

Are Working Women Able to Manage their Work Life Balance?

*A Study of Bank and Insurance Companies' Professionals
of Punjab*

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Abstract

In the era of 21st century, women have come out of their protective shells to face the world outside. They have broken the shackles of traditions and customs. They have become earning members of the society. But we still live in male dominated society. At office woman is boss but at home she is daughter, wife, and mother. She is expected to work at both the places with equal efficiency. This creates challenge and problem for working females. The question arises whether they able to balance their work and life. Need of the hour is to develop and disseminate research findings for the corporate and government to frame policies and strategies in order to maintain WLB among working women. The study will help to reduce problems of stress, absenteeism, turnovers, divorces and decline birth rate and extra martial affairs among women. This study attempts to find out the factors that enables or constrains the performance of working women in both roles as well as coping mechanisms that facilitate women professionals to manage their dual – roles.

Keywords: *Work Life Balance, Working Women, Banking and Insurance*

INTRODUCTION

Over the past few decades, there is tremendous change in the work and global business arena and thus the work environment becomes more competitive. This change has taken place in public sector companies, nationalized, private and foreign banks too. In India, there has been a tremendous increase in women employment in banking sector from the year 1950. A gradual but remarkable increase in the women employment has been seen from 1960 in metropolitan cities. These days one can find women working in almost all types of banks. Few of the significant reasons for increase in the recruitment rate of women are qualification, honesty, time-consciousness, sense of responsibility, performance and completion of work within the stipulated time.

Due to immense social changes taking place in Indian families and financial commitments, modern standard of living this particular change is observed. Not only this, changing policies of management after nationalization of banks, drastic changes in banking and finance, have led to increase in the women employment. Thus for sharing the financial responsibilities of the spouse as well as to raise the standard of living women started working. It has been observed that the number of women employment is very high in metropolitan cities as compared to second or third tier cities. Due to the nationalization policy of banking sector in the year 1969, there has been reduction in the gender discrimination against women in banking jobs. In fact, there are more number of women employed in service sector now a days. Parallel to this, women also prefer banking jobs for better stability, regular working hours and secured environment. Women employment has become more significant after the year 1980.

Concept of Work Life Balance

The term “Work Life Balance” was coined in the year 1986, but its usage in everyday language was not very prominent for a number of years. Interestingly, work life programs existed during the early 1930’s before World War II. The W.K. Kellogg Company was the first company to sense the problem and created four six hour shifts daily to instead of the traditional three eight-hour shifts. And the new shift system leads to the increased morale of the employee and thus their efficiency (Lockwood, 2003). While in the pastoral and agrarian societies work and life were not separated. Thanks to the industrial revolution, this brought about separation between the two. Both the societies had its own requirements, which was usually conflicting with each other. Due to this there was a demand to have some balance between the two societies by the women employees. The expression ‘work-life balance’ (WLB) first came into picture in the middle of 1970s to describe the balance between an individual’s work and personal life (Newman and Matthews, 1999). Nearly 50 years ago, (Kanter, 1977) gave a strong opinion about the “myth of separate worlds” and called attention to the reality that work and home are inescapably linked. In the past 15 years, there has been increasing interest in study of work-life balance among the scholarly world as well as government, management and employee representatives because of its effect on the employee productivity. (Russel and Bowman, 2000; Pocock et al., 2001).

Review of Literature

The aim of this section is to evaluate how women balance their work and family. Therefore the factors affecting the work family

balances and problems faced by working women are evaluated with the help of already existing literature. This chapter includes various opinions of different authors and their research finding.

Koch and Binnewies (2015) conducted an advance level study to examine the importance of supervisors as work-life-friendly role models for employees' boundary management. In total, 237 employees and their 75 supervisors participated in the study. Results from hierarchical linear models revealed that supervisors who showed more segmentation behavior to separate work and home were more likely perceived as work-life-friendly role models. Particularly, the researchers tested whether supervisors' work-home segmentation behavior represents work-life-friendly role modeling for their employees. Furthermore, it was tested whether work-life-friendly role modeling is positively related to employees' work-home segmentation behavior. Also, the researchers examined whether work-life-friendly role modeling is positively related to employees' well-being in terms of feeling less exhausted and disengaged. Employees with work-life-friendly role models were more likely to segment between work and home, and they felt less exhausted and disengaged. It was concluded that supervisors as work-life-friendly role models are highly important for employees' work-home segmentation behavior and gatekeepers to implement a work-life-friendly organizational culture.

Ciutiene and Adamoniene (2015) through their research delineated that a constantly changing environment and an increasing competition, organizations face new challenges. The article discusses the Interaction between Employee's Interests and Attitude towards work as well as personal life.

In order to meet customers' requirements and ensure the growth of activity and finance results, organizations are interested in quality improvement, in the increase of the quality of work as well as in the implementation of new technologies and modern working methods. The meeting of the above mentioned interests could be reached only by organizations having necessary competences, which are created by the workers of enterprises. The limited resources and possibilities of organizations handicap the situation. In this article the researchers carried out empirical research and showed that employees, expressing different attitudes, motivate their main interests with different priorities. The empirical research involved employees of 12 Lithuanian business companies acting in the areas of furniture industry and IT and telecommunications. The interrogation involved employees of different levels with exceptions of the lowest level employees. 700 questionnaires were distributed but only 465 of those returned were not spoiled and were suitable for the analysis. The results suggest that leadership, supervisor/manager recognition and support for individuals and their needs, influence work-life balance and work life balance can be improved by nurturing individual balance-enabling skills as well as developing organizational balance-supportive capabilities.

Mirti et al. (2015), analyzed motives of entrepreneurs' in the framework of organizational behavior theory is a popular research area regarding female entrepreneurship. The research analyzed women entrepreneurs' motives (propensity for risk, finding a work-life balance, desire to develop business skills, need to seek self-employment, and desire to earn more than in paid employment) to achieve survival of their businesses through crisp set qualitative

comparative analysis (csQCA). Analysis yielded to the following two results, i.e. women whose motive is to pursuit a better work–life balance are less likely to success; and women whose motive is risk-taking are more likely to success.

Maiya (2014), through an empirical research provides a deep understanding of WLB of mothers working in private and public sectors. An equal number of employees in private and public sector were selected for survey. These sectors were evaluated on following six sub scales like personal factors, balancing factors organizational support, motivational factors, career advancement and psychological factors. As the focus of the study was on working mothers, Purposive sampling method was adopted. It is a non-probability sampling technique which was selected based on the knowledge of the population and the purpose of the study. Respondents holding various positions at senior, middle and at entry level at various Public sectors and Private sectors were considered. Samples of 110 responses were collected for this study. As many as 55 responses from each Public sector and Private sector were considered. The research concluded that working women faced problems and difficulties in balancing their professional and family responsibilities. The results showed a high correlation between the two, i.e. one the difficulties faced and other is the balancing of the working women to be performed. The noteworthy results were highlighted in the areas of Psychological factors, career advancement factors, and organizational support. The research defines certain definite HRM interventions for healthier work-life balance, for itself.

Raisinghani and Goswami (2014) tried to reassess few antecedents of work life imbalance and its effects on both organization

and individual point of view. The empirical research proposes to test a conceptual model. The planned model emphasized on the relationship existing between two parameters namely work and family and their impact on family to work interference and work to family interference. The conceptual model proposed also tried to associate various constructs of work life imbalance or conflict to the individual outcomes and organizational outcomes.

Saravanan and Dharani (2014) through their research revealed a picture of the factors which determines the work life balance of school teachers. 150 teachers from private and public sector schools were included in the study. The impact of various independent variables on work life balance in respect to private school teachers was studied through independent sample t-test. The research showed a conflict will arise if proper care is not taken to balance work and life. The responses gathered from the men highlighted that if outside pressures are removed and a feeling of team direction is given to women, then they shall successfully balance office and home. Women assumed that the responsibility and accountability, security factor have a major role in balancing work life among Private school teachers.

Delina and Raya (2013) in their research found that the variables like hours of work weekly and stress associated with work as the important determinants of employees' work–life balance, beside their occupations, age and family responsibilities. Conflicts arising due to imbalance at work and home cause bad effects to their health like stress, weight gain, headaches, depression, anxiety, improper diet, muscle tension than their male counterparts. Constant struggle in balancing the family responsibilities and organization expectations can lead to serious results on the life of

working women by disturbing their well-being, happiness and largely the quality of life. Steps by organizations like health and wellness programs can be implemented which can improve or help women in creating a balance the two, i.e. their personal and professional life. The study was conducted among the married working women of Pondicherry. A sample of 180 married working women was selected using Convenient Sampling. They were from Academic, IT and Healthcare sectors. 60 women from each sector were chosen for the study. Since the study focused only on married working women, all the 180 respondents were married.

Objectives of the Study

On the biases of intense literature review and gap analysis the researcher has framed the following objectives of the study:

1. To examine the present Work Life Balance among females working in banks and insurance companies in Punjab.
2. To identify the factors that enables or constrains the performance of working females in both personal and professional roles.

Research Hypothesis

The study intends in understanding the problem regarding career and family lives of working females of Punjab. After reviewing the literature it was found that work life balance is a dependent variable and independent variables that can influence or determine it are broadly categorised into three domains: family, personal and work. Hence the following hypothesis has been stated to study the relationship between the three important variables and work life balance of working females in Punjab.

H₀₁: There is a significant relationship between personal variables (age, income, marital status) and work life balance of working females.

Karrir and Khurana (1996) through their research empirically evaluated the importance of various QWL factors pertaining to employees and to measure the status of their existence in work organizations. The researchers from the study found significant correlations of Quality of work life of managers from three sectors of industry, viz., Public, Private and Cooperative, with some of the background variables. The study established a significant relationship of work life balance with age, income level, education qualification, native/migrant status) and with all of the motivational variables like job satisfaction and job involvement. Another study by Krishna Reddy et al. (2010) analyzed several variables that influence the level of WFC and FWC. The variables are the size of family, the age of children, the work hours and found that Family–work conflict (FWC) and work–family conflict (WFC) are more likely to exert negative influences in the family domain, resulting in lower life satisfaction and greater internal conflict within the family. Thus the hypothesis, that there is a significant relationship between personal variables (age, income, marital status) and work life balance of working females

H₀₂: There is a significant relationship between family variables (family size, spouse profession, family support, family responsibility and age of children)and work life balance of working females.

Waumsley et al. (2010) analyzed whether existing work-family and family-work conflict measures might be adapted to measure work-life conflict and life-work conflict for full-time female workers with and without

children. Results suggested that a work-family variables like family size, spouse profession, family support, family responsibility and age of children, in laws, etc., highly impact the work life balance of working females. Another important study by Nasurdin & Hsia (2008) this study sought to examine the influence of support at home (spousal support) in predicting work-family conflict on a sample of married accountants in Malaysia. The moderating role of gender in these relationships was also investigated. Consistent with the hypotheses, the results revealed that managerial support and spousal support have significant effects on work-family conflict.

Thus the hypothesis that there is a significant relationship between family variables (family size, spouse profession, family support, family responsibility and age of children) and work life balance of working females.

H₀₃: There is a significant relationship between work domain variables (organization position, nature of job, policies of organisation, and years of service, work schedule, and support from colleagues) and work life balance of working females.

Meghna Virick et al., (2007) examined how increased work overload of layoff survivors relates to their work-life balance and job and life satisfaction. The study examined work-life balance as a mediating mechanism through which role overload exerts its influence on job and life satisfaction and it is found that work domain variables such as organization position, nature of job, policies of organisation, and years of service, work schedule, and support from colleagues, etc., have a significant relationship with work life balance of working females.

Similarly, Marcinkus et al. (2007), analyzed the relationship of a network of social support

for midlife women with their attitudes toward work-family balance and work outcomes and indicated that the women generally received more personal social support than work-based social support. Midlife women can also get benefit by seeking and accepting assistance from organizations, family, and friends, thereby ending attempts to be a superwoman, who singly manages work and home responsibilities. Work-based social support was positively associated with job satisfaction, organizational commitment, and career accomplishment; personal social support was also associated with job satisfaction and organizational commitment. Work-family balance may partially mediate the relationship between social support and work outcomes.

Thus the hypothesis that there is a significant relationship between work domain variables (organization position, nature of job, policies of organisation, and years of service, work schedule, and support from colleagues) and work life balance of working females.

Area of the Study

The area of the study is restricted to females working in Punjab. The study will be based on the information gathered from female working in Banks, Insurance companies, present in Punjab. Punjab is distributed in 23 districts and for this study we will select one major city of each district hence making it 23 cities. The findings of the study intend to suggest improvements in people management practices contributing to increased work-life balance. Work-life balance programs will impact employees in terms of recruitment, retention/turnover, commitment and satisfaction, absenteeism, productivity.

The banks selected for the study were SBoP Bank, ICICI Bank, HDFC Bank and Punjab

National Bank. On the contrary the insurance companies considered were LIC of India and ICICI Lombard.

Data Collection

The study is based on both primary and secondary data. To collect primary data investigator administered structured questionnaire was used. Questionnaire consisted of open as well as close ended questions. The present study employed interview method of data collection since it has added advantages over other methods. The primary data was obtained by interviewing the target samples individually by the researcher Keeping in view the objectives and importance of the study, questionnaire is developed which will comprise of three important dimensions:

Part I Work life balance at Professional Front

Part II Work life balance at Personal Front

Correlation Analysis

Correlation analysis is a method of statistical evaluation used to study the strength of a relationship between two, numerically measured, continuous variables. The following table shows the correlation analysis of the demographic variables and some of

the other significant variables of the study impacting the work life balance like working hours, financial targets, etc. The demographic factors taken are respondent's age, income and marital status. It can be very clearly seen from the table that satisfaction has a direct correlation with income, marital status as well as education but a low relationship with age.

Factor Analysis

Factor analysis is a collection of methods used to examine how underlying constructs influence the responses on a number of measured variables. There are basically two types of factor analysis: exploratory and confirmatory.

Exploratory factor analysis (EFA) attempts to discover the nature of the constructs influencing a set of responses. Confirmatory factor analysis (CFA) tests whether a specified set of constructs is influencing responses in a predicted way. Both types of factor analyses are based on the Common Factor Model. This model proposes that each observed response is influenced partially by underlying common factors and partially by underlying unique factors. The strength of the link between each factor and each measure varies, such that a given factor influences some measures more than others.

Table 1: Correlation Analysis

	<i>Satisfaction</i>	<i>Age</i>	<i>Education</i>	<i>Income</i>	<i>Marital Status</i>	<i>Work Life Balance</i>	<i>Financial Targets</i>
Satisfaction	1	.262	.051	.008	.076	.084	.016
Age	.262	1	.030	.006	.082	.010	.019
Education	.051	.030	1	.323	-.018	.88	.002
Income	.008	.006	.323	1	.032	.29	.018
Marital Status	.076	.082	-.018	.032	1	.024	.020
Work life balance	.084	.010	.88	.29	.024	1	.095
Financial Targets	.016	.019	-.002	.018	.020	.095*	1

Factor Analysis of the Data

The structured questionnaire were filled and the data collected was filled in the excel sheet. After proper cleaning of data, reduction technique which is commonly known as factor analysis was applied. It resulted into grouping of the factors into six factors. The results of the factor, i.e. KMO test, Bartlett's Test, rotated matrix, etc., are mentioned in Table 2.

Kaiser-Meyer-Olkin (KMO) Test is a measure of how suited your data is for Factor Analysis.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.712
Bartlett's Test of Sphericity	Approx. Chi-Square	27314.794
	df	906
	Sig.	.000

The test measures sampling adequacy for each variable in the model and for the complete model. The statistic is a measure of the proportion of variance among variables that

Table 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.958	20.998	20.998	15.958	20.998	20.998	11.144	14.663	14.663
2	9.755	12.835	33.833	9.755	12.835	33.833	7.525	9.901	24.564
3	7.120	9.369	43.202	7.120	9.369	43.202	7.128	9.379	33.943
4	5.418	7.128	50.330	5.418	7.128	50.330	6.785	8.927	42.871
5	5.136	6.758	57.088	5.136	6.758	57.088	6.678	8.786	51.657
6	4.100	5.395	62.483	4.100	5.395	62.483	5.644	7.427	59.084
7	3.799	4.998	67.481	3.799	4.998	67.481	5.575	7.335	66.419
8	3.103	4.083	71.564	3.103	4.083	71.564	3.910	5.145	71.564
9	2.684	3.531	75.095						
10	2.576	3.390	78.485						
11	2.343	3.084	81.568						
12	2.146	2.824	84.392						
13	1.641	2.159	86.551						
14	1.582	2.081	88.632						
15	1.503	1.978	90.610						
16	1.398	1.839	92.450						
17	1.143	1.504	93.954						
18	1.033	1.359	95.313						
19	.796	1.047	96.361						
20	.751	.988	97.349						
21	.610	.803	98.152						
22	.483	.635	98.787						
23	.453	.596	99.383						
24	.334	.440	99.822						

might be common variance. The lower the proportion, the more suited your data is to Factor Analysis. KMO returns values between 0 and 1. A rule of thumb for interpreting the statistic is that KMO values between 0.8 and 1 indicate the sampling is adequate. KMO values less than 0.7 indicate the sampling is not adequate and that remedial action should be taken. Some authors put this value at 0.5, so use your own judgment for values between 0.5 and 0.6

The Table 3 shows the Total Variance Explained by the factor analysis. The factors are able to explain about 72 percent of the variance, which is a reasonably acceptable response.

Result of the Factor Analysis

The factor analyses of the data lead to the following eight factors. These are discussed in detail in the following section:

Factor 1: Personal and family life satisfaction

On careful analysis of the factor loadings it can be observed that the most important factor which emerged out of the analysis is personal and family life satisfaction. Now family and life satisfaction has various parameters attached to it. For example, satisfaction which comes from free or leisure hours. There are some other attributes which are related to the travelling arrangements used by the respondents to commute to the office. In metro cities the people have to travel a lot to reach their offices which makes their life very stressful.

Factor 2: Office environment

The office environment also plays a significant role in deciding the work life balance of a women employee. Our respondents reacted

very sharply to certain attributes of the work environment like relationship with boss or the reporting officer and with the peer members.

Most of our respondents gave a view that they could openly discuss issues relating to work life balance with their superiors. Some of them even had an opinion that their colleagues understand others non-work situation and work accordingly. It is very important for working women especially if we talk in terms of the bank employee that their subordinates should assist and help them for successful completion of their work. For this it was seen that it is very important to have good relations among the employees at workplace.

Factor 3: Office work related knowledge and support

The next significant factor explaining the variance in the dependent variable is office related knowledge and support. It is very evident from the factor analysis that women employees working at the bank specifically at a middle and higher level expect to receive adequate training when new systems are introduced in the organization. Similarly all the employees should be treated equally if they request assistance with work and family related matters. The employees who have good work life balance claimed to have good quality of relationship with their seniors. Almost all women employee expects that the organization provides family – friendly policies that help them to fulfill family commitments. They also said that it would be good if they can access flexible work schedule in their organization or work from home facility as in case of various IT firms.

Factor 4: Relationship with co-employees Relationship with co-employee and

cooperation among each other is very important to have a harmony at work place. If the environment of the bank or financial organization is not good the employees expressed that they do not like to work and the stress level increases. The respondents claimed that even if they have to do more than they can handle comfortably, if they maintain good relationship with peers. Mostly it has been observed that there is office politics and a race in carrier advancement as far as office politics is concerned. This unnecessary increases work pressure because co-employees cease to cooperate each other and overall efficiency of the system decreases, thus leading to increased stress level.

Factor 5: Appreciation in job

The next very important factor is appreciation in job or recognition in the job. Most of the respondents especially in the private sector bank and companies said that they feel satisfied with the recognition they get for good performance of work. They also claimed that they feel very happy and satisfied if they get high degree of respect and fair treatment from their boss. Some of them even claimed that to be a god performer they are ready to get criticism or appropriate feedback regarding my work performance from my superior. This trend was found in the private sector bank where as the PSU bank employees were negative at this. One of the very significant aspect found in this aspect was that in many organization, communication of all rules, policies and procedures is very good and transparent. This leads to improved performance and higher satisfaction.

Factor 6: Government policies

Knowledge about the government policies is one of the significant factors leading to work life balance. Most of our respondents were fairly

aware of government policies and regulations. Specifically, related to life insurance, maternity leaves, child care and working in night shifts. In India, maternal health policy followed some of the international trajectory. For many decades beginning from the 1950s, India had a Family Planning and Maternal and Child Health Programme. In 1984, this was renamed the Family Welfare Programme. In the 1980s, the maternal health strategy focused on antenatal care, risk approach for detection of complications and training of TBAs, following the international launch of the Safe Motherhood Initiative. In 1992, with the launch of the Child Survival and Safe Motherhood (CSSM) programme, the maternal health strategies were: universalising antenatal care, delivery by trained persons and establishment of comprehensive essential obstetric care facilities, called first referral units (FRUs). The programme strategy did not distinguish basic and comprehensive EmOC facilities – an FRU was meant to provide the entire range of essential obstetric functions, including blood transfusions, anaesthesia and caesarean sections. The CSSM programme was silent on safe abortion.

Factor 8: Spending time with family and friends

Family and friends are backbone of an individual. Happy family and a good relationship with friends make one's life very comfortable and reduce stress in a person's life. A happy and satisfied individual is effective at work and good at home. When asked from respondents about how they spend their family time, the respondents said that on besides long family trips, parties and dinners on daily biases they have a cup of coffee/tea with my family at least once in a day which relaxes them. The respondents also exclaimed that they feel satisfied to have healthy food

and talk to my colleagues during the break and lunch time.

Hypothesis Testing

H₀₁: There is a significant relationship between personal variables (age, income, marital status) and work life balance of working females.

Demographic factors like age, income, marital status have a very significant relationship with work life balance of working females. The demographic factors taken are respondent's age, income and marital status. It can be very clearly seen from the table that work life balance among females working in bank and insurance companies has a direct correlation with income, marital status as well as education but a low relationship with age. There is a high level of correlation, i.e. 88 percent among the females which means that with higher education the level of satisfaction is increasing.

This proves that there is a significant relationship between personal variables (age, income, marital status) and work life balance of working females. And hence the hypothesis is accepted.

H₀₂: There is a significant relationship between family variables (family size, spouse profession, family support, family responsibility and age of children) and work life balance of working females.

Family variables like family size, spouse profession, family support, family responsibility and age of children have a significant relationship with work life balance of working females. Referring to table 4.3 explaining the total Variance of dependent variables by independent variables, it can be seen that this factor explains about 21 percent of the variance in the dependent variable, i.e.

work life balance of working females. It was observed that most important factor which emerged out of the analysis is personal and family life satisfaction. The respondents feel that it helps the respondent to be stress free and take decisions in personal and professional life. Getting help and co-operation from their family members for cooking and serving a balanced, healthy diet also improves the motivational aspect of women employees working in banks and thus lead to a balanced work and life.

Thus it can be said that there is a significant relationship between family variables (family size, spouse profession, family support, family responsibility and age of children) and work life balance of working females. And hence the Hypothesis is accepted.

H₀₃: There is a significant relationship between work domain variables (organization position, nature of job, policies of organisation, and years of service, work schedule, and support from colleagues) and work life balance of working females.

The next significant factor explaining the variance in the dependent variable is office related knowledge and support. There is a significant relationship between work domain variables (organization position, nature of job, policies of organisation, and years of service, work schedule, and support from colleagues) and work life balance of working females. The Table explaining the total Variance of dependent variables by independent variables, it can be seen that this factor explains about 9.36 percent of the variance in the dependent variable.

It is very evident from the factor analysis that women employees working at the bank specifically at a middle and higher level expect to receive adequate training when new systems

are introduced in the organization. Similarly all the employees should be treated equally if they request assistance with work and family related matters. The employees who have good work life balance claimed to have good quality of relationship with their seniors.

Thus it can be said that there is a significant relationship between work domain variables (organization position, nature of job, policies of organisation, and years of service, work schedule, and support from colleagues) and work life balance of working females. And hence the Hypothesis is accepted.

Conclusion from the Study

After doing the study on the facets of work life balance of women working in Banking and insurance sector it can be said that:

- Human Resource department is in dire need of professionalism. Banks in India have to make a separate HR policy for the bank's HR department employees with respect to transfers, educational qualifications, personality traits, competency background, talent/skill sets, training, etc., so that they are as efficient as their counterparts of other service sectors.
- 'Employee welfare' is wrongly and directly perceived as 'work life balance'. The outcomes of employee welfare like employee satisfaction and growth are treated as direct impact of work life balance by all the bank personnel.
- Employees and the Top Management of Banks in India are aware and acknowledge of, the presence/absence of work life balance in their personal and professional lives, but majority of them due to various reasons, avoid taking corrective actions to prevent a state of imbalance.

- Considering the current scenario of being tuned to a work life of 24/7, the term 'work life balance' itself needs a facelift and may now be re-christened as 'work life integration'.

Present Work Life Balance Situations of the Respondents

Women employees working in banking sector and insurance companies were selected for the study. Factors of life-work balance and factors of work-life balance are analyzed in depth in the previous chapter. Important aspects of factors of life-work balance and factors of work life balance were analyzed. Influence of demographics on life-work balance and work-life balance were explored. Relationships between personal life satisfaction with life-work balance and relationships between work life satisfaction and work-life balance were established. A high level of correlation was found between education and satisfaction. Where as a very weak relationship was observed between age and work life balance. It is clear from the relationships that the young female employees of bank and insurance organizations have a feeling of unrest as they are not satisfied, whereas the older employees feel more satisfied. There is a weak relationship found between financial targets as well as WLB. This is found especially in banks and insurance employees of private banks. Other than this these respondents also claimed two problems, i.e. office politics and office timings.

Factors that enables or constrains the performance of working females in both personal and professional roles.

The type of family an employee represented did not much affect work life balance. However, in the overall WLB scores, the

nuclear families have scored slightly better to joint families, especially in the case of social needs. This may be due to the fact that with lesser responsibilities of additional family members at home, the nuclear family may find more time and energy to socialize than the joint families who may not have the luxury of additional time and energy after office hours to socialize due to their family commitments at home.

Marital status of employees did not affect work life balance. However, the unmarried showed marginally higher mean scores compared to others especially in aspects Team Work and Compensation and Benefit. Being singles, these employees may find the work place the best opportunity to fulfill their networking needs and with no other additional responsibilities on the personal end were high on work life balance with respect to their spending habits.

Employees across all the income brackets experienced work life balance. However, those in the highest bracket of income, i.e. Twenty lacs and above, were slightly higher in their work life balance compared to others in the aspect of Compensation and benefit. This may be due to the sheer fact that with higher positions come higher pay packages leading to higher work life balance. At the same time the same income bracket was lowest in the aspect of Time Management indicating that there exists time paucity in this income group. This also indicates that senior employees will have more responsibilities, because of which they are unable to work by the clock or manipulate timings and hence their work life balance with respect to time management is low.

Significant difference was found in the correlation amongst different role satisfaction needs. It was observed that there was a

significant positive correlation between Achievement need and Influence need. In order to be competitive one needs to be focusing on developing people. Similarly, to be impactful one needs to exhibit excellence. Influence needs and Affiliation needs complements each other; personal relationship and friendship certainly aid to expand influence on the team. Concern for others and concern for relationship are very close aspects and thus the high correlation between Extension needs and Affiliation needs, is also justified.

The overall role satisfaction scores are significantly high in females compared to males. The females appear to be enjoying the recognition they receive at work, a sector dominated by males. This may be because of the strong feeling that their efforts and hard work at home seldom get recognized and appreciated. When they receive recognition at work, however insignificant it is, they value them very high. On the contrary when men receive this same recognition and achievement at a lower level, it is not valued much as this may not make much difference to them amongst their peers and colleagues.

The findings of this study confirmed that in spite of more women going out to work, there has been little change in patterns of household responsibilities. However, it was found women still primarily take care of domestic tasks, irrespective of their employment status. So, many women employees continue to face difficulties in balancing these two forces. It was also found that work based support to women is positively associated with job satisfaction, organizational commitment and career accomplishment.

In a male dominated culture like India's where majority of laws too, support men,

there is long way to go for women to look at 'equality' in life with respect to roles, be it professional or personal.

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