

Determinants of Work–Life Balance among Operational Level Managers: Evidence from the Activated Carbon Industry in Sri Lanka

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Abstract: The research objectives are to determine the factors that influence the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka. Six independent variables were studied: Work Demand (WD), Family Demand (FD), Organizational Work-Life Support (OWLS), Family Member Support (FMS), Job Satisfaction (JS) and Job Security (JSE). The target population includes 200 operational-level managers of the activated carbon industry and 100 employees were taken as a sample using a stratified sampling method. The study used primary data obtained via a questionnaire and SPSS for data analysis. The correlation analysis has shown that Work Demand, Family Demand and Job Satisfaction are positively correlated to work-life balance at a moderate level. Meanwhile, Organizational Work-Life Support, Family Member Support and Job Security are highly positively correlated. But, findings from multiple regression analysis show that while Job Security has a significant positive effect on work-life balance, other variables do not have a significant effect. The relevance of the results is the emphasis on Job Security as a key factor in work-life balance. The findings highlight the need for managers and HR practitioners to appreciate the importance of job security in improving worker well-being. Although existing literature indicates that factors such as organizational support, job satisfaction and family demands play a significant role in work-life balance, the localized context of the activated carbon industry suggests that the importance of job security lies in its ability to influence work-life balance.

Keywords: *Activated Carbon Industry, Family Demand, Family Member Support, Job Satisfaction, Job Security, Organizational Work-Life Support, Work Demand*

Introduction

Human resource management has a significant impact on an organisation's success (Jeewanthi et al., 2024). Economic growth and the quest for quality of life have transformed lifestyles, with less focus on personal and family life (Gragnano et al., 2020). Work-life balance is now recognized as a key human resource issue as people struggle to balance multiple roles in an ever-changing world of work (Jayaraman et al., 2023).

Work-life balance (WLB) is now recognized as an ongoing process where individuals negotiate work and personal demands in ways that allow them to function effectively and well in both roles

(Kossek et al., 2021). Achieving balance is linked with well-being, engagement, and better family and community ties, but imbalance is a risk factor for burnout, absenteeism and attrition (Lu et al., 2021). Organizations are also recognizing the importance of investing in WLB. Research indicates that WLB policies, including flexible work arrangements and family-friendly programs, enhance retention, engagement and productivity. In a recent report, the American Psychological Association (2023) reported that over half of employees in workplaces with formal WLB policies were planning to stay in their jobs for five years or more. This research shows that WLB is not just a "people" issue, but also a "business" issue.



In Sri Lanka's Activated Carbon (AC) industry, structural factors like inflexible production schedules, minimal autonomy and physically demanding work create obstacles for employees, especially operational managers, in achieving work-life balance (WLB). WLB has been studied in various industries, including healthcare, IT and education, where the organizational performance and the welfare of the employees are interrelated (Bradley et al., 2023; Jayaraman et al., 2023). But few studies have been conducted in the AC sector. This is especially evident as operational-level managers play a pivotal role in maintaining production efficiency and overseeing workforces, yet face unique challenges, such as physically demanding tasks and lack of flexibility, not fully addressed in the general WLB tools (Wolor et al., 2024).

This new study explores the effects of six factors WD, FD, OWLS, FMS, JSA, and JSE on WLB of operational managers of Sri Lanka AC industry. The study provides new insights into the literature and practical recommendations to policy makers and industry professionals in improving employee well-being and organisational productivity by investigating this under-researched context.

Objectives of the Study

1. To identify the impact of work demand on the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka.
2. To identify the impact of family demand on the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka.

3. To identify the impact of organizational work-life support on the work-life balance of operational-level managers.
4. To identify the impact of family member support on the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka.
5. To identify the impact of job satisfaction on the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka.
6. To identify the impact of job security on the work-life balance of operational-level managers.

Evidence from global and regional studies highlights how increasing workloads, extended hours, and limited support are associated with issues in managing work-life balance (Jayaraman et al., 2023). Previous empirical studies suggest that poor work-life balance leads to rising levels of stress, burnout, absenteeism, and employee turnover (Wellangiriya & Abeysekera, 2021; Senarathna & Jayarathna, 2021). Within the Sri Lankan manufacturing sector, the operational level managers are facing such issues since higher workloads and long shifts. Even though there is a relationship between work-life imbalance and employee turnover, the evidence from the activated carbon industry in Sri Lanka is still underexplored. Recent data confirm a steady upward trend in employee turnover across leading firms. Recent organizational data. For example, A Company, a major exporter in the AC sector, reported turnover rates of 12% in 2021/22, 14% in 2022/23, and 17% in 2023/24, showing a clear year-on-year increase as depicted in Table 1 (A Company, 2024). This trend signals an increasing workforce challenge and highlights the need to study whether work-life balance contributes in the present context, with its determinants.

Table 1: Employee Turnover in A Company

Year	A Company Turnover Rate
2021/22	12%
2022/23	14%
2023/24	17%

Source: A Company Annual Reports (2022-2024)

This trend is also observed among other major organizations. For instance, internal reports reveal that one leading manufacturing company has recorded attrition rates indicating a steady decline in employee retention, as illustrated in Table 2 (HR Records, 2024).

Table 2: Employee Attrition Rate in B Company

Year	B Company Attrition Rate
2021	12.4%
2022	14.1%
2023	15.8%

Source: B Company HR records (2024)

Industry estimates indicate that the average turnover rate is 14% - 16% per year (Sri Lanka Export Development Board, 2023). In line with this, the purpose of this research is to address this gap by examining factors influencing WLB of operational managers in Sri Lanka's AC industry. The results will offer valuable insights for both theory and practice, assisting in the development of industry-specific strategies that improve employee well-being and organizational performance.

The study is relevant for multiple reasons, academically, practically, socially and economically. At an academic level, this research fills a gap in the literature on WLB in the Sri Lankan activated carbon industry. In practical terms, the study provides valuable insights for AC industry managers and policymakers.

Literature Review

The present study has been developed on the basis of various theories including segmentation theory, enrichment theory, social identity theory and compensation theory. The segmentation theory has highlighted the psychological and behavioral division of these two spheres. And enrichment theory offers a more positive perspective on the work-life interface than conflict theories. The theory proposes that the multiple roles of individuals (such as spouse and parent) can yield desirable experiences, resources and feelings. The social identity theory is not a dominant perspective on WLB; the key concepts of the theory offer important insights into the ways people manage identity in the work and non-work spheres. The theory, originally put forward by Tajfel and Turner (1979), suggests that the self is in large part defined by group or role memberships. Finally, the compensation theory continues to be significant in explaining

how people cope with dissatisfaction in work and non-work areas. It suggests that individuals who report stress, strain or dissatisfaction in one life domain may compensate by increasing their engagement in another life domain to regain psychological balance (Paramita & Supartha, 2022).

There is no consensus on how to define WLB, but it is defined as the extent to which an individual can manage work and non-work responsibilities, while experiencing little tension between the different roles (Sirgy & Lee, 2018). Employers are critical, but employees also use personal strategies for managing work-life boundaries. For instance, balance depends on effective time, priority, and boundary management - such as setting work hours, setting up work-life boundaries (such as creating a dedicated work area), and controlling contact with work outside work hours (Allen et al., 2014; Sirgy & Lee, 2018).

The Job Demands-Resources (JD-R) model demonstrates that high workloads, long hours, and tight deadlines increase burnout and reduce WLB (Bakker & Demerouti, 2017). Recent findings indicate that excessive job demands in high-pressure environments, such as manufacturing industries, are strongly associated with poor work-life balance, particularly among employees working shifts (Lott, 2022; Shiri et al., 2022). Workplace demands are job characteristics that require sustained physical and/or mental effort and that lead to the expenditure of various physiological or psychological resources (Bakker & Demerouti, 2017).

The above underpinning theories have been selected to justify the variables and their expected relationship with WLB. The Job Demands-Resources model emphasizes the work demand and family demand as stress-related factors, while

organizational work support, family member support, job satisfaction, and job security can be considered as supportive resources. The segmentation and enrichment theories explain how individuals manage their work life with family roles and, therefore, consider these theories to justify the relationship among these variables. The social identity theory has been used since it relates to job-related factors when achieving the overall well-being of an individual, while the compensation theory explains how an employee depends on job security to offset stress. Thus, it can be proved that these theories provide a proper backup for the selected variables.

Family demand is defined as the time spent, degree of dedication, and responsibilities linked to family-related requirements and tasks, such as housework and caring for children. Kurowska et al. (2025) found that childcare demands and long work hours significantly reduced WLB, with women disproportionately affected due to traditional gender roles. OWLS is a key predictor of WLB both theoretically and in recent research. OWLS includes formal aspects, such as flexible work schedules, leave, and telecommuting, and informal aspects, such as supervisor understanding, coworker support, and trust (Jayaraman et al., 2023).

Organizational support is generally distinguished as formal and informal. Formal support includes formal policies such as flexible scheduling, a telecommuting program, and family leave with pay. These programs offer employees tangible support to juggle their multiple responsibilities (Kossek et al., 2021). Informal support, however, is also important. This includes interpersonal relationships in the workplace, including supervisor flexibility, empathetic supervisors and supportive peers, that make employees feel safe to deal with

personal issues (Wolor et al., 2020). Failure to perceive support or support policies can increase role conflict and role stress, which reduces WLB and increases turnover intentions (Akter et al., 2022).

The empirical literature shows that family member support in the form of emotional, instrumental and informational support can help mitigate the negative impact of work demands, enhance resilience and increase well-being (Soni & Rastogi, 2021). Support from family members can take the form of co-parenting, help with housework, emotional support during difficult times and financial support when required (Michel et al., 2011).

JS is positively related to motivation and energy, and leads to proactive work-related behaviour (Nor et al., 2024). Research exploring flexible work arrangements in Jakarta shows that flexible work arrangements positively affect job satisfaction through WLB (Indradewa & Prasetyo, 2023). These relationships have been confirmed in Sri Lankan industrial and service sectors. Those who perceive a higher level of job JS have lower role conflict and a greater perceived ability to meet family needs (Ekanayake et al., 2023). JSE remains a fundamental construct in the work-life balance field and empirical findings indicate that perceptions of JSE are related to psychological well-being (Pires et al., 2025). Job security motivates employees to engage in training activities, adhere to safety protocols and engage in continuous improvement processes (Wolor et al., 2024).

Research Methodology

This study adopts a positivist philosophy, which emphasizes observable and measurable facts collected objectively through structured instruments (Ryan, 2018). A quantitative approach was employed, as it enables statistical

examination of relationships among variables using numerical data (Creswell & Creswell, 2017). A survey strategy was employed in this study, using a structured, self-administered questionnaire adapted from previous validated instruments. The unit of analysis was operational-level managers in Sri Lanka's AC industry.

Population and Sample

The population consists of all operational-level managers who are working in the AC industry in Sri Lanka up to December 1, 2022. According to the Coconut Development Authority, there are 8 registered AC manufacturing companies in Sri Lanka. Based on personnel lists obtained from these companies, it has been identified that there are 200 operational-level managers who are working in the industry as of December 1, 2022 (Table.3). Company names have been anonymized to maintain confidentiality.

As suggested by Krejcie & Morgan (1970), based on their sample size formula table, the population of 200 will need at least 132 samples to have a 95% confidence level with a margin of error of 5%. Accordingly, this study selected 132 operational-level managers from Sri Lanka's activated carbon industry, ensuring that the sample size was statistically adequate for generalizing findings within the target population. To ensure representativeness across the industry, the study adopted stratified sampling. Sampling by stratification requires first segregating the entire population into various layers (strata), followed by taking proportional samples from each stratum depending on its percentage within the whole population.

In this study, a total of 160 questionnaires were distributed, anticipating a response rate of 83%, which would yield approximately 132 responses. The

expected response rate was based on similar organizational research studies in industrial settings across South Asia, which reported response rates between 75% and 85%. However, the actual number of responses received was 116, and 16 responses were removed due to

incomplete data, leaving 100 valid responses for analysis. A pilot test was conducted to ensure content clarity and measurement reliability, following recommendations that pretesting reduces ambiguity and improves construct validity (Hair et al., 2023; Taherdoost, 2022).

Table 3: Population

Company	No of Operational Level Managers
A Company	70
J.B Carbons Activators	10
B Company	40
C Company	7
Adam Carbons Ltd	12
Carbon Activated Corp Lanka Pvt Ltd	13
Maneesha EN Carbon (Pvt) Ltd	27
Coaltech Industries (Pvt) Ltd	21
Population	200

Source: Company HR Records (2022)

Research Hypotheses

Since the empirical studies have found mixed results, the researchers have developed non-directional hypotheses.

H₁ - There is a significant impact of work demand on the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka.

H₂ - There is a significant impact of family demand on the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka.

H₃ - There is a significant impact of organizational work-life support on the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka.

H₄ - There is a significant impact of family member support on the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka.

H₅ - There is a significant impact of job satisfaction on the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka.

H₆ - There is a significant impact of job security on the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka.

Conceptual Framework

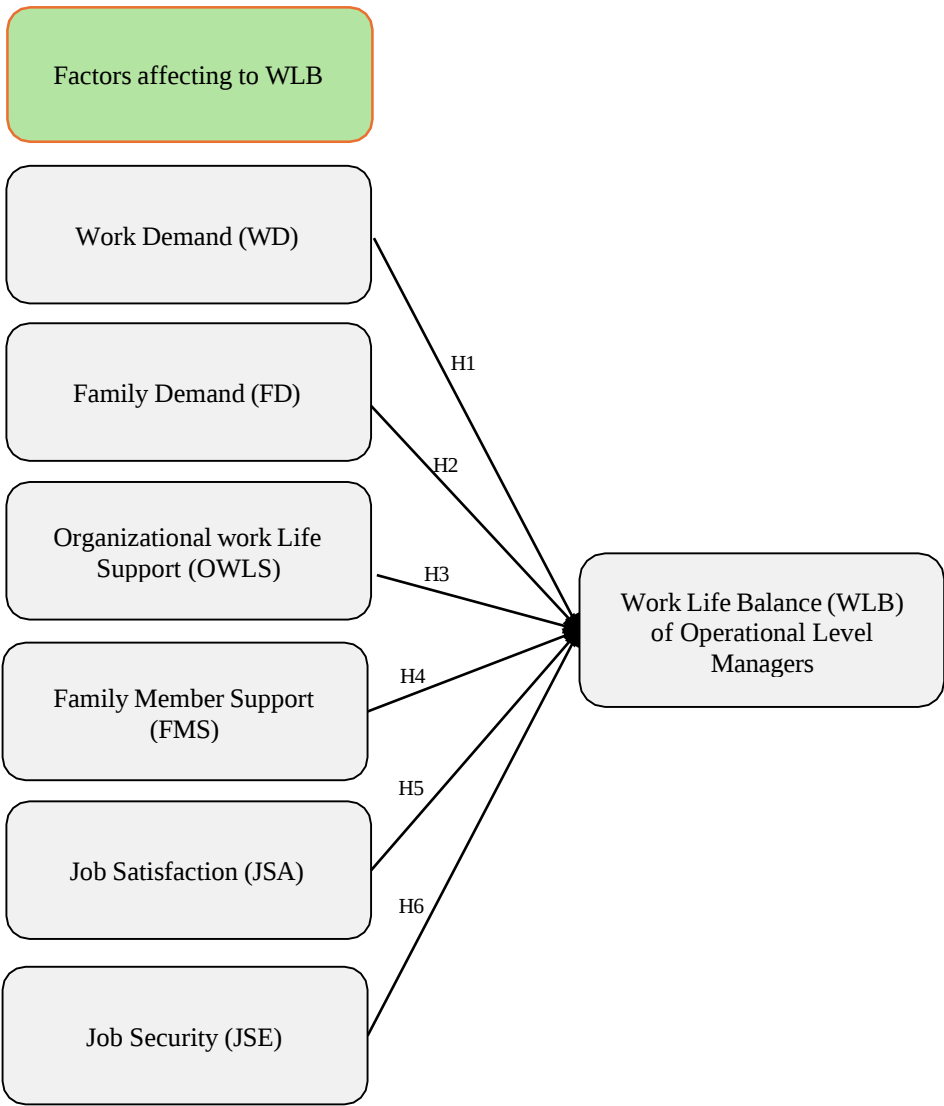


Figure 1: Conceptual Framework
Source: Developed by the Author (2025)

Operationalization of Variables**Table 4: Operationalization**

Variable	Definition	Source	No of items	Measurement
Work Demand (WD)	“Characteristics of a job that require ongoing physical and/or mental effort and the expenditure of physiological and psychological resources”	Bakker & Demerouti (2017)	05	Five-Point Likert Scale
Family Demand (FD)	“Responsibilities and tasks related to family obligations, such as caring for children, household chores, and other familial responsibilities that individuals need to manage alongside their work commitments.”	Voydanoff (2005)	05	Five-Point Likert Scale
Organizational Work Life Support (OWLS)	“Strong support is provided by employers through policies, procedures, and resources aimed at helping employees achieve a good work-life balance. It includes having enough resources to handle job demands, showing respect for employees, and prioritizing their well-being.”	Hammer et al. (2011); Casper et al. (2018)	05	Five-Point Likert Scale
Family Member Support (FMS)	“Help and encouragement are provided by an employee's family members; spouses, parents, and children, to assist them in achieving a balance between their work and personal life”	Westman & Piotrkowski (1999); Russo & Carmeli (2016)	05	Five-Point Likert Scale

Variable	Definition	Source	No of items	Measurement
Job Satisfaction (JSA)	“Positive feelings and attitudes that employees have towards their job roles, including their overall experiences and the challenges they face at work.”	Westman & Piotrkowski, (1999); Russo & Carmeli (2016)	05	Five-Point Likert Scale
Job Security (JSE)	“Assurance and confidence employees have in the stability and continuity of their employment. When employees feel secure in their jobs, they are able to manage their time and energy effectively between work and personal life.”	Chen & Chan (2008)	05	Five-Point Likert Scale
Work Life Balance (WLB)	“The equilibrium and harmony individuals strive to achieve between their professional responsibilities and personal lives, ensuring they can effectively manage both without compromising their well-being.”	International Labour Organization (2016)	05	Five-Point Likert Scale

Source: Developed by the Author (2025)

SPSS version 23.0, the latest available at the time of this study, was used for data analysis. A range of statistical techniques was applied to address the research objectives. These included descriptive analysis, as well as reliability, validity,

and multicollinearity tests. In addition, inferential techniques such as correlation analysis, regression analysis, and t-tests were employed to examine relationships among the study variables.

Data Analysis and Discussion

Table 5: Descriptive Analysis Values

		WD	FD	OWLS	FMS	JSA	JSE	WLB
N	Valid	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0
Mean		3.4540	4.1300	3.9080	3.8260	3.9660	3.9040	3.9060
Std. Deviation		.63682	.47768	.54340	.61408	.53640	.50331	.49192
Skewness		-.834	-.124	-.866	-.550	-.507	-.294	-.051
Std. Error of Skewness		.241	.241	.241	.241	.241	.241	.241
Kurtosis		1.940	-.342	2.752	.388	.455	.435	.034
Std. Error of Kurtosis		.478	.478	.478	.478	.478	.478	.478
Minimum		1.00	3.00	1.60	1.80	2.40	2.60	2.60
Maximum		5.00	5.00	5.00	5.00	5.00	5.00	5.00

Source: SPSS Output (2025)

The descriptive statistics will give an idea of the distribution and the central tendency of the study variables. A mean of 3.454 (SD = 0.636), which was fairly average, was obtained, and the work demand (WD) showed a moderate degree of work-related pressure among the respondents, which was slightly negatively skewed. The highest mean (M = 4.130, SD = 0.478) was in family demand (FD), indicating that family responsibility is viewed by the respondents as a very challenging factor, with the answers being more or less evenly distributed. Organizational work-life support (OWLS) (M = 3.908, SD = .583) and family member support (FMS) (M = 3.826, SD = .555) demonstrate that perceived organizational and family support are relatively high. In the same way, job satisfaction (JSA) (M = 3.966, SD = 0.536) and job security (JSE) (M = 3.904, SD = 0.552) indicate that respondents usually have a positive attitude toward the situation at their

workplace. Lastly, work-life balance (WLB) had the highest mean score of 3.906 (SD = .492), implying that employees are mostly satisfied with the balance existing between their work and personal lives. In general, skewness and kurtosis values are a little negative and almost normal in most of the variables, which indicates quite normal distributions and the general consistency of the responses among the sample.

Analysis of Normality

The normality test examines whether the data distribution of the identified variables is normally distributed. Given that the sample size surpasses 50, the Kolmogorov-Smirnov test was employed to assess normality, as recommended by Khatun (2021). The p-value for WLB is 0.003. This indicates that the data for WLB is not normally distributed.

Table 6: Normality Analysis for WLB

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WLB	.114	100	.003	.980	100	.142
a. Lilliefors Significance Correction						

Source: SPSS Output (2025)

Reliability Analysis

The reliability test of the questionnaire data was carried out by the Cronbach's Alpha method. Cronbach and Shavelson (2004) recommend that Cronbach's alpha values should exceed 0.60 to be

considered acceptable for exploratory research. As shown in Table 7, all variables meet or exceed the 0.60 threshold, indicating acceptable reliability.

Table 7: Reliability Results

Variable	Cronbach Alpha	Accepted/Rejected
WD	0.740	Accepted
FD	0.636	Accepted
OWLS	0.666	Accepted
FMS	0.760	Accepted
JSA	0.626	Accepted
JSE	0.679	Accepted
WLB	0.613	Accepted
Overall Value	0.845	Accepted

Source: Data Analysis (2025)

Validity Analysis

Validity analysis assures whether the research questionnaire includes a sufficient number of items under each variable to adequately represent the construct being measured (Hair et al., 2019; Mishra & Alok, 2022). It can be measured using Kaiser- Meyer- Olkin

(KMO), which is most popularly used. The values within the range of 0 to 1 are expressed by the measure of KMO. According to Mellinger and Hanson (2020), a KMO value above 0.60 indicates satisfactory sampling adequacy for validity.

Table 8: Validity Analysis Results

Variable	KMO Value	Approx. Chi-Square	Sig.
WD	0.728	117.798	0.000
FD	0.701	77.290	0.000
OWLS	0.686	74.252	0.000
FMS	0.788	110.617	0.000
JSA	0.669	95.303	0.000

JSE	0.612	66.262	0.000
WLB	0.698	55.631	0.000
Overall Validity	0.776	471.750	0.000

Source: SPSS Output (2025)

The KMO values for the study variables were beyond 0.60, and total validity was greater than 0.7. This assured an adequate level of validity for the research to develop the expected outcomes and conclusions through collected data.

Multicollinearity

Multicollinearity is referred to as when two or more independent variables are highly correlated within a regression model. This condition makes it difficult to

accurately determine the unique effect of each independent variable on the dependent variable. In essence, multicollinearity suggests that independent variables may be providing overlapping or redundant information about the dependent variable (Daoud, 2017). The presence of multicollinearity can be detected using the Variance Inflation Factor (VIF). According to Shrestha (2020), a VIF value less than 10 for each independent variable indicates that multicollinearity is not a concern.

Table 9: VIF Values for the Independent Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.323	.169		1.908	.059		
	WD	-.049	.026	-.063	-1.845	.068	.806	1.240
	FD	-.013	.038	-.013	-.355	.723	.694	1.441
	OWLS	.040	.044	.044	.892	.374	.392	2.552
	FMS	.060	.041	.075	1.445	.152	.352	2.838
	JSA	.004	.033	.004	.117	.907	.717	1.394
	JSE	.873	.068	.893	12.895	.000	.197	5.079
a. Dependent Variable: WLB								

Source: SPSS Output (2025)

All VIF values are well below the critical threshold of 10, and all tolerance values exceeded the recommended threshold of

0.10, indicating that multicollinearity is not a concern in this model.

Correlation Analysis

Table 10: Correlation Results

	WD	FD	OWLS	FMS	JSA	JSE	WLB
WD	1.000						
FD	0.211	1.000					
OWLS	0.223	0.205	1.000				
FMS	0.372	0.190	0.444	1.000			
JSA	0.182	0.188	0.387	0.430	1.000		
JSE	0.308	0.462	0.673	0.716	0.324	1.000	
WLB	0.243	0.396	0.665	0.712	0.336	0.942	1.000

All correlations are statistically significant at $p < 0.05$

Source: SPSS Output (2025)

The Spearman rank correlation analysis shows that the relationships between all independent variables and work-life balance (WLB) are statistically significant at the 0.05 significance level. Work demand ($r = 0.243$), family demand ($r = 0.396$), and job satisfaction ($r = 0.336$) indicate weak and moderate positive correlation respectively. Conversely, there is a significant positive relationship between WLB and organizational work to life support ($r = 0.665$) and family member support ($r = 0.712$). It is interesting to note that the relationship between job security ($r = 0.942$) and WLB is very strong, meaning that there is a strong and positive

relationship between the level of job security and the work-life balance of the operational managers in the activated carbon industry in Sri Lanka. In general, the results imply that although several variables play a constructive role in work-life balance, job security appears to be the most strongly correlated.

Multiple Regression Analysis

The impact of the independent variables on WLB was assessed using multiple regression analysis. The general equation for the regression model is as follows:

$$WLB = \beta_0 + \beta_1 WD + \beta_2 FD + \beta_3 OWLS + \beta_4 FMS + \beta_5 JSA + \beta_6 JSE + \epsilon$$

Where:

Dependent Variable	Work Life Balance (WLB)
β_0 (Intercept)	Constant term in the regression model
WD	Work Demand
FD	Family Demand
OWLS	Organizational Work Life Support
FMS	Family Member Support
JS	Job Satisfaction
JSE	Job Security
ϵ (Error Term)	Represents unexplained variations in WLB

Model Summary

The model summary provides an overview of the strength and explanatory power of the regression model.

Table 11: Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
1	.955 ^a	.912	.907	.15040	1.814
a. Predictors: (Constant), WD, FD, OWLS, FMS, JSA, JSE					
b. Dependent Variable: WLB					

Source: SPSS Output (2025)

The R-value of 0.955 shows a very strong positive correlation between the independent variables and WLB. R Square of 0.912 implies that 91.2 percent of the variation in WLB can be attributed to the six factors mentioned above, thereby underlining the strength of the model in explaining the factors affecting WLB. Additionally, the Adjusted R-Square value of 0.907 takes into account the number of independent variables used in the regression model, offering a more precise estimation of the power of explanation of the model. The slight difference between the two values shows that the model is quite stable. The standard error of the estimate is 0.15040, suggesting a fairly low prediction error.

The Durbin-Watson value of 1.814 falls within the accepted range of 1.5 to 2.5, meaning the errors are not correlated with each other (Hinton et al., 2014). To conclude, the results obtained from the model summary indicate that the model used here is not only statistically viable but also appropriate for predicting the changes in WLB.

ANOVA Results

ANOVA was performed to establish the significance of the regression model as well as whether the set of independent variables, as a whole, explains the dependent variable, WLB.

Table 12: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.853	6	3.642	161.018	.000 ^b
	Residual	2.104	93	.023		
	Total	23.956	99			
a. Dependent Variable: WLB						
b. Predictors: (Constant), WD, FD, OWLS, FMS, JSA, JSE						

Source: SPSS Output (2025)

The significant value must not exceed the standard value of 0.05, while the F value must exceed the value of one. Here, the F value is 161.018 and sig. value is 0.000

(DeCoster & Claypool, 2004). Both the values obey the statistical standards, showing the study model is statistically appropriate.

Regression Coefficients

The regression coefficients table concludes the impact that each independent variable has on its own on WLB. The significance (p-values) associated with each coefficient determine whether the respective hypothesis can be accepted or rejected at a 95% confidence level (i.e., $p < 0.05$).

Table 13: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.323	.169	1.908	.059		
	WD	-.049	.026	-.063	1.845	.068	.806
	FD	-.013	.038	-.013	.355	.723	.694
	OWLS	.040	.044	.044	.892	.374	.392
	FMS	.060	.041	.075	1.445	.152	.352
	JSA	.004	.033	.004	.117	.907	.717
	JSE	.873	.068	.893	12.895	.000	.197

a. Dependent Variable: WLB

Source: SPSS Output (2025)

The multiple regression analysis results in the fact that out of the analyzed variables, only job security (JSE) has a statistically significant effect on work-life balance (WLB) ($B = 0.873$, $p < 0.001$; 0.893), which means that increased perceived job stability has a significant influence on the ability of employees to balance their work and personal life. This result is in line with other previous research that reported that employment stability has a deferring effect of reducing uncertainty and stress, thereby enhancing the overall well-being of employees (Greenhalgh & Rosenblatt, 1984; Cheng & Chan, 2008) and in line with the view of the Social Identity Theory (Tajfel & Turner, 1979), which opines that employees find their psychological stability in stable organizational positions. Conversely, the negative but statistically non-significant relationships between work demand (WD) ($B = -0.049$, $p = 0.068$) and family demand (FD) ($B = 0.013$, $p = 0.723$) and positive but nonsignificant relationships between organizational work-life support (OWLS)

($B = 0.040$, $p = 0.374$), family member support (FMS) ($B = 0.060$, $p = 0.15$). These findings partially contradict the existing literature on the significance of organizational and family support in improving WLB, but indicate that in the environment of the activated carbon industry in Sri Lanka, the stability of employment is the primary factor that can impact the work-life balance of employees. The proposed regression model, therefore, yields the equation below:

$$\text{WLB} = 0.323 - 0.049\text{WD} - 0.013\text{FD} + 0.040\text{OWLS} + 0.060\text{FMS} + 0.033\text{JSA} + 0.873\text{JSE} + e.$$

Hypotheses Testing

The outcomes of hypothesis testing are presented below, highlighting which predictors significantly influence work-life balance.

Table 14: Research Outcomes

Hypotheses	Condition	Results
H1 - There is a significant impact of work demand on work life balance of operational-level managers in the activated carbon industry in Sri Lanka.	$0.068 > 0.05$	Failed to accept
H2 - There is a significant impact of family demand on work life balance of operational-level managers in the activated carbon industry in Sri Lanka.	$0.723 > 0.05$	Failed to accept
H3 - There is a significant impact of organizational work-life support on work life balance of operational-level managers in the activated carbon industry in Sri Lanka.	$0.374 > 0.05$	Failed to accept
H4 - There is a significant impact of family member support on work life balance of operational-level managers in the activated carbon industry in Sri Lanka.	$0.152 > 0.05$	Failed to accept
H5 - There is a significant impact of job satisfaction on the work-life balance of operational-level managers in the activated carbon industry in Sri Lanka.	$0.907 > 0.05$	Failed to accept
H6 - There is a significant impact of job security on work life balance of operational-level managers in the activated carbon industry in Sri Lanka.	$0.000 < 0.05$	Accepted

Source: Developed by the Author (2025)

The hypothesis testing outcomes provide deeper insight into the relationships between independent variables and WLB among operational-level managers in Sri Lanka's AC industry.

Discussion

This study examined six antecedents of WLB among operational-level managers in Sri Lanka's AC industry: WD, FD, OWLS, FMS, JSA, and JSE. Work Demand did not significantly predict WLB ($p = .068$). Contrary to the Job Demand Resources (JD-R) framework and many other previous research findings (Bakker & Demerouti, 2017; Sonnentag & Fritz, 2018; Zhang, Zhu, & Yu, 2020), there was no impact of Family Demand on the study's outcome ($p = .723$). The same could be said about Family Demand as well, since it contradicted several other studies (Haar et al., 2019; Aycaan &

Arsilan, 2021; Lu et al., 2024; Rathi & Barath, 2022). Even though Organizational Work-Life Support This outcome resonates with findings (Kossek et al., 2021; Bradley et al., 2023; Jayaraman et al., 2023). Family Member Support displayed a strong correlation with WLB but did not achieve significance in the regression model ($p = .152$). This partially diverges from evidence (Soni & Rastogi, 2021; Zaman et al., 2022). Job Satisfaction did not significantly influence WLB ($p = .907$), diverging from the literature (Aruldos et al., 2021). Job Security emerged as the only significant predictor of WLB ($p < .001$). This finding aligns with evidence (Cheng et al., 2022; Wang et al., 2024; Abdul Jalil et al., 2023). Overall, the present study achieved its objectives by examining six antecedents of WLB and the findings indicated that job security has a significant impact on WLB, while all

other factors, WD, FD, OWLS, FMS, and JSA, do not exert a significant impact on WLB.

Conclusion

This study was conducted to investigate the factors affecting WLB among operational-level managers in the AC industry in Sri Lanka. The research focused on six independent variables: WD, FD, OWLS, FMS, JSA, and JSE, aimed to assess their individual and collective impact on employees' ability to maintain a healthy balance between professional responsibilities and personal life. However, the results indicate that out of all the factors analyzed, only one variable namely JSE, had an effect that was statistically significant and positively related to WLB. It confirms the hypothesis that a worker who is confident regarding the continuity of his or her job position will feel less stressed, plan for the future, and preserve work-life balance. According to Social Identity Theory, such a person would enjoy stable identification and a sense of well-being. Despite having strong relationships with WLB, WD, FD, OWLS, FMS, and JSA did not have any statistically significant effect on the dependent variable in the regression analysis. There might be several reasons why this is the case, including coping mechanisms typical for the industry, culture, or family support systems.

Recommendations

From the study findings, some recommendations have been made to improve WLB among operational level managers in Sri Lanka's AC sector. It is essential for organizations to focus more on developing JSE-related strategies, since the latter had always come out as an important factor affecting WLB. Through long term agreements, job clarity, and career paths, uncertainties and stress could be reduced; hence improving JSE has its

advantages both for the individual and organization.

Organizations need to reassess the effectiveness of OWLS. While OWLS was not found to be an important determinant in the regression analysis, correlation analysis showed that it is positively correlated with WLB. This implies that even though organizations have some policies in place, their effective implementation seems to be lacking. Both formal and informal forms of support must be reviewed for improvement.

Companies need to recognize the importance of FMS. The results from the correlation showed that FMS is relevant in improving WLB. Family inclusion can be encouraged through corporate activities, counseling, and other support mechanisms for people with caregiving duties. The lack of a significant effect in the case of WD and FD regression results shows that there are real practical issues being faced. The possible remedies include having flexible schedules, allowing telecommuting, and redesigning jobs to overcome the work-life conflict. Even though JSA was not significant in the regression model, its moderate level of correlation with WLB still makes JSA important. Being satisfied with one's job makes it easier to strike a work-life balance. It is, therefore, important for organizations to improve JSA through the use of recognition schemes, training opportunities, and a supportive environment. Efforts should be made towards educating employees on ways of coping. The areas to focus on include time management, stress management, and effective work-life integration techniques.

Implications

Theoretical Implications

The results show that job security (JSE) is a major determinant of work-life balance

(WLB), which confirms previous studies that show that employees can plan, allocate resources, and balance work and family duties with stable employment (Cheng & Chan, 2008). Theoretically, this strengthens the applicability of the Social Identity Theory, which indicates that organizational job stability promotes psychological well-being and strengthens the incorporation of various life roles. Even though other factors like the organizational work-life support (OWLS) and family member support (FMS) did not show statistical significance in the regression model, the high positive relationships with WLB indicate its contextual enhancers but not direct predictors, as other studies have highlighted, like the positive role of organizational policy and family networks. Likewise, the literature has extensively identified work demand (WD) and family demand (FD) as possible impediments to the achievement of balance, but the impact of cultural values and coping mechanisms in a collectivist society may moderate them. Moreover, the statistically insignificant effect of job satisfaction (JSA) is contrary to previous results, which assert the connection of satisfaction with the good work-family spillover, which leads to the assumption that in the context of employment uncertainty, satisfaction cannot be the only factor supporting the work-life balance. Altogether, these findings demonstrate the prevailing impact of job security and the contextual and supportive impact of other variables in the development of the work-life balance in employees.

Practical Implications

The results have significant practical implication on the organizational leaders and HR professionals working in the activated carbon industry. The fact that job security (JSE) has become the only important variable of work-life balance

(WLB) indicates that organizations must focus on employment security by providing long-term contracts, clear promotion procedures, fair performance reviews, and career development opportunities. Even though the meanings of organizational work-life support (OWLS) and family member support (FMS) were not significant predictors in the regression model, their calculated significant correlations with WLB demonstrate the usefulness of supportive policies such as flexible work-related policies, wellness programs, and family-inclusive programs. In addition, to prevent exhaustion, it is recommended that organizations should control WD and FD by ensuring balanced workload, flexible leave policies, and employee welfare plans. Though JSA does not have any actual effect, the reward schemes, autonomy support, and improved working environments may improve employees' well-being and help them attain work-life harmony indirectly.

Future Research Areas

There are various limitations to this study that need to be highlighted, including the possibility of construct overlap due to the high value of R^2 , and the abnormally high correlation between job security and WLB. Moreover, this study specifically looked into the operational level managers working within the activated carbon industry in Sri Lanka. Consequently, this limits the applicability of findings from this research, and future studies should consider conducting research on WLB in various other fields such as manufacturing, health care, IT, and education. The sample size considered in this research is rather small due to the constraints related to time and resources; future research can contribute to this body of literature through larger sample sizes. Also, the research focused on some independent variables, which were work demand, family demands, organizational

work-life support, family member support, job satisfaction, and job security. Future research can further this study by including more variables such as performance, productivity, retention rate, and stress management. Lastly,

researchers can employ longitudinal design approaches to identify causal effects and analyze how work-life balance develops, especially when influenced by external factors such as economy and globalization.

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