

The Impact of Role Stress on Work-Life Balance Evidence From Sales Employees in The Tile and Sanitary Ware Industry in Sri Lanka

Harshani, M. D. R.¹ and Senevirathne D. M. W. H. K.²

In the modern workplace, work is an essential component of one's professional identity; however, striking a balance between work and non-work activities can be difficult. Since more workers realize the importance of what is now called "work-life balance," maintaining a healthy balance between one's professional and personal lives has come to the attention. However, work is an integral part of one's professional identity in the modern workplace. Work and family are two crucial aspects of an individual's life. Changes in the workplace and employee demographics have driven the attention of many researchers toward the line separating the work and family lives of employees. Maintaining a healthy balance between one's personal and professional lives has gained public attention as more workers recognize the significance of what is now called work-life balance. A few studies have been conducted to illustrate various aspects of role stress on work-life balance (WLB) concerning sales personnel in Sri Lanka's tile and sanitaryware industry. Therefore, the present study aims to investigate the relationship, concentrating on the influence of role stress on work-life balance. The study is quantitative in nature. Responses were obtained from 211 participants via a self-administered survey questionnaire. The multiple regression analysis was carried out utilizing SPSS 23.0 to verify the proposed relationships between the variables. Results showed that role stress (role overload, role ambiguity, and role conflict) significantly impacts the work-life balance of sales employees in the tiles and sanitary ware industry in Sri Lanka.

Keywords: *Role Conflict, Role stress, Work-Life Balance*

¹ Department of Human Resource Management, University of Kelaniya, Sri Lanka (rasikah@kln.ac.lk)

² Department of Human Resource Management, University of Kelaniya, Sri Lanka (hirunik19@gmail.com)

Introduction

In the Today's Context, Work is an integral part of one's professional identity, but balancing it with the non-work activities can be challenging. The maintenance of balance between one's work and non-work domain has become a source of growing public concern in recent years, as more employees recognize the need for what is now commonly known as "work-life balance (Kumari & Kataria, 2022). Work and Family are two crucial aspects of an individual's life. Changes in the workplace and employee demographics have driven the attention of many researchers toward the line separating the work and family lives of employees. Managing work with family is a severe issue as it has decisive challenges for organizations, employees and researchers. There is a significant shift in the obligation of work and family life due to changes in political, social and economic values. Work-life balance is also a way to create a healthy and supportive work environment, which allows employees to have a balance between work and personal responsibility and thereby improve employee performance (Wiradendi & Christian, 2020). The dilemma for Employee competition for work demands has several detrimental effects on workers' work-life balance, including elevated stress, exhaustion from work, and strained relationships at work and with family (Ilayasankar, 2021).

According to Abby McCain (2023), 72% of workers believe work-life balance is a very important factor when choosing a job, and 57% of job seekers say a poor work-life balance is a deal breaker when they're considering a new job. In terms of work-life balance, 94% of service professionals in the U.S. spend over 50 hours working per week, while many of these people work on the weekends. 48% of Americans consider themselves to be workaholics, but 72% of people consider work-life balance when job-searching (Apollo Technical Engineered talent solutions, 2023).

In the industrialized world, occupational stress is becoming a more significant issue that is costly to both individual workers and companies globally. Because of the evolving nature of work, employees are facing never-before-seen demands, which

has raised concerns about how these changes may affect their general well-being. In 2022, Alexia and Katsounari (2022) and Hart et al. (1994) proposed the dynamic equilibrium theory of stress, which addresses certain issues that lead to occupational stress. It proposed that the dynamic equilibrium theory states that a wide range of factors, such as environmental and personality traits, coping mechanisms, good and bad experiences, and different measures of psychological well-being, contribute to stress.

From the analysis of the survey conducted by Md Awal Al Kabir and Rabbir Rashedin Tirno (2018), it was found that poor work-life balance leads to higher employee turnover and turnover intentions, and proper work-life balance of employees has a positive effect on the performance of the organizations.

According to Beehr (2014) an organizational stressor is any workplace stimulus variable that is causal, and a strain is a term used to describe an individual's adverse health or welfare reactions to stressors. These reactions can be either physiological or psychological. On the other hand, role demands, or work role stressors, refer to the demands that an individual faces because of the specific role that they hold within the company (Dionysia-Eleonora et al., 2011).

Roles frequently turn into sources of stress that result in unfavorable outcomes like emotional exhaustion, job satisfaction, organizational commitment, and—most importantly in our case—work-life balance. Work and family are two crucial aspects of an individual's life. As per the Role Theory, roles could equally well be causes of conflict, ambiguity, and overload (Nøstdal, 2022). Changes in the workplace and employee demographics have driven the attention of many researchers toward the line separating the work and family lives of employees. Managing work with family is a severe issue as it has decisive challenges for organizations, employees, and researchers.

According to the literature findings, most researchers have studied role stress and work-life balance independently or with variables like employee engagement, job

satisfaction, employee turnover, employee performance, etc. Among those few studies conducted related to the role of stress and work-life balance, Irawanto et al. (2021) conducted research on 'Measuring Satisfaction between Work-Life Balance and Work Stress during the COVID-19 Pandemic in Indonesia,' as well as studies by Omar, Mohd, and Ariffin (2015); Venugopal (2017); and Aruldoss, Kowalski, Travis, and Parayitam (2021). Another research examining work role stressors, job satisfaction, job stress, and turnover intention by (Dodanwala et al., 2022) focused on Role Stressors as the most influential factor in occupational stress in the Sri Lankan context. There is a lack of studies that have been carried out on role stress and work-life balance with special reference to the sales employees in the Tiles and Sanitary Ware Industry in Sri Lanka. The present study addresses the research question as follows,

What is the impact of Role Stress on the Employee work-life balance of Sales employees in Tiles and Sanitary Ware Industry Sri Lanka.

Literature Review

Work-Life Balance

A person's perception of their ability to effectively manage their work and personal commitments is known as work-life balance, or WLB. In order to attain psychological perfection and job satisfaction, work-life balance also refers to a flexible balance between one's personal and professional lives (Anthony, Prihanto, & Ringkar, 2023) As the times and generations change, work demands and anxieties grow in a society where there is a growing sense of self-conflict between work and life demands, which lowers quality of life (Prasetyaningtyas, Heryanto, Nurfauzi, & Tanjung, 2021). In its simplest form, work-life balance refers to the harmony between one's personal and professional lives and their interactions (Engman & Matilda, 2022). WLB is defined as "the extent to which an individual can adequately manage the multiple roles in their life, including work, family, and other major

responsibilities (Haar, 2013). Based on Zedeck's Spillover theory, the study hypothesized that high levels of observed job pressure stress and job threat stress would predict improved levels of work-life struggle and declined levels of work-life balance.

Work-life balance is crucial in today's business environment for achieving organizational goals (Gagnano, Simbula, & Miglioretti, 2020). Many businesses recognize the importance of work-life balance, which includes retaining key employees, lowering work-family conflict, lowering employee stress, raising job satisfaction, and improving work-life balance (Susanto, et al., 2022). Workplace cultures also appear to need to support and encourage work-life balance practices. Therefore, an employee's intention to stay with the company is aided by a strong and encouraging organizational culture (Arif & Farooqi, 2014). Additionally, workers who do not maintain a healthy work-life balance experience depression, strained relationships with family members, and conflict with peers (Saim, Rashid, & Noorsuriani, 2021)

According to numerous studies, the concept of a work-life balance originated in the 1970s and refers to how well a person balances the demands of their personal and professional lives (Abdirahman, Najeemdeen, Abidemi, & Ahmad., 2018) The idea originated when women started working and had trouble juggling the demands of their personal lives with their jobs, according to Dizaho, Sallen, and Abdullah (2017). Emile and Hunt (2009) reported that employers started addressing work-life balance issues in the workplace by offering additional benefits like childcare and maternity leave. Unfortunately, the majority of workers nowadays, irrespective of gender, are starting to place a higher value on and appreciation for a successful work-life balance, and they believe their employers have a big part to play in making sure this balance is reached (Wedgwood, 2022).

Numerous factors affecting work-life balance among employees in various industries, including health, hospitality, manufacturing, education, and IT, have

been the subject of prior research (Edeinat, 2022). Accordingly, a number of factors that have been researched by different authors and have an impact on work-life balance have been identified (Shrivastava, 2017). They went on to say that these factors could also be connected to an individual employee, their family, their job, or both. Nonetheless, Mazerolle and Goodman, 2013) carried out an investigation to examine the variables affecting work-life balance. Several factors, including family size, age of children, working hours, and social support level, influence the experience of work-family conflict and family-work conflict, as stated by Reddy, Veranda, Ahmed, and Siddaramu (2010) (Umma & Zahana, 2020).

In addition, (Poulose and Sudarsan, 2014) identified societal, organizational, individual, and other factors as WLB factors. In addition, Umma & Zahana (2020) found that the variables influencing employee work-life balance include individual characteristics like personality, well-being, and emotional intelligence; organizational characteristics like work schedules, work-life policies, and stress related to the job; and societal characteristics like childcare arrangements, family support, and social support, in addition to other variables like age, gender, and type of job.

Role Stress

According to Tharindu (2022) an organizational stressor is any workplace stimulus variable that is causal. On the other hand, a strain is a term used to describe an individual's aversive health or welfare reactions to stressors, which may be cognitive or physiological in nature. Role demands, another name for work role stressors, are the demands that an individual faces because of the specific role that they hold within the company.

According to Thompson (2001) role behavior is influenced by role expectations for appropriate behavior in that position, and role behavior is modified through an iterative process of role sending and receiving. Role theory also focuses on

expectations that are contradictory, unclear, or incompatible as a result of role dynamics in the workplace. Workers regularly come across conflicting or ambiguous information regarding role expectations. In some cases, this could result in role ambiguity and role conflict (Caroline & Gilbert, 2014).

Role Overload

According to Shah, et al., (2011) state that workload measures how demanding a job is. Workers experience stress at work as a result of it. It continued by saying that every worker appeared to be disclosing the issue with the workload in real life. Work overload, which can be either qualitative or quantitative, is defined as when there are more demands than resources (Elloy & Smith, , 2003). Quantitative overload results from too many tasks to complete, whereas qualitative overload results from a task being too difficult to complete. A workload is a demand or stressor associated with a job that consumes time and psychological resources. An increase in these demands means that more resources will either be needed or consumed by the sphere. Every employee seems to be revealing the issue of excessive workload in the real world these days. There are many stressors in each person's life and at work, which eventually have an impact on their performance and health. A shift in workload frequently results in a shift in employees' stress levels, which in turn has an impact on their productivity. Furthermore, although stress is generally discussed negatively, (Shah, et al., 2011)found that stress is not always bad in and of itself. When there is a chance for profit, it is an opportunity. The employees' workload presents an opportunity.

Role Ambiguity

Rizzo and colleagues (1970) defined role ambiguity as the behavioural requirements' clarity and the predictability of the response or outcome of an individual's behaviour. Role ambiguity occurs when an individual lacks sufficient information to reasonably

predict the consequences of their actions and when the set of behaviors expected for a role is unclear. (Jeanne, Shaari, & Kang, 2021) According to (Cengiz, Dube, Lindner, & Zentler-Munro, 2021) and (Schmidt, Michael, Redington, & Botker, 2014) role ambiguity or uncertainty is the result of ignorance or misunderstanding regarding the duties, responsibilities, and tasks attached to a position. Many factors could be causing the ambiguity (Cengiz, Dube, Lindner, & Zentler-Munro, 2021): (a) a job description that is not accurate; (b) unclear information about tasks and functions; and (c) poor communication about the duties and responsibilities that need to be carried out. Uncertain requests and expectations from coworkers and supervisors are also regarded as sources of uncertainty at work, according to (Cengiz, Dube, Lindner, & Zentler-Munro, 2021).

Role Conflict

The term "role conflict" describes the presence of competing demands within one role or between several roles (Shah, et al., 2011). Role conflict, according to Kreitner and Kinicki (2010), arises when different members of the role set expect different things of the focal person" or "others have inconsistent or conflicting expectations." When people encounter conflicting role expectations in the different social statuses they hold, role conflict arises (Yongkang et al, 2014). When people cannot agree on what is expected of them in a given role, conflict can also arise. Conversely, Cooper et al. (2001) described role conflict as a reflection of an individual's incompatible demands (within a single role or between multiple roles they occupy), which can cause adverse emotional reactions due to the perceived inability to be influenced by the job. In addition, Cooper et al. (2001) identified four types of role conflict: (i) When a manager or supervisor communicates mutually incompatible; (ii) When two or more individuals (supervisors, managers, coworkers, clients, etc.) communicate expectations that are incompatible; (iii) Person-role conflict: a situation in which a person feels that there is a discrepancy between their

expectations and values and those of the company or important individuals at work;

(iv) Inter-role conflict: this occurs when a person plays two or more roles, each of which may have different requirements or expectations.

Research Methods

This study used a quantitative research approach. Using a self-administrated survey questionnaire responses were gathered from 211 people. To test the hypothesized relationships between the variables, the multiple regression analysis was performed using SPSS 23.0 version. As the population was known, simple random sampling was used to select the sample. Also, a Mogan table was used to determine the sample size. Accordingly, the sample size was 205.

Conceptualization

Work-life balance is negatively impacted by workload, which leads to employees managing work-family conflict (Molino, Ingusci, Signore, & Amelia, 2020). This study is in line with another earlier study (Chiara et al., 2017) that found a high workload to be a significant predictor of the perception of an incompatibility between work and family roles. Workers said that their workload impacted their work-life balance.

H1: Role overload significantly impacts the work-life balance of Sales employees in the Tiles and Sanitary Ware Industry in Sri Lanka.

Some studies have observed a negative link between role ambiguity and work attitudes such as job satisfaction, organizational commitment, or intention to stay (Cengiz et al., 2021; Déry et al., 2018; Kadir et al., 2017; Schmidt et al., 2014; Sureda et al., 2018) and Some studies have observed a positive correlation between Role Ambiguity and work-life balance (Jeanne Ho, 2021)

H2: Role ambiguity significantly impacts the work-life balance of sales employees in the tiles and sanitary warfare industry in Sri Lanka.

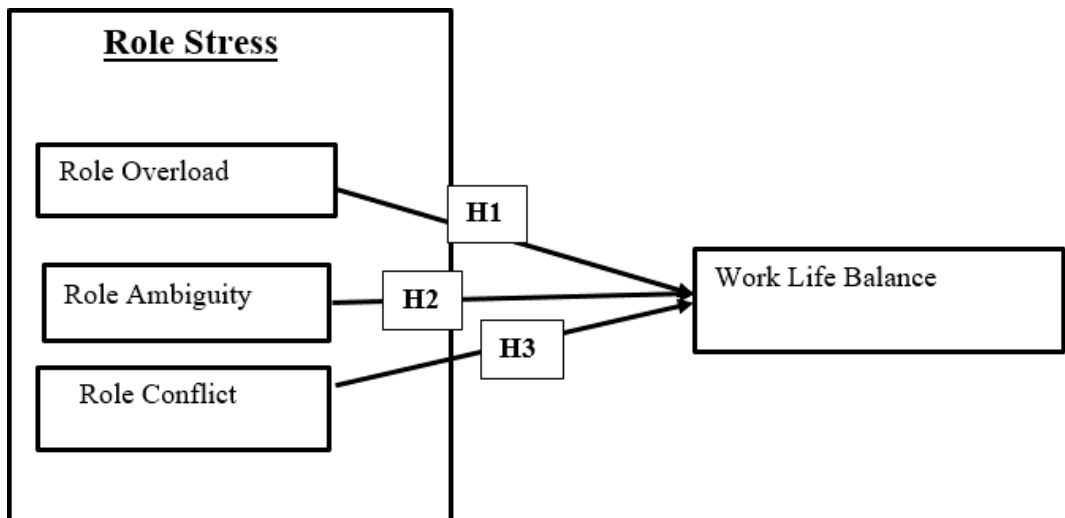
Prior research has indicated that role conflict can have an impact on professionals' work-life balance (Sirajunisa & Panchanatham, 2010; Razak et al., 2014; Omar et al., 2015). In previous literature findings, the positive impact of role conflict on work–life balance can be seen from different perspectives. While role conflict is generally considered a hindrance to work–life balance, some studies have highlighted certain positive effects; Role Conflict can lead individuals to manage their boundaries between work and personal life actively. Also, dealing with conflict can enhance certain skills that are curtailed for achieving work–life balance (Jeanne, Shaari, & Kang, 2021)

H3: Role conflict significantly impacts work – the work-life balance of Sales employees in the Tiles and Sanitary Ware Industry in Sri Lanka.

The conceptual framework depicted in figure 1 could be presented based on the hypothesized relationships explained above.

Figure 1

Conceptual Framework



Source: Author, 2023

Operationalization

Table 1

Operationalization Definitions of the Constructs

Construct	Operational Definition
Work-Life Balance	Work-life balance is the extent to which an individual can instantaneously adjust the emotional, behavioural and time demands of both paid work, family and personal obligations (Venugopal, 2017)
Role Overload	Role overload is termed as a condition whereby an employee faces excess work to do in a certain time (Venugopal, 2017).
Role Ambiguity	Role ambiguity occurs when the role expectations are unclear, and employees are Ambiguous about the task that they are assigned to perform (Venugopal, 2017)
Role Conflict	Role conflict occurs when an employee faces inconsistency or incompatibility in the demands and expectations of different parties that cannot be satisfied at the same time (Dodanwala, 2022)

Table 2

Operationalization Table

Dimensions	Indicators	Measurement Scale	Source
Work-Life Balance	Level of Work-Life Balance	Five-point Likert Scale	(Venugopal, 2017)
Role Overload	Level of Role overload	Five Point Likert Scale	(Venugopal, 2017)
Role Ambiguity	Level of Role Ambiguity	Five-point Likert Scale	(Venugopal, 2017)
Role Conflict	Level of Role Conflict	Five Point Likert Scale	(Dodanwala, 2022)

Source: Author, 2023

Analysis & Results

Reliability Statistics

For this purpose, Cronbach's Alpha test was performed. Table 3 shows the summary of reliability statistics for the independent variables (Role overload, Role Ambiguity, Role Conflict) and the dependent variable (Work – life balance)

Table 3

Cronbach's Alpha Statistics

Variables	Cronbach's Alpha	No of questions
Work Life Balance	0.728	05
Role Overload	0.797	05
Role Ambiguity	0.716	05
Role Conflict	0.858	05

Source: Analyzed Data

Validity Analysis

Content Validity

In this study, the researcher measured WLB using the 5 items from (venugopal, 2017) the most used 5-point Likert scale questionnaire for measuring WLB by different authors. In the questionnaire, the independent variable of role stressors was measured through three dimensions (Role Overload, Role Ambiguity, and Role Conflict) using 15 elements. Role overload and role ambiguity measurement scales were adopted (Venugopal, 2017), and Role Conflict measurement scale was adopted by (Dodanwala, 2022).

Construct Validity (KMO)

Validity refers to the extent to which it validates the set of questions that the researcher asked to measure the variables. In another way, it is examining the validity of the measuring instruments themselves (Sekaran & Bougie, 2010). It can be determined by applying different validity tests such as; content validity, criterion-related validity, and construct validity. This research tested construct validity.

Normality

To find whether the data set was graphically normally distributed, the researcher designed Q-Q plots and bell curves to test the normality of the data set. Q-Q plot, as used in statistics, is a scatterplot made by comparing two sets of quantiles (observed and expected). For normally distributed data, observed data are approximate to the expected data, that is, they are statistically equal (Mishra, 2019). If data is normally distributed, the circular dots that represent data points will be positioned approximately along the diagonal line in the Normal Q-Q Plot. According to the results the data values were very much closer to the diagonal line, it can be concluded that the data set was graphically normally distributed.

If the graph is approximately bell-shaped and symmetric about the mean, we can assume normally distributed data (Mishra, 2019). All the variables have a shape very similar to the "The probability distribution of a continuous variable is estimated by a histogram. Bell curve" shape and it can be identified data were approximately normally distributed.

Test of Linearity

Linearity is the presence of a straight-line relationship between two variables. A simple regression can estimate the relationship between dependent and independent variables if the relationships are linear in nature. It can be observed that a linear relationship exists between dependent and independent variables.

Homoscedasticity

When all of the independent variables' values in the relationship between the independent and dependent variables have the same error term, this is referred to as homoscedasticity. Homoscedasticity is broken when the error term's size varies among independent variable values. The term for it is "Heteroscedasticity." "Homoscedasticity can be checked by inspection of a plot of the standardized values against the standardized predicted values. The study represents the scatter plot for measuring homoscedasticity and it represents non- violation of the homoscedasticity assumption.

Multicollinearity

Table 6.2. illustrates that every independent variable has a tolerance value exceeding 0.1 and a VIF value below 10. Consequently, it can be inferred that there is no Multicollinearity, implying that there is no noteworthy correlation between the independent variables in the model.

Table 6

Multicollinearity

	Tolerance	VIF
Role Overload	.303	3.297
Role Ambiguity	.277	3.615
Role Conflict	.775	1.291

Source: Analyzed Data

Assessing the Impact

Multiple linear Regression analysis is a set of statistical processes for estimating the relationships among variables such as dependent variables and dimensions of Independent variables. It includes many methods for modeling and analyzing several types of variables when the purpose of the regression analysis is on the Impact on the dependent variable (work life balance) and dimensions of the Independent variable (Role overload, Role Ambiguity, and Role Conflict). Regression analysis is also used to predict which among the independent variables are related to the dependent variable and to explore the form of these relationships.

R Square and Adjusted R Square

R-square means the strength of the independent variable to measure the dependent variable. The higher the R-square is better for the model. Further Adjusted R-square attempts to yield a more honest value to estimate the R-square for the population. R is the square root of R-Square and is the correlation between the observed and predicted values of the dependent variable. R-square means the strength of independent variables (Role Overload, Role Ambiguity and Role Conflict) to measure the dependent variable (Work Life Balance). The higher the R-square is better for the model. R Square is greater than or equal to 0.4 it is called the line of best fit. The effect of individual factors on the dependent variable has been tested using the regression model. R Square for this study is 78.1. It means there is a higher R – Square for this model. The model summary was given

Analysis of variance (ANOVA)

ANOVA is a collection of statistical models, and their associated estimation procedure used to analyze the difference among group means in a sample. By using an ANOVA table, can be tested the significance value of variables that the researcher was considering. P-value was used to test it and if the P value less than or equal to

0.05, the variables are significant. On the other way the p- value was compared to the research alpha level (0.05) and, if smaller, it means that the independent variables reliably predict the dependent variable. If the p-value is greater than 0.05, it means that the group of independent variables does not show a statistically significant relationship or does not reliably predict the dependent variable., this model is significant under a 5% level of significance.

Coefficients

The regression coefficient describes how well the values fit the data. If the influence is positive, the sign for the related coefficient is also positive and if the influence is negative, the sign for the related coefficient is negative. The coefficient sign of Role Overload is negative. It means the influence of Role overload on Work Life Balance is negative. The Coefficient sign of Role Ambiguity is Positive. It means the influence of Role Ambiguity on work life Balance is positive. The coefficient sign of Role Conflict is positive. It means the influence of Role Conflict on Work Life Balance is positive.

Test of Hypothesis

Results of the Hypothesis Testing – Assessing the Impact

H1: Role Overload has a significant impact on the Work-Life Balance

According to the regression analysis, the p-value and beta values are 0.000 and – 0.216 respectively. Considering the p-value (0.000), it is lower than 0.05. Therefore, the alternative hypothesis is accepted. Role overload has a significant impact on work-life balance.

H2: Role Ambiguity has a significant impact on work-life balance.

In Hypothesis 2 (H2), the researcher proposed a significant impact of Role Ambiguity on Work - Life Balance. Supported by H2 the results show a significant

direct impact of Role Ambiguity on Work – Life Balance. Considering P – Value (0.000), it is lower than 0.05. Therefore, the alternative hypothesis is accepted.

H3: Role conflict has a significant impact on **work-life balance**.

In Hypothesis 3 (H3), the researcher proposed a significant impact of Role Conflict on Work - Life Balance. Supported by H3 the results show a significant direct impact of Role Conflict on Work – Life Balance. Considering P – Value (0.001), it is lower than 0.05. Therefore, the alternative hypothesis is accepted.

Discussion

The multiple regression model with all predictors generates $R^2 = 0.781$. This means that 78.1 of the variation of the dependent variable can be explained by independent variables. Meanwhile, other factors interpreted the remaining 21.9 of the dependent variable's variation. So, other additional variables are important that affect work-life balance that has not been considered in this study. Furthermore, Table 5 also shows that the study model was fit, and the significant values of all dimensions in the independent variable are less than 0.05 ($p < 0.05$). The results show that role overload, role Ambition, and role conflict have a significant impact on work-life balance.

As expected, work overload has a significant impact on work life balance (Monica et al., 2020), (Jichang et al., 2021), Role Ambiguity and Role conflict has a positive significant impact on the Work life balance. Pearson 's Correlation analysis is undertaken to measure the correlation or the strength of the relationship between all variables (Sekaran, 2003) . The strength of the relationship of the variables in this research is from moderate to weak, but in terms of significance, all the independent variables' relationship is significant to a dependent variable.

According to the correlation Analysis, there is a positive relationship or correlation between workload, Role Ambiguity, and role conflict with work-life balance. Some

studies have observed a negative link between role ambiguity and work attitudes such as job satisfaction, organizational commitment, or intention to stay (Cengiz et al., 2021; Déry et al., 2018; Kadir et al., 2017; Schmidt et al., 2014; Sureda et al., 2018) and Some studies have observed a positive correlation between Role Ambiguity and work life balance (Jeanne Ho, 2021)

In previous literature findings, the positive impact of role conflict on work – life balance can be seen from different perspectives. While role conflict is generally considered a hindrance to work – life balance, some studies have highlighted certain positive effects, Role Conflict can lead individuals to actively manage their boundaries between work and personal life. Also dealing with conflict can enhance certain skills that are curtailed for achieving work – life balance (Jeanne, Shaari, & Kang, 2021)

Prior research has indicated that role conflict can have an impact on professionals' work-life balance (Sirajunisa and Panchanatham, 2010; Razak et al., 2014; Omar et al., 2015). In previous literature findings, the positive impact of role conflict on work – life balance can be seen from different perspectives. While role conflict is generally considered a hindrance to work – life balance, some studies have highlighted certain positive effects, Role Conflict can lead individuals to actively manage their boundaries between work and personal life. Also dealing with conflict can enhance certain skills that are curtailed for achieving work–life balance (Jeanne, Shaari, & Kang, 2021)

According to the above-discussed literature findings, Role Stress can positively or negatively influence the Work Life Balance. According to the analyzed data, Role overload, Role Ambiguity, and Role Conflict significantly impact Work – Life Balance. Also, research findings indicate that Role Overload, Role Ambiguity

Conclusion

The major goals of the study were to provide answers to the following questions: How does role overload affect work-life balance? How does role ambiguity affect work-life balance? How does role conflict affect work-life balance? The population for this study is known to the researchers. As a result, the researcher uses the random sampling method to select 206 sales employees as the sample from the population in an effort to reach the maximum number of respondents. Structured questionnaires were used to gather primary data. Data analysis was done using statistical analysis packages (SPSS package, MS Excel package). The data collected from these questionnaires is analyzed using descriptive statistics, such as frequencies, measures of central tendency (Mean, Median, and Mode), and measures of dispersion (standard deviation).

The internal consistency of the research measurements was ascertained through the reliability analysis. The results of the reliability analysis showed that the work-life balance, role overload, role ambiguity, and role conflict all had alpha values higher than 0.7. This study's conclusion thus clarified why every measurement had a high level of internal consistency. According to the multiple regression Analysis, the p-value is higher than 0.05 ($p > 0.05$), for All Three Hypothesis. Therefore, Role overload, Role conflict, and Role Conflict have a significant impact on employee Work-Life Balance.

The results may not apply to all sales personnel in Sri Lanka's tile and Sanitaryware industries because this study used a basic random sampling method. The results might not hold true in environments with different cultural norms. Also, the effects of role conflict, role ambiguity, and role overload on work-life balance are the only aspects of this study that are examined. Some factors that might also affect the role of stress on work-life balance include personality traits and self-efficacy, but these were left out of the analysis. Cultural differences may also influence how work-family conflict is perceived. Using the same conceptual framework, a later study

might examine various populations within the tile and sanitary ware industry for different comparisons of the labor force. It is critical to recognize that additional factors, such as individual differences, job tenure, size of the organization, job satisfaction and commitment, and attitude variables, may also play a role in why people leave or remain in their positions. Lastly, additional research may examine the moderating impacts of demographic traits on those associations, such as gender and ethnic groupings. (Karatepe & Baddar, 2006) Discovered that, in the context of Sri Lanka, female employees have more issues with work-life balance than their male counterparts.

To gain a comprehensive understanding of workers across different industries, the study might find it helpful to conduct a qualitative analysis. Furthermore, the researcher proposes that the study can incorporate more moderate independent variable effects. Similarly, future researchers may consider conducting longitudinal studies to identify changes in the target group. In addition, future studies ought to obtain a sufficient sample size to ascertain the role of stress.

References

- Abdirahman, N., Najeemdeen, I. S., Ab., B. T., & Ahmad, R. B. (2018). The relationship between job satisfaction, work-life balance and organizational commitment on employee performance. *IOSR Journal of Business and Management (IOSR-JBM)*.
- Adem, S., Harris, N., & Sebar, B. (2010). Australian Muslim men balancing work, family and religion: A positive look at a negative issue.
- Bekiari, A., Nikolaidou, V., & Bekiari, C. (2004). Insights into argumentativeness in relation to leadership style and job satisfaction: Using employees' sport organizations as an illustration. *Open Journal of Leadership*.
- Alexia, S., & Katsounari, I. (2022). Experiences of social workers in non-government services in Cyprus leading to occupational stress and burnout. *International Social Work, 65*(1).
- Almaaitah, M. (2021). The relationship between role ambiguity and job insecurity on work-life quality in SMEs. *International Journal of Business and Social Science*.
- Anthony, Prihanto, & Ringkar. (2023). Analysis of the influence of work-life balance, work stress, and job satisfaction on job performance. *Journal of Business and Management Research, 4*.
- Anwar, J., Hasnu, S., & Saf, S. (2013). Work-life balance: What organizations should do to create balance? *World Applied Sciences Journal, 24*(10), 1348-1354.
- Applebaum, E., Bailey, T., Berg, P., & Kalleberg, A. (2006). *The Oxford handbook of work and organization*. Oxford University Press.
- Ayushi, V., & Shrivastava, D. (2017). Factors affecting work-life balance: A review. *Pacific Business Review International*.
- Bhakar, S. S. (2018). Examining the impact of role overload on job stress, job

- satisfaction, and job performance: A study among married working women in the banking sector. *International Journal of Management Studies*, 2(7).
- Campo, A. M., Avolio, B., & Carlie, S. (2021). The relationship between telework, job performance, work-life balance, and family-supportive supervisor behaviours in the context of COVID-19.
- Gilbert, C., & De Winne, S. (2014). Antecedents of front-line managers' perceptions of HR role stressors. *Personnel Review*.
- Cengiz, D., Dube, A., Lindner, A., & Zentler-Munro, D. (2021). Seeing beyond the trees: Using machine learning to estimate the impact of minimum wages on labour market outcomes.
- Chan, C. K. (2008). Border crossing: Work-life balance issues with Chinese entrepreneurs in New Zealand.
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6).
- Crooker, K., Tabak, F., & Smith, F. L. (2002). Creating work-life balance: A model of pluralism across life domains. *Journal of Organizational Behavior*, 23(5), 475-493.
- Daly, A. (2019). A study investigating the impact of work-life balance on job satisfaction and levels of perceived stress in full-time employees. *National College of Ireland*.
- Dionysia-Eleonora, I., Sioula, E., Galanaki, M., Chrouso, G., & Darviri, C. (2011). The implications of the conflict between work and family in strain levels: A review paper. *Psychology*, 7(8).
- Dodanwala, T. C., Santoso, D., & Djoen, S. (2022). The mediating role of job stress on the relationship between job satisfaction facets and turnover intention of the construction professionals.
- Easterby-Smith, M., Jaspersen, L., Thorpe, R., & Valizade, D. (2021). *Management and business research (7th ed.)*.

- Edeinat, M. A. (2022). Personal, organizational factors, and work-life balance at SMEs in Jordan. *Journal of Positive School Psychology*, 6, 7320-7334.
- Elloy, D., & Smith, C. (2003). Patterns of stress, work-family conflict, role conflict, role ambiguity, and overload among dual-career and single-career couples: An Australian study. *Cross Cultural Management*, 1, 55-66.
- Eniodunmo, O., Akhtar, K., & Naveed, M. (2021). Examination of strategic management accounting techniques among SMEs.
- Wang, F., & Zepeda, S. J. (2005). A comparative study of two schools: How school cultures interplay the development of teacher leadership in mainland China. *Creative Education*, 4(9B), September 30, 2013.
- Frezatti, P. A. (2016). Role conflict, role ambiguity and job satisfaction: Perceptions of the Brazilian controllers.
- Garson, G. D. (2012). *Testing statistical assumptions*. Statistical Associates Publishing.
- Ilayasankar, S. (2021). Work-life balance in the time of work from home (WFH). *International Journal of Multidisciplinary*.
- Irawanto, D., Novianti, K. R., Roz, K., & Wirawan, D. (2021). Work from home: Measuring satisfaction between work-life balance and work stress during the COVID-19 pandemic in Indonesia.
- Asamani, J. A., Naab, F., & Ofei, A. M. (2015). The influence of workload levels on performance in a rural hospital. *British Journal of Healthcare Management*.
- Ho, J., & Shaari, I. (2021). Vice-principals as leaders: Role ambiguity and role conflicts faced by vice-principals in Singapore. *Educational Management, Administration & Leadership*.
- Kalev, A., & Dobbin, F. (2022). The surprising benefits of work/life support. *Harvard Business Review*. <https://hbr.org/2022/09/the-surprising-benefits-of-work-life-support>

- Karatepe, O. M., & Baddar, L. (2006). An empirical study of the selected consequences of frontline employees' work–family conflict and family–work conflict.
- Kirkendall, C., & Bowling, N. A. (2012). Workload: A review of causes, consequences, and potential interventions.
- Kumari, R., & Kataria, A. (2022). Work–life balance: A systematic literature review and bibliometric analysis. *International Journal of Sociology and Social Policy*.
- Lazar, I., Osoian, C., & Ratiu, A. (2010). The role of work-life balance practices in order to improve organizational performance. *European Research Studies Journal*.
- Lewis, S., Anderson, D., Lyonette, C., Payne, N., & Wood, S. (2014). Work-life balance, policies, practices and discourse in the context of public sector cuts.
- Bailyn, L., Drago, R., & Kochan, T. A. (2001). *Integrating work and family life: A holistic approach*.
- Lu, J. F., Siu, O. L., Spector, P. E., & Shi, K. (2009). Antecedents and outcomes of a fourfold taxonomy of work-family balance in Chinese employed parents. *Journal of Occupational Health Psychology*.
- Maria, M., Wan, D., Dar, L., Akbar, A., & Naseem, M. A. (2014). The role of work-life balance in job satisfaction and job benefits. *The Journal of Applied Business Research*.
- Mazerolle, S., & Goodman, A. (2013). Fulfillment of work-life balance from the organizational perspective: A case study.
- McDonald, P. K., Brown, K., & Bradley, L. M. (2005). Organizational work-life culture: Five dimensions proposed.
- Meenakshi, P., Subrahmanyam, V., & Ravichandran, K. (2013). The importance of work-life balance. *IOSR Journal of Business and Management (IOSR-JBM)*.
- Mishra, P. P. (2019). Descriptive statistics and normality tests for statistical data.

Statistical Power Analysis for the Behavioral Sciences.

- Molino, M., Ingusci, E., Signore, F., & Amelia, M. (2020). Wellbeing costs of technology use during COVID-19 remote working: An investigation using the Italian translation of the technostress creators scale. *Sustainability, 12*(5911).
- Normala, D. (2010). Investigating the relationship between quality of work-life and organizational commitment amongst employees in Malaysian firms.
- Nøstdal, J. A. (2022). Examining the work environment hypothesis: A multilevel analysis of role stressors and workplace bullying.
- Perengki, S. (2022). Work-life balance, job satisfaction, and job performance of SMEs employees: The moderating role of family-supportive supervisor behaviors.
- Poulose, S., & Sudarsan, N. (2014). Work-life balance: A conceptual review. *International Journal of Advances in Management and Economics.*
- Prasetyaningtyas, S., Heryanto, Nurfauzi, & Tanjung. (2021). The effect of work from home on employee productivity in the banking industry. *Journal of Applied.*
- Raghuram, S., Wiesenfeld, B., & Garud, R. (2003). Technology-enabled work: The role of self-efficacy in determining telecommuter adjustment and structuring behavior. *Journal of Vocational Behavior, 63*(2), 180–198.
- Ransome, P. (2007). Conceptualizing boundaries between ‘life’ and ‘work’. *International Journal of Human Resource Management.*
- Rodwell, J., Noblet, A., & Allisey, A. (2011). Improving employee outcomes in the public sector: The beneficial effects of social support at work and job control.
- Rony, M. K., Numan, S. M., & Alamgir, H. M. (2023). The association between work-life imbalance, employees' unhappiness, work's impact on family, and family impacts on work among nurses. *Informatics in Medicine, 38.*

- Rosa Grau, M. S. (2001). Moderator effect of self-efficacy. *Psychology in Spain*, 5(1), 63–74.
- Saim, M. A., Rashid, W. W., & Noorsuriani, S. (2021). Technostress creator and work-life balance: A systematic literature review, 31(1), 77–88.
- Saunders, M. N., Lewis, P., & Thornhill, A. (2009). *Research methods for business students* (5th ed.). London: Pearson Education.
- Saunders, M., & Thornhill, A. (2011). *Research methods for business students* (5th ed.). Pearson Education.
- Saunders, M., Lewis, P., Thornhill, A., & Bristow, A. (2019). Research methods for business students: Chapter 4: Understanding research philosophy and approaches to theory development.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* (7th ed.). John Wiley & Sons.
- Sekaran, U. (2003). *Research methods for business: A skill-building approach* (4th ed.). John Wiley & Sons.
- Shah, Y. R., Waris, S., Jaffari, A. R., Aziz, J., Ejaz, W., & Fatima, M. (2011). The impact of HR dimensions on organizational performance. *African Journal of Business Management*, 6(4).
- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. S. (2022). Work-life balance, job satisfaction, and job performance of SMEs employees: Moderating role of family-supportive supervisor behaviors.
- Tharindu, C. D., & Dodanwala, D. S. (2022). Examining the work role stressors, job satisfaction, job stress, and turnover intention of Sri Lanka's construction industry. *International Journal of Construction Management*.
- Tharindu, C. D., & Dodanwala, D. S. (2022). Examining work role stressors, job satisfaction, job stress, and turnover intention of Sri Lanka. *International Journal of Construction Management*.

- Umma, S., & Zahana, F. (2020). Factors affecting work-life balance: Study among the teachers of a government school in Sri Lanka.
- Uracha, P., Prouska, R., & Lewis, S. (2015). Work-life balance can benefit business during financial crisis and austerity: Human resources (HR) must convince management of the need for a flexible approach.
- Venugobal, K. D. (2017). The relationship and effect of role overload, role ambiguity, work-life balance, and career development on work stress among call center executives of business process outsourcing (BPO) companies in Selangor.
- Voydanoff, P. (2004). The effects of work demands and resources on work-to-family conflict and facilitation. *Journal of Marriage and Family*.
- Wedawatta, G., Ingirige, B., & Amaratunga, D. (2011). An overview of research methodology in information system. *Open Access Library Journal*, 3(11).
- Zaheer, A. (2016). Occupational stress and work-life balance: A study of female faculties of central universities in Delhi, India. *Journal of Human Resource Management*, 4(1), 1–8.