

IMPACT OF WORK LIFE BALANCE ON EMPLOYEE PERFORMANCE AMONG WOMEN BANKERS

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Abstract: Employee performance is a key determinant in the achievement of organizational goals. The success of any organization depends on its employee performance. The ultimate performance of any organization depends on the performance of its employees, which in turn depends on numerous factors. Employees with better work life balance often have greater sense of responsibility, ownership and control of their working life. The dynamics of the work environment have exerted enormous pressure on working women as they need to cope with virtually two full time jobs – one at the office and the other at home. Thus, achieving work life balance is a necessity for working women to have a good quality of life. Striking a balance between professional and personal commitments is a common dilemma for many women workers. Work life balance is a very important phenomenon that is of great concern to various employees. It goes beyond prioritizing the work role and one's personal life. It also affects the social, psychological, economical and mental well being of the individual. All these is been reflected in the output of the individual, which affects his or her performance in the work place on the long run. Hence this study is aimed to find out the impact of work life balance on employees performance.

Key words: Work life balance, working women, Employees performance.

I.INTRODUCTION

Work-life balance is a concept including proper prioritizing between "work" (career and ambition) and "lifestyle" (Health, pleasure, leisure, family and spiritual development/meditation) Work life balance is important in enhancing employee performance at work and home.

Banking sector is the back bone for the economic development of any country. The output of the banking sector is dependent on the quality of human resources. The growth in the banking sector has created new windows of opportunity for women to find employment in the banking sector. Women in banking often find it more difficult to maintain balance on account of the High work targets, meeting schedules, office commitments, responsibilities and demands at home.

Maintaining work life balance is an issue increasingly recognized as of strategic importance to organization and of significance to employees. 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. Through experiencing greater work-life balance, individuals report feeling better in general (e.g., greater job and life satisfaction) and tend to behave in favorable ways.

Employees are the building blocks of an organization. Performance of an employee at his/her workplace is a point of concern for all the organizations irrespective of all the factors and conditions. Consequently the employees are considered to be very important asset for their organizations. A good performance of the employees of an organization leads towards a good organizational performance thus ultimately making an organization more successful and effective and the vice versa.

An organization needs high performance of its employees, so as to meet its goal and be able to achieve competitive advantage. According to business dictionary employee performance is the job related activities expected of a worker and how well those activities were executed. The organization success depends on the employee performance. Work life balance has great link with employee productivity and performance. Where there is proper balance between work and life, employees tend to put in their best efforts at work, because they are happy and their families are happy.

II.REVIEW OF LITERATURE

A literature review is study of what has been published on a topic by accredited scholars and researchers. This section focuses on research going in the area that becomes relevant for the current study.

Rincy V. Mathew and N. Panchanatham, 2011, "An Exploratory Study on the Work-life Balance of Women Entrepreneurs in South India" revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper social support are the major factors influencing the WLB of women entrepreneurs in India

Dr. Samuel Obino Mukaya and Mr. Juma Wagoki (2013) in their paper titled "Work-Life Balance Practices on Employee Job Performance at Eco Bank Kenya "concluded that Flexibility in working hours enhanced employee motivation and commitment to the organization. It also emphasized that Employee assistance programmes contributed highly in creating a healthy, motivated workforce; enhance cooperation and individual productivity in the organization.

Padma. S and Sudhir Reddy. M (2013), identified that the support from family members will play a significant role in balancing personal and professional lives. Family members support is a dominant predictor of work-life balance and this affects the work-life balance of women employees. Organizations with cooperative work culture will help them to bring a suitable balance in their professional and personal life.

Imas Soemaryania and Dhini Rakhmadini (2013) conducted research in order to find out about the influence of work life balance program, organizational culture, and employee engagement toward employee performance of women in middlelevel management position in state-owned banks in Bandung both directly and indirectly. The statistic test shows that Work -Life balance program and organizational

culture have an effect on employee performance for about 44.8% , Employee engagement has an effect on employee performance for about 37.9% and Work-life balance program, organizational culture, and employee engagement have an effect on employee performance for about 50.9%

Ashwini.S and Dr. M. Kumaraswamy (2014) in their paper titled “Work Life Balance with Special Reference to Public Sector Bank Employees in Karnataka” concluded that the work life programmes are an investment for improving productivity, reducing absenteeism and overheads and achieving improved customer service as well as motivated, satisfied and equitable workforce especially for Banking Industry.

M. D. V. S. Mendis and W. A. S. Weerakkody (2014) in their article titled “The Relationship between Work Life Balance and Employee Performance: With Reference to Telecommunication Industry of Sri Lanka” found that the better WLB of the employees leads to increased employee performance. The study also emphasized, support from both management and employees is very important to improve WLB in an organization.

B. Maragatham and R. Amudha (2016) in their paper titled “Work-Life Balance of Women Bank Employees in Kumbakonam Municipal Precinct” inferred that the role of the employers and the family have a vital role in laying emphasis in helping the women so as to enhance their personality traits and bring out to the society their credibility and values.

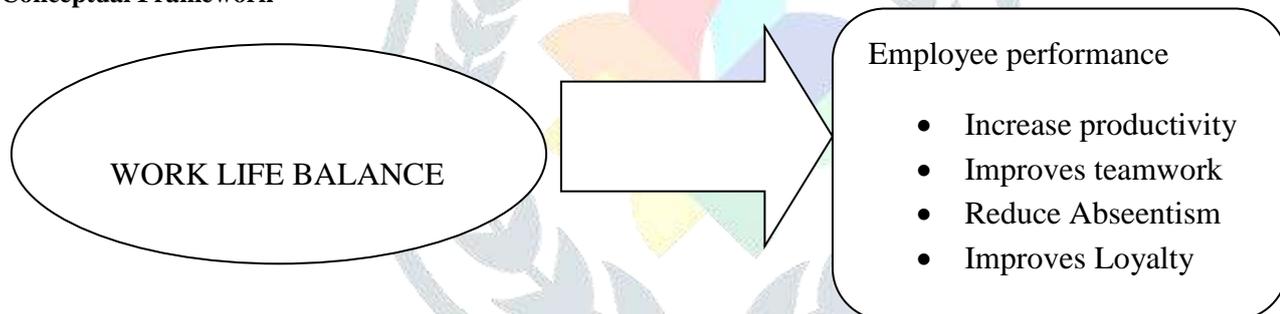
III.STATEMENT OF THE PROBLEM

Women are the greater source of work and inspiration in any field in today’s competitive world. The changing economic conditions and social demands have changed the nature of work throughout the world. Work –life Balance of women employees has become an important subject since the time has changed from men was the breadwinner, to today’s world where both men and women equally share the responsibility of earning for the betterment of their family life.

The women employees working in banking sectors work under the condition of work pressure, inflexible working environment, huge complaint transaction and frequent customer interactions. In addition to that the women employees working in banking sectors undergo the pressure of multi task and multi demand and command. The women employees in banking sector face the situation of caring the work responsibilities to the home and at the home.

Employee performance is key determinant in the achievement of organizational goals. Only when an employer has a positive Work Life Balance (WLB), they can be productive and give the best to organization In view of hectic work schedule and heavy workload, banking employees find it challenging to strike work life harmony. Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits. Hence it is very necessary to know how the women balance professional and domestic life and the impact of work life balance on their job performance.

IV.Conceptual Framework



V.OBJECTIVES OF THE STUDY

- To assess the work life balance of women bank employees.
- To analyze the Impact of work life balance on employees performance.
- To examine various work life balance policies that helps women employees to maintain their balance.
- To make suggestions to develop various work life balance policies to improve employee performance.

VI.SCOPE OF THE STUDY

The present study is to understand the impact of work life balance on employee’s performance in banking sector. The study is geographically limited to private sector banks in sivakasi.

VII.RESEARCH METHODOLOGY

The study is purely empirical in nature. The present study used both primary and secondary data. The primary data were collected from 140 respondents from both private and public sector banks (70 Public Sector Bank Employees, 70 Private Sector Bank Employees) at Sivakasi through a well structured questionnaire. Secondary data has been collected from the books, published journals and internet. Convenience sampling techniques has been adopted to collect the data. The collected data had been analyzed by Percentage analysis, Mean, Standard Deviation, Chi-square, Garrett ranking.

VIII.HYPOTHESIS

Working hypothesis is tentative assumption made in order to draw out and test its logical or empirical consequences. Based on the above objectives following hypothesis is formulated:

H0: There is a significant impact of work life balance on employee performance.

H1: There is no significant impact of work life balance on employee performance.

IX.ANALYSIS AND INTERPRETATION

Table 1 Demographic profile of respondents

Variables	Category	Frequency
Age	Less than 30	30 (21)
	30-40 yrs	36 (26)
	41-50	42 (30)
	Above50 yrs	32 (23)
	Total	140 (100)
Educational qualification	Under Graduate	64 (46)
	Post Graduate	47 (33)
	Professionally Qualified	29 (21)
	Total	140 (100)
Marital status	Married	87 (62)
	Unmarried	53 (38)
	Total	140 (100)
Salary range/month	Less than Rs.25000	41 (29)
	Rs.25000 - Rs.35000	46 (33)
	Rs.36000 - Rs.45000	27 (19)
	Above Rs.45000	26 (19)
	Total	110 (100)
Designation	Manager	31 (22)
	Asst. Manager (AM)	37 (26)
	Officers/Executives	43 (31)
	clerk	29 (21)
	Total	140 (100)
Experience	Less than 10 years	29 (21)
	10 to 20 years	42 (30)
	21 to 30 years	44 (31)
	Above 30 years	25 (18)
	Total	140 (100)
Type of family	Nuclear	94 (67)
	Joint	46 (33)
	Total	110 (100)
Type of bank	Public	70 (50)
	Private	70 (50)

It can be inferred from the table 1 that 36 per cent of the respondent is aged less than 41 -50 years. Twenty six per cent of the respondent is aged between 30-40 years of age. Twenty three respondents are in the age group of above 50 years. Only 21 percent are in the age group of less than 30 years. With regards to educational status 46 percent are graduates while 33 percent women employees are Post Graduates and the remaining 21 percent employees are professionally qualified. 62 per cent women employees are married and 38 per cent are unmarried. As for designation, 31 percent employees are Executives; 26 percent are assistant Manager; 22 percent are managers and 21 percent are clerical cadre employees. As for as salary, 33 percent employees are earning between 25000-35000. While 29 percent employees earnings are less than 25000, 19 percent employee's earnings are between Rs 36,000-45,000, another 19 percent employees earnings are above Rs. 40,000. As far as experience is concerned 31 percent have 21-30 yrs experience. Thirty percent employees are having experience between 10-20 yrs. 21 percent of employees have got experience of less than 10 years. 18 percent employees are having experience above 30 years. On account of type of family, 67 per cent employees are in nuclear family, while the remaining 33 percent employees are in joint family. With regards to type of bank, 50 percent women employees are working in public sector and another 50 percent women employees are working in private sector banks.

TABLE 2
Perceived work life balance among women bank employees
Descriptive statistics

STATEMENTS	Mean	Std. Deviation
I feel happy at my work place	2.66	1.511
I can take care of my elder and dependent Adults and also able to spent time with them	2.83	1.351
I am not able to spend enough time with my family	2.94	1.345
I can manage my personal & professional life well	2.79	1.324
I can access flexible work schedule in my organization.	2.71	1.316
The workload is heavy to have work and family balance.	3.51	1.272
I always feel stressed because of my work pressure	2.85	1.409
I experienced mental distraction at work due to family demands.	2.91	1.319
My colleagues understand others non-work situation and work accordingly.	2.71	1.317
I feel difficult to achieve targets/deadlines	2.92	1.331
I have enough time to relax	2.76	1.274
My family supports me to maintain proper work life balance	3.04	1.403

The researcher sought to found out the perceived work life balance among women employees. Among all of the statements presented in Table 2, the statement " The workload is heavy to have work and family balance " was rated highest, with a mean score of 3.51, which implies that women employees find very hard to maintain balance because of heavy work load. The statements "My family supports me to maintain proper work life balance" with mean score 3.04 which implies that most of the employee's family support them to attain proper work life balance. The next statements with a mean score 2.94, "I am not able to spend enough time with my family" implies because of heavy work load and pressure they are not able to spend enough with their family. The next mean score of 2.92, for the statements "I feel difficult to achieve targets/deadlines" implies that women employees found very difficult to meet too many deadlines and targets. The statement "I experienced mental distraction at work due to family demands" and "I always feel stressed because of my work pressure" have 2.91 and 2.85 as mean score respectively. The statement "I can take care of my elder and dependent Adults and also able to spent time with them" rated with a mean score of 2.83. The statement "I can manage my personal & professional life well" have a mean score 2.79. The statement "I have enough time to relax" rated with a mean score 2.76. The statement "My colleagues understand others non-work situation and work accordingly" and "I can access flexible work schedule in my organization" have same mean score as 2.71. The statement "I feel happy at my work place" rated with the least mean score of 2.66 which implies that the majority of respondents are unhappy at workplace.

Chi Square Analysis

Chi- square test is applied to find out; work life balance has any impact on performance of Women Employees.

H₀: There is a significant impact of work life balance on employee performance.

H₁: There is no significant impact of work life balance on employee performance

Table 2
Impact of work life balance on job performance of women employees

Chi-square test	Calculated Value	Table Value	Significance
	123.52	19.67	H ₀ accepted

Inference

It is inferred from the table that the calculated value 123.52 is greater than tabulated value 19.67. So the null hypothesis is rejected and hence it is concluded that there is a significant impact of work life balance on employee performance.

Table 3
Work life balance policies - Garret's ranking method

The Garrett's ranking technique has been adopted to find out the women employees preference towards various work life policies which help them to maintain balance between work and their family.

Statements	Total Score	Total mean Score	Rank
Flexible working hours	7410	52.92	VI
Child care facility	8434	60.24	I
Wellness and personal development programme	7372	52.65	VII
Family medical allowance	7318	52.27	VIII
Holiday Packages	7273	51.95	IX
Paid Maternity leave	8003	57.16	II
Health care allowance	7135	50.96	X
compressed work weeks	6357	45.40	XI
Financial Assistance	7623	54.45	III
Job Sharing	7611	54.36	IV
Career leave	7567	54.05	V

It is observed from the table that various work life policies help women employees in maintaining their work life balance. Among them Child care facility ranks first with the total mean score 60.24, Paid Maternity leave ranks second with the mean score of 57.16, Financial Assistance ranks third with the mean score of 54.45.

X.SUGGESTION

Work life balance improves productivity and eliminates job stress among employees. Employees who have better work-life balance contribute more towards the success of the organization.

- The study indicates that work-life balance of private women employees are very much less. The women employees feel certain work life policies can help them in achieving better work life balance. So Private Banks can introduce policies such as Flexible working hours, Career leave, Job sharing which helps women employees to manage their balance between work and life.
- The study revealed that majority of the respondents are unhappy at their workplace, therefore it is important for the organization to provide better work environment which in turn improves employee performance.
- Findings show that employees are not able to spend enough time with their family. So organization itself can arrange family wellness programme, etc
- The banks can also arrange for counseling /wellness programmes to their employees which help them to cope with work-life issues.

XI.CONCLUSION

Women constitute an important section of the workforce. The majority of women are working 40-45 hrs/week. Achieving a good balance between work and family is a great issue for women employees. It is manifest from the above study that women employees working in banking sector find it very difficult to balance home life and work life. Work life balance is very much less among private bank employees because they are having lot of work pressure and stress on their job and also achieving target deadlines make them more difficult. The study also found that there is a significant relationship between work life balance and employee performance. Respondents feel that certain policies like job sharing, financial assistance from organization, career leave and wellness programme helps them in achieving better work life balance. The implementation of work-life programs has both individual and organizational benefits. So Organizations can take a holistic approach to design and implement policies to support the women employees, which ultimately increases the performance level of the employees.

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