



The Journal of **ARSYM**

*A Publication of Students' Research of the
Annual Research Symposium in Management*

Published by
Faculty of Business Studies and Finance
Wayamba University of Sri Lanka

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Volume: 1

Issue: 02

June: 2021

The Journal of ARSYM (JARSYM) is a refereed journal published bi-annually by the Faculty of Business Studies & Finance, Wayamba University of Sri Lanka. The aim of the JARSYM is to disseminate high-quality research findings on a variety of timely topics generated by the undergraduate researchers in the Wayamba University of Sri Lanka. Furthermore, it opens up avenues for the undergraduates involved in the industry to share their inventions, state-of-the-art discoveries and novel ideas. The main philosophy behind the JARSYM is to enhance the research culture within the faculty, thereby within the Wayamba University. All research articles submitted are double blind reviewed prior to publishing. Views expressed in the research articles are not the views of the Faculty of Business Studies and Finance, Wayamba University of Sri Lanka or the Editorial Board.

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National Library of Sri Lanka- Cataloging in Publication Data

Journal of ARSYM (JARSYM)

ISSN No: 2756-9373

Bar Code: 9 772756 937008

Published by:

Faculty of Business Studies and Finance.

Wayamba University of Sri Lanka

Kuliyapitiya, Sri Lanka

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Web: <http://bsf.wyb.ac.lk>

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Printed by

Vidyalankara Press, Kelaniya, Sri Lanka

Telephone: +94 11 291 1382, +94 71 634 3183



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Aims and Scope

The Journal of ARSYM (JARSYM) is a refereed bi-annual journal committed to publish undergraduate research papers of the Faculty of Business Studies and Finance, Wayamba University of Sri Lanka. The JARSYM publishes theoretical and empirical papers spanning all the major research fields in business studies and finance. The aim of the JARSYM is to facilitate and encourage undergraduates by providing a platform to impart and share knowledge in the form of high quality and unique research papers.

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- ❑ Priority is given for novelty, originality, and to the extent of contribution that would make to the particular field.

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Role of Technology in Managing Work Life Balance by Generation Y Employees: Evidences from Executive Level Employees in The Sri Lankan Apparel Industry

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Abstract

Technology today plays a significant role in many behavioral setups at both individual and organizational levels, particularly in the age of COVID-19 pandemic. For decades, Work-Life-Balance (WLB) has also been regarded as a critical determinant of the productivity at numerous performance levels. The practice towards work-from-home intensifies the relevance of the concept during the lockdown periods. Yet, the available understanding of the possible influence of technology on WLB is insufficient, particularly in the context of Generation Y (Gen Y) employees of the Sri Lankan Apparel industry. Thus, the main objective of the present study was to identify the role of technology in managing WLB by Gen Y employees. A quantitative inquiry of the deductive tradition analyzed the research problem with the cross-section data collected from a field survey of Gen Y executive employees of three leading apparel industries of Sri Lanka. The independent variables considered were work-related technologies and non-work-related technologies while the dependent variable was WLB of Gen Y employees. A validated survey instrument collected the data from a randomly drawn sample. The final analysis of data included 100 valid responses after the cleaning of data. The results of multiple regression analysis supported the assumptions of the study where significant and strong positive relationships between independent and dependent variables were detected. Implications suggest embedding technological amenities to ensure the smooth and easy management of daily cohorts of both personal and work lives so that employees will be contributing much towards organizational goals realization.

Key Words: *Work-related technologies, Non-work-related technologies, Apparel industry, and Work-Life-Balance*

1. INTRODUCTION

Globalization and technological advances are accelerating global competitiveness where organizations are required to perform at their best to remain in the business. The importance of people factors has been sky-rising due to the eager need to reach optimum performances. On the other hand, labour market workers use flexibility, high-quality work-life and Work-Life-Balance (WLB) as yardsticks for choosing and staying in a job. There, the concept of WLB is of great value than ever (Meagal, 2015). According to Coggin (2012), companies are compelled to continually improve their products and services, identify potential trends, embrace them and address them. There, technology plays a giant role by expanding the scope of technological usage at work and non-work contexts.

People use technology for managing their work-life for four purposes (Adam, 2020). They are entertainment, communication, family finance and health care (Adam, 2020). Most of the people utilize social media platforms such as Facebook, WhatsApp, Imo, Instagram, Messenger and Viber as the main media of social interaction and as well as a formal and informal communication channel (Kristen, 2018). The lockdown conditions and social distancing practices followed by the COVID 19 pandemic are accelerating the use of these applications at work and non-work contexts.

1.1 Research Problem

The work-related technologies as well as non-work-related technologies play a significant role in individual's lives (Adam, 2020). Work-related technologies are simply the technologies that aid in performing routine work activities efficiently and effectively at work. On the other hand, non-work-related technologies in the WLB context are referred to the technological support available for managing daily demands of personal lives (Adam, 2020). Evidencing the heavy use of both types of technologies at present, scholars have tested the use of technology at diverse contexts. Many positive connections have been reported to prove the complementary role played by the technology at work (Batt, 1999; Li & Wang, 2021; Dickens Ouma Mawere & Simon, 2021). Yet, non-work-related technologies have received scant attention, specifically in the WLB domain. However, it is apparent that these technological applications are being adopted at an exponential rate at the workplace and in the personal lives of individuals equally. For instance, the International Language Institute (2021) reports that 45% of employees get anxiety when they are separated from their phones. Additionally, as to FutureLearn (2021), there is an increasing trend toward tech-based work. As such, more than 43.7% employees in general believe that their jobs are tech-heavy

jobs and, importantly, 55.8% believe that the technology reliance of their jobs have changed since COVID 19 pandemic (FutureLearn, 2021).

Generation Y (Gen Y), or Millennials, is typically thought of as those born between 1984 and 1996 (HBR, 2017). With the entry of Gen Y to the workforce, for the first time, an average workplace represents all four generations. This is a key feature of many organizational workforces which is receiving greater attention by both scholars and practitioners (Tennakoon & Senarathne, 2020; Lakshani & Tennakoon, 2020). Felstead (2002) denoted that invading the workforce by a new generation will have several implications on the businesses across the globe. Importantly, these generational differences are found to be critical when there is a direct link between personal traits and job performance. Employees of different generations found significantly different by their interpretation of work-related attitudes, response activities to work place demands, leadership styles...etc (Bresman & Rao, 2017). Specifically, Gen Y people were found to use technological applications more than their previous generations (Lichy, 2012; Fenich et al., 2011). Additionally, WLB of Gen Y employees is reported to be different (Tennakoon & Senarathne, 2020). Then the problem arises whether the technology can affect the WLB of Gen Y employees. The present study aimed at examining the influence of technological use by the Gen Y on their WLB. Specifically, it looked at identifying the role of technology in managing WLB by Gen Y employees in the Apparel sector of Sri Lanka. As such, the specific objectives of the study were set as to assess the impact of work-related technologies and non-work-related technologies on WLB of Gen Y employees in the Apparel sector. The results of the study are expected to improve the present understanding of the role of technology on promoting/ demoting the WLB of Gen Y employees so that employees would be able to maintain a healthy level of technology and non-technology components of a job of an employee in a way that it enhances the job holder's WLB.

1.2 Theoretical background

Clark (2000), labeled “WLB”, as a term used in human resource management that is connected with employee well-being. Greenhaus and Beutell (1985) demonstrated WLB as a demand coming from multiple roles where ‘carry over’ is bidirectional: home-to-work and work-to-home. They defined WLB as “a form of inter role conflict in which the role pressures from work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985). Greenhaus and colleagues have later defined work–family balance broadly as multiple role conflict thus: ‘Work–family balance reflects an individual’s orientation across different life roles, an inter-role phenomenon’ (Greenhaus, Collins & Shaw 2003: 511). WLB is a crucial concept for individuals, organization as well as society. Previous researches have commented that imbalances of work and personal life

can affect workers' health, psychological well-being, commitment, and productivity (Ahuja, 2007). The rapid growth of information and communication technology, e-commerce, mobile platforms, social media, and related technologies open a new era of development for the world where work-related technologies affect WLB to a greater extent (Brian, 2008). Yet, some previous work demonstrated conflicting findings. Particularly, some literature denotes that there is no significant impact of work-related technologies on WLB (Wiroonratch, 2010; Nuter, 2011). Additionally, non-work-related technologies also showed unclear role in the context of WLB. For instance, Duxbury (1992) concluded that there was no positive impact of non-work-related technologies on WLB as these are likely to distract individuals. However, relatively recent literature, which has been released after COVID-19 pandemic, denotes that there is a significant positive relationship between these variables, as most employees throughout the world were working from home, and it is these technologies that facilitated them in balancing work and personal life (Ren, et al., 2020; Welmilla, 2020; Nguyen, 2020). People were able to check up on their parents, spouses, children, relations and friends although they were not accessible through non-work-related technologies which eliminated stress in minds (Kramer & Kramer, 2020).

1.3 Significance of the study

Technology in a continuous pattern is shaping the way we organize and maintain many different aspects of our personal and work lives. Individuals highly rely on technology to schedule appointments, store important documentation, develop and maintain the network, perform business operations, communicate with others, keep in touch, carry out banking and financial activities, household activities and transport arrangement, and even for entertainment. In such an environment, identification of individual benefits, organizational benefits and opportunities will allow both individual employees and employers to get the real benefit of technology for maintaining WLB. Reduced stress levels at work and home, greater focus and concentration, higher levels of job satisfaction, much time to pursue personal goals, interests and hobbies and enhancement of health (physical & mental) are some of the benefits which can be gained through the support of technological applications in managing WLB.

In addition, Gen Y employees are huge fans of technological breakthroughs, and that leads them to get the finest balance in work-life through technological advancement than other generations. Furthermore, the apparel sector in general is known to have very tight schedules causing a massive labour force to engage in

their operations 24 hours a day. Thus, it is critical and beneficial for all employers and employees in the apparel sector to find out the exact benefits and disadvantages of the role of technology in shaping the WLB of Gen Y employees. Therefore, this research could be valuable in understanding the degree to which factors such as lack of top management commitment, lack of work and non-work-related technologies affect the WLB in the manufacturing industry.

The review of literature identified that much research has not been carried out focusing the role of technology in managing WLB by Gen Y employees Korosec- (Serfaty, Leger & Sénécal, 2020) specifically, at the age of COVID 19 during which there is a heavy use of technology at both contexts (Hjálmsdóttir & Bjarnadóttir, 2021; Uddin, 2021). Besides, it was identified that there are not many studies in the Sri Lankan context on this research topic (Ranjitha, 2021; Meegaswatta, 2021), specifically in the context of the Apparel sector of Sri Lanka, which is currently the most represented industrial sector in the national income (Central Bank, 2019). Hence, studying the impact of technology on WLB at the age of COVID in the developing country's context would count as paramount important at expanding the present level of understanding about the behaviour of the variables concerned.

2. METHODS

The deductive approach was selected where the researchers were reviewing literature to identify the gaps and arguments that can be used to develop hypotheses. This is a quantitative study as attention was paid to collecting numerical data to support the hypotheses. The dependent variable of the study was WLB and was operationalized using three dimensions (Fisher, 2002) while the independent variable was the technological usage in work-related and non-work-related contexts (Kim, 2018). The operationalization of the variables and dimensions of the study are presented by the Table 1 (Annex 1). A filed survey of employees who represent three leading apparel industries of Sri Lanka based on Katunayake Export Processing Zone was performed. The unit of analysis was individual employees. Respondents were drawn only from the employee categories of executive level and above to ensure a balance of use of technology at work and in the personal life as well. Sample units were randomly drawn based on the list of employee numbers after applying the filters to separate employee categories and the age generations. Resultantly, around 10% of Gen Y executive employees in the population was included in the sample. The particulars relating to the selection of the sample are shown in the Table 2.

Table 2. The Sampling Procedure

Company	Total number of employees in executive and above levels	Sample
MAS	550	= $550 \times 10\% = 55$
Brandix	400	= $400 \times 10\% = 40$
Polytex	250	= $250 \times 10\% = 25$
Total	1200	120

Source: Developed by the authors

The field survey method was selected as the most suitable research method for this research study where a questionnaire was distributed to gather a large volume of data in a cost-effective manner within a short time period. The primary method of data collection is about obtaining data from the original source, which in this research was achieved through providing a questionnaire to the participants. The secondary data was obtained from numerous sources such as journals, research papers, reviews, articles, industry reports, magazines, text books and from the relevant online sources. The instrument was comprised of items from previous studies. There were 37 items which included 14 items for Work Life Interference with Personal Life (WLIPL), 12 items for Personal Life Interference with Work Life (PLIWL), 3 items for Work-Personal Life Enhancement (WPLE), 3 items for Work-related technological usage and 4 items for non-work-related technological usage. The rest of the items collected the demographic data of the respondents. The response scale was a 5-point Likert scale where 1- denoted "Strongly Disagree" and 5 denoted "Strongly Agree". The data was presented as graphs, charts and tables. The descriptive analysis, correlation analysis and regression analysis were employed for analyzing the data with the aid of statistical software, SPSS 23.

3. RESULTS

The reliability analysis results are denoted below where values of Cronbach's alpha are greater than 0.7 (Bland & Altman, 1997). Therefore, it could be deduced from this that the data is reliable and suitable to continue with hypothesis test and descriptive analysis.

Table 3. Reliability Analysis

Variables	Cronbach's Alpha	Decision Rule	Comment about Reliability
Work-related technology	0.857	$0.857 > 0.7$	Reliable
Non-work-related technology	0.795	$0.795 > 0.7$	Reliable
WLB of Gen Y	0.954	$0.954 > 0.7$	Reliable

Source: Developed by the authors

A normality test was carried out to assess the suitability of the data for parametric analysis. The Shapiro-Wilk test was employed as the sample size is less than 200 (Royston, 1992). All the test statistics resulted in significance values greater than the 0.05. Hence, the data of all three variable is consider to be distributed normally (Royston, 1992).

Demographic profiles of the respondents show that the sample is dominated by female respondents (63%) while the male representation is low (37%) reflecting the trend in the population of the country. Having more females in the workforce thrives the need for enhancing the WLB of employees due to multiple roles played by the female employees irrespective of their job rank. The age category 24-29 is the frequently represented age category (48%) whereas the age category 35-39 was the highest in scale and also the least represented one (10%). The sample does not demonstrate much diversity in terms of age due to the filter applied to select only the Gen Y executives. The reason for the majority of employees to be in the age range of 24 years to 34 years could be that organizations in the apparel industry prefer young employees as they can work under pressure, multi-tasking, and have fewer commitments in terms of personal life. Therefore, these employees can work overnight or even at weekends if required. Employers prefer youngsters as they tend to be more creative and outward-looking and are able to bring in fresh and trending perspectives from outside into the organizational culture. As per Meagan (2015), apparel industry employers prefer young talent as they have modern attitudes and thinking patterns, which is essential to survive in the modern world. Being a Gen Y employee, almost all the respondents are at their mid-career and as well facing the challenging time of their personal lives too. Thus, the WLB is obviously a critical concern with greater practical significance for the chosen sample. Added the impact of COVID 19, it has now become the topmost concern of both the employee and employer (Hjálmsdóttir & Bjarnadóttir, 2021; Amin, Griffiths & Dsouza, 2020). The job title of the respondents ranges from Executive

– Probation (28%), Executive – Permanent (43%), Managers (18%), and Senior Managers (11%). Thus, the sample can be viewed as a fair representation of all executive level job categories. Johnson (2015) stated that the majority of Gen Y employees are in starting or middle-age job positions. Here it is evident that relatively 71% are in their early career while a minority of 29% are in the capacity of managers. These are the employees that belong in the 31-39 age bracket who have settled much of their demands at work and also in the personal life. Yet, the majority of the respondents are still at the dawn of the WLB challenge. This is further verified by the experience of them. Only 5% of respondents are having more than 10 years of experience while the majority of respondents are having 3-10 years of experience (50%).

The hypotheses testing was supported with the bivariate analysis and multivariate analysis. As such, the results of the correlation analysis (Table 4) and regression analysis (Table 5) are presented next.

Table 4. Results of Correlation Analysis

Factors	Pearson Correlation Coefficient	Sig.	Relationship
Work-related technological usage factors	0.8203	0.001	Strong positive relationship
Non-work-related technological usage	0.7553	0.000	Strong positive relationship

Source: Survey data

The output of the Pearson correlation analysis is “r”, which is a measurement of the strength between variables. Further, it also denotes the direction of linear relationships. In other words, the Pearson correlation identifies if there is statistical evidence for a linear relationship within the same variables in the population. Based on the correlation coefficient, it can be concluded that both the relationships are statistically significant while they denote a strong and positive relationship (Rodgers & Nicewander, 1988). Table 5 shows the results of regress analysis.

Table 5. Results of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.8203	.673	.655	.41385

a. Predictors: (Constant), Work-related Tech_Usage, Non-work-related Tech_Usage

Regression analysis could be described as a statistical technique which is used to analyze the relationship between a dependent variable and the independent variable. The objective of a regression analysis is to predict the changes in the dependent variable in response to changes in the independent variable.

The model summary statistics shows the power of the regression model. The technological usage in terms of work-related and non-work-related shares a strong positive correlation with WLB of employees ($r = 0.8203$). Furthermore, both variables together can explain 67.3% of the variation in WLB of employees ($r^2 = 0.673$). This model is statistically significant too ($p = 0.000 < 0.05$). Therefore, it is possible to construct a predictive model with significance to understand the impact of technological usage by Gen Y on WLB.

Based on the regression coefficients (Table 6), a regression formula is established.

Table 6. The Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.423	.4369		10.054	.001
*+1 Work-related Tech_Usage	.064	.312	.823	1.536	.001
Non-work-related Tech_Usage	.096	.298	.741	1.246	.000

a. Dependent Variable: WLB

The results of the regression analysis evidenced the ability of work-related technological usage and non-work-related technological usage to predict the WLB of Gen Y executive employees. Standardized Beta coefficients of both of work-

related technological usage and non-work-related technological usage found significant at explaining the variance of WLB. Accordingly, the researchers performed the hypotheses testing where both hypotheses are significant at predicting the variance of WLB (Table 7).

Table 7. Hypotheses Testing

Hypothesis	Standardized Beta Coefficients	Significance Value	Decision (Supported / Not Supported)
H1: Work-related Tech_Usage affect the WLB of Gen Y Executive employees.	0.823	.001	Supported
H2: Non-work-related Tech_Usage affect the WLB of Gen Y Executive employees.	0.755	.000	Supported

Source: developed by the authors

The above predictive model is summered in the following regression formula.

$$Y = a + b^1X^1 + b^2X^2 + e$$

$$Y = 4.423 + 0.823X^1 + .741X^2 + e$$

Where; Y: WLB, X^1 : Work-related Tech_Usage, X^2 = Non-work-related Tech_Usage

4. DISCUSSION

The present study was aimed at identifying the role of technology in managing the WLB by the Gen Y executive employees in the apparel sector. The examination of demographic profiles showed that the researchers have selected a right sample of respondents for testing the assumed relationships Likewise, female domination (63%), mid-career representation (71%) and young age (48%) are evidences for prevalence of challenges towards WLB by the selected sample (Currie & Joan, 2011).

The researchers have observed that the organizations are using multiple technologies in the apparel industries to facilitate their employees to work from home. During the uprising of COVID-19 pandemic in Sri Lanka, the majority of the organizations in the apparel sector were able to work from home as they have advanced technologies (W. Madhavi, personal communication, 25 April, 2020). Most of these applications are cloud-based, enabling employees to easily login from any remote place. As such, technology to a greater extent is facilitating

employees to balance work demands while remaining at home. This is established by the findings of the present research which proved that the work-related technological usage positively affects the WLB of employees.

Despite this finding being not in line with old literature (Coggin, 2012), relatively recent literature, particularly those released after COVID-19 pandemic, denote that there is a significant positive relationship between technology and WLB. This is established as most employees throughout the world were working from home, and these are technologies that facilitate them in balancing work life (Ren et al., 2020). As per Kramer and Kramer (2020), there has been a 55% increase in usage of work-related technologies within the past 8 months throughout the world. Moore (2020) demonstrates that organizations like Zoom had massive revenue flowing in as the majority of the companies were working from home which assisted employees to balance their work as well as personal life. If not for these technologies, most of organizational affairs would have come to a halt as there was not a physical meeting (Sheth, 2020). He added that owing to the developed work-related technologies, employees could balance their assigned work. Therefore, there is a higher correlation between work-related technologies and WLB which is also in line with recent literature published during the age of COVID-19 pandemic.

On the other hand, present research findings discovered a statistically significant positive and strong relationship between non-work-related technological usage and WLB of Gen Y executive employees of the Apparel industry.

People use technology for managing their personal life in four ways (Johnson, 2015). They are entertainment, communication, family finance and health care. Many people use Facebook, Twitter, WhatsApp, Imo, Instagram, Messenger and many other applications in reaching all four purposes mentioned above. Hence, it is apparent that the technological support aided contemporary women and men in managing much of the daily demands of their personal lives. The present research offers empirical support for that as it detected a statistically significant positive relationship between non-work-related technological usage and WLB of Gen Y executive employees in the context of the apparel industry. However, this finding is inconsistent with previous work as the majority of the previous research findings denote a weak relationship between non-work-related technological use and WLB due to the fact that employees often get distracted with non-work-related technologies at work (Kristen, 2018).

However, relatively recent literature, which has been released after COVID-19 pandemic, denotes that there is a significant positive relationship between variables concerned as most employees throughout the world were working from home (Ren, et al., 2020). People cannot forever live in isolation, and these technologies assisted

them to communicate with family, friends, relations and colleagues who enhanced mental well-being which in turn assisted them to carry out life as usual where they could focus on office work and personal work (Sheth, 2020). Moore (2020) point out that non-work-related technologies too played a vital role in stabilizing mental wellness as people were distant, which assisted people to carry out life as usual although they were limited to their houses. Kramer and Kramer (2020) mentioned that this wellbeing assisted in WLB. Therefore, the finding of the present study can be justified within the realm of modern academic literature.

5. Conclusion

The main research objective was to identify the role of technology in managing WLB by Gen Y employees in the apparel industry where the selected independent variables were work-related and non-work-related technologies. The survey data aided in concluding both types of technological usage is significant at affecting the WLB of Gen Y employees. The findings imply eager need to incorporate the technological aspect to the existing theoretical models of WLB assessments. Especially for Gen Y employees who show a greater technological penetration. Furthermore, the effect of COVID 19 that resulted in heavy use of technological applications at work and as well in the personal life has to receive special attention by the scholars. The influential role of technology over the WLB in the context of the Apparel industry, specifically with respect to executive employees, is also counted as a novel addition to the empirical understanding of WLB and technology association. The practical implications hint at the requirement by the employers to carefully filter the technological applications at work and as well to offer relevant technological support when and where necessary for their employees to manage their personal life demands. Raising the awareness on the available technological tools, financial support to access the facilities, necessary training on advanced technologies, counselling on the healthy use of social media and other related technologies, and enhancing the ICT literacy of employees are suggested so as to reap the support of technology for a healthy WLB. Making available the support of an expert to speak on new technologies can also assist in managing work and personal life better, set up a game or relaxation lounge where employees can reduce work stress and allow personal time at work where they can interact with colleagues, family and friends via social media rather than blocking the social media sites. Despite the theoretical and practical significance of the findings, the study suffered from the small sample size and

methodological shortcomings. Future researchers are hence invited to revisit the same association with possible mediation and moderating variables in different methodological approaches, preferably the qualitative approach.

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Annex 1

Table 1. Operationalization

Concept	Variable	Dimension	Indicators	Question No. [Measurement: 5-point Likert scale]
Work Life Balance (WLB)	1.WLIP – Work Life interference with Personal Life	Time-based	Q1 - Work demand for additional hours Q2 - Criticality of work hours Q3 - Impact of work requirement for marital relationship Q4 - Inability to cater family responsibilities due to work Q5 - Extent to work affect personal life Q6 - Work demand for non-work time due to competitiveness	Q1 - Q6
		Strain-based	Q7 - Work demand caused to stress in family life Q8 - Work impact for physically Q9 - Work stress caused to work related diseases	Q7 - Q9
		Behaviour-based	Q10 - Career progression & WLB Q11 - Work related stress impact for non-work context Q12 - Sacrifice of non-work cause to career progression Q13 - Effect of career focus for marital relationship Q14 - Social work compromise due to work	Q10 - Q14
	2.PLIW - Personal Life Interference with Work Life	Stress-related	Q15 - Home (Non-Work) demand for additional hours Q16 - Change focus due to non - work demand Q17 - Impact of non-work stress for work	Q15 - Q18

			Q18 - Impact of non-work for work performance	
		Marital-related	Q19 - Impact of work requirement for marital relationship	Q19
		Time-related	Q20 - Work postponement due to family work overloaded Q21 - Family work affect my work performance Q22 - Impact of non-work demand for work Q23 - Work life effect for social work	Q20 - Q23
		Family Intrusion-related	Q24 - Family demand affect for work Q25 - Impact of compromise of work and family for WLB	Q24 - Q25
		Dependent-related	Q26 - Impact of dependent for work life balance	Q26
	3.WPLE - Work Personal Life Enhancement	WPLE	Q27 - WLB promote work performance Q28 - WLB promote motivation level Q29 - WLB promote attitude, team work and creativity	Q27 - Q29
Technological Usage	1.Work-related	Routine Task	Q30 - Availability of infrastructure Q31 - Technological support for work	Q30 - Q31
		Decision Making	Q32 - Technology support for decision making at work	Q32
	2. Non-work-related	Communication	Q33- Technology promote communication	Q33
		Entertainment	Q34- Technology promote entertainment	Q34
		Family Finance	Q35 - Technology promote family finance	Q35
		Healthcare	Q36 - Technology promote healthcare	Q36