Investigating the Determinants of Work-life Balance (WLB): Insights from Generation Y Employees in Sri Lanka

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Authors' contributions

This is a collaborative research work performed by above two authors. Author RBCPS designed the study, managed the literature search & data collection, and wrote the first draft of the manuscript. Author WDNSMT contributed in supervising entire research process, performed the statistical analysis and finalized the write up. Both authors read and approved the final manuscript.

Original Research Article

ABSTRACT

Aims: Previous studies show a significant attitudinal difference between Generation Y and others in the context of Work-Life Balance. The present study aimed at finding promising factors and the magnitude of them in affecting Work-Life Balance of Generation Y employees.
Study Design: The study was a quantitative, cross-sectional inquiry of the determinants of Work-Life Balance which equipped an email survey (N = 213).
Place and Duration of Study: The was primarily based on Kandy District of Sri Lanka. Approximately, the study stood for six months (February 2019 to August 2019).
Methodology: Determinants of Work-Life Balance, namely; Flexibility & freedom, Motivation, Job satisfaction, Feedback & support and Technological adaption were tested for their influence over Work-Life Balance. The survey instrument had 32 items of which the responses were measured against a five-point Likert scale. A Google form of the instrument was e-mailed to respondents (85.2% response rate). Data was analyzed using univariate and multivariate techniques.
Results: Results of multiple regression analysis detected Job satisfaction (β = .287; *p < .001*), Flexibility & freedom (β = .198; *p < .001*) and Feedback & support (β = .181; *p < .001*) as principal

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determinants of the Work-Life Balance of Generation Y employees. Technological adaption ($p > .001$) and Motivation ($p > .001$) found insignificant in affecting Work-Life Balance of Generation Y employees.

Conclusion: The study was theoretically profound as it refined determinants of Work-Life Balance determinants specific to Generation Y. Practically, findings are useful in crafting any action plan towards enhancing Work-Life Balance of Generation Y employees who are currently the most active group in the workforce.

1. INTRODUCTION

BBC reported that a research by the Voluntary Service Overseas of UK found increasing numbers of professionals are packing in their high-powered jobs and volunteering as charity workers abroad [1]. There, BBC questioned, "Have you had enough of the rat race?" [1]. Dictionary.com defines rat race as "any exhausting, unremitting, and usually competitive activity or routine, especially a pressured urban working life spent trying to get ahead with little time left for leisure, contemplation…etc." [2]. As such busy lifestyles of contemporarily workers are too complex and can be attributable to a rate race. Therein, they don't have sufficient time to take care of their loved ones and even themselves [3]. They spend very little family-time together. Here, people find hard in balancing their work life and family life. Resultantly, people increasing get dissatisfied about the exhausting working pattern of which many are trying to escape.

After 1977, the open market economy tended to earn more and more money by individuals and households. Consequently, women participation in the labor force was advanced gradually. Women involvement at work is evidenced in all levels across the organizations, ranking from operational level to strategic level. Yet, due to the effect of glass ceiling and gender-based discriminations, women representation in strategic levels is relatively low to their representation at operational levels. However, unlike in older days, majority of the families are now dual-career families irrespective of the employment capacity. This has led many social tendencies of positive and negative effect to emerged out of which work-life-balance is a critical concern of all the parties involved [4].

The concept of work-Life Balance (WLB) addresses how employees manage their work and family life. It emerged from the realization that a person's professional life and personal / family life can create conflicting demands [5]. These conflicting demands if not well-balanced lead to numerous dysfunctional outcomes at work and at home as well. As such it goes beyond the prioritization of professional role and personal life. The right balance of both work and private lives is essential for healthy work life and for a successful family life [6]. With the dramatic social changes that come from the needs of the family and workers, today almost all employees need to make decisions about how to manage their work and family roles. In the face of increased dual-earner families, much care is demanded in satisfying family and work responsibilities [7]. The term "work-life balance" is generally used as a broader term to describe policies those ensure healthy work and family lives. However, now the term has been extended to many other social roles beyond the family. It is possible for a professional to lead a life with many aspects: work, family, social life, spiritual and other [8]. It also influences the social, psychological, economic and physiological well-being of the individual. All of this is reflected in the individual's performance, which has a long-term impact on his/her performance at work [9].

Even though WLB is fairly a well-worn topic in the world of work literature, refreshing insights are blooming with the generational shift in workforce from Generation X (Gen X) to Generation Y (Gen Y). Resultantly, at present WLB is receiving greater attention by scholars and practitioners. WLB, thus is one of the main concerns of both in developed and developing countries over the past decade, due to the significant increase in work caused by increased competition between businesses and women's participation in the labor market. In order to compete, organizations demand superior performance and commitment from their employees, which in return claim more working time and effort. Resultantly, work becomes top priority of the employees [4]. Particularly in Sri Lanka, WLB is one of the main themes that have emerged as the working population is

increasingly represented by Gen X and Y, who expect more facilities than traditionalists and baby boomers [4]. With the increased presence of Gen Y or millennial employees in the work force, organizations' work-life challenges have been changed significantly over the last decade.

Gen Y represents the individuals born in 1980s and 1990s [10]. They are now active in the job market [11] and are in the age range of 17 to 37 years by the end of 2017. In Sri Lanka, they represent approximately 38% of the population and constitute the majority of the working-age population [12]. This segment is very important for all economic sectors [12]. They have properties that are different from those of earlier generations. There is a significant difference between Gen Y & their successors and Gen X & their predecessors in terms of their perception towards the work to family and family to work relationships [13]. Thus, the interpretation of WLB is considerably vary among these generations.

Gen Y values a flexible work environment that gives them the ability and freedom to work toward their own goals and also, they are ambitious, aggressive, technically savvy, motivated, and highly self-esteemed. However, their aspirations and expectations, as well as their attitude towards work, differ considerably

from previous generations [14]. As the older generations withdraw from the labor market, new employees with different skills, attitudes, and expectations enter the labor market [15]. Therefore, it is imperative for the organizations to understand Gen Y's WLB behavior as they will dominate the workforce in near future [11]. But the existing empirical findings in global context are barely adequate [16] whereas in Sri Lanka no study so far as to the best knowledge of the authors addresses the case of Gen Y in WLB context. Provided the significant presence of millennials in Sri Lankan job market, knowing the WLB determinants of them who are differ by their attitudes towards life and work, is essential in managing them towards organizational and personal goal realization. Accordingly, the purpose of the study was to detect the leading factors those affect the WLB of Gen Y.

2. MATERIALS AND METHODS

The study was descriptive in nature as it was conducted to understand and describe the characteristics of a group of employees [17]. Determinants of WLB of Gen Y denoted the independent variables where WLB was considered to be the dependent variable. Based on presented conceptual framework, five determinants of WLB of Gen Y were tested (Fig. 1).
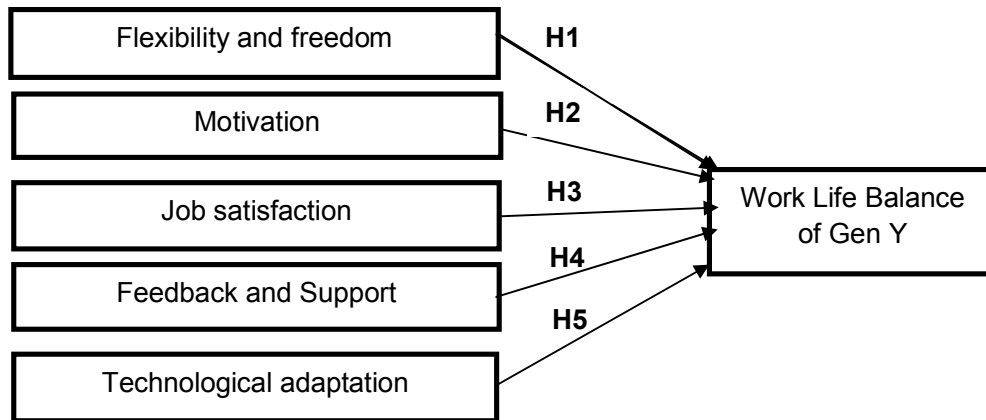
Fig. 1. Research model
Source: Based on the theoretical framework proposed by Mohammad Imtiaz Hossain, (2018), "Work Life Balance Trends: A Study on Malaysian Generation Y Bankers". IOSR Journal of Business and Management, 1-9

As depicted by the research model, the hypotheses of the study were;

H1: Flexibility and freedom have a significant impact on the WLB of Gen Y employees
H2: Motivation has a significant impact on the WLB of Gen Y employees
H3: Job satisfaction has a significant impact on the WLB of Gen Y employees.

H4: Feedback & support has a significant impact on the WLB of Gen Y employees

H5: Technological adaptation has a significant impact on the WLB of Gen Y employees

Quantitative assessment of presumed associations was achieved by performing a field survey. The survey strategy was used, as the research supposed to use primary data for testing the hypotheses. A structured questionnaire collected the cross-sectional data from the sample. The unit of analysis was individual employees of Gen Y. The participants of the survey were drawn from private sector workplaces based on Kandy District, Sri Lanka. These organizations included both manufacturing and service sector organizations of all scales. The type and the size of the employing organizations were not subject to the analysis as the WLB determinants were analysed from individual's perspective rather from the organizational perspective. Respondents fall in to the age ranges from 18 to 38 (Birth year between 1980 – 2000). Due to the unavailability of any published reliable sources of Gen Y working population in Sri Lankan private sector, an unknown population was assumed. Study adopted Green's recommendation on sample size for the regression analysis [18]. He has provided a comprehensive overview of the procedures used to determine the size of the regression sample. He suggested that N> 50 + 8 m (where m is the number of IVs) to test multiple regression and N> 104 + m to test individual predictors (assuming a medium size relationship). For testing both, he has recommended to use a larger sample [19]. Accordingly, the minimum sample size of the present study should be 90 (N > 50 + 8*5 [No. of IVs in the study]. Hence, the sample size of the study (N = 213) is considered adequate. The Google form of the questionnaire was e-mailed to the sample based on a database obtained from a leading recruitment agency located in Kandy, Sri Lanka. These questionnaires were completed by the respondents themselves without an interview. E-mail survey resulted in 213 valid responses (85.2% response rate). The instruments were developed based on the items drawn from recent studies of the same concept with/without adjustments (Refer Appendix 1: Operationalization). The instrument consisted of 32 items those grouped into two sections. Section A consisted of 26 items those intended to measure the study variables while Section B comprised of 6 items addressing the respondents' demographic characteristics such as age, gender, marital status, educational level, current job position and income, etc. The responses of section A were measured using a five-point Likert Scale ranging from "strongly disagree" (1) to "strongly agree" (5). The face validity and reliability of the instrument were ensured through a pilot study (N = 50 of the sample). All the instruments were proved to be internally consistent as their Cronbach Alpha coefficients were well above the standard value (0.7 <) for social science studies. Both univariate and multivariate statistical techniques were used in analysing data. The hypotheses were tested using the results of the multiple regression analysis with the support of MS Excel and SPSS (version 20) software. The correlation coefficient that approaches 1 was interpreted as stronger relationship between the independent and dependent variables [20].

3. RESULTS AND DISCUSSION

Demographics are the most contemporary statistical characteristics of a population. The second part of the questionnaire included the items on demographic characteristics of respondents namely, age, gender, marital status, educational level, current job position, and monthly income. A summary of the demographic profiles of the participants is shown by the Table 1.

Out of the total respondents, 53% were male and 47% were female. Majority of the respondents were belonging to 23-27 age group and it was equivalent to 32% of the total respondents. Yet, the ages of respondents demonstrated a relatively identical distribution across all age categories. Relating to the marital status, nearly, 75% of surveyed employees were unmarried. Out of the married employees, most of them were female and represented the age groups of 27-32 & 33-38 years. With respect to educational level, 50% of respondents hold Bachelor's Degrees while Undergraduate and Diploma/ Certificate levels represented 18% each. Only 06% found having Master's Degrees. Job positions of them were Officer/Executive (47%), Manager (13%), Senior executive (12%), Clerical (10%), and Other jobs (18%). The "Other" category represented occupations such as Lecturers, Associates, Interns, Trainees, and Engineers, etc. The monthly income of the participants ranges from less than Rs. 25,000.00 to more than Rs. 100,000.00. The highest percentage of (38%) respondents seemed to

centre on the income range Rs. 25,000 - 50,000 while only 13% of respondents seemed receiving a monthly income above Rs. 100,000.

3.1 Descriptive Analysis

Next, the central tendency and dispersion measures were analysed as to describe the status quo of study variables. Table 2 and Table 3 illustrate the mean values and standard deviation of key variables.

As illustrated by the Table 2, the highest mean value was reported for motivation (4.0059) while the lowest mean value was generated for flexibility & freedom (3.6150). The standard deviation of all the variables showed lower values than one. It hints that the responses were relatively identical and no significant deviation from the mean is evidenced.

The descriptive statistics of the dependent variable; WLB of Gen Y are presented by Table 3. They showed a mean value of 3.6714 with a standard deviation of .51163. It implies a moderate level of WLB among the respondents with insignificant deviation.

Table 1. Demographic Profile of Participants

Characteristic	N	%
Gender		
Male	112	53%
Female	101	47%
Total	213	100%
Age Group		
18 – 22 Years	53	25%
23 – 27 Years	68	32%
28 – 32 Years	56	26%
33 – 38 Years	36	17%
Total	213	100%
Marital status		
Married	53	25%
Single	160	75%
Total	213	100%
Educational level		
A/L	17	08%
Diploma/ Certificate	39	18%
Undergraduate	38	18%
Bachelor's Degree	107	50%
Master's Degree	12	06%
Total	213	100%
Current Job Position		
Clerical	22	10%
Officer/ Executive	100	47%
Senior Executive	26	12%
Manager	27	13%
Other	38	18%
Total	213	100%
Income Level		
Below 25,000	38	17%
Between 25,000 – 50,000	80	38%
Between 50,000 – 75,000	39	18%
Between 75,000 –100,000	29	14%
Above 100,000	27	13%
Total	213	100%

Table 2. Descriptive Statistics for Determinants of WLB

	Mean	Std. Deviation	*N*
Flexibility & Freedom	3.6150	.53225	213
Motivation	4.0059	.63294	213
Job Satisfaction	3.7723	.51719	213
Feedback & Support	3.9108	.61690	213
Technological Adaptation	3.6878	.48680	213
Determinants of WLB	3.7984	.40879	213

Note: 5 Point Likert Scale: - 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Table 3. Descriptive Statistics for WLB of Gen Y

	N	Mean	Std. Deviation	Skewness	Kurtosis
Work-Life Balance of Gen Y	213	3.6714	.51163	-.105	-.807

3.2 Regression Analysis

The results of the multiple regression analysis tested the hypotheses. Based on the P value criterion, the statistical significance of the associations was tested in which the null hypothesis was supported when the significance value is greater than or equal to .05 [17]. The regression model specifies the impact of determinants of WLB on the WLB of Gen Y employees. Accordingly, the regression equation was $Y = a + b_1X$, where Y denoted the dependent variable, "a", the constant, and "b", the slope of the regression line (degree of influence by independent variable on dependent variable), "X", the independent variable. Based on the study variables, the regression model is formed as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + \varepsilon \quad \textbf{3.1}$$

Where;
Y = Work-Life Balance of Gen Y
X_1 = Flexibility and freedom
X_2 = Motivation
X_3 = Job satisfaction
X_4 = Feedback and support
X_5 = Technological adaptation
ε = error

Tables 4, 5, 6, and 7 summarized the outcome of multiple regression analysis.

Based on the above statistics, it is concluded that the data set is normality distributed, free of multicollinearity issues among the independent variables, no auto correlation and the variance among the residuals are relatively identical.

Stepwise multiple regression analysis was performed to examine the impact of factors affecting the Gen Y employees' WLB. Table 5 exhibits the model summary of the multiple regression analysis.

Table 5 shows that the model 3 achieved the highest *R* square (R^2) value: .294 (29.4%). Therefore, model 3 in which the Job Satisfaction, Flexibility & Freedom, and Feedback & Support were the significant predictors was accepted as the model with greatest predictive power. This spells that 29.4% of the total variation of the WLB of Gen Y employees is explained by three independent variables namely Job Satisfaction, Flexibility & Freedom, and Feedback & Support. Meanwhile, the remaining 70.6% was explained by other factors which were not included in this model. *R* denotes for the overall correlation between the dependent variable with independent variables which is .542 for model 3. As such, there is a moderate linear relationship between the variables.

Model 3 in which Job Satisfaction, Flexibility & Freedom and Feedback & Support were the predictors of WLB of Gen Y is statistically significant at 99% confidence level (See Table 6). No heteroscedasticity issues are reported while analyzing the residuals. Moreover, data set appears to be free from auto correlation as the Durbin Watson value approaches 2 (See Table 5). Additionally, it is free from multicollinearity problems those might occur as a result of possible inter-correlations among the independent variables. None of the WLB determinants' tolerance values are less than .2 while all approaching the 1; an indication of minimum or zero level of multicollinearity [17]. Hence, the model 3 is selected as the best model with greater model fit and greater predictive power. Table 7 shows the predictive power of individual predictors.

Based on the above regression coefficients, regression equation is expressed as follows.

$$Y = 1.161 + 0.198 X_1 + 0.287 X_3 + 0.181 X_4 + \varepsilon$$
3.2

Where,
Y= Work-Life Balance of Gen Y,
X_1 = Flexibility & freedom,
X_3 = Job satisfaction,
X_4 = Feedback & support
ε = Error Term.

Job satisfaction, Flexibility & freedom, and Feedback & support have recorded positive coefficients of .287, .198 and .181 respectively.

A unit increase in WLB determinants namely Job satisfaction, Flexibility & freedom, Feedback & support would lead to an increase in Gen Y WLB by .287, .198 and .181 respectively. In total, millennial employees on the above factors were positive in terms of improving their WLB. Job satisfaction has recorded the most powerful predictor of WLB of Gen Y employees (β = .287). Model 3 excluded Motivation and Technological adaptation as they were found insignificant in predicting WLB of Gen Y employees (See Table 8).

The results of multiple regression analysis led the hypotheses testing.

Table 4. Testing the Assumptions of the Multiple Regression Analysis

Variable	Normality		Multicollinearity		Heteroscedasticity
	Skewness	*Kurtosis*	*VIF*	*Tolerance*	*Durbin-Watson*
DV: WLB of Gen Y	- 0.105	- 0.807			1.692
IV: Flexibility & Freedom	- 1.329	3.009	1.110	0.901	
IV: Motivation					
IV: Job Satisfaction			1.399	0.715	
IV: Feedback & Support			1.334	0.750	
IV: Technological adaptation			-		
Reference range	< 3	< 10	< 3	> 0.2	~ 2

Table 5. Results of Regression Analysis – Model Summary

Model	*R*	*R* Square	Adjusted *R* Square	Std. Error of the Estimate	Durbin-Watson
1	.462[a]	.213	.209	.45494	
2	.508[b]	.258	.251	.44274	
3	.542[c]	.294	.284	.43293	1.692

a. Predictors: (Constant), Job Satisfaction
b. Predictors: (Constant), Job Satisfaction, Flexibility & Freedom
c. Predictors: (Constant), Job Satisfaction, Flexibility & Freedom, Feedback & Support
d. Dependent Variable: Work-Life Balance of Gen Y

Table 6. Results of Regression analysis – Model Significance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.824	1	11.824	57.130	.000[b]
	Residual	43.671	211	.207		
	Total	55.495	212			
2	Regression	14.332	2	7.166	36.558	.000[c]
	Residual	41.164	210	.196		
	Total	55.495	212			
3	Regression	16.323	3	5.441	29.029	.000[d]
	Residual	39.173	209	.187		
	Total	55.495	212			

a. Dependent Variable: Work-Life Balance of Gen Y
b. Predictors: (Constant), Job Satisfaction
c. Predictors: (Constant), Job Satisfaction, Flexibility & Freedom
d. Predictors: (Constant), Job Satisfaction, Flexibility & Freedom, Feedback & Support

Table 7. Results of Regression analysis – Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
3	(Constant)	1.161	.274		4.239	.000		
	Job Satisfaction	.287	.068	.290	4.225	.000	.715	1.399
	Flexibility & Freedom	.198	.059	.206	3.372	.001	.901	1.110
	Feedback & Support	.181	.056	.219	3.259	.001	.750	1.334
a. Dependent Variable: Work-Life Balance of Gen Y								

Table 8. Results of Regression analysis – Excluded Variables

Model		Beta	T	Sig.	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
3	Motivation	-.009[d]	-.120	.904	.567	1.763	.567
	Technological Adaptation	.120[d]	1.710	.089	.684	1.462	.633
a. Dependent Variable: Work-Life Balance of Gen Y							

Table 9. Summary of Hypotheses Testing

Hypothesis	Beta Value	Significant Value	Decision
H1: Flexibility and freedom have a significant impact on the WLB of Gen Y employees.	**0.198**	**0.001**	**Supported**
H2: Motivation has a significant impact on the WLB of Gen Y employees.	- 0.009	0.904	Not Supported
H3: Job satisfaction has a significant impact on the WLB of Gen Y employees.	**0.287**	**0.000**	**Supported**
H4: Feedback & support has a significant impact on the WLB of Gen Y employees.	**0.181**	**0.001**	**Supported**
H5: Technological adaptation has a significant impact on the WLB of Gen Y employees.	0.120	0.089	Not Supported

In conclusion, WLB determinants; Job Satisfaction, Flexibility & Freedom, and Feedback & Support are recognized as the significant predictors of WLB of Gen Y employees. Subsequently, the Motivation and Technological adaptation of Gen Y employees are not recognized as WLB determinants due to insignificant statistical evidences (See Table 9).

The results confirm the existing literature and empirical evidences [16] with respect to three WLB determinants; Job Satisfaction [21,22,23,24,25,26], Flexibility & Freedom [16,27] and Feedback & Support [16,28,29]. The

study results fail in confirming the Motivation as a WLB determinant as suggested by the literature [16,30]. Additionally, the results don't support the claim of present study where technological adaptation [31] was proposed as a determinant of WLB. Kumarasamy, Pangil, & Isa [23] and Donnelly (n.a.) cited in Birimisa [27] stated that technology has a negative relationship with WLB of Gen Y as oppose to the finding of the present study. Despite the significant correlation (r = .364 *p > .001*) the regression model didn't support the claim. Thus, the present findings did not support Nam's finding which concluded that the technology significantly influencing the WLB of Gen Y [31].

4. CONCLUSION

WLB is specifically related to the level of happiness a person derives by engage in a career. In general, each person has different needs and must meet them by working for themselves or for an employer of their choice. Special attention of the corporate world has to be paid in balancing work and family life of their employees. This gets even thrives with the arrival of Gen Y to the workforce as they have been detected to be differ by their work-specific skills, attitudes, and expectations. Nature of WLB has changed over the time drastically and the new generations compared to their predecessors, differ significantly by the ways and means of managing work & family lives.

The present study tested for the determinant of WLB of Gen Y and their impact on WLB. It revealed that Job satisfaction, Flexibility & freedom, and Feedback & support are significant determinants of WLB of Gen Y. The findings carry the theoretical implications of clarifying the role of technological adaptation in shaping WLB of Gen Y employees which was not significant with the present data. The study generates the empirical evidences for confirming three WLB determinants namely, Job satisfaction, Flexibility & freedom, and Feedback & support. Moreover, the present findings fill the gap of WLB studies for Gen Y in Sri Lankan context.

The practical implications of the findings highlight the necessity of strengthening and customizing the WLB programmes to match with the Gen Y employees. Provided that the Gen Y represents the majority of the Sri Lankan workforce, it is pragmatic to improve their work-Life balance which ultimately increases their performance and retention at work. They are the ones who are going to lead the organizations in the future as the older generation withdraws from the labor market. These programmes should be essentially nurturing the Job satisfaction, Flexibility & freedom and Feedback & rewards as they act as the key determinant of WLB.

5. LIMITATIONS

The sample of the study was limited to Kandy district of Sri Lanka. One administrative area may insufficient in generating a fair representation of the entire Gen Y population of the country. Moreover, the study didn't consider and hadn't control over other factors that might have greater influence on WLB of Gen Y employees, especially the organizational initiatives targeting WLB of their employees were not considered and could be a main limitation as far as the multidimensionality of WLB is considered. Usually, WLB challengers are industry specific and may vary based on the industry competitiveness. Yet, the participants of the study were drawn from different organizations from diverse industrial set ups.

It is recommended for the future studies in the discipline to focus on specific industries as WLB trends and issues may vary based on the industry/sector. Further future studies can be extended to alternative methodologies such as qualitative or mixed approaches supported by advanced statistical analyses.

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DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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APPENDIX 1. Operationalization of Variables

Concept	Variable	Indicators	Measures (5 Point Likert Scale)	Source
Determinants of WLB	Flexibility and freedom	Convenience in doing the job.	F1: I highly value a position that offers flexible hours. F2: I want freedom and variety in tasks F3: Time off is not important to me F4: I do not mind working longer hours when it is needed.	(Hossain, 2018)
	Motivation	Encouragement to do the job.	M1: Monetary rewards are important to me (e.g. Performance-based bonuses, incentives awards.) M2: Non - monetary rewards are not important to me (e.g. Benefits health insurance/ vacation or sick pay.) M3: Training and development activities have a motivational effect on me. M3: I don't feel encouraged to come-up with new & better ways of doing things.	(Hossain, 2018) (Hossain, 2018)
	Job satisfaction	Interest towards the current job.	J1: This organization treats me like a person, not a number J2: I'm aware of the advancement opportunities that exist in the company for me. J3: Flexibility does not play a big role in my satisfaction with my job. J4: I find it important to get promoted over the course of time	(Hossain, 2018))
	Feedback and support	Support received from the workplace	FS1: I find it important to get guidance, appreciation, constructive feedback and opportunities to grow. FS2: I like to work with a supportive manager FS3: I don't like to work in a team, to have fun together and to be able to help each other out. FS4: I can openly discuss issues relating to work & private life with my superior.	(Hossain, 2018)
	Technological adaptation	Ease of tasks with the technology	T1: Technological advances help me in working efficiently. T2: I like to actively corporate If the company provides new	(Githinji & Wekesa, 2017)

Concept	Variable	Indicators	Measures (5 Point Likert Scale)	Source
			and innovative working methods	
			T3: Using technology helps me balance my work and life by facilitating time management.	(Hubbard, 2019)
			T4: I like to spend on work-related activities outside of regular work hours using new technologies	
WLB		Ability to meet the demands of personal life and professional life	W1: The number of hours I work is a concern for me	(Khan & Sajidkirmani, 2018)
			W2: I am satisfied with my ability to meet the needs of my job with those of my personal life	(Hossain, 2018)
			W3: Maybe I am unreasonable but there needs to be a good balance between work and my private life	(Kumarasamy, Pangil, & Isa, 2015)
			W4: I find it hard to work because of personal matters.	
			W5: My work suffers because of my personal life.	
			W6: My personal life suffers because of work.	