

## Chapter 6

# Work–Life Balance and Its Impact on Upward Career Mobility of Women Employees in the Banking Sector

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### ABSTRACT

*The proportion of women in decision making is very low, and only a small number of women are represented in the managerial positions in Sri Lanka. The emergence and determined survival of women in organizations depends on their own willingness to confront and fight barriers. A major barrier in work is work-life balance as family and society demands more from a woman than a man. The objective of this chapter is to investigate the impact work-life conflicts on upward career mobility of women employees in the banking sector. A sample of 120 women employees was used for gathering data. Primary data was collected through a self-administered questionnaire. The collected data was analyzed using correlation analysis, regression analysis, and descriptive analysis methods. There is a positive relationship between work-life balance and upward career mobility, and all the dimensions of work-life conflicts, namely, time balance, satisfaction balance, and involvement balance, were positively correlated with upward career mobility. The study provides recommendations and future directions for further studies.*

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## **INTRODUCTION**

The society is filled with conflicting responsibilities and commitments, therefore work-life balance has become a predominant issue in the workplace (Kossek et al., 2011). Work-life balance is the relationship between the institutional and cultural times and spaces of work and non-work in societies where income is predominantly generated and distributed through labour markets (Felstead et al., 2002). As per (Kahn et al., 1964), work – family conflict is a type of inter – role conflict in which demands from the work role conflict with the demands from the family role. Work – life conflict is also a form of inter-role conflict in which the role pressure from the work and family domains are mutually incompatible in some respect (Greenhaus and Beutell, 1985). Also, work-life balance does not mean an equal balance in units of time between work and life.

## **BACKGROUND OF THE STUDY**

Women at work have been an important topic of conversation and organizational strategy certainly in the last two or three decades as the woman employment has been increasing rapidly since last two decades. Women continue to be responsible for a disproportionate share of domestic duties at the same time they are continuing to enter the workforce in increasing numbers, and therefore they need to balance the two roles of work and life (Ernst Kossek and Ozeki, 1998). However, according to (Meyerson and Fletcher, 2000) women at the highest levels of business are still rare. They comprise only 10% of senior managers in Fortune 500 companies; less than 4% of the uppermost ranks of CEO, president, executive vice president, and COO; and less than 3% of top corporate earners. Not only that but also there is strong evidence of the under-representation of women in leadership positions in many countries all over the world such as Australia, China, France, South Africa, United Kingdom and United States (Meyerson and Fletcher, 2000). Even though women represent more than half of the population in Sri Lanka, their labour force participation rate is less than men. Men's participation in labour force is twice as women's.

According to the Table 1, in 2016, estimated economically active population is around 8.3 million and about 5.3 million (63.8%) of them are males. Female

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