employees of private sector commercial banks. Furthermore, with an intensive study of those factors with use of questionnaires, data will be gathered which will be analyzed for the impact of each factor. The data will be collected keeping in consideration features such as gender, age, managerial position and tenure of job. Factors involved are job satisfaction and work life balance with respect to working conditions, work life balance programs, employee intention to change/leave job, work pressure/stress and Working hours.

3. Research problem
Banks timing is mostly from 9am to 5pm in Sri Lanka but originally there is no time limit so employees have to work for longer hours due to unpredictable workflows, and fast work places with tight deadlines compared to other jobs, which is also a reason of concern. As a result, many have reported experiencing stress and work life imbalance.

Therefore as the research problem it has formulated the following problem statement;

*How does the work life balance on employee, impact on job satisfaction, in Private Sector Commercial Banks of Sri Lanka?*
Further the study is being conducted only for the industry of the private commercial banking sector of Sri Lanka in order to research the impact of work life balance on job satisfaction.

4. Research questions

The research paper intends to examine employees experience of the work life balance linkage in private commercial banks in SL, and how they cope and deal with it. The main research questions are discussed as following:

Q1. What are the main work life balance linkage experienced by the employees?

There are five main work-life balance factors discussed through-out the research model. The Literature helps to identify these as the different dimensions, in order to find out the work life balance and discuss how the behaviours of employees are related to each other as well as what are the affect of each on work-life balance of employees.

Q2. What relationship exists between work life balance and job satisfaction on employees?

This research sought to determine whether job satisfaction differs by work life, and whether there is a relationship between work life and job satisfaction. In addition, this study used professional experiences as control variables. These variables are selected because previous studies have shown that such professional experience factors are related to work life balance and job satisfaction.

5. The objectives of the study

To empirically study the significance and impacts of work life balance on job satisfaction of employee of private sector commercial banks of SL. Thus the objective of this study is to examine the impact of work life balance on employee job satisfaction. This research can be helpful for banks to identify the factors which influence the employee work-life balance and the job satisfaction in the result and take decisions by the management to restore this balance.

As result fulfilment of following objectives is the main purpose behind conducting the research:

Main Objective : To find out the relationship of work life balance on job satisfaction among employees of private sector commercial banks of SL.

Specific Objective : To identify the factors which influence the employee work-life balance and the job satisfaction.

To find out the level of work life balance and job satisfaction and make measures to eliminate them by management decisions.

6. Significance of the study

Sri Lanka is a labour oriented developing country. There are many industries, which are enriching our economy. Among those industries, banking industry is most important. Because it has created many jobs towards the Sri Lankan economy.

The significance of this research is that selected scope for private sector commercial banks has not been undertaken by any research in the area of work life balance and job satisfaction until this. Since the private sector commercial banks spend considerable amount of money and time for their employees’ benefits and
services, it is most important for these organizations to understand those factors which may occur in its employee work life and job satisfaction in increasing the organization performance can be enhanced and achieve organization goals.

The findings of the study will help:

- To identify the prevalent type of work life balance in private sector commercial banks.

The study is of significance for the private sector commercial banks. The study contributes to existing body of knowledge by providing an insight into relationship exist between work life balances and job satisfaction among the employees. Globalization has brought tremendous changes in working conditions thus give rise to various issues and problems for employees.

- To identify HR coping mechanisms for achieving Work Life Balance

The study will help to get awareness about the issues and problems faced by employees at work place that will be of beneficial for organizations and institutions to formulate strategies that will booster satisfaction level and maintain a healthy work life balance among employees.

- Provide recommendations for better work-life balance policies, and strategies.

Ultimately it support the managements to enhance organizations effectiveness and efficiency through identifying different factors effect to employee work-life and job satisfaction. Through that they could build up and introduced new policies and strategies in order to eliminate the issues faced by employees.

7. Definition of Terms

7.1 Work-Life Balance

Work and Life have been rather loosely defined in literature (Guest 2002) where work is paid employment and life is everything outside of the formal employment but is usually used to denote the realm of family or home life (Ransome 2007). The concept is loosely defined and is seen to derive from gender division of labour and this renders work life balance its narrow focus (Ransome 2007). Further, balance implies an equal distribution of work and the rest of life. It is not possible to ensure that at all times there is an equal distribution among these. According to Guest, the term Work-Life Balance is in itself a misnomer (Guest 2002). Given the fluid nature of needs and responsibilities and their changing nature at different life stages, the division of activity will neither be easy to measure nor equal, and therefore notions of negotiation, cooperation and compromise, reciprocity and complementarities might be better terms than balance (Ransome 2007).

7.2 Job Satisfaction

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees.
Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits.

7.3 Private Sector
The part of the economy that is not state controlled, and is run by individuals and companies for profit. The private sector encompasses all for-profit businesses that are not owned or operated by the government. Companies and corporations that are government run are part of what is known as the public sector, while charities and other non-profit organizations are part of the voluntary sector. In most free-market economies, the private sector is the sector where most jobs are held. This differs from countries where the government exerts considerable power over the economy.

7.4 Commercial Bank
This is a financial institution providing services for businesses, organisations and individuals. It provides services, such as accepting deposits, giving business loans and auto loans, mortgage lending, and basic investment products like savings accounts and certificates of deposit. Commercial banks make their profits by taking small, short-term, relatively liquid deposits and transforming these into larger, longer maturity loans. This process of asset transformation generates net income for the commercial bank.

A commercial bank is one primarily engaged in deposit and lending activities to both private and corporate clients in wholesale and retail banking. Other services typically include bank and credit cards, private banking, custody and guarantees, cash management and settlement as well as trade finance. The traditional commercial bank is a brick and mortar institution with tellers, safe deposit boxes, vaults and atms. However, some commercial banks do not have any physical branches and require consumers to complete all transactions by phone or internet. In exchange, they generally pay higher interest rates on investments and deposits, and charge lower fees.

Commercial banking activities are different than those of investment banking, which include underwriting, acting as an intermediary between an issuer of securities and the investing public, facilitating mergers and other corporate reorganizations, and also acting as a broker for institutional clients.

8. Literature Survey

Relationship between Work Life balance and Job Satisfaction
Nadeem & Abbas (2009) conducted a study in Pakistan to analyze the relationship between work life and job satisfaction. Data is collected from 157 employees of public and private sector through questionnaire. Data is analyzed through Correlation, Regression and Descriptive analysis. The research results indicate that work overload does not influence job satisfaction and there is a positive relationship exists between Job autonomy and job satisfaction.

Mcnall et al.(2010) conducted the study to analyze the relationship between flexible work arrangement and job satisfaction. Data is collected from 220 employees. Data is analyzed through regression analysis. Results of the study indicate that greater the flexible work arrangements provided more will be the satisfaction employee will have from their jobs.
Saif et al. (2011) conducted research in Pakistan to analyze the relationship between work-life balance practices and job satisfaction. Data is collected from 450 layoff supervisors from two large organizations in Pakistan through a questionnaire. The results reveal that work-life balance practices and level of job satisfaction share a positive relationship.

Rani et al. (2011) conducted a study to evaluate the relationship between work-life balance and employees' satisfaction. Data is collected from 210 respondents in IT organizations through a questionnaire. Multiply regression analysis was applied to drive the results. Results indicated that job satisfaction has a positive relationship with work-life balance and a negative relationship with work recognition, relationship with subordinate & supervisor, and task at work.

Varadaraj & Vasantha (2012) conducted a study to examine the relationship between job satisfaction and work-life balance in women. Data is collected from 250 Service Sectors working women in Chennai city through a questionnaire. Data is analyzed through correlation, Chi-Square test, Wallis Test, and Kruskals. Results show a strong positive relationship between job satisfaction and work-life balance.

Fatima & Rehman (2012) conducted research to examine the role of ambiguity and role conflict's effect on employees' job satisfaction as well as leaving intentions. Data is gathered from 120 teachers from Rawalpindi and Islamabad universities in Pakistan. SPSS and Regression Analysis are used to analyze the data. The results indicate that job role conflict and role ambiguity are negatively related to job satisfaction and positively related to job leaving intentions.

Quarat-ul-ain et al. (2013) conducted a study to examine the relationship of job satisfaction with role conflict and the impact of job stress on the relationship in private banking sectors' employees in Pakistan. Data is collected from 350 employees through a questionnaire. Data is analyzed using SPSS, Correlation, and ANOVA test. Study results show that role conflict shares a positive relationship with job stress and a negative relationship with job satisfaction.

Gayathiri & Ramakrishnan (2013) conducted a study to investigate the concept of quality of work life and to analyze the nature of relationship it has with job satisfaction. The result indicates that the concept of work-life quality is multidimensional and it influences employees' use of skills, knowledge, relationship with other, and professional interaction and collaboration. Positive relationship exists between job satisfaction and quality of work.

Yadav & Dabhade (2013) conducted research to analyze the relationship that exists between work-life balance and job satisfaction of the working women. Sample is collected from the education sector and banking sector. Data is collected from 150 women employees, 75 women from each sector. Authenticity of data is analyzed through application of standard deviation. The results indicate that work-life balance and job satisfaction share a significant relationship.
9. Research Framework

Figure 1. Research framework for the study about Impact of work life balance on employee job satisfaction.

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent Variable</th>
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<tr>
<td>Work Life Balance</td>
<td>Job Satisfaction</td>
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<td>Working Hours</td>
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<tr>
<td>Working Conditions</td>
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<td>Work Pressure</td>
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<td>Change of Job</td>
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<td>Work Life Balance Programs</td>
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Prepared by the Researcher

10. Hypotheses

H1: There is a significant relationship between Working hours and employee job satisfaction.
H2: There is a significant relationship between Working conditions and employee job satisfaction.
H3: There is a significant relationship between Work pressure and employee job satisfaction.
H4: There is a significant relationship between Change of job and employee job satisfaction.
H5: There is a significant relationship between Work-life balance programs and employee job satisfaction.
11. Research methodology

As a measure of data collection, it uses a self-structured questionnaire which includes closed questions in retrieving data and current status of factors affecting job satisfaction through work life balance.

Whistle primary data is collected through questionnaires with five point likertscale of Strongly Agree, Agree, Neutral, Agree and Strongly Disagree and secondary data has also been collected from books, magazines, research journals and web sites etc.

From all employees in different positions of private sector commercial banks here it has a counting of 150 heads as the sample where it is selected from the G*Power tool analysis.

The researcher has selected probability sampling design for the study in which simple random sampling is used. Researchers preferred simple random sample over the others because it provides the assurance that sample will accurately reflect the population on the basis of criteria used for simple random sampling (Cooper & Emory, 1995) (Johnson & Christensen, 2010). Sampling method is selected depending on the on the population since there are several number of employees among a bank and each element has a known and equal chance of being selected simple random sampling method is taken.

Data are being analyzed in identifying the relationship and impact of work life balance factors on job satisfaction of employees of private sector commercial banks. Therefore, the analysis is more Object Oriented.

Quantitative data analysis tools are used to analyze the collected data. Descriptive statistics are used to describe and interpret the results of the study. Correlation analysis more specifically Pearson correlation coefficient is used to measure the degree of association between selected work life balance and employee job satisfaction. From inferential statistics, Regression analysis is used to test the hypothesis of the study. Data is been analyzed through Statistical Package for Social Sciences (SPSS). Descriptive Statistics, Correlation and Regression analysis has been applied to draw the results of the study.

12. Discussion

H1: There is a significant relationship between Working hours and employee job satisfaction.

39.0% variance in employee job satisfaction is enlightened by work life balance, which is evident by the value of R=0.390, at p=0.648 illustrates the model’s goodness of fit, Significant positive relationship between predictor and predicted variable is evident by the value of t=0.458 .Therefore, based on the results it can be inferred with confidence that H1 is rejected.

H2: There is a significant relationship between Working conditions and employee job satisfaction.

40.6% variance in employee job satisfaction is enlightened by work life balance, which is evident by the value of R=0.406, at p=0.674 illustrates the model’s goodness of fit.

Significant positive relationship between predictor and predicted variable is evident by the value of t=0.422. Hence, on the basis of these results it can be inferred with confidence that H2 is rejected.

H3: There is a significant relationship between Work pressure and employee job satisfaction.

75.3% variance in employee job satisfaction is enlightened by employee participation,
which is evident by the value of $R=0.753$, at $p=0.000$ illustrates the model’s goodness of fit. Significant positive relationship between predictor and predicted variable is evident by the value of $t=4.242$. Therefore, on the basis of these results it can be inferred with confidence that H3 is accepted.

**H4: There is a significant relationship between Change of job and employee job satisfaction.**

75.6% variance in employee job satisfaction is enlightened by Merit based promotions & performance based pay, which is evident by the value of $R=0.756$, at $p=0.00$ illustrates the model’s goodness of fit, Significant positive relationship between predictor and predicted variable is evident by the value of $t=3.832$. Therefore, based on the results it can be inferred with confidence that H4 is accepted.

**H5: There is a significant relationship between Work-life balance programs and employee job satisfaction.**

74.0% variance in employee job satisfaction is enlightened by grievance handling procedure, which is evident by the value of $R=0.740$, at $p=0.001$ illustrates the model’s goodness of fit, which is not satisfactory. Significant positive relationship between predictor and predicted variable is evident by the value of $t=3.527$. Hence, on the basis of these results it can be inferred with confidence that H5 is accepted.

This study has reported the findings from the statistical procedures used to answer the research questions. This study incorporates to researcher’s efforts to recognize the impact of work life balance on employee job satisfaction in private sector commercial banks of SL. Specifically, the study is guided by two research questions:

1. What are the main work life balance linkages experienced by the employees?

2. What relationship exists between work life balance and job satisfaction on employees?

The study identified that there is a significance and a correlation among work life balance and job satisfaction and the linkages which it has strong effect for that significant and correlation. Moreover, some of the factors used in measures of work life balance are significant and with job satisfaction where some are not. According to the analysis the hypotheses that are tested and happened to be insignificant are;

**H1: There is a significant relationship between Working hours and employee job satisfaction.**

**H2: There is a significant relationship between Working conditions and employee job satisfaction.**

Where the following three hypotheses are found highly significant;

**H3: There is a significant relationship between Work pressure and employee job satisfaction.**

**H4: There is a significant relationship between Change of job and employee job satisfaction.**

**H5: There is a significant relationship between Work-life balance programs and employee job satisfaction.**

Previous studies also support findings of this study. Parvin and Kabir (2011) from their study shows that organizations should provide work life balance facilities to their employees so that employees can perform their duties effectively and leads organization to the success. Ezra and Deckman (1991) revealed in their research that satisfaction with work/life balance is a major component of employee’s job satisfaction. A study by Dev 2012, conducted in India indicates that work-life balance is significantly correlated with job satisfaction in the banking sector. A study was conducted by Maren et al. (2013) to analyze work-life balance and job satisfaction among teachers exposed a negative relationship between work-life conflicts and job
satisfaction. The study suggested that if organizations offer facilities to reduce work-life conflicts, it will lead to improvement in employees' job satisfaction. Chahal et al. (2013) suggested to increase the efficiency of the employee's bank should timely appraise their employees and encourage them to work hard because satisfied employees are reason for the success of the organization. When employees are satisfied with their jobs they become loyal and committed to the organization. According to the research paper, Is Happiness Relative? an effective work life balance makes a person happier and more content (Veenhoven, 1991).

Nadeem and Abbas, (2009) found in their study that work pressure/stress is negatively correlated with job satisfaction in both private companies and public companies. Further Fatima and Sahibzada (2012) conducted a study on work-life balance in the universities. They concluded that due to heavy workload in universities, staff become dissatisfied. Hence, universities should develop strategies that could facilitate faculty needs to balance between work and life activities to achieve competitive advantage. Research by Rose (2003) also found an insignificant relationship among the job satisfaction and workload.

Saleem et al. (2013) found in their study that job stress have an impact on job satisfaction of employees in banking sector of Bahawalpur. Ashfaq et al. (2013) also found that work pressure has a relation with employee job performance in banking sector of Pakistan. Since work pressure has a significant impact on job satisfaction, organizations can promote employee job satisfaction by distributing job duties according to the employee's skills and clarify their tasks to each employee so that they can perform their work on time to reduce their work pressure.

This study has also found out that there is a significant correlation relation of work life balance programs on employee job satisfaction in private banking sector. It is supported by other studies also. For example, Ueda, (2012) concluded that work life balance programs have positive and significant effect on employee job satisfaction of full time and part time employees working in business organizations of Japan. According to findings of this study these programs help employees to reduce their work burden and they will effectively perform their job and not job activities. Accordingly, banking sector can increase employee's job satisfaction by increasing work life balance programs for employees, which is likely to help them manage their job life. The study further has found that working hours and Working conditions do not have a much impact on employee's job satisfaction level because employees of private sector commercial banks since they have made it a norm to work long hours and give more priority to their job activities than non-job activities in their life. Also, as in most private sector organizations private sector commercial banks provide Working conditions to their employees by making the working environment more convenient, providing sufficient tools, equipment, organizing unleash events and atmospheres.

Findings of the current study further revealed that work life balance is significantly positively correlated with job satisfaction so by increasing the work life balance the job satisfaction of employees could also be increased.

13. Recommendations

The overall goals and objectives of the private commercial banks would be achieved if and only if employees are satisfied with the job. This could be achieved through different work life balance experiences. Through the source for employees satisfaction, employees become loyal and willing to stay in the organizations because, job satisfaction of employees reduce absenteeism and turn over intentions in private banks. Moreover, the
need and expectations of employees also play a vital role in increasing of employees’ satisfaction through implementing two ways of communications and then by continually evaluating the work life balance practices of the banks as well.

Private commercial banks should revise and make an adjustment on certain rules and procedures that hinders the employees not to perform with their maximum effort since it has an effect on employees’ level of satisfaction. It is recommended that the management of respective banks should be able to increase the level of commitment in banks by increasing satisfaction with the specified work life balance practices.

Each bank has to create a link between work pressure, change of job and WLB programs for the job satisfaction by preparing job descriptions and specifications; deciding terms and conditions of WLB policies; inside and outside the banks and should take other necessary measurements as well.

14. Suggestions for Future Research

This study examined the impact of work life balance and job satisfaction of employees of private sector commercial banks. This study can be replicated with samples as a whole of banking industry or as a comparison between private and public banking sector employees.

Analyzing satisfaction levels across work life balance and job satisfaction can help management to identify factors that contribute to the satisfaction or dissatisfaction of the employee of the bank. It is suggested that researchers need to pay more attention to different other factors in future studies of work life balance on job satisfaction behaviours.

Relationships with colleagues, subordinates and superiors, as well as perceptions of culture and climate of the institution, can significantly impact on job satisfaction (Hagedorn, 2000). Even though this dataset does not report these variables for individuals, it is believed that these are important factors for assessing work life balance linkages on job satisfaction of women and men separately in particular. In order to explore this matter in depth, it is suggested that interviews with focus group should be carried out, especially with women. An extension of the quantitative survey, interviews will add rich data to fill the voids left by the survey in addition to complimenting the survey data by allowing continuing employees to express in their own words their perceptions of their work life balance and job satisfaction. The qualitative data, therefore, drives this research. The feedback will support and strengthen the findings of this research. The mixed-method study will contribute more as the issues will be explored in depth rather than solely based on the numbers and figures.

Job satisfaction continues to be a challenging variable to predict, in part because there are number of facts that contribute to job satisfaction rather work life balance. Further research to determine the variables that affect job satisfaction should be conducted, such as using confirmatory factor analysis. Confirmatory factor analysis also allows the researcher to test the hypothesis that a relationship between the job satisfaction variables and their underlying latent construct(s) exists. Because this study used data solely from private sector commercial banks, it would be useful to know whether or not similar results can be found with the banking sector as a whole.
15. Limitations of the study
There are some common limitations for the researches of same also include in this as well,

- The sample size chosen for the above studies is not a true sample of the population which results in failure to generalize the results. Therefore their results may not be applicable to the banking sector as a whole.

- Modernization of the banking sector has resulted in increased use of information and communication technology. Even though, stress due to information technology was not considered much.

- Though focus is mainly towards studying work-life and job satisfaction level in private sector commercial banks, the same with respect to public banks and savings banks are very narrow.

- Time has become one of the major limitations as it has to be involves in other academic activities, therefore it had to run out of time in meeting projects tasks due to other pre-set priorities.

- The research is carried out in Sri Lankan content so the world environment is not considered where it could be found other different factors as results.

16. Conclusion
The goal of this study is to augment the knowledge of impact of work life balance on employee job satisfaction. This study revealed work life balance is significantly associated with job satisfaction. However, this study did not explore the level of satisfaction among gender across employees. This study focused primarily on analyzing work life balance on job satisfaction across five factors of Working hours, Working conditions, work pressure, change of job and WLB programs without considering the variety of demographic and professional variables.

In summary, this study has added information to understanding private sector commercial banks as having complex social scenarios with a variety of work conditions among organizations. The findings of this study offer suggestions for improvement of job satisfaction through work life balance.

- It is suggested that consideration be given to the development of guidelines in order to ensure that work load should not affects the WLB of employees. Whereas employees can reduce the pressure of work by prioritizing their work.

- Top management should realize the importance of work life balance and its adverse effect on job satisfaction.

- The need of policy is required to cater this problem. Different policies and strategies are needed for the people at different type jobs and at different stages of their career.

For the institution it is intended, the use of this information can include policy making to improve employees work conditions, managerial processes, guidance for work life balance practices, and inform about valuable aspects of organizational change. In a broader sense, the study also revealed that work environment is not only related to how they feel in their workplace, but also how they think about their life.
17. References


