Employees Work-life Balance in Private Sector Banks: An Explorative Study

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ABSTRACT

Work-life balance is about effectively managing the juggling act between paid work & other activities that are important to people. It’s not about saying that work is wrong or bad, but that work shouldn’t completely crowd out the other things that matter to people like time with family, participation with community activities, voluntary work, personal development, leisure, and recreation. The ‘right’ balance is a very personal thing & will change for each person at different times in his /her lives. For some people, the issue is being able to get to work or find more work rather than having too much work. There is no ‘one size fits all’ solution. A balanced life is one where we spread our energy and effort – emotional, intellectual, imaginative, and spiritual & physical- between key areas of importance. The neglect of one or more, or anchor points, may threaten the vitality of the whole.

This paper, based on a survey conducted on a banking sector in Odisha has provided an opportunity for an in-depth exploration of the perceptions and attitudes of the employees regarding the potential work-life balance policy variables. Responses of the employees have provided rich data and a clearer understanding of the perceived values of the factors affecting work-life balance within the service industries.

Keywords: Work-Life Balance, Z Test.

I. Introduction:

Work-life balance is increasingly an issue for any country. Jobs, the workplace & workforce are changing as;

- More women & sole parents go to work.
- More people juggle more than one job.
- The workforce ages & is increasingly diverse.
- Businesses continue to compete globally to hire skilled workers.
- Technology changes the way work- e.g. cell phones & PCs blur the distinction between work & personal time.
For any country, the two biggest work-life balance problems are:

- People with not enough work or income.
- People who have too much work the low paid who need to work long hours to earn enough & the higher paid who may feel trapped into working more hours than they want to do.

Through the consultation, employers told that they wanted to address work-life balance issues in their workplaces, & that they wanted practical tools to implement work-life balance initiatives. Workers, families & individuals told us that the key issues for them in achieving work-life balance concerned their caring responsibilities, workplace practices, and cultures & the need to earn sufficient income.

1.1. Nature and Scope of Work-Life Balance-

Work-life balance is the relationship between employees and total working environment.

A great place to work where “You trust people you work for, have pride in what you do, & enjoy the people you work with.” Work-life balance represents a concern for human dimensions of work & relates to job satisfaction & organizational development.

1.2. The objective of the Study:

- Increase productivity.
- Attraction & retention
- Reduces absenteeism
- Improve the quality of work life
- Benefiting families & communities
- Job involvement
- Job satisfaction
- Company reputation

1.3. History:

The work-leisure dichotomy was invented in the mid-1800s. Paul Krassner remarked that use a definition of happiness that is to have as little separation as possible “between your work & your play”. The expression “work-life balance” was first used in the UK in the late 1970s to describe the balance between an individual’s work & personal life. In the US, this phrase was first used in 1986.

Most recently there has been a shift in the workplace as a result of advances in technology. Employees have many methods, such as emails, computers & cellphones, which enable them to accomplish their work beyond the physical boundaries of their office. Researchers have found that employees who consider their work roles to be an important component if their identities will be more likely to apply these communication technologies to work while in their non-work domain.

Many authors believe that parents being affected by work-life conflict will either reduce the number of hours’ one work where other authors suggest that a parent may run away from family life or work more hours at a workplace. This implies that each individual views work-life conflict differently.
Employee assistance professionals say there are many causes for this situation ranging from personal ambition & the pressure of family obligations to the accelerating pace of technology. According to a recent study by the center for work-life policy, 1.7 million people consider their jobs & their work hours excessive because of globalization.

2. A Theoretical Analysis through the Review of Literature

Work-life Balance of Employees in Private Sector Banks:

A review of literature is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical & methodological contributions to a particular topic.

Work-Life Balance Defined, Bird, Jim the Officer; Jun 2004; 80, 5; Pro Quest Research Library. In this article, the author is first trying to define what work-life balance is not. Work-life balance does not mean an equal balance. There is no perfect one-size-fits-all balance you should be striving for. The best work-life balance is different for everyone as each of us have different personalities & lives. The article gives two key concepts at the core of an effective work-life balance definition. They are daily achievement & Enjoyment, ideas almost deceptive in their simplicity.

Impact of work-life balance on the performance of employees in the organizations, Prakash virkhai & Jyothibhel. Organization culture & the workplace practices control an individual’s needs. Issues such as work flexibility are approached from the employers’ view, & offer the employee minimal choice in managing their working life (Strachan & Burgess, 1998).

Pocock (2003) describes the lack of balance between the changing nature of the families & the workplace cultures as a collision between work & families. Institutions have failed to recognize the spillover effect in workplaces, & deserted to manage the balance with the employees’ expectations that spread beyond their working life (Bond et al 1997; Baroel et al 2000; Pocock 2003). Prachi Bhatt (2011) did research on Work-Life Balance in changing Business Dynamism- A study on the perpetual difference in public & private sector”.

That the public sector employees are relatively more satisfied with their working conditions, their job, relations with the peers etc. And thus find it easy to balance their work life than the private sector employees & the same in the case of job satisfaction level which is more in public sector employees than the private sector.

DaljeetKaur (2010) did research on, “Aims to gain an insight into current working life policies & practices of employees in ICICI Bank Ltd. “in Chandigarh. Several notable factors that influence work-life balance are fair compensation, safe & healthy working environment, adequate performance appraisal, career growth opportunities, training & development etc. On the basis of his study, he said that employees of ICICI bank Lid. In Chandighar region were happy with the working environment of the bank. They felt that they were safe & secure in the bank. They felt that bank should start their own transport facilities for the staff.
However, the dissatisfaction among them was the fewer growth opportunities. They were not provided with extra care like health camps etc.

Sanjeev K. Sharma & Geeta Sharma (2010) did research on the perceived work-life balance among employees of the bank” to identify the extent to which banks are meeting the employee’s expectations on the work-life balance dimensions. The dimensions if WLB selected are health & well being, job security, job satisfaction, competency development & the balance between work with their lifestyle. A total of 150 valid questionnaires were obtained from the employees of selected public & private sector banks in Chandighar. They concluded that a happy & healthy employee will give better turn over, make good decisions & positively contribute to the organizational goal. An assured good work-life balance will not attract young & new talent but also retain the experienced talent.

Victor & Thava Kumar (2011) did research on, “Family conflict among married women employees”. The data for this study came from 100 married women in public & private sector banks who responded to a self-administrated questionnaire. By using the primary & secondary data, the researcher tends to find our extent.

3.1. Theoretical Aspects of Banking Industries:

Recently the Indian economy has witnessed the emergence of many banks in the private sector. There are several reasons behind the increasing number of commercialization of banks. The growth of such banks is not possible unless they witness some success in the context of customer satisfaction or may it be the net assets held by these banks, the efficiency of their management or the networks of each bank both in private as well as public sector bank.

3.1.1 Privatization of Banking Sector:

Until 1991-92, all public sector banks were owned by the government. After the reform was initiated, the Government stake was permitted to be reduced to 51% . the reduction in government stake in public sector banks amounted to partial privatization of banks. There has been a tremendous improvement in the banking sector reforms by lowering pre-emotions and to strengthen the banking system through the institution of capital adequacy norms, in addition to income recognition, asset classification & provisioning requirements in line with the international standards. The competition was also promoted through the entry of new private sector banks & more liberal entry of foreign banks.

3.1.2 The List Of Private Sector Bank:

1. Bank of Punjab Ltd. (since merged with Centurian bank)
2. Centurian bank Of Punjab (since merged with HDFC Bank)
3. Development Credit Bank Ltd.
4. HDFC Bank Ltd.
5. ICICI Bank Ltd.
6. Kotak Mahindra Bank Ltd.
7. Axis Bank
8. Yes Bank

3.1.3. Evolution Of Private Sector Banks-

In 1951, there were 566 private banks, 474 non-scheduled & 92 scheduled as classified on the basis of their capital size. The role of private sector banks started declining when the government of India entered into banking sector with the establishment of State Bank Of India in 1955. Consequently, the existence of public sector banks has increased. At present, there are 32 private banks comprising of 24 old banks, which existed prior to 1993-94 & 8 new private banks which were established during 1993-94 & onwards after the RBI announced guidelines in January 1993 for the establishment of new private sector banks followed by the recommendations of Narasimham committee, 1991. The guidelines prescribed that the private banks should be established with the paid-up capital not less than Rs.100 cr. The new guidelines issued in 2001 raised the minimum paid-up capital to Rs.200 cr., which shall be enhanced to 300cr. Within sector lending targets in three years after the commencement of the business. Also, the private sector banks are required to observe priority sector lending targets ensuring that the new entrants are financially viable & technologically up-to-date.

Accordingly, nine banks were set-up in private sector including some by development financial institutions including ICICI Bank, HDFC & IDBI Bank. ICICI Bank in 2001 &Nedungadi bank Ltd. Merged with Punjab National Bank in 2003. In 1995-96 the share of old private sector banks in total assets was 6.2% while that of new private sector banks was 1.4%. the private sector bank had improved their market share to 5.3% by 1999-2000 with a comparison to the public sector banks.

3.1.4. Major Competitors-

Some of the major competitors for SBI in the banking sector are Axis Bank, ICICI Bank, HDFC Bank, Punjab National Bank, Bank of Baroda, Canara Bank & Bank of India.

3.1.5. Role of Private Sector:

- The dominant sector
- Importance of development
- Extensive modern industrial sector
- Potentiality

4. Work-Life Balance:

Employee work life balance (WLB) is a major driver in the organization that helps to achieve higher productivity. It is a healthy blend of both employee’s work life & personal life. There are many factors influencing work-life balance of an employee in the organization. This research is done with the employees who work in private sector bank to study and understand the work-life balance.
4.1. Balancing 4 Things In WLB:

4.1.1. Family:

Successful parenting, the culture of care and selflessness that are part of family life, requires energy, time, patience & tolerance for mess & confusion a tall order when the working day has proved stressful & long. The key question here is ‘ who finds time to care for whom?’, for what often happens is that the time-consuming listening part of relationships gets ditched in favor of quick fixes, & then the unattended get to feel unloved & react accordingly. Families need nurturing & our responses have to be sufficiently deep & elastic to accommodate the unexpected, not just the scheduled bits that fit in nearly with our jobs.

4.1.2. Home:

Homemaking is time-consuming. In the making of a home, we create an atmosphere that reflects our sense of place in this world. Like a warm & familier jumper, the home provides us with an extension of ourselves, a place where we can feel free in our emotions & content to be who really we are. The paradox is that the more we work, the more desperate we are to find such a home with its timeless association & less time we have to create it. Homes can so easily become houses, pits tops that provide briefly for sleep, rest & the bare essentials in the intervals between works.

4.1.3. Friendship:

It’s often been said that the art of friendship requires common skills to an uncommon degree: a combination of affection, tolerance & patience as well as a sense of constancy in times of struggle & difference. Yet when our work-life balance spirals out of control, often friendships along with exercise are the first things to suffer. In a report entitled ‘ Social Trends; British Social Attitudes Survey 30 (HMSO 2000), a significant factor over the past two decades is that we are seeing less of our best friends. Yet, as the extended family gets to be geographically more & more challenging, our friendships become increasingly relevant to our circle of mutual nurture & support.

4.1.4. Community:

Like family, home & friendships, our local communities depend on our time & energy in order to function effectively, freely & spontaneously. It is in the reciprocal context of its activities that our communal identity can be experienced & enjoyed. Yet if we lose that vital life work balance then the many activities through which neighborhood & locality are expressed are marginalized & we are the poorer for that neglect. Hobbies, interests & sporting pursuits derive much of their meaning from our interaction with others. If we fail to address the issues of work-life balance as a society then one of the first casualties will be the richness & diversity of community life.

By work-life balance we mean that all workers should have a right to work that does not damage their freedom to pursue activities & responsibilities outside the workplace. That means making work more sensitive, arranging work more effectively & organizing it more intelligently.
4.1.5. Work-Life Balance Includes:

- Flexi-time
- Staggered hours
- Time off in lieu
- Compressed working hours
- Shift swapping
- Self-roistering
- Job sharing
- Term time working
- Working from home
- Teleworking
- Breaks from home

4.1.6. Effect Of Work-Life Balance:

The case for work-life balance tends to be made on two counts.

- First, that work-life balance improves individuals’ health, wellbeing & job satisfaction.
- Second, that business can benefit from work-life balance because of these policies:
  - Improve productivity & work commitment.
  - Reduce sickness absence.
  - Increase retention rates for talented workers & reduce replacement costs.
  - Allow organizations to recruit from a wider pool of talent.
  - Enable organizations to offer services beyond usual business hours by employing workers on different shifts that fit in with caring responsibilities.

4.1.7. Characteristics:

- Work-life balance business benefits.
- Not constant, comes & goes with life changes.
- It takes WORK.
- The process of seeking balance can be deeply rewarding.

4.1.8. Work-Life Balance Benefits as:

- Attracts new employees
- Helps to retain staff
- Builds diversity in skills & personnel
- Improves morale
- Reduces sickness & absenteeism
- Enhances working relationships between colleagues
- Encourages employees to show more initiative & teamwork
 Increases levels of production & satisfaction
 Decreases stress & burnout

4.1.9. Some Reasons for WLB:

A review of public holidays & paid holidays across a sample of countries, including Australia, China, France, Germany, Singapore, the US & the UK shows that India is actually quite comparable in terms of the number of days of vacation & holidays provided by law & general practice. It would, therefore, be fair to assume that the intent of the law, as well as the espoused values of organizations, seem to be in favor of providing a fair amount of leisure & balance. Whether it has translated into reality is another matter.

 Gender concerns
 Young generation
 Identity through work

4.1.10. Gender Concerns

Similar discrimination is experienced by men who take time off or reduce working hours by taking care of the family.

For many employees today both male & female their lives are becoming more consumed with a host of family & other personal responsibilities & interests. Therefore, in an effort to retain employees, it is increasingly important for organizations to recognize this balance.

4.1.11. Young Generation

According to Kathleen Gerson, Sociologist, young people are searching for new ways to define care that do not force them to choose between spending time with their children & earning an income & are looking for definition of personal identity that do not pit their own development against creating committed ties to others readily. Young adults believe that parents should get involved & support the children both economically & emotionally, as well as share labor equally. Young people do not believe work-life balance is possible & think it is dangerous to build a life dependent on another when relationships are unpredictable. They are looking for partners to share the housework & family work together. Men & women believe that women should have jobs before considering marriage, for better life & to be happy in marriage. Young people do not think their mother’s generations were unhappy. They also do not think they were powerless because they were economically dependent.

4.1.12. Identity Through Work:

By working in an organization, employees identify, to some extent, with the organization, as part of a collective group. Organizational values, norms & interests become incorporated in the self-concept as employees increase their identity with the organization. However, employees also identify with their outside roles, or their “true self”. Examples of these might be parental/caretaker roles, identifications with certain groups, religious affiliations, align with certain values & morals, mass media etc. Most employees identify
with not only the organization, but also other facets of their life (family, children, religion, etc.). Sometimes these identities align & sometimes they do not. When identities are in conflict, the sense of a healthy work-life balance may be affected. Organization members must perform identity work so that they align themselves with the area in which they are performing to avoid conflict & any stress.

4.1.13. Stress And Work-Life Balance:

The number of stress-related disability claims by employees has doubled according to the Employee Assistance Professionals Association in Arlington, Virginia. 75-90% of physician visits are related to stress.

It is clear that problems caused by stress have become a major concern to both employers & employees. Symptoms of stress are manifested both physiologically & psychologically. Persistent stress can result in cardiovascular disease, sexual health problems, a weaker immune system & frequent headaches, stiff muscles or a backache. It can also result in poor coping skills, irritability system & frequent headaches, jumpiness, insecurity, exhaustion & difficulty in concentrating. Stress may also perpetuate or lead to binge eating, smoking & alcohol consumption.

The feeling that, simply working hard is not enough anymore is acknowledged by many other multinational/private & round the clock working bank workers. “To get ahead, a 70 hour work week is the new standard. What little time is left us often divvied up among relationships, kids & sleep.” This increase in work hours over the past two decades means that less time will be spent with family, friends & community as well as pursuing activities that one enjoys & taking the time to grow personally & spiritually.

Unfortunately, many women feel additional stress when they must decide what they feel is best for their career. According to Sylvia Hewlett, president of the Centre for Work-life policy, if a woman takes time off to care for children or an older parent, employers tend to “see these people as less than fully committed. It’s as though their identity is transformed.” Brett Graff, Nightly Business Report correspondent states that (because a female may have trouble re-entering the market or, if she does find a position, it will likely be a lower position with less pay) “If thought choosing a baby name was hard, you have yet to wrestle with the idea of leaving your career to be a full – time mom or take care of an older parents. Most will want to re-enter, but will do so accepting the lesser position or lower wages.” This circumstances only increases the work-life balance stress experienced by many women employees. Men who take time off or reduce working hours for taking care of the family experience similar discrimination.

4.1.14. Flexible Work-Life:

A significant feature within the changing world of work is the need to develop a diverse, skilled & motivated workforce able to respond quickly & efficiently to client needs. Ensuring a committed, responsive & high performing workforce often depends on creating an environment that enables employees to more easily manage the demands of work and life – particularly their family responsibilities. Flexible work options for employees contribute to a positive, healthy & productive work environment. Flexible work
options are defined as mutually agreed long or short-term changes to working time & leave arrangements within the context of organizational needs. Their successful implementation depends on employee & management knowledge, pre-planning, regular review & the creation of a supportive workplace culture.

4.1.15. Benefits of Flexible Work:

Workplace practice & culture impact on the work, family & life balance of all employees. International research & experience across both the public & private sector, & feedback within the banking sector, highlights the tangible benefits of mutually agreed flexible work & a supportive workplace culture.

4.1.16. Benefits of Flexible Work Options Include:

- Increased capacity to attract & retain skilled & specialist employees & professional staff.
- Maximizing returns on training & professional development investment renewed energy & freshness contributing to resilience as well as increased morale, commitment & high work performance from staff.
- Improved learning outcomes through matching work options & available skills with students needs.
- Increased performance & productivity, through improved organizational climate, reduction of absenteeism & stress & a more efficient use of staff.
- Competitive edge in attracting & maintaining high demand skills to the public education & training system & positive public recognition in both the education sector & across other industries.

4.1.17. The Benefits For Businesses:

Research has repeatedly shown that there is significant business benefits associated with implementing work-life balance policies. In a Department of Labor scan of more than 85 case studies of organizations implementing work-life balance policies, employers experienced benefits such as:

- Improved recruitment & retention rates, with associated cost savings.
- Reduce absenteeism & sick leave usage
- Greater flexibility for business operating hours.
- Improved productivity
- Improved corporate image, becoming an “employer of choice”

4.1.18. The Benefits For Employees:

Employees in companies already implementing work-life practices enjoy significant benefits such as:

- Being able to effectively manage multiple responsibilities at home, work & in the community without guilt or regret.
- Being able to work in flexible ways so that earning an income & managing family/other commitments become easier.
- Being part of a supportive workplace that values & trusts staff.
4.1.19. The Benefits For Families & Communities:

Over the past 20 years the demands of the modern workplace are perceived to have impacted heavily on family & community life. Parents wish they had more time with their children. ‘Me time’ seems to be shrinking & an aging population means eldercare is becoming a serious issue. There’s also less time for volunteering.

WLB initiatives can make it easier to juggle multiple responsibilities at home, work & in the community. People with a good WLB are physical, emotionally & socially & have a sense of control over their life.

4. Research Methodologies:

Research is a systematic inquiry that investigates hypotheses, suggests new interpretations of data or texts, & poses new questions for future research to explore.

Research is defined as a “systematized effort to gain new knowledge”. Research the word itself gives the meaning of researching, researching more relevant facts from existing facts. It can be an academic activity & such the term should be used in a technical sense.

Research consists of asking a question that nobody has asked before, doing the necessary work to find the answer, & communicating the knowledge you have acquired a larger audience.

4.1. Background of The Study:

Employee work-life balance is a major driver in the organization that helps to achieve higher productivity. It is a healthy blend of both employee’s work life & personal life.

4.2. Statement Of The Problem:

The problem of the research is entitled as “Work-Life Balance of Employee in Private Sector Banks”.

4.3. Need of The Study-

➢ The study is intended to evaluate the work-life balance of the employees because it is essential to achieve the goal of the organization.

➢ The presence of work-life balance in the organization leads to numerous positive outcomes.

➢ This study helps to realize the importance of work-life balance in the organization.

4.4. Research Objective-

➢ To study how the demographic variables such as age, gender, designation, education, experience, etc. influence the work-life balance of the employees.

➢ To find out the perception of bank employees regarding various dimensions of work-life balance.

➢ To find out that employees are willing to take advantage of the flexible schedule.

➢ To find out that employee position in the firm affects their balance between dual life.

➢ To study how the family structure influences work-related stress.

➢ To find out that the firm gives equal access to T&D and promotion.
➢ To find out the level of counseling services provided to the employee.
➢ To make a suggestion based on a present study to improve the work-life balance of the banks.
➢ To find out the importance of work-life balance.

4.5. Limitations:
➢ The sample size was limited.
➢ It includes the officers & not the organization as a whole.
➢ Respondents did not answer a few questions.
➢ The opinion of the respondents may be raised.
➢ Time factor can be considered as the main limitation.
➢ The accuracy of findings is limited by the accuracy of the statistical tool used for analysis.

4.6. Sample Information:

<table>
<thead>
<tr>
<th>Data collection</th>
<th>Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of data</td>
<td>Primary Data &amp; Secondary Data</td>
</tr>
<tr>
<td>Sample Area</td>
<td>Private sector banks in Sambalpur</td>
</tr>
<tr>
<td>Type of questionnaire</td>
<td>Structured</td>
</tr>
<tr>
<td>Research instruments</td>
<td>Questionnaire, Observation &amp; Personal Interviews</td>
</tr>
<tr>
<td>Statistical tools</td>
<td>Column charts, pie charts, z-test</td>
</tr>
<tr>
<td>Sample size</td>
<td>60</td>
</tr>
<tr>
<td>Sampling technique</td>
<td>Interval scale</td>
</tr>
</tbody>
</table>

4.2. Questionnaire on Work-life Balance of Banking Sector Employees:

For measuring effective work-life Balance of the banking sector, we have developed standard research questionnaire with a proper investigation of the work-life Balance. Also, in this context, we had taken aid and advice of experienced academicians, managers in different industries and research persons respective this fields with having five important parameters and each parameter having 5 statements (items) and scale ranging from 5 (Strongly Agree) to 1 (Strongly disagree) to measure the elements of effectiveness of work-life Balance for high performance work systems as per the employee perceptions in present context. The respondents were asked to rate each item on a five-point scale ranging from 5 (strongly agree) to 1 (strongly disagree).

4.3. Demographic Profile of Sample

The demographic profile of collected samples from the population for the effect of HRD practices for high-performance work systems is presented in table-4.1
Table 4.1: Demographic Profile of Respondents (N=60)

<table>
<thead>
<tr>
<th>Stratification Variables</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Groups</td>
<td>Managerial</td>
<td>21</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>Non-Managerial</td>
<td>39</td>
<td>65</td>
</tr>
<tr>
<td>Age</td>
<td>More than 30</td>
<td>19</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>years</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Less than 30</td>
<td>41</td>
<td>96</td>
</tr>
</tbody>
</table>

Source: Primary Data

4.4. Reliability Test - Reliability Test Statistics:

For this study, first, we have used Cronbach alpha to test the reliability of the collected data for the proposed study. Table 4.2 shows the reliability of the data where the value of Cronbach’s alpha was found to be 0.812, which shows that the data was 81.2% reliable in the WIPRO. Whereas TCS and INFOSYS are concerned, we were found that 71% & 81% having reliable for the proposed study.

Table 4.2 Reliability Statistics

<table>
<thead>
<tr>
<th>Companies</th>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
<th>N of Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work –life Balance</td>
<td>.812</td>
<td>60</td>
<td>60</td>
</tr>
</tbody>
</table>

Source: Primary Data

According to the principles of Cronbach alpha, if, lenient cut-off will equal or more than 0.6 is acceptable in exploratory research. In the same way, it has been stated by Bernardi, 1994 that the value was calculated for the questionnaire administered to the respondents in order to determine the reliability of the data, where the alpha value greater than 0.70 is the recommended level. It means the data having reliability for further study.

5. Data Analysis & Interpretation:
5.1. Work-Life Balance Questions-
Do you agree with the statement, availability of flexible work hours in your bank?
From the above analysis, we have illustrated that, about 6.67% of employees strongly disagree with the availability of flexible work schedule of bank, about 8.33% of employees disagree with it, about 33.33% of employees partially agree with it, about 30% of employees agree with it & about 21.6% of employees strongly agree with it.

**Do you agree with the statement, proper balance of work-home with flexible time?**

From the above analysis, we have illustrated that about 10% of employees partially agree with the balance of work-home with a flexible time off bank, about 48.33% of employees agree with it & about 41.67% of employees strongly agree with it.

**Do you agree with the statement, cultural & religious leave provides by your bank?**
From the above analysis, we have illustrated that, about 5% of employees strongly disagree with the cultural/religious leave provided by bank, about 5% of employees disagree with it, about 8.33% of employees partially agree with it, about 66.67% of employees agree with it & about 15% of employees strongly agree with it.

**Do you satisfied with the statement, study/training leave provides by your bank?**

From the above analysis, we have illustrated that, about 20% of employees strongly disagree with the study/training leave provided by bank, about 18.33% of employees disagree with it, about 35% of employees partially agree with it, about 23.33% of employees agree with it & about 3.33% of employees strongly agree with it.

**Do you agree with the statement, feelings of stress due to work?**
From the above analysis, we have illustrated that, about 6.67% of employees strongly disagree with the feelings of stress due to work in your bank, about 6.67% of employees disagree with it, about 41.67% of employees partially agree with it, about 30% of employees agree with it & about 15% of employees strongly agree with it.

Do you agree with this statement, unpaid maternity & paternity leave gives by your bank?

From the above analysis, we have illustrated that, about 1.67% of employees strongly disagree with the unpaid maternity /paternity leave gives in your bank, about 1.67% of employees disagree with it, about 5% of employees partially agree with it, about 51.67% of employees agree with it & about 40% of employees strongly agree with it.

Do you agree with the statement that you get back the same job after maternity/paternity leave?
From the above analysis, we have illustrated that, about 3.33% of employees strongly disagree with the statement that they get back the same job after unpaid maternity /paternity leave gives in your bank, about 3.33% of employees disagree with it, about 23.33% of employees partially agree with it, about 48.33% of employees agree with it & about 21.67% of employees strongly agree with it.

Do you agree with the statement, job sharing in your bank?

From the above analysis, we have illustrated that, about 3.33% of employees strongly disagree with the statement of job sharing in your bank, about 1.67% of employees disagree with it, about 41.67% of employees partially agree with it, about 36.67% of employees agree with it & about 16.67% of employees strongly agree with it.

Do you agree with the statement that you gives sufficient time to your family?
From the above analysis, we have illustrated that, about 5% of employees strongly disagree with the statement of job sharing in your bank, about 6.67% of employees disagree with it, about 18.33% of employees partially agree with it, about 46.67% of employees agree with it & about 23.33% of employees strongly agree with it.

**Do you agree with the statement, health program organizes in the bank?**

From the above analysis, we have illustrated that, about 5% of employees strongly disagree with the statement that health program organizes in your bank, about 5% of employees disagree with it, about 15% of employees partially agree with it, about 56.67% of employees agree with it & about 18.33% of employees strongly agree with it.

**Do you agree with the statement, counseling service provides to your employee in the bank?**
From the above analysis, we have illustrated that about 6.67% of employees partially agree with the statement that counseling services provide to the employees in your bank, about 45% of employees agree with it & about 48.33% of employees strongly agree with it.

Do you agree with the statement, equal access provides for the promotion, training & development of the employee?

From the above analysis, we have illustrated that, about 1.67% of employees strongly disagree with the statement that equal access provides to promotion, training & development in your bank, about 1.67% of employees disagree with it, about 8.33% of employees partially agree with it, about 65% of employees agree with it & about 23.33% of employees strongly agree with it.

Do you agree with the statement, reallocation & replacement policy of your bank?
From the above analysis, we have illustrated that about 3.33% of employees disagree with the statement of reallocation or replacement policy of your bank, about 8.33% of employees partially agree with it, about 35% of employees agree with it & about 53.33% of employees strongly agree with it.

**Do you agree with the statement of gradual retirement benefits of your bank?**

From the above analysis, we have illustrated that about 15% of employees partially agree with the statement of gradual retirement benefits your bank, about 48.33% of employees agree with it & about 36.67% of employees strongly agree with it.

**Do you agree with the statement, you balance your work-home properly?**
From the above analysis, we have illustrated that about 6.67% of employees strongly disagree with the statement that you balance your work-home properly, about 11.67% of employees partially agree with it, about 50% of employees agree with it & about 31.67% of employees strongly agree with it.

5.2. Work-Life Balance Group Analysis by using Z-Test: Age Group Basic.

<table>
<thead>
<tr>
<th>DIMENSIONS</th>
<th>Less than 30 Age Group (N1=41)</th>
<th>Less than 30 Age Group (N2=19)</th>
<th>z-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of flexible work schedule</td>
<td>3.487804878 1.150226939</td>
<td>3.578947368 1.042052099</td>
<td>-0.30479</td>
</tr>
<tr>
<td>Balance of work-home with flexible time</td>
<td>4.317073171 0.602394587</td>
<td>4.315789474 0.729284551</td>
<td>0.006688</td>
</tr>
<tr>
<td>Cultural/religious leave</td>
<td>3.756097561 1.006817924</td>
<td>3.947368421 0.686231832</td>
<td>-0.85962</td>
</tr>
<tr>
<td>Study/training leave</td>
<td>2.87804878 1.130402949</td>
<td>2.368421053 1.036721874</td>
<td>1.720556</td>
</tr>
<tr>
<td>Feelings of stress due to work</td>
<td>3.43902439 1.083102601</td>
<td>3.315789474 0.920676615</td>
<td>0.45541</td>
</tr>
<tr>
<td>Unpaid maternity/paternity leave</td>
<td>4.170731707 0.8526126</td>
<td>4.473684211 0.499306999</td>
<td>-1.72478</td>
</tr>
<tr>
<td>Get back the same job after maternity/paternity leave</td>
<td>3.658536585 0.978045739</td>
<td>4.157894737 0.669890635</td>
<td>-2.3046</td>
</tr>
<tr>
<td>Job sharing</td>
<td>3.609756098 0.907369524</td>
<td>3.631578947 0.87120765</td>
<td>-0.08907</td>
</tr>
<tr>
<td>Providing sufficient time to family</td>
<td>3.804878049 1.086940486</td>
<td>3.684210526 0.920676615</td>
<td>0.445305</td>
</tr>
<tr>
<td>Health programme</td>
<td>3.609756098 1.033064321</td>
<td>4.157894737 0.669890635</td>
<td>-2.46002</td>
</tr>
<tr>
<td>Counselling service for employee</td>
<td>4.487804878 0.54647211</td>
<td>4.263157895 0.713929472</td>
<td>1.216357</td>
</tr>
<tr>
<td>Equal access to promotion, t&amp;d</td>
<td>3.951219512 0.763535407</td>
<td>4.315789474 0.566859453</td>
<td>-2.06625</td>
</tr>
<tr>
<td>Reallocation or replacement assistance</td>
<td>4.365853659 0.848415958</td>
<td>4.421052632 0.590788008</td>
<td>-0.29122</td>
</tr>
<tr>
<td>Gradual retirement</td>
<td>4.195121951 0.670620833</td>
<td>4.263157895 0.713929472</td>
<td>-0.34996</td>
</tr>
<tr>
<td>Proper balance of work &amp; home</td>
<td>3.975609756 1.04736149</td>
<td>4.052631579 0.944439918</td>
<td>-0.28371</td>
</tr>
</tbody>
</table>

Source: Primary Data

From the above tabulation we illustrated that there is no significant difference between below 30 & above 30 age group of employees in private banks from the factors which we have taken except the factors,” get back the same job after maternity/paternity leave”, “equal access to promotion, training & development”

5.3. Work-Life Balance Group Analysis by using Z-Test: Age Group Basic.
From the above tabulation, we illustrated that there is no significant difference between managerial & official employees in private banks from the factors which we have taken except the factors, “unpaid maternity & paternity leave”. From the above survey, it is concluded that the findings & suggestion are based on a survey conducted & these points are to be looked into by management for improvement in employee’s work-life balance. Findings are given in this chapter below.

- Most of the employees partially agree with the availability of flexible work schedule.
- A maximum number of employees from the surveyed data say that they feel that they feel their work life & home life is either balanced or somewhat balanced or very well balanced in short can we say that employees are balancing their dual life.
- A maximum number of employee is saying that they find themselves in a slightly stressful situation when balancing work life but they somehow balance their dual life.
- All most all the employees think that flexible schedule should be given to them that would help them to balance work & home simultaneous & even increase in efficiency for the job.
- When we see the age composition it is clear that the organization is recruiting a young individual that is in the age group of 18-25 & 25-35 thus organization is have new generation but lack of experienced employees having experienced more than 30 years.
- Maximum employees are able to attend their family gathering. This is some sight of balancing their dual life.

<table>
<thead>
<tr>
<th>DIMENSIONS</th>
<th>Managerial (N1=21)</th>
<th>Non- Managerial (N2=39)</th>
<th>z-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of flexible work schedule</td>
<td>3.571428571</td>
<td>3.487179487</td>
<td>0.266239</td>
</tr>
<tr>
<td>Balance of work-home with flexible time</td>
<td>4.285714286</td>
<td>4.333333333</td>
<td>-0.29061</td>
</tr>
<tr>
<td>Cultural/religious leave</td>
<td>3.571428571</td>
<td>3.948717949</td>
<td>-1.36566</td>
</tr>
<tr>
<td>Study/training leave</td>
<td>3.952380952</td>
<td>4.435897436</td>
<td>-2.43582</td>
</tr>
<tr>
<td>Feelings of stress due to work</td>
<td>3.523809524</td>
<td>1.005652956</td>
<td>0.686657</td>
</tr>
<tr>
<td>Unpaid maternity/paternity leave</td>
<td>3.714285714</td>
<td>3.871794872</td>
<td>-0.55959</td>
</tr>
<tr>
<td>Job sharing</td>
<td>3.476190476</td>
<td>3.692307692</td>
<td>-0.91039</td>
</tr>
<tr>
<td>Providing sufficient time to family</td>
<td>3.904761905</td>
<td>3.692307692</td>
<td>0.745623</td>
</tr>
<tr>
<td>Health programme</td>
<td>3.666666667</td>
<td>3.846153846</td>
<td>-0.72687</td>
</tr>
<tr>
<td>Counselling service for employee</td>
<td>4.619047619</td>
<td>4.307692308</td>
<td>1.952873</td>
</tr>
<tr>
<td>Equal access to promotion, training &amp; development</td>
<td>4.142857143</td>
<td>4.025641026</td>
<td>0.536802</td>
</tr>
<tr>
<td>Reallocation or replacement assistance</td>
<td>4.19047619</td>
<td>4.487179487</td>
<td>-1.31303</td>
</tr>
<tr>
<td>Gradual retirement</td>
<td>4.238095238</td>
<td>4.205128205</td>
<td>0.169525</td>
</tr>
<tr>
<td>Proper balance of work &amp; home</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Primary Data
Career & health are the two segments which have been set as topmost priorities by employees. In the same course, the family is also given the second most important priorities by employees.

A maximum number of employees from the surveyed data say that they are happy with the unpaid maternity/paternity leave.

But when it comes into the get back the job after the maternity & paternity leave than most of the employee partially agrees with the statement.

Many of the employees are slightly agree with the job sharing among the employees.

Most of the employees take their family for an outing at least once a year but only 11.67% employee never take their family for an outing. Thus they can say that employees are not given free time to their family.

Most of the employees are very happy with the annual counseling program according to surveyed data.

From the analysis, management gives equal access to promotion and training & development.

Most of the senior employees are happy with the gradual retirements benefits of the management.

Most of the employees are very successfully manage their dual life and some somewhat manage their life.

The family & work life are both important to employees in any sector & if these two are not maintained properly it creates stress & strain & results in various diseases. Achieving a good balance between work & family commitments is a growing concern for contemporary employees & organizations. There is now mounting evidence-linking work-life imbalance to reduce health & wellbeing among individual & families. it is not surprising then that there is increasing interest among organizational stakeholders (e.g. CEOs, HR managers) for introducing work-life balance policies in their organizations.

Work-life balance policies are most likely to be successfully mains termed in an organization which has a dear understanding of their business rationale & which respects the importance of work-life balance for all employees.

From the study, it is clear that most of the employees are not working under flexible schedule. Only those employees who are in managerial position are working under flexible schedule. But if the flexible schedule given to all the employees surveyed are willing to take advantage of it.

Employees in managerial position say that their dual life is very well balanced & even some executive things that are somewhat balanced. But the office staff’s dual life is balanced & somewhat balanced. Thus all the surveyed employees have balanced their dual life.

A maximum number of employee is saying that they find themselves in a slightly stressful situation when balancing work life but they somehow balance their dual life.
From the analysis, management gives equal access to promotion and training & development. Most of the senior employee is happy with the gradual retirements benefits of the management.

Maximum employees are able to attend their family gathering. This is some sight of balancing their dual life. Career & health are the two segments which have been set as topmost priorities by employees. In the same course, the family is also given the second most important priorities by employees.

Most of the employee is very happy with the annual counseling program according to surveyed data.

5.3. Recommendation:

<table>
<thead>
<tr>
<th>List of Recommendation on WLB issues of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>For the employees</td>
</tr>
<tr>
<td>Time management</td>
</tr>
<tr>
<td>Be honest</td>
</tr>
<tr>
<td>Set your priorities</td>
</tr>
<tr>
<td>Learn to say no</td>
</tr>
<tr>
<td>Nurture yourself</td>
</tr>
<tr>
<td>Seek help of counsellors</td>
</tr>
<tr>
<td>Use technology</td>
</tr>
<tr>
<td>Use the facilities available for WLB in organizations</td>
</tr>
</tbody>
</table>

| For the organizations                           |
| Integration                                     |
| Offer flexibility                               |
| Training program                                |
| Communication                                   |
| Survey questionnaire                            |
| Role of HR department                           |
| Promote awareness                               |
| Stress management program                       |

Reference:


Research Report on “Work life issues in the Australian Construction Industry: Finding of a Pilot Study”, The University of Melbourne,Australia,


Visser,Fiona &Williams,Laura., “Work-Life Balance: Rhetoric versus Reality”


Web Site:

www.scribd.com

www.slideshare.net

Www.WORKLIFEBALANCE.co