

Work-Life Balance and Employee Engagement: A Study of The Banking Sector: The Case of Kinniya in Sri Lanka

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Abstract

Work-life balance and employee engagement are crucial elements that foster organisational growth and stability; however, in the banking sector of the Trincomalee District, institutions struggle to manage public assets efficiently, a challenge likely intensified by prevalent employee disengagement and inadequate performance, thereby necessitating this investigation. Focusing specifically on banks in Kinniya, this study aims to (1) examine the relationship between work-life balance and employee engagement and (2) determine the impact of work-life balance dimensions on the level of employee engagement. Guided by a positivist research philosophy and a deductive approach, a quantitative survey strategy was employed. Data were collected from a sample of 91 bank employees selected through stratified random sampling, using a structured questionnaire measured on a five-point Likert scale, achieving a 77% response rate. Analysis via SPSS version 26.0 revealed a significant positive correlation ($p < 0.01$) between the constructs. The multiple regression analysis further indicated that factors including flexible work policies, supervisor support, and co-worker support collectively accounted for a substantial proportion of the variance in engagement ($R^2 = 0.467$, $p < 0.05$). The study concludes that work-life balance is a statistically significant and positive predictor of employee engagement. This finding contributes to existing knowledge by providing empirical evidence from a specific regional context, suggesting that banks in Kinniya can strategically enhance employee engagement and, consequently, organisational performance by adopting technology-enabled flexible work arrangements, deploying digital wellness platforms, instituting smart workload management tools, and fostering a supportive organisational culture that prioritises employee well-being.

Keywords: banking sector, employee engagement, work-life balance