

CHAPTER 5 : FINDINGS AND DISCUSSION

5.1 General

This research examined the relationship between TM and WLB and the level of WLB of the Software Engineers in Sri Lanka. The data were obtained from a large sample of Software Engineers throughout the firms within the country provided considerable support in providing the current state of WLB and the relationship between TM and WLB of Software Engineers in Sri Lanka.

5.2 The Relationship between TM and WLB



This research has found that there is a good correlation between TM and WLB. The correlation coefficient was reported as “0.4554”. This indicates that there is a positive relationship between TM and WLB. This means, whenever either one of the variables increases the other variable also increases and vice versa. In other terms, if the level of TM or WLB of Software Engineers were to be improved, their levels of WLB or TM respectively would also improve. If the level of TM or WLB was poor, their level of WLB or TM respectively would also decrease. This provides us with a valuable indication to organizations that, in order to increase the TM of Software Engineers to achieve greater results at work, it is essential that the employees maintain a good and healthy WLB. Therefore concerns must be drawn to implement employee friendly policies that lead to higher employee satisfaction and a staff with well balanced work and life outside work.

5.3 The Level of WLB of Software Engineers in Sri Lanka

The level of WLB of the Software Engineers in Sri Lanka was one of the main objectives of this research. Variables that have an impact on WLB were measured in order to determine the level of WLB. This included variables that have an impact on TM since it was found that there was a positive relationship between TM and WLB as mentioned under the section 5.2 above.

5.3.1 Prioritize and Plan Daily Activities

It was found that majority of the Software Engineers meet with supervisors to prioritize and plan their daily work activities and they work according to priority. Most avoid spending too much time on trivial matters. Majority agreed that they allocate their productive hours for high priority work. Even though this was the case, a considerable amount of Software Engineers (approx. 20%) found themselves rushing towards completing project deadline within the allocated time period. This has also meant that they work long hours in order to complete the project within the specific deadline. This can be due to various factors. It was revealed that about 11% of the Software Engineers do not use any follow up system or a tracking mechanism to keep a track of the status of daily activities which they performed, which is not a good indication. Majority (66%) of respondents answered all telephone calls without screening throughout the day which can be sometimes distracting and taking considerable amount of productive time at work unnecessarily. About 10% were not confident that they used their time effectively and 27% said they have only little confidence that they use their time effectively. These figures gives us an indication to the organizations to focus on providing training in effective TM, in order to improve the effective use of their employees time. Organizing such training programs will be valuable since it was revealed that majority (88%) of the Software Engineers often seeked to find new ways and means of improving their methods of handling issues, ways of improving their level of correspondences and various means of eliminating interruptions to their working activities.

5.3.2 Emotional and Physical Wellbeing

Positive emotional and physical wellbeing is also important to a well balanced life. It was reported that around 31% do not take their meals at proper specific times, which is a very unhealthy situation although majority try to take short breaks in between work without continuously going at it. It was also revealed that around 33% were not content with the way in which they took care of themselves both physically and mentally.

It was found that majority of Software Engineers in Sri Lanka do socialize with others while at work. About 11% of respondents were not content with the amount of chances they get to socialize with others around them. Moreover, according to the findings, 25% of Software Engineers do not spend enough quality time with their loved ones. This could be due to heavy work load and higher expectations by their employers within a limited amount of time leading them to work for longer hours. This it self could be seen as one of the main reasons for imbalance in work and life.

Personal satisfaction is vital for a healthy WLB. It is important that one allocates enough time to do things they like. This often can be going out for a movie, spend time with friends or engage in hobbies etc. that one is interested in. It was reported that about 25% were unhappy since most of the time they did not have the chance to spend time with what they liked personally. However, around 83% said that they feel rewarded by what they did at the end of each day most of the times. And about 85% are proud and content that they are Software Engineers and for what they do for living. One can argue that this is due to the social status since Software Engineering is considered a challenging and a well paid role in the IT industry. However further research in this area is suggested.

5.3.3 Stress

Stress has been found to be a major cause for WLB which can result in improper TM and poor WLB policies in the organization. It was reported that around 42% of Software Engineers are stressed out most of the time at work and around 23% of Software Engineers were not in control of their stress level and anxiety at work and home.

Organizations must look into deploying more WLB friendly policies in order for their employees to be in good health, to have greater commitment and thereby ensuring a quality service to the organization in return by the employees.

5.3.4 Gender Implications

(Logan et al., 2005) in their research based on New Zealand IT professionals revealed that male engineers dominate female engineers. This still remains the same in Sri Lankan context according to the findings of this research. It was revealed that majority of the Engineers are single (both male and female). As with many of the past research findings, this research also confirms that female engineers are not happy with the amount of time they spent with the things they like compared to male engineers. This becomes even worse when female engineers are married. Furthermore married female engineers are finding hard to be in control of their stress levels at both work and at home (Figure 4.38).

5.4 Summary



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The positive correlation coefficient reported between TM and WLB indicates that there is a positive relationship between TM and WLB. The variables measured to identify the level of WLB indicated low levels of WLB among Software Engineers.

Female Software Engineers who were married, when compared with their male counterparts reported to be finding it hard to cope up with fulfilling duties and responsibilities at both work and home. Considering the above facts, this research can conclude with the supporting statements mentioned above that the Sri Lankan Software Engineers enjoy a minimal level of WLB. Employers must consider about the adoption of WLB in the organizations giving due attention to female employees, while realizing that current work practices are not conducive to WLB for both female and male Software Engineers in Sri Lanka.