Factors Affecting Work-Life Balance of Industrial Workers of Taian Lanka Steel Company Private Limited, Sri Lanka.

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Abstract

This research study was carried out to find the impact of factors; stress, workload, co-worker support, and organizational support on work work-life balance of industrial workers at Taian Lanka Steel Company Private Limited. Work-life balance is one of the most important concepts affecting the stability of the workforce in an organization. Independent variables that were used in this study are stress, workload, organizational support, and co-worker support and the dependent variable is work-life balance. Quantitative research methods were used in this study. To collect thorough data online questionnaires and paper-based questionnaire surveys were used. Questionnaires were given to a sample of the workers working in the company. Data that were gathered to identify the impact of independent variables stress, workload, co-worker support, and organizational support on dependent variable work-life balance were analysed by using SPSS software. The results show that there is a positive impact from stress, workload, and organizational support on to work-life balance of industrial workers at Taian Lanka Steel Company. However, there is no significant impact from co-worker support on to work-life balance of industrial workers at Taian Lanka Steel Company. This research is important for scholars studying work-life balance.

Keywords: Co-worker support, Organizational support, Stress, Work life balance, Workload

01. Introduction

1.1 Background of the Study

Every organization needs to have a skillful workforce to carry out properly in the modern dynamic environment. Organizations are dealing with competition because of changes due to globalization, PESTEL factors, etc. Therefore, every organization expects a workforce that performs well to attain organizational goals. Organizations can function effectively and efficiently with the help of certain resources namely land, labor, capital, and entrepreneurship. Among all the mentioned four factors of production, employees or the labor are the most important resource for a company as they are the only resource that is capable of handling other resources and because of the ability to think, feel, and act. Also, it has organizational skills, knows how to train, and the value appreciated with the passage of time due to gaining knowledge and experience. According to Abdullah (2011), Human resources are the backbone of every organization. Human Resource Management can be considered as one of the most vital functional areas of management and a source to achieve sustainable competitive advantage for an organization (Opatha, 2009). Therefore, every organization is very keen to utilize its human resources in an efficient and effective manner to achieve the intended goals and objectives (Opatha 2009). Nowadays, organizations are more concerned about employee retention and controlled employee turnover. The importance of employee retention has advised employers to pay attention to employee development through training to keep them motivated. Maintaining a stable workforce is one of the primary goals of effective human resources management. Work-life balance is one of the most important concepts affecting the stability of the workforce in an organization. To retain employees and make them productive organizations must understand the work-life balance and the impact of work-life balance on productivity and efficiency (Williams, 2000). Today employees are more dedicated to their jobs than in the past (Gallup, 2020). Because of inflexible working hours and work pressure, it is difficult for employees to keep a balance between their jobs and work commitments (Society for Human Resource Management, 2014). Employers can get high commitment from the employees by giving them a flexible working environment and in return, employees enjoy the work and flexible working environment and increase their self-esteem, which leads to less turnover (Lockwood, 2003).

Work-life Balance has become a primary concern to those wishing to have a good quality of life (Breitenecker and Shah, 2018) If employees spend an excessive amount of time on their personal lives and put less effort into their work, they will feel that their life is lacking something. They will lack the success and satisfaction from career achievement. This is what it means to be out of balance. And it is important to stay in balance between personal and work life (Clark, 2000).

1.2. Research Problem

Today, there are many debates going on regarding employee work-life balance all over the world. Even though there are studies regarding factors affecting work-life balance related to the steel industry in a global context, there are considerably fewer research based on this topic related to the steel industry in the Sri Lankan context.

Zhang and Li (2020) Factors Affecting Work-Life Balance Among Steel Industry Workers in China

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Mahajan and Gupta (2018) Work-Life Balance and Its Impact on Employee Turnover in the Steel Industry in India
Dharshani and Jayathilaka (2021) The impact of work-life balance on employee job satisfaction in the banking sector in Sri Lanka.
Wickramasinghe (2012) Supervisor support as a moderator between work schedule flexibility and work-family conflict among male nurses in Sri Lanka.
Perera and Rathnayake (2016) The relationship between work-life balance and job satisfaction of non-executive employees in the public banking sector in Sri Lanka.

So, by conducting this research, the researcher intends to add new knowledge to the research topic. In Taian Lanka Steel Company Private Limited, the Human Resources department has identified that the are some issues at the workplace. As per the HR department's view, they believe that it may be a cause of work-life imbalance. In order to overcome these issues, the company's management needs to clearly understand how different factors affect the work-life balance of employees. There was no research done on this topic in the organization. Therefore, there is an empirical gap in this regard. Therefore, this research aims to identify the factors affecting the work-life balance of industrial workers at Taian Lanka Steel Company Private Limited.

Accordingly, the research problem is: What are the factors affecting work work-life balance of industrial workers at Taian Lanka Steel Company Private Limited?

1.3. Research Questions

RQ1: What is the impact of stress on the work life balance of workers in Taian Lanka Steel Company (Pvt) Ltd.?
RQ2: What is the impact of workload on work life balance of workers in Taian Lanka Steel Company (Pvt) Ltd.?
RQ3: What is the impact of co-worker support on work life balance of workers in Taian Lanka Steel Company (Pvt) Ltd.?
RQ4: What is the impact of organizational support on work life balance of workers in Taian Lanka Steel Company (Pvt) Ltd.?

1.4. Objectives

1.4.1. General Objective

The general objective of this research is to identify main factors affecting work life balance of industrial workers in Taian Lanka Steel Company Private Limited.

1.4.2. Specific Objectives

RO1: To determine the effect of stress on work life balance of workers in Taian Lanka Steel Company (Pvt) Ltd.
RO2: To determine the effect of workload on work life balance of workers in Taian Lanka Steel Company (Pvt) Ltd.

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RO3: To determine the effect co-worker support on work life balance of workers in steel in Taian Lanka Steel Company (Pvt) Ltd.
RO4: To determine the effect of organizational support on work life balance of workers in Taian Lanka Steel Company (Pvt) Ltd.

02. Literature Review

2.1. Work life Balance

Work-life balance is the state of equilibrium where the demands of both a person's job and personal life are equal (Hudson, 2005). Work-life balance is "the extent to which people are able to successfully manage the demands of work and nonwork roles in a manner that allows them to devote adequate attention and time to both." (Shockley et al., 2017)

Megheirkouni, et al. (2018) focused on the role of a supportive work environment in enhancing work-life balance. They found that employees who received support from their supervisors and colleagues had better work-life balance and were more productive at work. Ayala et al. (2019) examined the effects of work-life balance on employee well-being, job satisfaction, and organizational commitment. Shockley et al. (2017) explored the impact of various types of flexible work arrangements, including telecommuting, job sharing, and modified work schedules, on work-life balance. The authors found that flexible work arrangements had a positive impact on work-life balance, leading to improved mental health, job satisfaction, and organizational commitment. Individuals who effectively manage their work and personal responsibilities report lower levels of anxiety and depression (Grzywacz & Bass, 2003). Brauchli et al. (2015) examined the relationship between work-life conflict and job burnout, turnover intentions, and job satisfaction. The authors found that employees who experienced high levels of work-life conflict were more likely to report job burnout, experience higher levels of turnover intentions, and lower job satisfaction. Therefore, work-life balance was found to be an essential factor in reducing employee stress and promoting job satisfaction.

A supportive work environment that values employees' personal lives fosters loyalty, commitment, and a sense of belonging (Kossek et al., 2011). Employees who feel they have achieved work-life balance tend to be more productive and motivated at work. Work-life balance is not only an individual concern; it ripples through organizations, influencing productivity and innovation. When employees experience balance, they are better able to contribute creatively and think outside the box (Jansen & Kristof-Brown, 2006).

2.2. Stress

National Institute for Occupational Safety and Health (NIOSH, 1999) defines job stress as "the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker." This definition acknowledges the role of organizational factors in causing stress, such as job demands, control, and social support, as well as individual characteristics and coping strategies. Work stress can lead to increased strain and pressure, which can make it difficult for individuals to balance their work and personal lives (Lam et al., 2015). Work stress can lead to burnout, which can cause individuals to feel exhausted and disengaged from their personal and professional lives (Maslach, 2018). Stress can lead to reduced job satisfaction and motivation, thus undermining an individual's career

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development and personal growth (DePanfilis & Kantarcioglu, 2019). Stress can affect individuals' relationships with their family, friends, and colleagues, leading to further social and psychological isolation and emotional conflicts (Barnett & Hyde, 2001). Research has shown the negative impact of stress on family life, specifically on parenting, children's emotional well-being, and home responsibilities (Munn et al., 2017). Barber et al. (2016) found that work-related stress was a significant predictor of poor work-life balance, and that work-life balance was an important factor in overall job satisfaction and quality of life. Stress leads to negative work-family spillover, which results in poor work-life balance, especially for women, (Grace & Harris,2008).

H1: There is a significant impact of stress on to work-life balance of industrial workers at Taian Lanka Steel Company.

2.3. Workload

Workload is defined as "the amount of work assigned or expected to be accomplished by an individual or group within a specific timeframe." Workload can be influenced by several factors such as task complexity, time pressure, and available resources (Tett et al., 2003). This definition illustrates the objective nature of workload and its relevance to job demands that can potentially lead to job stress and burnout (Tett et al., 2003). The heavy workload can be associated with long working hours, excessive pressure, and a lack of flexibility, which can cause physical and emotional exhaustion, job dissatisfaction, and disruption of personal and family life (Rees & Haslam, 2011; Bakker & Demerouti, 2017). Djurdjevic et al. (2017) suggest that high workload is common because of poor work-life balance. The study concludes that workload is a significant predictor of work-life balance, especially for individuals with long working hours. Heavy workloads may limit the time and energy an employee can allocate to their family or personal life, leading to conflict between work and non-work domains. (Aaryee et al., 2013; Gmelch & Chan, 2014). Guest & Clinton (2017) found that work overload was a significant predictor of impaired work-life balance. The review further suggested that job demands such as workload, time pressure, and role ambiguity could create "time strains" that exhaust employees and negatively impact their work-life balance.

H2: There is a significant impact from workload to work life balance of industrial workers at Taian Lanka Steel Company.

2.4. Co-worker Support

Co-worker support involves "the degree to which colleagues provide resources, emotional and social support needed for successful performance. (Kozlowski et al.,1999). According to Shore et al. (2003), co-worker support is "the extent to which coworkers provide instrumental aid, information, advice, and feedback to an individual in the workplace." Social support from co-workers was positively related to work-life balance, and employees who reported higher levels of social support from co-workers had better work-life balance, (Jennings et al., 2013). Coworkers' support influences the workplace environment and work-life balance by enabling individuals to handle multiple duties (Uddin et al.,2020). Supportive co-worker relationships benefit an employee's work-life balance. Co-worker support creates a conducive work environment, where employees feel supported and valued, which promotes job satisfaction and contributes to a better work-life balance (Chen et al., 2018; Johnston & Lu, 2019). This support

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can come from various sources such as emotional support, task support, and mentorship (Wang et al., 2018). Employees perceived less organizational support for work-life balance when managers acted in ways that undermined work-life policies or allowed employees to face work-life conflicts (Gutek et al.,1991). Therefore, organizational interventions that actively promote a positive work-life culture and encourage leadership behaviors that promote work-life balance can enhance employees' perceptions of organizational support and improve work-life balance outcomes.

H3: There is a significant impact from co-worker support to work life balance of industrial workers at Taian Lanka Steel Company.

2.5. Organizational Support

Organizational support is defined as "the extent to which employees believe that the organization values their contributions and cares about their well-being" (Eisenberger et al.,1986). This definition emphasizes the subjective perceptions of employees and the importance of organizational support for their psychological well-being and job attitudes. A study conducted by Huang et al. (2013) concludes that employees who receive more organizational support have better work-life balance. Organizational support can also help in reducing the impact of stress on work-life balance. According to a study by Casper et al. (2011), perceived organizational support can buffer the negative effects of work stress on family life, and improve work-life balance. Research on healthcare workers has found that supervisor support and job control were most important in promoting work-life balance (Lin & Ma, 2019). On the other hand, studies on information technology professionals suggest that work-life balance is influenced by flexible work arrangements and supervisor support (Casper et al., 2018). Training and development programs that support employees' personal and professional growth can also have a positive impact on employees' well-being and work-life balance (Chung et al., 2010). Organizational support can positively impact employees' work-life balance, job satisfaction, and well-being (Eby et al., 2018; Ollier-Malaterre et al., 2019). Allen et al. (2017) found that work-life policies, job flexibility, and supervisor support were critical aspects of organizational support that influence work-life balance outcomes. Organizational support can impact job satisfaction and employee retention. A study by Hammer et al. (2009) found that support for work-life balance was positively related to job satisfaction and commitment to the organization.

H4: There is a significant impact from organizational support to work life balance of industrial workers at Taian Lanka Steel Company.

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03. Research Methodology

3.1 Conceptual Framework

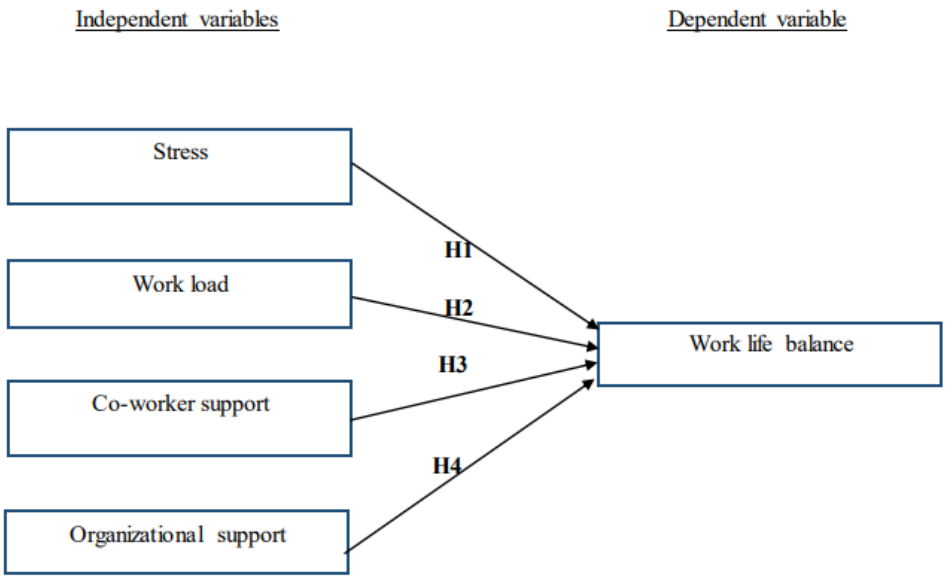

Figure 1: Conceptual Framework

Source: Developed by Author based on Previous Research

3.2. Formulation of Hypotheses

This research investigates the factors affecting work life balance of industrial workers at Taian Lanka Steel Company Pvt Ltd. To develop hypotheses, it is needed to focus on several empirical studies. Therefore, following Alternative Hypotheses are developed based on the literature reviewed earlier;

H1: There is a significant impact from stress to work life balance of industrial workers at Taian Lanka Steel Company.
H2 - There is a significant impact from workload to work life balance of industrial workers at Taian Lanka Steel Company.
H3 - There is a significant impact from co-worker support to work life balance of industrial workers at Taian Lanka Steel Company.
H4 - There is a significant impact from organizational support to work life balance of industrial workers at Taian Lanka Steel Company.

3.3. Research Design

This study uses quantitative approach. A quantitative research design is a research strategy that employs measurement, statistical, and numerical analysis methods to investigate phenomena.

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3.3.1 Research population

The population of this research consists of 257 employees working at Taian Lanka Steel Company Private Limited.

3.3.2 Sampling techniques

The goal of using a sampling technique is to obtain a representative sample that is large enough to provide reliable and accurate results. Morgan Table Sample Size is a statistical tool used to determine the appropriate sample size for a study. It is also known as the Sample Size Determination Table or the Sample Size Formula. The Morgan Table Sample Size takes into account the level of precision desired, the level of confidence required, and the size of the population being studied. The sample size for this study was taken by using the 'Morgan table' with 95% confidence level and 5% interval level. A simple random sampling technique was used in this study.

3.3.3 Sample

The sample is a subset of the population. The sample of this study is 155 employees (Calculated using the 'Morgan table' with 95% confidence level and 5% interval level) working in the production department of the Company.

3.4 Data Collection Method

3.4.1 Questionnaire Design

In this research, the researcher used a personally administered questionnaire to fulfill the purpose of this study. The questionnaire is designed to fit the objectives as well as the conceptual framework of the study. Online and paper-based questionnaires were used. The questionnaire was structured into 02 sections. Section A consists of demographic details of employees such as gender, age, marital status, salary scale, and working experience. Section B of the questionnaire consists of questions regarding independent factors and dependent factors of the research. Checkboxes were used to gather data regarding the demographic factors. Five-point Likert Scale Questions were used to collect true and correct data for the dependent and the independent variables. The rangers were as follows. 1 = Strongly Disagree, 2 = Disagree, 3 = Moderate/ Neutral, 4 = Agree, 5 = Strongly Agree. And also this study has also gathered some significant secondary data as well.

3.4.2. Method of Data Analysis

Data analysis has been carried out by using the gathered data through conducting a survey based on the research objectives. After all primary data had been collected; all collected primary data into SPSS software for descriptive analysis and the impact of the independent variable to the dependent variable. SPSS is capable of handling large volumes of data which has been extremely useful in social research and includes a tremendously powerful statistical analysis algorithm (Bryman and Cramer, 2012). Correlation analysis is used to measure the strength and direction of the relationship between two variables (Field, 2018). Multiple regression is used to

understand the relationship between one dependent variable and two or more independent variables (Hair et al., 2019).

4. Data Interpretation And Analysiss

4.1 Analysis of Sample Profile of the Study

The questionnaire was distributed among 155 respondents. The demographic characteristics included the Age category, Marital status, Job experience in years and salary scale of the respondents. Demographic data were gathered to identify age wise, job experience duration wise and salary wise data of the selected sample respondents.

4.1.1 Age Distribution of Respondents

Following table 1 shows the age category of the respondents.

Table 1: Age d\Distribution of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 30 years	61	39.4	39.4	39.4
31-40 years	59	38.1	38.1	77.4
41-50 years	29	18.7	18.7	96.1
Above 51 years	6	3.9	3.9	100.0
Total	155	100.0	100.0	

Source : Based on Analyzed Data

According to table 4.1 the largest age group consists of individuals below 30 years, comprising 39.4% of the total sample. The second-largest age group is individuals aged 31-40 years, comprising 38.1% of the sample. individuals aged 41-50 years represent 18.7% of the total. And just 3.9%, fall into the category above 51 years. This illustrates the majority of the respondents are young and less from old age.

4.1.2 Marital Status

Following table 4.2 shows the marital status of the respondents.

Table 2: Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	103	66.5	66.5	66.5
Unmarried	52	33.5	33.5	100.0
Total	155	100.0	100.0	

So*urce :* Based on Analyzed Data

Table 2 shows the majority of individuals within our study population are classified as "Married," comprising 66.5% of the total sample. The remaining 33.5% fall into the category of "Unmarried" . The cumulative percentage showcases the distribution of marital status across the entire dataset.

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4.1.3 Work Experience in the Company

Table 3: Work Experience in the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 1 year	21	13.5	13.5	13.5
1-3 years	53	34.2	34.2	47.7
4-6 years	51	32.9	32.9	80.6
Above 6 years	30	19.4	19.4	100.0
Total	155	100.0	100.0	

Source : Based on Analyzed Data

According to Table 4.3, The largest group is individuals with "1-3 years" of work experience, comprising 34.2% of the total sample. Additionally, 32.9% of individuals in the sample have "4-6 years" of work experience, showing a mid-range level of experience. The distribution also includes individuals with "Below 1 year" and "Above 6 years" of work experience, each contributing 13.5% and 19.4%, respectively.

4.1.4 Salary Scale

Table 4: Salary Scale

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 30,000	24	15.5	15.5	15.5
30,000 - 60,000	70	45.2	45.2	60.6
60,000 - 90,000	50	32.3	32.3	92.9
Above 90,000	11	7.1	7.1	100.0
Total	155	100.0	100.0	

Source : Based on Analyzed Data

According to 4.4, The largest group consists of individuals earning "30,000 - 60,000," comprising 45.2% of the total sample. Additionally, 32.3% of individuals in the sample fall into the "60,000 - 90,000" salary range, showcasing a mid-range level of income. The distribution also includes individuals with "Below 30,000" and "Above 90,000" salary ranges, each contributing 15.5% and 7.1%, respectively.

4.2. Research Findings

4.2.1. Test of Reliability

Reliability testing is a process that find weather the attributes are reliable or not. When measuring reliability, the Cronbach's Alpha value is the most common measure of testing reliability. Cronbach‟s Alpha is reliable on multiple Likert scale on questionnaires. The test is significant when the alpha value exceeds the amount of 0.7 (Field, 2018). Here the total questionnaire is considered as a reliable instrument for data collection.

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Table 5: Reliability of Variables

Co-worker support	No of Items	Cronbach's Alpha
Stress	3	0.841
Workload	3	0.842
Co-worker support	4	0.909
Organizational support	4	0.944
Work life balance	4	0.896
Overall variable	18	0.966

Source: Reliability Test Data

The above presented data shows that the reliability statics on the survey of 155 respondents. Stress, Workload, Co-worker support, Organizational support, Worklife balance has reliability values of 0.841, 0.842, 0.909, 0.944, 0.986 respectively. That means those are in the range of acceptable. Reliability of overall variables is 0.966. It means the questionnaire has excellent reliability.

4.2.2 Descriptive Statistic Analysis

Table 6: Descriptive Analysis for Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Stress	155	2.33	5.00	4.1290	.57783
Workload	155	2.33	5.00	4.1785	.55606
Co-worker support	155	2.50	5.00	4.2210	.50561
Organizational support	155	2.00	5.00	4.1914	.55172
Worklife balance	155	1.25	5.00	4.1726	.61009
Valid N (listwise)	155				

Source: Survey Data

According to the table 4.6 Co-worker support has the highest mean value of 4.221 with a 0.50561 stranded deviations. Stress value has the lowest mean value of 4.129 with 0.57783 stranded deviation. The mean value and stranded deviation of work load is 4.1785 and 0.55606 respectively. The mean value and stranded deviation of organizational support is 4.1914 and 0.55172 respectively. The mean value and stranded deviation of Worklife balance is 4.1726 and 0.61009 respectively. The standard deviation is a measurement in reference to the mean.

4.2.3. Correlation Analysis

Correlation is another way of assessing the relationship between variables. To be more precise, it measures the extent of correspondence between the ordering of two random variables (Kendall & Stuart, 1979). There is a large amount of resemblance between regression and correlation but their methods of interpretation of the relationship.

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Table 4.7: Correlation Matrix Summary

		Stress	Workload	Coworker support	Organizational support	Worklife balance
Stress	Pearson Correlation	1	.822**	.732**	.728**	.745**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	155	155	155	155	155
Workload	Pearson Correlation	.822**	1	.775**	.751**	.776**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	155	155	155	155	155
Coworker support	Pearson Correlation	.732**	.775**	1	.747**	.661**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	155	155	155	155	155
Organizational support	Pearson Correlation	.728**	.751**	.747**	1	.819**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	155	155	155	155	155
Worklife balance	Pearson Correlation	.745**	.776**	.661**	.819**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	155	155	155	155	155

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Survey Data

Table 4.8: Correlation Analysis

Variable	Correlation	Relationship
Stress and Work life balance	.745**	Strong Positive Relationship
Workload and Work life balance	.776**	Strong Positive Relationship
Coworker support and Work life balance	.661**	Moderate Positive Relationship
Organizational support and Work life balance	.819**	Strong Positive Relationship

Source: Developed for Research Based on Analyzed Data.

4.2.4. Multiple Regression Analysis

Multiple Regression Analysis is a statistical evolution tool. Analysis of multiple regression generates a regression equation where coefficients represent the relationship between each independent variable and the depended variable (Tabachnick & Fidell, 2019). Multiple regression analysis is help to decide strong relationship between independent variables.

Table 4.9: Model Summary of Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862[a]	.743	.736	.31351

a. Predictors: (Constant), Organisational support, Stress, Co-worker support, Workload

Table 4.9 shows the Model summary for Multiple Regression Analysis. A multiple regression analysis was carried out to see if the independent variables (Stress, work load, co-worker support, organizational support) could predict the occurrence of the dependent variable (Worklife balance).

Table 4.10: ANOVA Table

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	42.577	4	10.644	108.294	.000[b]
	Residual	14.744	150	.098		
	Total	57.321	154			

a. Dependent Variable: Work life
b. Predictors: (Constant), Organisational support, Stress, Co-worker support, Workload

According to the ANOVA table sig value is 0.000 which is less than 0.05. Therefore regression model is significant.

Table 4.11: Coefficients Table of Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.044	.220		.200	.842
	Stress	.191	.081	.181	2.352	.020
	Workload	.344	.092	.313	3.748	.000
	Coworker support	-.143	.087	-.118	-1.633	.105
	Organisational support	.598	.077	.540	7.728	.000

a. Dependent Variable: Work life balance
a. Dependent Variable: Work life balance
b. Predictors : (Constant), Organizational support, Stress, Co-worker support, Workload
Source: Survey Data

Table 4.11 shows that the stress, Workload, Coworker support, Organizational support have unstandardized coefficient of 0.191, 0.344, -0.143 and 0.598 respectively and the following regression equation can be derived from the available data for predicting the customer satisfaction.

The multiple regression equation can be formed as below:

Y= 0.044+ (.191) X1 + (.344) X2 + -(.143) X3 + (.598) X4

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Where, Y= Work life balance, X1 = stress, X2 = Workload, X3 = Coworker support, X4 = Organizational support.

4.2.5 Hypothesis Testing

Hypotheses 01 – Stress

H1 - There is a significant impact from stress to work life balance of industrial workers at Taian Lanka Steel Company.

According to the table 4.11, The significant value Stress is which 0.020 is less than 0.05. This can be concluded that there is a positive relationship between stress and work life balance, so H1 can be accepted.

Hypotheses 02 - Workload

H2 - There is a significant impact from workload to work life balance of industrial workers at Taian Lanka Steel Company.

According to the table 4.11, The significant value of Workload is which 0.000 is less than 0.05. This can be concluded that there is a positive relationship between workload and work life balance, so H2 can be accepted.

Hypotheses 03 - Coworker support

H3 - There is a significant impact from co-worker support to work life balance of industrial workers at Taian Lanka Steel Company.

According to the table 4.11, significant value of Coworker support is which 0.105 is greater than 0.05. This can be concluded that there is a negative relationship between co-worker support and work life balance, so H3 is rejected.

Hypotheses 04 - Organizational support

H4 - There is a significant impact from organizational support to work life balance of industrial workers at Taian Lanka Steel Company.

According to the table 4.11, significant value of organizational support is which 0.000 is less than 0.05. This can be concluded that there is a positive relationship between Organizational support and work life balance, so H4 can be accepted.

5. Conclusion

5.1 Summary of the Study

The research problem of this study is; What are the factors affecting the work-life balance of industrial workers at Taian Lanka Steel Company Private Limited? The main objective of the study is to identify the main factors affecting the work-life balance of industrial workers in Taian Lanka Steel Company Private Limited.

Firstly, the researcher has focused on the background of the research problem and identified the research objectives and the research questions. After identifying the foundation of the research, the researcher conducted a comprehensive literature review. By conducting the literature review, the researcher tried to build the theoretical base for the study by providing previous articles which were related to this phenomenon. This study was carried out as a quantitative research approach and data was collected from two effective ways online survey questionnaires

and paper-based questionnaires. A total of 155 responses were taken from the sample. The collected data was analyzed by the SPSS software. For interpreting the analyzed data, frequencies of demographic variables, descriptive measurements, correlation, and regression analysis were used. The summary of the results of hypothesis testing is represented in the below table.

5.2 Key Findings of the Study

The main objective of the study is to identify the main factors affecting the work-life balance of industrial workers in Taian Lanka Steel Company Private Limited. Data that were gathered to identify the impact of independent variables stress, workload, co-worker support, and organizational support on dependent variable work-life balance were analyzed by using SPSS software. According to the research findings, it was found there is a significant impact of stress, workload, and organizational support on to work-life balance of industrial workers at Taian Lanka Steel Company. However, there was no significant impact from co-worker support on to work life balance of industrial workers at Taian Lanka Steel Company.

5.3 Research Implication

5.3.1 Knowledge implication

This research was carried out to find the impact of stress, workload, co-worker support, and organizational support on work-life balance. Therefore, the study has provided a knowledge contribution by providing more insight into existing literature. There are only limited studies which are available in the Sri Lankan context related to the steel industry. Therefore, the present study contributes to the knowledge base relevant to work-life balance. Based on the research findings, the present study can be used to further verify and identify future research areas.

5.3.2 Managerial Implication

The present study focused on finding the impact of stress, workload, co-worker support, and organizational support on the work-life balance of industrial workers of Taian Lanka Steel Company Private Limited. The subjective sample for the study is limited to the company. The major contribution of this study would be that the findings can be adopted to adjust the quality of work life of employees of the company.

5.4 Limitations

The simple random sampling technique used in the research will not indicate a fully representative profile of the population in the Company. Because it includes only 155 respondents. Inadequacy of the sample size may cause problems in generalizing the findings of the study. Some employees avoided responding to research study data collection. This problem arose during the paper-based data collection process. This study was done using only a self-administered questionnaire for the data collection. It restricts the depth of information gathered, as it does not allow for nuanced exploration of complex issues or contexts.

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5.5 Recommendations

The study supports the notion that work-life balance has a very strong impact on the family of employees. Therefore, it will be better if the HR departments of any organization can identify the factors regarding work-life balance and take necessary actions to balance the work life of the employees. Organizations should take the challenge of work-life balance seriously, as it affects employee's professional success and personal well-being. The welfare of employees and their satisfaction should be the topmost priority of any organization.

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