CHAPTER I
INTRODUCTION

The economic growth of a country is derived by the increase in production of industrial products, agricultural products and the service sector. This economic growth influences standard of living of people and their per capita income and leads to economic development of a country. The service sector consists of banking, insurance, trade, transport, etc. The banks extend loans to industrialists for industrial production, investors to purchase heavy machines. They provide finance to facilitate foreign trade and small scale industries.

1.1 Women Employment

Over the past twenty five years, there is tremendous change in the work and global competition and thus the work environment becomes more competitive. This change has taken place in public sector companies, nationalised, private and foreign banks. In India, there has been an enormous increase in women employment in the banking sector from the year 1950. The gradual increase in the women employment from 1960 is remarkable in metropolitan cities. Now-a-days women work in almost all types of banks. The reasons for high recruitment rate of women are qualification, sincerity, time-consciousness, highly responsibility, performance and completion of work within the stipulated time.

The social changes taking place in Indian families and financial commitments, modern standard of living, changing policies of management after nationalisation, international changes in banking and finance have led to increase women employment. In order to share the financial burden of the spouse as well as to raise the standard of living women started their paid employment. The increase in the number of women employment is very high in metropolitan cities. In particular, the nationalisation of banking sector in the year 1969, reduced gender discrimination against women in banking jobs. There is more number of women employed in Service sector. Women prefer banking jobs for better stability, regular working hours and secured environment. Women employment has become more significant after the year 1980.

1.2 INTRODUCTION OF BANKING

In the last decades of the 18th Century, the Banking industries were originated in India. Banking industry works as the backbone of any Economy. The development of a
country depends upon the performance of a Banking industry. The Annual growth rate of banking sector in India is nearly 23 percent. The contribution of Banking sector to Gross Domestic Product (GDP) is nearly 6 percent. The banks are considered as industries that accept various types of deposits and grant several types of loans. The Banks act as intermediary between the savings and investment units of the economy. The surplus funds of individuals are collected by Banks and these funds are channelised to investors. In simple words, the Banks, as intermediaries transfer funds from Savers to investors through grants for Business, Commerce, Education and other purposes. The banks constitute major segment of the financial sector in India and thus the reform measures are primarily initiated for improving the performance of the banking sector. Initially, the temples were used as the place to deposit money. In Italy, the money changers conducted their business in the street on a bench, called ‘Banco’. From this Italian word we have derived the word ‘bank’. The first bank, called general bank of India was established in the year 1786. Then bank of Hindustan and Bengal bank were started. Then the Presidency bank was established in Bengal, Mumbai and Chennai respectively. Originally, the financial activities were handled by individuals and money lenders. The money lenders were not having sufficient securities for money savings and sanctioning loans. To overcome these problems, the organised banking sector was established.

Section 5(b) of the banking companies Act, 1949 defines banking as “accepting for the purpose of lending or investment of deposits of money received from the public repayable on demand and withdrawable by cheque, draft, order, or otherwise”.

The banks constitute major segment of the financial sector in India and thus the reform measures are primarily initiated for improving the performance of the banking sector. The main objective of the financial sector reforms was to improve the efficiency of the banking system. In order to protect the public savings as well as promote their confidence and to control the supply of money and credit the banks are highly regulated. This regulations also assist to avoid exercising power by few individuals, institutions and to help the sectors to fulfill their special credit needs and also provides credit and collection of tax revenues to the Government.

1.2.1 Reserve Bank of India

The Reserve bank of India (RBI) was established on 1st April 1935 in accordance with the provisions of the Reserve bank of India Act, 1934. RBI controls the monetary policy of the
Indian Rupee and acts as India’s central Banking Institution. RBI was nationalised in the year 1949. The RBI plays an important role in creating development strategy for the Government of India. The RBI functions with 21 members as the central Board of Directors. After Independence, the RBI was nationalised in the year 1949. RBI maintains banking accounts of all scheduled banks. In 1934, the Reserve bank of India Act was passed and RBI governs the rules and regulations of all banks. The functions of RBI are managing foreign exchanges, prescribing parameters of banking operations for Indian financial systems, issue of currency, controlling credit, performing promotional functions to support national objectives and supervise all other banks and promotion of sound banking in India.

The Indian Government nationalised all major banks in 1969 and started their operations as commercial banks. In the first phase of banking sector between 1913 and 1948, there were approximately 1100 banks in India. After the year 1960, RBI was empowered to merge weak banks with the strong ones. The Nationalisation of the Indian Banking sector paved way reduce gender discrimination against women in banking jobs. In 1969, 14 banks and in 1980, 6 banks were nationalised. In the post nationalization period, more significance was given to deposit mobilization and credit disbursements.

1.2.2 Types of Banks

Banking industry formulates a chain with the economic activities in the country. For example, in the case of lending money, the bank creates a chain with the economic activities such as investment, production, employment, income demand, increase in prices, increase in profit, more dividends, dividend for shares and expansion of capital market. Based on ownership the banks can be classified as public sector banks, private sector banks, co-operative banks and foreign banks. On the basis of structure, the banks are classified as unit bank, branch bank, group bank, chain bank, correspondent bank. The banks can be categorized as investment banks, co-operative banks, agriculture development banks, saving bank, foreign banks or exchanges banks and central banks in accordance with their functions.

Commercial banks render services for individuals, businesses and governments. Global banks provide similar banking services and in addition to that they offer international lending and foreign currency trading services. Regional banks provide banking services to individuals. Federal Reserve banks are Government agencies performing financial services to the Government. The money banks provide loans and accept deposits. Community banks
render services over the internet. There is a drastic change in the commercial banks in their traditional money dealing business to innovative banking operations.

The banking system comprises of central banks, commercial banks, co-operative banks and foreign banks. The changes in world trade and technological changes enabled more changes in the functioning of system. The central bank maintains all types of government revenue and expenditure. The RBI works as a banker to the government and to banks. The functions performed by RBI are banking system refers to the several aspects of banking industry like ownership, structure and nature in a country.

The primary functions of the commercial banks are:

i. Acceptance of deposits by savings bank account, current account, fixed deposit account, recurring deposit account.
ii. Discounting of bills.
iii. Granting of loans by various types, cash creditor overdraft.

The secondary functions provided by the commercial banks are:

i. Agency services
   a) Collecting cheques, bills and promotes for customers.
   b) To fulfill standing instructions for the customers to pay telephone bills, insurance premium etc.
   c) To collect dividends and interest on securities.
   d) To purchase and sell securities as per customers’ guidance.
   e) Transforming funds from one branch to another.
   f) Acting as an agent or correspondent for the customers.
   g) Issuing credit cards for rural and urban areas.

ii. General utility services.
   a) With the permission of RBI, the bank purchases or sells foreign exchange.
   b) Issuing letter of credit to the export.
   c) Acting as drawee in case of need by accepting bills.
   d) Undertakes merchant bank activities.
   e) Provides safe deposit vaults for customers.
   f) Accepting income tax.
g) Acts as referee to improve the customers’ credit worthiness.

h) Supplies data relating to trade for businessmen.

i) Mobilizes huge amount of foreign exchange to invest in infrastructure.

j) Promoting global deposit receipts.

In the modern days, banks undertake portfolio management and help to generate more funds in the capital market. The banks assist the customers for investing in mutual funds and provide venture capital for promoting new projects. The merchant banks undertake the issue, allotment and collection of share capital. Banks promote self employment and create more entrepreneurs by providing loans and create more degree holders by extending educational loans to the students. Thus banks play significant role in increasing the literacy role of the country. The banks extend their services by credit cards and debit cards. Deposit banking, investment banking mixed banking, retail banking, wholesale banking, and universal banking are the various types of services rendered by the banks. In deposit banking, the bank accepts deposits and lends for a short period. Investment banking promotes long term investments either by contributing to share capital or by providing long term loans. Mixed banking combines both deposit banking and investment banking activities. When the individual customers are given more preference with service motive, it is called retail banking. On the other hand, in wholesale banking the corporate sector clients large scale operations are undertaken. There are more financial dealings dealt by banks such as factoring, leasing, mutual funds, portfolio investments and foreign investments, etc and are called as universal banking.

The following are the Modern functions provided by commercial banks:

a) Teller system
b) ATM system
c) Home banking
d) Green card
e) Mutual funds
f) Factoring
g) Electronic clearing system
h) Gold banking
i) Gold or platinum card.
j) Banks have introduced more products like Credit Cards, debit cards, ATM cards, deposits, loans including consumer loans, vehicle loans, housing loans and personal loans. The other range of services offered by the banks are securitisation, leasing and hire purchase, custodial service, depositories and factoring etc.,

k) The banks are utilising new distribution channels for credit card and customer loan services.

1.2.3 Banking in India after Globalisation

Globalisation has entered into the world in the year 1960 of 20th century. Globalisation refers to the process of interlinking the national economy with the world economy. Globalisation has created new opportunities to developing countries of the world. In India, this concept was introduced by financial reforms in the year 1991 in respect of Liberalization, Privatization and Globalization. Liberalisation assisted the banking industry by attraction of new capital to financial intermediaries, creating competitive banking institutions, allowing more private sector and foreign banks, upgrading technology in banks with modern communication systems, making banks autonomous and encouraging private ownership. Globalisation refers to the free movement of goods and services throughout the world. Globalisation has changed family, work, services, trade, leisure, knowledge etc., The increase in the level of deregulation along with the increase in completion have led to Globalisation of the Indian banking sector. Before liberalization, there exists monopoly of public sector banks in India. But liberalisation and banking reforms made public sector banks to provide unique products and services in accordance with the customer needs and requirements and thus the Public sector banks started to compete with well diversified foreign banks.

1.2.4 Banking Reforms in India

New technologies and recent development have made the entire banking sector to undergo restructure. The credit policy framed by RBI and implemented from April, 2000 has facilitated the entry of more private banks. Banks offered advisory services called as ‘Private banking’. This service is rendered to ‘high relationship value’ clients. The financial market has started focusing towards class banking products from mass banking products. The products introduced under class banking are value added and customised. In this era, most of the public sector banks like SBI are opening new branches and these
branches are called as Personal Banking Branches (PBB). The various types of customised banking products are Investment Advisory service, Photo credit cards, cash Management services, Investment products and Tax Advisory services. Banks are given licenses to engage in the process of borrowing and lending money to help for assisting the Economic development of the country. The Reforms taken place in Banking sector clearly portrays the growth and expansion of the sector. This has created more opportunities for woman to get employment. In the post Independence period, there was an invisible glass ceiling for woman to acquire top management positions in banking sector. After Globalisation, in addition to public and Private sector banks, large number of foreign banks are also established.

The first committee was constituted in the year 1990 on financial system. The second committee was constituted in the year 1998 on banking sector reforms. The recommendation and implementation by Narasimhan committee created rapid changes in the Banking sector. The Economic liberalisation and financial sector in India has led to the Banking sector reforms. The Reforms in Banking sector was initiated in the early 1990s. The main objectives of the Reforms were to make the Banking industry free from Government control and to follow international Accounting Standard. The other objectives of the Reforms formulated to make the Indian Banking Industry as more competitive, efficient and productive. The problems of commercial banking were analysed by several committees, in particulars, there are two committees given more significance. They are

(i) Narasimhan Committee I (1991)

The Narasimhan committee I focused on Functional autonomy and Operational Flexibility and the Narasimhan committee II aimed at bringing structural changes in the banking systems. The committee found that the reasons for increasing in operational expenditure of the public sector banks were rise in number of branches, poor supervision and high unit cost providing loan to the priority sector. The Committee had made a clear definition of Priority sector. The small farmers and low income target groups were focused in this priority sector. The committee had given recommendation to reduce the direct credit to 10 percent from 40 percent of commercial loans to the priority sectors. Here, the priority sector includes agriculture, small scale industry, small transport operates, etc., The committee had suggested that the dairying and poultry can be added to the priority sector list.
During the reforms period, the banking industry had expanded their branches and concentrated more on the growth of credit and deposits. The interest rate deregulation was initiated and the complex and fixed interest rate structure was eradicated. The second Narasimhan Committee report gave more emphasis for strengthening Banking system, human resource development, technology upgradation and also capital adequacy asset classification and resolution of NPA related problems. The Regulatory Mechanism provided by the Narasimhan committee Report I created a regulatory framework for banks called as “Prudential Regulation”. The five issues addressed by the Prudential Regulatory Framework were Market structure, capital adequacy norms, Accounting and provision for NPAs, Supervision of banks and Privatisation of banks. The second phase of reforms focused more on structural measures, levels of transparency and improvement in standards of disclosure. These recommendations were given to make our Indian standards to meet International best practices.

1.3 WORK LIFE BALANCE

The changes in the economic and social environment of the society have influenced the nature of employment throughout the world. WLB is an emerging concept in HR in the content of modern organizations. General perception of the top management of this Banking sector is women are better qualified, hard and more committed toward the achievement of goals. They are more diligent towards their duty and chances for occurrence of corruption and fraudulent activities are nil or very less. Women also prefer to bank employment because of regular working hours, stability, secured work environment, lesser time to travel. Work life and personal life are interconnected and interdependent. WLB has been defined in various ways by different scholars. WLB does not mean equal balance between personal life and work life. It refers to individual’s ability to balance and maintain equilibrium state of work and work commitments and responsibilities. Work-life balance is generally refers to an equilibrium between the amount of time and effort allocated to work and personal activities for maintaining an overall sense of harmony in life.

Work life balance is one of the emerging issues in the environment of Indian Employment. In the olden days, Men were the breadwinners women were taking care of all types of household works. Now-a-days, the financial commitments, society norms have made women to enter into paid employment. The male as well as Female are having two domains in their lifetime. They are Organisational work and Personal life domain. Both domains are
equally important and they are inter related and also inter dependent. Each domain requires the duties and responsibilities to be fulfilled. Men perform lesser amount of life activities than women and hence balancing of two domains is more significant for women than men. Research has found, not surprisingly, that women spend more time working in the household than men (Brough & Kelling, 2002; Hochschild, 1997; Skitmore & Ahmad, 2003). Women are still largely responsible for maintaining the household, through tasks which include doing the laundry, shopping, food preparation and paying bills while spending 40 hours a week in the workplace (O’Kelly,2002). According to Hochschild (1997), men accomplish one-third of daily home activities; women perform two-thirds. The work itself is demanding by nature comprised of high commitment deadlines or stipulated time schedules, sincerity, dedications. On the other hand, personal life requires elder care, children care, spouse care, fulfillment household responsibilities. In this scenario, Women are facing more conflicts of work and life than men. Moreover, women are the primary caretakers of the family.

WLB Concept was first introduced in America in the year 1986. The reasons for the introduction of the concept was the American employees were working towards the achievements of corporate goals and could not able to concentrate their time on their life activities such as family, self care, social get together, etc. In general, Organisational work for getting salary and relaxing at home alone do not fulfill one’s life. In general every man has two types of activities. They are work activity and life activity. Work activity consists of performing work itself and career growth. On the other hand, life activity consists of self care, family care, participating in Religious/Spiritual and community activities. Self care includes doing exercise, Yoga and Meditations, engaging in Hobbies. Family care comprises of spouse care children care, elder/dependent care, maintaining good relationship with friends and relatives and also among the members of the family. However, a few women engage themselves in self employment to manage their work and family needs. This happens for married woman following their child/children birth. In the present scenario, the organisations have started caring about the well being of the employees which insists in the implementation of work life balance policies.In this research, work life balance of woman employees is measured. Then their expectations and satisfactory levels are examined. In recent years, the term “work-life balance” is replaced with the word “work-family balance”
1.3.1 Definitions of Worklife Balance

Work-life balance. (2002) defines Work/Life Balance as” A state of equilibrium in which the demands of both a person’s job and personal life are equal”.

According to Work foundation ‘Work–life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.’

According to Jim Bird, CEO of Worklifebalance.com, “Work-life balance is meaningful achievement and enjoyment in everyday life”.

1.3.2 Benefits of Work Life Balance

The following are benefits derived by the individual and organization through proper work life balance.

1.3.2.1 Benefits of WLB to Individuals

- Clear and optimistic approach
- More clarity in Performance.
- Completion of work within the scheduled time.
- Lower level of Intra individual conflicts and Inter individual conflicts between work and family roles
- Stress free and good quality of work life
- Good in self management
- Healthy family environment
- Improved quality of worklife
- High morale
- More work satisfaction
- More satisfaction in personal life
- Good Health(both Physical and Mental health)

1.3.2.2 Benefits of WLB to organisation

- Increased Productivity.
- Reduction in the staff turnover rates
- Less reduction in knowledge workers.
- Reduction in the costs associated with recruitment, training and turnover.
- Increase in the rate of return on investment in training, because the employees are remain stable in the company
- Reduction in the absenteeism rate
- Good Health and Safety work environment
- Greater employees’ loyalty
- More commitment towards the job
- Reduction in the rate of sick leave
- Good and improved corporate image and it leads to more sales, increase in stock price

The above benefits contribute to make the employees more effective and enhance the productivity of the PRSBs and PUSBs.

1.4 OPERATIONAL DEFINITIONS OF THE CONCEPTS INCLUDED IN THE STUDY

The operational definitions of the various concepts included in the present study are given below.

Domain: a distinctive group of individuals with the same shared interest (Greenhaus & Beutell, 1985).

Family: a group of legally related individuals (Aryee & Luk, 1996).

Life work balance: Life work balance refers to spillover of life domain into work domain and making a balance.

Work life balance: Work life balance refers to the spillover of work domain into life domain and making a balance.

Role: “a set of expected behavior patterns attributed to someone occupying a given position in a social unit” (Robbins, 2005, p.245).

Role Conflict: occurs when individuals are forced to take on competing role demands in their lives and when role obligations are incompatible (Matthews & Rodin, 1989).
Spillover Effect: looks at the behaviors and attitudes in one domain and how it may affect the behaviors and attitudes in another domain (Brough & Kelling, 2002).

Work Life Balance: describes the balance between an individual’s work and his or her personal life (Higgins & Duxbury, 1994).

1.5 Women Issues in Bank

The female employees have to work at both places, office as well as home they perform dual career and thus the female employees are suffering from physical ache and discomfort in the workplace. They exercise fatigue at their earlier age itself. The pregnant women who work with the computers are affected by the radiation of the computers. The woman employees face high psychological pressure and problems by dry air, noise and lighting. The nature of bank jobs creates severe physical problems like headache, backache, pain in fingers, wrists necks and shoulders. Because of these reasons woman employees forego their promotion opportunities inspire of having qualified themselves with the officer cadre exams. Woman working in managerial cadre have more responsibilities and hence they are required to work after their normal working hours. But they have to take care of babies (if any), small children, dependents and spouse. This creates adverse effect on the psychological heath of the woman employees. Transportation is another problem for women employees. They need to travel around one hour in case of banks located at distant places. This leads to physical strain and fatigue for them. During hectic work schedule and heavy workload periods, official meeting, inspection, new assignment the women employees face more challenges to strike work life harmony. The women employees find difficult to take up leadership roles in their path. The inability to bear separation from the family, natural love and affection difficulty of better judgment and quick decision making required in higher posts make them to think about their desire to climb up the career ladder.

Women are offered more prospects for jobs. However, the women are facing some common problems during the course of their careers. These include workload, performance of dual role, and sexual harassment in the workplace, domination of men and refusal of infrastructure facilities. Generally, promotions are tied up with transfers and working for late hours. Due to the significance of this industry, it is necessary to evaluate the work life balance of women employees in this sector.
1.6 HR in Banking

Human resource management is more significant for banks because banking is a service industry. The success of the banking business depends upon two key challenges tackled by the banks such as the management of people and management of risks. The banks have to distinguish themselves from other banks in the competitive world in order to get high level of customer satisfaction. The other challenges faced by most of the banks are

a) Proper Planning

b) Acquiring the right person for the right job

c) Retaining the employees

d) Handling of Manpower

Human Resources are the primary asset for all industries. In the same way, banks have strong, dynamic employees which identify the opportunities for growth and develop the banking industry along with fulfilling diverse career opportunities for them. In the past few years, there are more changes taking place in many banks concerning HR. Banking follows empowered HR model, and the model provides strategic advisory and transactional services. The various services are payroll reward and compensation benefits recruitment, learning and development career management, organizational design and employee relations. The primary emphasis is given for integrating Human Resource strategies. The Human Resources Development (HRD) is considered as the core function of banking industry. HRD facilitates the employees’ performance improvement, and it is measured both in terms of financial industries of operational efficiency and in terms of quality of financial services. In determining the competitiveness of the financial sector, human capital plays a significant role with the skills, attitudes and knowledge as the factors. The banking industry is well known for service industry and rendering services to customers depend upon the ability of the banks which in turn is purely based on the quality of human resources.

Banks provide locker facilities, store sensitive and personal information about their customers. The bank employees from Manager to clerical staff must have a higher level of integrity and trustworthiness than the employees in most other industries. Thus the role of HR is more crucial in banking sector.
1.7 Management of Women Worklife in New Generation Banks

Both private sector and public sector and public sector banks adopt similar strategies to render service to customers and also to satisfy them at the maximum possible level. They have developed the concept of direct selling to customers by their agents for credit products.

The new generation private banks started their organizations in the year 1993. In that time, the financial market was dominated by the state-owned banks, nationalized banks and foreign banks. The new generation private sector banks had to put more effort to compete against the established banks. The foreign banks widen their banking industry by innovative products and with customer focused approach. Today, those banks have a market share of 20 percent in deposits and advances and they have successfully capitalized on the growth of Indian Economy. This development can be easily understood from the establishment of ATMS. The banks have more number of ATMS today and they extend their service by mobile banking, phone banking and internet banking. In 1990, in India, there were around 100 ATMS. But now we have the ATMS in terms of thousands. In this scenario, the growth of new generation banks is possible only by the hardworking employees. They are required to spend their time efficiently and hence managing their personal life along with their organizational work is a challenge for them.

The management of good quality of work life provides physical health, work and life satisfaction for the employees. In the domestic life, woman is the primary care taker of the family. In addition to that women have to take care of their organizational work if they are employed. The women employees in new generation banks are well qualified and well compensated for their work. They are required to perform dual role and in both places, they have more responsibilities to be fulfilled. In their personal life their income is utilized to modernize their house, especially kitchen to complete their household work quickly. In organization life, modern technology with computerization makes their work easier. However, the management of quality of work life is influenced by the key elements like work schedules, work redesign, team building, professional development, job security, job satisfaction, better reward system.

1.8 STATEMENT OF THE PROBLEM

Traditionally men were working towards getting success, power, status, money as well as committed relationship, love & affection, children, and happiness. But now, a
majority of women want to achieve or strive to achieve these things. There are more changes taking place in Indian families due to urbanisation & modernization. Today, Most of the Indian women have started their carrier for three reasons. First they want to give supportive hand to their husband in financial position. Second they want to utilize their studies, experience and knowledge in good manner. Third, they need to have touch with the society.

In the older days, women as homemakers were supposed to do all kinds of household work manually. Due to technological advancement, today, the same kind of household work can be completed by women within a stipulated period of time and not by consuming more than minimum five hours a day. Technology has provided many household equipments as gifts to women and has made to consume their time effectively and efficiently. Technology facilitates women employment. The monetary benefit received by working women also helps them to modernize their home. The most significant issue facing our society is the changing work and family roles of Indian Women.

But performing different roles create work life conflict in the lives of women. The consequences of conflict affect both work environment as well as their personal environment. In this scenario, it is necessary for women to reduce the work life conflicts or to overcome such conflicts. This is possible only by getting right balance between organizational work and personal life. It is widely recognized that the employees who can achieve better worklife balance, work more efficiently with more commitment towards the organization. And also they face only little amount of stress and diseases.

1.9 OBJECTIVES OF THE STUDY

1. To identify the women employees’ perception on worklife balance.
2. To analyse the women employees’ opinion about working and family environment.
3. To measure the level of satisfaction of women employees working in banks about their working and family environment.
4. To identify the level of expectation of women employees on worklife balance.
5. To find out the factors that influence family and work environment to balance the work and life of women employees.
1.12 CHAPTERISATION

The present study is divided into five chapters.

**Chapter I** consists of the introduction about service sector, necessity for women to perform multiple roles leading to worklife conflicts, the scenario of women employment, worklife balance, statement of research problem, objectives of the study and scope of the study.

**Chapter II** covers the review of literature relating to theoretical and empirical background of the worklife balance of the women employees in banking sector. The various problems faced by women for balancing their work and life, their worklife conflicts and the empirical evolution of conceptual and methodological issues pertaining to the worklife balance and the research gap are discussed in this chapter.

**Chapter III** discusses the research methodology adopted for the study with research design, analytical techniques, sample size determination, sampling method, selection of respondents, selection of banks, selection of area, pilot study, questionnaire construction, reliability and validity tests. This chapter also specifies the limitations of the study.

**Chapter IV** consists of the data analysis and inferences relating to the profile of the women employees, factors of life-work balance and work-life balance of women employees both in urban and rural area banks, influence of demographics on factors of work-life balance, association between personal life satisfactions with factors of life-work balance and the relationship between work-life satisfaction with factors of work-life balance. This chapter includes a model proposed for the work-life satisfaction of women employees working in banking sector.

**Chapter V** includes the summary of findings of the research, conclusions, implications and recommendations. And the scope for further research is also indicated. The conclusion includes a summary of main arguments relating to worklife balance of women employees in banking sector, drawing together the various issues so that they can be brought to bear on the defined objectives of the study.