Research Paper Commerce

Work Life Effectiveness of Public Sector Bank Employees

SHEETAL SHARMA | ASSISTANT PROFFESSOR IN COMMERCE, S.D. COLLEGE, HOSHIARPUR

ABSTRACT

The present paper addresses the WLE into two sections one across the age profile. The second section will revert towards the extraction of factors which stand in priority amongst the bank employees to increase WLE. This paper would be beneficial for the bank employers to develop stress free environment and increase the profitability and productivity of the banks but can achieve equilibrium to attain optimum work life structure.

KEYWORDS Work life effectiveness. Optimum work life structure

Introduction

With advent of globalization and competitiveness WLE for bank employees is emerging so the present paper would help us to reduce dilemma for employees and maintain consistency. WLE meant trying to maintain equilibrium condition between professional and domestic work and to reduce friction inter and intra prospectively.. The balance is achieved when an individual's right to a fulfilled life inside and outside the paid work is accepted and respected as a room, to the mutual benefit of the individual, business and society. **Narenderanath[1] (2007)**

WLE is one of important concern in human resource management. Stress, overwork and negative impact are consequences of work life imbalance.

There was a time when it was expected that the new technology would give relief, it would shorten the working hours and make the work place more comfortable. But with the increased work load the expectations of the employers are difficult to meet with. To bridge the challenging problems banks are focusing on organization demands to coordinate their work and undertake their functions in a coordinated manner.. Employees in India act as an essential component of work force in banks to study and the perceptions of bank employees regarding WLE in selected public sector.

Objectives:

To understand the age differences linked to WLE
To examine the WLE related to public sector employees.

Review of literature: The concept of WLE has emerged from the fact that the personal life and the work life of an individual are exerting conflicting demand on each other. The term "WLE is used to describe those practices at work place that acknowledge and aim to support the needs of the employees in achieving a balance between the demands of their family life and work life". **Agarwala[2] (2007)**

The work here denotes the paid work or employment. By life, we mean the family/personal life of an individual. The term WLE is the contested term with many alterations suggested such as "work life balance" , "work life integration" , "work life reconciliation" or "work family relationships". **Mc-Pherson[3] (2006)**

Consequently, the need of the WLE solutions has increased both for the employees and the employers.

Research methodology:

Those employees working in bank were selected who were not only aware of the work culture but also experienced work related issues.. The universe of study consists of bank employees working in public banks in northern region. Overall ten commercial banks were taken for the purpose of study. Among public sector various banks like PNB, SBI, Bank of Baroda and Canara Bank .The cities of PUNJAB and Chandigarh were selected. As sample of 120 employees were selected with 30 employees from each selected bank. Pretested, structured and non disguised questionnaire was used as instrument for good response. Filtering was done during pre and post testing. After scrutiny of filled questionnaires all these were found to be fit for analysis. Others were incomplete or lacked seriousness in response and hence weeded out. A summarized form of 21 items of WLE were applied on banking organization. It came out to be highly reliable as value of Cronbach's Alpha was 0.705. By judgment a high mean score of 67.61 percent that vast majority of employees fall in category and supports work life balance scale

Impact of age on WLE.

Age on WLE.

Young age group believes that parent should get involved and support their children both economically & emotionally. They prefer to share the responsibility and family should work together. The technique called regression analysis was applied taking dependent variable as age and all twenty one items of WLE as independent variables.

As per table 1.5 two major methods were utilized in order to determine the presence of multi co linearity among predictor variables in the study. The methods involved are calculation of tolerance test and variance inflation factor.

Table 1.5 Regression Results: Impact of age on WLE

Model	B	Unstandardized Coefficients		Standardized Coefficients	T	Sig. Tolerance	Collinearity Statistics	
		Std. Error	Beta				VIF	
1	(Constant)	49.412	11.771		4.198	0		
	I have not to miss family activities due to the amount of time I must spend on work responsibilities.	5.008	1.65	0.436	3.034	0.003*	0.343	2.913
	The time I spend on family responsibilities often interferes with my work responsibilities.	-3.227	1.547	-0.251	-2.087	0.04**	0.492	2.032
	The time I spent with my family often helps me to spend time in activities at work that could be helpful to my carrier.	-4.255	1.798	-0.294	-2.366	0.02**	0.461	2.171
	Employees/officers do not shirk additional responsibility due to their duty towards home and children.	4.229	1.392	0.299	3.038	0.003*	0.734	1.363

Model B	Unstandardized Coefficients		Standardized Coefficients	T	Sig. Tolerance	Collinearity Statistics	
	Std. Error	Beta				VIF	
A. Dependent Variable: Age Rsquare:.311 F-value:2.090 sig:.008 Durbin Watson:1.748							

*significant at one percent

The results were presented in table 1.5 .it can be seen all VIF were well below 10. This measures selected assessed independent variables in this study do not reach levels of indicated multi co linearity. The acceptable limit of Durbin Watson range is between 1.5 and 2 and this analysis attained value of 1.748 which is between the acceptable showed that there were no auto correlative problems in data set. Thus this meant assessing the dependent variable in this study does not reach levels indicated no problem of multi co linearity..Out of twenty one potential predictors only four emerged as critical in context to age.

Table-1.5 represents the results of multiple regression models. It was found coefficient of determination (Rsquare) came to be 0.311 meant that 31.11 percent of variation in age is due to potential predictors.Under WLE scale four statements were found to be significant. Age has positive relations with "not to miss family activities due to amount of time spent on work responsibilities (+5.00) with significant value of (.003). The component of age has negative relationship with the amount of time spent on family responsibilities often interfere with my work responsibilities (-3.227) significance value (0.040). With respect to age negative relationship was found with time spent with family often helps spend time in activities at work that would be helpful to my career (-4.255) significance (0.020). With age the additional responsibilities are shirked due to heavy duty towards home and children (4.229) with significance (0.003).

Factor Analysis of WLE of Public Sector

Factor analysis was used to extract factor on WLE scale. It extracted factors that explained public sector opinion on WLE of bank employees. KMO Kaiser Meyer Olin measure of sampling adequacy has been calculated as 0.660 which is greater than 0.5 the Chi Square characteristics for Bartlett test of sphericity has been found to be 871.782 with 210 degree of freedom significant at 5 percent level of significance. Hence this showed the applicability of this test. As depicted in table 2.1 exploratory factor analysis using principal component analysis with varimax procedure was used. After successive deletion, a seven factor solution from twenty one items was obtained. The total contribution of all factors explained is 67.55 percent of variance.

Table 2.1 Factor Analysis of WLE of Public Sector employees

Blended worklife				
Factor1	Percent of variance	Communalities	Mean scores	SD
The nature of my work keeps me near to my family activities sufficiently.	13.57	.776	3.47	1.227
I have not to miss family activities due to the amount of time I must spend on work responsibilities.		.756	3.49	1.156
The time I must devote to my job keeps me participating equally in household responsibilities and activities.		.823	3.31	1.184
When I get home from work I am often not frazzled to participate in family activities/ responsibilities.		.497	3.33	1.042
The behaviours I perform that make me effective at work help me to be better parent and spouse.		.842	3.87	.859
My organization provided adequate support to employees/officers for balancing their work and family.		.622	3.38	1.017
Psychometric disorders				
FACTOR2	Percent of variance	Communalities	Mean scores	SD
Due to stress at home, I am often pre-occupied with family matters at work.	10.482	.716	2.89	1.199
Tension and anxiety from my family life often weakens my ability to my job.		.578	2.75	1.129
In case of conflict between family and office duty, employees/officers would always prefer to be at home.		.812	3.08	.993
Employees/officers cost the company more as his attention is divided between career and family		.663	2.82	1.025
Counter productive work behavior				
FACTOR 3	Percent of variance	Communalities	Mean scores	SD
The time spent by me on family responsibilities helps me to perform office work effectively	10.195	.569	3.77	.915
Behaviour that is effective and necessary for me at home would be productive at work.		.710	3.70	.849
The problem-solving behaviour that works for me at home seem to be as useful at work.		.796	3.96	.796
My organization provided adequate support to employees/officers for balancing their work and family.		.703	3.84	.911
Carrier Concentration				
Factor 4	Percent of variance	Communalities	Mean scores	SD
The time I spent with my family often helps me to spend time in activities at work that could be helpful to my carrier.	9.895	.658	3.58	.916
Because I often relaxed from family responsibilities, I have a good time concentrating on my work		.63	3.61	.959
Employees/officers do not shirk additional responsibility due to their duty towards home and children.		.599	3.32	.938
Work hindrance				
Factor 5	Percent of variance	Communalities	Mean scores	SD
The time I spend on family responsibilities often interferes with my work responsibilities	9.039	.698	2.85	1.030
Burned out				

Factor 6	Percent of variance	Communalities	Mean scores	SD
I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.	7.893	.578	3.12	1.075
Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.		.533	3.03	1.255
Problem resolution				
Factor 7	Percent of variance	Communalities	Mean scores	SD
The problem-solving behaviours I use in my job are effective in resolving problems at home.	6.801	.842	3.80	.839

The first factor explained almost13.157 percent of variance. Rotated factor loading as per table indicates six variables represented in table 2.1 which correlated highly with factor loading on it. There the factor is labeled as **Blended work life** under WLE. Blend in work life would help the employees to devote equal time to family work responsibilities. This can be only possible if adequate and timely supportive activities are inculcated hence improving performance in all day today activities.

WLE created **psychosomatic disorders** and explained the variance of 10.482. It can be seen that factor 2 is loaded by four variables represented in table 2.1 which *statement all were loaded high.* Hence this factor may be labeled due to apprehensive regarding disorders. The second factor ie psychosomatic disorder is very crucial as it directly deals with health related issues. To make employees as assets organizations and family should tend to reduce stress, this would help to minimize tension and anxiety and hence lesser conflicts which in turn could make each employee cost effective.

The third factor has been found to explain 10.15 percent of variance rotated by factor loading as per table .it revealed that factor 3 has high coefficients for four variables as represented in table 2.1 which are the statements which were correlated with higher loadings. Hence this factor may be labeled as **Counter productive work behavior**. As employees are more bonded to their families and performing family work definitely gives huge satisfaction. This satisfaction would be counterproductive for bank employees to change their behavior. Good attitude, skills and knowledge would help the employees to resolve all problems effectively

Factor fourth lead to 9.895 of variance explained. Factor four is loaded by three variables represented by in table 2.1 .So this factor was labeled as **Carrier concentration**. When the child grows he/she is ambitious to attain all worldly glamour. For this he puts his heart and soul into work. If congenial work environment is given it would help the employee to grow in better directions and avoid shirking additional responsibilities.

Fifth Factor contributed 9.039 percent of variance it is considered as unique factor. The variable which came under this was represented in table 2.1 which. So this factor was labeled as **Work hindrances**. Work hindrances can be avoided by balancing equilibrium between times on family responsibilities.

Factor sixth was labeled as **Burned out** as it included. . This contributed 7.983 percent. Sometimes at work employees get drained and stressed. So, in such cases family roles and responsibilities start. They should try to manage the work effectively.

Factor seventh which is the last factor contributed 6.801. This is also a unique factor as it is linked to **Problem Resolution**. Rigid time lines should be avoided as it brings useless pressures on employees. If all are worked out it would help the employees to resolve all problems as its uniqueness helps banks to attain cost effectiveness.

Findings and conclusion:

WLE increases better productivity and commitment of working employees and hence satisfaction. Hence WLE helps to combat stress, increases productivity, reducing health risks to attain balanced life styles to avoid the conflicts, strengthen the relationship and improve compensations.. It should be better to keep work deadlines than rigid time deadlines to derive the constructive work efficiency in that particular job. By reliability testing from judgment a high mean score of 67.61 percent that vast majority of employees fall in category and supports work life balance scale with fair ratings.. So well designed and proper strategies will change the perceptions of employees and they would stand producing positive results for their organizations. This analysis helped us to identify those independent variables that explain the highest amount of variance in dependent variable (age).out of twenty one potential predictors only four emerged as critical in context to age. Under WLE scale four statements were found to be significant. Age has positive relations with amount of time spent on work and family responsibilities meant increase in age there was increase in responsibilities. The component of age has negative relationship with the amount of time spent on family responsibilities often interfere with my work responsibilities With respect to age negative relationship was found with time spent with family often helps spend time in activities at work that would be helpful to my career. With age the additional responsibilities are shirked due to heavy duty towards home and children as this attained a positive relationship. Factor analysis was used to extract factor on WLE scale. It extracted factors that explained public sector opinion on WLE of bank employees **Blended work life** under WLE was identified as first factor. Blend in work life would help the employees to devote equal time to family work responsibilities. The second factor ie **psychosomatic disorders** is very crucial as it directly deals with health related issues.. **Counter productive work behavior as the third factor** which explained employees are more bonded to their families and performing family work definitely gives huge satisfaction.. **Carrier concentration**.. If congenial work environment is given it would help the employee to grow in better directions and avoid shirking additional responsibilities. **Work hindrances**. Work hindrances can be avoided by balancing equilibrium between times on family responsibilities. **Burned out** as fifth factor sometimes at work employees get drained and stressed. Unique factor was identified as **Problem Resolution** as this expressed that rigid time lines should be avoided as it brings useless pressures on employees. If all are worked out it would help the employees to resolve all problems as its uniqueness helps banks to attain cost effectiveness.

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