

WORK - LIFE BALANCE : WOMEN EMPLOYEES

WORKING IN BANKING SECTOR OF INDIA

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ABSTRACT

Work, life and personal life are two sides of the mint. Creating and managing a balance between the work and personal life is considered to be a work life balance issues. Increasing work pressures, globalization and technological advancement have made it an issue with both the sexes, all professionals, working across all levels and all industries throughout the world. This study is a specific study of private and public, Co-Operative sector banks of Kota City Rajasthan, India. The study endeavors to explore the challenges associated with managing professional and personal life of women employees of the banking sector. These days, the corporate world is exceedingly demanding in India and work deadlines are getting tighter and Due to this work pressure, it becomes exceedingly difficult to maintain a work - family life balance for women employees. It also tries to find causes and consequences of imbalance on the basis of gender, demographics, level of the hierarchy at the organizational level, welfare policies, growth pattern, family and societal commitments. The study concluded that work life balance has become a quest for professionals of banking industries and also that women employee's work better when they do make time for family and personal interests.

Keywords: *Banking; Women Employees; Cooperative Bank; India*

I. INTRODUCTION

The essential for balancing work-family of working women is important. In past days man was considered as breadwinner and women were considered as a homemaker, but today everything was changed both men and women have equal responsibility in work and family (Marchand and Runyan 2000). The Conditions for a new critique began with the rapid proliferation studies about Women and work (Acker 1989). In order to balances work and family the women have to plan their career effectively in the banking sector. Impetus for the debate steams from the other social changes thought to impact upon the way man and women organize their household responsibilities (Baxter 2002). The good work-family balances includes the priorities fixing by working women, awareness of current working position and environment, update latest technology, fix schedule such a manner that sufficient time with family, monitoring self-performance and improve the area when and where required. As Budd and Mumford (2006) make clear, firms can 'provide' such benefits but actually discourage their use. Thus, it is insufficient simply to measure if such benefits exist in the books.

Instead, we build on Budd and Mumford (2006) by first investigating the managerial practices associated with workers claiming that their workplace makes a commitment (implicit or explicit) to provide family friendly work practices, and second identifying the characteristics associated with workers claiming that their workplaces keep these commitments once made. This two-step process fits with Budd and Mumford's (2006)

insight that many family friendly practices exist but are not meaningful, and it allows an exploration of the hypothesis that an essential element of successful management is mutual commitment.

Work, life and personal life are interrelated and interdependent. Spending more time in the office, dealing with clients and the insistences of the job can interfere and Affect the personal life, sometimes making it impossible to even complete the household chores. Although sexual orientation has a significant influence on income (Franzway2001). 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 Focus at work.

Many times, successful people, in the pursuit for arrival the top, work so hard, that they miss out on the real delights of life. Working-Class households were commonly crowded and economically precarious(Gilding1991). While it is absolutely great to have a prosperous career, it is equally imperative to have a life outside work. Work-personal life conflict happens when the encumbrance, obligations and duties Work and family roles become out of keeping. Obligation of one can force an individual to ignore the other.

The term Work Life Balance (WLB) is appealed by all including the individuals and Corporate all over the world. Though many have suggested various definitions, there is no accepted definition for this term. Work Life Balance (WLB) is defined as a satisfactory level of involvement between the multiple roles of a person's life. It is a person's control over the responsibilities between their workplace, family, friends and self. It is a prosperous state of equilibrium achieved between an employee's primary priority in their workplace and in their individual life. There are various people like family members, friends, supervisors, peer group and others involved in every person's life. The support gained from them will play a key role in leading a prosperous life journey.

II. LITERATURE REVIEW

Various research studies were conducted on WorkLife Balance especially on Women who were working in different sectors in India as well as in the other parts of the world. Supriya (2010) has spotlighted worklife balance across genders and found that both men and women are experiencing worklife imbalance. Though after Liberalization, many Indian organizations have been presenting various work life balance practices like Flexi times, part time work, and provision of child care facilities which are facilitated in various developed countries. It is found that imbalance still exists among men and women in every organization.

Samuel and Vivienne (1996) studies revealed that women balance their work and family identities by trading-off one role for the other. In contrast, men are able to simultaneously identify with work and family roles. Elizabeth et.al (2005) investigated the influence of gender and tenure status in balancing parenthood and career and results revealed that women reported greater career and family stress and perceptions of less institutional support for balance of work and family.

Halpern (2005) highlights that despite changes in the workforce, the world of work is still largely organized for a family model that is increasingly rare one with a stay-at-home care-giver be it for child care or younger children or older relatives. Therefore, he makes the case to align the needs of working families and employers. Building on past research, the theory of reasoned action and expectancy theory and a survey of 1972 managers in a large government agency.

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Krishna Reddy et al. (2010) found that the number of hours worked per week, the amount and frequency of overtime, inflexible work schedule, unsupportive supervisor and an inhospitable work culture increases the likelihood of women employees to experience conflict between their work and family roles.

Johnson Roxanna(2008)in his research on “An analysis of equity perception related to family-friendly, work-life balance of female employees without dependents “finds companies have initiated family-friendly, work-life balance programs to improve retention, recruitment, job satisfaction, and productivity, and to reduce absenteeism and stress of employees with dependents. The results of this study suggest that developing work-life balance programs that are more equitable for all employees will increase perceptions of organizational justice, thereby increasing perceptions of value to the organization for employees without dependents. Industrial/Organizational psychologists who work for, or with, organizations and others in leadership positions may want to more closely attend to the equity of work-life balance programs. Ideas are provided based on suggestions; participants gave for making work-life balance programs more equal for all employees.

III. SCOPE OF THE STUDY

The Private Sector and public sector Banks which pool under the services sector are the main drivers of economic growth in India and it forms the largest Component of the company too. This service sector heavily depends on people who are capable of handling it and as a consequence of this person from the Basic asset of this sector. Employees working in this sector are young, view their careers as supreme and have a different mindset relating to social norms life Balance etc. These employees typically work in intensifiers result-driven culture. They work long hours and often must accommodate their working hours the time zones of major financial hubs. With many banks extending operating hours there is a need for work, life practices as well. In work life, the life describes a person's or group's standard of living environment, public health, safety and general surroundings while work life encompasses things that affect their wellbeing such as salary and benefits. Significant work life programs for banks include part-time work, telecommuting and flexible benefits. Workplace life is increasingly a significant part of the total benefits package.

The study is carried out in organized public sector and private sector banks. The study confines its scope to recognize the various factors involved in the Work Life of women employees more specifically in banking sectors.

IV. 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 (Bagga et al. 2008). 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, crummieest 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.

V. OBJECTIVES OF THE STUDY

1. The study aims to explore and gain better understanding of women employees Worklife of Private sector and the public sector Bank in Kota city.
2. The contribution of this study is to examine the various factors influencing the women employees of Work Life of Bank.
3. This paper aims to study the good faith of various key factors to the work life of bank women employees.

VI. RESEARCH METHODOLOGY

6.1 Area under study

The sample was taken from private and public, Co-operative sector banks, Rajasthan State co-operative bank, the Kota central co-operative bank of Kota city, which includes State Bank of India, Punjab National Bank and Allahabad bank among Public Sector banks and HDFC Bank, ICICI Bank, and AXIS Bank among Private Sector banks.

6.2 Data Collection Tools

6.2.1. Primary Data

A set of questionnaire was developed to collect the responses from the employees of the banking sector to perceptualize the opportunities, scope and constraints and grey areas with regard to comparative study of employees of private and public, Co-operative sector banks of Kota city. Information on geographic, sociocultural and psychological perspectives of the study area has been collected for preparing this questionnaire.

The major dimensions which have been used to measure Work Life Balance (WLB) are namely- gender bias, demographic structures of families of employees, level of hierarchy in the organization, welfare policies of the organization and family and societal commitments of the employees.

6.2.2. Secondary Data

For requisite details on planning and policies of government and other geographical and socio-cultural perspective of the study area was collected from authentic resources such as books and journals, research papers, Project readings, unpublished reports of government departments and other reliable sources of information broadcast.

VII. SAMPLING TECHNIQUE

The Stratified Random Sampling Technique has been used in order to collect the primary data.

7.1 Sample Size

300 samples have been taken from privateand public, Co-operative sector banks of Kota city.Sample comprises of supervisory and subordinate staff of public sector banks and Co-operativesector banks managerial and executive staff of private sector banks. Samples has been taken from the and public, Co-operativesectorbanks with the specific studyof State Bank of India, Punjab National Bank, Allahabad Bank among public sector banks and Co-operative sector banks Co-operative sector banks, Rajasthan State co-operative bank, the Kota central and HDFC bank, ICICI Bank, and AXIS Bank among private sector banks.

VIII. RESULTS AND DISCUSSION

The qualitative and quantitative analysis of work-Life balance of employees in banking sector was one on the basis of interpretation derived out of the specially framed questionnaire with the help of tabulation of data (Table 1). Major findings of the study have been summarized in Table 1 below.

The study polled 200 banking employees from the private and the public, Co-operative sector banks located in Kota city which included Rajasthan State Co-operative bank, the Kota central Co-operative bank from Co-operative sector banks,State Bank of India, Punjab National bank, Allahabad Bank from the public sector and HDFC bank, ICICI bank, AXIS bank amongst the private sector banks.

Only 48 % people in the public sector banks accepted that they do not feel happy in their work place while 29 % private sector and 24 % employees responded favorably accepting that they feel happy at their work place. About56 % public sector employees were dissatisfied with the policies/facilities regarding timeoff for family engagements whereas the private and Co-operative sector bank employees also followed the same trend with 59 % and 71 % of their employees. Majorityof the employees with 78% amongst the public sector and 93 % and 89%of amongst the private sector and Co-operative sector realized that women employees cannot pursue their career with same velocity after marriage and child break. Mixed kind of responses drawn from the employees revealed that married and working couples appear to manage work life better. Amongst public sector about 44 % of the employees polled in favour whereas amongst the private sector 54 % and Co-Operative sector 52% polled in favour.

Working in odd shifts /after work hours influences marital relationships was accepted by 71 % employees in the public sector while it was leading with 70% in Co-Operative and 72 % in the private sector banks.

The study reveals that as high as 85 % of the employees in the public sector and 86 % of private sector and 84% in Co-operative sector found it difficult to maintain work life balance after a child break. Hardly 39 % of the employees amongst the public sector and 49% Co-operative sectorand 48% amongst the privatesectorcould agree on that men equally share households and childrearing responsibilities.However the employees around 66 % from public sector and 60% in Co-operative sector and 62 % of from private sector had agreement on that their organization exercised parenting-family as well as child care programmes to help balance the their work-life. Approximately 57 % of public sector employees and 66% in Co-operative sector and 64% employees

of private sector feel that they can earn enough to take care of their spouse and children. However is alarming that approx 70 % of the public sector and 75% in Co-operative sector and 72 % of the private sector felt themselves stressed out most of the time because of their work related pressure.

Despite of liberalisation and globalization in the Indian banking industry the element of gender bias has been felt by almost 69 % in the public sector and 64 % in Co-operative sector and 63% in privates sector. There has been greater satisfaction amongst the public sector banks leading with 68 %with regard to the amount of the time they were able to spend with their families as compared to employees in the Co-operative sector33% and private sector with just 49%. Approximately 51 % amongst public sector feel that increase in hierarchy level of an individual does have important act of over work-life balance while Co-operative sector 54% and 55% of amongst the private also feels so. Increase in age and societal commitments may have hindrance in maintaining once work-life balance was accepted by a majority of 77 % amongst public sector and 74% in Co-operative sector and 77 % amongst the private sector.

Approximately 61 % of employees in the public sector and approximately 49% of employeesamongst Co-operative sector and 53 % of employees amongst private sector feels that careers in banking are compatible with work-life balance.

IX. SUGGESTIONS AND RECOMMENDATIONS

The following suggestions can be given to the executives to manage the work life balance:

- One of the best solutions is time management. Which can help to reduce the imbalance between the personal and the work life of the Women employees.
- Planning the activities and prioritizing the tasks can help to take out some free time which can be utilized for other purposes.
- Taking some time out for hobbies and leisure activities, spending time with loved ones can help to beat the stress.
- Work life balance will helpful to manage the responsibilities and sharing.
- Utilizing the ‘flexible working hours’ option of the organizations to get some free time.

X. CONCLUSION AND FUTURE PROSPECTUS

It is manifest from the above study that women employees working in the banking industry to maintain a balance of work can have serious implications on the life of an individual. Work and personal life conflict occur when the burden, obligations and responsibilities of work and family roles become incompatible, it is very difficult to balance home life and work life. In other words women employees of public sector banks are performing well on job knowledge, interpersonal relationship and women employees of Cooperative Sector loyalty and commitment, while women employees of private sector banks are having an edge over their public sector counterparts in parameters like attitude towards work and ambition for career growth. The study concluded that the work life balance has become a quest for professionals of banking industry both in private and public, Co-operative sector of Kota City and also that employee's work better when they do make time for family and personal interests.

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Appendix A

Table 1: Findings of the study (Figures are percentage of women employees)

Statements	Public		Private		Co-operative	
	YES	NO	YES	NO	YES	NO
I feel happy at my work place.	48	52	29	71	24	76
My organisation has time off facility for family engagements	44	56	41	59	29	71
Women employees feel that they can't pursue their career with the same velocity after marriage and child break	78	22	93	7	89	11
Married and working couples appear to manage work life better	44	56	54	46	52	48
Working in odd shifts/after work hours influences marital relationships	71	29	72	25	70	30
After child break women employees find it difficult to join the workforce and maintain work life balance	85	15	86	14	84	16
Men equally share household and child rearing responsibilities	39	61	48	58	49	51
My organisation has parenting, family as well as child care programmes to help balance my work life	66	34	62	38	60	40
I feel I earn enough to take care of my spouse and children	57	43	64	36	66	34
I feel stressed out most of the time because of my work pressure	70	30	72	28	75	25
I almost always feel the element of gender bias in my work as well as my family life	69	31	63	37	64	36
I'm satisfied with the amount of time I spend with my family	68	32	49	51	33	67
I feel the increase in the hierarchy level of an individual does have a positive impact over WLB	51	49	55	45	54	46
Increase in age and societal commitments may have hindrance in maintaining one's WLB	77	23	76	24	74	26
Careers in banking are compatible with WLB	61	39	53	47	49	51