

## Impact of Work-Life Balance on Job Satisfaction of Employees in Public Banks in Western Province of Sri Lanka

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**Abstract:** This study was conducted to measure the impact of work-life balance on employees' job satisfaction in public banks. The target population of this study was the Western province state bank employees. And out of the population, a sample of 381 respondents was collected. Using a convenient sampling method covering Gampaha, Colombo, and Kalutara districts. A structured questionnaire with 5 points Likert scale was used to collect data from respondents and analyzed it through the SPSS (Statistical Package for Social Sciences) software package. Correlation analysis, Regression analysis were used to test the relevant objectives of this research. The research findings indicate a positive relationship between job satisfaction and employees' work-life balance in the state bank.

**Keywords:** *Job Satisfaction (JS), Public Banks, Work-Life Balance (WLB)*

### Introduction

With globalization, the world has become one giant marketplace. Consequently, organizations must face immense completion. Therefore, to survive in the market, business leaders expect maximum contribution from their employees with greater employee productivity to foster higher customer satisfaction and to ensure companies' profitability (Cooper, Paterson, Stadler, & Saks, 2014; Vandenebeele, 2014). Due to this driving notion of commercial firms, workers judge that they may work 24-7 to receive outstanding standing in the workplace (Sonnentag & Fritz, 2014). Hence, employees in contemporaneous companies endeavors to perform their best by working overtime, accepting multitudinous projects, and engaging in additional tasks, making employees stay longer in their workstations (Kohli, 2018).

Work-life balance (WLB) has emerged as a critical theme with the idea of globalization, where globalization has impacted the work environment and technology, which has led to human diversification (Adikaram, 2016). Work-life balance has emerged as a critical theme with the idea of globalization, where globalization has impacted the work environment and technology, which has led to human diversification (Prabaharan & Panchanatham, 2016). Furthermore, due to economic, technical, and other developments, modern-day employees have trouble balancing their work and personal lives (Fapohunda, 2014). Therefore, many employees intend to quit because they cannot balance their personal and professional lives (Atiq, Iqbal, & Rasheed,

2017). Moreover, WLB is expected to be essential for specific industries, whereby the banking industry is one such leading industry because of the nature of work that employees are expected to engage in. Banking employees put in longer hours and experience stress at work due to their heavy workloads (Adikaram, 2016).

The employee must maintain increased levels of efficiency and productivity while dealing with a dynamic environment (Galagedara & Weerasinghe, 2021). During a moment of organizational transition, organizations must look after their effective employees. The purpose of offering workers care is to ultimately provide workers enjoyment, which can increase job performance and eventually push the business to gain a competitive advantage over its competitors. Several discussions and arguments had taken conducted on the subjects of WLB and Job Satisfaction (Rifadha & Sangarandeniya, 2015). Sitorus and others (2018) have discovered that people who have great stability between their career and personal lives are happier at work and home. Many intrinsic and extrinsic reward elements influence job satisfaction because it affects an employee's emotional attachment to the employer, which she/he associates with her/his work (Soomro, Breiteneker, & Shah, 2017). It will lead to job satisfaction in the workplace. Employment satisfaction is described as one's degree of satisfaction with one's career (Arunika & Kottawatta, 2015). This covers satisfaction with staff/supervisors, satisfaction with business rules, and the impact of their employment on workers' private lives in

addition to their daily duties (Dharmawansa & Maduwanthi, 2020). Job satisfaction is critical since it increases staff productivity. When it comes to the firm behavior viewpoint, job satisfaction is generally characterized as the consequence of workers' views or assessments of their occupations, which may result in a pleasant emotional state, a favorable reaction, and action patterns in the workplace (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020).

Together with greater competitiveness, the job burden of banking staff has grown. Commercial banks are generally now competing between public banks and private banks (Adikaram, 2016). As a result, there is a requirement to investigate the influence of job stress on employee job satisfaction within the Sri Lankan banking industry (Weerasinghe & Batagoda, 2011). In addition, the public banking industry competes with its competitors to obtain competitive advantages (Arunika & Kottawatta, 2015). They plan to create some difficult working circumstances for their aims and boost their profit to gain a competitive advantage. As a result, they would reduce organizational assistance, raise employee overwork, and, their objective to meet organizational goals would automatically increase. As a result of the lack of organizational support, employees are under a lot of pressure and stress (Adikaram, 2016). As a consequence of the aforementioned business environmental factors, themes such as employee involvement and job satisfaction have appeared (Galagedara & Weerasinghe, 2021).

Banks in Sri Lanka are frequently confronted with new challenges, such as increasing branch systems and introducing new financial products. Changing to new information systems is no longer a solution in the banking business; it is now a need. The performance of banks in the modern era will be decided by technical product development, enhanced threat management systems, the creation of new income streams, and expenditure efficiency (Weerasinghe & Batagoda, 2011). These findings clearly say the tactic environment do a huge impact on job satisfaction in banking employees' life. Therefore, this study supports examining the impact of work-life balance on employees' job satisfaction in public banks. The following research question has been raised to be examined using primary data gathered in public banks in the Western province.

### ***What is the impact of work-life balance on the job satisfaction of employees in public banks?***

Long working hours, excessive stress, and job expectations are the reasons for employee job unhappiness, which have an impact on worker efficiency and effectiveness in the organization (Adikaram, 2016). Work-life stability will benefit workers, allowing them to be satisfied with their careers (Aflah & Mirza, 2020). Banks in Sri Lanka are normally open from nine in the morning to 5:00 p.m. Furthermore, since there is no time restriction at first, workers are compelled to work long shifts owing to unexpected workloads, and workers are obliged to work rapidly in workplaces under strict deadlines, which is also a difficulty relative to other jobs. As a result, numerous employees recently raised worries regarding work-life balance and work pressure (Adikaram, 2016). This will decrease the job satisfaction of the employees working in banks.

This study can assist banks in identifying the factors that impact employee work-life balance as well as job satisfaction as an outcome, and administrators in making choices to reinstate this stability. As an outcome, the primary goal of the study is to achieve the following objective.

- I. To analyze the impact of job satisfaction on the work-life balance of employees in public sector banks in the Western province.

### ***Problem of the Study***

In comparison to other industries, the banking industry is seen to be extremely competitive. Generally, a banker's work is believed to be very demanding, and the business must take appropriate efforts to ensure that its staff is content (Rifadha & Sangarandeniya, 2015). This has resulted in its workers doing the job more hours, getting larger and more difficult tasks, and so facing a lot of job stress, as well as establishing a lifestyle of bad work-life balance, leading to their workers being severely unsatisfied with their positions (Arunika & Kottawatta, 2015). Even though various studies about WLB and job satisfaction have been undertaken throughout the world, only a few studies on a similar issue have been taken out in the Sri Lankan context, particularly in the banking industry. Most of the studies are done in the Colombo district

(Arunika & Kottawatta, 2015; Weerasinghe & Batagoda, 2011; Mohamed & Fathima, 2015). So there is a population gap. Nevertheless, research on the impact of work-life balance on job satisfaction among bankers, particularly at all levels of employees in state banks, is hard to find. The authors have chosen to address this problem, and hence the primary goal of this research is to determine the impact of work-life balance on employees' job satisfaction in public banks.

## Literature Review

Human capital adds more value to a firm, and current businesses are more focused on their human capital. WLB is a typical factor in employee job satisfaction (Dharmawansa & Maduwanthi, 2020). Human resource methods improve employee motivation and competence, resulting in a long-term competitive advantage. Very pleased workers and seldom experience stress are an essential source of corporate productivity (Peer, 2016).

Work-life balance as well as job satisfaction have a loose link across working people, with race and sex functioning as moderators throughout working sectors in their research (Noor & Teng, 2017). Satisfied employees boost efficiency, enhance service delivery, as well as increase a business's efficacy and success (Westover, Snow Andrade, & Kupka, 2019). Workers are much more likely to remain and be content with their careers if they feel they get adequate dependent care. Whenever they identify and value something each day in all the main parts of their life, life will always provide them with the value and balance they wish (Osibanjo, Salau, Falola, & Oyewunmi, 2016). Employees who are satisfied with their superiors and colleagues acquire a psychological response of compassion, respect, and loyalty, which leads to enhanced mental well-being (Haider, Fernandez-Ortiz, & Heredero, 2017). According to Aruna Shantha employers should provide services that allow workers to spend time with their families, such as flexible work schedules, healthcare, sports facilities, entertainment programs, and the establishment of work-life policies that produce high levels of job satisfaction and contribute to excellent performance. Employees are incentivized to work better when they have strong WLB arrangements, which boosts the company's profits (Shantha, 2019).

## *Work-Life Balance (WLB)*

Work-life balance literature provides a diverse variety of outcomes that were studied and published in the latest years all over the world. Concerns regarding the roots and results of conflict among these two perspectives have increased in the management of human resources, especially at the work-family boundary. Company employee is an important part of the household and the general public. This has advanced to the point that one's professional and personal lives are now emphasized. WLB is a working idea that ties employees' energy in order to divide their focus of concentration, effort, and energy among jobs and other significant parts of their life (Shantha, 2019). Companies look to remain competitive by tracking and increasing productivity. (Khairunneezam, Suriani, & Nurul, 2017). As per Yadav and Dabhade, WLB is a huge factor in intrinsic components of job satisfaction. Employees are more committed to their work in order to receive higher rewards and admiration (Yadav & Dabhade, 2014).

Work-life balance requires more than just separating time between work and non-work activities; it also entails minimizing friction between these two spheres and managing several tasks and responsibilities. (Mohd Isa, Kumarasamy, & Pangil, 2015). Employers have always realized that to promote a WLB, the value and high performance of employees' lives with their families must change frequently (Darko-asumadu, Sika-bright, & Osei-tutu, 2018). There are three methods that contribute to work-life balance: time management, involvement management, and satisfaction management (Goñi-Legaz & Ollo-López, 2016). Setting aside time for household, colleagues, spirituality, individual development, self-care, as well as additional private desires is also an everyday challenge (Saleh, Wahjono, Ismail, Aman, & Marie Muthu, 2015).

Employee attitudes, actions, general well-being, and also for organizational success, are influenced by work-life balance (Obiageli, Uzochukwu, & Ngozi, 2015). Females encounter stress, psychological wellness, and physical health get impacted whenever the role of females shifts in the labor force. These types of adjustments may get a bad spill-over impact on households, jobs, and dependents. WLB affects employees' mental and physical well-being of workers which changes the outcomes to greater levels of stress and anxiety. As a

result, achieving the proper level of stability may have a good impact on job, household, and life fulfillment (Vasumathi, 2018).

Employees do their utmost to be involved in the business by adding more time to their jobs, which may be damaging to their personal life. Managers should encourage the decentralization of decision-making in order to help workers feel more relieved in the work atmosphere (Alegre, Mas-Machuca, & Berbegal-Mirabent, 2016). Work-life balance is among the inside and outer variables that cause sentiments to form progressively inside an organization (Jena, Kumari, & Pradhan, 2016). In comparison to other businesses, worker inconsistency has been observed to be lower whenever there is a work-life balance when compared to other firms inside areas that give extra family-friendly work standards (Ogunsanya, 2017). It is all regarding aiding staff in leading healthful, long-term lives, that could guide to improved efficiency in between outcome behaviors. When workers and the company benefit from one another initiatives, work-life balance is established (Grimm, 2017).

In a challenging and demanding era difficult to maintain a positive balance between these two dominances and its leads to increased work pressure. If increased demand for work at the organization (with the increased workload), that directly affects the work-life balance (Pahuja, 2016). Nevertheless, limited availability for jobs might limit individuals' options for adjustments, and lack of management through shifts, as well as having to work unfavorable shifts as well as other people who need full-time jobs might require to perform long hours. This contributes to the high level of work-life conflict and it also informal work has been connected with bad health effects for employees and their households (Weale, Wells, & Oakman, 2019).

### ***Job Satisfaction (JS)***

Job satisfaction is an indicator of an employee's contentment with their employment, regardless of whether or not employees like the career or certain features or components of occupations, such as the type of labor or supervision (Aflah & Mirza, 2020). It may be assessed in the individual's intellectual, emotional, and behavioral factors. Whenever individuals claim they get a higher level of work satisfaction, it suggests employees enjoy their career, feel great about that, as well as regard their career as pride (Madhura,

Subramanya, & Balaram, 2014). It is a common attitude about a person's work, the disparity among the number of awards received as well as the quantity a person thinks they must earn (Neupane, 2019). Companies strive to improve employee work satisfaction in order to meet organizational goals. Moreover, various aspects such as income, workplace culture, freedom, interaction, and organizational commitment impact job satisfaction (Thevanes & Saranraj, 2018).

Job satisfaction and improved performance are the outcome of psychological organizational commitment to react to the company's suitable environment, rewards, and incentives (Shantha, 2019). Scholars have proposed that various elements, including equality, top management support, the attraction of corporate benefits, and job circumstances, influence employee perception of organizational commitment (i.e., freedom, role stress, and professional training) (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020).

An undefinable signal, job satisfaction is explained as a nice psychological reaction someone has while doing their job or being present in the office environment. Workers' emotions of happiness, self-reliance of thought, distance through anxiety, and confident mindset to work requirements are all signs of career satisfaction (Dhamija, Gupta, & Bag, 2019). Major companies are progressively trying to evaluate this experience, with job satisfaction surveys becoming standard in most organizations. Employees that are happy in their jobs are expected to contribute to the organization, which is very significant from a utilitarian and humanitarian aspect (Aruldoss, Kowalski, & Parayitam, 2020). It's essential to keep in mind that job satisfaction differs by a worker. The factors that make one worker's experience better regarding their occupation might not relate to some other work in the same work under similar conditions.

Job satisfaction is decided by an individual's capability to perform necessary activities, the company's level of communication, and how the administration treats staff. There are many reasons why job satisfaction is important. Mainly satisfied employees bring satisfied customers (Adikaram, 2016). Even so, the chances are that this will reflect in their relations with the client. If workers are unhappy at work. Also, this talent takes with it ethical knowledge once it leaves the company, which could harden up the competition for

organizations' products and service immolations. On the other hand, a satisfied pool is less likely to leave. Also, job satisfaction is directly linked to productivity (Arif & Farooqi, 2014). In a certain work environment, workers are expected to bring their finest to do every day. That is, great work satisfaction promotes employees to stay on the job. Positive ratings of working conditions, such as salaries, hours of work, and interactions with residents, have also been connected to employee retention (Weale, Wells, & Oakman, 2019). Many intrinsic and extrinsic reward elements influence job satisfaction because it affects an employee's emotional attachment to the employer, which she/he associates with her/his work (Soomro, Breitennecker, & Shah, 2017).

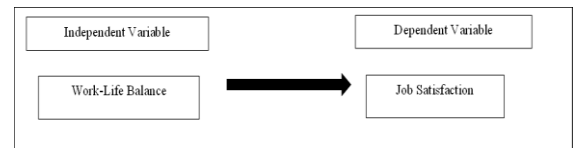
### ***Relationship Between Work-Life Balance and Job Satisfaction***

Workers with better work-life balance are more satisfied with their jobs than those with poor WLB. Work-life balance satisfaction is the strongest interpreter of employee satisfaction, while a lack of work-life balance reduces job satisfaction (Mohamed & Fathima, 2015). As per Yadav and Dabhade, work-life balance is a huge factor in intrinsic components of job satisfaction. Employees are more committed to their work in order to receive higher rewards and admiration (Yadav & Dabhade, 2014). According to empirical research and studies, organizational support can lead to beneficial improvements over time, improving employee work satisfaction (Darko-asumadu, Sika-bright, & Osei-tutu, 2018). Employers should provide services that allow workers to spend time with their families, such as flexible work schedules, healthcare, sports facilities, entertainment programs, and the establishment of work-life policies that produce high levels of job satisfaction and contribute to excellent performance (Shantha, 2019).

The model of WLB has been developed from a worker's degree of job satisfaction, organizations should develop work-life balance policies and initiatives for their employees. Managers can use various leadership positions to manage workers' work-life balance and ensure the company's success (Rani, Kamalanabhan, & Selvarani, 2011). Arif and Farooqi concluded that there was a positive relationship between life balance and job satisfaction, using a sample of university teachers (Arif & Farooqi, 2014). Job satisfaction is a component of life satisfaction

that may occur only if employees can achieve a balance between their work and personal lives. Furthermore, they discovered that employees who have a good work-life balance are more pleased with their jobs than individuals with a poor work-life balance. As a result, we may conclude that empirical evidence indicates a link between work-life balance and employee satisfaction.

### ***Conceptual Framework***



**Figure 01: Conceptual framework**

*Source: developed by the authors (2022)*

*H1: There is an impact of work-life balance on the job satisfaction of employees in public sector banks.*

### ***Methodology***

The goal of this cross-sectional study is to determine the impact of work-life balance on job satisfaction among workers in public banks in the Western province. The independent variable in concern is the work-life balance of the bank sector, the dependent variable is bank employees' job satisfaction. Data are being examined to determine the relationship and impact of work-life balance factors on job satisfaction among employees of public sector banks in the Western province. The gathered data is analyzed using quantitative data analysis methods. Descriptive statistics are used to explain and interpret the research findings. The Pearson correlation coefficient is utilized to assess the degree of relationship between a particular work-life balance and job satisfaction. Regression analysis is an inferential statistic that is utilized to analyze the study's hypothesis.

The population for this study will be employees in public sector banks in the Western province. The current study mainly focuses on the Western province, because the capital of the country, the highest population and, most of the banks are located in the Western province and province. The target population of the study consists of all the employees of National Savings Bank, People's Bank, and Bank of Ceylon branches in the Western province. Banks annual reports and central bank report used to calculate the

Western province public banks population. The researchers use the convenient sampling method to collect the sample size. After calculating the sample size by substituting the numbers into the Yamane method, the sample size is 380.7484. Thus, a sample of 381 units was selected with 95% confidence from 7911 bank employees belonging to the state banks situated in the Western province. Moreover, a questionnaire has been used to gather the data. Starting with the demographic information of employees, the status of work-life balance, and the status of job satisfaction. All measures used a 5-point Likert-type scale (1-strongly disagree, 2-disagree, 3-not certain, 4-agree, 5-strongly agree).

The questionnaire consisted of 28 questions (Liu, Gao, Zhu, & Jin, 2021; Wong & Ko, 2009; Abhishek & Rajeev, 2016; Madhura, Subramanya, & Balaram, 2014). The researchers measure the demographic information to 7 items (employee name, gender, marital status, age group, name of the bank, district to which the bank belongs, and current education level). To investigate the impact of work-life balance with 11 items, and for job satisfaction 10 items have been used. Examples of items for WLB are “I can schedule my preferred days off supported by my team”, “I have enough time after work to carry out personal matters”, and examples of items for JS are “I receive recognition for a job well done”, “I believe management is concerned about me”, “I feel good about working at this company”. Data analysis was

undertaken by using the SPSS statistical package version 22. In this study, Descriptive statistics covered all response variables as well as the demographic characteristics of the respondents.

### Analysis & Results

Accordingly, the selected sample represents, 56.7% of employees are female and 43.3% of employees are under the male category in the state banks situated in the Western province. 57.5 percent comprised employees from 18 to 30 years of age. There are 32.8 percent of employees were from 31 to 45 years of age and 9.7 percent of employees were above 45 years of age. Most of the employees were between 18 and 30 years of age category. There are 55.1% of single employees and 44.9% of married employees in the sample. The majority of them are single. Half (51.4%) of employees in the Colombo District. Respectively, 29.1% and 19.4% of employees are working at the state banks situated in Gampaha and Kalutara districts.

Reliability analysis indicates the extent to which it is without bias and hence ensures consistent measurement across time and across the various items in the questionnaire. Cronbach’s Alpha of 21 items used in this study is 0.956. The data is considered reliable since the value of Cronbach’s Alpha is 0.7, which is acceptable more than 0.7 indicates that the data is acceptable. Therefore, it can be concluded that the reliability of data is high.

**Table 01: Correlation Analysis**

		<b>Work-life balance</b>	<b>Job satisfaction</b>
Job Satisfaction	Correlation Coefficient	1.000	.900**
	Sig. (2-tailed)	.	.000
	N	381	381

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
 Source: Sample Survey, 2022

The p-value is 0.000. The p-value is less than 0.05, which means that linear relationship between the dependent variable and independent variable. The above relationship is statistically significant as the correlation is significant at 0.01 levels (as sig 0.000 which is

lower than 0.01). Thus, it can be statistically claimed that there is a positive relationship between work-life balance and job satisfaction, and data from both variables follow normally distributed.

**Table 02: Model Summary**

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	.900 <sup>a</sup>	.809	.809	.351

a. Predictors: (Constant), Work-Life Balance

Source: Sample Survey, 2022

R<sup>2</sup> is the percentage of variation in the response that is explained by the model. Use R<sup>2</sup> to determine how well the model fits the data. The higher the R<sup>2</sup> value, the better the model fits the data. R<sup>2</sup> is always between 0 to 1. R<sup>2</sup> shows the total variation for the dependent variable that could be explained by the independent variables. A value greater than

0.5 shows that the model is effective enough to determine the relationship. In this case, the value is .900, which is good. According to the regression analysis, the R<sup>2</sup> value is .809, which means the independent variable in this study work-life balance has an 80.9% impact on the dependent variable (job satisfaction).

### ANOVA Test

With the above summary, the influence of the independent variable on the dependent variable is shown separately. The hypotheses developed for testing ANOVA are: Overall Significant

**Table 03: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	198.601	1	198.601	1610.343	.000 <sup>b</sup>
	Residual	47.742	379	0.123		
	Total	245.343	380			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work-Life Balance

Source: Sample Survey, 2022

The calculated F value is 198.601. The P-value is 0.000. That is, there is enough evidence to reject the H<sub>0</sub> hypothesis that the value is less than 0.05. That is, the built model accepts with a 99% assurance. Accordingly, the suitability of the built model can be verified.

accepted. There is a strong positive impact between variables. This can conclude as there is an impact of work-life balance on the job satisfaction of employees in public sector banks on Hence the data support the hypothesis that there is a significant impact of work-life balance on the job satisfaction of employees in public banks in the Western Province, Sri Lanka.

Therefore, according to the results of both tests, the alternative hypothesis (H<sub>1</sub>) is

**Table 04: Coefficients**

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	0.369	0.081		4.555	.000
	Work-life balance	0.907	0.023	0.9	40.129	.000

a. Dependent Variable: Job Satisfaction

The coefficient table shows the significance of the individual variables to the estimated model. It describes the mathematical relationship between each independent variable and the

dependent variable. The sig value for the coefficient indicates whether these relationships are statistically significant or not. The coefficient of determination ranges from

zero to one ( $0 < R^2 < 1$ ). If  $R^2$  gets bigger (close to one), it can be said that the effect of the independent variable (X) is large on the dependent variable (Y).

The resulting regression line equation is shown in table 4.4 as  $Y = 0.369 + 0.907 X$ . Work-life balance is denoted by (X), and the variable job satisfaction is (Y). According to the regression line equation, the constant value is 0.369, which indicates that the work-life balance (Y) is positive at 0.369 if job satisfaction (X) is zero. Work-life balance will improve by 0.907 if the job satisfaction variable's score increases by one unit, according to the regression coefficient, which stands at 0.907.

## Discussion

This study was basically linked with Human Resource Management and also combined with Organizational Behavior, Psychology, Sociology, etc. Work-life balance is the most significant concept within the past few decades. The increase in women's participation in the workforce gives attention to work-life balance as a major problem around the world. Provide descriptive literature about work-life balance on job satisfaction. The objective of the research was to find out the positive impact of work-life balance on employee job satisfaction among employees in public sector banks in Western province. According to the regression analysis, found a significant positive relationship between work-life balance and job satisfaction. The p-value of job satisfaction is .000. The result is significant when the p-value is equal to or less than 0.05. As per the results, the null hypothesis is rejected. According to the regression analysis can conclude that there is an impact of work-life balance on job satisfaction of employees in public sector banks. The outcome shows that there is a positive relationship between the independent variable (WLB) and the dependent variable (JS). The results are dependent just on survey data collected from state banks in Western Province.

Many research findings can be utilized to verify the research's conclusions. According to Adikaram satisfaction with WLB is the main aspect of employee job satisfaction. According to research carried out in India by Dev (2012), work-life balance is significantly correlated with job satisfaction in banking employees. Rifadha & Sangarandeniya (2015) indicated a highly positive relationship between work-life balance and job satisfaction among

managerial-level workers at People's Bank's Sri Lanka headquarters. Furthermore, they imply that greater quality WLB results in greater levels of employee job satisfaction and when the workers are more satisfied with their work when they have a work-life balance. Furthermore, Arunika & Kottawatta (2015), Mohamed & Fathima (2015), and Aruldoss (2020) have shown that there is a positive relationship between work-life balance and job satisfaction. In addition, these findings reflect that our research findings are accurate. When it comes to maintaining their workers, one of the most difficult problems that today's superiors experience is job dissatisfaction. Several researchers have also found job satisfaction has an extremely considerable impact on motivation, whereas motivation affects efficiency, also the performance of businesses (Aziri, 2011).

The top management must comprehend the workload assigned to each employee as well as the amount of time worked by each worker. All activities must be completed promptly. Once workers receive what they anticipate, job satisfaction may be reached, and this will affect workers' working performance as well as work life. Employee job satisfaction in the banking sector can be increased by boosting work-life balance programs for workers, which will also assist employees to maintain their work life. Most private sector firms, including commercial banks, improve working conditions for their staff by improving the workplace culture, giving enough facilities and materials, and creating special events and the environment (Adikaram, 2016). Like the private sector banks, public banks also can give those things to their employees and improve work-life balance and job satisfaction.

## Conclusion

The purpose of this research is to improve the understanding of the impact of work-life balance on the job satisfaction of employees in public-sector banks in the Western province. This research discovered that there is a positive impact of work-life balance on the job satisfaction of employees in public-sector banks. Work-life balance is achieving an individually satisfying level of both work and non-work activities. Work-life balance is a major issue not only for one organization, that's also an issue for the entire world. Because of increased diversity due to economical, technological, and global innovation. It is important to identify organizational support, employee needs, and



expectations, working conditions, and employees' work-life balance before changing the existing system or procedures. This study will identify how work-life balance affects employees' job satisfaction in the public banking sector in Sri Lanka

As an outcome, the effect might not be relevant to different kinds of companies or sectors. A variety of aspects influence worker job satisfaction. However, in order to minimize additional complications, other intervening and moderating variables are not explored. Because the sample is confined to the Western province, the sample size might be insignificant. Within its constraints, the study met its aims, opened chances, and provided recommendations for further study. Thus, performing work-life balance and job satisfaction studies in the Sri Lankan context assists to confirm or reject current results to some level, and it also provides a platform for upcoming research. Further researchers can investigate the impact of perceived organizational support on work-life balance in private sector banks and also can conduct a study on different industries. Such as

hospitality, education, hospital, etc. also can conduct a comparative study to investigate the impact of work-life balance on job satisfaction in the same industry among different categories of employees and among public sector vs. private sector banks.

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