

Work Life Balance on Women Employees in Banking Sector

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ABSTRACT

This paper presents work life balance of the women employees in the banking sector. The efficiency and standard of an organization can be determined by the structure it possesses to achieve its objectives. Professionals should ensure that whether they get the most optimistic outputs from its resources. One of the major factors which would speed up the process of obtaining the maximum productivity from an organization's resources through bank sectors is maintaining and achieving work life balance. The mental health of the employees is important as it would create an optimistic environment inside an organization. So, the work life balance is essential in way as every individual inside an organization will have a personal, Family and official life .and the proper balance of these three things gives peaceful life. So, that the productivity would get increased. To this extend in this paper we express about the balancing of work life. This research paper delivers an analysis of the antecedents to work life conflict and family-work conflict among the bank professionals, as well as resolutions that organization may gadget to proliferate the work-life balance of banking professionals. The dissertation also explores the work life balance practices and its impact towards employee job satisfaction and perception on work life balance in the banking industry.

Keywords: work life balance, women employees, work pressure.

INTRODUCTION

The relationship between employees' working lives and their non-working lives Has been recognised as a concern at national levels across europe (crompton And lyone, 2006) and is driving policy at governmental level (gregory and Miller, 2009). This relationship is often called: work-life balance, a widely used Term with no set definition. It is usually taken by researchers and practitioners To refer to the balance between paid employment and child care. However, this Perspective does not take into account other aspects of people's lives, for example, care of parents, partners, adult children or pets. In addition, it assumes that Work-life balance is the interaction between paid employment and (unpaid) care Work. Broader definition may include other aspects of 'life', including leisure.

Concept of work life balance

Historical data from employment survey in india indicates that the employment rate of women has remarkably increased by 3.6% per year from the year 1991 to 2001. Women in india have broken barriers and built bridges in the professional flat forms. Work-life balance focuses on two main aspects called achievement and enjoyment. This means that a woman should be able to have job satisfaction (enjoyment) and at the same time to be able to grow up in his career (achievement) when a working woman is able to achieve and enjoy her professional and personal life, it means she has a positive work- life balance. After the industrial revolution in the second half of the 18th century, there was a tremendous change in the pattern and concept of professionalism. This has given a new dimension to work-life balance. But there is no one perfect shape to work- life balance. It varies from individual to individual because priorities differ according to individual life styles. It not only changes in priorities but also changes in status, like when one is unmarried, after marriage, after childbirth, when a new career begins and this keeps on changing till one's retirement. With this increasing industrialization and

education, employment opportunities for women have also increased. And with increasing economic conditions, it has become a necessity that both husband and wife need to work to have a normal life. In this fast growing and competitive world, as every possible opportunity for employment is increased, the organizations need to create a congenial atmosphere where employees can balance their professional and personal life. Only when an employer has a positive work life balance, she can be productive and give her best to her organization. Hence industries are working out schemes which can attract as well as retain their employees.

Women in banking sector

Indian women are getting themselves out of the constructive frame works of housewives or teachers. They are placing themselves in diversified areas. During the early nineties we can hardly find an indian woman at the top of a banking or financial institution. But now, the situation has changed so far. The growth in the banking sector has created new windows of opportunity for women to find employment in the banking sector. Indian women are placed at the top most positions of many major banks and they are proving themselves to be competitive. They are involved in taking major decisions; they are introducing innovative ideas and contributing something towards the development of the economy. The leadership quality, managerial ability and the administrative skills are put together to make things happen any major indian banks are hiring highly qualified young indian women to their administrative levels and they are showing remarkable growth over the years. Icici bank, india's largest private sector bank is a perfect example of this new trend. Of the overall 40000 employees at icici, a quarter is women. The bank has placed women officers at its higher levels. The ceo, chandakochhar herself is a representative of the women work force of the bank. Many other banks have also moved towards the concept of engaging more women at crucial points. Not only in the higher levels that we can see the involvement of women. In the clerical levels also women are more attracted. Secured family life, attractive salary, favorable working conditions and the stability in work are some of the reasons that make this sector more preferable to women. Women, who generally have a clerical working mindset, will be more attentive and keen in doing their work. There is much smaller incidence of being involved in corrupt and fraudulent activities against banks. At

the same time, women employees in the banking sector are criticized for their clerical working mindset. They are not much innovative as men. In fact, they are not ambitious as men are and are not ready to undertake heavy risk. Now the scenario is changing. Women are realizing the need for making things happen. The bangle wearing hands have experienced the power of putting signature on important documents. The decisions that are approved by their fingertips are indirectly making waves in the economy. The women in the country are moving towards the wider opportunities that the banking sector offers and they are climbing the ladders to reach the peak where fame, recognition and responsibilities are waiting for them.

Role of women and wlb

Women are mostly into full time services and are working 8 hours per day and 5 days in a week minimum and are confronted by increasing workload everyday. So, most of them carry work and responsibilities to home but balancing between these two complex situations in the present day fast life requires talent, tact, skill and caution. Women have to cope up with high work targets, office commitments, tight meeting schedules and the duties and responsibilities of life and home. Employers should concentrate on framing various policies and schemes to facilitate work life balance to encourage and attract women employees. (sayantighosh, 2010). Employees learn different kinds of behaviour from workplace life and private life. Since reciprocal interactions between both the life domains occur a green work life balance concept is suggested to facilitate environmentally friendly behavior for them. (n. Gayathri, dr.p.karthikeyan, (2013).susi s &jawaharrani.k (2011) agrees that a strong organizational culture increases employee's intent to remain in the organization. Work life balance must be supported and encouraged at all levels of the organisation including senior management, line managers and all staff. Louise heslop (2005) have studied that the work and family outcomes such as role interference, stress strain and life satisfaction are related to several strategies and orientation.

Factors affecting work lifebalance

The degrees of agreement about factors affecting work life balance of respondents was assessed using an instrument consisting of 15 items on a 5 point scale ranging from

strongly disagree to strongly agree. The responses have been analysed as follows.

- **Burden of excessive work:** 67% of the respondents agree that they suffer from the burden of excessive work. Working women are often confronted with tasks involving children, home, in-laws, parents and their social circle. To add to this they must also take up multiple roles in their personal lives. With the increasing demands on the job, working women have to spend long hours of work and sometimes even carry their work home. Therefore majority of them are burdened with excessive work in both their personal and work spaces. This is a contributing factor to work life imbalance and may lead to conflict.
- **Interference of work with family life:** majority of the respondents agreed that work interfered with family life. This may be attributed to the fact that mostly work hours are not limited to 7 or 8 hours a day and the private sector employees spend 12-16 hours at work. This leaves them with very little time for family. As more than one half of the respondents are employed in the private sector, there may be interference of work with family life due to long hours spent in completing official work.
- **Fulfil others' expectations:** a large majority of the respondents (77%) agree that they are under pressure to fulfil other's expectations. As working women are constantly juggling between two full time jobs, taking multiple roles in both domains, there is a lot of work pressure resulting in work life conflict. While there is a lot of expectation from family to fulfil social roles, the organisation also expects them to perform effectively. Both domains expect the working women to do full justice to all their roles thereby exerting tremendous stress and strain. The above analysis suggests that in trying to fulfil others' expectations, working women are often left with very little space for themselves to pursue their personal interests.
- **Longer work hours:** working women have to put in longer hours of work as they need to compete with their male counterparts in their work domain so as to remain in the race for advancement and promotions. In the Indian context,

women remain the sole caretakers of children and older dependents which will entail longer hours of work at home thus jeopardizing their work life balance. It is observed that working women are left with hardly any time to pursue personal interests.

- **No time for oneself:** majority of the respondents agreed that they had no time for themselves. Though a large majority (84%) of the respondents did not have to travel frequently at work and over 50% of them also had family support, they had to commute long distances every day to work. This robbed them of precious time that could be constructively spent for their personal growth or spiritual pursuits.

LITERATURE REVIEW

Singh s. (2013) work-life balance wherein the negative side of the work- family interaction has been put under the spotlight. Recently, the emphasis has shifted towards the investigation of the positive interaction between work and family role as well as role outside work and family lives, and scholars have started to deliberate on the essence of work-life balance.

Meharaj a. (2015) work-life balance of faculty members in colleges represented teaching as a very demanding job with a high level of responsibility. Excessive workload can lead to dangerous levels of stress, which in turn can adversely affect professional judgement and public care. Working hard and achieving is an important factor in maximizing personal fulfilment. However, overwork is as unhealthy for the staff as it is for the pupils. Work-life balance is equilibrium between the needs of the college and the needs of faculty members. Autonomous colleges operate on flexibility and goodwill. Faculty members are regularly performing additional duties or work late for the benefit of the pupils and the college.

Satuluri p.,reddy s. (2013) “effects of stress on work-life balance—a study on female police personnel” highlighted the imbalances in female police constables

of andhra pradesh and to find the impact of demographics of the respondents on their stress. The results revealed that there was a positive correlation between stress and work-life balance, and stress was the predictor of work-life balance.

Thus, we could define work-life balance as “satisfaction and good functioning at work and at home with a minimum of role conflict” (clark,2000 :751). It could also be seen as an experience of satisfaction in all of one’s life domains, which requires personal energy, time and commitment resources (kirchmeyer, 2000)

Rai (2009) while some employees work in the standard time some others need to be available for work that normally starts early in the evening and continues well through the night. Sometimes they need to even work beyond the normal eight hours. This has further intensified the work demands on employees. Consequently, there are growing reports of stress and work imbalance.

Rupashree and shivganesh (2010) in their study reported the supervisor support and work-family culture are positively related to job satisfaction and affective commitment. No significant association was found between work-life benefits and policies and job outcome measures. Job characteristics and supervisor support were positively related to work-to-family enrichment. Work-to-family enrichment mediated the relationships between job characteristics and job outcomes and between supervisor support and affective commitments.

Lewinson (2006) goes further to state that non-teaching staff themselves must take responsibility for their career development, raise issues/ concerns, and be willing to set work and life goals with their employer in such ways that their progress towards them can be measured as objectively as possible. The research results revealed that women with children were significantly lower in occupational commitment relative to women

Meenakshi and ravichandran (2012) have conducted the study on work life balance among women teachers of engineering colleges and found that working atmosphere plays a key role in order to get a balance in personal and work life and flexi time option is better options to gain the balance.

OBJECTIVES OF THE STUDY

1. To know the work life balance of women employees in banking sector.
2. To analyze the factors of the study with the working environment, separate from family, childcare, selfmanagement, personal life expectation, financial assistance, work expectation, wlb policies.
3. To offer findings and suggestions of the work life balance of women employees in the banking sector.

Parameters of the study

1. Working environment
2. Separate from family
3. Childcare, dependent care
4. Self-management
5. Personal life expectations
6. Financial assistance
7. Work expectation
8. Wlb policies

METHODOLOGY OF THE STUDY

The data was collected from the women employees of icici bank and sbi bank of krishna district, with the sample size of 10% of the respondents. The study was drawn from the data through interview technique of selecting the respondents with convinence sampling method. The study was conducted through qualitative and quantitative method. The statistical tools used for the study using spss 17.0 version with the tools of mean and standarddeviation.

ANALYSIS OF COLLECTED DATA

The information collected by means of the questionnaire from the respondents has been processed and analyzed for testing the hypothesis. The collected data is analyzed and presented below. The analysis of data can be divided into two parts. Part one presents the analysis of demographic profile of the respondents and the part two makes the analysis of variable factors of service quality in Retail Banking in India.

Demographic Profile 1. Age

of the Respondents

Age (in years)	Number of Customers				Total Number
	Public Sector Banks (PSBs)		Private Sector Banks (Prv. SBs)		
	Number	Percentage	Number	Percentage	
Below 25	134	26.96	0	0	
25 –35	109	21.93	104	20.93	213
35 –45	42	8.45	30	6.04	72
45 –55	42	8.45	15	3.02	57
Above 55	13	2.61	8	1.61	21
Total	340	68.4	157	31.6	497

The analysis of data reveals that the important age groups among the customers in the present study are 25 to 35 and 35 to 45 years.

2. Level of education of the customers

Education	Number of Customers Public Sector banks				Total	
	Public Sector Banks (PSBs)		Private Sector Banks (Prv. SBs)		Number	Percentage
	Number	Percentage	Number	Percentage		
Undergraduate	41	8.25	02	0.40	43	8.65
Graduate	82	16.50	79	15.90	161	32.40
Postgraduate	119	23.94	69	13.88	188	37.82
Ph.D	26	5.23	01	0.20	27	5.43
Other	63	12.68	15	3.02	78	15.70
Total	331	66.60	166	33.40	497	100.00

The dominant level of education among the customers is Graduation and Post Graduation which constitute 32.4 percent and 37.82 percent to their respective total.

3. Occupation Profile of the Customers

Occupation	Number of Customers Public Sector banks				Total	
	Public Sector Banks (PSBs)		Private Sector Banks (Prv. SBs)		Number	Percentage
	Number	Percentage	Number	Percentage		
Government services	85	17.10	20	4.02	105	21.12
Private Services	72	14.49	120	24.14	192	38.63
Students	124	24.95	09	1.82	133	26.77
Profession	16	3.22	06	1.21	22	4.43
Other	34	6.84	11	2.21	45	9.05
Total	331	66.60	166	33.40	497	100.00

The important occupations among the customers are Government Service, Private Service and Students which constitute 21.12 percent 38.63 percent and 26.77 percent respectively.

To determine the mean value of each bank with different dimensions is presented below to compare the mean values of Public sector Banks and private sector Banks, the mean value analysis of each statement is helpful to compare the various dimensions on each statement. The findings and statistical analysis for this part one Analysis

	DIMENSIONS	PSBs	PrSBs
I.	Tangibility		
1.	Your bank has modern looking equipment's.	3.4773	3.662 6
2.	Your bank's physical features are visually appealing.	3.7069	3.963 8
3.	Your bank's reception desk employees are neat in appearance.	3.8126	4.325 3
4.	Your bank's material associated with the services (such as pamphlets or statements) is usually appealing at the bank.	3.646 5	3.728 9
II.	Reliability		
5.	When your Bank promises to do something by certain time, it does so.	3.561 9	3.783 1
6.	When you have a problem the bank shows a sincere interest in solving it.	3.640 5	3.716 8
7.	Your bank performs the service right the first time.	3.592 2	3.741 0
8.	Your bank provides its services at the right time, it	3.679 7	3.717 1

	promises to do so.		
9.	Your bank invests on error free records.	3.873 1	3.975 9
III.	Responsiveness		
10.	Employees of your bank tell you exactly when the services will be performed.	3.507 5	3.722 8
11.	Employees of your bank give you prompt services.	3.646 5	3.867 4
12.	Employees of your bank are always willing to help you.	3.589 1	3.765 0
13.	Employees of your bank are never too busy to respond to your request.	3.441 0	3.674 6
IV.	Assurance		
14.	The behavior of employees of your bank fills confidence in you.	3.435 0	3.668 6
15.	You feel safe in your transaction with your bank.	3.963 7	4.210 8
16.	Employees of your Bank are polite with you.	3.655 5	3.897 5
17.	Employees of your Bank have the knowledge to answer your questions.	3.870 1	3.933 7
V.	ATM Service Quality		

18.	Your Bank has quick cash withdrawal through ATM.	4.135 9	4.042 1
19.	Your bank has suitable ATM location.	3.848 9	3.500 0
20.	Your bank has safe and secure ATM transaction.	4.060 4	4.325 3
21.	Your Bank ATM machine is user friendly.	3.942 5	4.018 0
22.	Your bank has attractive appearance of ATM.	3.848 9	3.710 8
23.	Your Bank has excellent quality of currency.	3.842 9	3.807 2

Work life balance of women employees in banking sector Sl. Noparameters mean standard deviation

1. Working environment 3.780.1345
2. Separate from family 3.4560.115
3. Child care, dependent care 4.178 0.225
4. Self-management 4.780.112
5. Personal life expectations 4.110.33
6. Financial assistance 4.080.25
7. Work expectation 4.190.31
8. Wlb policies 4.160.77

FINDINGS OF THE STUDY

1. In the working environment the mean value is 3.78, standard deviation is 0.1345 so it states that respondents are satisfied with working environment.
2. For the second parameter of separate from family the mean value is 3.456 the standard

deviation is 0.115 the respondents are not interested to separate from family.

3. For the self-management the mean value is 4.78, the standard deviation is 0.112 the respondents are satisfied they are self-managed their work.

4. In the personal life expectation the mean value is 4.11, standard deviation is 0.33.

5. For the financial assistance from the family the respondents are satisfied showing the mean value of 4.08, standard deviation is 0.25.

6. The work expectation of the respondent in the office are satisfied with the mean value of 4.19, standard deviation is 0.31.

7. Through wlb policies the respondents are satisfied with facilities provided by the banking sector.

8. Through childcare and dependent care the respondents get support from the family with the mean value of 4.178, standard deviation are 0.225.

SUGGESTIONS OF THE STUDY

for further improvement in the work-life balance of bank women employees, the bank management should follow necessary steps to balance work-life of women employees in banks. The present study suggests the following points to balance work-life.

1. Banks should provide separate policy for work-life balance.
2. Bank should have formal counseling department to understand the workers work life balance problems and to help the workers to get the solution.
3. Regular exercises, mediation and other soft skill practices can improve the emotional balance of the employees.
4. Banks should introduce job sharing among the colleagues with them.
5. Banks should avoid the factors affecting women employees like overtime, work on holidays and negative attitude of colleagues.

6. Promotion should make placement in local town of the employees. To avoid the rejection of promotion because of work-life unbalance.
7. Supervisors and colleagues have to support the women employees at work.
8. Family members have to support them at household work will help them to balance work life.
9. Respondents require policies like flexible working time in starting or general or at ending.

CONCLUSION

Women constitute an important section of the workforce. However, the present situation of a large number of wellqualified 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." It is manifest from the above study thatwomen employees working in the banking industry to maintain a balance of work can have serious implications on the life of an individual. Work and personal life conflict occur when the burden, obligations and responsibilities of work and family roles become incompatible, it is very difficult to balance home life and work life. In other words women employees of public sector banks are performing well on job knowledge, interpersonal relationship, while women employees of private sector banks are having an edge over their public sector counterparts in parameters like attitude towards work and ambition for career growth. The study concluded that the work life balance has become a quest for professionals of banking industry both in private and public sector of krishna district and also that employee's work better when they do make time for family and personal interests. Future research must focus on a wider sample in order to get more generalized results. Moreover, it must be directed at understanding individual differences so that employee specific initiatives to improve work life balance could be initiated by organizations. The size of the sample used to determine the dimensions of the scale was small. As a result, the stability of the results is uncertain.

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