

## Harmony in Banking: A Technical Exploration of Work-Life Balance Among Women Employees in Private Sector Banks

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### Abstract

Work life balance of women employees has become an important topic in today's world. It is a very broad subject which speaks about both career development on one side and the family care on the other side. It is very necessary to know how the women balance the working life and domestic compulsions. Working life means the aim to grow and earn respect in organisation and society at large and personal life means taking care of family children, parents, health and spending the leisure time effectively. With the development in educational, economical and social standards, things have improved to a great extent and the role of women in balancing their life style is less taxing. But not all women have been able to achieve this balance, as each one of them has different challenges to face. The changing economic conditions and social demands have changed the nature of work throughout the world. The concept of work life balance is becoming more and more relevant in an ever dynamic working environment.

**Keywords:** Work life balance employees economic conditions

### INTRODUCTION

Work life balance refers to a situation where the individual could expertise to some extend a measure of control over when, where and how they work. Work life balance is the term used to describe those practices at work place that acknowledge and aim to support the needs of employees in achieving a balance between the demands of their family life and work life. Work life balance is not scheduling an equal number of hours for work and various personal activities. Rather, it is the adjustment of work patterns to achieve over all fulfillments. A good work life balance enables to, easily combine work with other aspirations and responsibilities.

Work life balance of women work in various banks pose a great challenge to our society. Their work load not only demand their time in the bank but also extend to their home. Women employees need to spent extra hours every day to be effective and productive in their work. So that they could reach higher levels and face the challenging atmosphere. Women constitute an important section of the work force. However, the present situation of a large number of well – qualified women who due to various circumstances have been left out of their jobs needs to be addressed. The problem faced are several but , significantly, most often the ‘break in their careers’ arises out of motherhood and family responsibilities.

## STATEMENT OF THE PROBLEM

Employed women face a large number of problems. They encounter problems in their family, at their working place, work environment etc. Women have been burdened with work of all sorts all through their lives. They are discriminated and exploited all over. Therefore a study is necessary to find out how women employees maintain their work life balance. This study aims at determining the factors affecting work life balance of women employees in various private sector banks, and to analyse the level of work-family conflict that exists among the women employees, and examine the effect of work life balance on women's performance and work attitude. This study also aims to determine the effect of covid 19 pandemic on the work life of women employees and also make suggestions on how to overcome work-family conflict of the women employees.

## OBJECTIVES OF THE STUDY

To determine the factors affecting work life balance of women employees in Private sector banks.

- To know the effect of covid pandemic on work life balance of women employees.
- To analyse the level of work-family conflict that exists among the women employees.
- To examine the effect of work life balance on women's performance and work attitude.

## METHODOLOGY

In common words research means to search for knowledge .one can also define research as a scientific and systematic search for information on specific topic. In fact research is an art of scientific investigation.

Research methodology may include publications, research interviews, surveys and other techniques and coiled include both present and historical information's. Research methodology has many dimensions and research methods to constitute a part of the methodology. It is the way to systematically solve the research problem. Sampling technique is a definite plan for obtaining samples from sample frame. It is determined before any data's are collected. It gives an idea about sample size. In this project convenient sampling is used.

## REVIEW OF LITERATURE

Ayesha Tabassum, TasnuvaRahman and Kursia Jahan (2011) studied the work life of employees of private commercial banks in Bangladesh and found that no initiative was taken to identify whether there is any significant difference among the male and female employees of the private commercial banks in Bangladesh. Thus, the study aimed to make a comparative learning of the existing QWL between the males and females of the private commercial banks through quantitative survey on 128 male and 64 female employees. The study revealed that a significant difference exists between male and female employees QWL and in the following

factors of QWL; adequate and fair compensation, flexible work schedule and job assignment, attention to job design, and employee relations.

Gururaja, Umesh Maiya, Elsa Senatobia Devi, Anice George (2013) conducted descriptive survey among 67 nursing faculty towards their perceptions and attitude towards quality of Work-Life. It showed that majority, 58 (86.57 %) experienced well balanced work-life, 9 (13.43 %) expressed moderately balanced work -life and none of them rated under poor work-life balance. Data regarding job satisfaction showed majority 35 (52.24 %) had moderate job satisfaction and 32 (47.76 %) had high job satisfaction. The correlation between work life balance and job satisfaction showed positive correlation ( $r = 0.77$ ) which can be inferred saying that high quality of work life balance will improve job satisfaction and vice versa. This study has concluded that the work-life balance and job satisfaction are directly linked. Satisfaction in one's own area of work can lead to a satisfying career. The study of Khalid Latif, Muhammad Naeem Shahid, Dr. Naeem Sohail, Muhammad

## THEORITICAL REVIEW

### WHAT IS WORK LIFE BALANCE?

Define Work-life balance is the amount of time you spend at work with the amount of time you spend doing non-work. That is just one dimension of balance. The other dimension is satisfaction balance, which is about the quality of time. Sixty years of literature hasn't answered what makes an employee satisfied and motivated. This whole notion of satisfaction can be seen in the context of time balance or satisfaction balance. 'There just aren't enough hours in the day. I hold down a full time job. I help care for my grandchildren and my parents, who need more help every year.

Time for me is pretty hard to come by.' -Retail department store manager, New Delhi  
'Working on my master's degree, teaching part time, being single mom, trying to stay active and physically fit, making time for family commitments...balance is almost impossible to maintain.' -Instructor, post secondary institution, Mumbai  
Work life and personal life are inter-connected and interdependent. Spending more time in office, dealing with clients and the pressures of job can interfere and affect the personal life, sometimes making it impossible to even complete the household chores. On the other hand, personal life can also be demanding if you have a kid or aging parents, financial problems or even problems in the life of a dear relative. It can lead to absenteeism from work, creating stress and lack of concentration at work. Let's first define what work-life balance is not. Work-Life Balance does not mean an equal balance. Trying to schedule an equal number of hours for each of your various work and personal activities is usually unrewarding and unrealistic. Life is and should be more fluid than that. Your best individual worklife balance will vary over time, often on a daily basis. The right balance for you today will probably be different for you tomorrow. The right balances for you when you are single will be different when you marry, or if you have children; when you start a new career versus when you are nearing retirement. There is no perfect, one-size fits all, balance you should be striving for. The best work-life

balance is different for each of us because we all have different priorities and different lives. However, at the core of an effective work-life balance definition are two key everyday concepts that are relevant to each of us. They are daily Achievement and Enjoyment, ideas almost deceptive in their simplicity. Engraining a fuller meaning of these two concepts takes us most of the way to defining a positive Work-Life Balance.

### **WOMEN WORK LIFE IN BANKS**

Due to a bank's wide spectrum of exposure across industries, their performance is considered as a proxy for the economy as a whole. Unfortunately for India, the banking sector has historically remained under the impact of non-competitiveness, poor technology integration, high NPAs and grossly under productive manpower (Sabarirajan and Geethanjali 2011). Banking sector in India has a wide mix, comprising of joint sector, nationalized sector, specialized corporate financial institutions, co-operative sector and foreign sector. It is expected to be financial one stop shop- advice customers, manage their wealth, look after corporate and provide best possible services, look at various delivery channels and adopt the ones customers want, undertake fee-based services meet national and international standards given in the internet economy and all these without complaining and attracting the ire of customers, possibly make available its services on 24 hour basis. It is perhaps the toughest job in the world – a true tightrope act- on the one hand provide the maximum, crummiest services to customers and on the other, ensure cost- effective operations and employee satisfaction while being compliant with all regulations and standards! It is this situation the banking industry faces every single day!! Therefore, the Human Resource Development in the banks is in Need to act as an important instrument to encourage employees to show creativity, to reach for excellence and finally to render better customer service.

### **WHY WORK-LIFE BALANCE IS PERCEIVED AS AN ISSUE FOR WORKING WOMEN ONLY?**

Finding a balance between demands of work and family is the most important discussion point among working women no matter at which level of the career she is in. More and more women are coming out of closet to talk out loud regarding the choices we make while pursuing our career demands and as a new mothers or even as a not so new mothers. Most successful working women like Sheryl Sandberg and Indra Nooyi have provided their perspectives on work and life balance and how it is necessary to lean in, cope and sometime find cheats way to do it all. A famous book called I Don't Know How She Does It The Life of Kate Reddy, Working Mother by Allison Pearson, has discussed all the work-life dilemma of a senior working woman in hilarious and truthful manner. The movie based on this book where Sarah Jessica Parker has aptly played the role can bring us very close to the daily juggle any woman who wants to do well at her salaried job too. Women have done very well to acknowledge their roles at home, they have showcased and discussed the guilt they go through when they struggle and have come up with ideas to find the balance between the two

through short term breaks, added help, and more drudgery and so on. They struggle and some-times opt out too but it is constantly a topic under discussion for women.

For high performing men, their home front has always remained a silent one in their work space.

In the same work space where women talk a lot about their spouses and children, men keep quite. They feel pressurized as they have not seen their seniors to do that. I have talked with many high level male executives on work-life balance and have got the answer that work needs to be chosen by them in case of conflict, home can be looked after (read wife, does not matter if she is in high position too; and they can afford paid help too. The same is observed among most males says this article. Most men never feel the need of being with the kids for longer time or on daily basis. For them a 10 minute of bedtime ritual or every day pick and drop of the kid to and from school bus is good time to connect. They don't want more details from children and they don't dwell on guilty.

Also most high performing male executives have stay at home spouses and that gives them the freedom to focus on work only, for women the high performers on the other hand mostly have busier spouses so the ball of work-life balance conflict remains in their court only.

Moving down the career ladder among mid level employees, the work-life balance almost is a common issue irrespective of gender barriers. It is common to see both men and women running out of meetings at 6 pm to pick the kids from day care or after school programs. It is common to find strong involvement among men too in raising kids and spending time with kids while making dinner or baking and other chores. Being in middle level at career these men mostly have their wives working but cannot afford to have paid help to a large extent. Also younger men are open to accept more flexible jobs which enable them to find more balance between work and life. With increasing salaries that women are bringing with them, they are giving men more opportunity to take little easy at work and dwell more in their hobbies or family time. These men also talk about work pressure and how they make time for life.

### **Reasons of imbalance:**

There are various reasons for the imbalance and conflicts in the life of an employee. From individual career ambitions to pressure to cope up with family or work, the reasons can be situation and individual's specific. The speed of advancement of information technology, the increasing competition in the talent supply market has led to a performance driven culture creating pressures and expectations to performance more and better every time. Also, many a times, people find it difficult to say "No" to others especially their superiors. They usually end up over burdening themselves with work. The increasing responsibilities on the personal front with age can also create stress on personal and professional fronts.

### **Effects:**

Constant struggle and effort to maintain a balance between the work and personal life can have serious implications on the life of an individual. The pressures of the work or personal life can lead to stress. According to studies, it has been found to that such situations can take a toll on the person's health both physiologically and psychologically. Heart ailments, cardiovascular problems, sleep disorders, depression, irritability, jumpiness, insecurity, poor concentration and even nervous breakdowns are becoming common among the victims of such imbalance. Pressure, stress or tension in work life can lead to bad social life and vice-versa.

If employees are distracted due to problems and stress at home, their job performance will suffer. Long hours at work may also cause employees difficulty in running their homes, or finding time to plan and or have a personal life. Stress can result in illness and increased sick and personal days, and a loss of productivity. Supporting the employee's work/life balance is a win-win opportunity.

### **Effects of poor work life balance on the organisation:**

- Workers punctuality , team work , customer service , work supervision responsibility , group behaviour , 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 workers is 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 problem get reflected negatively on company's turnover, operating profit and balance sheet.
- Substantial increase in the cases of workers being absent on the job and in extreme case leaving the job.

### **Some challenges to work life balance:**

There is still however an uneven dissemination of work – family life policies among employers that causes future challenges as follows.

1. Employers do not adequately and transparently communicate about work-life balance. Poor communication result in lower level of awareness. This can lead to members doubting the integrity of senior management as they feel that communication is unclear. The factors contributing to this challenge include;

- Organizational culture
- Lack of interest about changing the status quo
- Unwillingness and fear around how to manage a flood of requests if work-life balance initiative were better communicated.

2. Employers are pursuing inappropriate work-life balance arrangements.

There is a mismatch between what employers offer and what members want. The key factors contributing to this are:

- Employers take the easy route with a one-size-fits-all approach.
- Organizational size tends to restrict imagination and result in limited thinking.

3. There are high levels of unmet demand for some work life balance options that go beyond the current ‘family friendly’ approach.

Particular demand for the opportunity work in flexible hours and to have time off to care for children was found unmet demands. The key factors contributing to this are:

- A lack of recognition of the wants and needs of employees who have responsibilities for children.
- No clear legislation that these employees can rely on to coerces employers.

4. Managers act as barriers to members achieving appropriate work-life balance.

Managerial behaviour 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 behaviours is an enable in helping staff manage home and work. Various studies have also shown that line managers having major influence on employee satisfaction.

The key factor contributing to this are;

Many line managers have lack of sufficient decision-making power to grant authority and enable changes to working arrangements.

The hierarchy and processes inherent in most large organizations mean that there are no incentives for managers to act differently or to think creatively about changing working arrangements.

**DATA ANALYSIS**

**TABLE4.1 AGE WISE CLASSIFICATION**

AGE IN CLASS	NUMBER OF RESPONDENT	PERCENTAGE
Below 30	12	24
30-40	32	64
40-50	6	12
50 Above	-	-
TOTAL	50	100

**Source: primary data**

**INTERPRETATION**

Table No. 4.1 show that 64% of the respondent are from the age group between 30-40, and least percentage 12% of them from the age group between 40-50 .24% of the respondents are from the age group below 30.

**TABLE NO.4.2 INCOMEWISE CLASSIFICATION**

INCOME	NO. OF RESPONDENTS	PERCENTAGE
Less than 20000	25	50
20000-30000	10	20
30000-50000	8	16
Above 50000	7	14
TOTAL	50	100

Source: primary data

**INTERPRETATION**

From the above table shows that 50% of the respondents have less than Rs. 20000 salary 20% of the respondents have 20000-30000 salary, 16% of the respondents have 30000-50000 salary. 14% of respondents have above 50000 salary.

**TABLE NO.4.3 DESIGNATION WISE DISTRIBUTION**

DESIGNATION	NO OF RESPONDENTS	PERCENTAGE
Branch manager	3	6
Accountant	11	22
Officer /Executives	14	28
clerk	22	44
TOTAL	50	100

Source: primary data

**INTERPRETATION**

Table 4.3 reveals that 6% of the respondents are branch managers, 22% of the respondents are accountants, 28% respondents are officer/Executives And 44% of the respondents are clerk.

**TABLE NO. 4.4 MARITAL STATUS OF RESPONDENTS**

MARITAL STATUS	NO OF RESPONDENTS	PERCENTAGE
Single	21	42
Married	29	58
divorced	0	0
TOTAL	50	100

Source: primary data

**INTERPRETATION**

Table 4.4 shows the marital status of respondents 48% are single, 52% respondents are married, and none of them are divorced.

**TABLE NO.4.5 NUMBER OF MEMBERS IN THE FAMILY**

NO. OF MEMBERS	NO. OF RESPONDENTS	PERCENTAGE
1-4 members	16	32
5-8 members	32	64
Above 8 members	2	4
TOTAL	50	100

Source: primary data

**INTERPRETATION**

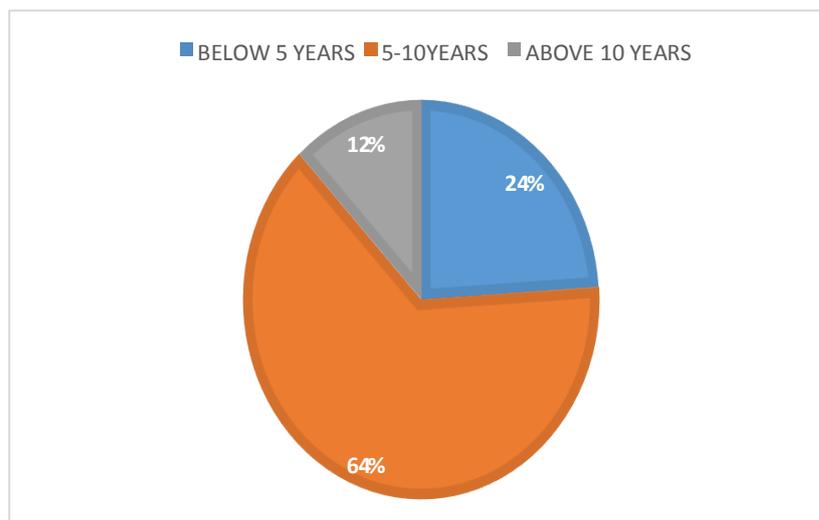
Table 4.5 shows that 32% of the respondents have 1-4 members in a family.64% of the respondents have 5-8 members in a family and 4%of the respondents have above 8 members in a family.

**TABLE 4.6 EXPERIENCE WISE DISTRIBUTION OF THE RESPONDENT**

EXPERIENCE	NUMBER OF RESPONDENTS	PERCENTAGE
Below 5 years	12	24
5-10 years	32	64
Above 10 years	6	12
TOTAL	50	100

Source: primary data

**DIAGRAM EXPERIENCE WISE DISTRIBUTION OF THE RESPONDENT**



**INTERPRETATION**

Table no 4.6 shows work experience of respondents. About 64% of the respondents has a work experience 5-10 years. 24% has a work experience below 5 years. Remaining them has an experience above 10 years.

**TABLE 4.7 TIME TAKEN FOR CONVEYANCE**

TIME TAKEN FOR CONVEYANCE	NO. OF RESPONDENT	PERCENTAGE
Less than 1 hour	12	24
Nearly 1 hour	6	12
more than 1 hour	32	64
TOTAL	50	100

Source: primary data

**INTERPRETATION**

Table no.4.6 shows that majority 64% respondents spend more than 1 hour for traveling to work.

Only least that is 12% of them travel nearly 1 hour. About 24% of them travel less than 1 hour.

**TABLE 4.8 HOURS SPEND FOR WORK**

HOURS	NUMBER OF RESPONDENTS	PERCENTAGE
6-8 hours	45	90
8-10 hours	5	10
Above 10 hours	0	0
TOTAL	50	100

Source: primary data

**INTERPRETATION**

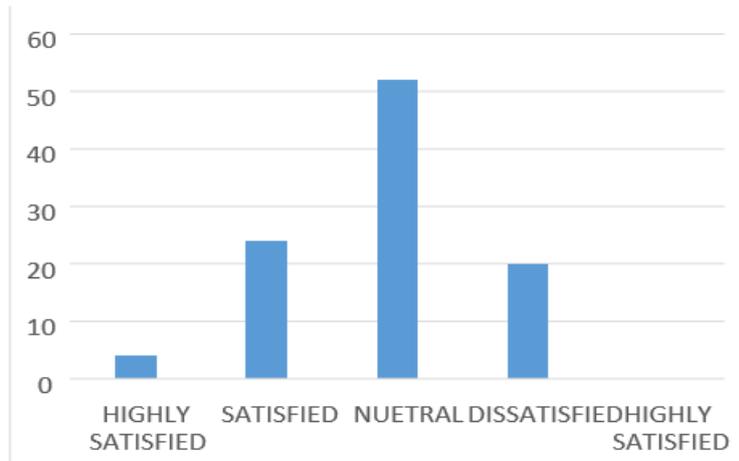
From the above table no.4.5 shows that 90% of the respondent work in 6-8 hours. While 10% of them work 8-10 hours.

**TABLE 4.9 SATISFACTION WITH WORKING HOURS**

SATISFACTION WITH WORKING HOURS	NO OF RESPONDENTS	PERCENTAGE
Highly satisfied	2	4
Satisfied	12	24
Neutral	26	52
Dissatisfied	10	20
Highly dissatisfied	0	0
TOTAL	50	100

Source: primary data

**DIAGRAM 4.9 SATISFACTIONS WITH WORKING HOURS**



**INTERPRETATION**

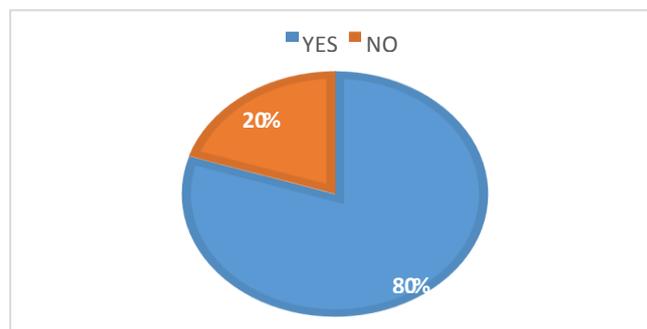
Table 4.7 shows that 4% of the respondents are highly satisfied with working hours. 24% of the respondents are satisfied, and 52% of the respondents are neutral. 20% of the respondents are dissatisfied.

**TABLE 4.10 DUAL ROLE EFFECT ON FAMILY**

OPINION	NUMBER OF RESPONDENT	PERCENTAGE
Yes	40	80
No	10	20
TOTAL	50	100

Source: primary data

**DIAGRAM NO 2 DUAL ROLE EFFECT ON FAMILY**



**INTERPRETATION**

Table no 4.10 shows that 80% of the respondent family affected due to their dual role at the same time 20% of them say that there is no effect on their family.

## FINDINGS

1. Majority of the respondent are aged between 30-40 and 20-30. Employees whose age in between 20-30 is found comparatively high work balance. Work life balance found low among married women employees which is within the age of 30-40.
2. Regarding salary level majority of the respondent between 20000-30000.
3. Mainly married women are working.
4. On the basis of family wise distribution majority of respondents have 5-8 members in the family
5. As per this study majority of the respondents have below 5 year's experience.
6. 64% of respondents takes more than 1 hour for traveling to work, who falls in comparatively low work life balance.
7. Satisfaction with working hour's shows that majority (52%) of employees are neutral.
8. Majority (80 %) of the employees said that their dual role affect the family, and unbalancing family commitment and work is their main effect on family.
9. Women employees working in private banks, feel tired or depressed always due to their workload.
10. Majority of the respondent spent time for entertainment and yoga for reducing stress.

## SUGGESTIONS

1. Work life balance improve productivity and eliminate job stress employers can make effort to know the workload and job demand.
2. Maternity leaves should be given to all mothers.
3. Bank should have formal counseling department to understand the workers work life balance problem and to help the workers to get the solution.
4. Work life balance is another reason for job dissatisfaction .so a supportive management is required to minimize the conflict between work and family, top management should realize the importance of work life balance and its adverse effect on job satisfaction.
5. Employees social gathering programs and public contact programs will be the better option to reduce mental pressure.

## CONCLUSION

Work life balance should not be understood as an equal share of hours to ones work and personal activities. It may be considered as a meaningful daily achievement and enjoyment and enjoyment in each of the four quadrants of; work, family, friends and self. There are no typical work life balance that fits all because all of us have different priorities and different lifestyles.

Today with increasing demands at work place, the interface between work life and personal life assumed significance which demands more attention. The pressure of the work or personal life can lead to stress. Such situation affects persons health both physiologically and psychologically

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