WORK LIFE BALANCE IN PRIVATE SECTOR BANKS OF INDIA WITH SPECIAL REFERENCE TO DELHI (NCR) REGION

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ABSTRACT

Indian Banking Sector is growing with a rapid pace and proving an international repute since two decades. The banking productivity is a depending factor with the efficient and innovative employees. Providing quality environment is a key to attract global talents, to compete in the hectic banking work culture. Personal life and professional life are two sides of a coin. Work life balance is a reason of stability in which the demand of both professional and personal life is equal.

The present study makes an attempt to converse Work Life Balance issue in Private Sector Banks in India with special reference to Delhi NCR region. The study endeavors to explore the challenges associated with managing professional and personal life of employees of the banking sector. It checks the causes and consequences of imbalance on the basis of personal and professional issues like career development, organizational culture and climate, job targets,

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working hour, job stress and burnout, level of the hierarchy at the organizational level, welfare policies, growth pattern, family and societal commitments etc.

The study further concludes that work life balance has become an expedition for professionals of banking sector. The finding reveals that the corporate world is exceedingly demanding and work deadlines are getting tighter impact to maintain a work - family life balance for employees.

Keywords: *Work life balance, Indian Banking System, Private Sector Banks, Personal life and professional life*

Introduction

Employees of banks play very important role for banking business. In a service industry like banking, the quality of human resources assumes vital importance; bank customers would normally do business with a bank whose staff is well informed and well helpful. For this reason the best personnel are selected, motivated and trained to conduct banking function in a better way. Improved efficiency and promotion of personalized services are required on the part of the employees for them to offer pleasing, convincing and fulfilling service to customers. Bank officers form a fragile link between the management and the clerical staff. The success of the bank depends upon the coordination, harmonization and support of the bank employees.

Hence the work life balance of the employees is of prime importance because only satisfied and happy employees will be able to achieve the goals of the organization.

The changing needs of employees, their culture, values, aspirations and work environment gave birth to new sub-systems of Work life balance. One such new sub system is Quality of Work Life Balance (WLB). Work Life Balance is interpreted and viewed in different ways. Work life balance is the combination of personal and professional life of the bank employees; it is the degree of favorable work situation which will exist within the organization. A successful key of any organization is to improve the employees work life balance. This research paper also analyses the work life balance of employees in Private Sector Banks with reference to the NCR region.

Literature Review

Kaur, D. (2010) ,in his article discuss the quality of work life in ICICI Bank Ltd, Chandigarh, the Researcher said, that employees are happy with the working conditions of the bank. They are

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not happy with the way performance appraisal is done and feel that there management is not flexible with their social responsibilities and hence they are less satisfied with their jobs.

Pranee, C. (2010), in his research paper entitled, Quality of Work Life for Sustainable Development, suggested that measures and strategies are focused on concern satisfying the minimal lower needs of employees, such as security, safety, and welfare improving job contents, as well as participation and responsibilities in the decision making process. Moreover, QWL issues also address elements such as are involved high motivation, morale, healthy industrial relations and cooperation.

Subrahmanian and Anjani, N. (2010), in their paper titled, constructs of quality of work life a perspective of textile and engineering employees. The researcher contented that the quality of work life of both engineering and textile industries of Coimbatore. The general impression one would get is that the quality of work life in engineering industry by and large is better than textile industry. As both industries are in the forefront of the industrial growth and accommodate the major chunk of the work force of the country. Concerted and concrete efforts for enhancements of quality of work life would do a lot to improve the morale and motivation of the employees and as a result there would be improvement in the health of our Indian Industry.

Tabassum, Rahman and Jahan (2010), in their research work with caption, quality of work life among the male and female employees of private commercial banks in Bangladesh, found their study that the male employees perceived higher quality of work life than their female colleagues. **Vijaya, T.G. & Hemamalini, R. (2012),** in their article titled, impact of work life balance on organizational commitment among bank employees, the researcher found that there exist a positive correlation between affective commitment, continuance commitment and work life balance variables.

Objectives of the Study

The main objectives of the study are as follows:

- To identify the key dimensions of work life balance of employees in context to the private banking sector in Delhi NCR region.

- To analyze the variation in work life balance across demographic variables.

- To suggest the strategies of work life balance for private bank employees.

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Hypotheses of the Study

- H_{01}: there is no significant difference in the mean value of work load between male and female.

- H_{02}: there is no significant difference in the mean value of factor improving work life balance between male and female.

- H_{03}: there is no significant difference in the mean value of bank policy between male and female.

- H_{04}: there is no significant difference in the mean value of work load between male and female.

- H_{05}: there is no significant difference in the mean value of work load across designation.

- H_{06}: there is no significant difference in the mean value of factor improving work life balance across designation.

- H_{07}: there is no significant difference in the mean value of in company policies across designation.

- H_{08}: there is no significant difference in the mean value of in the workload across designation.

Methodology of the Study

The study is based on primary data which has been collected from the employees of Private Sector Commercial Banks of Delhi NCR region with the help of pre-structured questionnaire and interviewed with the persons concerned.

Sampling Design

There are 130 employees are selected as respondents from different Private Sector Banks of NCR regions and data have been collected from their response through pre-structured questionnaire.

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Nature of Data

The data considered for the present research is primary in nature which has been collected from the pre-structured questionnaire. The sampling technique used in the present study is convenience and non probabilistic in nature.

Collection of Data

The data has been collected personally with the help of pre-structured questionnaire.

Tools used in Study

The reliability of data has been checked through Cronbach's alpha by overall scale.

Independent t-test and ANOVA has been applied for the purpose of analysis.

Description of the Respondents

For the purpose of research paper the data has been taken from the Private Sector Bank employees of NCR. The number of respondents are 130 comprises 91 males and 39 females. The respondents are further categorized into three different levels i.e. managerial, administrative and assistant levels respectively.

Data Analysis and Interpretation

To study the aspects of work life balance in private sector banks, it is very essential to estimate the different dimensions which are to be taken into consideration for studying the work life balance of the employees of private sector banks of Delhi NCR region.

To understand the dimensions which affect the work life balance of the employees, factor analysis are used to reduce the data/to club the variables together and focus a broader category which represent the major dimensions of work life balance.

The following tables provide the inference about the broader category which is used in the study. Further, to comprehend the work life balance the following tables are considered.

Table – 01 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		*.698*
Bartlett's Test of Sphericity	*Approx. Chi-Square*	*241.161*
	Df	*78*
	Sig.	*.000*

Source: From data using SPSS

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As in the above table, the significant value approximate of chi square is 0.000 which is less than the 0.05 this shows that the categories of the variables/aspects are statistically significant. For this study, to see the impact of work life balance of private banks in NCR region above mention categories are used as dependent variable or two demographic characteristics i.e. gender and designation is used as the independent variable. Now to see the impact of work life balance of the private sector banks in NCR region between gender, H_{01}, H_{02}, H_{03} and H_{04} is formed and to test the hypotheses we used paired sample t-test.

Table – 02 Factor Analyses

S. No.	Category	Variables	Factor Loading
1	Impact of Work Load	S-12 I ever feel tired or depressed because of work.	0.688
		S-8 I feel that I am not able to balance my work life.	0.668
		S-10 I find myself unable to spend enough time with my family	0.654
		S-11 I ever miss out any quality time with my family or my friend due to work load.	0.645
		S-7 I normally work approximately 12 hours in a day	0.539
2	Factor Improving Work Life Balance	S-15 The company is concern about the health issues of employees and their family.	0.668
		S-13 I take special initiative to manage my diet.	0.642
		S-14 Flexible working hours	0.638
		S-9 I work in shifts	0.618
3	Company Policy	S-16 The organization has a policy for family support of employees.	0.823
		S-17 The company provides paid paternity/maternity leaves.	0.620
4	Workload	S-6 I normally work six days in a week	0.805
		S-18 The company has a separate policy for work life balance.	0.523

Source: Based on Rotated component matrix provided in appendix.

From the above table, it is cleared that the different aspect of work life balance is club into the major categories and to verify the statistical significant of the above framed four categories KMO and Battelle's test is applied.

Table – 03 Reliability Statistics

Cronbach's Alpha	N of Items
.627	17

Source: from data using SPSS

To check the overall reliability of the questionnaire, the cronbach alpha test is analyzed; If KMO statistic varies between 0 and 1. A value of 0 indicates that the sum of partial correlations is large relative to the sum of correlations, indicating diffusion in the pattern of correlations (hence, factor analysis is likely to be inappropriate). A value close to 1 indicates that patterns of correlations are relatively compact and so factor analysis should yield distinct and reliable factors.

Kaiser (1974) recommends accepting values greater than 0.5 as barely acceptable (values below this should lead you to either collect more data or rethink which variables to include). Furthermore, values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb (Field, 2009).

In well structured questionnaire of 17 items is taken for overall scale of cronbach alpha and the value of cronbach alpha is .627 which is greater than 0.6 hence by the help of this value researcher may conclude that overall scale of questionnaire is overall good.

A. To see the difference of workload between genders following table can be used.

Table – 04

Gender	Mean Value	t-test	Sig.	Result
Male	*3.5231*	*0.256*	*0.798*	*Insignificant*
Female	*3.5590*			

Source: from data using SPSS

The above table shows the results of independent sample t-test applied to certain the differences in the mean value of work life balance with gender. The table indicates the mean value of female 3.5590 is greater than the male 3.523. Further t value is -0.256 and its corresponding significant indicate no significant difference in the mean value of impact of work life balance between male and female. Therefore, hypotheses H_{01} is accepted.

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B. To see the factor improving work life.

Table – 05

Gender	Mean Value	t-test	Sig.	Result
Male	3.5302	0.724	0.470	Insignificant
Female	3.4038			

Source: from data using SPSS

The above table shows the results of independent sample t-test applied to certain the differences in the mean value of improve work life with gender. The table indicates the mean value of female 3.5302 is greater than the male 3.4038. Further t value is 0.470 and its corresponding significant indicates no significant difference in the mean value of improving work life between male and female. Therefore, hypotheses H_{02} is accepted.

C. To see the company policies between gender

Table – 06

Gender	Mean Value	t-test	Sig.	Result
Male	3.8022	-0.154	0.878	Insignificant
Female	3.8333			

Source: from data using SPSS

The above table shows the results of independent sample t-test applied to certain the differences in the mean value of company policy with gender. The table indicates the mean value of female 3.8022 is greater than the male 3.8333. Further t value is -0.154 and its corresponding significant value 0.879 indicate no significant difference in the mean value of improving work life between male and female. Therefore, hypotheses H_{03} is accepted.

D. To see the workload between gender

Table –07

Gender	Mean Value	t-test	Sig.	Result
Male	3.4778	2.298	0.023	Significant
Female	3.1795			

Source: from data using SPSS

The above table shows the results of independent sample t-test applied to certain the differences in the mean value of workload with gender. The table indicates the mean value of female 3.4778 is greater than the male 3.1795. Further t value is 2.298 and its corresponding significant value 0.023 indicates significant difference in the mean value of work load between male and female. Therefore, hypotheses H_{04} is rejected.

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Table – 08 Workload across Designation

Designation	Mean Value	F Test	Sig
1 – Managerial	3.5556	0.254	0.776
2 – Administrative	3.5587		
3 – Assistant	3.4483		

Source: from data using SPSS

The above table presents the impact of workload across the different managerial capacities in private sector banks in Delhi NCR region. The mean values of managerial, administrative and assistant are 3.5556, 3.5587 and 3.4483 respectively. From the analysis, it has been cleared that the F value is 0.254 and its corresponding significant value is 0.776 which is more than 0.05 going towards to the accepting the null hypotheses. Now it is cleared that there is no impact of workload across designation in private sector banks in Delhi NCR region.

Table – 09 Factors which improve work life across Designation

Designation	Mean Value	F Test	Sig
Managerial	3.0278	2.680	0.072
Administrative	3.6033		
Assistant	3.2845		

Source: from data using SPSS

The above table presents the impact of workload across the different managerial capacities in private sector banks in Delhi NCR region. The mean values of managerial, administrative and assistant are 3.0278, 3.6033 and 3.2845 respectively. From the analysis, it has been cleared that the F value is 2.680 and its corresponding significant value is 0.072 which is more than 0.05 going towards to the accepting the null hypotheses. Now it is cleared that there is no impact of factors which improve work life across banks in Delhi NCR region.

Table – 10 Company Policies across Designation

Designation	Mean Value	F Test	Sig
Managerial	3.6111	0.494	0.611
Administrative	3.8696		
Assistant	3.6897		

Source: from data using SPSS

The above table presents the impact of workload across the different managerial capacities in private sector banks in Delhi NCR region. The mean values of managerial, administrative and assistant are 3.6111, 3.8696 and 3.6897 respectively. From the analysis, it has been cleared that the F value is 0.494 and its corresponding significant value is 0.611 which is more than 0.05

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going towards to the accepting the null hypotheses. Now it is cleared that there is no impact of company policy across designation in private sector banks in Delhi NCR region.

Table – 11 Workload

Designation	Mean Value	F Test	Sig
Managerial	3.7222	2.401	0.095
Administrative	3.4176		
Assistant	3.1897		

Source: from data using SPSS

The above table presents the impact of workload across the different managerial capacities in private sector banks in Delhi NCR region. The mean values of managerial, administrative and assistant are 3.7222, 3.4176 and 3.1897 respectively. From the analysis, it has been cleared that the F value is 2.401 and its corresponding significant value is 0.095 which is more than 0.05 going towards to the accepting the null hypotheses. Now it is cleared that there is no impact of workload across designation in private sector banks in Delhi NCR region.

Concluding Remarks

In this paper, the work life balance in private sector banks with reference to NCR region policies has been successfully determined and specifically the impact of work load, factor improving work life balance, company policy and work load have been assessed.

The Present Research is primarily concerned about the work life balance in private sector banks of NCR region. The researcher has tried to examine each and every aspect of professional and personal life for the purpose of research 130 bank employees has been taken into consideration comprises of male and female. For the purpose of the research, a well design questionnaire has been prepared to investigate the actual condition of the private sector employees in order to evaluate their WLB. The result indicates that there is the flexibility in impact of workload with the female as compared to male employees. The bank policy towards the employees is much different between male and female but in case of workload, female have relaxation in comparison to male. From the analysis it has also found that the working conditions are same across the different designation. The policies of banks are not much different for its employees.

Managerial Implication

The study provides an insight on the dimension of work life balance of the employees of private sector bank. This would lay down a specific framework for bank management to maintain the right balance between the demand of work and personal issues of an employee's. Such

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strategy/framework wills definitely improve the working condition which leads to overall improvement in performance of the banks.

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