

**A COMPARATIVE STUDY OF “WORK LIFE BALANCE  
AMONG PRIVATE AND PUBLIC SECTOR BANKING  
EMPLOYEES IN JAIPUR, UDAIPUR and AJMER  
REGION”.**

**Sana Hafiz**

*<sup>1</sup>Department of Commerce and Management Studies,  
University of Kota, Kota (Raj.) India*

**ABSTRACT:**

*Work life and personal life are two sides of the same coin. Banking industry is an emerging industry in India, the entry of private sector and foreign banks have brought various essential changes in the banking industry. Increasing work loads, globalization and industrial development have made it an issue with all the professionals, working across all levels and all businesses throughout the world. The banking industry is one which is fronting the force of the menace of work- life imbalance. Work limits are getting compact and the individual's jobs are loaded with targets and added with quality output. Due to this work burden, it becomes outstandingly difficult to maintain balance between professional and family life. Employees in the banks take painful effort to deliver the various needs of its customers. Many a times, people, in the quest for reaching the top, work so hard, that they miss out on the real pleasures of life. The twin challenges faced by the banks' managements are that of retaining the prevailing employees and providing a satisfying work environment for all employees. The twin challenges faced by the banks' managements are that of retaining the prevailing employees and providing a satisfying work environment for all employees. The study attempts to find out the issues related with managing professional and personal life of employees in banking industry. The major objective of this paper is to identify specific issues and challenges in work life balance in banking industry and to suggest measures to improve work life balance.*

**Key Words:** *Work-Life Balance, Banking Industry, Work Pressures, Work-Life Balance, Working Condition, Employers, Employees.*

# 6th International Conference on Multidisciplinary Research (ICMR-2019)

Osmania University Campus, Hyderabad (India)

30<sup>th</sup>-31<sup>st</sup> May 2019

www.conferenceworld.in



ISBN : 978-93-87793-89-7

## I. Introduction

Work life and personal life are inter-connected and interdependent, they are the two sides of the same coin. Spending more time in office, dealing with customers and the burdens of job can delay and affect the personal life, sometimes making it difficult to even complete the domestic responsibilities. On the other hand, personal life can also be demanding if one have a child or elderly parents, financial problems or even problems in the life of a dear relative.

Now a day's managing work life balance is a challenge for different lives. A good working definition of Work- Life Balance in industry is: where employees are loaded with work at workplace and at the same time they have to equipose their meaningful daily achievement and enjoyment in each personal life. Creating and managing a balance between the Family, Friends, Self and personal life is considered to be a work life balance issue. Work-personal life conflict occurs when the burden, commitments and responsibilities of work and family roles become mismatched. Obligation of one can force an individual to neglect the other. Increasing work pressure, globalization and Work-life balance is a concept which includes proper technological advancement that has an impact on balancing, prioritizing between "work and professional life and personal life."

"Work-life Balance is a unremitting stylish designing of an employee's life with achievement and satisfaction along with organizational changes". Thus, Work-life Balance is a discrete responsibility of proper designing of a time frame boundary between one's work and personal life. Many a times, successful people, in the quest for reaching the top, work so hard, that they miss out on the real wills of life. While it is absolutely great to have a flourishing career, it is similarly domineering to have a life external work.

## Work Life Balance

Greenhaus, Collins and Shaw (2003) define work-life balance as the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role. Thus, employees who experience high worklife balance are those who exhibit similar investment of time and commitment, to work and non-work domains

## II. REVIEW OF LITERATURE

Varshini and Ishwarya (2014) in their work 'Work-life Balance among Women Employees In Banking Sector- A Study at State Bank of Mysore, Mysore' reported that banking employees have average level of Work-life Balance and are generally happy with their working arrangements. Banks should provide flexible starting and ending time to the employees. Women employees should be given the facilities like flexi time, job sharing, crèche facilities, and necessary breaks so that employees feel that the organization is helping to coordinate the family and professional life.

# 6th International Conference on Multidisciplinary Research (ICMR-2019)

Osmania University Campus, Hyderabad (India)

30<sup>th</sup>-31<sup>st</sup> May 2019

[www.conferenceworld.in](http://www.conferenceworld.in)



ISBN : 978-93-87793-89-7

Shamina (2014) in her study titled 'Work-life Balance Issues in Public Sector Banks – An Empirical Study in Tiruppur District' has pointed out the issues of Work-life Balance of public sector banking employees. Family friendly work practices are to be implemented in the public sector banks. Work life practices such as shift wise working hours; sharing managerial level responsibility with every employee of bank, preferred 5 day week, health camps, yoga, support from boss and breaks improves Work-life Balance of public sector banking employees.

Jane Sturges (2004) in her research on "Working to live or living to work? Work/life balance early in the career" reports the findings of research that explored relationships between work/life balance, work/non-work conflict, work and organisational commitment among a sample of graduates in the early years of their career. It concludes that, although graduates seek work/life balance, their concern for career success draws them into a situation where they work increasingly long hours and experience an increasingly unsatisfactory relationship between home and work.

Arunima Ghosh (2006) in research on "The Relationship between the Involvement of Work Innovations and Work-Family Balance" explored the relationships between the involvement of work innovation and work-family balance concepts (work-family conflict and work-family facilitation). This study revealed that the involvement of "JIT (just-intime) system" and "six sigma" were positively associated with work-family conflict. Three management innovation activities, "total quality management (TQM)", "work team", and "pay-for-performance system" were negatively associated with work-family conflict. "work team" had positive relationship with work-family facilitation.

Sethi (2014) has conducted a study on 'Influence of Work-life Balance on Organizational Commitment: A Comparative Study of Women Employees Working in Public and Private Sector Banks' with the objective of finding the relationship between the Work-life Balance and organizational commitment among women employees working in Public sector and private sector banks. The major findings of the work revealed that (i) Work-life Balance is positively related to organizational commitment; (ii) there exists no strong relation of Work-life Balance with family support and organizational support, and (iii) family support is positively related to organizational support but its relation with organizational commitment is weak.

M Rajgopal (2007) in his research on "work to live, don't live to work: A cross-sectional study of the work-life balance of higher managers" finds that work-life balance is currently in vogue among governments, organizations as well as researchers. Managers in organizations all over the world are exposed to significant pressures in their jobs,

# 6th International Conference on Multidisciplinary Research (ICMR-2019)

Osmania University Campus, Hyderabad (India)

30<sup>th</sup>-31<sup>st</sup> May 2019

[www.conferenceworld.in](http://www.conferenceworld.in)



ISBN : 978-93-87793-89-7

which further influence the balance between their work and private lives, job satisfaction and overall well-being. The key findings in terms of the factors influencing higher managers are reported. They suggest that the individuals are influenced by several aspects. The responsibility for personal work-life balance does not only lie on individuals themselves, but the organizations and governments play an important role in treating this issue as well.

### III. IMPORTANCE OF THE STUDY

Work-Life Balance is more than just a inspiration – it's for real. Employers who have responded to the fluctuating public and professional atmosphere and made Work-Life Balance policies into their culture have promoted enormously. Work-life balance signifies the extent to which an employee experiences feeling fulfilled and having his or her needs met in both work and non-work facets of life.

Employees with work-life balance feel their lives are fulfilled both inside and outside of work (Byrne, 2005), and they experience minimal conflict between work and non-work roles. Those who achieve this balance tend to have higher levels of satisfaction with their jobs and life in general, as well as lower levels of stress and depression. . In the India, fairly rapid strides have been made in introducing Work-Life Balance policies. Industry initiatives have been supported by Government regulation, trade union debate and industry association advocacy to ensure that Work-Life Balance policies are more pervasive and effective. However, there are still some central problems that basic to be lectured or traditions that need to be devastated by both employee and employer.

### IV. SCOPE OF THE STUDY

The present study is confined to banking employees in Jaipur, Udaipur and Ajmer region. The employees who have been working in different organizations covering different sectors of banking were considered for the purpose of the study. The study is carried out in pre-arranged in public sector and private sector banks. The study confines its scope to recognize the various factors involved in the Work Life of the employees more specifically in banking sectors.

## V. OBJECTIVES OF THE STUDY

- To find the determinants of Work Life Balance of bank employees.
- To find the encounters connected with managing professional life of the employees of the Banking sector.
- To identify the perception of employees towards benefits and challenges towards WLB.
- To find the estimating foundations and values leading to Work-life imbalance on the basis of gender, demographic structures, and level of hierarchy at organizational level, growth pattern, Family and societal commitments.
- To study the effects of work life balance on job satisfaction amongst the working in banking sector.
- To know the degree of satisfaction amongst bank employees.
- To recommend / suggest ways for improving WLB of the bank employees.
- The study aims at developing and endorsing strategies to integrate work into overall life issues excellently which may evidence to be of some help to Banking Industry and its employees.

## VI. RESEARCH METHODOLOGY

### 6.1 Area understudy

The study has been conducted mainly on primary data collected through questionnaire from private and public sector banks of Jaipur, Udaipur and Ajmer region. The questionnaire comprising of 30 questions was distributed among the employees of private and public sector banks namely, ICICI AXIS, HDFC, SBI, BOB AND INDIAN BANK and collected back upon being filled up by the respondents.

### 6.2 DataCollection

Both primary and secondary data are collected for the purpose of the study.

#### 6.2.1 Primary Data

The survey method is used to gather primary information for the study. 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 sector banks of Jaipur, Udaipur and Ajmer regions. Information on geographic, socio-cultural and psychological perspectives of the study area has been collected for preparing this questionnaire.

### 6.2.2 Secondary Data

For obligatory facts on planning and policies of government and other geographical and socio-cultural standpoint of the study area was collected from genuine resources such as books, journals, magazines, websites, research papers, Project readings, unpublished reports of government departments and other consistent sources of information programmes etc.

## VII. SAMPLING TECHNIQUE

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

### 7.1 Sample Size

A total of 150 questionnaires were distributed among the respondents of which 132 responses were received. Out of them 120 questionnaires were included in the study 60 from private and 60 from Public sector banks for being complete in all respects. Sample comprises of supervisory and subordinate staff of public sector bank and managerial and executive staff of private sector bank.

## VIII. RESULTS & DISCUSSIONS

The qualitative and quantitative analysis of work-Life balance of employees in banking sector was done on the basis of interpretation derived out of the specially framed questionnaire with the help of tabulation of data. Major findings of the study have been summarized below. The study polled 132 banking employees from the private and the public sector banks located in Jaipur, Udaipur & Ajmer, which included State Bank of India, Bank of Baroda and Indian Bank from the public sector and HDFC, AXIS & ICICI bank amongst the private sector banks.

### Findings

1. When asked about **working atmosphere** in Banks, then 33% said participative and 23%, 22% and 22% said liberated, spontaneous consequent.
2. Only 48 % people in the public sector banks accepted that they do not feel happy in their work place while 59 % private sector employees responded positively accepting that they feel happy at their work place.
3. About 58 % public sector employees were dissatisfied with the **policies/facilities** regarding time off for family engagements whereas the private sector bank employees also followed the same trend with 59 % of their employees.
4. There has been greater satisfaction amongst the public sector banks leading with 63 % with regard to the amount of the time they were able to spend with their families as compared to employees in the private sector with just 49%.

# 6th International Conference on Multidisciplinary Research (ICMR-2019)

Osmania University Campus, Hyderabad (India)



30<sup>th</sup>-31<sup>st</sup> May 2019

www.conferenceworld.in

ISBN : 978-93-87793-89-7

5. Approximately 64 % of public sector employees and 52 % employees of private sector feel that they can earn enough to take care of their spouse and children.
6. Despite of liberalization and globalization in the Indian banking industry the element of gender biasness has been felt by almost 53 % in the public sector and 60 % in private sector.
7. The most alarming factor was that approx. 42% of the public sector and 47 % of the private sector felt themselves stressed out most of the time because of their work related pressure.
8. Approximately 54 % of employees in the public sector and approximately 58 % of employees amongst private sector feels that careers in banking are compatible with work-life balance.
9. When it is asked to the employees that, 'Does good work life balance is directly related to the organization success,' then majority approx. 58% strongly agreed, while only 24% disagreed on this from both Public and Private sector banks.
10. When it is asked to the respondents that "Are you **Happy with the Higher Management**", then 48% from public sector and 42 from private sector were strongly agreed while 32% and 44% disagreed respectively.

## IX. SUGGESTIONS AND RECOMMENDATIONS

- a. Time management is one of the best solutions which can help to reduce the disparity between the personal and the work life of the employees.
- b. Taking some time out for diversions and vacation activities, spending time with loved ones can help to beat the stress.
- c. Long working hours of employees must be avoided as far as possible
- d. Sharing the household tasks will help to maintain work life balance.
- e. Learn to say "no" if required.
- f. Don't constrain for something which is essentially dreadful in order to avoid the stress.

## X. CONCLUSION

In order to sustain in this world of globalization and competitive situations organizations need to attract the talented employees by facilitating Work-life Balance policies. Manipulating between the responsibilities towards the families and opportunities of the organization and continuous fight to maintain a balance of work can have serious effects on the life of an individual. Work and personal life conflict occurs when the liability, obligations and household tasks of work and family roles become mismatched. Therefore, it is important for employees to maintain a healthy balance between work and their private lives. This will help them achieve their personal and professional goals as well the organization they are working for. Both the Public and Private banking sectors should give flexibility to women

employees to plan their office hours around their personal commitments, option to work from home, and a friendly leave policy to help them juggle roles so as to maintain a proper Work-life Balance. Work-life Balance policies have the potential to improve employee morale, job satisfaction and performance level.

## XI. REFERENCES

- [1] Gender Power, Leadership and Governance, Ann Arbor, University of Michigan Press.
- [2] Singh S Work Life Balance: A Literature Review. *Global Journal of Commerce & Management Perspective* 2013;2
- [3] Baghban, I., Malekiha, M. and Fatehizadeh, M., 'The relationship between work-family conflict and the level of self-efficacy in female nurses in Alzahra Hospital', *IJNMR/Autumn, Vol.15, No.4,2010, pp.190-194.*
- [4] Joanna Hughes, Nikos Bozionelos, "Work-life balance as source of job dissatisfaction and withdrawal attitudes", *Personnel Review* Vol. 36, No. 1, pp. 145-154, 2007.
- [5] Ashwini, S. and Kumaraswamy., 'Work-life Balance with Special Reference to Public Sector Bank Employees in Karnataka', *Global Journal of Research Analysis, Vol. 3, No.2, 2014, pp.37-41.*
- [6] Work Life Balance and Women Professionals. *Global Journal of Management and Business Research Interdisciplinary* 2013; 13(5): 2013. (3): 84-91
- [7] Bhatnagar, S. and Jain, P.K., 'Management of Work-life Balance with Special Reference to Its Professionals in Metro Cities', *International Journal of Science and Research, Vol.3, No.2, 2014, pp.243-248.*
- [8] Ahmad and Sultan (2011), "How Service Quality affects Performance of Conventional Banks in Pakistan", *Interdisciplinary Journal of Contemporary Research in Business, Vol. 2(9).*
- [9] Zeithaml, V.A. and Bitner, M.J. (1996), "Services Marketing", *McGraw-Hill, New York, NY.*
- [10] Buddhapriya, S., 'Work-Family Challenges and Their Impact On Career Decisions: A Study Of Indian Women Professionals', *Vikalpa, Vol. 34, No.1, 2009, pp.31-45.*