

An Empirical Analysis of Work Life Balance: A study on women employees in Banking Sector

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Abstract

In the current world, women are working in almost all the type of jobs demonstrating that there is no gender difference in work. Work-life balance is one of the supreme challenging issues being encountered by the women employees in the 21st century. Work- life balance means the extent to which the employee feels contented and have his or her needs fulfilled in both professional and personal faces of life. In the recent time the issue of work-life balance has gained more concern due to the reason that an individual's work life and personal life may present contradictory demands, while demand from both the spheres are equally important. This problem is more prominent among female employees. The research is made on the current issues of work-life balance of women bank employees to find the factors influencing their work life balance. The study is based on both the public and private sector bank employees positioned as clerk, cashier and officers. Bank employees deal with a wide variety of population daily at their working schedules. The study focuses on the causes and consequences of imbalance on the basis of demographics, Rewards, Career Development factors, family and HR factors to look at the challenges associated with managing professional and personal life of women employees of the banking sector.

Keywords: Banking, Professional Life, Women Employees, Work-life balance

1. Introduction

Traditionally people were living in joint families where men were the bread earners and women used to stay at home and look after their children with their household chores. As time passed by, the traditional social family system has transformed. Today, people have relocated out of joint families and are living in nuclear families. Nowadays both husband and wife need to work in order to run the house and meet their expectations. Today, women get educated and have their own careers and are also handling their existing family duties such as taking care of their children, elderly parents and in-laws as well as managing their domestic responsibilities. A married woman

in her lifetime plays many roles and in all these roles she puts her hundred percent in order to be best in all of them. The working woman also puts her hundred percent in the job that she does so as to excel in it too. In the hustle of fulfilling both personal and professional obligations most of the time women tend to forget to give time for herself, like her fitness, relaxation, pleasure and her spiritual development. All these points have made the life of a married working woman very stressful, making it difficult to have a balance between their work and personal life. Work and family life are two important parts and both are dependent on each other. On one side, the demands put on her by her job gives her less time for her family and on the other side, her family duties affect her dedication and passion for her work. All these factors put great stress on the married women thus leading to low productivity at work as well as failure to enrich her family life sufficiently. Nowadays, various organizations are trying to lend a helping hand for its employees in order to enable them to enjoy a 'work-life' balance. Thus, it can be seen that the issue of work-life balance, needs to be addressed from both the sides i.e. from organizational viewpoint and from an individual and family standpoint. The woman needs to understand that she requires to have some balance in her life today itself, so that she would be able to remain healthy and active in order to enjoy the fruits of her labour as she grows older.

2. Conceptual Framework

The concept of Work-life Balance i.e. WLB, backs the efforts of the employees to divide their time and energy between work, family and the other aspects of their lives. In recent years, WLB has occupied a significant role in the higher education sector – research and academia, enabling employees or faculties to pay attention towards personal, societal and professional aspects of their lives as well. Organisations in general have realised that there is a need to plan and promote work life balance policies for increasing both qualitative and quantitative productivity. The steps taken by organisations to do so include – job sharing, flexible working hours, family events at work etc. This has been done so, to bridge the gaps between professional, personal and social lives with an aim to improve organizational work culture and effectiveness. Work and family have increasingly become two spheres, equally greedy of energy and time and responsible for work–family conflict.

In the current scenario, many changes are happening in the work place and family structures. A massive part of women is finding it difficult to achieve favorable work life balance. Compared to men, women have more responsibilities at home. Though there are many studies conducted on Work Life Balance of employees, relatively there are fewer studies on Work Life Balance of women employees of Banking sector. The studies were restricted to IT and BPO sectors. Therefore, there is a need to study how women are balancing their work and family life in healthcare, education, insurance and banking.

3. Literature Review

Both personal and professional lives are important and women employees struggle to do justice for both the roles and in the process if they spend more time pursuing one role as opposed to the other can lead to negative outcomes. Various research studies were conducted on Work Life

Balance especially on Women who were working in different sectors in India as well as in other parts of the world.

Sana Hafiz published a paper on “**Work - Life Balance (WLB) Of Women Employees in Banking Sector-With Special Reference to Kota City**” (2017) in ‘International Conference on Innovative Research in Science, Technology and Management’ at Modi Institute of Management and Technology, Dadabari, Kota, Rajasthan. Objective of the study was to identify the determinants of Work Life Balance of Women bank employees, to study the effects of work life balance on job satisfaction amongst the working in Banking. Both primary and secondary Data was collected. A set of questionnaire was developed to collect the responses from the employees of the banking sector. Secondary Data was collected from authentic resources such as books and journals, research papers, Project readings, unpublished reports of government departments and other reliable sources of information broadcast. The Stratified Random Sampling Technique has been used in order to collect the primary data. 20 samples each from 4 banks were taken. Sample comprised of supervisory and subordinate staff, managerial and executive staff. It was found in the study that majority of the women were not happy with the higher management. 78% amongst the public sector and 93 % of the private sector realized that women employees cannot pursue their career with same velocity after marriage and child break.

Poonam Sharma, Dr. Purushottam Dayal made a study on the topic, “Work Life Balance of Women employees – working in banking sector of India” (2015). In this study, the researcher explored the challenges associated with managing professional and personal life of women employees of the banking sector. 200 samples were collected from Private, Public & Cooperative sector banks of in Kota. It was found in the study that 52% of the people in Public Sector banks agreed that they feel happy at their workplace, while 29% private and 24% co-operative sector employees responded that they feel happy at their work place.

Meghana Mukharjee in her study “Are Women More Stressed than Men?” (2016), published in the Goa Times, compiled various researches that were related to stress faced by men and women. She said for a married woman the stress is about managing her house, taking care of children and in-laws, trying to keep her marriage healthy and happy, while striving to do well professionally. These all imposes tremendous pressure on her that affects mind and heart. She also said that according to medical experts, gender-specific reasons such as irregular menstrual cycle, early menopause and pregnancy complications also worsen the heart condition in women over time.

The article also suggested that woman must find someone to confide like her husband, spouse, parents, friends or even her children, by which her 70% of the stress can be taken off from her mind and thus help her to easily start feeling well.

J. Renee Arathi, R. Rajkumar conducted a research on “Women and work life balance- rationale behind imbalance- an Empirical study” (May 2015). In the study it is said that the time and efforts that is spent for their family and their workplace exploit them physically, psychologically, emotionally and socially. Therefore, it is essential for women to balance between family and work. In this paper, the writer analyzed the difference between level of Work Life Balance among male

and female employees and the reason behind the difference. The researcher used stratified random sampling in order to select samples from BHEL, Ranipet and the respondents were from operations, commercial, tools and safety engineering departments.

The study revealed that promotions are motivating factor that gives a sense of achievement and emotional satisfaction which in turn helps in the work life balance of women employees. It was concluded that if the organizations focus on work life balance of women employees by enriching their role efficiency, productivity of the organization and development of the employees will be ensured.

Arpit Patel in her article 'A study of Work Life Balance of Working Professional in Context of female employees of Sate Bank of India (2015) in Indore District stressed on the objective of identifying the issues related to WLB of female employees in Banking Sector. The study found out that approximately 64% of the women employees agreed that they are unable to manage personal life with professional life, also banks doesn't found allotment of work on the basis of qualification of employees. Further, the study revealed that superiors are more helpful, supportive and co- operative.

4. Objectives

- To study the conceptual framework of Work Life Balance among women bank employees
- To analyze and measure Work Life Balance of women employees of SBI
- To determine factors impacting WLB of women employees in SBI

5. Hypothesis

- **There is a high level of relationship between Age & WLB of women employees in SBI**
- **There is a high level of relationship between Educational Qualification & WLB of women employees in SBI**
- **There is a high level of relationship between Work Experience & WLB of women employees in SBI**
- **There is a high level of relationship between Marital Status & WLB of women employees in SBI**
- **There is a high level of relationship between Monthly Salary & WLB of women employees in SBI**
- **There is a high level of relationship between Family Size & WLB of women employees in SBI**
- **There is a high level of relationship between Mode of transport & WLB of women employees in SBI**

6. Research Methodology

Population: Under this study women employees of State Bank of India, Mysore Region are considered as population.

Sample: Under this study out of all the employees of SBI, Mysore Region, 636 samples are taken

Sampling Technique: Here, Probability Sampling, Simple Random Technique is employed to draw the sample

Data Collection:

- a) Primary data: Collected from structured Questionnaire with 5 point Likert scale. 1 being Strongly Agree, 2 being Agree, 3 being Neutral, 4 being Disagree, 5 being Strongly Disagree
- b) Secondary data: Data from journals, official website of SBI, books, newspapers, various research papers for this study.

Tools for Analysis: The data analyzed and interpreted through Descriptive statistics such as Mean, Median, SD, etc. and also Inference statistics such as ANOVA and Bivariate analysis

7. Results and Discussions

Descriptive Statistics: It is an important statistical tool used to describe data into various dimensions. Here Minimum, Maximum, Mean and Statistical Divisions are used to analyse the data. The descriptive statistics is used to provide basic information about the variables and highlight the relationship.

Table 01: Table Showing Demographic Factors affecting Women working in Banking Sector

	Minimum	Maximum	Mean	Std. Deviation
Demographic Factors				
Age	1	5	2.66	0.931
Educational Qualification	2	4	2.96	0.582
Experience	1	5	2.23	1.299
Marital Status	1	2	1.51	0.5
Monthly Salary	1	5	2.43	1.435
Family Size	1	4	2.85	0.856
Mode of Transport	1	4	2.79	1.089

The above table shows the various Demographic Factors of women employees.

Table 02: Table Showing Rewards and Recognition factors affecting Women working in Banking Sector

	Minimum	Maximum	Mean	Std. Deviation	Std. Error	Variance
Rewards and Recognition						
Salary is adequate as per my expectation	1	5	2.3962	0.85495	0.0339	0.731

Benefits package (Medical Insurance, Paid leave etc.,) given by the bank are good	1	5	2.2075	0.7863	0.03118	0.618
Compensation and benefits are justifiable in proportion to the work	1	5	2.5283	0.88245	0.03499	0.779
Employee receives adequate acknowledgement or appreciation when works good	1	5	2.717	1.03563	0.04107	1.073
Public recognition is practiced more compared to private recognition	1	5	2.5849	0.99954	0.03963	0.999
I am satisfied with the recognition gained from the organisation	1	5	2.3774	1.03287	0.04096	1.067
Average	1	5	2.46855	0.931956667	0.036955	0.877833

The above table shows the various Rewards and Recognition Factors of women employees.

Table 03: Table Showing Career Development Factors affecting Women working in Banking Sector

Career Development Factors	Minimum	Maximum	Mean	Std. Deviation	Std. Error	Variance
i) Necessary development programs are provided for updating and learning new skills in the bank	1	5	2.3396	0.93121	0.03692	0.867
ii) The basis on which the bank promotes its employees is resonable	1	5	2.3019	0.86036	0.03412	0.74
iii) There is transparency in an employee' s career path	1	5	2.2453	0.77534	0.03074	0.601
iv) organisation policy in the bank is growth oriented	1	5	2.3208	0.74724	0.02963	0.558
v) I believe my job is secure	1	5	2.3774	0.99561	0.03948	0.991
Average	1	5	2.317	0.861952	0.034178	0.7514

The above table shows the various Career Development perceptions of women employees.

Table 04: Table Showing Family Factors affecting Women working in Banking Sector

Family factors	Minimum	Maximum	Mean	Std. Deviation	Std. Error	Variance
Spouse supports me in household chores and childcare activities	1	5	2.3774	1.01441	0.04022	1.029
Spouse supports me in career development	1	5	2.283	0.87759	0.0348	0.77
Family members help me during financial crisis	1	5	2.0943	0.95764	0.03797	0.917
Emotional support is given by friends and family	1	5	2.1698	0.90637	0.03594	0.822
Average	1	5	2.231125	0.9390025	0.037233	0.8845

The above table shows the information on various Family Factors of women employees.

Table 05: Table Showing H R Factors affecting Women working in Banking Sector

H R Factors	Minimum	Maximum	Mean	Std. Deviation	Std. Error	Variance
My understanding about deadline and work schedule is adequate	1	5	2.3396	0.80024	0.03173	0.64
Expectations of the superior are achievable	1	5	2.7358	1.04965	0.04162	1.102
It is easy to avail leave	1	5	2.7925	1.10589	0.04385	1.223
The policy against gender discrimination is fair	1	5	2.6415	1.04863	0.04158	1.1
Average	1	5	2.62735	1.0011025	0.039695	1.01625

The above table shows the various H R Factors perceptions of women employees.

Testing of Hypothesis

Hypothesis 01

One – Way ANOVA is used to test whether there is an impact of Age factor on the Work Life Balance of Women Employees

H₀ = There is low level of impact of Age factor on the Work Life Balance of Women Employees

H1 = There is high level of impact of Age factor on the Work Life Balance of Women Employees

Table Showing the results of ANOVA

	Sum of Squares	df	Mean Squares	F	Sig
Between Groups	29.585	4	7.396	39.51	0
Within Groups	118.121	631	0.187		
Total	147.706	635			

The results of ANOVA are given in the above table. The ANOVA results accepts the Research Hypothesis and rejects the Null Hypothesis as p-value associated for significant impact of Age factor on the Work Life Balance of Women Employees i.e. 0.000 and F value is 39.51. The conclusion from the above analysis suggests that there is High level of impact of Age factor on the Work Life Balance of Women Employees

Hypothesis 02

One – Way ANOVA is used to test whether there is an impact of Educational Qualification on the Work Life Balance of Women Employees

H0 = There is low level of impact of Educational Qualification on the Work Life Balance of Women Employees

H1 = There is high level of impact of Educational Qualification on the Work Life Balance of Women Employees

Table showing

	Sum of Squares	df	Mean Squares	F	Sig
Between Groups	5.883	2	2.941	13.128	0.333
Within Groups	141.823	633	0.225		
Total	147.705	635			

The results of ANOVA are given in the above table. The ANOVA results accepts the Null Hypothesis and rejects the Research Hypothesis as p-value associated for significant impact of Educational Qualification on the Work Life Balance of Women Employees i.e. 0.333 and F value is 13.128. The conclusion from the above analysis suggests that there is Low level of impact of Educational Qualification on the Work Life Balance of Women Employees

Hypothesis 03

One – Way ANOVA is used to test whether there is an impact of Experience on the Work Life Balance of Women Employees

H0 = There is low level of impact of Experience factor on the Work Life Balance of Women Employees

H1 = There is high level of impact of Experience factor on the Work Life Balance of Women Employees

	Sum of Squares	df	Mean Squares	F	Sig
Between Groups	24.265	4	6.066	31.009	0
Within Groups	123.44	631	0.196		
Total	147.705	635			

The results of ANOVA are given in the above table. The ANOVA results accepts the Research Hypothesis and rejects the Null Hypothesis as p-value associated for significant impact of Experience on the Work Life Balance of Women Employees i.e. 0.000 and F value is 31.009. The conclusion from the above analysis suggests that there is High level of impact of Experience on the Work Life Balance of Women Employees

Hypothesis 04

One – Way ANOVA is used to test whether there is an impact of Marital Status on the Work Life Balance of Women Employees

H0 = There is low level of impact of Marital Status on the Work Life Balance of Women Employees

H1 = There is high level of impact of Marital Status on the Work Life Balance of Women Employees

	Sum of Squares	df	Mean Squares	F	Sig
Between Groups	12.093	1	12.093	56.534	0
Within Groups	135.613	134	0.214		
Total	147.705	135			

The results of ANOVA are given in the above table. The ANOVA results accepts the Research Hypothesis and rejects the Null Hypothesis as p-value associated for significant impact of Experience on the Work Life Balance of Women Employees i.e. 0.000 and F value is 56.534. The conclusion from the above analysis suggests that there is High level of impact of Marital Status on the Work Life Balance of Women Employees

Hypothesis 05

One – Way ANOVA is used to test whether there is an impact of Monthly Salary on the Work Life Balance of Women Employees

H0 = There is low level of impact of Monthly Salary on the Work Life Balance of Women Employees

H1 = There is high level of impact of Monthly Salary on the Work Life Balance of Women Employees

	Sum of Squares	df	Mean Squares	F	Sig
Between Groups	13.525	4	3.381	15.901	0
Within Groups	134.18	631	0.213		
Total	147.705	635			

The results of ANOVA are given in the above table. The ANOVA results accepts the Research Hypothesis and rejects the Null Hypothesis as p-value associated for significant impact of Monthly Salary on the Work Life Balance of Women Employees i.e. 0.000 and F value is 15.901. The conclusion from the above analysis suggests that there is High level of impact of Monthly Salary on the Work Life Balance of Women Employees

Hypothesis 06

One – Way ANOVA is used to test whether there is an impact of Family Size on the Work Life Balance of Women Employees

H0 = There is low level of impact of Family Size on the Work Life Balance of Women Employees

H1 = There is high level of impact of Family Size on the Work Life Balance of Women Employees

	Sum of Squares	df	Mean Squares	F	Sig
Between Groups	1.215	3	0.405	1.747	0.156
Within Groups	146.49	632	0.232		
Total	147.705	635			

The results of ANOVA are given in the above table. The ANOVA results accepts the Null Hypothesis and rejects the Research Hypothesis as p-value associated for significant impact of Family Size on the Work Life Balance of Women Employees i.e. 0.156 and F value is 1.747. The conclusion from the above analysis suggests that there is Low level of impact of Family Size on the Work Life Balance of Women Employees.

Hypothesis 07

One – Way ANOVA is used to test whether there is an impact of Mode of Transport on the Work Life Balance of Women Employees

H0 = There is low level of impact of Mode of Transport on the Work Life Balance of Women Employees

H1 = There is high level of impact of Mode of Transport on the Work Life Balance of Women Employees

	Sum of Squares	df	Mean Squares	F	Sig
Between Groups	4.529	3	1.51	6.664	0
Within Groups	143.176	632	0.227		
Total	147.705	635			

The results of ANOVA are given in the above table. The ANOVA results accepts the Research Hypothesis and rejects the Null Hypothesis as p-value associated for significant impact of Mode of Transport on the Work Life Balance of Women Employees i.e. 0.000 and F value is 6.664. The conclusion from the above analysis suggests that there is High level of impact of Mode of Transport on the Work Life Balance of Women Employees.

Findings

Though Work Life Balance is considered as a vital issue in many organizations nowadays for both individual and firm's health, many employees are suffering from the lack of perfect balance between work life and Family Life. It is very evident from many studies that better work life balance creates several positive consequences, whereas imbalance holds a negative effect which is responsible for some serious issues for individuals and for organisations.

1. Hypothesis 01 examines the impact of Age Factor impact of Age factor on the Work Life Balance of Women Employees. The result of ANOVA shows the significance at 0.000. It is less than 0.05 as acceptance criteria. Hence there is a High level of impact of Age factor on the Work Life Balance of Women Employees
2. Hypothesis 2 examines the impact of Educational Qualification on the Work Life Balance of Women Employees. The result of ANOVA shows the significance at 0.333. It is more than 0.05 as acceptance criteria. Hence there is a Low level of impact of Educational Qualification on the Work Life Balance of Women Employees
3. Hypothesis 03 examines the impact of Experience on the Work Life Balance of Women Employees. The result of ANOVA shows the significance at 0.000. It is less than 0.05 as acceptance criteria. Hence there is a High level of impact of Experience on the Work Life Balance of Women Employees

4. Hypothesis 4 examines the impact of Marital Status on the Work Life Balance of Women Employees. The result of ANOVA shows the significance at 0.000. It is less than 0.05 as acceptance criteria. Hence there is a High level of impact of Marital Status on the Work Life Balance of Women Employees.

5. Hypothesis 5 examines the impact of Monthly Salary on the Work Life Balance of Women Employees. The result of ANOVA shows the significance at 0.000. It is less than 0.05 as acceptance criteria. Hence there is a High level of impact of Monthly Salary on the Work Life Balance of Women Employees.

6. Hypothesis 6 examines the impact of Family Size on the Work Life Balance of Women Employees. The result of ANOVA shows the significance at 0.156. It is more than 0.05 as acceptance criteria. Hence there is a Low level of impact of Family Size on the Work Life Balance of Women Employees.

7. Hypothesis 7 examines the impact of Mode of Transport on the Work Life Balance of Women Employees. The result of ANOVA shows the significance at 0.000. It is less than 0.05 as acceptance criteria. Hence there is a High level of impact of Mode of Transport on the Work Life Balance of Women Employees.

Suggestions

Women constitute an important section of the workforce. However, the present situation of a large number of well-qualified women who due to various circumstances have been left out of their jobs needs to be addressed. The problems faced are several but, significantly, most often the "break in their careers" arises out of motherhood and family responsibilities." In order to address this issue, I would like to provide the following suggestions

- Encourage employees to complete the work within the allotted time through time management and by maintaining good working environment.
- Create good relationship with managers and other bank employees
- Help women employees to acquire advanced knowledge regarding technological modification through proper training
- Take steps to avoid factors affecting women employees overtime, work on holiday and negative attitude of colleagues.
- The support from Family members at household work to help them to balance their work life.
- Women must see the possible ways to setup their homes near to their branches as it reduces the worry of long distance commutation.

Conclusion

Work life balance refers an employee's capability to maintain a healthy balance between their work roles, their personal tasks and family life. Employee stress can increase to the level of burnout, resulting in lowered throughput at work, a higher potential for stress related health problem and absenteeism with the associated cost related to these being passed on to the firm. Moreover, employees may also experience less personal, co-worker relationships, reduced

employee performance and job satisfaction. An employee's satisfaction in their personal life and their ability to meet personal obligations greatly affect their success as worker which greatly benefits any company. Helping employees to succeed in good work life balance not only increases work satisfaction, but also their fidelity towards the firm and helps in achieving long life in the career. Women workforce is increasing now a days and their contribution to the organizations is also considered to be valuable. It is very necessary for the organizations to acknowledge women employees by providing more appropriate work-life balance measures for them. Striking a healthy work-life balance is imperative for all the employees irrespective of the industry to which they belong. It is the joint responsibility of the employer and the employees to ensure strong work-life balance that can bring in fruitful results to organization as well as employees also.

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