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## A Study on Quality of Work Life Balance of Employees in Banks

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### ABSTRACT

Work life balance is about the people having measure control when, where, how they work to increase the effectiveness and job-satisfaction as well. Work-life and personal life are the two sides of the coin. Traditionally reading and managing a balance between the work-life was considered to be a women s issue. But increasing work pressures, globalization and technological advancement have made it an issue with both gender, all professionals working across all levels and all industries throughout the world Achieving “work-life balance” is not a simple as it sound. In India, it is taken for granted that economic activities are exclusively the prerogative of male with while domestic work, children and child rearing are the sole occupation of women. Historically, women in India have not enjoyed a good status in workplace setting whether in managerial or operative roles. Due to change in socio-economic and increase in global competitiveness the working culture of employees become difficulty to balancing the personal and professional life it results to job-dissatisfaction. since times immemorial; women have been burdened with work of all sorts all through their lives. There is no agreed definition of work-life balance but it does appear that the right balance but it does appear that the right balance for one person may differ from other. 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

### INTRODUCTION

The term “Work Life Balance” was coined in 1956, although its usage in everyday language was sporadic for a number of years. Interestingly, Work-life programmers existed as early as the 1930s. Before World War, the W.K. Kellogg Company created four six-hour shifts to replace the traditional three daily eight – hour shifts and the new shifts resulted in increased employee morale and efficiency (Lockwood, 2003). Most recently, there has been a shift in the workplace as a result of advances in technology. As Boswell and Olwen - Buchanan stated, “increase in sophisticated and affordable technologies have made it more feasible for employees to keep contact with work”. Work life Balance has important consequences for employees – attitude towards their organizations. A balance between work and life is supposed to exist when there is proper functioning at work and also at home.

The concept of Work life integration is an emerging practice in today’s current corporate world. Prior to 1969 the Indian banking system was dominated by private ownership. A large part of the banking system was brought under direct government control in 1969. Nationalization of banks brought with it a shift in focus towards optimizing social benefit and spatial coverage of banking services with commercial viability only as a sustenance factor. For improvement of banking sector efficiency, the RBI has constituted committees from time to time. Indian banking is currently undergoing changes with an accent on flexibility, transparency, efficiency and profitability of the system. In view of hectic work schedule and heavy workload, banking employees find it challenging to strike work life harmony. In other words, the conventional domestic obligations cast additional strain on employees. Besides, the employees across the bank have to be away from the family on account of official meetings, inspections, assignments, etches widens the gap in the relations between the employees of the bank and the family members. All the inconvenience and discomfort suffered by the employee of banks in their professional journey as cited above have the potential to influence the work efficiency of the subjects thereby striking the quality of work performance

### OBJECTIVES

- To study the social economic status of employee of private sector banks in Coimbatore district
- To analyses the relationship between the level work Life balance and their job satisfaction of employee
- To analyses the factors influencing work style and Lifestyle of the employee of Private banks

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## SCOPE OF THE STUDY

The study is focused on Work- Life Balance of employees at Private sector Banks. The inference from the study is based on the responses given by the employees of bank. This study will be helpful in getting an insight into aspects of work life balance of employees of private sector banks.

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## STATEMENT OF THE PROBLEM

Banking Industry is an emerging industry in India, the entry of private sector and foreign banks have brought many strategic changes in the banking industry. The hazards of work-life imbalance are evident in banking industry. Employees in the banks take painful effort to deliver the multiple needs of its customers. Work deadlines are getting tighter and the individual's jobs are loaded and added with quality output. Due to work pressure, it becomes exceedingly difficult to maintain balance between professional and family life. The output of the banking sector is dependent on the quality of human resources. The core function of human resource development is to facilitate performance improvement, measured in terms of financial indicators of operational efficiency and quality of financial services provided. The 6 twin challenges faced by the banks managements are that of retaining the existing employees and providing a satisfying work environment for all employees. The study endeavors to identify the issues associated with managing professionals and personal life of employees in private banking industry

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## REVIEW OF LITERATURE

Work life Balance brings greater influence to all aspects of life. Employees work better when they do make time for family and personal interests. Thus, the issue has become pertinent not only in India but has become a major issue of concern for all kinds of Industry worldwide. Lot of work has been done by researchers in order to explore ways to maintain a proportionate balance between work and life. Some of the research reviews are as follows. Geek et al (1991), indicated that women reported more work interference in the family than men, despite spending about the same number of hours of paid work as men. Although women spent more hours in the family, they reported some level of interference in work.

Carmela (2013), examined the extent of which senior managers with high emotional intelligence, employed in public sector organizations develop positive attitudes, behavior & outcomes. Results show senior managers who had high emotional intelligence were more likely to effectively control work-family conflict than those who have low emotional intelligence.

Alan Felted (2007) in his research on "opportunities to work at home in the context of Work-Life Balance" finds work-life balance & Family friendly employment is much in vogue among politicians and business leaders.

Sundar, Sundaraja, Ashok Kumar (2011), indicated that despite job security and strong welfare measures protect in private sector banks and opportunity for qualification upgradation by women employees it is the fear of promotion that keeps the women folk to continue to languish in lower cadres but the plight of women folk in new generation banks is different in that they do not have a job security and their pay is performance linked. Study revealed that women executives in Private sector banks are found to be more knowledgeable about work, maintain a cordial relationship with customers and have positive attitudes towards work.

Shariq Abbas, Vandana Premix (2011), tried to look at the awareness, attitude, perceived importance and formalization of Work Life Balance policies in Banking sector, both Private and Public sector banks. Findings suggest that employees perceive flexible working arrangements as the most important Work Life balance policy; nonetheless say the perceptions towards the implementation of Work life balance in their organizations are negative. The study also revealed that the extent of formalization of work life balance policies in Public and Private sector banks had no written documents for the same in both the systems.

Lalitha Kumari (2012) in her study emphasized that each of the work life Balance factors on its own is a salient predictor of job satisfaction and there is significant gap between male and female respondents with job satisfaction with reference to various factors of Work life balance. The result of the study had practical significance for human resource managers of especially banks to improve staff commitments and productivity along with designing recruitment and retention of employees.

In this research, primary data was collected through a quantitative method using a questionnaire, as we attempted to understand the perception of QWL among the employees of the private and public sector banks in Chennai. The data collection was slightly difficult since the employees of the bank were not at liberty to answer the questionnaire without prior permission of the higher authorities. Thus, the sampling method used was a random sampling technique since reaching out to all employees of all banks in the area was cumbersome, time consuming and expensive.

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## RESEARCH METHODOLOGY

In present study both Primary and Secondary data is considered. The primary data was collected through a quantitative method using a e-questionnaire, as we attempted to understand the perception of QWL among the employees of the private sector banks in Coimbatore. The sampling method used was a random sampling technique and collected 50 samples from banks. In addition to this, the secondary data was collected from various newspapers, magazines, books, websites, and research journals etc.

## DATA ANALYSIS AND INTERPRETATION

### PARAMETRIC TESTS

Parametric tests are those that make assumptions about the parameters of the population distribution from which the sample is drawn. This is often the assumption that the population data are normally distributed. Non-parametric tests are “distribution-free” and, as such, can be used for non-normal variables.

### INDEPENDENT SAMPLE

A t-test is also known as student's t test. It is a statistical analysis technique that was developed by William Sealy Gosset in 1908 as a means to control the quality of dark beers. A t test used to test whether there is a difference between two independent sample means is not different from a t test used when there is only one sample (as mentioned earlier). However, if there is no difference in the two-sample means, the difference will be close to zero. Therefore, in such cases, an additional statistical test should be performed to verify whether the difference could be said to be equal to zero.

### ANOVA

ANOVA tells you if the dependent variable changes according to the level of the independent variable. For example: Your independent variable is social media use, and you assign groups to low, medium, and high levels of social media use to find out if there is a difference in hours of sleep per night.

## INDEPENDENT SAMPLE T TEST

### HYPOTHESIS:

**H<sub>0</sub>:** there is significant mean difference between the level work life balance and thorn job satisfaction of employee and the marital status of the respondent.

**H<sub>1</sub>:** there is no significant mean difference between the level work life balance and thorn job satisfaction of employee and the marital status of the respondent.

## THE TABLE SHOWING LEVEL OF WORK LIFE BALANCE AND THEIR JOB SATISFACTION OF EMPLOYEE

		Levine's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
the bank has good work condition	Equal variances assumed	.017	.898	.839	48	.406	.331	.395	-.463	1.125
	Independent Samples Test			.836	44.704	.407	.331	.396	-.467	1.129
bank supervision respects the subordinate	Equal variances assumed	2.822	.099	-.763	48	.449	-.305	.400	-1.109	.499
	Equal variances not assumed			-.775	47.260	.442	-.305	.394	-1.098	.487
every employee is treated equal	Equal variances assumed	.230	.633	.378	48	.707	.198	.523	-.854	1.250

	Equal variances not assumed			.377	44.576	.708	.198	.525	-.860	1.256
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the bank is good quality of work environment	Equal variances assumed	.677	.415	.254	48	.800	.068	.268	-.471	.607
	Equal variances not assumed			.253	44.546	.801	.068	.269	-.474	.611

### INTERPRETATION

From the above table it is inferred that the table values are above the significant value (0.05) so there is a significant mean difference between the level of work life balance and their job satisfaction of employees and the marital status of the respondent.

### ONE WAY ANOVA

#### HYPOTHESIS:

**H<sub>0</sub>:** There is significant mean difference between personal and intuitional effects of employees and their level of work life balance of employee of the age of the respondent.

**H<sub>1</sub>:** There is no significant mean difference between personal and intuitional effects of employees and their level of work life balance of employee of the age of the respondent.

#### THE TABLE SHOWING LEVEL OF WORK LIFE BALANCE EMPLOYEES TOWARD PERSONAL AND INSTITUTION EFFECTS

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
same level of employees received the same salary in bank	Between Groups	3.744	3	1.248	.403	.752
	Within Groups	142.576	46	3.099		
	Total	146.320	49			
same level of employees received the same salary in bank	Between Groups	3.744	3	1.248	.403	.752
	Within Groups	142.576	46	3.099		
	Total	146.320	49			
promotion depend on employee work performance	Between Groups	2.350	3	.783	.427	.735
	Within Groups	84.470	46	1.836		
	Total	86.820	49			
bank supervision respects the subordinate	Between Groups	4.544	3	1.515	.764	.520
	Within Groups	91.136	46	1.981		
	Total	95.680	49			
the bank is good quality of work environment	Between Groups	1.504	3	.501	.562	.643
	Within Groups	41.076	46	.893		
	Total	42.580	49			
the bank has good work condition	Between Groups	2.918	3	.973	.494	.688
	Within Groups	90.602	46	1.970		
	Total	93.520	49			

the bank has good work condition	Between Groups	2.918	3	.973	.494	.688
	Within Groups	90.602	46	1.970		
	Total	93.520	49			
same level of employees received the same salary in bank	Between Groups	3.744	3	1.248	.403	.752
	Within Groups	142.576	46	3.099		
	Total	146.320	49			
every employee is treated equal in the bank	Between Groups	4.738	3	1.579	.461	.711
	Within Groups	157.742	46	3.429		
	Total	162.480	49			
decorations are bright and cheerful	Between Groups	3.080	3	1.027	.456	.714
	Within Groups	103.500	46	2.250		
	Total	106.580	49			

### INTERPRETATION

From the above table it is inferred that the table values are above the significant value (0.05) so there is a significant mean difference between relationship between personal and institutional effects of employees and their level of work life balance of employees of the age of the respondent.

### FINDINGS AND SUGGESTIONS

#### Findings

- There is a significant mean difference between the level of work-life balance and the job satisfaction of employees and the marital status of the respondent.
- There is a significant mean difference between the relationship between personal and institutional effects of employees and their level of work-life balance of employees of the age of the respondent.

#### Suggestions

- Employees should try to learn working with new technologies and working under new conditions to make their work-life easier and tension-free.
- The quality of work-life of employees can certainly be improved with the implementation of flexible policies and family friendly policies.
- A certain level of autonomy at work can always makes an employee happy and independent. Continuous innovations and changes at work may instill creativity and learning among employees and avoid getting monotonous.
- All kinds of leave arrangements can only enhance the quality of work-life of employees. Female employees need extreme support from their organization in their critical and sensitive conditions like pregnancy.

### CONCLUSION

Quality of work life denotes all the organizational inputs which aim at the employee's satisfaction and enhancing organizational effectiveness. The basic purpose is to develop jobs and working conditions that are excellent for employees as well as the economic health of the organization. It refers to the level of satisfaction, motivation, commitment and involvement an individual experiences with respect to their line at the work. Quality of work life is a concrete expression of a particular set of beliefs and values about people, about organization and ultimately about society. Quality of work life improvements are stated as any activity which takes places at every level of an organization which seeks greater organizational effectiveness through the enhancement of human dignity and growth, a process through which the stakeholders in the organizations i.e. management, unions, and employees, learn how to work together better to determine for themselves what actions, changes and improvement desirable and workable in order to achieve twin and simultaneous goals of an improved quality of work life at work for all members of the organization and greater effectiveness for both the company and the employees.

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