

NAVIGATING WORK LIFE INTEGRATION: A COMPREHENSIVE STUDY ON ITS INFLUENCE ON JOB SATISFACTION AMONG BANK EMPLOYEES

Annie Riya Michael.C (Reg.No:22113041012001) Research Scholar, Department of Commerce, Holy Cross College (Autonomous) Nagercoil, Affiliated to Manonmaniam Sundaranar university, Abishekapatti, Tirunelveli-627012, Tamil Nadu, India.

annie_riya_michael@holycrossnagl.edu.in

Dr. M. Gnana Muhila. Research Supervisor in Commerce, Holy Cross College (Autonomous), Nagercoil, Affiliated to Manonmaniam Sundaranar university, Abishekapatti, Tirunelveli-627012, Tamil Nadu, India. gnanamuhilangl@holycrossnagl.edu.in

ABSTRACT

This study investigates the relationship between work-life integration and job satisfaction among bank employees in the contemporary banking industry. Highlighting the evolving dynamics between professional duties and personal fulfillment, the study emphasizes the necessity for banking professionals to efficiently manage work responsibilities alongside personal well-being in a fast-paced environment. The pivotal aim of the study is to uncover the dynamic relationship between work life integration and job satisfaction. A Proportionate Stratified Random Sampling technique is used to choose the sample size. With the help of the empirical survey method, the structured questionnaire has been used in collecting data from 150 Bank employees in Kanniyakumari. The analyses were tested through SPSS. Exploring these connections is critical for understanding how work-life integration shapes job satisfaction among bank employees. It highlights the importance of job satisfaction and work life balance. Findings indicate a significant positive correlation between work-life integration and job satisfaction, underscoring the need for a harmonious blend of professional and personal realms. Based on the results, recommendations are made to enhance workplace policies, encourage open communication, and promote a supportive culture acknowledging employees' personal lives.

Introduction

Work-life integration is changing the way the banking industry balances financial duties and personal fulfillment. This approach recognizes the need of banking professionals efficiently managing their work duties as well as their personal interests and well-being in an industry noted

for its fast-paced atmosphere and strict timetables. Banks increasingly understand the importance of building a workplace culture that promotes not only efficiency but also total employee well-being. Implementing flexible scheduling, remote work choices, and support for maintaining a healthy work-life balance are all part of this. Work-life integration in banks requires a combination of technical improvements, developing workplace standards, and a culture transformation that prioritizes people's holistic needs. The ultimate goal is to establish an atmosphere in which banking professionals may succeed while also prioritizing personal obligations, family time, and individual well-being, resulting in a more engaged, contented, and productive workforce in the banking sector.

Work Life Integration in India

Work-life integration, a contemporary philosophy, seeks to harmonize professional responsibilities and personal aspirations by transcending traditional work-life boundaries. This approach recognizes that fulfillment extends beyond professional success, emphasizing the importance of personal interests, family time, and overall well-being. It aims to create an environment where individuals seamlessly blend their work and personal lives, fostering a more rewarding and holistic lifestyle. Specifically within the banking sector, this integration is pivotal, acknowledging the need for employees to balance career demands with personal pursuits. Enabling banking professionals to synchronize work commitments with personal well-being fosters an environment that encourages flexibility and empowers employees to excel in their roles while maintaining a healthy life-work balance. This transformative approach is essential for cultivating a content, motivated, and productive workforce in the banking industry.

Statement of the problem

Because of the demanding nature of the banking profession, bank personnel frequently have difficulties in efficiently integrating their work responsibilities with personal life hobbies. This disparity between work commitments and personal well-being may result in increased stress, burnout, and a reduced quality of life. While work-life integration measures such as flexible scheduling and remote work possibilities have gained popularity, their effectiveness in increasing job satisfaction among bank employees remains unknown. The present gap in knowing how

various characteristics of work-life integration influence job satisfaction in the banking sector needs a comprehensive investigation. Furthermore, the impact of organizational policies, cultural norms, and support systems on employees' capacity to manage work-life integration and its subsequent effect on job satisfaction requires extensive research. The purpose of this study is to investigate the complex relationship between work-life integration practices and job satisfaction among bank workers, with the goal of identifying critical aspects that influence their overall satisfaction within the changing banking environment.

Many studies are now being undertaken in the field of Work Life Integration. This study intends to investigate the relationship between work-life integration and job satisfaction. It will explore how such factors influence work-life integration in bank employees' decisions. As a result, this research focuses on answering the following research question.

RQ: How does work-life integration influence job satisfaction?

By answering this question, this study will contribute more to existing Work Life Integration and job satisfaction.

Theoretical Framework

The border theory is a new theory to Work life balance issues. Clark (2000) argues that even though the work and family system differ from each other, they are interconnected and individuals often manage to integrate them to certain degree. People shape their environments, and in turn, they are shaped by them; “it is this very contradiction of determining and being determined by our work and home environments that makes work/family balance one of the most challenging concepts in the study of work and the study of families” (Clark, 2000)

Review of Literature

Job satisfaction is one of the most commonly studied factors in the domains of organizational behavior and applied psychology. (Lawler and Porter, 1967; Locke and Latham, 1990; Spector, 1997).QWL is related to workers' feelings about their occupations as well as their well-being and attitude toward their jobs (Beaudoin and Edgar, 2003). QWL leads to employee motivation, dependability, and flexibility in the workplace, and these elements are recognized as critical

components for organizational competitiveness as well. Furthermore, QWL helps to reduce absenteeism, staff turnover rates, and overall employee work satisfaction (Adhikar and Gautam 2010). Employees who are happy at their jobs should be expected to contribute to the organization, both utilitarian and humanitarian reasons. (Abdallah et al., 2017; Parvin and Kabir, 2011). Job satisfaction is the driving force behind job completion and employee retention (Brough et al., 2014). Employees' positive attitudes toward their jobs increase job satisfaction (Singh et al., 2020; Yadav and Sharma, 2021). Jabeen et al. (2018) discovered that QWL had a substantial beneficial influence on job satisfaction in a sample of Emiranti women working in diverse public sector firms in the UAE. According to the findings of a study that investigated the relationship of job satisfaction with the QWL components of bank employees in India, an unconducive work environment had a negative relationship with job satisfaction. WLB and job satisfaction are linked (Jackson and Fransman, 2018). Based on previous research, we hypothesize.

H1: Work-life integration is positively related to job satisfaction

METHODOLOGY

This study included both primary and secondary data. The study focused on Bank employee of Kanniyakumari. The questionnaire method was used to acquire primary data. Secondary data were acquired from websites and magazines.

Study Area	Number of bank	Distribution of Questionnaire	Completed Response
Kanyakumari	Public: 4 Private: 8	150 (per bank 13 questionnaire)	120 (per bank 10 questionnaire)

Bank employees details were gathered from kanyakumari banks. Total number of banks in kanyakumari is 12. Under Proportionate Stratified Random Sampling technique, 150 questionnaires were distributed as 10 questionnaires per bank. From 150 questionnaires, 120 responses were solicited and found as valid (10 questionnaires found to be valid). Hence, the sample size is 15.

DATA ANALYSIS

SPSS was used to analyze the data. For analysis, data were grouped and tallied. Gender, age, education qualification, industry, annual salary, and year of experience were all measured using percentage analysis. The indicators' validity was checked using reliability analysis. Regression analysis was used to determine the relationship between dependent and independent variables. Correlation analysis is also used to determine the link between variables.

Demographic profile of the respondents

Demographic profile of the respondents was captured in table 1.

Category	Profile	Total number	Percentage
Gender	Male	89	57
	Female	67	43
	Total	150	100
Age	25-30	22	15
	31-35	35	23.3
	36-40	38	25
	41-45	37	24.7
	46 and Above	18	12
	Total	150	100
Education Qualification	School Education	17	10
	ITI or Diploma	28	19
	Undergraduate	49	33
	Postgraduate	37	25
	Others	19	13
	Total	150	100
Industry	Branch Manager	12	8
	Assistant Manager	49	32.7
	Cashier	54	36
	Others	35	23.3
	Total	150	100
Annual Income	0-10,000	31	21
	10,000-20,000	49	33
	30,001-40,000	41	27
	Above 40,000	29	19
	Total	150	100
Year of experience	Below 10 years	29	19
	11-20 Years	56	38
	21- 30 years	42	28
	Above 30 years	23	15
	Total	150	100

Source: Primary data

Measures

The questionnaire used in this study consists of 9 items adapted from previous studies. Adapting questionnaire from previous studies was to ensure its validity and reliability. All constructs were measured on a Likert-type five-point scale (anchored as ‘1’ = strongly disagree; and ‘5’= strongly agree).

Work life balance was measured with four indicators adapted from Bocean.C.G et al., (2023) the sample item read as “I am pleased with how I carry out my duties at work” and “In private, I prioritize the events I have to attend“. The reliability coefficient Cronbach’s alpha for Innovativeness was 0.71.

Job Satisfaction was measured with five items adapted from Padmavalli. A. S (2016) and the sample item read as, “I appreciate working with my coworkers” and ”I am pleased with the job-specific training provided by the bank to boost my job performance” The reliability coefficient Cronbach’s alpha for Entrepreneurial Intention was 0.756.

The reliability coefficients of all the constructs are over the acceptable level of 0.6 and less than the threshold level of 0.9 (Hair et al., 2019). This provide evidence for the reliability and validity.

TESTING HYPOTHESIS H1

Regression model summary of H1 is captured in Table 2.

Table 2

R	R square	Adjusted R Square	Std. Error of the Estimate	F	Sig.	H1 Result
.896	.809	.792	.32530	82.171	.000	Accepted

Coefficients

Unstandardized Coefficients		Standardized coefficients			
B	Std. Error	Beta	T	Sig.	

.826	.115		7.164	.000
-.520	.115	-.675	-4.538	.000

Source: Primary Data

The correlation coefficient R is 0.896. This suggests that the association between Work-Life Balance Variables and Job Satisfaction is 89.6% positive and strong. Increases in the Work-Life Balance variable will be accompanied by increases in Job Satisfaction. The R Square (coefficient of determination) in the table summary model is 0.809. This suggests that the Work-Life Balance variable determines 80.9% of Job Satisfaction, whereas the remaining (100% - 80.9% = 19.1%) is determined by other variables.

Table 2. ANOVAa

Model		Sum of Square	Df	Mean Square	F	Sig.
1	Regression	60744	6	10,124	95.566	0.000
	Residual	15,149	143	.106		
	Total	75,893	149			

The F test is performed to see if the indicators on the Work-life balance variable have a significant effect on the dependent variable at the same time. The level of trust chosen is 0.05. If the F value of the calculation results is greater than the F value in the table, the alternative hypothesis, which claims that all independent factors simultaneously have a significant effect on the dependent variable, is true. We can observe from the table above that the sig value is 0.000 < 0.05, implying that the indicators of the work-life balance variable have a simultaneous and substantial influence.

Unstandardized Coefficients		Standardized coefficients		
B	Std. Error	Beta	T	Sig
.826	.115		7.164	.000
.544	.107	1.369	11.169	.000

As shown in Table 2, the regression model (R square = 0.809; beta = -0.675) is significant at 0.000. Hence, findings of this study point out that there is a positive association between Work Life Integration and Job satisfaction. This results support H1.

FINDINGS

- 57 per cent (89) of the respondents were male and 43 per cent (67) of the respondents were female.
- 25 per cent (38) of the respondents were belong to 36-40 years age group. 12 per cent (18) of the respondents were belong to 46 and above age group.
- 33 per cent (49) of the respondents completed their undergraduate course. 10 per cent (17) of the respondents completed School education.
- 36 per cent (54) of the respondents are Cashiers. 8 per cent (12) of respondents are Branch Manager.
- 33 per cent (49) of the respondents come under the monthly income of 10,000 -20,000. 29 per cent (19) of respondents obtained annual income of Above Rs. 40,000.
- 38 per cent (56) of the respondents having 11- 20 years of experience. 23 per cent (15) of respondents have more than 30 years' experience.
- Since, the regression model ($R^2 = 0.809$) is significant at 0.000, thus there is a positive association between work life balance and job satisfaction.

Suggestion

- Examine the bank's current work-life integration rules and consider implementing flexible work hours, remote work choices, or reduced workweeks to suit workers' personal demands while maintaining productivity.
- Encourage open communication channels to better understand employees' work-life balance demands. Employee assistance programmes, counselling services, or courses focused at resolving work-life issues can all help.
- Offer training programs to managers and supervisors on promoting work-life integration among their teams. Encourage a supportive culture that acknowledges and values employees' personal lives.
- Implement regular feedback mechanisms (surveys, suggestion boxes, town hall meetings) to learn about employees' attitudes on work-life integration policies and their impact on job satisfaction.

- Encourage employees to keep a good balance of work and personal life. Encourage employees to avoid after-hours emails or phone conversations by emphasising the significance of unplugging to recharge.

Conclusion

The comprehensive study on the impact of work-life integration on job satisfaction among bank workers reveals a striking link between a balanced lifestyle and professional contentment. The findings highlight a substantial positive relationship between effective work-life integration and increased job satisfaction, emphasising the crucial importance of banking institutions championing initiatives that allow this synergy. Embracing adaptable work arrangements, embracing initiatives that promote employee well-being, and cultivating a culture that values personal time all emerge as critical in strengthening job satisfaction in the banking sector. This study serves as evidence, advising banks to prioritise and foster an atmosphere in which the seamless integration of work and personal life thrives, ultimately growing a workforce that is not just satisfied but also productive and engaged.

Reference

- Abdallah, A.B., Obeidat, B.Y., Aqqad, N.O., Al Janini, M.N.K. and Dahiyat, S.E. (2017), “An integrated model of job involvement, job satisfaction and organizational commitment: a structural analysis in Jordan’s banking sector”, *Communications and Network*, 9 (1), 28-53.
- Adhikari, D.R. & Gautam, D.K. (2010). Labor legislations for improving quality of work life in Nepal. *International Journal of Law and Management*, 52(1), 40-53.
<https://doi.org/10.1108/17542431011018534>
- Beaudoin, L. E., & Edgar, L. H. (2003). The importance to nurses’ quality of work life. *Nursing Economics*, 21, 106–113.
- Brough, P., Timm, C., Driscoll, M.P.O., Kalliath, T., Siu, O.L., Sit, C. and Lo, D. (2014), “Work-life balance: a longitudinal evaluation of a new measure across Australia and New Zealand workers”, *The International Journal of Human Resource Management*, 25 (19), 2724-2744, doi: 10.1080/09585192.2014.899262
- Jabeen, F., Friesen, H.L. and Ghoudi, K. (2018), “Quality of work life of Emirati women and its influence on job satisfaction and turnover intention”, *Journal of Organizational Change Management*, 31 (2), 352-370.

- Jackson, L.T. and Fransman, E.I. (2018), “Flexi work, financial well-being, work-life balance and their effects on subjective experiences of productivity and job satisfaction of females in an institution of higher learning”, South African Journal of Economic and Management Sciences, 21 (1), 1-13, doi: 10.4102/sajems.v21i1.1487
- Lawler, E.E. III and Porter, L.W. (1967), “The effect of performance on job satisfaction”, Industrial Relations, 20-28.
- Locke, E.A. and Latham, G.P. (1990), A Theory of Goal Setting and Task Performance, Prentice Hall, Englewood Cliffs, NJ.
- Parvin, M.M. and Kabir, N.M.M. (2011), “Factors affecting employee job satisfaction of pharmaceutical sector”, Australian Journal of Business and Management Research, 1(9), 113-123.
- Singh, S., Singh, S.K. and Srivastava, S. (2020), “Relational exploration of the effect of the work-related scheme on job satisfaction”, Vilakshan – XIMB Journal of Management, 17 (1/2), 111-128, doi: 10.1108/XJM-07-2020-0019
- Spector, P.E. (1997), Job Satisfaction. Application, Assessment, Causes, and Consequences, Sage Publications, Thousand Oaks, California.
- Yadav, V. and Sharma, H. (2021), “Family-friendly policies, supervisor support, and job satisfaction: mediating effect of work-family conflict”, Vilakshan - XIMB Journal of Management, doi: 10.1108/XJM-02-2021-0050