

LB/TH/47/2025  
TH6064

**FACTORS IMPACTING ON  
PRODUCTIVITY AND WORK LIFE BALANCE (WLB)  
DURING WORK FROM HOME (WFH)  
FOR IT PROFESSIONALS IN SRI LANKA**

SANJEETH PERUMAL

199128E

Degree of Master of Business Administration in Information Technology

Department of Computer Science and Engineering

University of Moratuwa

Sri Lanka

April 2024

**FACTORS IMPACTING ON  
PRODUCTIVITY AND WORK LIFE BALANCE (WLB)  
DURING WORK FROM HOME (WFH)  
FOR IT PROFESSIONALS IN SRI LANKA**

**SANJEETH PERUMAL**

199128E

The dissertation was submitted to the Department of Computer Science and Engineering of the University of Moratuwa in partial fulfilment of the requirement for the Degree of Master of Business Administration in Information Technology.

Department of Computer Science and Engineering

University of Moratuwa

Sri Lanka

April 2024

## **DECLARATION**

I declare that this is my own work, and this thesis does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

Also, I hereby grant to University of Moratuwa the non-exclusive right to reproduce and distribute my thesis/dissertation, in whole or in part in print, electronic or other medium. I retain the right to use this content in whole or part in future works (such as articles or books).

.....

Sanjeeth Perumal

(Signature of the candidate)

Date: 03/04/2024

The above candidate has carried out research for the Masters thesis under my supervision.

.....

Dr. M.P.A.P. Wijayasiri

Date: 03/04/2024

Signature of the Internal Supervisor

## **COPYRIGHT STATEMENT**

I hereby grant the University of Moratuwa the right to archive and to make available my thesis or dissertation in whole or part in the University Libraries in all forms of media, subject to the provisions of the current copyright act of Sri Lanka. I retain all proprietary rights, such as patent rights. I also retain the right to use in future works (such as articles or books) all or part of this thesis or dissertation.

---

----

## **ABSTRACT**

Organizational performance is heavily dependent on two interesting aspects, namely, Productivity and Work-Life Balance. Both such factors are generally opposing in nature. Productivity is a factor that is always anticipated to be maximized by organizations, and work-life balance is a factor that always triggers concerns for employees. Productivity is a metric that has been measured based on the output produced by employees while performing work. Work-life balance has been determined based on the level of management over professional life and personal life.

Although the Work From Home (WFH) concept originated and was practiced in various parts of the globe during different time periods, the pandemic made this mechanism a necessity for the survival and sustainability of organizations across the world. Especially in Sri Lanka, with the economic downturn that was expected with the possible decline in operations due to lockdown, the Work From Home mechanism basically provided a key to open the economy back and produced the energy that was lost in the pandemic.

IT Professionals in Sri Lanka from different domains of the IT industry practiced Work From Home in different dimensions. However, the WFH concept period during and after the pandemic provided flexibility for all possible IT Professionals in Sri Lanka. This allowed them to explore a full-fledged Work From Home mechanism. This has made them feel that WFH as the norm, and such professionals have become used to the WFH mechanism.

However, organizations started to bring their workforce back to office premises with the end of the pandemic, mainly due to a shortfall in productivity and a lack of control over the workforce. Employees who got used to Work From Home, where they managed work and life, started experiencing issues. They started raising concerns over reporting to work physically. This is the trigger point for this research study to identify the factors that are having an impact on the effectiveness of the Work From Home mechanism in terms of Productivity and Work Life Balance for IT Professionals in Sri Lanka. The outcome of this study would help organizations focus on critical factors

that could have an impact on Productivity and Work Life Balance during WFH for IT professionals in Sri Lanka.

This research study focuses on the identification of the factors that are having an impact on Productivity and Work-Life balance during Work From Home for IT Professionals in Sri Lanka. Factors for the study have been determined based on the literatures reviewed and discussions held with different experts. Quality of Sleep, Job Satisfaction, Time Management, Distraction, Workload and Stress, Social support and Interaction, Network connectivity and Resources are the factors identified that could have an impact on Productivity and Work Life Balance for IT Professionals in Sri Lanka during Work From Home.

The research study and data analysis have been performed based on the responses obtained from IT Professionals in various domains of the IT industry. The study has revealed the factual finding that all the factors have been associated with Productivity and Work Life Balance with a positive correlation. However, Productivity is significantly influenced by Job satisfaction, Time management, Distraction, Workload and Stress and Network connectivity and Resources. On the other hand, Work Life Balance is highly influenced by Quality of sleep, Social support and Interaction and Workload and Stress.

This research study brings out valuable results for all the organizations working in different IT domains to emphasize the factors in this study during WFH. This could be further explored by organizations and addressed accordingly to ensure the attainment of expectations from the workforce and also by attaining the overall objective of organizations.

**Keywords:** Work From Home, IT Professionals, Productivity, Work Life Balance, Quality of Sleep, Time Management, Distraction, Job Satisfaction, Workload and Stress, Social Support and Interaction, Network Connectivity and Resources

## **ACKNOWLEDGEMENT**

My initial gratitude goes out in immense depth to all who have helped and assisted in obtaining responses to the questionnaire prepared to support the research work.

First and foremost, I wish to thank and express my sincere gratitude towards my supervisor, Dr. Adeesha Wijayasiri, Lecturer of the Department of Computer Sciences, University of Moratuwa, for the continuous support, guidance, encouragement, and attention extended towards my research work, especially for tireless supervision during difficult times, by providing all the necessary information over the research project with all the valuable inputs to understand and realize the extent and objective of my research and complete the research work timely.

Further, I would like to express my love and appreciation to my loving parents, two ever-supportive sisters and their husbands, my little niece, who always made me forget all the stress, and, last but not least, my motivating wife for continuous encouragement and unconditional support in academic work, especially to complete my research work, which was pending for some time due to various reasons.

I would also like to thank all my friends, especially colleagues and my FAIT team at Ernst & Young, for assisting me in connecting IT professionals all around our country in different workplaces and at different levels, which is purely the core and backbone of my research work.

Finally, I wish to convey my heartfelt wishes and thanks to each and every human being and nature in the world for helping and guiding me in all possible ways to make this study a real success.

# TABLE OF CONTENTS

DECLARATION.....	I
COPYRIGHT STATEMENT.....	II
ABSTRACT.....	III
ACKNOWLEDGEMENT.....	V
TABLE OF CONTENTS.....	VI
LIST OF FIGURES.....	IXI
LIST OF TABLES.....	XII
LIST OF ABBREVIATIONS.....	XII
1. INTRODUCTION.....	1
1.1. Chapter Introduction.....	1
1.2. Background.....	1
1.2.1. Motivation.....	3
1.2.2. Research Scope.....	4
1.3. Problem Statement and Research Question.....	5
1.3.1. Research Objectives.....	5
1.3.2. Research Significance.....	6
1.3.3. Outline of the Thesis.....	7
2. LITERATURE REVIEW.....	8
2.1. Chapter Introduction.....	8
2.2. An Introduction to IT Industry.....	8
2.3. Sri Lanka and IT Industry.....	10
2.3.1 The Evolvement of IT in Sri Lanka.....	11
2.3.2 The Importance of IT Industry for Sri Lanka.....	12
2.4. The Concept of Work From Home.....	14
2.4.1 An Introduction and The Evolvement of Work From Home.....	14
2.4.2 Value of Work From Home Mechanism during Covid.....	15
2.4.3 The Importance of Work From Home Mechanism for Sri Lanka.....	16
2.4.4 Advantage of Work From Home Mechanism.....	17
2.4.5 The Negative Aspects and Challenges of Work From Home Mechanism....	19
2.4.6 The Relevance of Work From Home Mechanism for IT Professionals.....	20
2.4.7 Work From Home and Productivity.....	21

2.4.8	Work From Home and Work Life Balance.....	21
2.5.	The Existing Situation in WFH for IT Professionals in Sri Lanka.....	22
2.6.	Working Definitions of Variables .....	24
2.6.1.	Work From Home.....	24
2.6.2.	Productivity .....	24
2.6.3.	Work Life Balance.....	25
2.6.4.	Quality of Sleep.....	25
2.6.5.	Social Support and Interaction .....	26
2.6.6.	Job Satisfaction.....	26
2.6.7.	Time Management.....	27
2.6.8.	Distraction .....	27
2.6.9.	Workload and Stress .....	28
2.6.10.	Network Connectivity and Resources .....	29
3.	RESEARCH METHODOLOGY .....	30
3.1.	Chapter Introduction.....	30
3.2.	Research Problem and Research Method.....	30
3.3.	Conceptual Research Framework.....	31
3.4.	Relationship of Variables.....	32
3.5.	Hypothesis Development .....	33
3.6.	Questionnaire Instrument Development .....	36
3.7.	Population, Sample Selection and Method of Data Collection .....	38
3.8.	Method Adopted for the study.....	40
4.	DATA ANALYSIS.....	41
4.1.	Chapter Introduction.....	41
4.2.	Descriptive Statistical Analysis.....	41
4.3.	Reliability Test and Factor Analysis.....	54
4.4.	Inferential Statistical Analysis.....	56
4.5.	Regression Analysis.....	59
4.6.	Discussion of Results.....	63
5.	RECOMMENDATIONS AND CONCLUSION .....	64
5.1.	Chapter Introduction.....	64
5.2.	Research Objectives and Conclusions .....	64
5.3.	Recommendations.....	65

5.4. Guidance for Future Research Work .....	66
REFERENCES.....	68
APPENDIX A: QUESTIONNAIRE INSTRUMENT .....	70

## LIST OF FIGURES

Figure 1	Mapping Diagram
Figure 2	Conceptual Framework
Figure 3	% of IT Qualified People
Figure 4	% of IT Professionals
Figure 5	% of Gender Distribution
Figure 6	% of Age Distribution
Figure 7	% of Marital Status
Figure 8	% of IT professionals having children
Figure 9	% of Education Level
Figure 10	% of Employment Status
Figure 11	% of Occupation of IT Professionals
Figure 12	% of Designation of IT Professionals
Figure 13	% of Experience of IT Professionals
Figure 14	% of Compensation of IT Professionals
Figure 15	% of Frequency of WFH for Last 2 years
Figure 16	% of Frequency of WFH Now
Figure 17	% of responses over Quality of Sleep of IT Professionals during WFH
Figure 18	% of responses over Job Satisfaction of IT Professionals during WFH
Figure 19	% of responses over Social Support and Interaction of IT Professionals during WFH
Figure 20	% of responses over Time Management of IT Professionals during WFH
Figure 21	% of responses over Distraction of IT Professionals during WFH
Figure 22	% of responses over Workload and Stress Management of IT Professionals during WFH
Figure 23	% of responses over Network Connectivity and Resources of IT Professionals during WFH

Figure 24	% of responses over Productivity of IT Professionals during WFH
Figure 25	% of responses over Work Life Balance of IT Professionals during WFH

## LIST OF TABLES

Table 1	Introduction to Variables
Table 2	Variables in Questionnaire Instrument
Table 3	Case Processing Summary for data responses
Table 4	Test of Normality over data responses
Table 5	Descriptive Statistics over data responses
Table 6	Reliability Test for variables
Table 7	Overall Reliability Test
Table 8	Factor Analysis for Variables
Table 9	Inter-item Correlation Matrix
Table 10	Pearson's Correlation Analysis for Productivity against other Variables
Table 11	Pearson's Correlation Analysis for Work Life Balance against other Variables
Table 12	Model Summary of Regression Analysis of Productivity
Table 13	ANOVA Test Results of Productivity
Table 14	Beta and t-values of Regression Analysis of Productivity
Table 15	Hypotheses Testing for Productivity
Table 16	Model Summary of Regression Analysis of Work Life Balance
Table 17	ANOVA Test Results of Work Life Balance
Table 18	Beta and t-values of Regression Analysis of Work Life Balance
Table 19	Hypotheses Testing of Work Life Balance

## **LIST OF ABBREVIATIONS**

WFH – Work From Home

WLB – Work Life Balance

PD – Productivity

QS – Quality of Sleep

SF – Job Satisfaction

SP – Social Support and Interaction

TM – Time Management

DT – Distraction

ST – Workload and Stress

RS – Network Connectivity and Resources