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## STUDY ON EFFECT OF WORK LIFE BALANCE IN PRIVATE AND PUBLIC SECTOR BANKS IN MADURAI DISTRICT

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### ABSTRACT

*Work life balance is about the interaction between paid work and other activities, including unpaid work in families and community, leisure and personal development. Workers punctuality, teamwork, customer service, work supervision responsibility, group behavior, peer interaction and leadership initiative by workers are reduced due to lowered self-worth and morale in workers due to conflict in work life balance. There is a mismatch between what employers offer and what members want. There are high levels of unmet demand for some work life balance options that go beyond the current 'family friendly' approach. Managers act as barriers to members achieving appropriate work life balance managerial behavior and attitudes are both influenced by and are influences on organizational culture. While research has shown that management role modeling of good work life balance behaviors is an enabler in helping staff manage home and work. Various studies have also shown that line managers having major influence on employee satisfaction. Thus, the study is intended to find out the contributing factors that influence work-life balance among working employee of public and private sectors banks.*

**Keywords:** *Work Life Balance, Private sector banks, Public sector banks, Work Life Conflict, Job Satisfaction.*

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## INTRODUCTION

The term “work” is referring to paid work or employment. The term “Work life balance” is a contested term, with many alterations suggested, such as “Work life Integration”, Work life Interface”, Work life Masonic”, Work life Reconciliation”, or Work life coordination”. Work life balance is about the interaction between paid work and other activities, including unpaid work in families and community, leisure and personal development. As early as 1960’s researchers have begun to study and find some imbalance between work and personal life. Various studies on work life thereafter finds that what happened at the workplace have significant impact on individuals and their families. Work-life balance is not mere related to work and life; it is the positive state of mind. Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life. Work life balance means adjusting the pattern of work so that employees can benefit from a better fit between their work and areas of their personal life and in long run hope to achieve sustainable development and profitability. The profitability and productivity of organization depends on two factors that are interrelated performance and commitment of employees. These factors depend on workforce of the organization. But every employee has two aspects of his/her being personal life and professional life.

The work-family balance is “the extent to which an individual is equally self-engaged and equally satisfied with his or her work role and family role”. Work family balance is a form of inter role conflict in which role pressures from the work and family domains are mutually incompatible in some respect.

The balance empirical studies show availability of work life policies does not necessarily result in uptake by employees, and thus reduced work life conflict and enhanced performance, retention and reduced absenteeism. The concept of work life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. The way to achieve this is to adopt an approach that is “conceptualized as a two way process involving a consideration of the needs of employees as well as those of employers”.

Workers punctuality, teamwork, customer service, work supervision responsibility, group behavior, peer interaction and leadership initiative by workers are reduced due to lowered self-worth and morale in workers due to conflict in work life balance. Creativity, new job expertise learning and innovation of worker are grossly undermined due to lowering of work related enthusiasm among workers. Workers having problem balancing work roles and family

roles set bad standard in the company work setting and often upset the friendly work ambience. Workers problems get reflected negatively on company's turnover, operating profit and substantial increase in the cases of workers being absent on the job and in extreme cases leaving the job.

#### **NATURE OF WORK PLACE AT PUBLIC AND PRIVATE SECTORS**

Public sector organizations operate with fewer profit margins and work environment is relaxed. There are enough resources available to perform the job as one of the goals of public sector companies is to provide more employment to public whereas private companies operate at higher profit margin and work environment is not as relaxed as public sector companies because of cutthroat completion among private companies. Nature of work for public sector employees are more of routine type and not dynamic. Nature of work for private sector employees is more of dynamic and they are expected to perform different types of jobs depending on the need of the organization. Jobs in the private sector are leaner, necessitating higher work load and permitting less flexibility. But jobs in public sector are flatter, necessitating lesser work load and thus, allowing more flexibility.

#### **STATEMENT OF THE PROBLEM**

The job demands have increased, the responsibility and roles are diversified and so is the imbalance of work life at various stages of life. There is still however an uneven dissemination of work-family life policies among employers that causes future challenges like employers do not adequately and transparently communicate about work-life balance, poor communication results in lower levels of awareness. This can lead to members doubting the integrity of senior management as they feel that communication is unclear and contributing lack of interest about changing the status quo, unwillingness and fear around how to manage a flood of requests if work-life balance initiatives were better communicated (risk management). Employers are pursuing inappropriate work life balance arrangements. There is a mismatch between what employers offer and what members want. There are high levels of unmet demand for some work life balance options that go beyond the current 'family friendly' approach. Managers act as barriers to members achieving appropriate work life balance managerial behavior and attitudes are both influenced by and are influences on organizational culture. While research has shown that management role modeling of good work life balance behaviors is an enabler in helping staff manage home and work. Various studies have also shown that line managers having major influence on employee satisfaction.

Thus, the study is intended to find out the contributing factors that influence work-life balance among working employee of public and private sectors banks.

### **OBJECTIVES OF THE STUDY**

1. To know the perception of employees towards work life balance of private and public sectors banks
2. To study whether there is significant gap among the private and public sectors bank respondents with overall WLB or not.
3. To study the association between work life balance and overall job satisfaction

### **HYPOTHESIS**

Ho1: There is no association between work life balance and demographic factors.

Ho2: There is no significant difference of work life balance between private and public sector banks employees

Ho3: There is no positive effect of work life balance on job satisfaction amongst the bank employees

### **RESEARCH METHODOLOGY**

The present study is mainly based on primary data. The survey was conducted in private and public sector banks in Madurai district. There are 24 public sector and 15 private sector banks functioning in Madurai district. Convenience sampling is used for this present study. The researcher has personally visited the branches of different types of banks and administered the questionnaire to the respondents from among those who were present on the days of survey. The researcher has delivered the questionnaire to about 100 employees but out of that only 80 survey questionnaires were returned hence, yielded a response rate of 80%. Out of 80 selected respondents, 47 from private banks and 33 from public sector banks. Ordinal and five point scale has been used for the said purpose ranging from strongly agree to strongly disagree and Yes and No. The survey was conducted during the period of July 2014 to Sep. 2014. Chi-square test, ANOVA and t-test were used to analyse the study of the respondents.

### **LEVEL OF ACCEPTANCE OF RESPONDENTS**

Researcher made an attempt to analysis the employee's perception towards work life balance in both private and public sector banks and result is presented in the following table 1.

TABLE 1

## RESPONDENTS' LEVEL OF ACCEPTANCE

Benefit of WLB	Level of Acceptance						Total	Mean Score
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Disagree		
Growth potential and job security	15	25	18	12	10	80	3.2875	
Reduced absenteeism	26	21	12	14	7	80	3.5625	
Increase productivity	22	31	9	11	7	80	3.625	
Able to spend adequate time with family	20	22	11	13	14	80	3.2625	
Increase employee attention and retention	28	12	14	13	13	80	3.3625	
Provide greater job satisfaction	28	29	12	6	5	80	3.8625	
Achieve targets on time	14	27	21	11	7	80	3.375	
Manage family/ Other commitments Others ( greater staff loyalty, becoming a good employer, etc)	15	27	21	11	6	80	3.425	
Main satisfaction in life causes from work.	11	19	24	16	10	80	3.0625	
WLB policy in the organization customized to individual needs.	20	18	11	21	10	80	3.2125	
It's important to achieve a balance between work & personal life.	11	21	12	17	19	80	2.85	
People have different needs at different stages of their life.	16	21	12	16	15	80	3.0875	
WLB is entirely an individual responsibility.	24	19	15	10	12	80	3.4125	
Banks policies that promote WLB can be unfair to people like me.	20	19	14	12	15	80	3.2125	
Banks policies that help WLB are important	21	19	20	14	6	80	3.4375	
Work in run in a smooth and effective	14	22	11	14	19	80	2.975	

manner.							
WLB is entirely an employer responsibility.	27	19	14	12	8	80	3.5625
WLB is partly employer partly individual responsibility.	14	25	15	12	14	80	3.1625
WLB enables people to work better.	19	24	17	12	8	80	3.425
Overall	23	20	18	10	9	80	3.475

Source: Primary Data

In regards to the various practices that contribute to the nature of job in both private and public sector banks, the majority of the respondents (23) strongly agree with the list, followed by agree (20) secondly followed by neither agree nor disagree (18). 10 and 9 of the respondents disagree and strongly disagree respectively towards the various practices that contribute to the nature of job in banking sector.

#### DEMOGRAPHIC FACTORS AND WORK-LIFE BALANCE

To know the significant association between work life balance and demographic factors among the bank employees Chi-square test analysis was applied. In order to test the association the following null hypothesis is framed and tested.

H<sub>0</sub> 1: There is no association between work life balance and demographic factors

TABLE 2

#### ASSOCIATION BETWEEN WORK LIFE BALANCE AND DEMOGRAPHIC FACTORS

Variables	Associated factors	Work related factors interfering personal life			Chi-Sq. Significance at 5%
<b>Gender</b>	Male	31	16	4	3.497 Sig
	Female	12	9	8	
<b>Age</b>	Less than 30 years	8	11	5	11.264 Not Sig
	30 – 40 years	10	7	9	
	Above 40 years	14	13	3	
<b>Qualification</b>	Under Graduate	20	12	7	9.235 Sig
	Post Graduate	12	8	6	
	Professional	7	5	3	
<b>Level of</b>	Junior	9	14	13	4.236

<b>Management</b>	Middle	11	10	8	Sig
	Senior	4	6	5	

Source: Primary Data

It was found from table that work life balance and gender, qualification and levels of management have significant association, whereas age is not having any association with work life balance in banking sectors. Hence, the null hypothesis is rejected. It is concluded that most of the demographic factors have significant association with work life balance.

### **DIFFERENCE BETWEEN PRIVATE AND PUBLIC SECTOR BANKS TOWARDS WORK LIFE BALANCE**

In order to test the significant difference between private and public sector bank's employees towards work life balance' benefits the following null hypothesis is framed and tested.

H02: There is no significant difference between private and public sector bank's employees towards work life balance' benefits

**TABLE 3**

#### **ANOVA FOR SECTOR OF BANK AND BENEFIT OF WORK LIFE BALANCE**

<b>Variable</b>	<b>Source of variation</b>	<b>Sum of squares</b>	<b>Degree of Freedom</b>	<b>M.S.S</b>	<b>F</b>	<b>Inference</b>
<b>Sector of bank and work related factors</b>	Private	184.19	2	42.94	10.22	Significant 5% level of sig.)
	Public	1784.51	3	438.92		
	Total	1968.7	5			

Source: Primary Data

There were significant difference among work life balance between employees of private and public sector banks. Work related factors interfering personal life was highest for public sector bank employees. F value is significant and null hypothesis was rejected. It is found that there is a significant difference in benefit of work life balance between private and public bank employees.

### **RELATIONSHIP BETWEEN WORK LIFE BALANCE AND JOB SATISFACTION**

In order to test the effect of work life balance on job satisfaction correlation test was applied for this the following null hypothesis is framed and tested.

Ho3: There is no positive effect of work life balance on job satisfaction amongst the bank employees

From the correlation analysis, ( $r = 0.694$ ) it was found that there was high positive relationship between work life balance and job satisfaction. Executives who are satisfied with their work possess positive effect and bring efficiency and productivity in the organisation. Hence, null hypothesis was accepted. It is found that there is a positive effect of work life balance on job satisfaction amongst the bank employees.

## CONCLUSION

Work life balance is thus a dynamic phenomenon. It is not a structure but a process. It is also individual based by the nature, although there are several common issues across different types of people. The life component of work life balance includes family, friends and self. Work life balance then is not just the concern of the family but of all people. Every employee has to continuously juggle around with different priorities and needs of the domains of work and life. The organization need to critically re-assess the focus and re-energize its efforts to attract and retain staff through a range of successful work life balance practices like Workplace flexibility, reduction of working time, leave and benefits, dependent care initiatives and work life stress management, which is imperative for the organization now a days.

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