

CONCEPTUAL FRAMEWORK ON WORK LIFE BALANCE AND JOB PERFORMANCE OF ACADEMIC AND ADMINISTRATIVE HEADS OF THE UNIVERSITIES IN SRI LANKA WITH THE MODERATING ROLE OF EMOTIONAL INTELLIGENCE

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Abstract

Attaining work life balance and producing sense of welfare are the essential part of present organizations to enhance the job performance. The concept of work life balance fascinated by various researches and scholars from industrial revolution onward, no wonder it will continue until there is an employee and an employer. There are many studies attempt to explore the factors which are manipulating work life balance and finding the relationship with some possible outcome variables including mediating and moderating effects. In line with that this paper attempted to unfold the accumulation of notable studies on the determinants of WLB based on prevailing literature and documented possible directions for further researchers.

The foremost objective of this concept paper stands to formulate a model on work life balance and job performance with moderating part of emotional intelligence. For that secondary data have been used and reviewed more than two hundred papers from different research data bases. These papers were collected from peer reviewed scholarly journals in the field of work psychology, human resource management, management and organizational behavior.

At this journey the review showed that there are vas variety of determinant factors of work life balance then its categorized into individual, organizational, societal, environmental and other factors, which can be affect the work life balance of workers. Further a multi-dimensional model of job performance considered to link as an outcome variable. Furthermore, the emotional intelligence taken into consider as a psychological aspect to mitigating the association between WLB and JP since there are enough factorial gap on this topic. Finally, the proposed conceptual framework was developed. This study accumulates the all possible determinant factors of WLB. Therefore, this conceptual frame work provides a new contribution for the standing body of knowledge and endless paths for future researchers.

Key words: individual, organizational, societal environmental and other factors; work life balance; job performance; emotional intelligence.

Introduction:

Personal resource is an organization's most esteemed resources and the basic building block of any organization, it is a major source of competitive advantages, and the individuals working in the firm independently and cooperatively donate to the achievement of its objectives. Other hand every person is an essential part of the family in precise and the society in overall. Meanwhile human resource management plays a key part in defining the success and growth of employees in an organization (Ramawickrama, Opatha & Pushpakumari, 2019). Therefore, organizations are using different strategies to achieve their success and to face organizational challenges. Since job performance has developed as a serious driver of commercial success in today's modest marketplace (Dilhani & Dayarathna, 2016). Thus, victory or disaster of a firm heavily depends on the job performance of the personnel working in the organization and that is the imperative factor to put organization on burden to be the best one (Rafieea, Kazemib & Alimiric, 2013), as well more vital for the complete organizational growing and victory (Korkaew & Suthinee, 2012).

Job performance denotes to the effective accomplishment of tasks by an individual as set and evaluated by the organization based on the pre-determined satisfactory standards while resourcefully and effectively utilizing available resource within an altering atmosphere (Thao & Hwang, 2015). The job performance of employees may influence by many human resource management policies and practices by way of; recruitment and selection, training and development, employee motivation, performance management, salary or reward management, human relation and work life balance etc., out of these the work life balance is the essential one in current context, besides it is very important concept all over the world, since there are employees working under an employer. Because the family setup of many country setting was changed to extended family to nuclear family, due to the women empowerment and education most of the women are entered to the labor force and dual career couples increases, also increasing demand of child and elder care responsibility and today most of the employees are female and working mother. Therefore, the mandate for work life balance answers expected by workers and administrators in an exceptional way, as an outcome work-life balance becomes a hot theme of debate among the research community (Gulbahar, Kundi, Qureshi & Akhtar, (2014). Since insufficient work life balance is a problematic that carries a big risk to workers welfare and their performance as well as the firm's performance.

Work life balance is about excellently managing the misrepresenting act between salaried work and all other non-salaried actions that are important to human such as family, civic activities, charitable work, private development and relaxation and recreation (Dundas, 2008). Hence, workers who experience high work-life balance are those who show parallel savings of time and commitment, to work and non-work spheres (Virick, Lily & Casper, 2007).

The existing literature on the theme of work life balance tends to make numerous assumptions and one of those is that improving an organization's work life balance leads not only to greater productivity but to superior company trustworthiness and low level of intention to leave the organization (Moore, 2007). While as the balance or imbalance of the work life relationship can affect employee performance desirably or undesirably (Soomro, Breitenecker & Shah, 2017).

As a result, organizations need authorized employees to holding higher aptitudes (ex. Emotional intelligence) and multitasking skills in order to ensure higher job performance and sustained growth at minimum operational costs. Meanwhile some professions are experiencing more stress due to their types and the background. Especially the professions in the service organizations face this because they need to deal with the customers every day. Therefore, it is understood that emotions and cognitive aspects of values, attitudes and beliefs are the fundamental pillars of behavior and it shows a momentous role in learning process and behavior of employees to achieve better performance. Afore said discussions pointed out the importance of work life balance and the mitigating part of emotional intelligence in order to progress the job performance of workers, then there is a need to identify the impact of work life balance on job performance with the moderating role of emotional intelligence. That's why this study identified the factors of work life balance through the literature review based on underpinning theories with empirical evidences, then it relates the work life balance with job performance and examine how this relationship can modify by the emotional intelligence, with the objective to formulate a conceptual framework on work life balance and job performance, emotional intelligence play as a moderator.

Research Issue:

Work force job performance and satisfaction are foremost concerns in any organization, especially in the service sector organizations, because their performance directly affects the stakeholders, the society as well as the future generation. It is therefore very important to identify whether the service sector employee's performance increase continuously or not.

When considering the service organizations, educational institutions are very important one. Universities, schools, training colleges and college of education are some of them in the Sri Lankan context. Academics, principals, teachers and students are the foremost group of intellectuals in the society. For example, when taking the university academics, they have to play three major roles, which are learning and teaching for the students, research and publications to provide the solution for society and organizations and outreach activities to contribute to the community development and country developments as well. Therefore, the job performance of these intellectuals should increase continuously. In order to examine their work place performance, a focused group discussion conducted by taking 30 academics, the results of the discussion revealed that; out of 30 academics 70% of them are got conformation and senior lecturer grade II promotion on time, 27% were got after 5 to 8 years, also 3% of them are got after 8 years, even though they are eligible to apply after completing five years with relevant requirement. When considering the Ph.D. completion from their date of appointment, the result concluded that out these 30 academics, from 1 - 5 years 0%, 6 - 10 years 13%, 11 - 15 years 20%, 16 - 20 years 20% and 47% of them were taken more than 21 years to complete their Ph.D.

Based on these above results, most likely it is observed that the performance growths of these intellectuals are declining. Then there is a question. Why these intellectual individuals job performance progresses are declining?

When answering this question theoretically, in beginning in order to get job security they showed high performance, once they confirmed with their job the performance can be morally decline. Another reason when entering to the job they may unmarried their commitment of the job is high after getting married and bearing children adds marital and parental responsibilities and also a change in present mentality of the employees in terms of ranking family needs, partner's career, location restrictions and being with father and mother or kids (Telang, 2013). At this juncture the study connects the work life balance with job performance, because work life balance is a problem to enhance the job performance of employees. Since many prior literature states work-life balance of employees enhances the better job performance (Allen et al., 2000; Grzywacz & Carlson, 2007; Kossek & Ozeki, 1999; Tharsiny & Sareena Umma, 2015). Even though there are many researches available on the title of work life balance and job performance, no research available to identify the moderation role of emotional intelligence with these two constructs. Further academic and administrative heads are the managers of their relevant divisions, department, centers and units and their work responsibilities are very high. Furthermore, while balancing work and life, if the staffs are emotionally intelligence their job performance will improve further. That's why the emotional intelligence adds to moderating variable of this model. Then the research problem focused here "Does the work life balance improve the job performance of academic and administrative heads of the Universities in Sri Lanka when there is emotional intelligence exist?"

Objective of the Study

The research objective is to formulate a conceptual framework on work life balance and job performance: Emotional intelligence as moderator.

Literature Review:

This concept paper indemnified and reviewed the relevant empirical support in three point of view. Based on that it reviewed initially, the determinant factors of work life balance, second the related research relevant to the bond between work life balance and job performance and third analyze the mitigating part of emotional intelligence.

Determinant Factors of Work Life Balance

Though there are numerous factors which mark the work life balance of employees, it's identified by the different authors. Among them there are similarity and also disparities. Around 100 papers from 2002 to 2020 go through by the researchers and come to the following summery of the determinant factors of work life balance.

Based on the thorough review on the determinant factors or antecedents of work life balance, there are various country context the researchers' recognized many diverse factors of work life balance, anyway all those factors can be group into five; which are individual factors, organizational factors, societal factors, environmental factors and other factors; Some studies considered individual factors (Agarwal & Lenka, 2015), some are explored organizational factors (Vyas & Shrivastava, 2017), some scholars are identified the individual and organizational level factors only (Ediriweera, 2009; Guest (2002). Some of the studied considered organizational and societal level factors (Elliott & Marta, 2003; Fatima & Sahibzada, 2012; Helmle, Botero & Seibold, 2014; Reddy et al., 2010; Pathiranage & Pathiranage, 2020). While others are identified the other variable (demographic factors) only (Devi & Sheshadri, 2016; Padmasiri & Mahalekamge, 2016; Raisinghani & Goswami, 2014). Some studies mostly branded into three key headings as individual, organizational and environmental factors (Easmin et al., 2019; Kumarasamy et al., 2015). Some of the researcher's identified all these five level factors (Choudhary & Shrivastava, 2015; Poulouse & Sudarsan, 2014). Kumar and Priyadarshini (2018) considered environmental variable only, some researchers picked up the variables without considering the level (Perera & Opatha, 2014; Samson & Sareena Umma, 2019).

Then the study identifies the list of factors of work life balance through the literature review based on underpinning theories such as: spillover model, segmentation model, enrichment theory, conservation of resources model, expansionist theory, social identity theory, border theory, work-life balance and blurred boundaries theory and gender inequality theory were considered to study the work life balance and job performance of academic and administrative heads of the university in Sri Lanka with empirical evidences and group into five components as follows:

Table 1 The Determinants of Work Life Balance

Individual Factors	Organizational Factors	Societal Factors	Environmental Factors	Other Factors
1.Personality	1. Demand and culture of work	1. Size of family	1. E-mail check	1. Age
2.Personal control and coping	2, Demand and culture of home; house work – cleaning, cooking and shopping	2. Age of children	2. Social media usage	2. Gender
3.Individual competencies	3. job stress (job stress: role conflict, role ambiguity, role overload / work overload)	3. Family support	3. Access to technology	3. Marital status
4.Knowledge	4. life stress	4. Spouse support	4. Radical change in technology	4. Parental status
5.Self-management	5. job autonomy	4. Social support	5. Technology management	5. Experience
6.Time management	6. job resources	5. Nature of the spouse	6. Advanced technology (especially use of mobile devices)	6. Employee level
7.Ability to work flexibly	7. job satisfaction	6. Work family support	7. Technological advancement	7. Job type
8.Level of self-esteem effect	8. job involvement	7. Couples working in same organization		8. Income
9.Well-being	9. job rotation	8. Childcare responsibilities		9. Type of family
10.Awareness	10. Job Nature / Environment	9. Personal and family demands		10. Number of dependents
11.spiritual intelligence	11. organizational commitment / engagement	10. Elderly dependency		11. Employee role
12.Work orientation	12. unfair criticism at job	11. Dependent care issues		12. Job responsibility
13.Personal factors	13. organization support	12. Family quarrel		
14.Psychological factors	14. superior support	13. Family role strain		
15.Balancing factors	15. colleague support	14. Family Domain		
16.Entrepreneurial skills (planning, organizing, leading, delegating, and	16. working conditions			
	17. work role			

<p>effective communication skill)</p>	<p>18. work load 19. continual connection to work 20. overall work intensity 21. competitive environment 22. roles related factors 23. organizational pride 24. change of job organizational pride 25. change of job 26. career growth 27. appreciation 28. permeability of communication 29. motivational factors 30. career advancement 31. home maid service 32. Callings 33. Work arrangement 34. organizational climate 35. Organizational time expectations 36. Conflict</p>			
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	<p>37. stress management</p> <p>38. change management</p> <p>39. Management practices</p> <p>40. Work to family interference</p> <p>41. Family to work interference</p> <p>42. work family conflicts</p> <p>43. work-group cultures</p> <p>44. Travel to work</p> <p>45. Car parking</p> <p>46. Lack of time for recuperation</p> <p>47. Trust and management style</p> <p>48. WLB balance company practices, leave procedure and working from home etc.</p>			
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(Source: literature review by the researchers)

Based on the above listed factors the overlapping factors are omitted, some factors are merged and the other level factors also removed, because these factors are taken into considers as the demographic factors of the respondents.

Related Study Relevant to Work Life Balance and Job Performance

Frone et al. (1997) claimed that the absenteeism of work life balance roots less performance and more nonattendance of employees. Other hand work family balance has been linked albeit modestly to employee performance (Allen et al., 2000; Grzywacz & Carlson, 2007 and Kossek & Ozeki, 1999). Further employees work-life balance understandings deepen their role-related engagement, which is related to organizational performance enhancement (Carlson, Witt, Zivnuska, Kacmar & Grzywacz, 2008), while the existence of work-life balance is positively linked to employees' job performance as well as organizational performance (Parkes & Langford, 2008). According to Magnini (2009) work-life balance donates to growing employee's in-role performance. Additionally, work life balance can affect organization performance in several ways such as reduce costs, lower turnover rates, more ROI for the employer (Lewro & Richardso, 2009). In the same year Harrington and Ladge, (2009) also pointed out the link between work life balance and job Performance.

Differently Reddy et al. (2010) concluded, when managing work life conflict at organizational level, it leads to job satisfaction then lead to job performance of the employees. Not only work life balance has constructive association with job performance, work-life balance approaches also positively connected with employees' job performance in the organization. Asiedu-Appiah, Dufie-Marfo and Frempong (2013) agreed that work-life balance is effective in enhancing their performance at work and family, the work life balance is positively correlated with performance of women specially pointed out by (Sail & Pawar, 2013). Kim (2014) claimed that good involvement of work-life balance rises affective commitment and that affective commitment has a confident impact on in-role performance. While Balkan (2014) revealed work life balance had a significant effect on job stress and individual job performance, further Saeed and Farooqi (2014) expressed a relationship exists between job stress, work life balance and job satisfaction then donating toward their job performance enhancement.

Mendis and Weerakody (2014) found a strong association between work life balance and employee job performance. Also, they pointed out better work life balance of the employees leads to improved employee job performance. Varanasi and Ahmad (2015) conveyed work life balance is vital for employee retention, maintainable organizational performance and growth. Work and life that affect the job performance of the employees through that the corporate goals of the organization can be achieved stated by (Kuria & Nzuve, 2015). Tharsiny and Sareena Umma (2015) found a positive association between work life balance and employees' job performance. Additionally, work life balance has positive bond with job performance, but as the balance or imbalance of the work life relationship can disturb employee job performance absolutely or adversely (Soomro, Breiteneker & Shah, 2017). Also work life balance is a vital aspect of work and family which should be included to improve employees' job performance (Wambui, 2017). Moreover, job autonomy and work life balance had a significant impact on respondents' job performance, but workload had no considerable bearing on job performance among school teachers (Johari, Tan & Zulkarnain, 2018). Furthermore, Thevanes and Mangaleswaran (2018) concluded work life balance has positive and important relationship with job performance in overall. Also work-life balance, as an important component of HRM, ensures influence employees' job performance. Other conditions being equal, better the work life balance in a given firm, leads to improve the job performance of staffs. Same year another study found out work life balance has a positive and important effect on academic performance of the Universities in Nigeria (Abdullah et al., 2018). Finally, Perera et al., (2019) concluded that there is a positive connection between work-life balance and job performance of administrative officers of the Sri Lankan state Universities.

In overall all these empirical finding concluded there is a strong connection exist between work life balance and job performance, other side work life imbalance creates lots of problems then it decreases the job performance, consequently work life balance is a chief thought for all kind of job all over the world.

Emotional Intelligence as a Moderating Variable

According to Mohanadasan (2015) multiple role of an individual in their private and professional life in order to attain performance and success emotional intelligence play a critical role. Therefore, emotional intelligence has the association not only with work life balance also have connection with job performance and many more other constructs too.

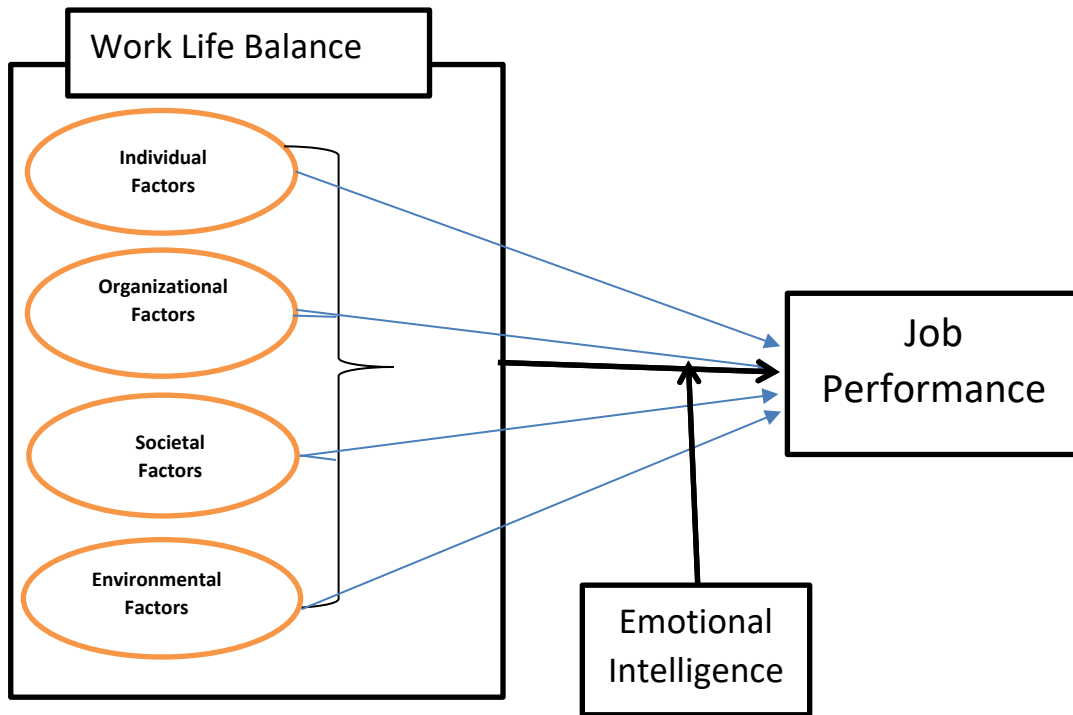
Further to above emotional intelligence developed a great deal of interest among several parties, including researchers, academics, organizations and individuals as well. As emotional intelligence is an important job attitude, it has been researched with different constructs by researchers (Sulaiman et al., 2016). Such as job performance (Ahmed et.al. 2016; Puri & Mehta, 2020; Sareena Umma & Dhivya, 2020; Vratskikh, Masa'deh, Al-Lozi & Maqableh, 2016), job satisfaction (Soleiman & Fatemeh, 2012), work life balance (Rangreji, 2010; Shylaja & Prasad, 2017), leadership effectiveness (Bano, 2013; Barbara, 2013), transformational leadership (Rajee, Sareena Umma & Kengatharan, 2020), personality (Betty-Ruth & Hanson, 2015; Kappagoda, 2013), teaching effectiveness (Narehan et al, 2015), organizational commitment (Kumari & Priya, 2017), stress (Latha et al, 2009) and deviant workplace behavior (Sahidur et al., 2012).

Koubova and Buchko (2013) suggested that their implication of their study provides a hypothetical growth of a model that highlights the part of emotional intelligence in life-work balance; therefore, there is a need for experiential investigation to inspect their suggestions. In addition to this, some other empirical investigation recommended that emotional intelligence can be a main moderating variable in diverse IVs with DVs such as: emotional intelligence, personality trait and psychological hardiness are suggested as moderating variables (Wen, Zhou, Hu, & Zhang, 2020); turnover intention can be overcome by using emotional intelligence, it defense the effect of job stress on turnover intention (Kim, Shin, Tsukayama, & Park, 2020); also emotional intelligence played as a game changer (Shah, Shah, Ullah & Shah, 2020) and job stress and employee turnover intention connection can decreased by defensive effect of emotional intelligence, self-core-evaluation and organizational climate (Lan, Huang, Kao, & Wang, 2020).

Based on this thorough literature survey, it is very rare to find a relevant study on the title of the work life balance and job performance with the moderating part of emotional intelligence in foreign context as well as in Sri Lankan context. Nevertheless, earlier the concept of work life balance has extensively been linked with job performance and other consequence variables like job satisfaction, organizational commitment, job involvement and turnover intentions etc. in overseas and Sri Lankan context, but no research has been carried out by taking moderating role of emotional intelligence is tested to find the association between work life balance and job performance within the service organization like universities. Also like this topic studies are important since the Sri Lankan organizations, adopted a range of work-life policies in recent years due the importance of work life balance, also experimental findings in Sri Lankan context should help practitioners and administrators to recognize how their employees' work-life balance effects on job performance.

Besides, no research has tested the part of emotional intelligence as a mitigator of work-life balance and its relationship with job performance, because emotional intelligence is entirely about modifiable emotions, therefore, this variable has been selected to analyze whether it helps in mitigating the work life balance and job performance or not.

5. Proposed Conceptual Framework of the Study



(Source: Develop by the researchers)

Figure1: Conceptual Framework

Conclusion

The aim of this concept paper was to donate the better understanding of the impact of work life balance and job performance with moderating role of emotional intelligence. The authors developed a conceptual framework for identifying four determinant factors of work life balance from underpinning theory and empirical evidences by proposing an integrated model in which four aspects of work life balance were connected to work life balance. Then it identifies the relationship between WLB and job performance lately find out the moderation effect between WLB and JP, grounded with an in-depth literature survey to formulate a model on WLB and JP, EI as a moderator. This conceptual framework will provide a potential and concise path for future researches.

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