CHAPTER-5
CONCLUSION AND SUGGESTIONS

This chapter presents a summary of the present research effort. It also discusses the implications of the findings and on that basis makes recommendations to Bank employees. Some directions of the future study are also pointed out.

5.1 SUMMARY

In the section, first the research objectives are described followed by the hypothesis. Then the research methodology adopted is described in brief. After that, the results obtained are given.

5.1.1 Research Objectives

This study presents the following research questions:

- To examine the factors affecting employees Work-Life balance in selected banks of Punjab and Chandigarh.
- To delineate the select demographic characteristics that impact an employees’ Work - life Balance :-
  - Demographic variables and Work-life balance of employees in the selected banks of Punjab and Chandigarh.
  - Demographic variables and Occupational Stress of employees in the selected banks of Punjab and Chandigarh.
  - Demographic variables and organizational commitment of employees in the selected banks of Punjab and Chandigarh.
  - Demographic variables and Job satisfaction of employees in the selected banks of Punjab and Chandigarh.
- To investigate the presence of causal relationships between Occupational Stress, Job satisfaction & organizational commitment with employees Work-Life balance in selected banks of Punjab and Chandigarh.
- To identify and compare the HR policies and practices being adopted by the select public, private and foreign banks to maintain healthy Work-life balance.
- To suggest the strategies to be adopted by the selected banks to ensure Work-life balance.
5.1.2 Hypotheses of the Study

- **H₁₁**: Occupational stress is negatively and significantly related to employees Work-life balance in the selected banks of Punjab and Chandigarh.
- **H₁₂**: Job satisfaction is positively and significantly related to employees Work-life balance in the selected banks of Punjab and Chandigarh.
- **H₁₃**: Organizational Commitment is positively and significantly related with employees Work-life balance in the selected banks of Punjab and Chandigarh.
- **H₁₄**: The impact of Occupational Stress on employees Work-life balance is more than Job satisfaction & Organizational commitment in the selected banks of Punjab and Chandigarh.
- **H₁₅**: The greater the Occupational stress, the lower the Job satisfaction.
- **H₁₆**: The lower the Job satisfaction, the lower the Organizational Commitment.

5.1.3 Research Methodology in Brief

In the present research effort, the research was confined to cover Occupational Stress, Organizational Commitment, Job Satisfaction and Work-life Balance in select banks in Punjab and Chandigarh. The following two banks in each three sectors were selected for studying the Banking sector in Punjab Chandigarh. They were:

- **Public Sector Banks**: SBI, PNB.
- **Private Sector Banks**: HDFC bank, ICICI bank.
- **Foreign Sector Banks**: CITI bank, HSBC bank.

The banks included in this study were based on their Net profit (as % of Total assets), Gross profit (as % of Total assets) i.e. the highest profitable banks as revealed by RBI in “Report on Trend and Progress of Banking in India” as on 2009-10 were selected for the study.

5.1.3.1 Research Design

The research design of the present study comprises of one dependent variable (Job Satisfaction) and three independent variables (Occupational Stress, Organizational Commitment and Work-life Balance). Demographic variables such as Age, Income, Education, Gender, Family size, Family type, Region and Marital status were taken to
check the relationship between Work-life Balance, Occupational Stress, Job Satisfaction & Organizational Commitment of the employees.

5.1.3.2 Methods of Data Collection

The study being empirical in nature relied both on primary and secondary data. Primary data was collected through questionnaires and secondary data was collected through research journals, magazines, reports, and websites of respective banks.

5.1.3.3 Data Collection Tools

The questionnaire was prepared for the employees for studying the Occupational stress, Organizational Commitment, Job satisfaction and work-life balance of employees. The questionnaire started with the four sections i.e.

First section was related to the Work-life Balance (eighteen items), Second section was comprised of Occupational Stress (thirty four items), third section comprised of Organizational Commitment (twenty four items) and finally section four comprised of Job Satisfaction (thirteen items), followed by the information relating to demographic profile of the respondents i.e. age, gender, education, income, marital status, family type, family size and region.

In short, respondents completed the following sections:

- Occupational stress Questionnaire (Srivastava and Singh, 1981)
- Job satisfaction Questionnaire (Smith, Kendall & Hulin, 1969)
- Organizational Commitment Questionnaire (Allen Meyer’s questionnaire)
- Work-life Balance Questionnaire (Cameron Allan, Rebecca Loudoun and David Peetz)
- Demographic Details

5.1.3.4 Sample Size

Adhering to the prescriptions with respect to statistical power a sample size of approximately 600 employees had been taken, 200 each from Public sector banks, Private sector banks and Foreign sector banks, which are situated in the cities of Punjab and Chandigarh. The selected cities of Punjab were Ludhiana, Patiala, Jalandhar, and Amritsar. These cities were selected on the ground that all of them have maximum
number of bank branches in this state and also these are the oldest and premiere cities of the Punjab.

5.1.3.5 Statistical Techniques used

To arrive at pertinent analysis, the collected data was put to plan statistical analysis using SPSS package. The tools, which were employed to test the drafted hypothesis for analysis included: t-test, Analysis of Variance (ANOVA), Correlation and Regression Analysis.

5.1.4 Findings of the Study

The main findings of the present research attempt are presented in this section as:

Section A presented the

❖ Descriptive Statistics of Work-life Balance Questionnaire showed that the mean score was highest for those employees who were satisfied with the balance between work and personal life and also for those employees who were found to be tired to enjoy the time away from work.

❖ Descriptive Statistics of Occupational Stress Questionnaire showed that the mean score was highest for those employees who felt their colleagues pay regard to them and also for those employees who do the duties which were actually to be performed by others. It was also high for those employees who do work unwillingly due to mass political pressure.

❖ Descriptive Statistics of Organizational Commitment Questionnaire showed that the mean score was highest for those employees who believed in the value of remaining loyal to one organization and also for those who thought that people often move from company to company.

❖ Descriptive Statistics of Job Satisfaction Questionnaire showed that the mean score was be highest for those employees who faced the challenge in their job and for those who got the chance to know other people while on their job.

❖ Overall the mean score was highest for Organizational Stress followed by Job Satisfaction and then followed by Organizational Commitment and lastly by Work-life Balance on a five point likert scale. This meant that bank employees scored highest on stress and lowest on work-life balance.
Section B presented the Bank Sectorwise Mean score, ANOVA and the significance level with respect to the Demographic and the four variables (Work-life balance, Occupational Stress, Organizational Commitment and Job Satisfaction).

Demographic Variable Gender

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding **Work-life balance** was higher for Males in both Public and Private sector banks but in case of Foreign sector banks it was higher for Females. All the three sector banks were found to be insignificant at .05 level of significance with respect to demographic variable Gender.

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding **Occupational Stress** was higher for Males in both Public and Foreign banks but in case of Private sector banks it was higher for Females. Private and Foreign banks showed the significant level but the Public banks anova value was insignificant at .05 level of significance with respect to demographic variable Gender.

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding **Organizational Commitment** was higher for Females in both Public and Private sector banks but in case of Foreign sector banks it was higher for Males. Foreign sector banks were found to be significant with respect to the demographic variable Gender at .05 level of significance and Public and Private banks showed the insignificant level of significance.

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding **Job Satisfaction** was higher for Females in both Public and Private sector banks but in case of Foreign banks it was higher for Males. Foreign sector banks showed the insignificant level but the Public and Private sector banks were found to be significant at .05 level of significance.

- **Overall** it was evident that the mean value of Occupational Stress, Organizational Commitment and Job Satisfaction was higher for Females in Private sector banks but in case of Foreign sector banks it was higher for Males with respect to Occupational stress, Organizational commitment and Job Satisfaction.
Demographic Variable **AGE**

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding **Work-life balance** was highest for those employees lying in the age group 21-30 in case of Public sector banks, in case of Private banks it was highest for the employees lying in the age group 31-40 and in case of Foreign banks it was highest for the employees lying in the age group 41-50. Foreign sector banks were found to be significant with respect to the demographic variable Age at .05 level of significance and Public and Private sector banks showed the insignificant level of significance.

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding **Occupational Stress** was highest for those employees lying in the age group 21-30 in case of Public sector banks, in case of Private sector banks it was highest for the employees lying in the age group of more than 50 and in case of Foreign banks it was highest for the employees lying in the age group 21-30. All the three banks showed the significant level at .05 level of significance with respect to demographic variable Age.

- Comparing the Public, Private and Foreign sector banks it was evident that **Organizational Commitment** was highest for those employees lying in the age group 41-50 in case of Public sector banks, Private sector banks it was highest for the employees lying in the age group of more than 50 and in case of Foreign sector banks it was highest for the employees lying in the age group 21-30. The Public and Foreign sector banks showed the significant level at .05 level of significance with respect to demographic variable Age but the level of significance was insignificant in case of Private sector banks.

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding **Job Satisfaction** was highest for those employees lying in the age group 21-30 in case of Public sector banks, in case of Private sector banks it was highest for the employees lying in the age group of more than 50 and in case of Foreign sector banks it was highest for the employees lying in the age group 41-50. Public, Private and Foreign sector banks showed the insignificant level at .05 level of significance. All the three sector banks showed the insignificant level at .05 level of significance with respect to demographic variable Age.
Overall it was evident that the mean value of Work-life balance, Occupational Stress and Job Satisfaction was highest for the age group lying between 21-30 in Public sector banks, for Private sector banks it was highest for employees lying in the age group of more than 50 with respect to Occupational Stress, Organizational Commitment and Job Satisfaction where as Foreign banks showed that the work-life balance and Job Satisfaction mean value was highest for the employees who lie in the age group 41-50 whereas Occupational Stress and Organizational commitment mean value was highest for those who lie between 21-30. All the three sector banks showed the significant level regarding Occupational stress and insignificant level with respect to Job satisfaction at .05 level of significance with respect to demographic variable Age.

Demographic Variable Marital Status

Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding Work-life balance was highest for those employees who were unmarried in case of Public sector banks, in case of Private and Foreign sector banks it was highest for the employees who were married. All the three sector banks were found to be insignificant at .05 level of significance with respect to demographic variable Marital status.

Comparing the Public, Private and Foreign sector banks it was evident that the mean value for Occupational Stress was highest for those employees who were married in all the three sector banks i.e. Public, Private and Foreign sector banks. All the three sector banks showed the insignificant level at .05 level of significance with respect to demographic variable Marital status.

Comparing the Public, Private and Foreign sector banks it was evident that the mean value for Organizational Commitment was highest for the employees who were married in Public and Private sector banks and the mean value was highest for employees who were unmarried in Foreign banks. All the three sector banks showed the insignificant level at .05 level of significance with respect to demographic variable Marital status.

Comparing the Public, Private and Foreign sector banks it was evident that the mean value for Job Satisfaction was highest for the employees who were married in Public and the mean value was highest for employees who were
unmarried in Private and Foreign sector banks. All the banks showed the insignificant level at .05 level of significance.

❖ Overall it was evident that the mean value of Occupational Stress, Organizational Commitment and Job Satisfaction was higher for the employees who were married with respect to in Public sector banks whereas the mean value of Work-life balance was higher for those employees who were unmarried in both Public and Private sector banks. All the three sector banks showed the insignificant level at .05 level of significance with respect to all the four variables (Work-life balance, Occupational stress, Organizational Commitment and Job Satisfaction).

Demographic Variable Education

❖ Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding Work-life balance was highest for those employees who were Post Graduate and all the three sector banks were found to be significant at .05 level of significance with respect to demographic variable Education.

❖ Comparing the Public and Foreign sector banks it was evident that the mean value regarding Occupational Stress was highest for the employees who were Post Graduate and in case of Private sector banks it was highest for those employees who were Doctorate. The Public and Foreign sector banks were found to be insignificant at .05 level of significance whereas the Private sector banks showed the significant level with respect to demographic variable Education.

❖ Comparing the Public and Foreign sector banks it was evident that the mean value regarding Organizational Commitment was highest for the employees who were Graduate and in case of Private sector banks it was highest for the employees who were Doctorate. The Public and Foreign sector banks were found to be insignificant at .05 level of significance whereas the Private banks showed the significant level with respect to demographic variable Education.

❖ Comparing the Private and Foreign sector banks it was evident that the mean value regarding Job Satisfaction was highest for the employees who were Graduate and in case of Public sector banks it was highest for those employees who were Post Graduate. The Public and Foreign sector banks were found to be insignificant at .05 level of significance whereas the Private sector banks showed the significant level with respect to demographic variable Education.
Overall it was evident that the mean value of Work-life balance was highest for those employees who were Post graduate with respect to in all three sector banks and also showed the significant level at .05 level of significance. Private Sector banks showed the significant level with respect to all four variables (Work-life balance, Occupational stress, Organizational Commitment and Job Satisfaction).

Demographic Variable Income

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding Work-life balance was highest for those employees lying above the income category of more than 30000 in both Public and Foreign sector banks but in case of Private sector banks it was higher for the employees lying in the income category of 15000-30000. Foreign sector banks were found to be significant with respect to the demographic variable Income at .05 level of significance and Public and Private sector banks showed the insignificant level of significance.

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding Occupational Stress was highest for those employees lying between the income category of 15000-30000 for Public sector banks, for Private sector banks it was highest for employees lying in the income category of less than 15000 and for Foreign sector banks it was highest for employees lying above the income category of more than 30000. All the three sector banks showed the insignificant level at .05 level of significance with respect to demographic variable Income.

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding Organizational Commitment was highest for those employees lying above the income category of more than 30000 for Public sector banks, for Private sector banks it was highest for employees lying in the income category of less than 15000 and for Foreign banks it was highest for employees lying in between the income category of 15000-30000. The Public and Foreign sector banks were found to be insignificant at .05 level of significance where as the Private banks showed the significant level with respect to demographic variable Income.

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding Job Satisfaction was highest for those employees lying
above the income category of more than 30000 for Public sector banks, for Private sector banks it was highest for employees lying in the income category of less than 15000 and for Foreign sector banks it was highest for employees lying above the income category of more than 30000. The Public and Foreign sector banks were found to be insignificant at .05 level of significance where as the Private sector banks showed the significant level with respect to demographic variable Income.

**Overall** it was evident that the mean value of Work-life Balance and Job satisfaction was highest for the employees whose income level was more than 30000 with respect to in Public and Foreign sector banks. Public sector banks showed the insignificant level with respect to all the four variables (Work-life balance, Occupational stress, Organizational Commitment and Job Satisfaction).

Demographic Variable **Family Type**

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding **Work-life balance** was higher for those employees living in nuclear family rather than living in joint family. All the three sector banks were found to be insignificant at .05 level of significance with respect to demographic variable Family type.

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding **Occupational Stress** was higher for those employees living in Joint family rather than living in Nuclear family. Foreign sector banks were found to be significant with respect to the demographic variable Family Type at .05 level of significance and Public and Private sector banks showed the insignificant level of significance.

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding **Organizational Commitment** was higher for those employees living in Joint family rather than living in Nuclear family. Foreign sector banks were found to be significant with respect to the demographic variable Family Type at .05 level of significance and Public and Private sector banks showed the insignificant level of significance.

- Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding **Job Satisfaction** was higher for the employees living in Nuclear family in both Public and Private sector banks rather than living in Joint

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family whereas in case of Foreign sector banks it was higher for employees living in Joint family. All the three sector banks showed the insignificant level at .05 level of significance with respect to demographic variable Family Type.

❖ Overall it was evident that the mean value of Work-life Balance was higher for the employees who were living in Nuclear Family in all the three sector banks and the mean value of Occupational stress and Organizational commitment was higher for those employees living in Joint Family in all the three sector banks. Public and Private Sector banks showed the insignificant level of significance with respect to all the four variables (Work-life balance, Occupational stress, Organizational Commitment and Job Satisfaction).

Demographic Variable Family Size

❖ Comparing the Public and Foreign sector banks it was evident that the mean value regarding Work-life bank was higher for those employees whose Family size was small and in case of Private sector banks it was highest for those whose Family size was large. The Public and Foreign sector banks were found to be insignificant at .05 level of significance where as the Private sector banks showed the significant level with respect to demographic variable Family size.

❖ Comparing the Private and Foreign sector banks it was evident that the mean value regarding Occupational Stress was higher for those employees whose Family size was small and in case of Public sector banks it was highest for those whose Family size was medium. All the three sector banks showed the insignificant level at .05 level of significance with respect to demographic variable Family size.

❖ Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding Organizational Commitment was higher for those employees whose Family size was small in Public sector banks and in case of Private sector banks it was highest for those whose Family size was large and for Foreign sector banks it was highest for medium family size. Foreign sector banks were found to be significant with respect to the demographic variable Family Size at .05 level of significance and Public and Private sector banks showed the insignificant level of significance.

❖ Comparing the Public, Private and Foreign sector banks it was evident that the mean value regarding Job Satisfaction was highest for those employees whose
Family size was small in Public banks and in case of Private and Foreign banks it was highest for medium family size. Public banks were found to be significant with respect to the demographic variable Family Size at .05 level of significance whereas Private and Foreign sector banks showed the insignificant level of significance.

ณOverall it was evident that the mean value regarding Work-life Balance was highest for the employees whose Family size was small in respect to Public and Foreign sector banks and also showed the insignificant level of significance.

Demographic Variable Region

ณComparing the Public and Foreign sector banks it was evident that the mean value regarding Work-life balance was higher for those employees living in Punjab region whereas in case of Private sector banks it was higher for those employees living in Chandigarh region. All the three banks showed the insignificant level at .05 level of significance with respect to Region.

ณComparing the Public and Foreign sector banks it was evident that the mean value regarding Occupational Stress was higher for those employees living in Chandigarh region whereas in case of Private sector banks it was higher for those employees living in Punjab region. All the three sector banks showed the insignificant level at .05 level of significance with respect to Region.

ณComparing the Public and Foreign sector banks it was evident that the mean value regarding Organizational Commitment was higher for those employees living in Chandigarh region whereas in case of Private sector banks it was higher for those employees living in Punjab region. All the three sector banks showed the insignificant level at .05 level of significance with respect to Region.

ณComparing the Private and Foreign sector banks it was evident that the mean value regarding Job Satisfaction was higher for those employees living in Chandigarh region whereas in case of Public sector banks it was higher for those employees living in Punjab region. All the three sector banks showed the insignificant level at .05 level of significance with respect to Region.

ณOverall it was evident that the mean value of Work-life Balance and Job satisfaction was highest for the employees whose were living in Chandigarh region with respect to Private sector banks and Punjab region with respect to Public sector banks. All the three sectors showed the insignificant level of
significance with respect to all the four variables (Work-life Balance, Occupational Stress, Organizational Commitment and Job Satisfaction).

Section C presented the Region-wise Mean score, ANOVA and the significance level with respect to the Demographic and the four variables (Work-life Balance, Occupational Stress, Organizational Commitment and Job Satisfaction).

Demographic Variable Gender

- Comparing the Chandigarh and Punjab region it was evident that the mean value of Work-life balance was higher for Males in both Chandigarh and Punjab region. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Gender.
- Comparing the Chandigarh and Punjab region it was evident that the mean value of Occupational Stress was higher for Males in both Chandigarh and Punjab region. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Gender.
- Comparing the Chandigarh and Punjab region it was evident that Organizational Commitment was higher for Males in Chandigarh and for Females in Punjab region. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Gender.
- Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Job satisfaction was higher for Females in both the regions. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Gender.

Overall it was evident that the mean value was higher for Males in both the Regions with respect to Work-life balance, Occupational stress whereas the mean value was higher for Females with respect to Job satisfaction in both the regions. Both the regions showed the insignificant at .05 level of significance with respect to all the four variables (Work-life Balance, Occupational Stress, Organizational Commitment and Job Satisfaction).

Demographic Variable Age

- Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Work-life balance was highest for the employees lying in the age
Comparing the Chandigarh and Punjab region it was evident that Occupational Stress was highest for the employees lying in the age group 31-40 in case of Chandigarh region, in case of Punjab region it was highest for the employees lying in the age group of more than 50. Chandigarh region was found to be insignificant but Punjab region was found to be significant at .05 level of significance with respect to demographic variable Age.

Comparing the Chandigarh and Punjab region it was evident that mean value with respect to Organizational Commitment was highest for the employees lying in the age group 41-50 in case of Chandigarh region, in case of Punjab region it was highest for the employees lying in the age group of more than 50. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Age.

Comparing the Chandigarh and Punjab region it was evident that mean value with respect to Job Satisfaction was highest for the employees lying in the age group 21-30 in case of Chandigarh region, in case of Punjab region it was highest for the employees lying in the age group of more than 50. Both the regions were found to be significant at .05 level of significance with respect to demographic variable Age.

Overall it was evident that the mean value was highest for the employees lying in between the age group 41-50 with respect to Work-life balance and Organizational Commitment in Chandigarh region whereas the mean value with respect to the Occupational stress, Organizational commitment and Job satisfaction was highest for the employees lying in the age group of more than 50 in Punjab region. Both the regions showed the insignificant at .05 level of significance with respect to two variables (Work-life balance and Organizational Commitment).

Demographic Variable Marital Status

Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Work-life balance was highest for the employees who were married in both the regions. This result was also supported by Herman.
and Gyllstrom (1977) who found that, based on time restraints, married couples experienced more conflict than those who are single. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Marital Status.

- Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Occupational Stress was highest for the employees who were married in Chandigarh region and who were widow in Punjab region. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Marital Status.

- Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Organizational Commitment was highest for the employees who were unmarried in Chandigarh region and who were widow in Punjab region. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Marital Status.

- Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Job Satisfaction was highest for the employees who were unmarried in Chandigarh region and who were married in Punjab region. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Marital Status.

- **Overall** it was evident that the mean value with respect to Work-life balance was highest for those employees who were Married in both the regions and the mean value with respect to Organizational Commitment and Job satisfaction was highest for unmarried employees in Chandigarh region. Both the regions showed the insignificant at .05 level of significance with respect to all the four variables (Work-life balance, Occupational Stress, Organizational Commitment and Job Satisfaction).

**Demographic Variable Education**

- Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Work-life balance was highest for the employees who were Post Graduate and the Chandigarh region was found to be significant at .05 level of significance where as the Punjab region showed the insignificant level with respect to demographic variable Education.
Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Occupational Stress was highest for the employees who were Post Graduate in Chandigarh region and who were Graduate in Punjab region. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Education.

Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Organizational Commitment was highest for the employees who were Graduate in both the regions. The Chandigarh region was found to be significant but the Punjab region was found to be insignificant at .05 level of significance with respect to demographic variable Education.

Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Job Satisfaction was highest for the employees who were Doctorate in Chandigarh region and Post Graduate in Punjab region. The Chandigarh region was found to be significant but the Punjab region was found to be insignificant at .05 level of significance with respect to demographic variable Education.

Overall it was evident that the mean value with respect to Work-life balance was highest for Post Graduate employees and with respect to Job satisfaction mean value was highest for Graduate employees in both the regions. Both the regions showed the insignificant at .05 level of significance with respect to all the four variables (Work-life balance, Occupational Stress, Organizational Commitment and Job Satisfaction) except in Chandigarh region with respect to Work-life balance and Job satisfaction.

Demographic Variable Income

Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Work-life balance was highest for the employees lying above the income category of more than 30000 in both regions. Chandigarh region was found to be significant with respect to the demographic variable Income at .05 level of significance but Punjab region showed the insignificant level of significance.

Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Occupational Stress was highest for the employees lying above the income category of more than 30000 in both regions. Both the
regions were found to be insignificant with respect to the demographic variable Income at .05 level of significance.

❖ Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Organizational Commitment was highest for the employees lying below the income category of less than 15000 in both regions. Punjab region was found to be insignificant level but the Chandigarh region showed the significant level with respect to the demographic variable Income at .05 level of significance.

❖ Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Job Satisfaction was highest for the employees lying below the income category of less than 15000 in Chandigarh region and in between the income category of 15000-30000 in Punjab region. Both the regions showed the insignificant level with respect to the demographic variable Income at .05 level of significance.

❖ Overall it was evident that the mean value in both the regions was highest for the employees lying above the income category of more than 30000 with respect to Work-life balance and Occupational Stress. The mean value in both the regions was highest for the employees lying below the income category of less than 15000 with respect to Organizational Commitment. Both the regions showed the insignificantly significant at .05 level of significance with respect to all the four variables (Work-life balance, Occupational Stress, Organizational Commitment and Job Satisfaction) except in Chandigarh region with respect to Work-life balance.

Demographic Variable Family Type

❖ Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Work-life balance was higher for those employees living in Nuclear family rather than living in Joint family in the both regions. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Family type.

❖ Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to Occupational stress was higher for those employees living in Joint family in the both regions. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Family type.
Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to **Organizational Commitment** was higher for those employees living in Joint family in the both regions. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Family type.

Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to **Job Satisfaction** was higher for those employees living in Nuclear family in the both regions. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Family type.

**Overall** it was evident that the mean value in both the regions was highest for those employees living in Nuclear family with respect to Work-life balance and Job satisfaction and highest for those employees living in Joint family with respect to Occupational stress and Organizational Commitment. Both the regions showed the insignificant at .05 level of significance with respect to all the four variables (Work-life balance, Occupational Stress, Organizational Commitment and Job Satisfaction)

Demographic Variable **Family Size**

Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to **Work-life balance** was higher for the employees whose Family size was small in both the regions. This result was supported by Cooke and Rousseau (1984); Gutek, Searle, and Klepa (1991) established that with the increase in family sizes increases, inter-role conflict also increases. Both the regions were found to be significant at .05 level of significance with respect to demographic variable Family size.

Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to **Occupational stress** was higher for the employees whose Family size was small in both the regions. Both the regions were found to be insignificant at .05 level of significance with respect to demographic variable Family size.

Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to **Organizational Commitment** was higher for the employees whose Family size was medium in Chandigarh region and large in Punjab region. Punjab region was found to be significant level whereas the Chandigarh region
showed the insignificant level at .05 level of significance with respect to demographic variable Family size.

- Comparing the Chandigarh and Punjab region it was evident that the mean value with respect to **Job Satisfaction** was higher for the employees whose Family size was small in both regions. Punjab region was found to be insignificant level whereas the Chandigarh region showed the significant level at .05 level of significance with respect to demographic variable Family size.

- **Overall** it was evident that the mean value in both the regions was highest for those employees whose Family size was small with respect to Work-life balance, Occupational stress and Job satisfaction. But the mean value with respect to Organizational Commitment was highest for those employees whose Family size was Medium in Chandigarh region and Large in Punjab region. Both the regions showed the insignificant at .05 level of significance with respect to variable (Occupational Stress).

**Demographic Variable Sectoral Banks**

- Comparing the Chandigarh and Punjab regions it was evident that the mean value with respect to **Work-life balance** was higher for those employees working in Public sector banks. Punjab region showed the significant level whereas Chandigarh region showed the insignificant level at .05 level of significance with respect to Sectoral Banks.

- Comparing the Chandigarh and Punjab regions it was evident that the mean value with respect to **Occupational stress** was higher for those employees working in Foreign sector banks in Chandigarh region and Private sector banks in Punjab region. Both the regions showed the insignificant level at .05 level of significance with respect to Sectoral Banks.

- Comparing the Chandigarh and Punjab regions it was evident that the mean value with respect to **Organizational Commitment** was higher for those employees working in Foreign sector banks in Chandigarh region and Private sector banks in Punjab region. Chandigarh region showed the insignificant level whereas Punjab region showed the significant level at .05 level of significance with respect to Sectoral Banks.

- Comparing the Chandigarh and Punjab regions it was evident that the mean value with respect to **Job Satisfaction** was higher for those employees working in
Foreign sector banks in both regions and both the regions showed the significant level at .05 level of significance with respect to Sectoral Banks.

- **Overall** it was evident that the mean value in both the regions was highest for those employees working in Public sector banks with respect to Work-life balance and Foreign sector banks with respect to Job satisfaction. Both the regions showed the insignificant at .05 level of significance with respect to two variables (Occupational Stress and Organizational Commitment).

**Section D** presented the relationships between the variables the following steps were followed-

- First correlations among all the variables were studied.
- Then bivariate regressions between Work-life balance and Organizational Commitment; Work-life balance and Occupational Stress; Work-life balance and Job Satisfaction; Organizational Commitment and Job Satisfaction; Occupational Stress and Job Satisfaction were studied in order to study the impact of Work-life balance on Occupational Stress, Organizational Commitment and Job Satisfaction and to study the impact of Organizational Commitment and Occupational Stress on Job Satisfaction.
- Subsequently a step wise regression analysis was conducted where changes in $R^2$ were studied when Work-life balance was introduced in the regression equations of Organizational Commitment and Job Satisfaction; and Occupational Stress and Job Satisfaction.

**FINDINGS**

**H1: Occupational stress is negatively and significantly related to employees Work-life balance in the selected banks of Punjab and Chandigarh.**

The hypothesis H1 was accepted. From the analysis, it can be concluded that Occupational stress had a negative and significantly related to employees Work-life balance in the selected banks of Punjab and Chandigarh.

Thus the findings are in line with results of N. Barkhuizen & S. Rothmann, Doyle & Hind, 1998, Kinman & Jones, 2003, Bell, Rajendran & Theiler, 2012 examined Job stress, wellbeing and work-life balance of academics and found the alarming rate of
health problems amongst academics was due to work-related stressors, J.H. Greenhaus et al., 2003.

**H2: Job satisfaction is positively and significantly related to employees Work-life balance in the selected banks of Punjab and Chandigarh.**

The hypothesis H2 was accepted. From the analysis, it can be concluded that Job satisfaction is positively and significantly related to employees Work-life balance in the selected banks of Punjab and Chandigarh.

Thus the findings are in line with results of Bass, et al. (2008) revealed that the greater the work-life conflict, the lower the day-to-day job satisfaction., Dixon, Sagas; Glinia, Costa, Mavromatis, Tsitskari, & Kalaitzidis, 2004 proposed that reduced work-family conflict and improved job satisfaction would increase family satisfaction, Y. P. S. Kanwar, A. K. Singh and A. D. Kodwani (2009) studied the impact of work life balance and burnouts on job satisfaction in the context of IT and ITES industry revealed that work life balance and job satisfaction are positively related to each other and to increase the morale and productivity of the employees organizations should play a facilitating role to provide ways to manage work life balance.

**H3: Organizational Commitment is positively and significantly related with employees Work-life balance in the selected banks of Punjab and Chandigarh.**

The hypothesis H3 was accepted. From the analysis, it can be concluded that Organizational Commitment is positively and significantly related with employees Work-life balance in the selected banks of Punjab and Chandigarh.

Thus the findings are in line with results Ioanlazar, Codruta Osoian, Patriciaratu (2010), Lourel, Michael T. Ford, Claire Edey Gamassou, Nicolas Gue’guen, Anne Hartmann (2008).

**H4: The impact of Occupational Stress on employees Work-life balance is more than Job satisfaction & Organizational commitment in the selected banks of Punjab and Chandigarh.**

The hypothesis H4 was accepted. From the analysis, it can be concluded that the impact of Occupational Stress on employees Work-life balance is more than Job satisfaction & Organizational commitment in the selected banks of Punjab and Chandigarh.
Chiang et al. (2010) found in his study on work stress of hotel and catering industry employees that job demands, job control and work-life balance significantly affected job stress in such a way that high job demands when combined with low job control and minimal work-balance practices contributed to higher level of work stress.

**H5: The greater the Occupational stress, the lower the Job satisfaction.**

The hypothesis H5 was accepted. From the analysis, it can be concluded that the there is negative and significant relationship between Occupational Stress and Job satisfaction i.e. greater the Occupational stress, the lower the Job satisfaction.

Thus the findings are in line with the results by various researchers like Liu and Ramsey (2008) who found that stress from poor work conditions had the strongest influence on teachers’ job satisfaction, others researchers like Hollingworth et al., Abdul Halim, 1981; Keller et al., 1975; Leigh et al, 1988 reported that the low job satisfaction was associated with high stress. Higher the level of work stress experienced by employees would lower the level of job satisfaction (Landsbergis, 1988) and other previous studies had established a negative correlation between job satisfaction and stress (Duxbury Higgins, 2001, 2004; Yousef 2002).

**H6: The lower the Job satisfaction, the lower the Organizational Commitment.**

The hypothesis H6 was accepted. From the analysis, it can be concluded that lower the Job satisfaction, the lower the Organizational Commitment.

The previous analysis showed that there was positive correlation existed between job satisfaction and organizational commitment (Schwepker, 2001; Namasiyayama and Zhaob, 2007; Al-Hussami, 2008; Wong et al., 2001). While in individualistic culture there is greater probability that the job satisfaction influence organizational commitment greatly (Wong et al., 2001). Other researcher (Reed, Kratchman and Strawser, 1994) found that it might be possible that employee is not satisfied with his/her job but remain loyal to their organizations. Generally, if an employee is satisfied with supervisor, co-workers, pay policies and future promotions he will be committed to their organizations and satisfied with their jobs. Other researcher Sikorska (2005) found that job satisfaction was a strong predictor of commitment, also he explained that higher levels of organizational commitment was associated with greater job satisfaction.
5.1.5 Suggestions to be adopted by the select banks to ensure Work-life balance

Both men and women are working more than ever before, they are trying to balance a wide variety of competing priorities and interests, the nature of work has become increasingly stressful and employees are experiencing increased levels of work-life conflict and subsequent decreases in their organizational commitment and satisfaction (Duxbury & Higgins, 2003a; MacBride-King & Bachmann, 1999). Thus, Work-life balance measures are the need of today’s competing world. Every organization wants to retain their best employee by providing them the healthy working environment and by proving them the best possible facilities. Following are the measures which are being suggested to be adopted by select banks to ensure Work-life balance:

- Flexible working hours - by providing more flexible and consultative rostering arrangements and working hours to all employees, including shift workers will make them feel less stressful and will make them more motivated towards the work.
- Part time work - providing more part time jobs with less hours or fewer shifts, or job sharing arrangements to all employees will enable the employee to work stress free and enables him to maintain the healthy balance between work and personal life.
- Reasonable working hours - reducing excessively long working hours and double shifts will enable the employee to work more efficiently.
- Access to childcare - improving access to childcare with onsite childcare facilities and giving shift workers, who need access to childcare facilities, regular fixed shifts. This will more benefit the female employees who have to take care of their child when on duty too.
- Flexible leave arrangements - providing greater flexibility in leave arrangements to suit employees’ personal needs and circumstances, including leave for school holidays through purchased leave arrangements and extended leave without pay to provide full time care to family members. This will make the employee more committed towards the organization.
- Job mobility - providing increased mobility for employees to transfer between wards, hospitals, work areas and health services to find more suitable working arrangements that will assist them to better balance their current work and family/personal responsibilities.
• **Safety and wellbeing** - improving safety, wellbeing and respect for all employees in the workplace. This will ensure the employee to get attached to the organization and make him feel as if he is the important part of the organization.

• **Telephone access** - ensuring all employees are able to receive urgent telephone calls or messages from family members at work and have access to a telephone to remain contactable with their family during working hours. This will make him work freely without bothering about his family.

• **Support from employer** - employers support builds the confidence in the employees which in return helps in increasing the productivity of the Organization.

• **Clear targets** - employee can put in his best efforts when the targets are clear to him. This makes him more focused towards his specified targets.

• **Healthy environment** - employee is in search of a job where he gets the healthy environment to work for. Where he is free to talk with his colleagues or superior when he faces any problem.

• **Job sharing** - Banks should introduce job sharing option in which full-time post is split across two workers who agree on working hours decided in and career breaks between them (paid/unpaid).

• **Counseling department** - Bank should have formal counseling department to understand the workers work life balance problems and to help the workers to get the solution.

• **Emotional balance** - Regular exercises, mediation, yoga and other soft skill practices can improve the emotional balance of the employees.

• **Non-financial rewards** - it often have more impact than financial reorganization in attaining job satisfaction and managing life.

Thus, above are the suggestions which should be undertaken by the banks in order to maintain balance between work and life, as the 21st century employees will look differently than his or her predecessors of the late 20th century.

### 5.1.6 Directions for Future Research

• Future research can be carried out in the other sectors like BPO’s, IT sector, etc., where Work-life balance is the need as the stress level is high in these sectors.
• Future research can be carried out by taking the other regions than Chandigarh & Punjab.

• Further, the future research may include more demographic variables like experience in the particular organization.

• This research included the employees without specifying their positions in an organization so the future research may consider the positional employees which may affect the work-life balance differently.