

# The Relationship between Work Family Balance and Job Performance: An Empirical Study on the Administrators in Five Selected Universities in Sri Lanka

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**Abstract-** Studies about the extents of Work Family Balance (WFB) and Job Performance (JP) and relationships among these variables of administrators in leading universities in Sri Lanka are almost none or rare. This study was conducted to describe the extents and relationships among the two variables mentioned above. The main approach of the study was hypothetic or deductive and the type of investigation was correlational. Being a cross-sectional study, the study setting was non-contrived which used administrators in leading universities in Sri Lanka in order to arrive at the conclusions. A sample was selected from five universities, namely, University of Sri Jayewardenepura (SJP), University of Colombo (CBO), Wayamba University of Sri Lanka (WUSL), Rajarata University of Sri Lanka (RUSL) and Sabaragamuwa University of Sri Lanka (SUSL). The response rate was 53%. An alternative and null-hypothesis was formulated for the study. The alternative hypothesis, WFB has a significant and positive impact on JP of administrators in Sri Lankan university system was accepted rejecting the null-hypothesis, there is no significant and positive relationship between WFB and JP. Discussion of findings have been presented and finally, implications and suggestions for future researchers have been offered.

**Index Terms-** Administrators, Empirical Study, Job Performance, Work Family Balance

## I. INTRODUCTION

Greenhaus, Collins and Shaw (2003), drawing on role balance theory (Marks & MacDermid, 1996) and previous nominal definitions (Clark, 2000 and Kirchmeyer, 2000), defined Work Family Balance (WFB) as “the extent to which individuals are equally engaged in and equally satisfied with work and family roles”. WFB can also be defined as the degree to which you fulfill demands arising from your employment and your family. It is alternatively termed as work life balance; work family fit and work family integration (Opatha, 2010). With the findings in the previous literature, the researcher proceeds further to investigate the relationship which exists among WFB and Job Performance. A similar study carried out in order to analyze the impact that different work-family policies have on job performance reveals that the existence of and access to work family policies do not have a direct effect on job performance, but rather an indirect one when mediated by the Employee Well Being (EWB) generated by work-family policies (Garrido, Ferrer and Rodriguez, 2017). With this existing literature the researcher proceeds to test the relationship and effect of WFB on Job performance of administrators in the university system in Sri Lanka as the literature suggests that it is important to study the effect of WFB on the job performance of employees regardless in which sector the employee is in. Furthermore, the researcher identifies two main research gaps in intending to carry out this research study. One is the theoretical knowledge gap, where the theory is confusing to the reader as a result of non-existence of a universally identified unique definition for Work Family Balance. There are several definitions of WFB given by several authors in western part of the world but there are very minor definitions of WFB that are available in the local literature (other than the definition by Opatha, 2010). Secondly there is a methodological gap in identifying the relationship between WFB leading to JP and also there are confusions among previous authors in measuring the variable WFB. Unfortunately, an instrument for assessing work-family balance, as it is conceptualized here has not been published. (Garywacz and Carlson, 2007) In such a context, the author attempts to identify the Relationship between Work Family Balance and Job Performance of Administrators in Sri Lankan University System assuming that it would be important for the administrators to identify the relationship that exists between WFB and JP which may enable them to achieve career progressions and obtain more satisfaction at work. There are several studies carried out in the aspect of WFB in several countries of the world, but there were no studies on the subject carried out among university administrators.

### Problem Statement

What is the nature of Work Family Balance (WFB) and how does it relate to and affect Job Performance (JP)?

## Research Questions

The following research questions can be derived from the above problem statement:

- i. What are the extents of Work Family Balance and Job performance of administrators in five selected universities in Sri Lanka?
- ii. Does WFB have a significant and positive impact on job performance of administrators in five selected universities in Sri Lanka?

## Objectives of the Study

Following research objectives can be derived from the research questions:

- i. To identify and describe the extents of Work Family Balance and Job performance of administrators in five selected universities in Sri Lanka
- ii. To investigate whether WFB has a significant and positive impact on job performance of administrators in five selected universities in Sri Lanka

## II. LITERATURE REVIEW

According to Sekaran and Bougie (2014), a literature review is a step-by-step process that involves the identification of published and unpublished work from secondary data sources on the topic of interest, the evaluation of this work in relation to the problem and the documentation of this work. The main focus of this study is identifying the relationship that exist between WFB and job performance. Recent studies done by Iddagoda and Opatha (2017) shows that work life balance together with other factors affect job performance. The other factors that may affect employee job performance are; religiosity, high performance work practices, personal character and leadership. According to the above authors, these factors indirectly affect job performance but directly affect employee engagement. Thereby, employee engagement acts as a mediating variable.

Research assessing work family balance has grown significantly over the past three decades. (Brough and Kalliath, 2009). Empirical studies have revealed that the balance between work life and family life is important and that conflict between the two aspects may result in unfavourable conditions. The occurrence of WFC may negatively affect job satisfaction, increase turnover intent and cause more stress and even depression among other deleterious effects (Sanches-Vidal et al., 2011; Steinmetz et al., 2008). In contrast to that, research done by Steenbergen and Ellemers, (2009) have found that employees who experience low conflict and high facilitation between work and family roles are objectively healthier, less absent and better performing employees.

Kelty Mental Health Resource Centre explains traumatic events in life as being confronted with a natural disaster like a hurricane, earthquake or floods, being in or witnessing a serious car accident, community violence (such as burglary, sexual abuse), etc. You should always maintain the balance between work life and family life. If you can maintain that balance even in the traumatic situations, then you are an extraordinary individual who can manage your life well. But it is a true fact that every individual cannot manage both so well. Especially in developed western countries we can find many incidents that people go through as a result of not balancing work and family life well. Mc Farland (2004), argues that work family conflict may result in a number of dysfunctional outcomes, including burnout, decrease in mental well-being, deteriorating relationships and job and life dissatisfaction. There are plenty of examples of wealthy, high profile figures who have climbed to the top in their career lives but have deteriorated their family lives because of not being able to balance the work life and family life in a proper manner. The examples can be found from industries such as filming, choreography, sports, etc. which requires an individual to put more effort on practicing and which keeps the individual away from home sometimes even for several weeks or months. The industries mentioned above are well paid sectors which may even include millionaires. On the contrary, there have also been incidences such that certain professionals have even resigned from their prestigious careers merely to be with their family. "Karen P. Hughes, a confidant of President Bush who became one of the most powerful women ever to serve in the White House, announced today that she was leaving her job to move with her "homesick" family back to Texas." (New York Times, April 24, 2002). This is a very good example which shows that WFB is an important aspect of an individual regardless of the positions you hold as a professional. Based on the understanding of the researcher, giving up one aspect as a whole is not the success, but balancing both aspects is.

As a result of understanding this importance, the researcher attempts to carry out this research study to test the relationship that exists between the WFB and job performance of administrators in the local university system taking a sample from the administrators in five universities of Sri Lanka representing Western province, North Central province and North Western province and Sabaragamuwa province.

### III. METHODOLOGY

The researcher is attempting to identify the relationship that exists between WFB and JP. Previous literature explains that work-family policies can improve job performance (Jyothi and Jyothi, 2012; Kanwar et al., 2009), as well as job satisfaction. Empirical studies done by Judge, Bono, Thoresen and Patton (2001) reveal several findings on the relationship between JS and JP. In their studies Judge et. al., (2001) have tested the relationship between JS and JP using seven models. These models have tested the relationship between JS and JP in various ways. For example, model 1 tests whether JS leads to JP. Model 2 tests whether JP leads to JS. Model 3 tests whether JS and JP are reciprocally related. It was also tested whether the relationship between JS and JP are moderated by other variables and whether it is mediated by other variables. Finally, these tests have concluded that there exists a strong relationship between the two variables and it no longer needs to be tested further to prove about their relationship. According to the author of the article the relationship which explains that JS causes JP is probably the oldest specification of the relationship and is often attributed to the human relations movement. The human relations movement was founded by sociologist George Elton Mayo in the 1930s following a series of experiments known as the Hawthorne studies, which focused on exploring the link between employee satisfaction/wellbeing and workplace productivity (World Wide Web).

With the given empirical findings, the researcher proceeds to investigate the relationship that exists between WFB and JP. The graphical illustration of the relationship between the variables can be shown as follows:



Source: Researcher developed

Figure 1: The Conceptual Framework

#### i. Operationalization of the Independent Variable- Work Family Balance

Table I: Work Family Balance

Indicators	Questions
Complaints from the spouse	Almost there are no complaints from my spouse about what I am supposed to do at home
Complaints from children	There are many grievances and complaints from my children about not spending sufficient time with them
Happiness of parents	My parents are really happy about my behavior of meeting their responsibilities
Happiness of spouse	My contribution to smooth running of my family affairs is indeed very much
Attitudes of superior, subordinates and peers about me	My superior and top management are unhappy about my behavior at work My peers have never complained about my behavior at work I have been a role model to my subordinates to follow
Happiness of customers	Students are happy about the way I handle their requests Almost every lecturer is very happy about my performance on their requests
Conflicts from work to family and from family to work	Genuinely I have a good balance between work life and family life meaning that there are no conflicts from work to family and family to work.

Source: Researcher Developed

**ii. Operationalization of the Dependent Variable – Job Performance**

The job performance of university administrative officers is operationalized by three dimensions

Table II: Job Performance

Dimensions	Elements	Questions
Task performance	Declarative knowledge	The knowledge I have about what needs to be done at specific situations in my job is
	Procedural knowledge and skill	The knowledge I have about policies, procedures, rules and regulations required to perform my job is
Citizenship performance	Organizational citizenship behaviour	Additional activities performed beyond the official duties of my job on behalf of the betterment of my organization are
	Interpersonal citizenship behaviour	The amount of time and effort I spend helping my peers is
Counterproductive performance	<u>Organizational:</u> Production deviance	Activities which I had to do reluctantly, affecting to reduce the quality and quantity of my service are
	Property deviance	Actions which I had to take reluctantly, affecting to waste organization’s resources are
	<u>Interpersonal:</u> Political deviance	Actions which I had to do inadvertently, affecting to harm the performance and careers of other employees are Actions which I had to do inadvertently, affecting to harm co-workers personally are
	Personal aggression	

Source: Elements of Job Performance (Steuart and Brown, 2009)

**iii.Hypothesis Development**

The following alternative and null-hypothesis can be developed for this study.

*Alternative Hypothesis:* WFB has a significant and positive impact on JP of administrators in Sri Lankan university system

*Null- Hypothesis:* WFB has no significant and positive impact on JP of administrators in Sri Lankan university system

This hypothesis tests the impact of one variable on another and therefore it is tested using the regression analysis.

**iv. Study Setting and Method of Survey**

The objective of this study is to identify the relationship between independent variable (work family balance) and dependent variable (job performances of university administrative officers in the university system of Sri Lanka). Hence, the type of investigation was correlational.

**v. Study Setting**

Since this is a field study which examines the factors influencing job performance of university administrative officers in Sri Lankan university system, none of the variables were controlled and manipulated. As the study was conducted in the natural environment, where events normally occur, that is a non-contrived setting. So, there are no any artificial or contrived settings created for the study.

**vi. Time Horizon / Time of the Study**

This study took four weeks of time for collection of data. Therefore, according to Zikmund (1997), Sekaran (1999), Opatha and Ismail (2003) this study is longitudinal in nature.

**vii. Unit of Analysis**

According to Sekaran (1984) unit of analysis is the level of aggregation of the data during subsequent analysis stage. Therefore, unit of analysis of this study is individual. i.e. university administrative officers of five selected universities.

**viii. Method of Data Collection**

This study used survey method for collection of data. The study was purely based on primary data collected through a questionnaire. The non-contrived field setting environment was used to collect the primary data. The secondary data was collected using various reports published by the University Grants Commission, universities and other institutes.

**ix. Population and Sample**

There are 15 conventional universities in Sri Lanka located all over the country. Six universities are located in Western province and others are located in other provinces. Out of these fifteen universities, following five universities were selected and 79 Administrative Officers were taken in to the sample on Random sampling basis.

Table III: Details of the sample

S/N	Name of the University	No. of Administrative Officers	No. of Questionnaires distributed
1	University of Sri Jayawardenapura	35	35
2	Wayamba University of Sri Lanka	28	28
3	Rajarata University of Sri Lanka	24	24
4	University of Colombo	51	51
5	Sabaragamuwa University of Sri Lanka	27	27
<b>Total</b>		<b>165</b>	<b>165</b>

Source: Researcher Developed

According to the University Grants Commission (UGC) of Sri Lanka, there are 502 (Sri Lanka University Statistics-2019) administrative officers (permanent) that are employed in the 15 main universities that are in operation in Sri Lanka by the time this research is being carried out and this excludes the administrative staff that are employed in other Higher Educational Institutions (HEI) which comes under UGC. Out of the total, 79 administrative officers were randomly selected for this study as the sample. The questionnaire consisted of 30 Likert type questions and 07 structured questions.

**x. Validity and Reliability of the Instruments**

Validity is the degree to which an observation or a measurement corresponds to the construct that was supposed to be observed or measured (Dunn, 2001). It refers to the extent to which an instrument measures what it is supposed to measure. According to Opatha (2003) validity can be measured through different forms such as content validity, criterion related validity and construct validity. Dunn (2001) defines reliability as maintaining stability or consistency across time. According to Opatha (2003), the instrument should provide the same results at least at two different times, if it is to be reliable.

First a pilot study has been carried out using the responses of 10 administrative officers with a time interval of two weeks. These data have been measured for its validity and reliability.

**xi. Method of Data Analysis and Evaluation**

The data collected through a questionnaire was analyzed and evaluated on the following methods using Statistical Package for Social Sciences (SPSS) version 22.

**xii. Univariate Analysis**

The frequency distribution analysis was used to analyse personal characteristics of respondents and results were presented through tables and diagrams. The measuring of central tendency was made for every variable in research model. Since data was collected in 5-point Likert type questions, standard deviation and variance were considered to measure the dispersion of this analysis.

**xiii. Decision rule and method of interpretation**

5-point scale ranging from strongly disagree to strongly agree with the point values 1 to 5 for positive statements and 5 to 1 in reverse order respectively for negative statements were used to measure work family balance. The mean value of the 5-point scale was  $(1+2+3+4+5)/5=3$  and it was taken as the deciding factor which determined whether the respondents were in favor to a particular variable or not as follows:

Table IV: Interpretation of Results

Result	WFB	JP
<3	Poor balance	Poor
=3	Marginally balanced	Satisfactory
>3	High balance	Good

**xiv. Bivariate Analysis**

According to the research model, independent variable is work family balance. The dependent variable is job performance of university administrative Officers. Therefore, Bivariate analysis was used to determine,

- (I) Whether there was any relationship between Work family balance and Job performance
- (II) What was the relationship between those variables
- (III) Whether job performance could be predicted from the observation on work family balance

Following statistical techniques were used in Bivariate analysis.

- I. Correlation Analysis
- II. Regression Analysis

According to the research model, simple regression analysis was used to determine the functional relationship between dependent variable (job performance) and independent variable (work family balance).

**IV. DATA ANALYSIS**

**i. Testing for Validity of data**

Table V: Results of Pilot test 1 and Pilot test 2

Instrument	Cronbach Alpha Value	
	Pilot test 1	Pilot test 2
Work Family balance	0.680	0.836
Job performance	0.773	0.730

Source: Survey results

**ii. Testing for Reliability of data**

Table VI: Correlation Coefficient values

	WFB and JP
Pearson correlation coefficient (r)	0.000
Significance (one tailed) *	0.500
N	10

Source: Survey results

The relationship between the two variables was not significant

**iii. Data Exploration**

In statistics there are several assumptions that need to be satisfied in conducting Parametric Tests. They are,

- a) Linearity assumption
- b) Normality assumption
- c) Multicollinearity assumption

In this study, each of above three assumptions have been tested.

Table VII: Correlation Coefficient values

	<b>WFB and JP</b>
Pearson correlation coefficient (r)	0.288
Significance (one tailed) *	0.005*
N	79

Source: Survey results

Based on these results it can be observed that there is a linear relationship between the independent variable and the dependent variable of this study which is WFB and JP. The significant value is 0.005 which is significant at 1% level of confidence with a correlation coefficient of 0.288. These results mean that there is a positive correlation between WFB and JP. Therefore, by this study the linearity assumption was proved for the relationship between WFB and JP.

Table VIII: Results of Shapiro-Wilk test

<b>Variable</b>	<b>Significant value</b>
Work Family Balance	0.000
Job Performance	0.000

Source: SPSS results

Based on the significant values obtained from Sapiro-Wilk test (0.000) it can be concluded that data is not normally distributed for the two variables used in the study, i.e., Work Family Balance and Job Performance. The descriptive statistics below proves the fact further.

Table IX: Descriptive Statistics of the Variables

	<b>WFB</b>	<b>JP</b>
Mean	2.7089	3.2152
Median	3.000	3.000
Standard deviation	0.5582	0.6338
No. of Observations	79	79

Source: SPSS results

Testing for multicollinearity is done to check whether there is any inter-collinearity between the independent variables used in the study. Since there is only one independent variable used in this study, the problem of multicollinearity does not arise.

**iv. Main analysis**

**Measuring the Validity and Reliability of Data**

Table X: Testing for Validity

<b>Instrument</b>	<b>Cronbach's alpha value</b>
Job Performance	0.680
Work family balance	0.602

Source: Survey results

From the results obtained it was observed that both Cronbach's alpha values are greater than 0.6 and therefore it was confirmed that there was validity in the data set under study. Based on the correlation coefficient values (Table VII) it was noted that the relationship between the independent variable (WFB) and the dependent variable (JP) is significant with a significant value of 0.005, which is

significant at 1% level of confidence with a correlation coefficient of 0.288. Since the relationship between independent variable and dependent variable is significant, it can be stated that the instrument has high external reliability.

### V. Results of Hypothesis Testing

The alternative hypothesis formulated for this study was that WFB has a significant and positive impact on JP of administrators in Sri Lankan university system. Relevant null hypothesis is that WFB has no significant and positive impact on JP of administrators in Sri Lankan university system. For the purpose of testing the hypothesis, the appropriate statistical technique used was Regression analysis and the desired level of significance is 0.05 (95% confident level). The following table shows the results of the regression analysis.

Table XI: Multiple Regression results

Method	Linear	Sig. F	0.010
		T	6.797
R Squared	0.083	Sig. T	0.000
Adjusted R Squared	0.071	b – constant	2.329
Standard Error	0.611	b – WFB	0.327
F	6.966	Beta	0.288

Source: Survey results

According to the model summary,  $R^2$  value is 0.083, which means 8.3% of variability of Job Performance has been explained by WFB. In other words, WFB has an impact on Job Performance which is 8%. In order to know whether this impact is statistically significant or not, ANOVA table was referred to. According to the ANOVA table, F value is 6.966 which is significant at 0.010. At 5% level of confidence, the found impact is significant statistically which is lower than the desired level of significance (0.05). That means found impact is statistically significant. Therefore, there is statistical evidence to claim that WFB has a significant and positive impact on Job Performance. Thus, the alternative hypothesis is accepted while rejecting the null hypothesis.

### V. DISCUSSION

With the results obtained by testing for reliability, since the relationship between independent variable (WFB) and dependent variable (Job Performance) is not significant, it was then decided to conduct the test again with the data obtained by giving the questionnaire to the same set of the sample (10 respondents) to check whether there is any deviation from the results obtained previously. With correlation coefficient values obtained from the pilot study 2, it was observed that there was no correlation between the predictor variable (WFB) and the outcome (JP). In the main analysis, the Cronbach's Alpha values were at a satisfactory level indicating that instruments used were valid. But based on the correlation coefficient values obtained, the correlation between WFB and JP turned out to be statistically significant.

In the data exploration part, linearity assumption was proved for the relationship between independent variable (WFB) and dependent variable (JP). The normality assumption revealed that the data is not normally distributed. The mean value of WFB revealed that there is average balance in lives of the respondents and mean values of JP showed that there is good job performance. The standard deviation was low indicating that the data is spreaded around the mean. There was no problem of multicollinearity as there was only one independent variable.

### VI. SUMMARY AND CONCLUSION

A reasonable attempt was made to achieve both objectives by finding answers for the two research questions. Accordingly, both objectives have been achieved and it can be explained as follows:

The first objective was to identify and describe the extents of WFB and JP of administrators in five selected universities in Sri Lanka. Based on the results obtained by the study it was revealed that there is moderate WFB among the sample under consideration. There was also satisfactory JP of administrators in the five selected universities. The second objective was to investigate whether WFB has a significant and positive impact on job performance of administrators in five selected universities in Sri Lanka. It was revealed that WFB has a significant impact on JP of administrators in five selected universities in Sri Lanka.

In testing of hypotheses, alternative hypothesis was accepted revealing that WFB significantly and positively affects JP of administrators in the Sri Lankan university system. By this finding it can be concluded that WFB is a major determinant of JP and therefore professionals should always maintain a good balance between their work-life and family-life.

### I. Managerial Implications for Future Researchers

Professionals should be trained on how to maintain a good balance between their work and family (E.g., employees should be educated on strategies for good balance, by holding workshops, seminars, etc.) even though it may increase the cost on Human Resource Management for the organization. It is also advisable for the managers not to impose unrealistic targets on employees as it may lead them to lose their balance between work life and family life. Future researchers may incorporate more variables which may mediate the relationship between the WFB and JP. Such as Job Satisfaction. It can be recommended for future researchers to carry out these kinds of studies using a larger sample. It is advisable for future researchers to use more reliable instruments in measuring the variables in order to avoid measurement issues. Furthermore, these kinds of studies should be carried out in other industries as well.

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