CHAPTER 5

5. SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 INTRODUCTION

This chapter summarize the significant findings of the contemporary study and the necessary propositions have been consequent over the outcomes. The research study emphasis was to compare and assess the Work life balance among the private and public sector banking employees. The primary data of this study was collected using questionnaire and the respondents of the study consist of the sample size of 1100 banking employees. The respondents for the study were selected from both private and public sector employees from Coimbatore district.

The collected data were entered in the appropriate tables and the final results analysed by the application of relevant statistical tools such as Two-way Anova, Chi-Square test, Factor analysis, Regression analysis and Discriminant analysis analyse the difficulties tackled as well as the satisfaction of the employees towards Work life balance. The important factors associated with Work life balance as well as the influence of demographic variables also analysed. The comparison of the variables impact with respect to private and public sector employees were analysed by applying the appropriate tools. Grounded on the outcomes of the study suggestion for practice and the scope for the forthcoming research were proposed.
5.2 FINDINGS OF THE STUDY

Findings from Chi-Square Analysis

- It is concluded from the analysis, that the female respondents in private sector banking and male respondents in public sector banking are balancing the work life level effectively, comparatively good than the respondents of other gender. From the Chi-Square analysis, it is found that there is a close relationship between gender of the respondents and the level of satisfaction towards work life balance among both private and public sector banking employees.

- It is cleared from the analysis, that the respondents working in business development in private sector banks and respondents working in operations of public sector banking are balancing the work life level, comparatively good than the respondents of other job category. From the analysis, it is concluded that there is close relationship between the job profile of the respondents and the level of satisfaction towards work life balance among private and public sector banking employees.

- It is inferred from the analysis, that the single respondents in private sector banking employees and widowed public sector banking employees are balancing the work life level, comparatively good than the respondents of other marital status. From the analysis, it is concluded that there is a close relationship between the marital status of the respondents and the level of satisfaction towards work life balance among both private and public sector banking employees.

- It is noted from the analysis, that the joint family respondents in private sector banking and nuclear family respondents in public sector banking are balancing the work life level, comparatively good than the
respondents of other category. From the analysis, it is concluded that there is a close relationship between the nature of family of the respondents and the level of satisfaction towards work life balance among both private and public sector banking employees.

- It is found from the analysis, that the field work employees in private sector banking and office work employees in public sector banking are balancing the work life level, comparatively good than the respondents of other category. From the analysis, it is concluded that there is close relationship between the nature of job and the level of satisfaction towards work life balance among public sector banking employees.

- It is concluded from the analysis, that the employees working 8-10 hours in private sector banking and employees who are working above 12 hours in public sector banking are balancing the work life level, comparatively good than the respondents of other category. From the analysis, it is concluded that there is a close relationship between the working hours per day and the level of satisfaction towards work life balance among both private and public sector banking employees.

- It is inferred from the analysis, that the employees having working experience of above 10 years in private sector banking and employees who are having working experience of 1 to 5 years in public sector banking are balancing the work life level, comparatively good than the respondents of other category. From the analysis, it is concluded that there is no close relationship between the total experience of the respondents and the level of satisfaction towards work life balance among both private and public sector banking employees.
Findings from ANOVA

- It is obvious from the analysis that the factors like gender, marital status, number of children, nature of family, number of working hours, daily time spent with family, regularity of taking foods are significant at 1% level with respondents’ level of work life satisfaction, followed by current experience and refreshments taking per day are significant at 5% level with level of work life satisfaction perceived by the private sector banking employees. On the other hand, factors like gender, grade, marital status, number of children, nature of family, number of working hours, current experience, care taker of the children, daily time spent with family and regularity of taking foods are significant at 1% level with respondents’ level of work life satisfaction followed by age, job profile, spouse’s job and nature of job are significant at 5% level with the level of work life satisfaction perceived by public sector banking employees.

- It is obvious from the analysis that the factors like job profile, marital status, number of children, spouse job, current experience are significant at 1% level with respondents’ level of job satisfaction, followed by care taker for children, daily time spent with family and regularity of taking foods are significant at 5% level with level of job satisfaction perceived by the private sector banking employees. On the other hand, factors like gender, marital status and number of working hours per day are significant at 1% level with respondents’ level of job satisfaction followed by job profile, number of children, spouse job, nature of job, current experience, number of times job switched, care taker for children, daily time spent with family and regularity in taking foods are significant at 5% level with the level of job satisfaction perceived by public sector respondents.
It is obvious from the analysis that the factor ‘nature of family’ is significant at 1% level with respondents’ level of job stress, followed by gender, job profile, number of children, spouse job, number of times job switched and care taker for children are significant at 5% level with level of job stress perceived by the private sector banking employees. On the other hand the factor ‘spouse job’ is significant at 1% level with respondents’ level of job stress followed by marital status and care taker for the children are significant at 5% level with the level of job stress perceived by public sector banking employees.

Findings from Multiple Regression Analysis

From the Regression analysis, it is found that, the Work life balance of private sector bank employees is associated with the factors such as marital status, nature of family, number of working hours and travelling time to work place.

On the other hand, it is noted from the regression analysis, the level of work life balance among public sector bank employees is associated with factors of marital status, nature of family, nature of job, organizational support, supervisor support, co-worker support and technology interferences.

Further, the regression analysis shows that the independent variables of public sector bank employees contribute about 76.5 per cent of the variation in the level of work life balance comparatively higher with the independent variables of private sector bank employees’ contribution (72.3 per cent of the variation) towards the level of Work life balance.
Discriminant Analysis

- The result drawn from discriminant analysis showed the following factors are significantly discriminate the two group of private sector banking employees viz., low work life conflict level and high work life conflict level.

  - Marital Status (at 1% level)
  - Number of Working Hours per day (at 5% level)
  - Overall Experience (at 1% level)

- Discriminate Function Analysis was applied to the public sector banking employees based on the low and high work life conflict level. The following factors significantly discriminate the two groups. They are

  - Marital status (at 1% level)
  - Traveling time to work place (at 1% level)
  - Regularity of taking foods (at 1% level)

Findings from Correlation Analysis

Relationship between the Impact of Technology Interferences and Work Life Balance

The results obtained from correlation analysis of private sector banking employees shows that except for the factors like ‘Able to balance between time at work and family’, all other three work life balance factors have a high positive relationship with technological interference factors. The highest correlation coefficients were found with ‘not able to fulfil family roles because doing technology enabled work activities from home’, ‘Using technology for
work-related responsibilities creates conflicts with home responsibilities’ and ‘not able to fulfil family roles because doing technology enabled work activities from home’ with 1% significant level. The correlation coefficients with ‘Interruption of social media disturbs personal life’ is also found significant at 5% level.

Correlation analysis of public sector banking employees shows that except for ‘Job role and family role are currently balanced’, all other three work life balance factors had a high positive relationship with technological interference factors. The highest correlation coefficients were found with ‘Technology usage breaks boundaries between job and home life’ and ‘Using technology for work-related responsibilities creates conflicts with home responsibilities’. The correlation coefficients of the factors such as ‘not able to fulfil family roles because doing technology enabled work activities from home’, ‘Using technology for work-related responsibilities creates conflicts with home responsibilities’, ‘not able to fulfil family roles because doing technology enabled work activities from home’ and ‘Interruption of social media disturb personal life’ were significant at 1% and 5% with the work life balance factors.

**Relationship between the impact of policies and provisions of organisation and work life balance**

The results obtained from correlation analysis of private sector banking employees shows that except for ‘Job role and family role are currently balanced’, ‘all other three work life balance’ factors had a high positive relationship with policies and provisions factors. The highest correlation coefficients were found with flexi timing and time off for family events. The highest correlation coefficients were found with ‘flexi timing’, ‘time off for family events’ with 1% significant level among the factors of work life balance.
Correlation analysis of public sector banking employees shows except for factor ‘Work and family life are balanced’, all other three work life balance factors had a high positive relationship with policies and provisions factors. The highest correlation coefficients were found with Employee Assistance Program (Counseling), Paid Maternal/ Paternal Leaves and Time off for family events. The highest correlation coefficients were found with 1% significant level for ‘Employee Assistance Program (Counseling)’.

**Findings from Factor Analysis**

From the factor analysis, it is noted that the respondents of private sector banking employees are agreed to the fact that all the Ten different factors such as work family conflict, family work conflict, family related, job stress, technology interferences, coworker support, supervisor support, organizational support, work related and provisions & policies of the organisation have been selected and analysed. Each component offered different outcome focuses on an influence of level of work life balance. Out of these ten factors, only two factors such as work family conflict and family work conflict revealing the high level of co-efficient. From the factor analysis, the facilitating factors that influences in deriving the level of work life balance of the private sector banking employees was studied and found that component one (work life conflict factor) has high co-efficient among the selected variables. Therefore, this component labeled as a major influencing factor on level of work life balance among the private sector banking employees.

From the factors analysis, it is evident that the respondents of public sector banking employees are agreed to the fact that all the ten factors are intended to perceive the level of work life balance. These ten factors such as work family conflict, family work conflict, family related, job stress, technology interferences, coworker support, supervisor support, organizational support, work related and provisions & policies of the organisation factor are
considered to be the determinants of work life balance and the key for arriving the better level of work life balance among the public sector banking employees. The facilitating factors that influences in deriving the level of work life balance of the public sector banking employees was studied and found that component three (Job Stress) has high co-efficient among the selected variables. Therefore, this component labeled as a major influencing factor on level of work life balance among the public sector banking employees.

5.3 SUGGESTIONS FOR IMPROVEMENT

The work life balance varies from person to person on the basis of demographic variables and other factors associated with work life. Based on the findings from the study the suggestions below were drawn.

- The flexible working time with scheduled job rotation among the employees on the basis of their designation to be introduced in order to balance the work life for both private and public sector employees.
- The analysis shows the level of work life balance perceived by the public sector bank employees was comparatively higher than the private sector employees. So, the private sector banking organisations should concentrate on the factors that contribute to perceive higher work life balance for better productivity and well being of their employees.
- In private sector banks, the number of working hours per day plays a vital role in work life conflict level and traveling time to work place was found to be a cause for work life conflict among public sector bank employees. So the private sector bank organisations should consider regulating the working hours and public sector bank organisations should consider the ways to reduce the traveling time of its employees.
- The introduction of standard working hours and reduction of traveling time to work place will help the employees able to balance their work and life which ultimately results in enhance the productivity.
– Consistent personal counselling as well as training may be delivered in order to manage work life balance.
– The mock up activities on delinquent unraveling related with work life interaction and life to work interaction which these mock up activities helps the employee to preplan their need on work life balance.
– The interference of work activities into personal due to technology intervention should be avoided, because the analysis shows both private and public sector bank employees opinioned, technology interference have high level of impact on their work life balance.
– The supervisor should assess the individual employee’s potential and caliber to fix the target. The supervisor along with the employees can fix up the target by means of consultation together.
– In public sector banks, job stress has a major influencing on level of work life balance. So the organisations should concentrate on this issue and find proper course to reduce job stress. The meditation is the best way to get rid of stress and it should be made compulsory along with work schedules under proper monitoring of process.
– In private sector banks, work life conflict factors have major influence on level of work life balance. So the organisations should unearth the ways to fulfill official works without affecting the family responsibilities of its employees.
– Work life balance cell should be established in the bank in order to regularly assess the employee’s level of perception in terms of work life balance and their job satisfaction. This help the management to ensure their employees level of work life balance and necessary improvements can be done. In this highly competitive world employee satisfaction is the major aspects and work life balance correlated with job satisfaction of the individual. So in order to increase the morality of employees the specific key dimension of work life issues to be resolved.
The in-house crèche facility or subsidized child care services can be provided to the employees near by the office locality. The childcare allowance can also be provided which ultimately helps the employee to be satisfied.

The individual employee should have their own responsibility in managing work life issue. They can schedule time allocation between the personal and professional life. The schedule should be done in such a way so that there should not be any interference of work into personal lives and the personal into work lives. The incidents which were hindering the regular activities to be noted and proper ideas to be implemented to overcome the situation. The employee should prioritize the activities in their job and work related activities.

Time off for special events like Anniversary day, Child birthday can be provided so that which ultimately satisfy employees in terms of their personal lives. Time off to take care of child education (i.e.) for the parents teacher meeting to be provided.

Engaging the family members during the award function yearly once will help the employee family members to realize the accomplishments similarly it act as an idolizer for the family member to cooperate with employees for work related responsibility.

Employees should be provided with emergency back- up in terms of child care services.

Employer should concern about health of employees. Result shows clearly that regularity in food taking act as a factor to induce work life balance. Regularity in taking food at proper time is essential.

The study reveals that co-worker support and supervisor support are essential to balance between professional and personal lives. Arrangement of trips yearly once may enhance the rapport among the co-workers as well as supervisor.
➢ To enhance the supportive work environment and to increase the team spirit sports game such as cricket and volleyball should be conducted.
➢ Multi-task handling to be avoided which help to reduce the role ambiguity. The redesign of job enrichment will help the employees to clearly know about tasks to be accomplished and thus reduces the work conflict.
➢ The programmes related with life management session should be conducted which in turn create an awareness among the employees to cope with their life events.
➢ Organization existing work life balance policy awareness among the employees to be communicated and measurement of its effectiveness to be done so that it will create clarity in the policies. Training programmes to be organized in order to create communicative and healthy work environment which will increase job satisfaction level ultimately results in effective work life balance.
➢ Regular health check-up for the employees could be organized by the companies to ensure the physical well-being.
➢ Learning process assist the employees to procure knowledge which in turn ensure the psychological well-being.
➢ Self-awareness, self-development and interpersonal effectiveness training program should be given which will help the employees to aware about of their feelings at different circumstances and try to cope up with the situation which in turn help them to reduce the stress and increase the work life balance.

5.4 THE SCOPE FOR FUTURE RESEARCH

This research has the latent to endorse further research and examination. The present study determines the employee’s perception towards Work life balance and the associated factors with Work life. It encompasses the
work life balance with respect to banking industry and in future other new aspects associated with work life balance include the following:

The development of Work life balance programmes and the implantation of the Work life balance are some of the area not enclosed under this study and it has to be discovered in future further. The obstacles associated in implementing the Work life balance policies with respect to rural, urban, and semi-urban areas to be discovered. In addition to this the factors such as wage and compensation factors contribution towards work life balance can be analysed in future research.

The proposed model can be authenticated in future research. The effect of the implementation of Work life policies in adopted organization as well as the various ways to increase the level of Work life balance can be further studied in future research. The Work life balance policies available for the other industry may not be applicable for banking industry so that an comparative study among different industry can be done.

5.5 APPLICATION OF MANAGERIAL IMPLICATIONS TO ACHIEVE WORK LIFE BALANCE

The output of the research studies based on the employees perception towards the work life balance and the study findings can be utilised by the HR practioners, employers as well the research scholar to understand the existing prevalence of work life balance and its relation with job satisfaction as well as the retention of the highly valuable human capital in the banking industry. The research output reveals about the key factors which are more associated in maintain the work life balance and the focus on those factors to improve the work life balance. In addition to emphasizing the earlier research findings it helps to augments the evidences with additional outcomes.
The existing work life policies help the employees to balance between work and life. There is an opportunity in improvement of those implemented policies and additional benefit such as time off for family events, flexi-work time and special permission for women employees to take care of child in terms of transparency and instantaneous action without bias.

Banks are doing a lot on work life balance provisions as well as policies to ensure employee is free from work-family and family-work conflicts in order to focus on the work commitments. To accommodate the issues related with work life balance extended counselling and supervision to be done as a part of company policy.

It is essential nowadays to retain the most talented human capital. At present human capital are extremely talented and they lookout for enhanced prospects by associating with the present. Conducting adequate training in terms of the critical areas such as time management and stress management helps the employee to reduce Work life conflict.

5.6 CONCLUSION

The empirical authentication and findings of the proposed hypothesis assist the depiction of inference from the research intended at the assessment of work life balance among the bank employees of private and public sector in Coimbatore district of Tamil Nadu. The good sample size of 1100 sample respondents’ primary data collected through questionnaire and the same was evaluated with the help of the statistical tools like Chi-square Test, ANOVA, Correlation Analysis, Regression Analysis, Factor Analysis and Discriminant Analysis. The study throws it light over the employee’s perception towards work life balance and its influencing variables such as demographic variables, work life conflict, family work conflict, organisational
support variables, supervisor support, co-worker support, work-related variables and family-related variables.

The output of research divulges that the Work life balance initiatives among the employees to be enriched further. The contemporaneous market economy results in the invasion of new thoughts which brought new-fangled and innovative forms of product as well as services in banking industry. This fierce competition urges the employees to enhance their customers as well as to deliver the best of their services towards them to retain the valuable customers. At the same time due to the employees delivery towards continuous efficiency towards the productivity output the consequences of Work life balance issues ascends which leads to the problem such as physical, personal, psychological, health and social related issues.

The issues related with Work life balance significantly vary on the basis of the demographic variables such as age, gender, organization, nature of family, spouse working condition, number of children and number of dependants at house. In addition to the demographic variables the factors related with Work life balance are spouse support, designation, nature of job profile and individual perception. The study revealed that causes of Work life balance issues also influenced by the nature of the bank (i.e.) either public sector or private sector subsequently the volume as well as the nature of the businesses vary accordingly.

Augmented emphasis towards work-family provision will help to progress the human resource systems in operative as well as well-organized manner. Due to intensification in stress each and every individual is more attentive towards their Work life balance as well stress reduction. Health, well-being as well as organizational outcomes were associated with work-family conflict (Eby et al., 2005; Kossek et al., 2010). The employment outline obliges a hands-on part that sketch vital employment and social outcomes by means of
altering the workstations in a tactic of additional social compassionate environment with optimistic work-family relationships.

The management and individual employees are responsible to enhance the work life balance. Both management and employees together should decide job content and task assignment so that the multi-task handling will be avoided. The trustworthy on both side management and employees will expedite the employees to achieve Work life balance which in turn results in achievement of organisational objective. Human capital should be safe guarded with ultimate care to motivate, reassure and urge them to subsidise their maximum effort for the accomplishment of the organizational goals.

Banks plays a major role in the economic growth of India and the valuable human resources ought to be reserved in a well-proportioned to yield the competitive advantage by increasing the employee satisfaction towards their work and which in turn will lead the banks to further flourish projected forthcoming Economic development.