

## Work-Life Balance: A Study on Banking Employees

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### Abstract

*In today's competitive business scenario, concept of balancing work and life becomes extremely essential because it affects workplace job satisfaction & employees commitment towards the company. The present study is undertaken in Banking Sector to identify the extent of balance in life and work and also to examine the impact of balanced work and life on employee. A survey was conducted after taking the approval from top management. For the present study, 250 questionnaires are filled by the different employees of different banks. The results of the study suggested that 41.20% of the employees feel imbalance in their work-life aspect. The main reasons of imbalance in work-life are work load with high job responsibility and stressful working hours with insufficient breaks in banking sector. The study also provides recommendations to improve balance in work-life.*

**Keywords:** Banking Sector, Imbalance, Job Satisfaction, Work Load, Work-Life balance

### Introduction

Work and life balance aspect is used to describe the balance between times allocated to every activity of life. Balancing work and life aspects of human life is very essential to run life smoothly. It is a state of life where there is balance between family life, working life. It is the important concept in today's world because everyone is so busy and not able to maintain balance of work and life properly.

The area of balancing work and life has become utmost important for organizations in today's competitive, dynamic business environment. Now a day's employees commonly find it hard to strike and maintain

harmony between personal life & professional life. This can be due to numerous reasons e.g. shortage of manpower, long working hours, increased work load, odd shift timings ( in case of service sector) and less number of vacations/leaves given by the organizations.

All these reasons act as a trigger for causing Work-life imbalance where the employees are not getting successful to meet demands of their own personal life and professional life. The imbalance leads to stress, non- fulfillment of commitments in personal life (employees are spending quality time with family, relatives), increased job dissatisfaction

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leading to high rate of absenteeism, loss of concentration at work, poor quality of work and high rate of turnover.

Work-life imbalance is modern times very harmful but not only for the employees; also have a negative impression on the organization. As the organization's performance depends upon the performance of the employees, it becomes the prime responsibility of the organization to assist the employees to maintain proper balance between both the aspects i.e. work and personal life.

Organizations need to take various initiatives so as help the employees to fulfill the personal commitments as well as work commitments which will leave positive impact on employees thus increasing job satisfaction and work commitment which would be more output gaining for the business organization for the longterm.

### 1.1 Why one should have balance in work & life?

- To maintain the healthy balance in life and work. Because it is the need of hour.
- To maintain the good health of individual and remove stress from lives.
- Proper balance in life and work helps to boost the output/productivity whether at work or at home.
- To maintain the proper mental health.
- After all, we all have one life so maintaining balance in each and every aspects of life is very necessary.

"According to a Survey of Associated Chambers of Commerce and Industry of India (Assocham) and job portal GharSeNaukri (GSN) more and more women are opting for work from home to maintain the work life balance".

(Source: Business Standard)

- "According to the Report released by Deloitte Women's employment plunges to 26% in 2018 from 36.7% in 2005".

(Source: Business Standard)

## 2. Literature & Review

**Vasumathi (2018):** The paper analysis balance of work-life of female employees. It is a major problem in every working woman's life. As the working hours extended by organizations to yield more productivity, the work life balance of females gets destroyed, and they are not giving sufficient time to families. The study determines the significance, causes and strategies to make better balance in work-life. The essential cause of work and life imbalance is lack of support from the organization, long hours of working, technology, support from other co-employees, work and family conflicts, and work stress. The study concludes that work life balance can maintained through taking some of the measures like motivation by the organization and family, improved culture of organization, social support and flexibility.

**C. Swarnalatha, S. Rajalakshmi (2017):** The researcher determines the work life balance can be make better by initiatives or programs like employee benefits or rewards, career advancement, developing employee leadership, corporate social responsibility can help in improving the balance in work and life demand thus improving employee satisfaction.

**E.Chalk (2017):** The study examines that, to meet the challenges of life and in order to meet the various commitments in life, a person sometimes doesn't have time for personal life and professional life thus causing imbalance between the two. To achieve a balance in both

the lives, efforts can be taken in order to achieve harmony.

**Negi and Singh (2017):** The study examines the framework of balance work and life and faced issues by female employees in balancing work life. As a tremendous growth of private higher educational colleges & universities and their race to become better than other private educational college or university, female faculties are overburden under the double pressure of both the lives. The personal factors affect work life balance is type/nature of family, earning members of family, work experience, family support, life stage etc. And work/professional factors affect work life balance is organisation type, organisation culture, flexibly, career growth, work load, working hours and leave policy etc.

**Mala and Bharathi (2016):** The study determines the work and life aspect of female employees in companies dealing in IT. It determines the factors associated to balancing work-life of employees in companies dealing in IT. The factors includes challenging work, extended working hours, lack of support from other peer members, short notice for official travel, overloaded work assignments and tension of career growth. The study concludes that the tension of imbalance work life can be cured by taking proper diet, meditation and yoga/exercise etc.

**Prabha and Nirmala (2016):** The study analysis the married employee's work life balance working in education sector. Especially for women, it is very hard to maintain balance in work life because they have to perform two duties of family and work simultaneously. Expert researchers have proven that imbalance in work life carets stress and which further creates many problems for women. The results of imbalance

in work life create problems such as relationship problems of employee with family, unhappy life and health related problems. The given such problems can be sought out by conducting programs for better work life balance, providing yoga or meditation training to faculties and by providing the trainings related to career advancement and growth.

**Ghai, (2014):** The study put light on balancing work and life aspect simultaneously and challenges faced in balancing life and work both. There are numerous causes of imbalance in work and life. These challenges affect the output/productivity and efficiency of the employees for doing the work. The main reasons of not maintain the proper work life balance are unsupportive culture of the organization, poor human resource practice of organizations, double responsibilities on women for family and job, global competition and not flexibility in the policies of the organizations. It is also studied that balance life of employees of many companies are improved by the best practices of the company.

**L. Klopping (2012):** The study analysis that as a result of various changes in the society due to different factors, the requirements at workplace have changed drastically. Any individual can achieve balanced work & life aspects only when is able to maintain the relationship between time, money and health. For some individuals, work life balances can means being able to live quality time with relatives & family along with meeting the demands of workplace.

**M. Adams (2006):** The researcher puts light that balancing work and life means fulfilling the goals of family life and goals of their work-life. From the organizations point of view,

balancing in life and work means to managing or organizing the different activities at workplace so as to achieve positive impact on productivity of the individuals and the organization as a whole.

**D. Clutterbuck (2003):** The study examines that balance in work and life defined a state in which an individual is able to maintain a balance conflicting demands of time so that he/she fulfils the desires of life. Balancing work and refers to acknowledging the different demands of life and work and using the ability to make the suitable choices so as to make balance in life & work.

**2.2 Study Objectives**

1. To access the balance in work and life (WLB) of banking employees.
2. To determine various reasons of imbalance in work & life.
3. To examine the impact of balance work-life and job satisfaction.
4. To provide various recommendation / suggestions to improve imbalanced work-life.

**3. Research Methodology**

3.1 Study Area: Banking Sector, District

Mohali.

3.2 Population: The population consists of employees of the different bank from different positions.

**3.3 Sample Design**

It comprises of sampling technique and sample size.

- a) 3.3.1 Sample Technique: - Sample Technique is simple random sampling is chosen for the present study.
- b) 3.3.2 Sample size: - It is selected so as to give put light on the true picture of problem. Sample size of 250 employees was taken.

**3.4 Data Collection Method and Tool:** Prior to administrating the questionnaire, permission was taken from the top management. Objective of current study was explained to employees and after obtaining their consent they were instructed to respond structured questionnaire. The individuals were required to give his or her answers on the five point likert scale.

**4. Analysis And Interpretation**

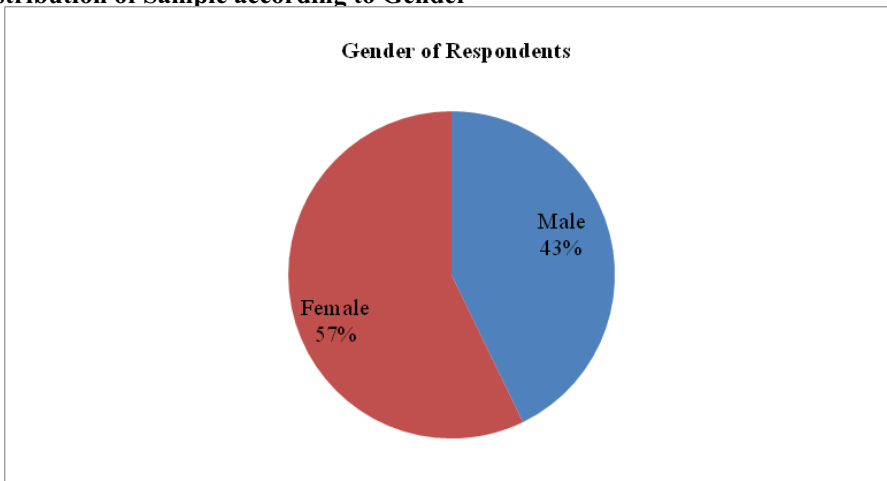
Interpretation: Table 1 and Fig. 1 show that out of total 250 respondents, 42.8%

**4.1 Gender of Respondents:**

**Table 1 - Distribution of Sample according to Gender**

Gender	No. of Respondents	(%)Percentage
Female	143	57.2%
Male	107	42.8%
<b>Total</b>	<b>250</b>	<b>100%</b>

**Fig. 1 Distribution of Sample according to Gender**



respondents represent male gender and 57.2% of respondents represent female gender. Which means in total sample there are more females than males.

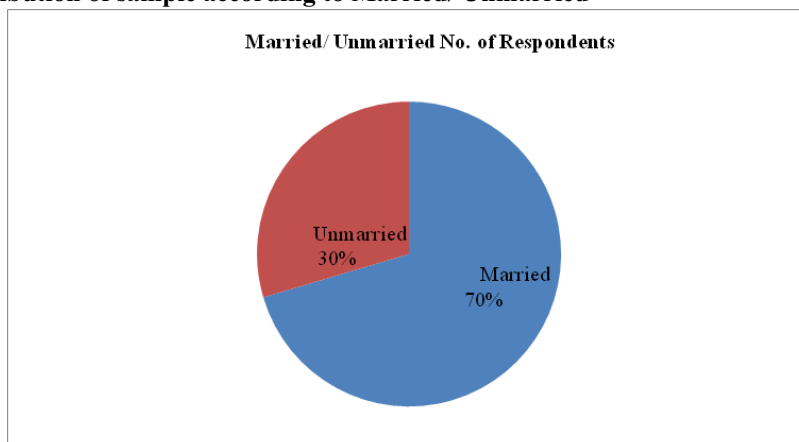
Interpretation: Table 2 and Fig. 2 show that 70.4% respondents are married where as 29.6% respondents are unmarried which means more respondents are married in the

**4.2 Marital Status of Respondents:**

**Table 2 - Distribution of sample according to Married/ Unmarried**

Married/ Unmarried	No. of Respondents	(%)Percentage
Married	176	70.4%
Unmarried	74	29.6%
<b>Total</b>	<b>250</b>	<b>100%</b>

**Fig. 2 - Distribution of sample according to Married/ Unmarried**



total sample.

**4.3 Total Experience of Respondents (In Years):**

Interpretation: Table 3 and Fig. 3 show that 16% respondents have experience between 0 months to 1 year, 28.8% respondents have experience between 1 to 2 years, 25.2% respondents have experience between 2 to 3 years, and 30% respondents have experience of 3 years & above.

**Table 3 - Distribution of sample according to Work Experience**

Experience (Years)	Respondents	(%)Percentage
0 months – 1 year	40	16%
1 year – 2 years	72	28.8%
2 years – 3 years	63	25.2%
3 years & above	75	30%
<b>Total</b>	<b>250</b>	<b>100%</b>

**Fig. 3 - Distribution of sample according to Experience (In Years)**



respondents have experience between 2 to 3 years and 30% respondents have experience of 3 years & above.

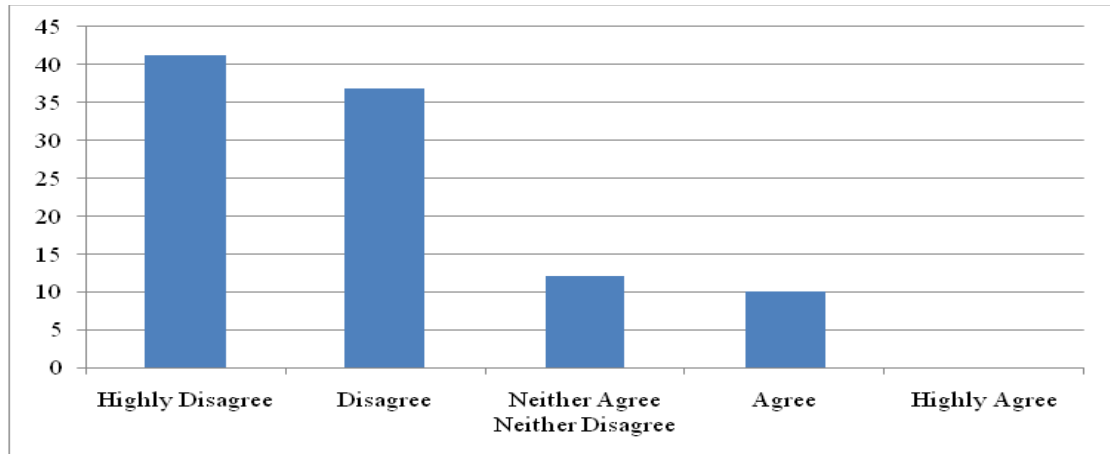
**4.4 Level of satisfaction towards work life balance:**

Interpretation: Table 4 and Fig. 4 show that 41.20% of respondents are highly disagree with the work life balance satisfaction, 36.80% of respondents are disagree with balance in

**Table 4 - Distribution of sample according to Level of Satisfaction**

Level of Satisfaction	No. of Respondents	(%)Percentage
Highly Disagree	103	41.20%
Disagree	92	36.80%
Neither Agree Neither Disagree	30	12%
Agree	25	10%
Highly Agree	0	0%
<b>Total</b>	<b>250</b>	<b>100%</b>

**Fig. 4 - Distribution of sample according to Level of Satisfaction**



work life satisfaction, 12% respondents are neither agree or neither disagree with statement, 10% respondents are agree with the question and 0% respondents are highly agree with the work-life balance satisfaction.

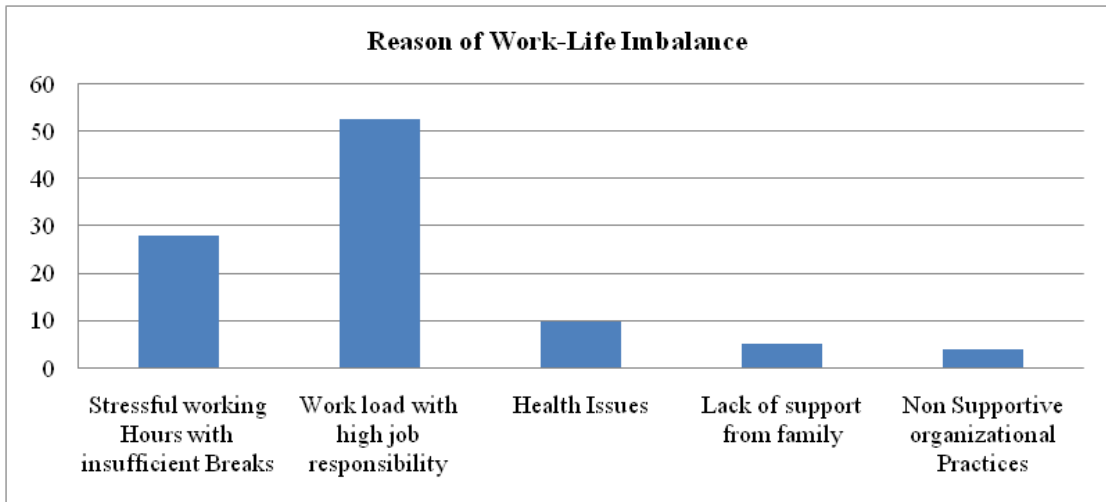
**4.5 Main reasons for Work-Life imbalance:**

Interpretation: Table 5 and Fig. 5 show that 28% respondents says the foremost reason of their work life imbalance is stressful working hours with insufficient breaks, 52.8% respondents highlight the essential reason of

**Table: 5 Main reasons for imbalance in Work-Life**

Reason	No. of Respondents	(%)Percentage
Stressful working Hours with insufficient Breaks	70	28%
Work load with high job responsibility	132	52.8%
Health Issues	25	10%
Lack of support from family	13	5.2%
Non Supportive organizational Practices	10	4%
<b>Total</b>	<b>250</b>	<b>100%</b>

**Fig: 5 Main reasons for imbalance in Work-Life**



their work & life imbalance is work load with high job responsibility, 10% respondents highlight the essential reason of their work & life imbalance is health issues, 5.2% respondents highlight the essential reason of their work & life imbalance is lack of support from family and 4% respondents highlight the essential reason of their work & life imbalance

is non supportive organizational practices.

**4.6 How imbalances in work and life affect employees?**

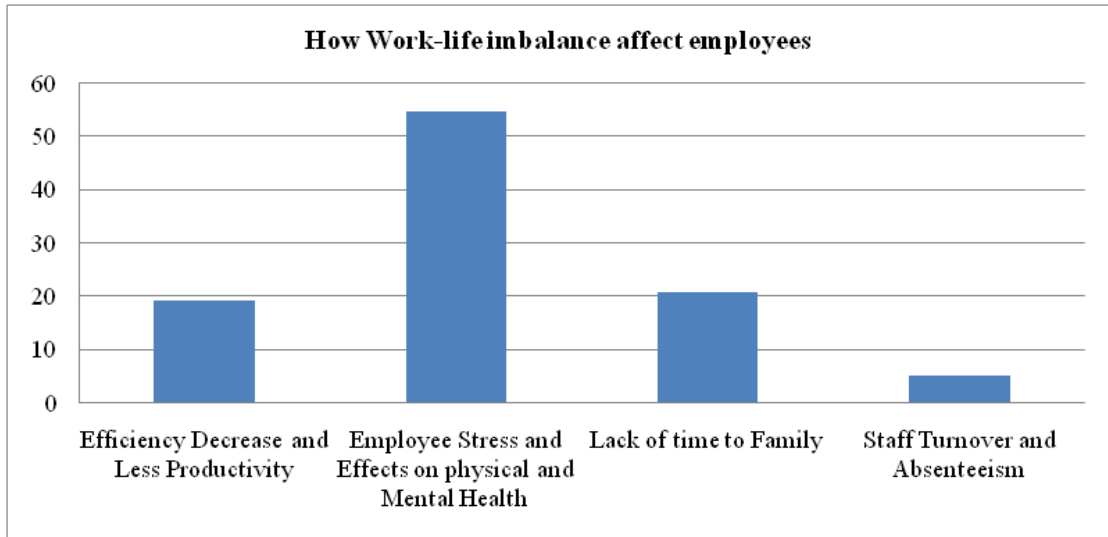
Interpretation: Table 6 and Fig. 6 show that how work-life imbalance affect employees. 19.2% respondents highlight imbalance in work & life affect efficiency and productivity of employee, 54.8% respondents highlight that

**Table: 6 How Work-life imbalances affect Employees**

How it effect Employees	No. of Respondents	(%)Percentage
Efficiency Decrease and Less Productivity	48	19.2%
Employee Stress and Effects on physical and Mental Health	137	54.8%
Lack of time to Family	52	20.8%
Staff Turnover and Absenteeism	13	5.2%
<b>Total</b>	<b>250</b>	<b>100%</b>

**Fig: 6 How Work-life imbalances affect Employees**





imbalance in work & life affect employee stress and physical & mental health, 20.8% respondents highlight that imbalance in their work & life affect family time of employees, 5.2% respondents highlight that imbalance in work & life affect staff turnover and absenteeism.

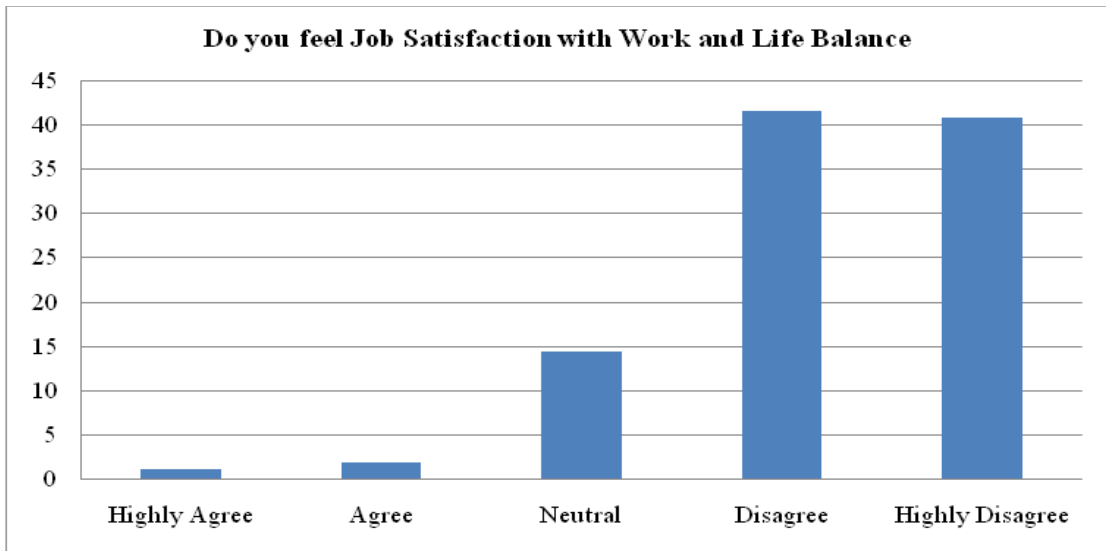
#### 4.7 Job satisfaction with work and life balance.

**Interpretation:** Table 7 and Fig. 7 show that 40.8% respondents are highly disagree with question- do you think job satisfaction with work & life balance, 41.6% respondents are disagree with question -

**Table: 7 Job Satisfaction with work and life Balance**

Response	No. of Respondents	(%)Percentage
Highly Disagree	102	40.8%
Disagree	104	41.6%
Neutral	36	14.4%
Agree	5	2%
Highly Agree	3	1.2%
<b>Total</b>	<b>250</b>	<b>100%</b>

Fig: 7 Job Satisfaction with work-life Balance



Interpretation: Table 7 and Fig. 7 show that 40.8% respondents are highly disagree with question- do you think job satisfaction with work & life balance, 41.6% respondents are disagree with question - do you think job satisfaction with work & life balance, 14.4% respondents respond neutral to question - do you think job satisfaction with work & life balance, 2% respondents are agree with the statement- do you feel job satisfaction with work & life balance and 1.2% respondents are highly agree with the question- do you feel job satisfaction with work and life balance.

### 5. Results And Discussion

The present research shows that the study is done by taking 250 sample size of employees from the banking sector. From the total respondents 42.8% respondents represent male gender and 57.2% of respondents represent female gender, which means in the study there are more females than males. It is also analyze that 70.4% respondents are married and 29.6% respondents are

unmarried which means the study have more married respondents than unmarried respondents. The study will clear the work life balance of the entire respondent's opinion. Many of the respondents are with experience more than 3 or more years i.e. 30% which means they are not new to the work.

Many of the employees feel that they are not much satisfied with current balance in work & life. The reasons of imbalance of work and life are stressful working hours with insufficient breaks, work load with high job responsibility, health issues, lack of support from family and non supportive organizational practices. But the main reason highlighted by most of the employees is work load with high job responsibility (52.8% responses) in banking sector.

The possible outcomes the employees feel by work life imbalance are decrease in efficiency and less productivity, employee stress and effects on mental health and physical health, lack of time to family and staff turnover and absenteeism. But the main outcome (54.8%

responses) of imbalance in work & life is employee stress and bad effects on physical and mental health.

Employees also do not feel job satisfaction with current balance in work and life at the workplace. Majority (41.6% respondents) of employees are disagreeing with the given statement that they think job satisfaction with present work and life balance.

### **6. Recommendations/suggestions To Improve Balance In Work Life In Banking Sector**

Based on given responses and answers of respondents, the following are some suggestions to improve balance in work and life in banking sector.

- Banking sector need to formulate the good practices for work load and time management for the employee's balanced work life.
- There must be employee counselling and mental health training programs for employees as in banking sector employee's directly deal with customers and they have more workload.
- To improve the mental state and to reduce the stress of employees there must be meditation/yoga sessions for employees as they involve in stressful job of banking sector.
- There must be distributed burden of job load for every employee in banking sector.
- Employees should be given with the proper leave arrangements, medical policy and other benefits which shows the commitment and of organisation towards employees.

### **7. Conclusion**

The research study helps in providing detailed understanding of the reasons leading to imbalance in life and work. The study also attempts to explore further recommendation for stabilizes the work and life balance of individuals. In today's competitive world, every industry or organization has to realizee the importance of helping employees in maintaining work life balances so that employees feel encouraged/motivated and well satisfied in their job. But due to work load and other responsibilities employees of banking sector feels work life imbalance. So for that organizations need to take various initiatives in long run for the success and growth of the organization and thus, it becomes very important to concentrate on balancing work and life.

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