

Research Paper

Management



Mann Whitney Test on Work Life Balance of Public and Private Sector Bank Employees

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ABSTRACT

: It is rightly said 'personal life and work life are the two sides of the same coin'. In the present days it is observed that the professionals are not able to strike a balance between their personal and professional lives. Banking industry is one such industry which has been strongly affected with modernization of core banking systems, increased competition, entry of foreign banks and pressure of the increasing business volume which has pressurized the employees to work beyond the office hours. The study has been undertaken to study the variables influencing work life balance (WLB) and the influence of family size and dependents among bank employees in public and private sector banks. Variables such as stress and job satisfaction are used to assess WLB. The study uses statistical tools like Mann whitney test and Friedman Test.

Keywords : work life balance, public sector banks, private sector banks, stress

Introduction:

Over the past decades, balance between work and other domain of life has been made difficult by the rapid changes in technology, business environment and the demographics of the work force. Work demands have intruded into other domains of life. Traditionally it is observed that creating and managing a balance between work and personal life was considered to be a woman's issue. But the rising work pressures, globalization and advancement in technology have made it an issue of study where all professionals working all levels in almost all industries are strongly affected. It has become a challenge for the present day employees to achieve a work life balance without jeopardizing their well being and their overall quality of life. The widespread use of computers has invaded into personal life of the individuals. Today it is seen that the work has been carried home and the work pressure has made homes into surrogate offices. Competition in the modern work place is very fierce and this has been immensely felt in the banks too. The entry of the foreign banks has set higher standards and to cope with this, the existing banks have to continuously involve in work to render better services and meet the demands and expectations of the customers. This has brought a change in the work place which has driven employees to increase their productivity and their flexibility at their work place.

Concept of work life balance:

The phrase work life balance was coined in 1986 in USA. Until 1999 it remained on the fringes of corporate usage and public dissemination. However after 2000 the entire responsibility of striking a balance between employees work and personal life was shouldered by the HR department, paying more and more attention to the aspirations of every employee and creating strategies to enable employees to strike the perfect chord that is needed to make life smooth sailing.

Review of Literature:

The term "work-life balance" refers to people spending sufficient time at their jobs while also spending adequate time on other pursuits, such as family, hobbies, and community involvement. Redmond Jennifer et al (2006) states that Work-life balance refers to the flexible working arrangements that allow both parents and non-parents avail of working arrangements that provide a balance between work responsibilities and personal responsibilities. The term 'work-life balance' is preferred due to the fact that it encompasses the experiences and needs of parents and non-parents alike, and is a more progressive theoretical framework in which to think about new ways of living and working that are satisfactory to all.

Perrons (2003) states that Employees are expected to put their work over their personal life. Lee et al (2007) states that long working hours has become a norm in many countries and this is a concern of work life balance.

Objectives:

- To identify the variables influencing work life imbalance in bank employees
- To study the impact of these variables on the bank employees.

Research methodology:

Field survey method using a questionnaire was employed to collect the primary data from the selected sample respondents. The 5 point Likert scale was used for the study, the results of which were presented under the headings as 1=Most stressful, 2= more stressful, 3= stressful, 4= less stressful and 5= least stressful.

Data analysis: 7 variables were identified and analysed with the help of Mann whitney test:

Table 1: Mann Whitney test result for variables under the factor 'Work life balance'

Variables	Type of Bank	Mean	S.D	% Mean	Z Value	P Value
High level of concentration required to do the job	Public	3.17	1.208	63.45	2.78	.006
	Private	3.52	1.093	70.45		
	Total	3.26	1.191	65.10		
Tight work schedules	Public	3.36	1.226	67.20	.41	.680
	Private	3.32	1.211	66.35		
	Total	3.35	1.222	67.00		
Job requires to remember many things	Public	3.27	1.120	65.40	.03	.979
	Private	3.27	1.120	65.40		
	Total	3.27	1.180	65.40		
Lack of recognition for the work done	Public	3.29	1.255	65.74	1.71	.088
	Private	3.48	1.151	69.68		
	Total	3.33	1.233	66.67		
Husband/ wife working in different places	Public	3.13	1.53	62.58	4.12	.000
	Private	3.79	1.401	75.71		
	Total	3.28	1.531	65.66		
Demands of work interferes with home and family life	Public	3.37	1.462	67.49	2.55	.011
	Private	3.79	1.150	75.71		
	Total	3.47	1.405	69.42		
Absence of emotional support from family	Public	3.50	1.380	70.51	1.53	.127
	Private	3.75	1.320	74.92		
	Total	3.58	1.368	71.55		

Source: Field survey

Variable 1: 'High level of concentration required to do the job' was the first variable under the factor 'work life balance' with a factor loading of .747. The stress level of the employees is 3.26 ± 1.191 with percentage mean 65.10 which shows that it is stressful. In public sector banks, the mean level of stress is 3.17 ± 1.208 with a percentage mean of 63.45 whereas in private sector banks it is 3.52 ± 1.093 with a percentage mean of 70.48. Further, when it is tested for difference by the Mann Whitney Test, the stress level is significantly higher in public sector banks compared to private sector banks ($Z=2.78, p=0.006<.05$).

Variable 2: 'Tight work schedules' was the second variable under the factor 'work life balance' with a factor loading of .439. The stress level of the employees is 3.35 ± 1.222 with a percentage mean of 67.00 which shows that it is stressful. In public sector banks, the mean level of stress is 3.36 ± 1.226 with a percentage mean of 67.20 whereas in private sector banks it is 3.32 ± 1.211 with a percentage mean of 66.35. Further, when it is tested for difference by Mann Whitney Test, shows stress level is non significant ($Z= .41, p=0.680>.05$).

Variable 3: 'Job requirement to remember many things' was the third variable under the factor 'work life balance' with a factor loading of .536. The stress level of the employees is 3.27 ± 1.180 with percentage mean 65.40 which shows that it is stressful. In public sector banks, the mean level of stress is 3.27 ± 1.199 with a percentage mean of 65.40 whereas in private sector banks it is 3.27 ± 1.120 with a percentage mean of 65.40. Further, when it is tested for difference by the Mann Whitney Test, shows stress level is non significant ($Z= .03, p=0.979>.05$).

Variable 4: 'Lack of recognition for the work done' was the fourth variable in the factor 'work life balance' with a factor loading of .406. The stress level of the employees is 3.33 ± 1.233 with a percentage mean of 66.67 which shows that it is stressful. In public sector banks, the mean level of stress

is 3.29 ± 1.255 with a percentage mean of 65.74 whereas in private sector banks it is 3.48 ± 1.151 with a percentage mean of 69.68. Further, when it is tested for difference by the Mann Whitney Test, the stress level is non significant ($Z=1.71, p=0.088>.05$).

Variable 5: 'Husband/wife working in different places' was the fifth variable under the factor 'work life balance' with a factor loading of .625. The stress level of the employees is 3.28 ± 1.531 with a percentage mean of 65.66 which shows that it is stressful. In public sector banks, the mean level of stress is 3.13 ± 1.538 with a percentage mean of 62.58 whereas in private sector banks it is 3.79 ± 1.401 with a percentage mean of 75.71. Further, when it is tested for difference by the Mann Whitney Test, the stress level is significantly higher in public sector banks compared to private sector banks ($Z=4.12, p=0.000<.05$).

Variable 6: 'Demands of work interfere with home and family life' was the sixth variable under the factor 'work life balance' with a factor loading of .552. The stress level of the employees is 3.47 ± 1.405 with a percentage mean of 69.42 which shows that it is stressful. In public sector banks, the mean level of stress is 3.37 ± 1.462 with a percentage mean of 67.49 whereas in private sector banks it was 3.79 ± 1.150 with a percentage mean of 75.71. Further, when it is tested for difference by the Mann Whitney Test, the stress level is significant in public sector banks compared to private sector banks ($Z=2.55, p=0.011<.05$).

Variable 7: 'Absence of emotional support from the family' was the seventh variable under the factor 'work life balance' with a factor loading of .676. The stress level of the employees is 3.58 ± 1.368 with a percentage mean of 71.55 which shows that it is stressful. In public sector banks the mean level of stress is 3.53 ± 1.380 with a percentage mean of 70.51 whereas in private sector banks it was 3.75 ± 1.320 with a percentage mean of 74.92. Further, when it is tested for difference by the Mann Whitney Test, the stress level is non significant ($Z=1.53, p=0.127>.05$).

Table 2: Mann Whitney Test result for factor 'Work life balance'

Type of Banks	N	Mean	S.D	% Mean	Z test	P Value
Public	411	3.30	.9956	66.05	2.69	.007
Private	126	3.55	.8898	71.18		
Total	537	3.36	.9771	67.26		

Source: Field survey

The stress level of the employees due to the factor 'work life imbalance' was $3.36 \pm .9771$ with a percentage mean of 67.26 which shows that it is stressful. In public sector banks the mean level of stress is $3.30 \pm .9956$ with a percentage mean of 66.05 whereas in private sector banks it is $3.55 \pm .8898$ with a percentage mean of 71.18. Further, when it is tested for difference by the Mann Whitney Test, the stress level is highly significant in public sector banks when compared to private sector banks ($Z=2.69, p=0.007<.05$).

Conclusion:

On the whole it is observed that the work life balance is more stressful in public sector banks than compared to private sector banks. Banks should initiate measures to bring a conducive environment at the work place so that there is a holistic growth of both the individual as well as the organization. It's important that the managements of the banks take precautionary steps in the interest of the welfare of the employees most importantly because the public sector banks have an already aged population which is due for retirement soon. The youngsters should be properly oriented and trained towards the changing work culture in the banks. The bank authorities should specially address the stressors which are causing a

work life imbalance and handle it at the grass root level. The banks should identify the level of employees who are having these work life balance issues. Timely stress management programmes, get to gathers, employee recognition with

awards, performance based incentives, better time management exercises should be conducted so that the employees are able to strike a balance between their personal and professional life.

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