

Impact of Organizational Role Stress and Work–Family Conflict on Job Satisfaction among Female IT Professionals in Sri Lanka

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Abstract

This study examines the impact of organizational role stress and work–family conflict on job satisfaction among female IT professionals in Sri Lanka. The Sri Lankan IT sector has experienced rapid growth in recent years, increasing workplace demands on female professionals who simultaneously manage occupational and family responsibilities. Despite the growing participation of women in the industry, limited empirical studies have examined how organizational role stress and work–family conflict jointly influences job satisfaction within the Sri Lankan context. A quantitative, cross-sectional research design was adopted. Data were collected from 207 female IT professionals employed in IT companies in the Colombo district using a structured questionnaire based on validated measurement scales. Pearson correlation and regression analyses were performed using SPSS. The findings revealed that organizational role stress negatively affects job satisfaction ($\beta = -0.205$, $R^2 = 0.053$, $p < 0.05$). Organizational role stress was positively associated with work–family conflict ($r = 0.549$, $p < 0.05$), while work–family conflict negatively influenced job satisfaction ($r = -0.158$, $p < 0.05$). Although work–family conflict was theoretically positioned as a mediating variable, formal mediation analysis was not conducted. Therefore, the study only confirms significant direct relationships among the variables. The findings suggest that organizations in Sri Lanka's IT sector should adopt flexible work arrangements, stress management initiatives, and supportive workplace policies to reduce stress and work–family conflict among female employees. The study contributes to the literature on gender, stress, and job satisfaction in developing country contexts while highlighting the importance of culturally sensitive organizational practices.

Keywords: *Female IT Professionals, Job Satisfaction, Organizational Role Stress, Work Family Conflict*

Introduction

This research emphasizes how organizational role stress and work family conflict effect on job satisfaction among female IT professionals in Sri Lanka. There were many consequences regarding women entering the workforce, particularly for those who had family members. Women who worked had two responsibilities. It was expected of them to prioritize their duty as housewives in the home while simultaneously dedicated to their job (Duxbury et al., 2018). This study focuses on identifying reasons for organizational role stress and work family conflict that influence on job satisfaction among female employees in the IT industry of Sri Lanka and give solutions and strategies for them to balance work and family life and to improve their job satisfaction. This study helped to identify how organizational role stress and work family conflict effect on job satisfaction among female IT professionals in Sri Lanka and gave strategies, recommendations and solutions for them to reduce role stress, work family conflict and to improve job satisfaction.

Background of the Study

Organizational role stress is the term used to describe how employees feel about their role in an organization as a result of the higher expectations in the workplace (*Organizational Role Stress and Its Impact on Performance – IspatGuru*, n.d.). According to studies, workers who are under role stress are disloyal to the company, looking for employment, dissatisfied with their position, experiencing burnout, missing work, and quitting their jobs either

freely or involuntarily. Research indicates that employees in high-role stress organizations have very poor levels of job satisfaction (Ertürk, 2010).

A person's whole well-being and productivity are impacted by their level of job satisfaction, making it a critical component of their working life. It refers to the degree of happiness and good feelings a worker feels in their position. Job satisfaction has been shown to increase engagement, motivation, and commitment, which in turn has increased performance and decreased turnover rates for businesses (Hrlineup, 2023). Employees experience job satisfaction when they believe they have a secure position, opportunity for professional advancement, and a healthy balance between work and personal life. This indicates that the worker is satisfied since their expectations are met at work (Santana, 2023). It has been found that there is a significant and negative relationship between employees' organizational role stress and job satisfaction (Eriş & Kökalan, 2022). Women employed in extension services showed a significant and inverse relationship between job satisfaction and organizational role stress. A strong negative connection indicates that low levels of job satisfaction are linked to high levels of work stress (Landsbergis, 1988; Terry et al., 1993).

Another factor that effects on job satisfaction is work family conflict. When the obligations and responsibilities of work and family roles are incompatible in any way, it is referred to as a work-family conflict. That is to say, involvement in the family role increases the difficulty of participating in the job role, and the work role increases the difficulty of participating in the family role (Administrator, 2016). According to Greenhaus et al. (2006) Conflict between work and family and lower value achievement are linked to lower levels of job satisfaction. Conflict arises that reduces job satisfaction when family obligations take up time and energy that needed to complete a task at work (Frone, 2003; Greenhaus et al., 2006). Working women frequently experience pressure to balance their obligations at home and at work (Grady & McCarthy, 2008; Shockley et al., 2017). In reaction to the shortcomings, she perceived in the existing theories and studies on work and family, Clark (2000) established the work-family border theory. While compensation and spillover theories concentrate on the emotional connections at the work-family boundary, Clark's theory looks at how these boundaries separate the people, places, and activities connected to work from those related to family.

Statement of the Problem

The problem was organizational role stress and work family conflict influence on job satisfaction among female employees in the IT industry of Sri Lanka. Employees must take into account the needs of their families, whether they be their parents, spouses, or children, but they still have a job to do and must dedicate their time, attention, and resources to their employer. This study aimed to find why organizational role stress and work family conflict influence on job satisfaction among female employees in the IT industry of Sri Lanka and the relationship between organizational role stress and work family conflict on job satisfaction among female employees in the IT industry of Sri Lanka was tested.

Rationale for the Study

This study provided the significant contribution to the female employees in the IT industry to balance organizational role stress and work family conflict and to enhance job satisfaction. If employees can manage family requirements and work requirements properly, they can do family contributions and work-related contributions successfully. Ultimately it led to an increase in job satisfaction and productivity. Managing organizational role stress and work family conflicts help to increase job satisfaction, improve mental and physical health, improve employee morale and motivation, reduce the level of frustration and absenteeism, and to help to achieve both family and occupational goals.

Research Questions

1. What is the relationship between organizational role stress and job satisfaction among female IT professionals in Sri Lanka?
2. What is the relationship between work–family conflict and job satisfaction among female IT professionals in Sri Lanka?

3. What is the relationship between organizational role stress and work–family conflict among female IT professionals in Sri Lanka?

Objectives of the Study

1. To examine the relationship between organizational role stress and job satisfaction.
2. To examine the relationship between work–family conflict and job satisfaction.
3. To identify the relationship between organizational role stress and work–family conflict.
4. To provide recommendations to reduce organizational role stress and work–family conflict among female IT professionals in Sri Lanka.

Literature Review

Introduction to Literature Review

Literature Review is a review of what other researchers and experts have written related to our research problem. Literature review helps to identify the definitions, antecedents and consequences of dependent variable, independent variable and mediating variable and help to examine the relationships between variables in this research, the Impact of Organizational Role Stress and Work Family Conflict on Job Satisfaction: A Study of Female Employees in the IT Industry of Sri Lanka.

Job Satisfaction

The attitudes and sentiments people have toward their employment are referred to as job satisfaction. Good and upbeat attitudes about one's work are a sign of job satisfaction. Unfavorable and negative views regarding one's employment are a sign of job dissatisfaction (Armstrong, 2006). Previous research has shown that when an employee is satisfied, he will work hard to accomplish the goals of the firm (Jalagat, 2018). According to the Lease (1998) Highly satisfied employees are often more reliable, punctual, dedicated, and satisfied with their life overall. Ntimba (2019) has discovered that when workers are dissatisfied with their jobs and believe it would be useless to stay on staff, they begin to consider leaving.

Organizational Role Stress

Role stress is defined as occurring when perceived job role demands are ambiguous, incompatible with other anticipated behaviors, or too much to handle (Tubre & Collins, 2000). The most significant impact on employees' stress levels is caused by role stagnation (Band et al., 2016). Bhagat S.R (2010) demonstrates the three aspects of organizational stress which are role ambiguity, role conflict, and role overload that are antecedents to psychological strain, which is inversely correlated with organizational commitment, job satisfaction, and participation. Studies show that employees who experience job role stress over a long period of time are more likely to burn out, perform poorer overall, and have a negative impact on the morale of their coworkers (Band, Sriram, & Shah, 2016). Longer exposure to Organizational Job Role Stress can also result in bad customer interactions, a dysfunctional work environment, a decline in the quality of services and goods, and a high labor turnover rate (Bano et al., 2011).

Work Family Conflict

Work-family conflict is becoming a bigger problem because it interferes with family obligations, which has an adverse effect on both individuals and organizations (Putnik et al., 2018). According to Greenhaus and Beutell (1985) The definition of work-family conflict is described as a type of inter-role conflict when the demands placed on individuals by their job and family domains are in some ways mutually exclusive. Work-family conflict arises when work-related issues and obligations impede an individual's ability to fulfill personal obligations, which then impedes their ability to accomplish work-related activities. On the other hand, if obligations and family issues interfere with work, incomplete work will also interfere with family life (Lin et al., 2015). Employees, particularly women, who struggle to manage their personal and professional commitments, often experience work-life conflict.

Conflict between work and life is a significant factor in employee turnover from companies. In addition, a poor work-life balance will result in poor output, absenteeism, sick leave, increased staff turnover, and more expenses for hiring and training. (Department of Trade and Industry, 2001). Work-family conflict is a common issue that affects most female employees and can lead to negative consequences including fatigue, intention to leave the company, and absenteeism. The following factors increase the probability of conflict: working shifts, frequent overtime, unexpected transfers, and changes in working hours. Work-family conflict arises from concerns relating to both work and family (Raisinghani, & Goswami, 2014).

Conceptualization

- Relationship between the Organizational Role Stress and Job Satisfaction

There are significant relationships between workplace, stress, and job satisfaction, according to applied research. Low levels of job satisfaction are correlated with high levels of work stress. Stressful jobs are associated with lower job satisfaction and higher probabilities of leaving the company (Fairbrother & Warn, 2003). Fletcher and Payne (1980) found that while high satisfaction can mitigate the consequences of stress, low satisfaction might contribute to stress. According to this study, there is a correlation between work satisfaction and job stress. A study by Rahman and Sen (1987) shows that compared to more satisfied employees, less satisfied workers report higher levels of stress and less job satisfaction. poor organizational role stress and high job satisfaction are associated with a positive organizational climate, whereas high organizational role stress and poor job satisfaction are associated with a negative organizational climate (Thakre & Shroff, 2016).

H1: Organizational Role Stress Negatively Impacts on Job Satisfaction.

- Relationship between the Organizational Role Stress and Work Family Conflict

Work-family conflict has an important relationship with both job and mental stress, serving as the primary stress-stimulant element in both the family and the workplace (Ahsan et al, 2009). One of these issues that emerged in understanding people's roles as members of a home and an organization is work-family conflict. This arises from people's attempts to fulfill the responsibilities of both roles in a constrained amount of time (Greenhaus & Beutell, 1985; 80). Kim and Ling (2001; 210) conducted a research on the relationship between work-family conflict and work-stress, and they found that both of them were positively correlated.

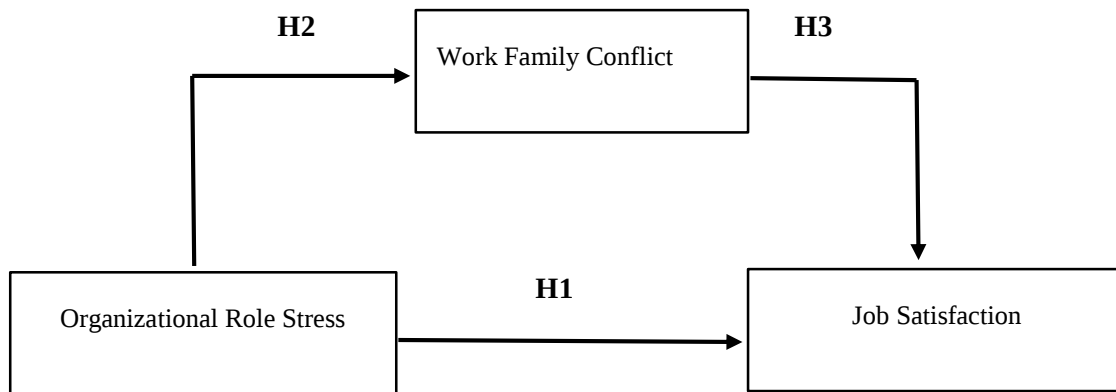
H2: Organizational Role Stress Positively Impacts on Work Family Conflict.

- Relationship between Work Family Conflict and Job Satisfaction

Many studies have examined the relationship between work-family conflict and job satisfaction discovered that there was a negative relationship between the two (Aryee 1993; Noor 2002; Aminah 1996). Married women workers experience work and family conflict, which has a negative effect on their job satisfaction, marital contentment, and overall life satisfaction, according to research studies on women employees (Arora et al., 1990). Beutell and Witting-Berman (1999) found that Reduced job satisfaction is correlated with high levels of work-family conflict. Another study (Greenhaus et al., 2006) identifies Conflict between work and family and lower value achievement are linked to lower levels of job satisfaction. Conflicts reduce job satisfaction when family obligations take up time and energy that is needed to complete a task at work (Frone, 2003; Greenhaus et al., 2006).

H3: Work Family Conflict Negatively Impacts on Job Satisfaction.

Conceptual Framework



- H1: Organizational Role Stress Negatively Impacts on Job Satisfaction.
- H2: Organizational Role Stress Positively Impacts on Work Family Conflict.
- H3: Work Family Conflict Negatively Impacts on Job Satisfaction.

Methodology

Research design

This study adopted a quantitative, cross-sectional research design. Data were collected using a structured questionnaire distributed among female IT professionals employed in Colombo district IT companies. The intended sample size was 384 respondents based on the Krejcie and Morgan table. However, due to time limitations and response constraints, 207 completed questionnaires were obtained, resulting in an effective response rate of 53.91%. Convenience sampling was used because the target population was difficult to access directly across multiple organizations.

Validated measurement scales were adopted from previous studies.

- Organizational Role Stress Scale – Pareek (1983)
- Work–Family Conflict Scale – Carlson et al. (2000)
- Minnesota Job Satisfaction Questionnaire – Weiss et al. (1967)

Reliability analysis indicated acceptable Cronbach's Alpha values above 0.70 for all variables. Correlation and regression analyses were conducted using SPSS. Although the conceptual framework positioned work–family conflict as a mediating variable, formal mediation analysis using SEM or PROCESS Macro was not conducted. Therefore, the study focuses on direct relationships between variables. Common method bias may exist because data were collected using self-reported questionnaires from a single source at one point in time.

Structure of the Questionnaire

All the variables were taken into account while designing the questionnaire, and structured closed questions were created. The Likert Five Scale Model was used as the basis for the questionnaire's construction. The questionnaire consists of 04 main sections which are Demographic information, Organizational Role Stress, Work Family Conflict, and Job Satisfaction.

Instrumentation

Organizational Role Stress Scale

The data was gathered using the 50-item ORS scale, which was created and standardized by Pareek (1983). The scale used a 5-point Likert scale where (1) is If you never or rarely feel this way; (2) is If you occasionally feel this way; (3) is If you sometimes feel this way; (4) is If you frequently feel this way and (5) is if you very frequently feel this way. There are negative statements in the Organizational Role Stress Scale (Pareek, 1983) that can be identified. The scale used a 5-point Likert scale where (5) is If you never or rarely feel this way; (4) is If you occasionally feel this way; (3) is If you sometimes feel this way; (2) is If you frequently feel this way and (1) is if you very frequently feel this way, for the negative statements.

Work Family Conflict Scale

Carlson et al. (2000) developed a multi-dimensional scale to measure work-family conflict. Each item is measured on 5-point ratings (1 = strongly disagree, 5 = strongly agree). There are negative statements in the Work Family Conflict Scale (Carlson et al., 2000) can be identified. Each negative item was measured on 5-point ratings (5 = strongly disagree, 1 = strongly agree).

Job Satisfaction Scale

Job satisfaction was measured using the Minnesota Job Satisfaction Questionnaire developed by Weiss et al. (1967). This scale consists of twenty questions rated on a five-point scale with 1 (“not satisfied”), 2 (“somewhat satisfied”), 3 (“satisfied”), 4 (“very satisfied”) and 5 (“extremely satisfied”). There are negative statements in the Job Satisfaction Scale (Weiss et al., 1967) can be identified. Each negative statement was measured using five-point scale with 5 (“not satisfied”), 4 (“somewhat satisfied”), 3 (“satisfied”), 2 (“very satisfied”) and 1 (“extremely satisfied”).

Data Analysis and Findings

Questionnaire was distributed online among 384 Female IT Professionals who are working in IT companies of Colombo district in Sri Lanka. 207 respondents have responded to the questionnaire out of 384 respondents. All the 207 responses were fully completed responses. Therefore, those 207 responses were considered and correctly entered into the SPSS (Statistical Package for the Social Sciences). Effective Response Rate was 53.91%. Additionally, a frequency analysis was done to check the original data set for missing values. By doing the frequency analysis, no missing values were discovered.

Reliability Statistics

The reliability of the measurement scale was verified through the use of internal consistency statistics. The reliability of constructs and dimensions was examined using Cronbach's Alpha coefficient. However, because these measurement scales were taken from earlier research that used standard measures, they are already valid and dependable. Reliability analysis was also conducted to provide further confidence in the data set. The reliability of the multi-item scale and the fact that each item helped conceptualize the construct are shown by a Cronbach's Alpha greater than 0.7. All the variables have Cronbach's Alpha values above and near 0.7, demonstrating the reliability of the multiitem scale and the important role each item has had in helping to conceptualize the corresponding construct. However, when initially conducting the Reliability Analysis for Organizational Role Stress Cronbach's Alpha value was a bit lower than 0.7. Then item number 02 (I am not clear as to what are the priorities in my role) and item number 04 (I am not able to satisfy the demands of clients and others, since these are conflicting with one another) deleted from the scale and then Cronbach's Alpha value was greater than 0.7. When initially conducting the Reliability Analysis for Work Family Conflict, Cronbach's Alpha value was a bit lower than 0.7. Then item number 05 (The behaviors I perform that make me effective at work do not help me to be a better parent and spouse) and item number 06 (The problem-solving behaviors I use in my job are not effective in resolving problems at home) deleted from the scale and then Cronbach's Alpha value was greater than 0.7. Reliability Statistics are presented in the following table.

Variable	Cronbach Alpha
Organizational Role Stress	0.808
Work Family Conflict	0.844
Job Satisfaction	0.876

Validity Statistics

The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test were used to guarantee sampling adequacy and sphericity, respectively. It is statistically asserted that the study sample of 207 responses is sufficient to proceed with Exploratory Factor Analysis (EFA) because the KMO coefficient is greater than 0.7 for all variables and their dimension, and the Sig. value is less than 0.05. And ESSL Cum% value for all variables is greater than 50%. Additionally, the results show that there are sufficient correlations among the variables to proceed, and thus, sampling adequacy is significant in the study. Since the KMO measure of sampling adequacy meets the minimum criteria, the Anti-Image Correlation Matrix does not need to be examined. The KMO and Bartlett's test results are displayed in the following table.

Variable	KMO	Bartlett's Test [Chi-Square]	df	Sig.	ESSL Cum%
Organizational Role Stress	0.745	276.512	6	0.000	63.529
Work Family Conflict	0.790	346.809	6	0.000	68.189
Job Satisfaction	0.853	583.117	15	0.000	61.975

Testing for Outliers

Boxplots were generated to test the outliers through SPSS. No critical outliers were identified.

Descriptive Statistics

According to the following table, Standard deviation is within the range of -2 and +2 for all the variables and kurtosis values relies between +3 and -3 for all the variables which are statistically accepted.

Descriptive Statistics	Organizational Role Stress	Work Family Conflict	Job Satisfaction
Mean	3.1800	3.6027	2.4291
Standard Deviation (SD)	0.84470	0.78404	0.75136
Max	5.00	5.00	5.00
Min	1.00	1.00	1.00
Range	4.00	4.00	4.00
Variance	0.714	0.615	0.565
Skewness	0.177	-0.859	0.545
Kurtosis	-0.369	1.051	0.345

Testing for Normality

According to the above table (Descriptive Statistics), Skewness and Kurtosis values lie between +3 and 3 for all the variables indicating an approximately normal distribution of the variable.

Testing for Linearity

A scatter plot was created to determine if the dependent and independent variables had a linear connection. An automated line in the scatter plot guarantees that the variables have a linear relationship and there is an approximately linear relationship between Job Satisfaction and Organizational Role Stress, and linear regression line could be established.

Sample Composition

This part describes the characteristics of the sample used in the study based on demographic information such as age, marital status, experience in the current organization, experience in the current position, hours working per day and highest level of education.

Variables	Category	Number	Percentage
Age	21- 30 years old	39	18.8
	31- 40 years old	95	45.9
	41- 50 years old	64	30.9
	51- 60 years old	9	4.3
Marital Status	Married	164	79.2
	Unmarried	33	15.9
	Divorced/Separated	10	4.8
	Widow	-	-
Experience in the Current Organization	Less than 1 year	6	2.9
	1-2 years	20	9.7
	3-5 years	65	31.4
	6-10 years	58	28.0
	Over 10 years	58	28.0
Experience in the Current Position	Less than 1 year	8	3.9
	1-2 years	29	14.0
	3-5 years	51	24.6
	6-10 years	51	24.6
	Over 10 years	68	32.9
Hours Working Per Day	04 - 06 Hours	14	6.8
	07 - 09 Hours	68	32.9
	10 - 12 Hours	85	41.1
	Over 12 Hours	40	19.3
Highest Level of Education	GCE O/L	2	1.0
	GCE A/L	16	7.7
	Diploma/Higher Diploma	103	49.8
	Bachelor's Degree/Professional Qualification	81	39.1
	Postgraduate Diploma	1	0.5
	Master's Degree	2	1.0
	Doctoral Degree	2	1.0

Hypotheses Testing

Simple linear regression and correlation are two parametric tests that were employed to assess the advanced hypotheses.

Correlation Analysis

The following table presents the Correlation Analysis between Organizational Role Stress and Job Satisfaction

Correlations			
		Organizational Role Stress	Job Satisfaction
Organizational Role Stress	Pearson Correlation	1	-.230**
	Sig. (2-tailed)		.001
	N	207	207
Job Satisfaction	Pearson Correlation	-.230**	1
	Sig. (2-tailed)	.001	
	N	207	207
**. Correlation is significant at the 0.01 level (2-tailed).			

Pearson Value is Negative between the Organizational Role Stress and Job Satisfaction. It says that there is a negative relationship between Organizational Role Stress and Job Satisfaction. Also, the relationship is 23% that means when Organizational Role Stress increases Job Satisfaction can be decreased. Since the significance value is less than 0.05, this relationship is significant. Hence H1 is accepted testifying that Organizational Role Stress Negatively Impacts on Job Satisfaction.

The following table presents the Correlation Analysis between the Organizational Role Stress and Work Family Conflict.

Correlations			
		Organizational Role Stress	Work Family Conflict
Organizational Role Stress	Pearson Correlation	1	.549**
	Sig. (2-tailed)		.000
	N	207	207
Work Family Conflict	Pearson Correlation	.549**	1
	Sig. (2-tailed)	.000	
	N	207	207
**. Correlation is significant at the 0.01 level (2-tailed).			

The Pearson Value is Positive between Organizational Role Stress and Work Family Conflict. It says that there is a Positive relationship between Organizational Role Stress and Work Family Conflict. Also, the relationship is 54.9% that means when Organizational Role Stress Increases Work Family Conflict can be Increased. Since the significance value is less than 0.05, this relationship is significant. Hence H2 is accepted testifying that Organizational Role Stress Positively Impacts on Work Family Conflict.

The following table presents the Correlation Analysis between the Work Family Conflict and Job Satisfaction

Correlations			
		Work Family Conflict	Job Satisfaction
Work Family Conflict	Pearson Correlation	1	-.158*
	Sig. (2-tailed)		.023
	N	207	207
Job Satisfaction	Pearson Correlation	-.158*	1
	Sig. (2-tailed)	.023	
	N	207	207
*. Correlation is significant at the 0.05 level (2-tailed).			

The Pearson Value is Negative between Work Family Conflict and Job Satisfaction. It says that there is a negative relationship between Work Family Conflict and Job Satisfaction. Also, the relationship is 15.8% that means when Work Family Conflict increases, Job Satisfaction can be decreased. Since the significance value is less than 0.05, this relationship is significant. Hence H3 is accepted testifying that Work Family Conflict Negatively Impacts on Job Satisfaction.

Regression Analysis

One of the most popular statistical techniques for examining or calculating the connection between a collection of independent and dependent variables is probably regression analysis (Bhat, 2023).

Regression Analysis of Organizational Role Stress and Job Satisfaction

Regression Analysis of Organizational Role Stress and Job Satisfaction can be depicted through the following table.

R	0.230 ^a
R Square	0.053
Adjusted R Square	0.048
Standard Error	0.73300
Observations (N)	207
F	11.449
Sig.	0.001 ^b
Regression	Linear
Method	Enter

According to the results, 5.3% (R Square=0.053) of the variation of Job Satisfaction could be significantly (Sig.=0.001 which is less than 0.05) explained by the independent construct in the research model, the Organizational Role Stress (while other factors remain unchanged). Further as depicted in table 11, the marginal contribution of Organizational Role Stress (-0.205) in determining the effect on Job Satisfaction is to be considered statistically significant (Sig.=0.001) in the regression equation.

Discussion

The findings revealed a statistically significant negative relationship between organizational role stress and job satisfaction. This finding is consistent with previous studies indicating that excessive work demands, role overload, and unclear role expectations reduce employee satisfaction levels (Fairbrother & Warn, 2003). The results also demonstrated a significant positive relationship between organizational role stress and work–family conflict. Female IT professionals who experienced higher workplace stress also reported greater difficulties balancing professional and family responsibilities (Kim & Ling, 2001). Work–family conflict was negatively associated with job satisfaction. Female employees who experienced greater conflict between work and family responsibilities reported lower levels of job satisfaction. The findings support prior international research conducted by Greenhaus et al. (2006) and Frone et al. (1997). Although all hypotheses were supported, the regression model explained only a small proportion of variance in job satisfaction ($R^2 = 0.053$). This indicates that additional factors such as organizational culture, leadership support, compensation, psychological well-being, and career growth opportunities may also influence job satisfaction among female IT professionals.

Conclusion

This study concludes that organizational role stress and work–family conflict significantly influence job satisfaction among female IT professionals in Sri Lanka. The findings demonstrate that increasing workplace stress contributes to higher work–family conflict and lower job satisfaction.

The study recommends that Sri Lankan IT organizations implement flexible working arrangements, employee assistance programmes, stress management training, childcare support initiatives, and supportive leadership

practices. Such interventions may improve employee well-being and reduce work–family conflict among female professionals (Clark, 2000). Organizations can follow different strategies to reduce organizational role stress, work family conflict and to increase job satisfaction. Reducing workplace stress requires fostering an environment where workers feel free to express their emotions and experiences. Employers should encourage a positive work atmosphere. Regular team meetings, chances for one-on-one conversations with managers or supervisors, and an open-door policy may all help achieve this. To assist workers in managing organizational role stress connected to their jobs, workplaces might offer training courses on resilience and stress management. Employees can attain a good work-life balance by being offered flexible working options including remote work, job sharing, or part-time work. Additionally, employers can give workers the equipment and resources they require to work remotely, including laptops, secure internet connections, and online collaboration tools. Employers can also offer policies that support working from home, such as establishing limits between work and personal time, scheduling frequent breaks, and promoting a positive work-life balance and reducing work family conflict. Employers may lessen workplace stress, enhance workers' emotional and physical well-being, reduce work family conflict and enhance job satisfaction by putting these methods into practice.

This study contributes to the literature on gender, stress, and work–family dynamics in developing countries. However, the study is limited by its cross-sectional design, convenience sampling technique, and relatively low response rate. Future studies should use larger and more geographically diverse samples and conduct formal mediation analysis using SEM or bootstrapping techniques. And also, future researchers are advised to take more variables and to continue the same study which enables them to answer more research questions with lower effort, and to use numerous measurements to examine the relationship between several variables in a concept. This study was taken only questionnaire method to collect data. Therefore, future researchers are advised to take more than one data collection method to collect data which contributes to enhance quality, confidence, accuracy, reliability and validity of the findings.

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