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INDIVIDUAL FACTORS OF WORK-LIFE BALANCE
AND JOB PERFORMANCE: SPECIAL REFERENCE
TO ACADEMIC AND ADMINISTRATIVE HEADS
OF SRI LANKAN UNIVERSITIES:
STRUCTURAL EQUATION MODELING

INTRODUCTION

Organizations are facing increased competitive challenges to achieve their organizational goals, thus, they are targeting cost-cutting, launching new products and processes, humanizing quality, enhancing output, and speeding up market sustainability to improve performance.¹ Hence, an organization's effective management, especially human resource management (HRM), should produce and increase its employees' knowledge, motivation, ability, and commitment to reach a competitive advantage.²

Organizations then use different strategies to face the challenges and achieve success. Job performance is the main driver of company success in today's competitive market environment.³ The tasks, responsibilities, and assignments were

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¹ Kyle W. LUTHANS, and Steven M. SOMMER, "The Impact of High-Performance Work on Industry-Level Outcomes," *Journal of Managerial Issues* 17, no. 3 (2005): 327–45.

² James K. HARTER, Frank L. SCHMIDT, and Theodore L. HAYES, "Business-Unit-Level Relationship between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis," *Journal of Applied Psychology* 87, no. 2 (2002): 268.

³ W. G. N. DILHANI, and N. W. K. D. K. DAYARATHNA, "The Impact of Work Life Balance Practices on Employee Performance of Female Machine Operators on the Sri Lankan Apparel Sector," *Human Resource Management Journal* 4, no. 1 (2016): 13.

carried out by employees based on their performance skills. Besides, a person's activity is considered necessary to evaluate the usefulness of an employee's occupation in an organization. The victory or collapse of an organization seriously rests on the employees' job performance. It facilitates the considerable feature of placing pressure on a business to strive for greatness, as it sounds more vital for total managerial progress and victory.⁴

Workforces are a serious asset for the organizations' existing and upcoming performance.⁵ In order to deliver it excellently, today's employees are required to perform well in their job, bodily, spiritually, and expressively.⁶ Since various HRM practices influence the job performance of employees, work-life balance (WLB) is one essential theme in the existing situation because the necessity for sustaining WLB has been extensively agreed upon by employees, managers, and employers. After all, inequity in work and life affects the welfare and outcomes of workers and their companies.

Employees nowadays cannot accomplish their preferred performance level due to work-life and family-life disparity.⁷ Numerous academic works have identified the impact of WLB due to the worldwide insistence on solutions towards accomplishing WLB, mainly from the state and non-state sectors.⁸ As a result, this article highlighted the WLB individual factors that impact the job performance of North and East province universities' academic and administrative heads in Sri Lanka.

⁴ Mojtaba RAFIEE, Hojat KAZEMI, and Mustafa ALIMIRI, "Investigating the Effect of Job Stress and Emotional Intelligence on Job Performance," *Management Science Letters* 3, no. 9 (2013): 2417–24, <http://doi.org/10.5267/j.msl.2013.08.025>; Jankingthong KORKAEW, and Rurkkum SUTHINEE, "Factors Affecting Job Performance: A Review of Literature," *Silpakorn University Journal of Social Sciences, Humanities, and Arts* 12, no. 2 (2012): 115–27.

⁵ Henarath H. D. N. P. OPATHA, *Human resource management* (Nugegoda: University of Sri Jayawardenepura, 2009), 2–28.

⁶ Nick TURNER, Julian BARLING, and Anthea ZACHARATOS, "Positive Psychology at Work," in *Handbook of Positive Psychology*, ed. Charles R. Snyder and Shane J. Lopez (Oxford: Oxford University Press, 2002), 715–28.

⁷ Rangarajan BALAJI, "Work Life Balance of Women Employees," *International Journal of Innovative Research in Science, Engineering and Technology* 3, no. 10 (2014): 16840.

⁸ Jim BIRD, "Work-Life Balance: Doing It Right and Avoiding the Pitfalls," *Employment Relations Today* 33, no. 3 (2006): 21–30, <https://doi.org/10.1002/ert.20114>; Orogbu Lilian OBIAGELI, Onyeizugbe Chinedu UZOCHUKWU, and Chukwuemeke Deborah NGOZI, "Work Life Balance and Employee Performance in Selected Commercial Banks in Lagos State," *European Journal of Research and Reflection in Management Sciences* 3, no. 4 (2015): 63.

PROBLEM STATEMENT

The studies connected to WLB are necessary for every perspective. For this reason, the contemporary generation of human resources is more concerned about WLB, and the employment procedure also measures it as an essential factor.⁹ The issue of managing the workplace requirements with private life needs is gaining interest among laborers worldwide; researchers and other groups of workers in higher education institutions are no exception. Since appropriate WLB is necessary for accomplishing individual and managerial goals, job-life and family-life inequity negatively affects both spheres of the workforce.¹⁰

Workers and administrators indicated an increasing demand for WLB solutions, leading to an exciting question surrounding the research society.¹¹ Job and household domain inequity distresses the welfare and outcomes of human resources and their institutions. Many workers struggle to find an equilibrium between their job and private lives.¹²

Faculty, departments, divisions, units, and centers are managed by academic and administrative heads in the university system. They influence students' learning and aim to produce excellent pupils for society. The academic unit's heads are directly involved, and the administrative heads indirectly contribute to these accomplishments. Therefore, they must appropriately balance their work and life.

Furthermore, past scholarly works pointed out that various facets disturb the WLB of staff at diverse business levels. The scholars separated those into individual, organizational, societal, environmental, and other level factors. Despite the truth, the author documented some important individual WLB factors. There is also a massive shortage of empirical evidence relevant to individual WLB factors, which affects academic and administrative heads' job performance in Sri Lanka's university system. Therefore, it is necessary to answer the question: "Do individual WLB factors impact job performance of academic and administrative heads of the North and East Universities in Sri Lanka?" This article then investigates the relationship between the individual WLB factors and the job

⁹ Katherine T. SMITH, "Work-Life Balance Perspectives of Marketing Professionals in Generation Y," *Services Marketing Quarterly* 31, no. 4 (2010): 434–47, <https://doi.org/10.1080/15332969.2010.510724>.

¹⁰ M. C. BANNUR, and R. M. PATIL, "Work Life Balance and Its Impact on Dimensions of Wellness: A Review of Literature," *AARMSS International Journal of Management & Social Science Research* 1, no. 1 (2015).

¹¹ Amjad Ali GULBAHAR et al., "Relationship between Work-Life Balance & Organizational Commitment," *Research on Humanities and Social Sciences* 4, no. 5 (2014): 1–7.

¹² Joyce Mumbi KAMAU et al., "Work-life Balance Practices on Employee Job Performance at Eco Bank Kenya," *European Journal of Business and Management* 5, no. 25 (2013): 179.

performance of academic and administrative heads of the North and East Universities in Sri Lanka.

LITERATURE REVIEW

INDIVIDUAL FACTORS AFFECTING WORK-LIFE BALANCE

WLB is generally examined with many dependent variables; among those, job performance is prominent. WLB and work-life conflict are two separate expressions. The latter refers to the disparity between work and life.

Individual factors have been indicated to have a significant relationship with WLB.¹³ Among such factors, one may distinguish emotional intelligence, personality, and well-being.¹⁴ Job engagement, spiritual intelligence, and emotional intelligence are the main components of individual factors. Individual factors such as time management and awareness are positive and significant determinants of WLB.¹⁵ Several researchers also identified a direct association between individual factors and WLB.¹⁶ Further personal factors have a positive and significant

¹³ David E. GUEST, "Perspectives on the Study of Work-Life Balance," *Social Science Information* 41, no. 2 (2002): 255–79, <https://doi.org/10.1177/0539018402041002005>; Amali Nisansala EDIRIWEERA, "Organizational and Individual Factors Affecting Work Life Balance on Managers in Colombo District, Sri Lanka" (PhD diss., University of Sri Jayewardenepura, Nugegoda, 2009), VI.

¹⁴ Mokana A/P MUTHU KUMARASAMY, Faizuniah PANGIL, and Mohd Faizal Mohd ISA, "Individual, Organizational and Environmental Factors Affecting Work-Life Balance," *Asian Social Science* 11, no. 25 (2015): 111–23; GUEST, "Perspectives on the Study of Work-Life Balance," 255–79; EDIRIWEERA, "Organizational and Individual Factors Affecting Work," 192.

¹⁵ Rubina EASMIN et al., "Improving Work Life Balance: A Study on Employees in Private Commercial Banks of Bangladesh," *IOSR Journal of Business and Management (IOSR-JBM)* 21, no. 5 (2019): 1–12, <https://doi.org/10.9790/487X-2105080112>; Mohamed Abdul G. SAREENA UMMA, "The Impact of Personality on Employee Job Performance: An Empirical Study of Non-Academic Employees of the Universities in the Eastern Province of Sri Lanka," *Journal of Management* 5, no. 1 (2009): 1–12.

¹⁶ Tinuke M. FAPOHUNDA, "An Exploration of the Effects of Work Life Balance on Productivity," *Journal of Human Resources Management and Labor Studies* 2, no. 2 (2014): 71–89; Mokana A/P MUTHU KUMARASAMY, "Individual, Organizational and Environmental Factors Affecting Work-Life Balance" (PhD diss., Othman Yeop Abdullah Graduate School, Universiti Utara Malaysia, 2016), 119-26; Andrijana MUŠURA, Mirna KORIČAN, and Siniša KRAJNOVIĆ, "Work-Life and Life-Work Conflicting Croatian Companies: Some Perspectives," *International Journal of Organization Theory & Behavior* 16, no. 1 (2013): 42–67.

impact on WLB.¹⁷ Overall, the factors of WLB influence the WLB of employees in organizations. In this paper, personality, awareness, well-being, time management, self-esteem, spiritual intelligence, and orientation were chosen as the individual WLB aspects.

INDIVIDUAL WORK-LIFE BALANCE FACTORS AND JOB PERFORMANCE

Grounded in the identified individual factors of WLB, the employee's personality is critical to enhancing the employee's job performance.¹⁸ The findings of 15 earlier meta-analytic studies show an important positive relationship between personality and job performance.¹⁹ Like this, personality had an essential connection with job performance.²⁰ Furthermore, managers' personality traits present a noteworthy positive effect on their job performance in the organization.²¹ Psychological well-being of employees significantly improves their job performance.²² Drawing also on studies from other countries, time management of employees has an important, positive association with the job performance of Malaysian women employees, and it must be strongly related to job performance.²³ While an essential positive association between self-esteem and job per-

¹⁷ Mazin ALEDEINAT, "Personal, Organizational Factors and Work-Life Balance at the Small and Medium Enterprises (SMEs) in Jordan," *SSRN Electronic Journal* (2022), <https://doi.org/10.2139/ssrn.4169065>.

¹⁸ SAREENA UMMA, "The Impact of Personality on Employee Job Performance," 50–60.

¹⁹ Sandra L. MURRAY et al., "The Mismeasure of Love: How Self-Doubt Contaminates Relationship Beliefs," *Personality and Social Psychology Bulletin* 27, no. 4 (2001): 423–36, <https://doi.org/10.1177/0146167201274004>.

²⁰ Andreas KLANG, "The Relationship between Personality and Job Performance in Sales: A Replication of Past Research and an Extension to a Swedish Context" (Master's thesis, Stockholm University, 2012), 19.

²¹ Neema GUPTA, and Ashish K. GUPTA, "Big Five Personality Traits and Their Impact on Job Performance of Managers in FMCG Sector," *International Journal of Recent Technology and Engineering (IJRTE)* 8, no. 5 (2020): 3104–9, <https://doi.org/10.35940/ijrte.E6406.018520>.

²² Yasir Mansoor KUNDI et al., "Employee Psychological Well-Being and Job Performance: Exploring Mediating and Moderating Mechanisms," *International Journal of Organizational Analysis* 29, no. 3 (2020): 736–54, <https://doi.org/10.1108/IJOA-05-2020-2204>; Yi-Chang LIN, Chien YU, and Chin-Cheh YI, "The Effects of Positive Affect, Person-Job Fit, and Well-Being on Job Performance," *Social Behaviour and Personality: An International Journal* 42, no. 9 (2014): 1537–47, <https://doi.org/10.2224/sbp.2014.42.9.1537>.

²³ S. N. A. A. KAMARUDDIN et al., "Motivation, Time Management and Work Performance among Female Workers in Malaysia," *International Journal of Advanced and Applied Sciences* 4, no. 12 (2017): 273–80; Lucy Karimi NJAGI, and Jane MALEL, "Time Management and Job Performance in Selected Parastatals in Kenya," *Australian Journal of Business and Management Research* 2, no. 5

formance was found, self-esteem had a positive inter-relationship with job performance.²⁴ Additionally, the spiritual intelligence of nurses in Iran impacts job performance.²⁵ The employee orientation within the Ghana Education Service in Greater Accra also influences job performance, and work orientation can be used by organizations to improve employee job performance and to expand their team spirit. One study specifically revealed that the factors of WLB impact employee job performance in government-owned organizations in Nigeria,²⁶ and individual factors influence employees' job performance.²⁷

In view of the fact that, in general, WLB has a positive and significant relationship with job performance,²⁸ these individual WLB factors also had a connection with job performance. The current study thus finds the important individual factors of WLB from the literature review based on supporting theories and empirical confirmations.

Furthermore, the job performance of academic and administrative heads of universities can be measured by the seven dimensions, which are: nature of work, knowledge and skills, achievement factors, adaptive factors, content performance factors, job-oriented factors, and disciplinary factors.²⁹ This article evaluates important scholarly works on individual aspects of WLB and job performance, so it improves the prevailing body of information on the theme of individual WLB factors and job performance by dealing with the literature gap and giving continual paths for upcoming searches.

(2012): 19; Nor Lela AHMAD et al., "The Relationship between Time Management and Job Performance in Event Management," *Procedia - Social and Behavioral Sciences* 65 (2012): 937–41, <https://doi.org/10.1016/j.sbspro.2012.11.223>.

²⁴ Fayaz Hussain TUNIO et al., "Factors Affecting Job Performance: A Case Study of Academic Staff in Pakistan," *The Journal of Asian Finance, Economics and Business* 8, no. 5 (2021): 473–83.

²⁵ Mohammad KHANDAN, Zeinab EYNI, and Alireza KOOHPAEL, "Relationship between Spiritual Intelligence and Job Performance: A Case Study of Nurses and Nursing Aids in the Main University Hospital of Qom, Iran." *Health, Spirituality and Medical Ethics* 4, no. 3 (2017): 8–13.

²⁶ Oderonke Feyikemi ODELOYE et al., "Factors of Work-Life Balance that Influence Employee Performance in Government-Owned Organizations in Nigeria: A Conceptual Review," *International Journal of Research and Innovation in Applied Science (IJRIAS)* 5, no. 11 (2020): 35–41.

²⁷ KAMARUDDIN et al., "Motivation, Time Management and Work Performance," 273–80.

²⁸ A. Shamim BANU, and G. SUNDHARAVADIVEL, "A Relationship between Work-Life Balance and Job Performance of Employees," *International Journal of Human Resource Management and Research (IJHRMR)* 9, no. 2 (2019): 53–58, <https://doi.org/10.24247/ijhrmrpr20196>.

²⁹ Mohamed Abdul G. SAREENA UMMA et al., "Impact of Societal Work Life Balance Factors on Job Performance of Academic and Administrative Heads of North East Universities in Sri Lanka," *Webology* 19, no. 3 (2022): 1634–53.

METHODOLOGY

The sample of this study consists of the academic and administrative heads of Sri Lankan Universities working in north and east provinces. Four universities took part, including one campus, comprising a group of 339. Out of that, 257 responses were used for this study. The data was collected through a structured questionnaire on Google Forms, using a cross-sectional survey approach. The study analyzed the data using Structural Equation Modelling (SEM) and Analysis of Moment Structures (AMOS) version 23.0.

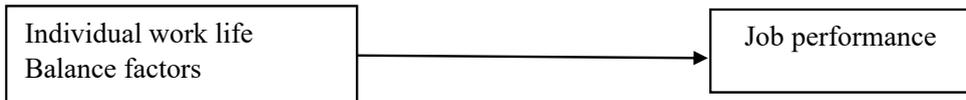


Figure 1: Conceptual framework

Source: The Author

H_A : A significant relationship exists between the individual WLB factors and the job performance of academic and administrative heads of the North East Universities in Sri Lanka.

DATA ANALYSIS

RELIABILITY, VALIDITY, AND CONFIRMATORY FACTOR ANALYSIS OF DATA

Confirmatory factor analysis (CFA) and structural model were the two levels of analysis. CFA was executed using AMOS to obtain extra information on the validity and reliability of the study tool used here. The CFA, reliability, and validity of data were assessed. Table 1 shows that the items included in the constructs reported high reliability and validity. Furthermore, the study employed Cronbach's alpha (CA), composite reliability (CR), and average variance extracted (AVE) testing.

The CA, AVE, and CR values for all constructs were higher than the threshold level, and additional investigation was carried out, with statistical evidence of validity and reliability.

Table 1: Results of reliability, validity, and confirmatory factor analysis of data

Construct	CA	AVE	CR
IND_Factors	0.861	0.510	0.861
JP_Knowledge and skills	0.919	0.580	0.917
JP_Achievement factors	0.912	0.537	0.912
JP_Adaptive factors	0.950	0.587	0.945
JP_Contents performance factors	0.881	0.553	0.881
JP_Job-oriented factors	0.902	0.560	0.899

Source: Survey data computed with SME and AMOS version 23.0

FIRST ORDER CFA FOR INDIVIDUAL FACTORS (INDF)

The output of the first-order CFA measurement model indicates that all six items, namely INDF1, INDF2, INDF3, INDF4, INDF5, and INDF6, confirmed the composite indicators of INDF, whereas INDF7 was excluded because its standardized factor loading was below 0.50. The model fits the data at a satisfactory level as follows: with Chi-square ($df=9$)=21.516; $p=0.011$; Chi-square/ $df=2.391$; RMR= 0.018; GFI=0.974; TLI=0.966; CFI=0.979; and RMSEA=0.074. The goodness-of-fit indices, such as RMR, GFI, TLI, and CFI, significantly passed the cut-off value, including RMSEA of 0.074.

SECOND ORDER CFA FOR JOB PERFORMANCE (JOBP)

The outputs of second-order CFA indicate that the seven components confirmed the composite indicators of JOBP, such as JP_Nature of Work, JP_Knowledge and Skills, JP_Achievement factors, JP_Adaptive factors, JP_Contents performance factors, JP_Job-oriented factors and JP_Disciplinary factors. The model fits the data at a satisfactory level as follows: with Chi-square ($df=1271$)=2226.703; $p=0.000$; Chi-square/ $df=1.752$; RMR= 0.065; GFI=0.745; TLI=0.883; CFI=0.888; and RMSEA=0.054. The results showed that goodness-of-fit indices such as RMR, GFI, TLI, and CFI significantly passed the cut-off value, including RMSEA of 0.054. The most critical sub-scales in job performance were JPADF and JPJOF due to their highest loading with the seven sub-scales.

PATH ANALYSIS FOR TESTING HYPOTHESES

The second primary step of SEM analysis is shaping the fit of the measurement model. Traditionally, the relative Chi-square is suggested to be less than 5.0, whereas GFI, AGFI, CFI, IFI, NFI, and TLI should be greater than 0.90. RMSEA

and RMR should be less than 0.08.³⁰ It is also considered a good fit if GFI and AGFI are greater than 0.80.³¹ Further, any three to four of the mentioned goodness-of-fit indices are within the specific threshold. In that case, the structural model fits, and further analysis can be conducted to test the hypotheses. The last part is verifying the study's projected link based on the hypothesis.

The maximum likelihood (ML) method was used to compute the goodness-of-fit indices of this model. As Figure 2 shows, the Chi-square was significant with χ^2 (df= 41)=80.443; $p=0.000$; $\chi^2/df=1.962$; GFI=0.946; TLI=0.958; CFI=0.968; and RMR=0.030. In addition, the RMSEA was 0.061, so less than 0.08. The structural model in this study thus fits the goodness-of-fit indices to be used for hypothesis testing and additional analysis.

Within the structural model, JP_Nature of Work and JP_Disciplinary factors were excluded from the seven constructs in job performance, since their standardized factor loadings were below 0.50, as shown in Figure 2.

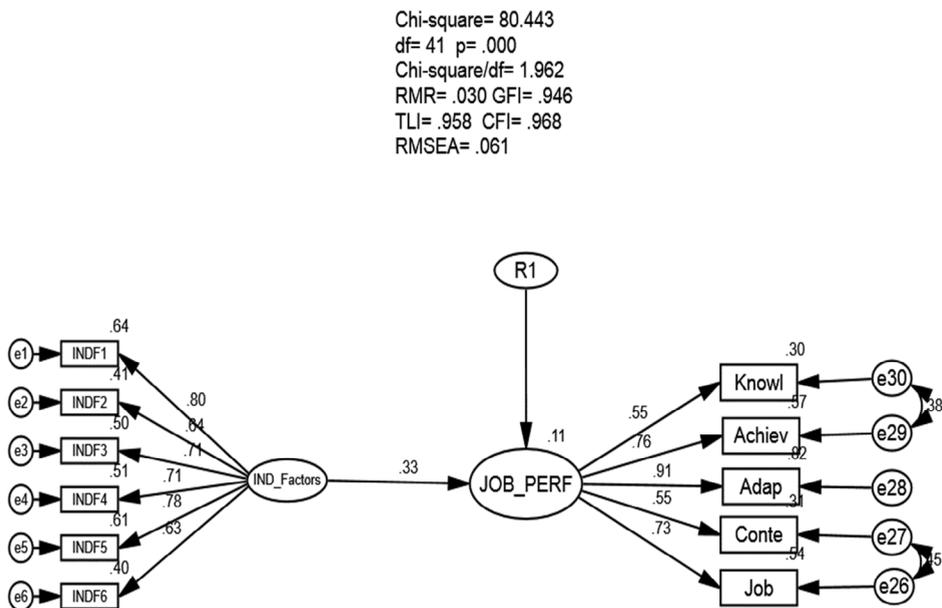


Figure 2: The structural model of the study

Source: Primary data computed using SME with AMOS version 23.0

³⁰ Barbara M. BYRNE, *Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming (Multivariate Applications Series)*, 2nd ed. (New York: Taylor & Francis Group, 2010), 1–416.

³¹ Hans BAUMGARTNER, and Christian HOMBURG, “Applications of Structural Equation Modeling in Marketing and Consumer Research: A Review,” *International Journal of Research*

Subsequently, standardized and unstandardized regression weights in the hypothesized path model were acquired to examine the path analysis, the outcome of which is exposed in Table 2.

Table 2: Standardized and unstandardized regression weights in the hypothesized path model

	S. estimate	Uns. estimate	S.E.	C.R.	P
JOB_PERF <--- IND_Factors	.326	.319	.075	4.274	0.000

Source: Survey data computed with SME and AMOS version 23.0

FINDINGS OF THE STUDY

The structural model of the analysis proves that individual WLB factors contributed significantly to job performance ($\beta = 0.326$, $p=0.000<0.05$), with the regression weight R^2 of 11%, and the hypothesis of the study was supported. The research outcome is similar to that of earlier studies that demonstrated a significant relationship between individual factors of WLB and job performance. Personality is an important individual factor in augmenting the job performance of non-academic staff in Eastern Province Sri Lankan Universities.³² The same connection was proved between personality and performance.³³ Similar to previous research, the personality had a noteworthy association with job performance.³⁴ There is a positive correlation between psychological well-being and job performance,³⁵ as well as a sense of employee well-being and job performance.³⁶ Another study confirmed that time management is positively and strongly associated with job performance.³⁷

in Marketing 13, no. 2 (1996): 139–61; William J. DOLL, Weidong XIA, and Gholamreza TORKZADEH, “A Confirmatory Factor Analysis of the End-User Computing Satisfaction Instrument,” *MIS Quarterly* 18, no. 4 (1994): 453–61, <https://doi.org/10.2307/249524>.

³² SAREENA UMMA, “The Impact of Personality on Employee Job Performance,” 50–60.

³³ MURRAY et al., “The Mismeasure of Love,” 423–36.

³⁴ KLANG, “The Relationship between Personality and Job Performance in Sales,” 1–19; Alano-ud ALSUWAILEM, and Amir Abou ELNAGA, “Exploring the Relationship between Personality and Job Performance: New Approach,” *International Journal of Business and Management Invention* 5, no. 12 (2016): 43–53; GUPTA and GUPTA, “Big Five Personality Traits,” 3104–9.

³⁵ KUNDI et al., “Employee Psychological Well-Being and Job Performance,” 736–54.

³⁶ LIN, YU, and YI, “The Effects of Positive Affect,” 1537–47.

³⁷ NJAGI and MALEL, “Time Management and Job Performance,” 19.

Moreover, there is a noteworthy moderate bond between time management and job performance,³⁸ while self-esteem has a positive inter-relationship with job performance.³⁹ Nurses in the main University Teaching Hospital of Qom, Iran, also have a spiritual intelligence impact on job performance.⁴⁰ In general, individual factors influence employees' job performance.⁴¹

IMPLICATIONS OF THE STUDY

The research model and outputs of the study could be useful for the academic and administrative heads of Sri Lankan UGC-funded universities in addressing the problems of WLB and job performance. Officers of the institutions could correct the WLB problems by aligning these individual factors and improving their job performance. This study also emphasizes the importance of individual factors of WLB in augmenting job performance among academic and administrative heads of the North East Universities in Sri Lanka.

LIMITATIONS AND DIRECTIONS FOR FURTHER STUDIES

This research is narrowed down to academic and administrative heads of the North and East Universities in Sri Lanka. Hence, it disregarded other service categories of employees in the universities and other organizations.

Upcoming scholars may consider extending the study by using different sampling procedures, different factors of WLB, and conducting research in other service sectors as well. Comparative studies might also be conducted by upcoming scholars.

CONCLUSIONS AND RECOMMENDATIONS

The study's outcome is intended to show that individual WLB factors significantly impact job performance. Therefore, the study provides a helpful approach and direction for the higher education segment in Sri Lanka. The result of this paper will also give a path for academic and administrative heads of these universities to augment their performance. In addition, this study might prove valuable

³⁸ AHMAD et al., "The Relationship between Time Management and Job Performance," 937–41.

³⁹ TUNIO et al., "Factors Affecting Job Performance," 473–83.

⁴⁰ KHANDAN, EYNI, and KOOHPAEI, "Relationship between Spiritual Intelligence and Job Performance," 8–13.

⁴¹ KAMARUDDIN et al., "Motivation, Time Management and Work Performance," 273–80.

for policymakers as it discovered that individual factors such as personality, well-being, time management, self-esteem, spiritual intelligence, and awareness lead to a better performance of academic and administrative heads of the North and East Universities in Sri Lanka. The policymakers of higher education institutions could thus consider these individual factors of WLB to enhance job performance. Further, the study is beneficial for improving employee performance, hence, it recommends that constant renewal of the WLB policy and procedure will help to improve employee performance.

The study's outputs regarding WLB and job performance could be appropriate for Sri Lankan universities' academic and administrative heads. The administrators could sort out and correct the WLB problems by considering these factors and improving their job performance. Further, these individual factors are essential to achieving the job performance of academic and administrative heads of the North and East Universities in Sri Lanka.

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INDIVIDUAL FACTORS OF WORK-LIFE BALANCE
AND JOB PERFORMANCE: SPECIAL REFERENCE
TO ACADEMIC AND ADMINISTRATIVE HEADS
OF SRI LANKAN UNIVERSITIES:
STRUCTURAL EQUATION MODELING

S u m m a r y

This article investigates the work-life balance (WLB) individual factors that impact job performance. A questionnaire survey technique was implemented to collect the data from the academic and administrative heads of the North and East universities in Sri Lanka. Out of the sample size of 339, 257 samples were utilized, and a strong analytical process was followed. The outcomes show that individual WLB factors substantially strengthen job performance. The study offers support and a path for the Sri Lankan higher education segment. The results could be guided by individual WLB factors to help the university’s academic and administrative heads improve their performance. This study

is also valuable for policymakers in higher education to think about the individual WLB factors to develop better job performance.

Keywords: individual factors; work-life balance; job performance

INDYWIDUALNE CZYNNIKI DOTYCZĄCE RÓWNOWAGI
MIĘDZY ŻYCIEM ZAWODOWYM A PRYWATNYM
I WYDAJNOŚCI PRACY ZE SZCZEGÓLNYM UWZGLĘDNIENIEM
KADRY AKADEMICKIEJ I ADMINISTRACYJNEJ UNIWERSYTETÓW W SRI LANCE:
MODELOWANIE RÓWNAŃ STRUKTURALNYCH

Streszczenie

Artykuł analizuje indywidualne czynniki dotyczące równowagi między życiem zawodowym a prywatnym (WLB), które wpływają na wydajność pracy. Dane zebrano za pomocą ankiety skierowanej do kadry akademickiej i administracyjnej uczelni wyższych zlokalizowanych w północnym i wschodnim regionie Sri Lanki. Z całkowitej próby liczącej 339 osób przeanalizowano 257 odpowiedzi, stosując solidną metodę analityczną. Wyniki badania wskazują, że indywidualne czynniki WLB w istotny sposób poprawiają wydajność pracy. Badanie dostarcza praktycznych wniosków i wskazówek dla sektora szkolnictwa wyższego w Sri Lance. Rezultaty podkreślają, że zwracanie uwagi na indywidualne aspekty równowagi między życiem zawodowym a prywatnym może wspierać kadrę kierowniczą uczelni w poprawie wydajności. Otrzymane wnioski są również istotne dla decydentów polityki edukacyjnej, aby zwiększyć wydajność pracy poprzez odpowiednie działania wspierające WLB.

Słowa kluczowe: indywidualne czynniki; równowaga między życiem zawodowym a prywatnym; wydajność pracy