

## **WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE WITH THE MEDIATING EFFECT OF JOB SATISFACTION IN THE PROVINCIAL COUNCIL IN THE WESTERN PROVINCE**

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### **Abstract**

In the contemporary and dynamic landscape of modern employees, the problem of work-life balance has emerged as a prominent and multifaceted challenge confronted by employees across the globe. The research endeavored to explore the nexus between work-life balance and employee performance, with a particular focus on the mediating role of job satisfaction, within the context of the provincial council employees in the western province of Sri Lanka. The construct of work-life balance, as investigated in this study, encompasses several key factors, namely personality, emotional intelligence, and job-related stress. The research centered on Management Service Officers within the provincial council of the western province, and it employed a convenience sampling method to select a sample size of 320 respondents. Data collection was facilitated through the administration of structured questionnaires. Job satisfaction was discovered to be a mediator in this study and statistical analyses such as Pearson Correlation, Regression, and Sobel test were used. There is a direct relationship that can be statistically significant between work-life balance factors and employee performance. Also, job satisfaction had mediation and a significant relationship with emotional intelligence and employee performance. However, personality on job satisfaction and job-related stress on job satisfaction were not statistically significant. Based on the research, it was found that there was an impact on work-life balance and job satisfaction as a mediator. Furthermore, the findings of this study would be used as a guideline for employees in the provincial council to identify their problems and the ways to resolve those problems referential material for their studies of future researchers.

*Keywords:* Work-life Balance, Personality, Emotional Intelligence, Job Stress, Job Satisfaction, Employee Performance.

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## **1. Introduction**

Work-life balance interests almost everyone with a professional career. This widespread interest is partly due to its image in all aspects of life. Work-life balance can be described as those practices at the workplace that appreciate and support the needs of employees in achieving a balance between the demands of their work and their lives. Maren et al (2013) conducted a study on work-life balance and job satisfaction among teachers, and it was discovered that work-life conflicts negatively affect job satisfaction.

Western province is the region of Sri Lanka that has the highest socioeconomic and economic development according to western provincial council website (2023). It consists of three major districts in Sri Lanka. They are Colombo, Kaluthara and Gampaha and also the province contributes more than fifty percent to the Gross Domestic Product. Western province is the center of all distributional channels of tourism services and the province council has a larger number of employees than the other provincial councils.

Research by Soomro et al (2018) demonstrated the positive impact of work-life balance on performance. Redmond et al. (2006) defined work-life balance (WLB) & flexible working schedules that allow both non-parents and fogeys to form it possible for them to make a balance amid private and employment responsibilities. WLB may be a crucial concept that concerns different workers in both the general public and personal industry. Gunawan et al (2018) discovered that lecturers' perception of work-life balance could result in personal satisfaction with their job or role as educators.

Work-life balance has recently taken the attention of researchers. Today people deal with busy time schedules and they have limited time and have to perform a number of tasks. Without a balance between the two, many mistakes can be experienced in both spheres. According to Byrne (2005), work-life balanced employees have a feeling that their lives are fulfilled both inside and outside work. Mas et AL's (2016) article reported a remarkable association between employees' work-life balance and their working attitudes, including job satisfaction and organization commitment. The average employees experience minimal conflict between work and non-work roles. Achievers of a high level work-life balance have high amount of satisfaction in both their lives and generally they have less stress and depression. It creates advantages for the employers and it reduces turnover and absenteeism, in order to attract new hires and increase employees voluntarily engaging in pro-social behaviors that go beyond their job requirements, which showcases that encouraging work-life balance, may be beneficial.

According to Guest, (2001) many of the disadvantages associated with work-life balance impact both the employer and the employee. Employee side consequences can have a negative impact on work and life satisfaction, mental health, physical health and on individual performance in the organization. On the other hand, for employers, the consequences of poor work-life balance will be poor performance, absenteeism, sick leave, and higher staff turnover, recruitment, and training costs.

According to Fletcher et al, (1980) both job stress and job satisfaction were found to be interrelated. Stress can be caused by a lack of satisfaction. Deery (2008)

found that work-life balance can influence employee's work attitudes, for instance improving their job satisfaction and organizational commitment. Job satisfaction can be understood regarding its relationship with organizational commitment. Noor, (2011) discovered that the level of employee job satisfaction is determined by their level of satisfaction with their work and motivation.

Job satisfaction is concerned as a multidimensional construct consisting of overall or general job satisfaction, which reflects one's overall feeling about the job, and a variety of job satisfaction facets, which reflect one's feelings towards different dimensions of work and work environment according to Wikramasinge (2009).

Employee performance refers to how an employee behaves in their workplace and how well they perform their duties. Employee performances differ from employee to employee. Employee performance finally affected organizational performance. Poor employee performance leads to unsatisfied customers and finally missing the company's ultimate vision and mission. Soomro et al's (2018) previous research found that job satisfaction played a significant mediating role in the relationship between work-life balance and employee performance.

### **Research problem**

Previous research studies found the importance of Work-life Balance factors such as personality, emotional intelligence, job stress, and job satisfaction in employee performance in the world context. In the Sri Lankan context, there is less research based on Work-life Balance on Employee Performance: Mediating Effect of Job Satisfaction. Especially on the government side, fewer researchers pay their attention. Although employee performance in the Sri Lankan context improves due to the work-life balance factors, the same does not happen in provincial council employees. Therefore, there is a researchable gap. The previous researchers had not paid attention to Work-life Balance on Employee Performance with the Mediating Effect of Job Satisfaction in the Provincial Council in the western province.

### **Research objectives**

1. To identify the impact of Work-life balance on Employee performance in provincial council employees of the western province.
2. To identify the impact of work-life balance on job satisfaction in provincial council employees of the western province.
3. To identify the impact of employee job satisfaction on employee performance in provincial council employees of the western province.
4. To identify the mediating effect of job satisfaction on the relationship between work-life balance on employee job performance in provincial council employees of western province.

## **2. Literature Review**

The literature review includes employee performance, the mediating effect of job satisfaction, work-life balance factors, and finally the western province provincial council.

### **Employee performance**

Employee performance refers to how employees behave in their workplace and how well they perform their duties. Employee performances differ from employee to employee. Employee performance finally affected organizational performance. Poor employee performance leads to unsatisfied customers and finally misses the company's ultimate vision and mission. Different researchers have given definitions for performance; however, they had an agreement that it should measure the results that are required by the organization according to Ali et al, (2013). Organizations are increasingly focusing on implementing a variety of HR practices and a strategy, including work-life balance, to increase employee job performance, as work-life balance is seen as one of the most important factors influencing job performance according to Thevanes et al (2018). Previous research found ample evidence that work-life balance is essential to increase employee job performance according to Preena, (2021).

### **Job satisfaction**

Job satisfaction is the assortment of feelings and beliefs that people have concerning their current job. People's levels of degrees of job satisfaction can vary from extreme satisfaction to extreme discontent. To boot to having attitudes concerning their jobs as a full, of us also can have attitudes concerning various aspects of our jobs just like the form of work we are doing, our coworkers, supervisors or subordinates, and their pay (George & Jones 2008). According to Mowday et al (2013), most employees of today have a high degree of job dissatisfaction which creates attitudes that are undesirable on the job and in turn degenerate their performance ability and their working place as well.

### **Affect theory - job satisfaction model**

Lockes (1976) Range of Affect Theory presented the foremost famous job satisfaction model. The highest premise of this study is that satisfaction is decided by a discrepancy between what one wants during a job and what one has during a job. According to the theory, the significance someone places on one aspect of their job can impact their emotions when their expectations are met or not met when there was an expectation of work-life balance, and when they meet their expectation, they are satisfied in their job.

The employee's job satisfaction can be effectively evaluated by their attitude, job performance, and turnover rate as Wagner (1994) suggests. According to Mowday et al, (2013), most employees of today have a high degree of job dissatisfaction which creates attitudes that are undesirable on the job and in turn degenerate their performance ability and their working place as well.

### **Work-life balance**

Work-life balance is one of the most important issues that human resource management should address in organizations according to Abdirahman et al (2020). Greenhaus (2002) stated that work-life balance is achieved through satisfaction and good functioning at both work and home, with minimal role conflict. According to Marks & MacDermid, (1996) work-life balance is defined as an individual's

orientation across different life roles, an inter role phenomenon ‘With minimum role conflict at work and home satisfied with effective functioning’ and as stated by Clark, (2000), and a satisfying, healthy and productive life that includes work, play and love that integrates a range of life activities with attention to self, personal and spiritual development that expresses a person’s unique wishes, interests, and values. This same idea appeared in other scholars’ a definition too as work-life balance is a factor that fulfills the demands satisfactorily in the three basic areas of life; namely, work, family, and private. Haider et al. (2017) discussed how work-life balance increases employee job performance via influencing psychological well-being.

**Table 1: Work-life Balance Factors**

<b>Individual factors</b>	<b>Organizational factors</b>	<b>Social factors</b>	<b>Other factors</b>
- Personality	- Work arrangements	- Childcare	- Age
- Well being	- Work-life balance	- arrangements	- Gender
- Emotional intelligence	- practices and policies	- Spouse support	- Marital status
	- Organization support	- Family support	- Parental status
	- Superior support	- Personal and	- Experience
	- Colleague support	family demands	employee level
	- Job stress	- Dependent care	- Job type
	- Role conflict	issues	- Income
	- Role ambiguity		- Type of family
	- Role overload		
	- Technology		

*Source:* Sanichar, (2004)

Kim et al. (2008) found that proactive personality was positively associated with employee creativity and employee creativity was positively associated with career satisfaction and perceived insider status and in addition, employee creativity fully mediated the relationships between proactive personality and career satisfaction and perceived inside status.

An interesting aspect of emotional intelligence recognition in organizations is the clarification of how emotional intelligence influences employee performance. This might help managers in ascertaining employee promotions according to Kulkarani et al (2009). Ali (2013) found that high emotional intelligence in employees will cause greater performance whereas an absence of emotional intelligence will cause a decrease in performance.

Work-induced stress, a universal phenomenon, affects many individuals in a variety of working environments. (Khoury et al 2009). Millions of employees around the world suffer from job stress, which functions in a silent and subtle way but affects their physical and emotional well-being and ability to perform the job. Previous research by Soomro et al., (2018) also found that job satisfaction had a mediating role in the association between work-life balance and employee performance.

### **Western Province Provincial Council**

The western province is the most socio economically developed area in Sri Lanka. It consists of three major districts of Sri Lanka. They are Colombo, Kaluthara and Gampaha and the province contributes more than fifty percent to the Gross Domestic Product. Western province is the center of all distributional channels of tourism services. The mission of the western province is to lead agricultural, and agrarian development, minor irrigation, industries, and environmental activities towards uplifting of the living conditions of the population. The western province includes 48 administrative bodies, 6 municipal councils, 13 urban councils, and 29 Pradeshiya Sabhas. Western province provides 3,808 GDP per capita, 5,851,130 population 369,420, and covers an area of 3,654 square kilometers. This study is basically to examine the Impact of Work-life Balance on Employee Performance: Mediating Effect of Job Satisfaction Provincial Council Employees of Western Province.

### **3. Methodology**

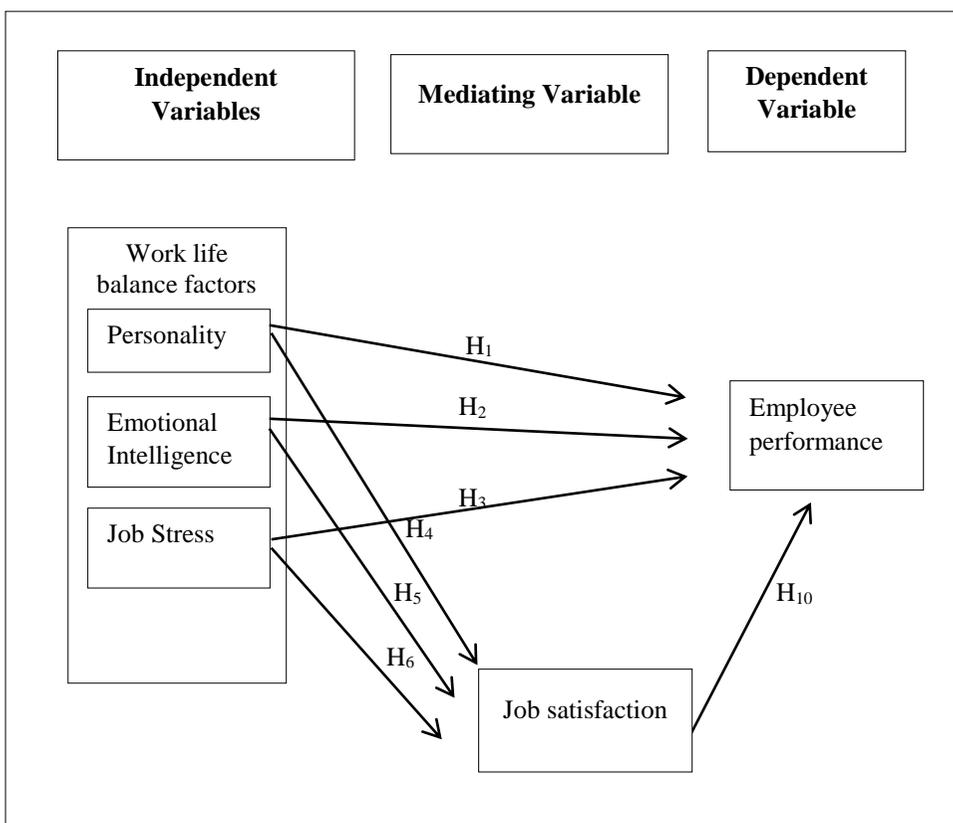
#### **Population size and the sample**

The target population for this study was employees who work as Management Service Officers in the Western Provincial Council. The sample size of this research is 1916 Management Service Officers from provincial councils in the Western Province. When compared to other provincial councils, the western provincial council has the highest number of management Service Officers in Sri Lanka. In order to carry out the research, Morgon (1970) table was used and the sample size was selected. According to the Morgon table sample size was 320. "Convenience sampling is defined as a method adopted by researchers where they collect market research data from a conveniently available pool of respondents." It is the most commonly used sampling technique because it is incredibly prompt, uncomplicated, and economical. The current researcher used a sample selected on a Convenience sampling.

#### **Research model**

Having considered the previous literature given by different authors and researchers, the researcher proposed a framework that illustrates the mediation effect of job satisfaction on the relationship between work-life balance and employee performance in provincial council employees of Western province. According to this study, it is identified that job satisfaction is the Mediation variable and Employee performance dependent variable, and it is affected by personality, emotional intelligence, job stresses that lead to independent variables.

**Figure 1: Research model**



Source: Developed by researcher

H<sub>7</sub>= Personality → Job Satisfaction → Employee Performance

H<sub>8</sub>= Emotional Intelligence → Job Satisfaction → Employee Performance

H<sub>9</sub>= Job Stress → Job Satisfaction → Employee Performance

**Research hypotheses**

The research hypothesis was developed to realize the above-mentioned objectives of the study.

H<sub>1</sub>: There is a significant impact of personality on employee performance in provincial council employees of the western province.

H<sub>2</sub>: There is a significant impact of emotional intelligence on employee performance in provincial council employees of the western province.

H<sub>3</sub>: There is a significant impact of job stress on employee performance in provincial council employees of the western province.

H<sub>4</sub>: There is a significant impact of personality on job satisfaction in provincial council employees of the western province.

H<sub>5</sub>: There is a significant impact of emotional intelligence on job satisfaction in provincial council employees of the western province.

H<sub>6</sub>: There is a significant impact of job stress on job satisfaction in provincial council employees of the western province.

H<sub>7</sub>: Job satisfaction mediates the relationship between personality and employee performance in provincial council employees of the western province.

H<sub>8</sub>: Job satisfaction mediates the relationship between emotional intelligence and employee performance in provincial council employees of the western province.

H<sub>9</sub>: Job satisfaction mediates the relationship between job stress and employee performance in provincial council employees of the western province.

H<sub>10</sub>: There is a significant impact of job satisfaction on employee performance in provincial council employees of Western province.

Each variable in the research model was analyzed using the descriptive statistical method. This research study relied upon the survey method for collection of data. The questionnaire-based survey has become one of the most widely used techniques. A self-administered questionnaire was developed as the survey instrument. The researcher collected questionnaires from different districts, sometimes through emails. The questionnaire was prepared in both English and Sinhala languages. Questions were based on the work-life balance factors, job satisfaction factors, and employee performance dimensions. Data was analyzed by using a statistical package for social science (SPSS). Correlation analysis was performed based on the hypothesis developed. Correlation analysis measures the strength of the relationship between two variables. The Sobel test was used to analyse the significance of the mediation effect. Multiple regressions are defined as an extension of simple linear regression. It was used to assess the strength of the relationship between the dependent variable and several predictor variables and also the importance of each of the predictors to the relationship, as well as with the effect of other predictors statistically eliminated.

#### **4. Results and Discussion**

##### **Findings of the study**

**Table 1: Reliability analysis**

<b>Variable type</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>
Independent variables	.817	19
Personality	.560	5
Emotional Intelligence	.804	9
Job stress	.814	5
Mediator variable	.618	5
Dependent variable	.669	5
All variables	.856	29

Source: Survey data

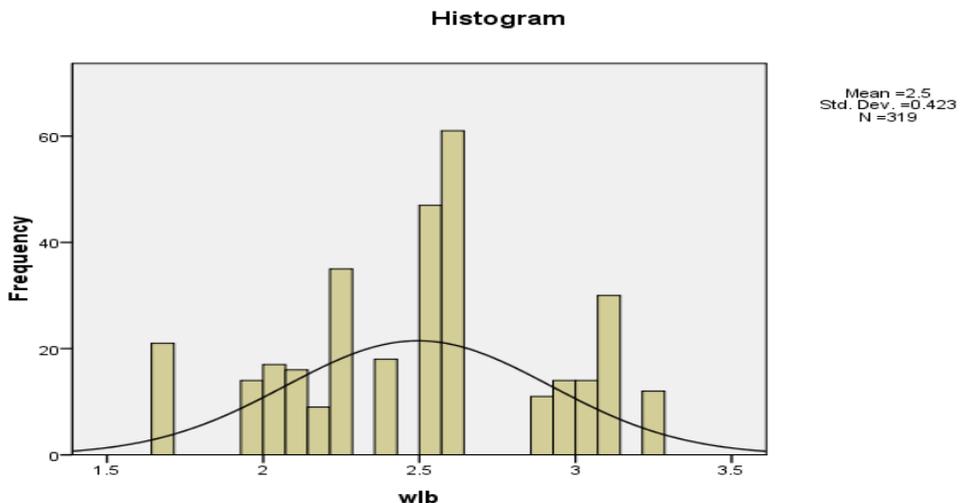
The reliability of the questionnaire was measured using Cronbach's Alpha, and all variable values were 0.856, which represents a good level of reliability. The respondents of this research consisted of 18.5% males and 81.5% females. The age distribution is 39.8% between 30 and 40 and 29.5% between 40 and 50. In terms of their education level, 41.6% only had A/L exam qualifications and 22.2 had a basic degree. In terms of work experience, 37.5% had less than 5 years of experience, while 32.8% had 6-10 years of experience in the provincial council.

**Table 2: Statistics**

	wlb	satisfaction	performance
N Valid	319	318	320
Missing	1	2	0
Skewness	-.113	.439	.441
Std. Error of Skewness	.137	.137	.136
Kurtosis	-.663	.016	-.308
Std. Error of Kurtosis	.272	.273	.272

According to the above table, Work-life balance, Job Satisfaction, and Employee performance factors are within the  $-.5 < \text{Skewness} < +.5$  range. That means the data is approximately normally distributed. The Kurtosis values of those variables are a little far from 3 and have negative signs. That means the data is somewhat Platykurtic.

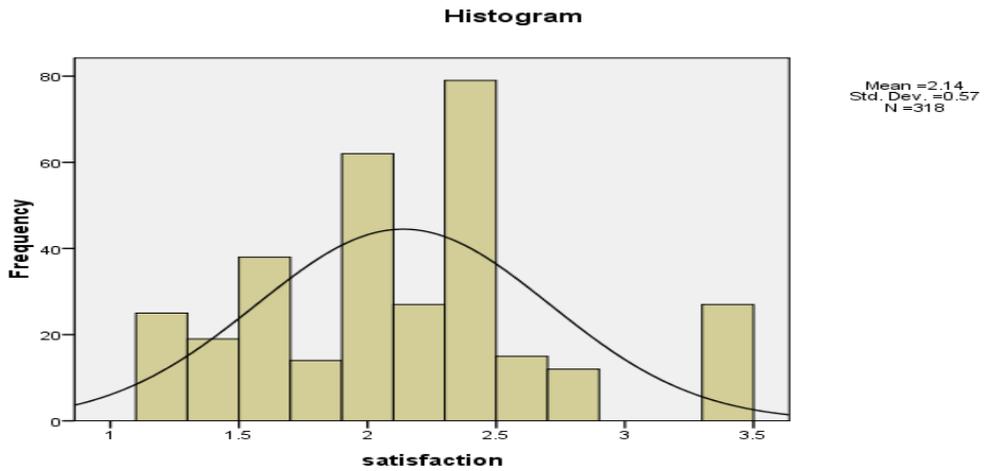
**Figure 2: Distribution of work-life balance**



Source: Survey data

Distributions of the mean value of Work-life balance factors are normally distributed as shown in the above figure and it is negatively skewed.

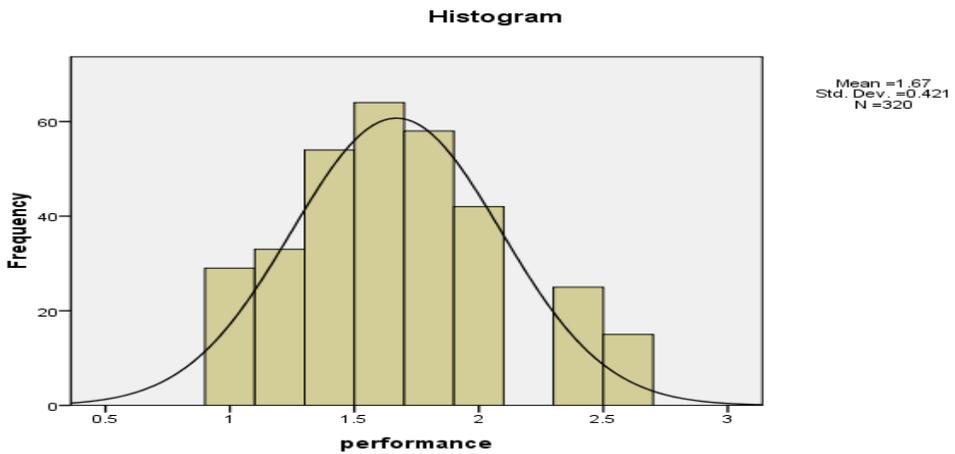
**Figure 3: Distribution of job satisfaction**



Source: Survey data

The mean values of job satisfaction are as above, creating a normal curve as shown in figure 3. It is positively skewed.

**Figure 4: Distribution of job performance**



Source: Survey data

Mean values of job satisfaction are as above, creating a normal curve as shown in figure 4. It is positively skewed.

**Table 2: Multicollinearity Test**

Variable	Tolerance	VIF
Personality	.609	1.642
Emotional intelligence	.633	1.581
Job stress	.934	1.070

Source: survey data

Based on the collinearity output – collinearity statistics, the obtained VIF value of Personality is 1.642, Emotional intelligence 1.581, and Job stress 1.070 meaning that the VIF value obtained is between 1 to 10 and refers to the fact that there are no multicollinearity symptoms.

**Table 3: Correlation Analysis**

	Work-life Balance	Personality	Emotional Intelligence	Job Stress	Job Satisfaction	Employee Performance
Work-life Balance	1	.768	.736	.734	.381	.413
Personality	.768	1	.606	.263	.288	.523
Emotional Intelligence	.736	.606	1	.179	.437	.473
Job Stress	.734	.263	.179	1	.169	.048
Job Satisfaction	.381	.288	.437	.169	1	.315
Employee Performance	.413	.523	.473	.048	.315	1

Source: survey data

The coefficient of correlation is 0.523 implying a moderate positive relationship between personality and employee performance. The correlation value is near to +1, indicating that the relationship is much stronger. A relationship is statistically significant as a sig value is less than 0.05 As well as emotional intelligence on employee performance. It was found that the correlation value is .473. It implies a moderate positive relationship between emotional intelligence and employee performance. There was a positive correlation, and the relationship is statistically significant. The coefficient of correlation is 0.048 implying a positive relationship between job-related stress and employee performance. Relationship can be statistically not significant as Sig valve is more than 0.388. The coefficient of correlation is 0.413 implying a moderate positive relationship between Work-life balance and employee performance. The coefficient of correlation is 0.288 implies a weak positive relationship between personality and job satisfaction. The coefficient of correlation is 0.437 implying a moderate positive relationship between emotional intelligence and job satisfaction. The coefficient of correlation is 0.169 implying a weak positive relationship between job-related stress and job satisfaction. The relationship can be statistically significant as the Sig value is less than 0.05. The coefficient of correlation is 0.381 implying a weak positive relationship between work-life balance factors and job satisfaction. The relationship can be statistically significant as Sig value is less than 0.05. The coefficient of correlation is 0.315

implying a weak positive relationship between job satisfaction and employee performance. The relationship can be statistically significant as Sig value is less than 0.05.

According to the multiple linear regression models, the researcher found that the Adjusted R Square is .321 with the R Square is .330. This means that the linear regression explains 33% of the variance in the data. The value of the adjusted R square is .321. This represents a 32.1 per cent variation in employee performance is explained by Work-life balance factors. When considering all the variables in the multiple linear regressions, it was found that personality; emotional intelligence, and job satisfaction are the significant predictors. Personality has a higher impact than the others when comparing the standardized coefficients (beta =.390). Durbin-Watson d= 2.071 which is between the two critical values of  $1.5 < d < 2.5$ . Therefore, it can be assumed that there is no first-order linear auto-correlation in the multiple linear regression data of the research.

**Table 4: Coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
(Constant)	.791	.126		6.274	.000
Personality	.344	.052	.390	6.585	.000
emotional intelligence	.153	.050	.191	3.089	.002
Job-related stress	-.063	.028	-.106	-2.199	.029
Satisfaction	.103	.038	.141	2.711	.007

a. Dependent Variable: Performance

Source: survey data

Tolerance should be  $>0.1$  (or  $VIF < 10$ ) for all variables. The Independent variable (Personality) is also a significant predictor of the Dependent variable (employee performance) ( $t=6.585$ ) That is “a” (unstandardized coefficient =.344) is statistically significant. The Independent variable (Emotional intelligence) is also a significant predictor of the dependent variable (job satisfaction) ( $t=3.089$ ) That is “a” (unstandardized coefficient =.153) is statistically significant. The Independent variable (job Stress) is also a significant predictor of the dependent variable (Job satisfaction) ( $t=-2.199$ ). That is “a” (unstandardized coefficient =-.063) is statistically significant. Independent variable (job satisfaction) is also a significant predictor of the dependent variable (employee performance) ( $t=2.711$ ). That is “a” (unstandardized coefficient =.103) is statistically significant.

**Table 5: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.027	.179		5.744	.000
Personality	.020	.078	.017	.261	.794
emotional intelligence	.452	.070	.412	6.493	.000
Job-related stress	.070	.042	.087	1.652	.099

a. Dependent Variable: satisfaction

Source: survey data

The Independent variable (personality) is also not a significant predictor of the Dependent variable (job satisfaction) ( $t=.261$ ) which is “a” factor statistically not significant as sig value is higher than 0.05. The Independent variable (Emotional intelligence) is also a significant predictor of the Dependent variable (job satisfaction) ( $t=6.493$ ) which is “a” factor statistically significant as sig value is less than 0.05. The coefficient regression value of personality on job satisfaction and job-related stress on job satisfaction is not statistically significant. So, the researcher could not calculate the Sobel test on personality and job-related stress.

**Table 6: Sobel Test**

A	(Emotional Intelligence → Job Satisfaction) B value	.452
B	(Job Satisfaction → Employee Performance) B value	.103
SE a	(Emotional Intelligence → Job Satisfaction) Std. Error	0.070
SE b	(Job Satisfaction → Employee Performance) Std. Error	0.038
Test statistic		2.49926
P value		0.01244

Source: survey data

This indicates a direct effect of emotional intelligence on employee performance without going through job satisfaction. Simply put, without the mediation effect of job satisfaction, provincial council employee’s emotional intelligence can still influence their employee performance, and the role of job satisfaction as a mediator in the relationship between provincial council employee’s emotional intelligence and employee performance was found to be partial; hence job satisfaction is a partial mediator. Sobel test P value was less than the alpha value of 0.05 (p-value was 0.01244) (Michael E. Sobel ) then the mediation effect is significant. The Independent variable (job stress) is also not a significant predictor of the dependent variable (job satisfaction) ( $t=1.652$ ) is “a” factor statistically not significant as sig value is higher than 0.05.

A similar study was carried out by Soomro, Breitenhecke, and Shah (2018) who also found that job satisfaction had a mediating role in the association between work-life balance and employee performance. Mendis & Weerakkody (2017) found that there was a positive relationship between work-life balance and employee

performance and also there was a strong positive relationship between employee satisfaction and employee performance in the telecommunication industry in Sri Lanka.

Baron and Kenny (1986) found a procedure as to how to check the mediation effect of the variables. According to them, the mediation effect of job satisfaction in the relationship was tested by following the three conditions and finally, it was found that job satisfaction had a mediation and significant relationship with work-life balance practice and employee performance. Findings support the previous studies by Mendis and Weerakkody (2017) and Haider et al (2017). They revealed that job satisfaction significantly mediates the relationship between WLB and employee performance.

**Table 7: Hypothesis testing**

Hypothesis	P value	Decision
H <sub>1</sub> : There is a significant impact of personality on employee performance in provincial council employees of western province.	.000	Accepted
H <sub>2</sub> : There is a significant impact of emotional intelligence on employee performance in provincial council employees of western province.	.002	Accepted
H <sub>3</sub> : There is a significant impact of job-related stress on employee performance in provincial council employees of the western province.	.029	Accepted
H <sub>4</sub> : There is a significant impact of Personality on job satisfaction in provincial council employees of the western province.	.794	Rejected
H <sub>5</sub> : There is a significant impact of emotional intelligence on job satisfaction in provincial council employees of the western province.	.000	Accepted
H <sub>6</sub> : There is a significant impact of job-related stress on job satisfaction in provincial council employees of the western province.	.099	Rejected
H <sub>7</sub> : Job satisfaction mediates the relationship between personality and employee performance in provincial council employees of the western province.	.794	Rejected
H <sub>8</sub> : Job satisfaction mediates the relationship between emotional intelligence and employee performance in provincial council employees of the western province.	0.012 44	Accepted
H <sub>9</sub> : Job satisfaction mediates the relationship between job stress and employee performance in provincial council employees of the western province.	.099	Rejected
H <sub>10</sub> : There is a significant impact of job satisfaction on employee performance in provincial council employees of the western province.	.007	Accepted

Source: survey data

## **5. Conclusion**

Current research found evidence of the role of job satisfaction as a mediator in the relationship between provincial council employees of the western province. It is important to motivate the employees, encourage effective communication with subordinates, conduct personal and professional development training courses, recognize issues and challenges of the employees, and allow them to make significant lifestyle changes. A significant indirect effect was found in the emotional intelligence – job satisfaction- employee performance in the provincial council employees of the western province. Badrianto and Ekhsan (2020) found that there was a positive relationship between job satisfaction on employee performance. There was also a positive relationship between job satisfaction and employee performance among provincial council employees in the western province. The research findings give evidence that the better work-life balance of the employees leads to increased employee performance and employee job satisfaction.

The findings in this study have contributed to improving employee performance. Identifying the impact of work-life balance on employee performance is very important for decision-makers to identify key workplace issues in order to develop strategies to address and improve the policies to prevent such issues. There is a direct relationship that can be statistically significant between work-life balance factors and employee performance. Also, job satisfaction had mediation and a significant relationship with emotional intelligence and employee performance but personality on job satisfaction and job stress on job satisfaction were not statistically significant.

The findings of this study will be a good guideline for employees who work in the provincial council to identify their problems and identify the ways to resolve those problems, these findings could be used as a reference document by future researchers, and also it will benefit to correctly identify their subject matter. Policymakers making and improving policies in the provincial council with regard to work-life balance and employee performance can benefit from this research, and other relevant organizations especially for all the public sector workers will benefit from identifying areas which hinder their performance and the way to resolve them. Research findings provide direct support to theoretical and empirical studies; it includes work-life balance factors affecting employee performance outcomes. Considering the sample and measuring the performance based on figures in the study, there is a direct relationship that can be statistically significant between work-life balance factors and employee performance. Also, job satisfaction had a mediation and significant relationship with emotional intelligence and employee performance but personality on job satisfaction and job-related stress on job satisfaction are not statistically significant. Job satisfaction mediates the relationship between some of the work-life balance factors and their job performance in the provincial council employees of the western province. The researcher's objectives were met with many of the hypotheses supported.

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