CHAPTER 1

1. INTRODUCTION AND DESIGN OF THE STUDY

1.1 INTRODUCTION

Globalization and upshot advancement of technology are coercing the employees at work environment in job stress which in turn paved way for work life conflict. Stress at working place in the form of stretched working hours or over work load affects the work life of an employee. Work pressure confronted by employees in working environment result in obstacle between professional and family life. Employers are recognizing that optimistic work life upshots of employees are significant components for a successful business tactic. Finding good people are easy but retaining those talented people are issue nowadays. Employees are like pearl and the organization were shell. Only if the shell retains the precious pearl, it is valuable. Similarly an organization wants to retain its valuable employee to prevent the loss of intellectual capital.

In India about 15% of the growth registered under the most extensive service sector of banking and it is one of the most profitable sectors. The economic development as well as the core of money market of country is determined by the effective functioning of banking sector. To cope up with the increasing competition it twisted and adopted recent technology such as ATMs, usage of internet, fund transfer services, mobile banking, IMPS, RTGS, NEFT, CTS, CORE Banking, Digital Banking, Home Banking, social banking and so on in order to satisfy their customers as well as to compete with their competitors. Usage of technology created a convenience and at the same time it conquered personal and professional lives of employees.
One of the most valuable assets of any organisation is Human Resources. The quality output depends upon the human capital efficiency. Work deadlines of employees are squeezed as well as the work boundaries were broken and individual jobs are burdened which ultimately results in work life conflict. The most sustainable competitive advantage of any organization is its human resources since their contribution leads to organizational growth.

1.2 NEED FOR THE STUDY

Due to the Impact of globalization and the fierce competition existence, organizations nowadays are facing market-driven pressure (Mauna, et al., 2006). on the other side of the coin globalization paved way for the educated women professional an prospect to shine their career development as more openings were provided (Khokhar,2013). Ensuing traditional pattern home life, emphasis towards career created conflicting role among the modern educated women in India. Indian cultural and social factors force the women to follow traditional family role of house-wife and mother, not any other outside role (Mahajan, 1966).

Owed to amplified pressure in the form of long working hours disturbed Families’ role among the employee, which in shot paved the way for rise of work life conflict (Kanai A, 2009). The major root cause of work life conflict actually begins at the stage of increase in dual earning couple. Dual career families increased because due to the demographic changes where more women professionals entered work place, as a result need for the work and non-work lives prevailed among the employees to balance (Rajadhyaksha & Bhatnagar, 2000).

The change in nature of Indian family style from joint family to nuclear family results in increase of pressure among the family members and they are not able to spend time with their kids. The lack of grandparents of
availability as well as the good child care providers worsens the situation further ahead (Klaveran et al).

The overall triumph of an organization depends on employee’s efficiency and effectiveness towards their job. Financial factor alone are not responsible for employees motivation. Positive correlation occurs between work life balance and employee engagement and also the each of the components like organizational commitment and job satisfaction. Organization is indirectly benefited by the work life balance by means of decreased job stress, increased well-being and decreased burnout among the employees (Parkes & Langford, 2008).

Emphasis on the contemporary challenges encountered by the banking employees towards their work life issues, similarly to craft cognizance of this alarming effect among the employees, there is greater prerequisite towards work life balance.

HR practitioners should focus their attention more towards work life issues. The application of work life balance practices of other industry may not fit with banking sector. In general, the assumption about the work culture of the private and public sector bank is different because of their different cultural origins. The upshot of the study will benefit the HR practitioners, employees and the organization.

1.3 OVERVIEW OF WORK LIFE BALANCE

Work life Balance is defined as “A state of equilibrium in which the demands of both a person’s job and personal life are equal” (The Word Spy, 2002). Work–family balance was defined as the extent to which individuals are equally engaged in and equally satisfied with work and family roles (Clark, 2000; Kirchmeyer, 2000). Work life balance deals with the issues of care and
division of time spent between paid works and caring (Perrons et al., 2005). The separation of work life and personal life of an individual employee in the organization is work life balance. Creating a boundary between the professional life and personal life is really a challenging one for the existing human capital in this highly challenging competitive environment.

The Work life Balance definition which are widely used and found in literature review is mentioned below:

According to Clark SC (2000), Work–life balance is defined as “an employee’s perception that multiple domains of personal time, family care, and work are maintained and integrated with a minimum of role conflict”.

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

Frone MR (2003) defined Work-family balance as “satisfaction and good functioning at work and at home with a minimum of role conflict” or as a “lack of conflict or interference between work and family roles”

Work life Balance defined as “the extent to which an individual is equally engaged in- and equally satisfied with- his or her work role and family role” (Greenhaus et al, 2003).

“In the last few years we have noticed a number of new career opportunities opening up for Indians especially in the service sectors. However better opportunities a long with good package, growth prospects, brings in a ling work schedule leaving individuals with very little time to balance their work and life. Demanding careers have dominated the lives of many young Indians for some time now and it takes a toll on their family life. It is not a surprise then that most Indians consider work life balance as their biggest
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 norm, to the mutual benefit of the individual, business and society”.

1.3.1 Evolution of the Concept of Work life Balance

Work life Balance not a new-fangled idea or transitory style. The programmes related with work life balance were there as early as 1930’s and the term “work life balance” coined in 1986. The concept work life balance more associated towards employee’s time and energy split up towards their work and family roles. Prerequisite for the demand of work life balance solutions is increasing in an unexpected rate.

The derivation of prerequisite for the work life balance practices in full swing materialized during 1940s. In developing country like India, legislation act as a prime instrument to create harmonious industrial relation. One of the major principles of Labour Legislation in India is social and economic justice. Labour legislation acts as a bridge to harmonious the relation between employee and management. The first stage primeval phase embraces the seed for the foundation of work life balance practices (i.e.) legislation.

The second stage constitutes about different support afford towards employee (i.e.) from their family members as non-institutional support. The kick start of employee welfare originates by the dimension of Gandhi’s thought towards the social welfare at unique perspective. On his return from
South Africa he was shocked at factory workers and landless farmer living conditions. He strongly believed that to lead healthy living condition labourer should be provided with minimum living wage as well there should be a scheme to share profits which in turn paved the way towards trade union activities.

To secure the workers right through legislations Indian Constitution of 1949, laid down the Articles 41, Articles 42 Articles 43 deals with labour welfare. It deals with right to work, to education and public assistance in cases of old age, sickness as well disablement, provisions for securing just and humane working conditions, the maternity relief for women employees providing living wage, decent standard of life, social and cultural enjoyment opportunities under state provisions.

The Imperative policies that address the concerns for work and family life concerns are listed below:

**The Factories Act of 1948:**

Section 48 of Factories Act main provisions is to provide crèche facility where more than thirty women employed in a working place by allocating a room for the women worker’s kids who were under the age of six.

**The Minimum Wages Act, 1948:**

A minimum wage is such a wage that it not only guarantees bare subsistence and preserves efficiency but also provides for education, medical requirements and some level of comports.
The Payment of Wages Act, 1936:

To prevent exploitation of workers by means of prohibiting the wage earners form fines and deduction from their wages. To ensure regular payment of wages were provided to the employees.

Maternity Benefit Act, 1961:

The Maternity Benefit Act provides the female worker a maximum period of 12 weeks (i.e. 84 days) of maternity leave. Six weeks of the above period is post-natal leave. Women employees are entitled to get paid maternal leave up to six months and in case of medical complications, premature birth and miscarriage worker is entitled to get additional one month of paid leave. Two weeks in case of tubectomy operation.

Non-Institutional Support:

The non-institutional support includes the support from spouse, extended family members, paid help/maid, self, friends and neighbours. In general spouse support depends upon nature of spouse job profile and also presence of support from in-laws. The extended family member’s support depends upon their presence, health condition, relationship with them and siblings support. The maid support depends upon their trustworthiness, payment of money towards maid that you can afford and also maid circumstances. Attitude of employees plays a major role in terms of willingness to depart from the standards. Support from friends and neighbours depends how far your relationship with them and their physical location.

1.3.2 Work life Conflict

Work–life conflict was defined as the conflict between work and family demands as well as conflict between work and other role expectations
and responsibilities in private life (Hammig et al. 2009). According to Greenhaus and Beutell (1985), “Work life conflict is defined as a form of role conflict characterized by the incongruence between responsibilities of the home and workplace which are mutually incompatible”.

The role conflict is defined as the “simultaneous occurrence of two (or more) sets of pressures such that compliance with one would more difficult compliance with the other” Kahn et al., 1964. According to Chris Higgins and Linda Duxbury Work life Conflict occurs when individuals, at any level within an organization, find their roles within the workplace and outside it are overwhelming to them or interfering with one another.

The work life conflict exists due to the pressure from one role results in exertion to cope with the other role demand. If the employees feel that may not be able to cope up with the integration of work and non-work roles then it results in conflict outcomes (Frone, Yardley & Markel, 1997)

The work-family conflict arises at work place when an employee experiences the extended working time, work overload, conflict among the supervisor, and conflict among the co-workers, multi-task handling and career transition which in turn disturb the family life.

1.4 CRITERIA FOR SELECTING BANKING INDUSTRY

1.4.1 Banking Sector Key Role in Economic Growth and Employment:

The healthy economy of a country depends upon effective and sound function of banking system. The GDP growth of Indian economy moved along with the contribution of Indian banking industry. In this highly competitive business environment banks are not competing locally but also globally. The advancement in terms of technology resulted in hardly paper
banking and nowadays the banking operation are simple and fast even though the business volume is higher. The electronic mode of technology advancement led to easy access of transactions in operation. Even though the advancement in technology offer quality services and made everything convenient the employees are facing the difficult in their work environment.

**Contribution to GDP:**

Increased demand in retail customers deposits result in rise of aggregate deposits of all scheduled commercial banks which in turn proliferated GDP from 61% in 2003 to 67% in 2013. Similarly trade and economic development enhanced by the increase in lending of SCBs to various industries contributed towards GDP growth from 45% in 2007 to 53% in 2013.

![Graph showing Deposits to GDP Ratio and Creditb to GDP Ratio from FY07 to FY13](image)

**Contribution to Employment:**

The largest share percentage of 65-70% of employment in India is contributed from the BFSI sector which includes Banking, Financial services,
Insurance sector and financial intermediaries such as DSA’s, insurance agents, mutual fund advisors, etc.

The average share of around 28% of employment share contributed from banking sector which stands second position among the other industrial sector in employment. The issuance of new licenses in financial services into rural areas expected to create 2 million jobs for the forthcoming 5-10 years.

<table>
<thead>
<tr>
<th>Industry segments</th>
<th>Total Employment FY13 (in ‘000s)</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking</td>
<td>1,100-1,200</td>
<td>25-30%</td>
</tr>
<tr>
<td>Insurance</td>
<td>200-300</td>
<td>4-5%</td>
</tr>
<tr>
<td>NBFC</td>
<td>25-30</td>
<td>0-1%</td>
</tr>
<tr>
<td>Mutual Funds</td>
<td>15-20</td>
<td>0-1%</td>
</tr>
<tr>
<td>Financial Intermediaries</td>
<td>2,500-3000</td>
<td>65-70%</td>
</tr>
<tr>
<td>Total BFSI</td>
<td>4,000-5,000</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: On-rolls Employee

Source: Reserve Bank of India (RBI), National Skill Development Corporation.

1.5 STATEMENT OF THE PROBLEM

Technology intervention increased the efficiency of the work concurrently it paved the way for intrusion of work into personal lives. The recent Randstad work monitor survey shows that about 78 percent of workforce stated that they receive office phone calls, e-mails after office hours and during holidays which clearly indicate the increasing work life balance issues among India Inc. Employer should focus their attention towards the
distortion of boundary between work and life that is much needed in order to retain and motivate their workforce.

The ample growth prospect of banking sector is considered as foremost cradle of employment nowadays. The competitive environment results in business expansion creating high level of stress in task accomplishment which resulted in difficulties towards their job fulfilment. Banking being the most profitable sector of Indian economy and the success of organization depend upon the human capital the employer should focus their attention towards work life balance. Multiple roles of employee upshot blurred line between personal and professional life. Other organizational sector provides some of the work life balance practices such as five-day working, flexible work timing and work from home but in terms of banking industry lot of challenges were there in implementing.

Thus the major focus of this research is to find out work life balance level and its issues among the private and public sector bank employees by assessing their various needs and expectations. The study also helps to detect the factors which were associated towards employee work life balance and the major prominence between public and private sector employees’ perception towards work life balance. The present study helps in identifying the application of work life policies effects among the different sector. The major emphasis of the study helps in finding out precise factor which is having greater influence towards work life balance of the people working in private and public sector bank.
1.6 OBJECTIVES OF THE STUDY

- To identify organizational and social support factors contribution towards work life balance of employees.
- To know the degree of enactment of work life balance policies in both public and private sectors.
- To identify and compare the factors causing work life conflict among employees in public and private sector banks.
- To find out the source of support factors that hinders work life balance with respect to private and public sector banking professionals.
- To analyze the perception and satisfaction level towards work life balance policies among private and public sector banking employees.
- To compare the technology intervention impact towards work life balance among the employees.
- To compare the work life balance among the professionals of private banks and public sector banks.

1.7 METHODOLOGY USED

The research methodology includes the research design, sampling technique, conceptual and hypothesis testing, research instrument, reliability test, data collection procedure, method of analysis and questionnaire administration. The study is descriptive in nature. The validity of research depends upon the data collection and its analysis. The data collection comprises of both primary and secondary data. The primary data is collected by using structured questionnaire and the secondary data includes the collection of data from magazines, journals and portals. The study covers the Private and Public sector bank in and around Coimbatore district. The
sampling technique used in this study is multi-stage sampling. In the first stage the banks are selected from two strata of private sector and public sector. In the second from the chosen bank of each stratum (i.e.) private and public sector researcher applied the simple random sampling is applied to choose the respondent. The primary data is collected from respondents of around 1100 employees of Nationalised (i.e., public sector) and private sector banks.

1.8 FRAMEWORK OF ANALYSIS

The data collected is analyzed using various statistical measurements. The relationship between the respondent’s socio-economic profile and their satisfaction level of work life balance among the professionals of private and public sector is examined by employing Chi-Square Test. The lowest value of the Chi-Square test indicates that the data was positive with high likelihood. The chi-square test denoted by $X^2$ and it is carried out by applying the below formula.

$$\text{Chi-square test (} \chi^2 \text{)} = \sum \frac{(O - E)^2}{E}$$

Here,

$O$ = Observed Frequency

$E$ = Expected Frequency

$\sum$ = Summation

$X^2$ = Chi-square Value

Degrees of Freedom = $(R-1) \times (C-1)$

Where,

$R$ = No of Rows

$C$ = No of Columns
The measure of strength of association nature and strength of relationship between the two quantitative, continuous variables is Pearson’s correlation coefficient. The relationship between two variables associated with banking professionals work life balance is measured by applying the Correlation analysis. The range of correlation coefficient is from -1.00 to +1.00. The value -1.00 indicates that there is a perfect negative correlation exists between the two variables in which the one variable increases and the other one decreases. Similarly +1.00 values indicate perfect positive correlation between two variables in which the increase in value of variable results in increase in variable of another. There is no relationship exists between the two variables if the value is 0.

Linear association strength is quantified between two variables by using Correlation analysis. Karl Pearson’s Coefficient of Correlation (r-value) was executed by using the following formula:

The formula is given below:

\[
r = \frac{n(\Sigma XY) - (\Sigma X)(\Sigma Y)}{\sqrt{n \Sigma X^2 - (\Sigma X)^2 \sqrt{n \Sigma Y^2 - (\Sigma Y)^2}}}
\]

- \( n \) = number of pairs of scores
- \( \Sigma xy \) = sum of the product of the paired squares
- \( \Sigma x \) = sum of x scores
- \( \Sigma y \) = sum of y scores
- \( \Sigma \) = sum of squared x scores
- \( \Sigma y^2 \) = sum of squared y scores
The value of \( r \) is such that \(-1 \leq r \leq +1\). The + and - signs indicates positive and negative linear correlations respectively.

**Positive correlation:**

If \( x \) and \( y \) have a strong positive linear correlation, \( r \) is close to +1. An \( r \) value of exact +1 indicates a perfect positive fit. Positive values indicate a relationship between \( x \) and \( y \) variables such that as values for \( x \) increases, value for \( y \) also increase.

**Negative correlation:**

If \( x \) and \( y \) have strong negative linear correlation, \( r \) is close to -1. An \( r \) value of exactly -1 indicates a perfect negative fit. Negative values indicate a relationship between \( x \) and \( y \) such that as values of \( x \) increases, values for \( y \) decrease.

**No correlation:**

If there is no linear correlation or a weak linear correlation, \( r \) is close to 0. A value near to zero means that there is a random, nonlinear relationship between the two variables.

To examine the scale dimensionality **Factor analysis** was employed. It helps to reduce the huge variables into small number which will have maximum correlation with the actual variables. Factor analysis helps to find the factors of work life balance which is more associated among the employees. Reducing the number of factors into set of variables called factor. There are two of factor analysis (i.e.) exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Exploratory deals with the discovery of constructs which were influencing set of responses. Confirmatory factor
analysis helps in identifying whether the specified set influencing responses in a predicted approach.

The significance difference among two groups of means with respects to its demographic profile of respondents and their level of Work life balance satisfaction is analyzed by employing t-Test.

\[
T = \frac{X_1 - X_2}{\sqrt{\frac{S_1^2}{n_1} + \frac{S_2^2}{n_2}}}
\]

Where,

- \(X_1\) = Mean of first set of values
- \(X_2\) = Mean of second set of values
- \(S_1\) = Standard deviation of first set of values
- \(S_2\) = Standard deviation of second set of values
- \(n_1\) = Total number of values in first set
- \(n_2\) = Total number of values in second set

The variation in one variable based on other variables is analyzed by employing the Regression analysis. The regression equation helps us to judge which variable is of good explanatory for Work life balance.

\[
Y = a + b_1X_1 + b_2X_2 + b_3X_3
\]

\(Y\) is the value of the dependent variable (Y), what is being predicted or explained.
A (Alpha) is the Constant or intercept

$b_1$ is the slope (Beta coefficient) for $X_1$

$X_1$ First independent variable that is explaining the variance in Y

$b_2$ is the Slope (Beta coefficient) for $X_2$

$X_2$ Second independent variable that is explaining the variance in Y

$b_3$ is the Slope (Beta coefficient) for $X_3$

$X_3$ Third the independent variable that is explaining the variance in Y

The **discriminant analysis** helps to identify the factors which are responsible for the work life conflict among the two different respondent of private and public sector bank. The discriminant analysis is a technique used to analyze the criteria or dependent variable is categorical and the independent variables or predictor interval in nature.

Discriminant Analysis involves the determination of a linear equation like regression that will predict which group the case belongs to. The form of the equation or function is:

$$D = v_1X_1 + v_2X_2 + v_3X_3 = \ldots \ldots v_iX_i + a$$

Where $D$ = discriminate function

$v$ = the discriminant coefficient or weight for that variable

$X$ = respondent’s score for that variable

$a$ = a constant

$i$ = the number of predictor variables
To find the statistical significance between two or more groups or level of independent variables on dependent variables is calculated by applying the Analysis of Variance (ANOVA). The effect of demographic variables such as gender, experience, type of family, employee age, designation, number of children and marital status on Work life balance is carried out by ANOVA.

The process analysis given below:

<table>
<thead>
<tr>
<th>Source of variation</th>
<th>d.f.</th>
<th>T.S.S.</th>
<th>M.S.S</th>
<th>F- ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Categories</td>
<td>n-1 = a</td>
<td>S₁</td>
<td>S₁/a=x</td>
<td>x/y</td>
</tr>
<tr>
<td>Error</td>
<td>b-a = c</td>
<td>S₂</td>
<td>S₂/b=y</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>N-1 = b</td>
<td>S₁/a=x</td>
<td>S₂/b=y</td>
<td></td>
</tr>
</tbody>
</table>

Where

n = No. of categories to be compared

N = Total number of observations

T.S.S. = Total Sum of Squares

M.S.S. = Mean Sum of Squares (TSS/d.f.)

d.f. = Degree of Freedom

1.9 PERIOD OF THE STUDY

The period of study has been narrowed between 2010 to 2016. The primary data of the study executed for a duration of 6 months from August 2015 to January 2016. The secondary data collection includes the period of coverage of around 20 -25 years of study related with Work life balance.
1.10 SCOPE OF THE STUDY

Organization success depends upon the human capital efficiency. So it is necessary for an employer to focus on employee’s motivation and to retain their talented people. Work life balance helps to reduce stress, increase the job satisfaction and self-interest towards organizational commitment. According to the research conducted by corporate executive board among 50,000 global workers reveals that next to compensation Work life balance ranks in second place as an important attribute in work place. This study spectacles some tactics to get rid of Work life conflict and to maintain successful balance of Work life.

The present study throws the insights on Work life balance in banking industry. The study may extend towards overall banking industry throughout the country even globally also, since the Work life conflict is the major issue nowadays. The comparative study on various different industries can also be carried out. In future the research can be executed over the level of employees Work life balance may be examined at the time of establishment of new technology upgradation as well as organizational change.

1.11 LIMITATIONS OF THE STUDY

The study comprises the subsequent limitations:

1) The research was conducted among the banking professionals alone and the selection of respondents is limited towards Coimbatore district alone.

2) The study limited only towards banking sector respondents and the self-employed, other sectors are not covered hence output of the study may not applicable to other sector.
3) Out of total banking employed professionals only small proportion of 1100 respondents are selected because of the restraint in approaching the respondents due to their busy schedule.

4) Collection of data done by single survey at one point. The output may be influenced by common method bias.