



AN EXPLORATIVE STUDY OF WORK-LIFE BALANCE OF BANKING EMPLOYEES- A CASE STUDY ON PUBLIC BANKS IN BANGALORE CITY

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ABSTRACT

Work-Life balance has been considered of crucial importance in many Public and Private Sector Undertakings for establishing and sustaining a productive work culture. Several initiatives have been taken up by the Government, many experts and industrialists and even employees in organizations towards maintaining work-life balance. Multiple roles performed by individuals call for better integration between work and non-work issues. Even Jobs are no more cushy/easy going, they are demanding. Similarly, individual cannot be effective at work if they are not able to manage their personal lives. Finding time for socialization is no more a social obligation, but also a real stress buster. There is evidence to show that the activities outside work positively influence the productivity and creative potential of employees. Hence, the present study conducted to in 4 public sector banks in Bangalore city to explore the factor impact on employees work-life balance as well how work-life balance would impact on employee's productivity. The current research carried descriptive and explorative in nature through designed questionnaire collected from 100 respondents in different banks. The study also tried to draw necessary suggestions based on research findings. Further the study concluded that, banking employees are satisfied with the sophisticated benefits offered by banks hence they expected supplementary facilities to balance professional as well as personal life.

KEYWORDS : Public Banks, Work-Life Balance, Employees, Socialization

1.1 INTRODUCTION:

A Nation may be endowed with abundant natural and physical resources and the necessary capital and technology but unless there are competent people who can mobilize, organize and harness the resources for the production of goods and services, it cannot make rapid strides towards economic and social advancement. The strengths and weakness of an organization are determined by the quality of its human resources, which play a vital role in using other organizational resources and the development process of modern economies.

The economic development cannot be accomplished in developing countries unless they have well educated and trained, highly achievement motivated and properly developed human resources. An enterprise cannot make any progress unless it has a well-trained, efficient and adequately motivated work-team. Similarly, individuals cannot derive job satisfaction and lead a high standard of living unless they are well trained and highly developed. It may be noted that the management of human resources can assist in the attainment of these national, enterprise and individual goals through effective utilization and proper development of human resources.

Though the motivation of employees helps to secure their integration with the organization and attain an optimum level of efficiency and in achieving organizational goals, the assigned workload might pose a time-pressure on employees by imposing excessive responsibilities. Furthermore, it causes stress and negative feeling which also damages the individual's private life. Even the working hours and schedule are the most crucial points of Work-Life Balance in the organization point of view, as they affect the mental health, physical health and well-being of employees. Long working hours and certain kind of shift schedules might be the cause of elevated risk for a range of mental and physical health problems. Further, a sense of inequity among employees affects their attitudes and behaviors, absenteeism, low motivation, lack of concern for the quality of products or services, withholding suggestions for improvements, lack of commitments, and even sabotage may result. These attitudes and behaviors affect costs, productivity, profits and hence the market value of the firm stock.

2.2 LITERATURE REVIEW:

2.1: Janet Smithson et al (2005), have tried to examine current

debates about gender equality, work-life balance, and flexible working. An example of 'generic female parent' is constructed in relation to work-life balance and flexible working yet participants routinely maintain that gender makes no difference within their organization. The effects of these accounts; specifically the effect on those who take up flexible working, and the perceived backlash against policies viewed as favoring women or parents. It is discussed and argued that the location of work-life balance and flexibility debates within a gender neutral context can in practice result in maintaining or encouraging gendered practices within organizations.

2.2: Caroline Straub (2007), has the objective to identify and compare companies' involvement with work-life balance practices and policies in 14 European countries and to test whether these practices actually enhance the career advancement of women to senior management positions. In order to test the above, a multiple regression analysis is performed. There are certain differences in the provision of work-life balance practices and women's participation in the labor force among European companies. A positive influence of work-life balance policies and practices on women's career advancement into senior management positions was confirmed in only one case- the payment of an additional amount for maternity leave. An organizational culture is a successful tool for advancing women's careers.

2. 3: Mathew J et al (2010), have made an attempt to study work-life balance with the implication of PRA (Personal Resource Allocation) framework. The authors have tried to re-conceptualize the orientation about work-life balance with the intent of thinking work-life balance is not just about balance, rather it is about resource allocation. Finally, the article concluded that individual, as well as organization, need to allocate resource in the proper way, where it could help to remove negative roles by imparting possible role in both profession and family life.

2.4: Daniel Wheatley (2012), has made an attempt to study the underlying conflicts associated with current work-life balance and travel-to-work policies, formulated in organizations in the UK. He suggests that transport, especially employee car parking, needs to be considered a focal point in the planning and implementation of HR policies. Employers also need to reconsider their approach to flexible working to dissolve the

negative repercussions that the choice to work flexibly has for the careers of highly skilled workers, especially working mothers. Finally, the author suggested that increases in formalized home-based teleworking, re-constructing the gender balance in management, & positive discrimination towards certain groups offer potential routes for change.

2.5: Jang S J et al (2010), have made an attempt to examine associations between the availability of work-life balance programs, employees' authority to arrange their own work hours, job satisfaction and mental health among 1293 employees in 50 companies in South Korea. The demands of balancing employment and family responsibilities strain the health and welfare of many employees worldwide, and social welfare policy analysts are increasingly attending to the factors that can alleviate such stress. It is unique in its use of multilevel analysis in examining individual and company-level variables. The results add to the evidence regarding the positive relationship between the availability of scheduling control and work-life balance policies on the one hand, and job satisfaction and mental wellbeing, on the other.

2.6: Linda Williams Favero et al (2012), have made an attempt to demonstrate how different generational perspectives of professional women, socialized at different periods of time, interest in the current workforce to explain conflict around work and life. In particular, it is found that the conflict centers around two well-documented discourses thematic in their focus groups, which organize the way people think about work-paying one's dues and face-time. Using interpretive focus groups to draw out the different interpretive frames of the generation, it demonstrates the interpretations, providing a hopeful place to begin a theoretical and practical conversation that bridges the different perspectives of women across generations as they negotiate work and life.

3: OBJECTIVES OF THE STUDIES:

1. To explore the factors impact on employees in their work-life balance.
2. To analyze the inter-relationship between work-life balance and employees productivity.
3. To draw the necessary strategies to improve employee's productivity for the study findings.

4: RESEARCH DESIGN:

The present study is descriptive and analytical in nature. The study is based on both quantitative and qualitative methodologies to investigate between two different constructs of Work-Life Balance and Bank productivity. This unit of study includes geographical area of Bangalore city with respect to four public sector banks like Canara Bank, Vijaya Bank, SBI Bank, and Corporation Bank. The study designed the questionnaire to collect the opinion from the respondents and the sample size of 100 employees in the sample unit. The current research is assessing the sources of information through primary and secondary sources of data. To test the hypothesis the present study used weights based on the parameters selected by the factors. The study uses tools like Tabular method and Weighted Average methods to interpret the data systematically and draw a meaningful conclusion.

5: ANALYSIS AND DISCUSSION:

Table No. 5.1: Profile of the Respondents

Age		
Factors	No. of Respondents	Percentage (%)
Below 30	23	23
40-50	16	16
30-40	50	50
Above 50	11	11
Total	100	100

Gender		
Male	49	49
Female	51	51
Total	100	100
Marital Status		
Married	67	67
Unmarried	33	33
Total	100	100
Education Qualification		
SSLC	8	8
Graduation	41	41
PUC	4	4
Post-graduation	47	47
Total	100	100
Work Association		
1 to 5 years	42	42
11 to 15 years	9	9
6 to 10 years	42	42
Above 15 years	7	7
Total	100	100

Source: Primary data

From the above table, it is observed that the 23 respondents are below 30 age, 16 respondents are of age 40 to 50, 50 respondents are in the age 30 to 40 and above 50 are 11 respondents. In the case of gender classification from the research data, it shows that male employees are 49 and female employees are 51. Female employees are maximum. The above table depicts by the collected data on the marital status of respondents among which 67 are married and 33 are unmarried employees. It clearly indicates the majority of the employees in this bank are married.

The table No. 5.1: shows that, 47 respondents are postgraduates, 41 respondents are graduates, 8 respondents are SSLC and 4 respondents are of PUC background. Most of the (42%) respondents are associated since 1 to 5 years, 9 respondents are associated since 11 to 15 years, 42 respondents are associated since 6 to 10 years and 7 respondents are associated since 15 and above years.

Table No. 5.2: Ratings given by the respondents based on factors impact on employees with respect to a bank: (A-1, B-2, C-3, D-4, and E-5)

Factors	A	B	C	D	E
Conduct social activity	47	34	8	6	5
Communicate with your employees	33	45	15	4	3
Introduce a workplace wellness scheme	15	53	20	6	6
Allow flexible time and remote working	32	39	23	5	1
Vacation time	21	41	29	6	3
Leave the office early period	25	37	24	8	6
Take breaks	19	50	22	5	4
Focuses sessions at work to eliminate distraction	16	42	31	8	3
Documents of tasks	20	39	28	7	6
Reasonable and flexible work arrangement	27	29	33	2	9

Source: Primary data

From the above table, it can be clearly classified on the basis rating method as prorata basis. Respondents provided their opinion highest priority factors and least priority factors considered to balance their work as well as personal life. The above data clearly indicate Conduct social activity, Communicate with your employees and Allow flexible time and remote working was rated high, however, Focuses sessions at work to eliminate distraction, Introduce workplace wellness scheme and Take breaks rated as low. It can be interpreted by the above classification most of the employees

preferred to balance their work as well personnel through proper communication and flexi-time as well socialization with the other groups in the banks. At the same time, sophisticated banking welfare schemes and break time provided by the bank satisfied and least rated by the employees as it less impact on present work-life balance.

5.2: Weighted Average Calculation for cross-tabulation:

In order to check the impact level on employees Work-Life Balance with Age and WLB with Productivity of the Bank, the weighted average method has been used to know the level of impact from professional factors to work-life balance of individual employee and overall employee's level of impact on organizational productivity. The results have been shown in the following table;

Table No. 5.2: Classification of the respondents based on the level of impact on professional factors on WLB with Age of employees.

Factors	Highly Impacted	Impacted	Neutral	Not impacted	Highly not impacted
Absenteeism	54	31	7	3	5
Emotional intelligence	24	54	11	5	1
Job engagement	30	47	21	1	1
Organization support	18	51	24	2	5
Spiritual intelligence	15	50	32	0	3
Technology advancement	22	43	23	6	6
Work overload	14	36	38	8	4
Financial problem	20	33	35	6	6
Inadequacy	22	38	30	4	6
Repetitive work	12	42	33	6	7

Source: Primary data

Table No. 5.2.1:: Weighted average for employee's impact level on WLB:

Factors	1	2	3	4	5	Total	Average
Absenteeism	54	62	21	12	25	174	1.74
Emotional intelligence	24	108	33	20	5	190	1.9
Job engagement	30	94	63	4	5	196	1.96
Organization support	18	102	72	8	25	225	2.25
Spiritual intelligence	15	100	96	0	30	241	2.41
Technology advancement	22	86	69	24	30	231	2.31
Work overload	14	72	114	32	20	252	2.52
Financial problem	20	66	105	24	30	245	2.45
Inadequacy	22	76	90	16	30	234	2.34
Repetitive work	12	84	99	24	35	254	2.54

Source: Primary data

From the above weighted average calculation, it is revealed that the majority of the respondents are opined that Absenteeism, Emotional intelligence, and job engagement have given weights of 1.74, 1.9, 1.96. It shows that employees are highly impacted by the respective variables. Organization support, Spiritual intelligence, Technology advancement, Technology advancement, Work overload, financial problem, Inadequacy, and Repetitive work have given weights of 2.25, 2.41, 2.31, 2.52, 2.45, 2.34, 2.54 respectively. It shows that employees are impacted by the respective variables

Table No. 5.3: Classification of the respondents regarding the factors of work-life balance and their influence on productivity:

Factors	Highly impacted	Impacted	Neutral	Not impacted	Highly not impacted
Tools of the trading technology	35	49	8	8	0
Skills and traits	28	40	25	7	0
Employee recognition	14	43	34	7	2
Project management	26	34	37	2	1
Health and absenteeism	19	31	44	5	1
Accountability	17	39	39	3	2
Encouragement and rewards	11	38	37	11	3
Demand realistic target	17	30	40	9	4
Adequate resources	20	33	39	5	3
Transparency	13	39	36	9	3

Tools of the trading technology	35	49	8	8	0
Skills and traits	28	40	25	7	0
Employee recognition	14	43	34	7	2
Project management	26	34	37	2	1
Health and absenteeism	19	31	44	5	1
Accountability	17	39	39	3	2
Encouragement and rewards	11	38	37	11	3
Demand realistic target	17	30	40	9	4
Adequate resources	20	33	39	5	3
Transparency	13	39	36	9	3

Source: Primary data

Table no. 5.3.1: Weighted average for employee's impact level for the factors of work-life balance and their influence on productivity.

Factors	A	B	C	D	E	Total	Average
Tools of the trading technology	35	98	24	32	0	189	1.89
Skills and traits	28	80	75	28	0	211	2.11
Employee recognition	14	86	102	28	10	240	2.40
Project management	26	68	111	8	5	218	2.18
Health and absenteeism	19	62	132	20	5	238	2.38
Accountability	17	78	117	12	10	234	2.34
Encouragement and rewards	11	76	111	44	15	257	2.57
Demand realistic target	17	60	120	36	20	253	2.53
Adequate resources	20	66	117	20	15	238	2.38
Transparency	13	78	108	36	15	250	2.50

Source: Primary data

From the above calculation, it is revealed that most of the respondents have opined that, Tools of the trading technology has given the weight of 1.89, which indicates that employees are highly impacted with the technological factor. Skills and traits, Employee recognition, Project management, Health and absenteeism, Accountability, Encouragement, and rewards, Demand realistic target, adequate resources, and Transparency has given weights of 2.11, 2.40, 2.18, 2.38, 2.34, 2.57, 2.53, 2.38, and 2.50 respectively. It shows that employees are impacted by the respective variables.

6: FINDINGS:

1. From the research findings most (91%) of the employees opined that work-life balance influence in managing inter-relationship with organization Productivity.
2. 38% of the respondents have agreed that they are satisfied with the working condition of their bank. 73% of the employees have agreed that family problems effect on work-life balance.
3. 3% of the respondents have opined that work-life balance to certain level effects on the performance. 77% of the respondents have agreed to the statement that competition and conflict among employee create a barrier to balance Work life.
4. 84% of the respondents have said no that there is no favoritism at the workplace regarding caste, gender, and relationship.
5. 10% of the respondents are highly balanced in their job and 56% of the respondents are neither balanced nor unbalanced.
6. From the Weighted Average Calculation with respect to employees and the agreement between personal and professional factors were, that majority of the respondents are opined that Absenteeism, Emotional intelligence, and job engagement have given weights of 1.74, 1.9, 1.96. It shows that employees are highly impacted by the

respective variables.

7. Organization support, Spiritual intelligence, Technology advancement, Work overload, financial problem, Inadequacy, and Repetitive work have given weights of 2.25, 2.41, 2.31, 2.52, 2.45, 2.34, and 2.54 respectively. It shows that employees are impacted by the respective variables.
8. From the other Weighted Average Calculation with respect to work-life balance and productivity, it reveals that Tools of the trading technology has given a weight of 1.89, which indicates that employees are highly impacted with the technological factor.
9. Skills and traits, Employee recognition, Project management, Health and absenteeism, Accountability, Encouragement, and rewards, Demand realistic target, adequate resources, and Transparency has given weights of 2.11, 2.40, 2.18, 2.38, 2.34, 2.57, 2.53, 2.38, and 2.50 respectively. It shows that employees are impacted by the respective variables.

7: SUGGESTIONS:

1. The Bank employees must be given more responsibilities and, the power which shall enable them to make their own decision.
2. It is also suggested to banks that, arranging yoga, meditation sessions etc. for employees to overcome stress and balance both works as well life.
3. Once in two months outing or get together can be arranged on a location other than the workplace. As most of the employees felt to have socialization would improve their work efficiency as well to keep healthy their personal life. This can be supported to balance both aspects to increase employee productivity.
4. From the study findings, it is necessary to the Public Banks must hold sessions that provide relaxations and coping skill. The Banks should check whether the employees are satisfied with all the aspect of the job.
5. The monetary rewards could be increased to bank employees for an excess of workload and stress to reduce and reward must not only monetary but nonmonetary also. However public banks already been providing such offers at the same employees are not able to balance their profession and personal life hence, there is need of increasing both monetary and nonmonetary benefits to bank employees in public sector banks.

8: CONCLUSION:

In a wider sense work-life balance means more than just a comfortable workplace. Employees want to work in an organization where it feels good to be there. A growing number of organizations look for a better quality work life in order to satisfy and make them active and enthusiastic in the organization. Better quality of work life should look after physical and psychological aspects. Quality in work is important for an individual, but also for growth, employment, and sustainable and competitive economy.

Quality of work life balance makes the employees more creativity and productivity by providing career, suggestion scheme and work recognition and appreciation programs and workers participation in management. Quality of work-life balance helps the employees to better manage their work and personal lives by providing flexible work option, work-life balance programs and by co-worker relationship. In universal power controls, it is providing various facilities to their employee and also giving motivational measures for the purpose of increasing the productivity of the organization and also increases the quality of work life balance of the women employees.

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