Chapter-II

Literature Review and Theoretical Background
CHAPTER-II

LITERATURE REVIEW AND THEORETICAL BACKGROUND

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CHAPTER-II

LITERATURE REVIEW AND THEORETICAL BACKGROUND

2. BACKDROP:
This chapter presents the review of literature that brings clarity and gives focus to the research problem, methodology of research process and finally contextualize the findings. In every research process, literature review being the essential preliminary task that helps researcher to acquaint with the available body of knowledge and makes valuable contribution to every operational step of research, therefore this is the kind of journey, which can be described as literature to light.

2.1 INTRODUCTION TO THE REVIEW OF LITERATURE:
The available literature in the field of work-life balance and banking sector was read critically and creatively with the purpose to bring conceptual understanding in the domain of work-life balance and employees working in banking sector. There are five broad areas under which all the reviewed literature is placed.

a. Work-Life Balance and its related issues
b. Work-Life Balance and its relation with other employee behavioural variables
c. Indian scenario of Work-Life Balance
d. Indian Banking Sector and its challenges
e. Work environment of employees of banking sector
2.2 WORK-LIFE BALANCE AND ITS RELATED ISSUES:
It is well noted that balancing work and personal life is not easy, and employees often have difficulty integrating these domains. According to Campbell (2001) and Mayberry (2006) Until the 1970s, the domains of ‘work’ and ‘family’ were regarded as separate areas of concern. In the literature the balance or interaction between these two domains (i.e. work and personal life) various terms are used to describe this relationship, where some of the more recent terms include work-family interaction, work-family conflict, work-family interference, work-life integration and work-nonwork interference. Since the recognition has been given to the interdependence of these areas and the importance of individuals maintaining a balance when faced by demands from either area, according to Houston (2005) Mesmer-Magnus & Viswesvaran (2005) the term ‘Work-Life Balance’ (WLB) has gained widespread use.

2.2.1 The Etymology Concept of Work – Life Balance:
According to Ransome (2007) Work-Life Balance as a concept has been given various meanings since its popularisation in 1959. Crooker, et al.(2002) says that, the modern literature has criticized its ambiguity and misleading connotations. As this phrase consisting of two words put together, ‘work’ and ‘life’ implying two disconnected but having an individual at a centre.

According to Harris & Pringle (2007) a number of academics have suggested alternatives to the phrase, including ‘work-life integration’ and ‘work-life mosaic’. These alternatives have tried to remove the contrast between ‘work’ and ‘life’, favouring the integration. Therefore, it is evident that, ‘work-life balance’ is not a static term, but one which is evolving rapidly in order to be relevant for a greater number of people.
The term ‘balance’ has also been criticised as some believe that it conceive an ideal of equality between work and life that is not appropriate for a significant number of people. As such, maintaining a ‘balance’ in the traditional sense was an impractical notion as in many cases it was neither possible nor desired.

To summarise, the concept of ‘work-life balance’ it can be said, that individuals have varying, and sometimes mutually exclusive, expectations on them due to the roles that they play in the different facets of their lives (for example, mother versus worker). As Shelton, Danes and Eisenman summarised, “meeting the demands from one domain reduces the time and energy available to function in the other domain and this tends to create conflict when individuals seek to function effectively in both domains”.

2.2.2 A Short History of the Work-Life Relationship:

According to McCormack, The typical day of a hunter-gatherer involved waking up, hunting breakfast, lunch and dinner and then finding a cave to sleep in before repeating the process the next day. Work and life were very integrated. As the climate increased, both hunters and prey gathered at oases, which ultimately led to the agricultural revolution. Here again work and life were integrated.

Around the seventeenth century with the advances in steam engine technology the industrial revolution took place. Now workers had to turn up to a specific location that wasn’t home for a set period of time. Thus work and life became separated.

As social reform took hold people considered life after work in terms of the evening and the latter phase of their life. Given that workers were now being paid for their time rather than their output, they were motivated to be as unproductive as possible, i.e. minimise the expenditure of energy for the time they were employed. In turn it was the job of management to maximise the amount of productivity for the time employed. Thus the need for unions and industrial relations emerged.
The dynamics and geographics of the industrial revolution gave rise to the concept of work-life balance. Workers compartmentalised their lives into ‘in work’ and ‘outside of work’. Work was not conducted at home and domestic activities were not conducted at work. Again the workers’ aim was to minimise work and maximise ‘life’. This has occupied the minds of many workers for a century or so.

Today the boundary is blurring. People are working later into the day and later into their existence, as retirement ages come under review. Email and social media has made it easier for workers to conduct elements of their social life at work. Thus we are seeing a return to work-life integration.

### 2.2.3 Definitions of Work-Life Balance:

Thomas Kalliath and Paula Brough have reviewed the various definitions of the concept of Work-Life Balance as follows:

![Figure 2.1: Different Perspectives of Definitions of Work-Life Balance](image-url)
1) **Work–life balance defined as multiple roles**

The view that work–life balance is drawn from an individual’s multiple life roles derives from the early recognition that non-work (family or personal) demands may carry over into the working day and adversely influence individual health and performance at work. Greenhaus and Beutell (1985) demonstrated that this multiple demand ‘carry over’ is bidirectional: home-to-work and work-to-home. Positive as well as negative carry over is now accepted, with recent research identifying the bidirectional constructs of work–family facilitation and enhancement, as well as conflict. Greenhaus and colleagues have recently defined work–family balance broadly as multiple role conflict thus: ‘Work–family balance reflects an individual’s orientation across different life roles, an inter-role phenomenon’ (Greenhaus, Collins & Shaw 2003: 511).

2) **Work–life balance defined as equity across multiple roles**

Greenhaus and colleagues also explored the multiple roles definition of work–life balance further with a focus on equality of time or satisfaction across an individual’s multiple life roles. Work–family balance was therefore defined as: ‘the extent to which an individual is engaged in – and equally satisfied with – his or her work role and family role ... We propose three components of work family–balance: time balance, involvement balance, and satisfaction balance’ (Greenhaus, Collins & Shaw 2003: 513).

3) **Work–life balance defined as satisfaction between multiple roles**

Other researchers have primarily focused on the importance of individual satisfaction with multiple roles. Kirchmeyer (2000) defined work–life balance as: ‘achieving satisfying experiences in all life domains and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains’ (Kirchmeyer 2000: 80). Clark (2000) also focused on individual satisfaction within
the description of ‘work/family border theory’ and defined work–life balance as: ‘satisfaction and good functioning at work and at home with a minimum of role conflict’ (Clark 2000: 751).

4) **Work–life balance defined as a fulfilment of role salience between multiple roles:**

The focus upon individual satisfaction also overlaps with the recognition that individuals perceive their multiple roles as varying in importance (or salience) to them. This point of view recognises for example, that the salience of roles is also not a static evaluation but may change over time with various common life changes (eg work promotion, new baby, sick spouse/parents etc). Greenhaus and Allen (in press) for example, defined work–life balance as ‘the extent to which an individual’s effectiveness and satisfaction in work and family roles are compatible with the individuals’ life role priorities at a given point in time’ (p. 10). Similarly, in their meta-review Eby, Casper, Lockwood, Bordeaux, and Brinley (2005:184) suggested that work–life balance research should focus on: ‘whether one’s expectations about work and family roles are met or not’.

5) **Work–life balance defined as a relationship between conflict and facilitation**

Researchers have also focused on the psychological constructs that compose work–life balance, noticeably conflict and facilitation. Thus work–life balance has been defined as an absence of conflict and a presence of facilitation: ‘low levels of inter-role conflict and high levels of inter-role facilitation represent work–family balance’ (Frone 2003: 145). This definition can also be tested through the assessment of the four bidirectional conflict and facilitation constructs: ‘Balance is a combined measure whereby work–family conflict was subtracted from work–family facilitation, and family–work conflict was subtracted from family–work facilitation’ (Grzywacz & Bass 2003: 257).
6) **Work–life balance defined as perceived control between multiple roles**

Finally, although less supported within the literature, work–life balance has also been construed as the degree of autonomy an individual perceive themselves to have over their multiple role demands: ‘Work–life balance is about people having a measure of control over when, where and how they work’ (Fleetwood 2007: 351). Presumably, work–life balance could also be a result of individual autonomy over the roles most salient to the individual. Thus if an individual could reduce his/her work hours to spend time with their new child for example, this could be perceived as effective work–life balance.

### 2.2.4 A Model of Work-Life Balance:

According to the David Guest (2003)

**Figure 2.2: Nature, Causes and Consequences of Work-Life Balance**

<table>
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<th>Determinants</th>
<th>Nature of the Balance</th>
<th>Consequences / Impact</th>
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<td><strong>Organizational Factors</strong></td>
<td><strong>Subjective Indicators</strong></td>
<td><strong>Work Satisfaction</strong></td>
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<tr>
<td>• Demands of work</td>
<td>• Balance-emphasis equally on home and work</td>
<td>• Life Satisfaction</td>
</tr>
<tr>
<td>• Culture of work</td>
<td>• Balance-Home Central</td>
<td>• Mental health/well-being</td>
</tr>
<tr>
<td>• Demands of home</td>
<td>• Balance-Work Central</td>
<td>• Stress/illness</td>
</tr>
<tr>
<td>• Culture of home</td>
<td>• Spillover and/or Interference of work to home</td>
<td>• Behaviour / Performance at work</td>
</tr>
<tr>
<td></td>
<td>• Spillover and/or Interference of home to work</td>
<td>• Behaviour / Performance at home</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Impact on others at</td>
</tr>
</tbody>
</table>
This model is designed to incorporate the main issues that need to be addressed in the analysis of work-life balance. They are presented from a W/O psychology perspective to take account of the individual level of analysis and while the model addresses aspects of organizational context, it does not directly deal with national policy and legislation that can help to determine working hours, rights to time off work when home demands change and a range of related issues. The term home is used in the model as a shorthand for life outside work.

The determinants of work-life balance are located in the work and home contexts. At work, the demands of work may be either too low or too high; and what is termed the culture of work reflects the organizational culture and may support balance through policies and practices designed to facilitate balance, such as occasional time off work and flexible hours, or may strictly limit these. Alternatively, it may demand and expect long and irregular hours and be intolerant of taking time off to deal with family emergencies. The demands of home refer to the commitments and obligations outside work. These may exist in the family, in the community or through choice of leisure activities. In the family, the demands, for example for someone who is young and single, may be very low while for those with dependent children or elderly parents, they may be very high. In the given Figure, what is termed “the culture of home”
refers to the expectations of those in the home environment about commitments and obligations. This can include the allocation of family duties, such as child care and care of elderly relatives, and judgements about whether these should be undertaken by family members of contracted out.

Individual factors affecting perceptions of work-life balance include orientation to work and in particular the extent to which work (or home) is a central life interest and aspects of personality including need for achievement and propensity for work involvement. Energy levels are often ignored but in the context of high demand need to be taken explicitly into account. They may be linked to issues of personal control, including locus of control and capacity for coping with pressures of competing demands. Finally, gender will often be a factor, with higher demands placed on women in the home, and age, life-stage and career-stage issues will influence willingness to tolerate certain kinds of demand at work and at home. Although they are not explicitly included in the framework, W/O psychologists may wish to incorporate social information processing, cognitive resource and dissonance theories to help to explain why some people perceive imbalance while others do not.

The outcomes of work-life balance are potentially numerous. Again they can be related to personal satisfaction and well-being at work, at home and in life as a whole, to somewhat more objective indicators of behaviour and performance at work and at home and to impact on others including work colleagues and family and friends.

The model presented here reflects a traditional framework for the analysis of work-life balance. David Guest suggests that, it is intended primarily to highlight some of the main dimensions and variables that might need to be considered in any empirical analysis.
2.2.5 Causes of Work-Life Imbalance:
Hill, Miller, Weiner, & Colihan (1998) suggest that changes in family structures, increasing participation by women in the workforce, and technological changes (e.g., mobile phones and portable computers) that enable job tasks to be performed in a variety of locations have blurred the boundaries between job and home life. For many workers, this has created the potential for interference or conflict to occur between their work and non-work lives.

Cooper, Dewe, & O’Driscoll (2001) suggests environmental, political, and socio-cultural forces have contributed to the restructuring of work over the last half century and new technology are major reasons for the emergence of new forms of working and consequently, new forms of mental job demands. In terms of emotional job demands, increasing numbers of people are employed as service professionals today (e.g., customer service representatives, consultants). This suggests that the nature of work is changing in terms of demands for more mental and emotional effort (rather than physical effort alone).

Allen Herst, Bruck, Sutton (2000) have observed that individuals are challenged to combine substantial domestic responsibilities and work obligations. Research by Galinsky, Bond and Friedman (1993) indicates that a considerable proportion of employed parents (40%) experiences problems in combining work and family demands.

Empirical research by Burke & Greenglass (1999) has shown that work demands are more likely to interfere negatively with domestic obligations than vice versa. Frone, Russell and Cooper (1992) found that Work-to-Home interference is 3 times more than Home-to-Work interference despite gender differences.

Work interfering with family (WIF) and family interfering with work (FIW) has been shown to negatively impact organizational, family and personal
outcomes. To understand and control both forms of conflict, researchers have focused on identifying their causes. Frone et. al (1992, 1996, 1997), Kinnennen and Mauno (1998); Netemeyer et al. (1996), Parasuraman et al. (1996) have studied and demonstrated that family support, age, number of children impacts the Work-Life Balance.

Voydanoff (1998) says that researchers have generally found that women experience greater amounts of Work-Life imbalance than men. Higgins et al. (1994) found that women with children experience higher levels of work-life imbalance than men. By relating WLB to career stage, Sturges (2008) includes younger professionals without family responsibilities into the domain. It is an all encompassing issue that is pertinent for anyone requiring personal space. Adams et al. (1996) developed and tested a model of the relationship between work and family. The results suggested that higher levels of family emotional and instrumental support were associated with lower levels of family interfering with work.

Frone et al. (1997) reported that family related support (spouse & other family members) may reduce family to work conflict by reducing family distress and parental overload. Alam et al. (2009) explored the correlation between working hours and work family imbalance, It was found that respondents working for 5-7 hours a day did not consider working hours as a factor to affect work and family balance. On the other hand, women managers in corporate sector, having long working hours (9-10 hours a day) agreed that time was a crucial factor for work family imbalance. The study approved the association between working hour and work family conflict.
2.2.6 Benefits Work-Life Balance to Organization:

Many leading organizations in overseas countries such as IBM, Merrill Lynch, Pfizer and Accenture have introduced work-life programmes within their organizations to help their employees achieve an effective balance in their work and family/personal life. These companies believe that it makes good business sense to provide such programmes to their employees due to the financial and non-monetary benefits that can be reaped.

A meta-analysis by Allen et al. (2000) provides a viable starting point for examination of the consequences of work-family conflict of the consequences of work-family conflict by. Allen et al. suggested that there are three groups of consequences: work-related outcomes (e.g., job satisfaction, commitment, turnover intentions, absenteeism, performance and success), non-work-related outcomes (e.g., marital, family, leisure and life satisfaction, family performance), and stress-related outcomes (e.g., psychological strain, physical health, depression, burnout, substance abuse and work and family stress). This study focus on one groups of consequences: stress-related outcomes namely psychological well-being (distress and job-family dissatisfaction).

Studies by Shortland (2004) and Carbita & Perista (2006) established a direct relationship between job satisfaction and work life balance. According to Hughes, J., & Bozionelos, N. (2007) work-life balance was a concern related to intentions to leave the organization and absenteeism also it was a major source of dissatisfaction. Nick Bloom, Tobias Kretschmer and John Van Reenen have studied 732 medium sized manufacturing firms in the US, France, Germany and the UK. They found that WLB outcomes are significantly associated with better management, so that well run firms are both more productive and better for their employees. De Cieri et al (2005) ; Pocock 2005 suggests this strategy helps to attract and retain a diverse workforce, work-life balance is often considered more important for women (who continue to bear the burden of domestic duties), older employees and the younger 'work to live' generation 'Y'.

Poelmans (2001) has reported that, the implementation of work-Life Balance policies is associated with positive outcomes. Goff, Mount & Jamison (1990) have learnt that the implementation of family friendly policies are associated with less work-family conflict, Noor and Maad (2008) in their study among marketing executives found that work-life conflict have a significant positive relationship with turnover intentions. Deery(2008) and Deery & Jago (2009), D I Akintayo (2010), Grover & Crooker (1995) shows that work-life balance had an important role to alleviate high level of intention to leave which brings to a low level of turnover rates. Moore(2007) states that improving an organization’s work-life balance leads not only to greater productivity but to greater company loyalty and low level of intent to leave the organization.


Evidence suggests that improvements in people management practices, especially work time and work location flexibility, and the development of supportive managers, contribute to increased work-life balance. Work-life balance programs have been demonstrated to have an impact on employees in terms of recruitment, retention/turnover, commitment and satisfaction, absenteeism, productivity and accident rates. Companies that have implemented work-life balance programs recognize that employee welfare affects the “bottom line” of the business.
2.2.7 The Logic of Work-Life Programs:

Work, family and personal life should be complimentary to each other and not conflicting with each other. Some are successful in their careers but fail in family and personal life, whereas some others who have a vibrant personal and family life are below par at work. Being successful in one sphere of life at the cost of the other is not a healthy sign. In the long run, family happiness and a decent personal life are key determinants of a successful career. A balancing act among these domains may not be as easy as we think, but a sincere attempt in this direction will definitely yield fruitful results.

According to Macy, B.A. & Mirvis P.H. Evaluation Review:

**Figure 2.3: Mismanaged Stress – Associated Direct and Indirect Costs**

<table>
<thead>
<tr>
<th>Direct Costs</th>
<th>Indirect Costs</th>
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<tr>
<td><strong>Participation and membership:</strong></td>
<td><strong>Loss of Vitality:</strong></td>
</tr>
<tr>
<td>• Absenteeism</td>
<td>• Low Motivation</td>
</tr>
<tr>
<td>• Tardiness</td>
<td>• Dissatisfaction</td>
</tr>
<tr>
<td>• Strikes and Work stoppages</td>
<td></td>
</tr>
<tr>
<td><strong>Performance on the Job:</strong></td>
<td><strong>Communication breakdowns:</strong></td>
</tr>
<tr>
<td>• Quality of productivity</td>
<td>• Decline in frequency of contact</td>
</tr>
<tr>
<td>• Quantity of productivity</td>
<td>• Distortions of messages</td>
</tr>
<tr>
<td>• Grievances</td>
<td>• Faulty Decision making</td>
</tr>
<tr>
<td>• Accidents</td>
<td>• Quality of work relations:</td>
</tr>
<tr>
<td>• Unscheduled machine downtime and repair</td>
<td>• Distrust</td>
</tr>
<tr>
<td>• Material and supply</td>
<td>• Disrespect</td>
</tr>
<tr>
<td>• Overutilization</td>
<td>• Animosity</td>
</tr>
<tr>
<td>• Inventory shrinkages</td>
<td>• Opportunity costs</td>
</tr>
</tbody>
</table>

*Source: Macy, B.A. & Mirvis P.H. Evaluation Review*
In this afore-mentioned area of behaviour costing, some types of costs are controllable through prudent HR decisions. The real payoff from determining the cost of employee behaviour lies in being able to demonstrate a financial gain from the wise application of Human resource management methods like employee attitudes management, addressing absenteeism, turnover, work-life balance programs and training.

2.2.8 Misconceptions About Work-Life Balance:

According to Chris Dyer, Work-Life Balance Consultant, Seattle, Washington:

The topic is multifaceted and daunting, with a long history of failed attempts to solve.

i. **The first misconception** - Attaining balance leads to less time focused on work, leading to a decrease in productivity and output.

   **The reality** - Balance means happier employees, less turnover, increased efficiencies, higher levels of productivity and stronger output.

ii. **The second misconception** - The immediate solution to Work-Life Balance is a flexible work schedule, telecommuting, job share, vacations, leaving your laptop in the office or at home, or establishing meeting and/or email free Fridays.

   **The reality** - These actions only supplement a positive or negative work environment.

iii. **The third misconception** - Work Life Balance is not possible at every level.

   **The reality** - There's potential for balance, it's just going to vary from person to person, situation to situation. Regardless of what level of the organization you are in, there's a form of balance.
2.2.9 Ten Essential Management Actions for Creating Work Life Balance:

1) **Positive “Work life Balance” thinking** - treating staff as adults who are balancing their work commitments with their family/personal responsibilities, and being positive about making changes to create a more flexible workplace in all aspects of employee relations. The importance of modelling best practice work life balance “from the top” cannot be underestimated.

2) **“Work Life Balance” policy** - have a clear policy statement which announces that the “---“abc is committed to providing a flexible responsive workplace, which enables all employees to balance work and family/personal responsibilities,” which is incorporated into core values statements and corporate plans, and supported by policy guidelines outlining what that means for everyone in the workplace.

3) **“Work Life Balance” employer** - abc be promoted as an employer who respects and cares about its employees, who recognises that they will have family and personal responsibilities, and who provides flexiblebilities. Factors shown to impact the most upon staff trying to balance work and life include required hours of work, a lack of flexibility in being able to alter their working hours, time off or leave arrangements, a lack of access to suitable childcare arrangements, and undue stresses and tensions in the workplace which make working life more difficult and/or even unpleasant.

4) **Awareness of entitlements** - increase awareness of employees’ entitlements to access flexible working arrangements, and what assistance and services are available to them directly or by referral.
5) **“Work Life Balance” survey** - conduct a survey to identify staff needs in balancing work and family/personal life responsibilities, current awareness of flexible work options, and suitability of current working arrangements. Incorporate results into the human resource management plan and staff work planning arrangements.

6) **Implement flexible work practices** - this will provide greater flexibility to all employees, including supervisors, managers and other senior staff, and will ensure flexible working hours schedules, rosters and leave arrangements to accommodate their family and personal responsibilities, without detriment or penalty.

7) **Willingness to pilot or trial initiatives** - all managers and supervisors to demonstrate commitment to creating a flexible workplace that supports work life balance by considering employees’ needs and requests, and be willing to pilot or trial new initiatives and implement more flexible working arrangements.

8) **Management accountability** - managers to be responsible and accountable for implementing work life balance arrangements, reducing staff turnover rates and increasing retention rates in their work area. Managers are to be made accountable for decisions to refuse employees’ requests for more flexible working arrangements.

9) **Management Training** - training and development programs for managers should include human resource management skills, the benefits of creating work life balance, and how to manage a more flexible workforce.

10) **Pre-exit interviews** - pre-exit interviews that include questions such as whether difficulties in balancing work and family/personal
responsibilities were a contributing factor to the employee leaving, to be conducted prior to the employee leaving. This data to be collated, analysed and reported to senior management. Where possible, alternative working arrangements should be offered to assist employees remain with a better work life balance.

2.3 WORK-LIFE BALANCE AND ITS RELATION WITH OTHER EMPLOYEE BEHAVIOURAL VARIABLES:

An organization is a social system, created by the people for mutual benefits, wherein its members try to achieve their goals while serving for achievement of organizational goals. In the words of L.H. Haney, “Organization is a harmonious adjustment of specialized parts for the accomplishment of some common purpose of purposes”. Further it becomes important to design and their jobs to make them more interesting and challenging; if employees enjoy their work and find it valuable then they may not mind working harder. Thus it is necessary to study other behavioural variables and their consequences.

2.3.1 Organizational Stress and Work-Life Balance:

K. Slobogin, 2001 says that Most of us are aware that employee stress is an increasing problem in organizations. We also come across various surveys reporting increasing stress and employees trying to balance work and family responsibilities. Stress is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important(Schuler, 1980). It’s an opportunity when it offers potential gain. For eg. Athlete or stage performer gives the best possible performance in such situation. Such individuals often use stress positively to rise to the occasion and perform at or near their maximum. Similarly, many professionals see the pressures of heavy workloads and deadlines as positive challenges that enhance the quality of their work and the satisfaction they get from their job. In short, some stress can be good, and some can be bad.
Understanding Stress and Its consequences

The following model helps to understand the sources and consequences of stress.

**Figure 2.4: Causes and Consequences of Stress**

**Environmental Factors:**
Environmental uncertainty influences the design of an organization’s structure, it also influences stress level among employees in that organization. Changes in the business cycle create economic uncertainties. When the economy is contracting, for ex. People become increasingly anxious about their job security. Political threats and changes can induce stress. Change in political
party ruling the nation changes their priorities of the business sector and hence there can be stress. Technological change is a third type of environmental factor that can cause stress. Because new innovations can make an employee’s skills and experience obsolete in a very short time, computers, robotics, automation etc, cause the people stress.

**Organizational factors:**
There are several factors within the organisation that can cause stress. Task demands are factors related to a person’s job. They include the design of the individual’s job (autonomy, task variety, degree of automation), working conditions, and the physical work layout. Assembly lines, for instance, can put pressure on people when the line’s speed is perceived as excessive. Similarly, working in an overcrowded room or in a visible location where noise and interruptions are constant can increase anxiety and stress (Evans and Johnson, 2000). These days customer service has been given more importance. Thus emotional labour is a source of stress (Glomb et al., 2000). Role demands relate to pressures placed on a person as a function of the particular role he or she plays in the organization. Role conflicts create expectations that may be hard to reconcile or satisfy. Role overload is experienced when the employee is expected to do more than time permits. Role ambiguity is created when role expectations are not clearly understood and the employee is not sure what he or she is to do. Interpersonal demands are pressures created by other employees. Lack of social support from colleagues and poor interpersonal relationships can cause stress, especially among employees with a high social need.

**Personal factors:**
Surveys consistently show that people hold family and personal relationships dear. Marital difficulties, the breaking off of a relationship, and discipline troubles with children are examples of relationship problems that create stress for employees that aren’t left at the front door when they arrive at work (Major et. al, 2004). Economic problems could be overextending wants and desires
than earning capacity. Researchers have concluded that people may have an inherent tendency to accentuate negative aspects of the world in general (Nelson et al., 1990).

**Individual differences:**

Some people thrive on stressful situations, while others are overwhelmed by them. This suggests the ability of an individual to handle stress. There are six different variables identified till now. These six variables are – perception, job experience, and social support, belief in locus of control, self-efficacy, and hostility. These all variables found to be relevant moderators.

Due to perception employees react in response to their perception of reality rather than to reality itself. The evidences indicate that experience on the job negatively related to work stress. Generally it is found that people who remain with the organization for longer are more resistant to the stress characteristics of their organization. It is even true that they develop coping mechanisms to deal with stress and were able to fully adept to the organizational stress. The collegial relationships with co-workers or supervisors can buffer the impact of stress (Cummings, 1990). The underlying principle for this is that social support acts as mitigating the negative effects of high-strain jobs.

Locus of control is one of the personality attribute having two aspects, internal locus of control which is the indicator of positive core self-evaluations. They think that they are in control of their life and have a more positive self-view than those who think they are controlled by their environment. The later indicates the external locus of control. Both these confront a same stressful situation but reacts differently. Internals are likely to believe that they can have a significant effect on the results so they act more to take control of events in contrast to externals that are likely to be more passive and feel helpless.
Consequences of Stress:
Stress shows itself in a number of ways, for example an individual who is experiencing high level of stress may develop high blood pressure, ulcers, irritability, difficulty in making routine decisions, loss of appetite, accident-proneness and the like. These can be divided into three general categories - Physiological, psychological and behavioural symptoms.

Physiological symptoms:
The research in medical sciences suggests that stress could create changes in metabolism, heart and breathing rates, increase blood pressure, bring on headaches and induce heart attacks. Recently some evidences suggests that stress may have harmful physiological effects. For eg. Stressful job demands increases susceptibility to upper respiratory illnesses and poor immune system functioning, especially for individuals who had low self-efficacy.

Psychological symptoms:
It was revealed by Steffy and Jones that stress can cause dissatisfaction, job related stress can cause job-related dissatisfaction. Job dissatisfaction, in fact is “the simplest and most obvious psychological effect” of stress. But stress shows itself in other psychological states – for instance, tension, anxiety, irritability, boredom and procrastination.

Behavioural symptoms:
Behaviour related stress symptoms include changes in productivity, absence and turnover, as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech, fidgeting and sleep disorders (Croon et al., 2003).
2.3.2 Job Satisfaction and its Outcomes:

Job satisfaction is a set of favourable or unfavourable feelings with which the employees view their work. “Job satisfaction is often determined by how well outcomes meet or exceed expectations. Satisfaction in one’s job means increased commitment in the fulfilment of formal requirement. There is greater willingness to invest personal energy and time in job performance (Luthans).

Job satisfaction i.e. the collection of feelings and beliefs that people have about their current jobs is one of the most important and well-researched work attitudes in organizational behaviour. Job satisfaction has the potential to affect a wide range of behaviours in organizations and contribute to employees’ level of well-being. Job satisfaction is one part of life satisfaction. The nature of one’s environment off the job influences one’s feelings on the job. Similarly, since a job is an important part of life, job satisfaction influences one’s general life satisfaction.

Importance of Job satisfaction:

The importance of study of job satisfaction level is very important for the executives. The importance of job satisfaction study can be understood as they answer the following questions:

1) Is there room for improvement?
2) Who is relatively more dissatisfied?
3) What contributes to the employee satisfaction?
4) What are the effects of negative employee attitudes?

Job satisfaction surveys are a useful way to determine present status and help to identify problem areas.

Determinants of Job satisfaction:

Four factors have found to be influencing different employees to be satisfied or dissatisfied with their jobs. They are personality (Nancy 2953), values the work situation (Smith, Kendall and Hulin) and social influence.
Responses to job dissatisfaction:
Employee dissatisfaction can be expressed in a number of ways. There can be four responses based on constructiveness/destructiveness, activity/passivity.

Figure 2.6 : Responses to Job Dissatisfaction
1) **Exit:** Exit represents behaviour directed towards leaving the organization. This also includes looking for a new position as well as resigning.

2) **Voice:** Actively and constructively attempting to improve conditions. Includes suggesting improvements, discussing problems with superiors, and some forms of union activity.

3) **Loyalty:** Passively but optimistically waiting for conditions to improve. Includes speaking up the organization in the face of the external criticism and trusting the management and the organisation to do the right things.

4) **Neglect:** Passively allowing conditions to worsen. Includes chronic absenteeism, reduced effort, and increased error rate.

2.3.3 **Organizational Commitment, Employee Turnover Its Consequences:**

According to Ryan, Schmit and Johnson (1996) in the study of Attitudes and effectiveness: Examining relations at an organizational level and the study conducted by Cohen (1993) Organizational Commitment and turnover: A meta analysis employees who are dissatisfied with their jobs and who are not committed strongly to their organizations will tend to be absent or late for work, to quit more often and to place less emphasis on customer satisfaction than those whose attitudes are positive. Poor job attitudes therefore lead to lowered productivity and organizational performance.
2.3.4 Employee Satisfaction, Employee Engagement and its Consequences:

According to the study conducting by Harter, Schmidt & Haynes in 2002 finding the relationship between employee satisfaction, employee engagement and business outcomes tried to explore that what is the financial impact of behavioural outcomes associated with job attitudes, and can we measure the costs associated with different levels of those attitudes. An in-depth study by The Gallup Organization, the Princeton, New Jersey-based polling and research firm, identified 12 workers beliefs (measures of employee satisfaction-engagement) that play the biggest role in triggering a profitable, productive workplace. Its multiyear study was based on an analysis of data from more than 1,00,000 employees in 12 industries. A subsequent meta-analysis included data from almost 8000 business units in 36 companies. Analysis showed a consistent, reliable relationship between the 12 beliefs and outcomes such as profits, productivity, employee retention, and customer loyalty. For eg. Work groups that have these positive attitudes are 50% more likely to achieve customer loyalty and 44% more likely to produce above-average profitability. It is concluded that employee attitudes cause higher profits, productivity, employee retention and customer loyalty, it is also possible that more profitable organizations are particularly appealing places to work and to shop as customers.

2.3.5 Occupational Stress and its Consequences:

One of the most influential theories of occupational stress was developed by Dr. Robert Karasek in 1979. Since then, many researchers like Dr. Martin Shain continue to build on his work and explain that when employees are faced with high job demands and have low control over their work, it results in high job strain.
High job strain can:

1) Hurt the physical health of employees (cardiovascular health, workplace injuries, musculoskeletal complaints, etc)
2) Hurt the psycho-social health of employees (stress, burnout, low job satisfaction, emotional distress, etc)
3) Negatively impact on productivity (stress related absences, presenteeism - being at work but not performing at full capacity, team performance, interpersonal conflict, etc)
4) Cost your organization money (disability and health premiums, lost wages for absenteeism, worker compensation claims, etc)
5) Increase the risk of liability for the negligent or intentional infliction of serious emotional harm (the duty to avoid or amend "poisoned" or toxic work environments, etc)
Employees under sustained conditions of high effort/low reward and high demand/low control are 2 to 3 times more likely to experience mental and physical health problems.

The above given figure suggests different side effects of mental and physical health problems in detail. So, in order to come out from such situation:

**Employee must...**

1) An employee must talk with his/her supervisor about work priorities and deadlines so that expectations are clear and realistic.

2) He/she should share their creative ideas to carrying out tasks with his/her supervisor and colleagues to benefit from their feedback and expertise.

3) An employee must identify obstacles to getting the job done.

4) He/she must propose solutions to remedy existing or potential problems.

5) He/she must take care of his/her own physical and mental health to maintain resiliency.
Supervisor must…

1) Be proactive in discussing workplace priorities with employees (communicate often, explain how priorities were selected, agree upon what is required, etc)
2) Engage employees in regular conversations about work expectations, workload, how to carry out tasks and manage the pace of work
3) Seek input from employees before making decisions that may affect their work or the way in which they do their work
4) Foster an environment in which employees have the information, atmosphere, support, and tools to perform their work
5) Tap into the hidden skills-sets of employees and encourage use of their full range of skills and abilities
6) Take advantage of internal services that are available to provide information, guidance and tools for assessing stress levels within your team (eg. Human resources, employee assistance program)
7) Participate in training on communication skills, problem solving and conflict resolution.

A senior decision-maker within an organization must…

1) Be a role model, demonstrating healthy workplace practices throughout your work day
2) Engage employees in decision-making, make information easily available and provide meaningful work opportunities, etc
3) Measure the extent to which work demands, work pace and work processes influence health and productivity within your organization, correct as necessary
4) Evaluate organizational policies and practices to ensure they are promoting employee efficiency and organizational effectiveness
5) Reward behaviours that promote trust, open communication and worker autonomy while fostering creativity and autonomy at all levels
6) Discourage / address behaviours that fuel high job demands, and low job control

7) Develop, implement and evaluate plans of action in support of employee and organizational wellbeing

**Figure 2.9 : Dimensions of Healthy Workplace**

![Dimensions of Healthy Workplace Diagram](source)

*Source: Best Advice on Stress Risk Management in the Workplace.*

A workplace that promotes policies and practices that reward effort and encourage employee control when work demands are high show positive results. Organizations must give a work atmosphere perceived as fair (e.g. an employer's respect for and trust of employees is evident).

### 2.3.6 Workaholism and its Outcomes:

Workaholic is a person who is addicted to work. The term generally implies that the person enjoys their work. It can also imply that they simply feel compelled to do it. There is no generally accepted medical definition of such a condition, although some forms of stress, impulse control disorder, obsessive-compulsive personality disorder and obsessive-compulsive disorder can be work-related.

Although the term workaholic usually has a negative connotation, it is sometimes used by people wishing to express their devotion to one's career in positive terms. The "work" in question is usually associated with a paying job,
but it may also refer to independent pursuits such as sports, music and art. A workaholic in the negative sense is popularly characterized by a neglect of family and other social relations. Similarly, people considered to be workaholics tend to lose track of time - voluntarily or involuntarily. For example, subjects might proclaim that they will spend a certain amount of time (e.g. 30 minutes) on their work, while those "30 minutes" ultimately become hours.

Experts say the never-ending work-related activity masks anxiety, low self-esteem, and intimacy problems. With addictions to alcohol, drugs or gambling, workaholics' denial and destructive behavior will persist despite feedback from loved ones or danger signs such as deteriorating relationships. Poor health is another warning sign. Because there's less of a social stigma attached to workaholism than to other addictions, health symptoms can easily go undiagnosed or unrecognized, say researchers. For eg. Karoshi, a Japanese bank employee, who died after working continuously for 72 hours.

Clinical researcher Professor Bryan Robinson identifies two axes for workaholics: work initiation and work completion. He associates the behavior of procrastination with both "Savoring Workaholics" (those with low work initiation/low work completion) and "Attention-Deficit Workaholics" (those with high work initiation and low work completion), in contrast to "Bulimic" and "Relentless" workaholics - both of whom have high work completion.

In the U.S. and Canada, workaholism remains what it's always been: the so-called "respectable addiction" that's dangerous as any other. "Workaholism is an addiction, an obsessive-compulsive disorder, and it's not the same as working hard. Workaholic's obsession with work is all-occupying, which prevents workaholics from maintaining healthy relationships, outside interests, or even take measures to protect their health.
Workaholics feel the urge of being busy all the time, to the point that they often perform tasks that aren't required or necessary for project completion. As a result, they tend to be inefficient workers, since they focus on being busy, instead of focusing on being productive. In addition, workaholics tend to be less effective than other workers because they have difficulty working as part of a team, trouble delegating or entrusting co-workers, or organizational problems due to taking on too much work at once. Furthermore, workaholics often suffer sleep deprivation which results in impaired brain and cognitive function.

As with other psychological addictions, workaholics often cannot see that they have a problem. Confronting the workaholic will generally be met with denial. Co-workers, family members and friends may need to engage in some type of an intervention to communicate the effects of the workaholic’s behavior on them. Indeed, mental treatment to cure a workaholic can successfully reduce the hours spent on the job, while increasing the person's productivity. Studies show that fully recovered former workaholics can accomplish in 50 hours what they previously couldn't do in 80.

2.3.7 Social Life within and outside the organization:

The people around, Social life staying around any individual help to bust stress and boosts well-being. In fact, Mental Health America found that 71 percent of people surveyed turned to friends or family in times of stress. Humans are social animals, they crave for feeling supported, valued and connected.

Research points to the benefits of social connection:

- **Increased happiness.** In one compelling study, a key difference between very happy people and less-happy people was good relationships.

- **Better health.** Loneliness was associated with a higher risk of high blood pressure in a recent study of older people.
- **A longer life.** People with strong social and community ties were two to three times less likely to die during a 9-year study.

Frye and Breaugh (2004) found that the number of work hours, the use of family-friendly policies, and reporting to a supportive supervisors were predictive of work-family conflict. Family friendly policies and reporting to a supportive supervisor were found to have negative correlation with work-family conflict whereas hours worked was positively related. With regard to family-work conflict, reporting to a supportive supervisor was predictive of such conflict and was negatively related to such conflict.

### 2.4 INDIAN SCENARIO OF WORK-LIFE BALANCE:

Being a fastest growing economic power in the world, India has already marked its presence among the emerging superpowers. This fastest growing economy with its 60% young population has many opportunities to capture both nationally and globally. With the onset of liberalization and increasing competition from global corporations, Indian firms have raised the benchmarks on productivity and quality. Demanding careers in such corporations is exposing the employees with the problem of stress and health related issues leaving the question of Work-Life Balance which has to be addressed and resolved. According to Ranjeet Nambudiri and Wayne Cascio - Indian organizations are facing issues of stress and employee burnout on a large scale. Many Indian organizations are characterised by long working hours, stressful deadlines to meet and hence leaving their employees struggling to maintain work-life balance.

Psychologists in general provide a plethora of solutions at the level of the individual – such as learning to manage the stress that comes from the juggling act by practicing yoga, hiring paid help, negotiating help from the spouse and in-laws, using labor saving devices at home, and cooking easy recipes for meals. Though, The Center for Women’s Development Studies has put
pressure on several state governments to provide childcare services and crèches for working women, especially those in the unorganized sector who have little means to pay for such services themselves. Rajadhyaksha & Smita, 2004 opines that, Scant attention has been focused at the organizational level and four decades of research on work and family issues has only now begun to inform corporate practices to facilitate better work-life balance.

Though government measures are ready but implementation is not seriously done at individual and organizational level which is discussed by Rajadhyaksha & Smita: Although Indian government policy on work and family issues has traditionally been patriarchal in nature, the most progressive work-family programs in Indian organizations come from the public sector. Family-friendly measures offered include reduced hours, career break leave, responsibility leave, and parental leave.

In the paper “Test of a Causal Model of Work-Family Conflict in India”, Ujvala Rajadhyaksha & Kamala Ramadoss indicates that, The Indian context is well-known for its cultural, economic, linguistic and religious diversity and for a fairly gender inequalitarian culture, and likewise it presents a diversity of work and family issues for examination. Most studies on work-family role conflict in India have been conducted within urban settings and have indicated that the division of work and family roles along traditional lines continues to exist for working men and women even in dual career and dual earner families.

According a study “A Cross-Cultural Approach to Work-Family Conflict” by Zeynep Aycan, Istanbul, Turkey it is noted that, India’s female population comprised of 48% of the total population and about 32% of the working population. Majority of working women are in the unorganized sector; only 4% of all women working are employed in the organized sector. Although India has progressive laws aiding women balance work and family responsibilities (e.g., 12 weeks paid maternity leave; nursing breaks during work hours;
subsidised daycare by organizations employing more than 30 women), most organizations sought ingenious ways to circumvent the laws.

Rajadhyaksha and Bhatnagar observed changes in typical Indian family structure from hierarchical to more nuclear, dual career couple family has increased pressure on women to manage both work and family. In urban India, traditional large combined and extended families are giving way to nuclear families. This change is providing couples with more independence but is taking away the traditional support system from family members, especially for child care and household work and in case of illness. The increase of dual-career couples with young children and changes in the traditional family structural configurations has resulted in changes in home and family responsibilities for both men and women.

Simultaneously, family life is also becoming more complex. The extended family, even in India, is slowly disappearing. In addition, small nuclear families have come to stay where both the spouses go to work. There are an increasing number of single parent households due to increase in divorces. Although this problem is not as serious in India as in the West, yet it could become a serious issue sometime in the future.

Most common sources of support to Indian workingwomen include extended family, friends, neighbours, and household labour saving technology and paid help. Support from the extended family comes with a set of reciprocal responsibilities which tends to even out the net support received. Focus group discussions with 32 working women revealed that work-family conflict occurs most often between the work and parental role. Although most participants employed some form of hired help, responsibility for household work still lay with the woman. Some women accepted that demands of working at home and at work, others feel a deep-seated resentment about the dual and unequal distribution of responsibilities. The family-to-work interference occurred on
account of demands placed due to children. Academic achievement of offspring is very important, as it is considered to be the personal achievement of parents. Coping with conflict included prioritizing of tasks, relying on a web of social support that included the extended family, hired maids, tutors for their children, friends and neighbours; segregating work and family domains to the extent possible; consciously avoiding guilt; becoming a superwoman and doing many things simultaneously (like the goddess Durga who has multiple hands); taking a career break; sticking to like-minded friends for emotional support. Working women see themselves pioneers in a transitioning society.

According to Khanna 1992, Women bear a dual burden across different socio-economic classes causing considerable stress and strain. In the case of managerial and professional dual career couples who are presumably matched in terms of their career involvement, no significant difference in levels of overall (global) work-family conflict have been found though there are differences in the sources of conflict and the kinds of work-family conflict experienced by men and women. Women report experiencing greater job-homemaker and energy-based conflict, particularly in the middle stage of the family life cycle and career. Men experience greater job-spouse conflict especially during the early stage of the career and family life cycle.

A project to understand the present status of Work-Family conflict titled as “How Far Is Too Far?: Comparing Five Countries on Work-Family Conflict (Canada, India, Spain, US and Taiwan)” showed that, The USA and Canada are similar in culture, the economic development of women, and the presence of workplace and institutional supports. The same is true for Taiwan and India. Spain is expected to be in between, as it is transitioning from more traditional to more egalitarian gender role ideology, and from collectivism to individualism.
Therefore, they expect differences between North American and Asian countries on WFC and on its relationship to cultural variables, specifically gender-role ideology (GRI) and individualism/collectivism (I/C) and found that, country and cultural values affected WFC variables separately but not in interaction with each other. Individuals with egalitarian gender role beliefs will experience less work family conflict than those with traditional beliefs. For most cultural values, Asian countries clustered together as did the North American countries. However, Spain was not always in between the two. North American countries were highest on WIF and India was highest on FIW.

2.5 INDIAN BANKING SECTOR AND ITS CHALLENGES:

It is said that the banking sector mirrors the larger economy – its linkages to all sectors make it a possible for what is happening in the economy as a whole. The following paragraphs will briefly describe the Indian banking sector and challenges before it.

2.5.1 Need of the Banks:

Before the establishment of banks, the financial activities were handled by money lenders and individuals. At that time the interest rates were very high. Again there were no security of public savings and no uniformity regarding loans. So as to overcome such problems the organized banking sector was established, which was fully regulated by the government. The organized banking sector works within the financial system to provide loans, accept deposits and provide other services to their customers. The following functions of the bank explain the need of the bank and its importance:

- To provide the security to the savings of customers.
- To control the supply of money and credit
- To encourage public confidence in the working of the financial system, increase savings speedily and efficiently.
• To avoid focus of financial powers in the hands of a few individuals and institutions.
• To set equal norms and conditions (i.e. rate of interest, period of lending etc) to all types of customers

2.5.2 Evolution of the Indian Banking Industry:
The Indian banking industry has its foundations in the 18th century, and has had a varied evolutionary experience since then. The initial banks in India were primarily traders’ banks engaged only in financing activities. Banking industry in the pre-independence era developed with the Presidency Banks, which were transformed into the Imperial Bank of India and subsequently into the State Bank of India. The initial days of the industry saw a majority private ownership and a highly volatile work environment. Major strides towards public ownership and accountability were made with nationalisation in 1969 and 1980 which transformed the face of banking in India. The industry in recent times has recognised the importance of private and foreign players in a competitive scenario and has moved towards greater liberalisation.
In the evolution of this strategic industry spanning over two centuries, immense developments have been made in terms of the regulations governing it, the ownership structure, products and services offered and the technology deployed. The entire evolution can be classified into four distinct phases.

- **Phase I- Pre-Nationalisation Phase (prior to 1955)**
- **Phase II- Era of Nationalisation and Consolidation (1955-1990)**
- **Phase III- Introduction of Indian Financial & Banking Sector Reforms and Partial Liberalisation (1990-2004)**
- **Phase IV- Period of Increased Liberalisation (2004 onwards)**
2.5.3 Current Structure of Indian Banking Industry:
Currently the Indian banking industry has a diverse structure. The present structure of the Indian banking industry has been analyzed on the basis of its organised status, business as well as product segmentation.

Organisational Structure:
The entire organised banking system comprises of scheduled and non-scheduled banks. Largely, this segment comprises of the scheduled banks, with the unscheduled ones forming a very small component. Banking needs of the financially excluded population is catered to by other unorganised entities distinct from banks, such as, moneylenders, pawnbrokers and indigenous bankers.

Scheduled Banks:
A scheduled bank is a bank that is listed under the second schedule of the RBI Act, 1934. In order to be included under this schedule of the RBI Act, banks have to fulfill certain conditions such as having a paid up capital and reserves of at least 0.5 million and satisfying the Reserve Bank that its affairs are not being conducted in a manner prejudicial to the interests of its depositors. Scheduled banks are further classified into commercial and cooperative banks. The basic difference between scheduled commercial banks and scheduled cooperative banks is in their holding pattern. Scheduled cooperative banks are cooperative credit institutions that are registered under the Cooperative Societies Act. These banks work according to the cooperative principles of mutual assistance.

Scheduled Commercial Banks (SCBs):
Scheduled commercial banks (SCBs) account for a major proportion of the business of the scheduled banks. As at end-March, 2009, 80 SCBs were operational in India. SCBs in India are categorized into the five groups based on their ownership and/or their nature of operations. State Bank of India and its
six associates (excluding State Bank of Saurashtra, which has been merged with the SBI with effect from August 13, 2008) are recognised as a separate category of SCBs, because of the distinct statutes (SBI Act, 1955 and SBI Subsidiary Banks Act, 1959) that govern them. Nationalised banks (10) and SBI and associates (7), together form the public sector banks group and control around 70% of the total credit and deposits businesses in India. IDBI ltd. has been included in the nationalised banks group since December 2004. Private sector banks include the old private sector banks and the new generation private sector banks- which were incorporated according to the revised guidelines issued by the RBI regarding the entry of private sector banks in 1993. As at end-March 2009, there were 15 old and 7 new generation private sector banks operating in India.

Foreign banks are present in the country either through complete branch/subsidiary route presence or through their representative offices. At end-June 2009, 32 foreign banks were operating in India with 293 branches. Besides, 43 foreign banks were also operating in India through representative offices.
Regional Rural Banks (RRBs) were set up in September 1975 in order to develop the rural economy by providing banking services in such areas by combining the cooperative specialty of local orientation and the sound resource base which is the characteristic of commercial banks. RRBs have a unique structure, in the sense that their equity holding is jointly held by the central government, the concerned state government and the sponsor bank (in the ratio 50:15:35), which is responsible for assisting the RRB by providing financial, managerial and training aid and also subscribing to its share capital.

Between 1975 and 1987, 196 RRBs were established. RRBs have grown in geographical coverage, reaching out to increasing number of rural clientele. At
the end of June 2008, they covered 585 out of the 622 districts of the country. Despite growing in geographical coverage, the number of RRBs operational in the country has been declining over the past five years due to rapid consolidation among them. As a result of state wise amalgamation of RRBs sponsored by the same sponsor bank, the number of RRBs fell to 86 by end March 2009.

**Scheduled Cooperative Banks:**
Scheduled cooperative banks in India can be broadly classified into urban credit cooperative institutions and rural cooperative credit institutions. Rural cooperative banks undertake long term as well as short term lending. Credit cooperatives in most states have a three tier structure (primary, district and state level).

**Non-Scheduled Banks:**
Non-scheduled banks also function in the Indian banking space, in the form of Local Area Banks (LAB). As at end-March 2009 there were only 4 LABs operating in India. Local area banks are banks that are set up under the scheme announced by the government of India in 1996, for the establishment of new private banks of a local nature; with jurisdiction over a maximum of three contiguous districts. LABs aid in the mobilisation of funds of rural and semi urban districts. Six LABs were originally licensed, but the license of one of them was cancelled due to irregularities in operations, and the other was amalgamated with Bank of Baroda in 2004 due to its weak financial position.

**Business Segmentation:**
The entire range of banking operations are segmented into four broad heads—retail banking businesses, wholesale banking businesses, treasury operations and other banking activities. Banks have dedicated business units and branches for retail banking, wholesale banking (divided again into large corporate, mid corporate) etc.
Retail banking:
It includes exposures to individuals or small businesses. Retail banking activities are identified based on four criteria of orientation, granularity, product criterion and low value of individual exposures. In essence, these qualifiers imply that retail exposures should be to individuals or small businesses (whose annual turnover is limited to Rs. 0.50 billion) and could take any form of credit like cash credit, overdrafts etc. Retail banking exposures to one entity is limited to the extent of 0.2% of the total retail portfolio of the bank or the absolute limit of Rs. 50 million. Retail banking products on the liability side includes all types of deposit accounts and mortgages and loans (personal, housing, educational etc) on the assets side of banks. It also includes other ancillary products and services like credit cards, demat accounts etc.

The retail portfolio of banks accounted for around 21.3% of the total loans and advances of SCBs as at end-March 2009. The major component of the retail portfolio of banks is housing loans, followed by auto loans. Retail banking
segment is a well diversified business segment. Most banks have a significant portion of their business contributed by retail banking activities. The largest players in retail banking in India are ICICI Bank, SBI, PNB, BOI, HDFC and Canara Bank.

Among the large banks, ICICI bank is a major player in the retail banking space which has had definitive strategies in place to boost its retail portfolio. It has a strong focus on movement towards cheaper channels of distribution, which is vital for the transaction intensive retail business. SBI’s retail business is also fast growing and a strategic business unit for the bank. Among the smaller banks, many have a visible presence especially in the auto loans business. Among these banks the reliance on their respective retail portfolio is high, as many of these banks have advance portfolios that are concentrated in certain usages, such as auto or consumer durables. Foreign banks have had a somewhat restricted retail portfolio till recently. However, they are fast expanding in this business segment. The retail banking industry is likely to see a high competition scenario in the near future.

**Wholesale banking:**

Wholesale banking includes high ticket exposures primarily to corporates. Internal processes of most banks classify wholesale banking into mid corporates and large corporates according to the size of exposure to the clients. A large portion of wholesale banking clients also account for off balance sheet businesses. Hedging solutions form a significant portion of exposures coming from corporates. Hence, wholesale banking clients are strategic for the banks with the view to gain other business from them. Various forms of financing, like project finance, leasing finance, finance for working capital, term finance etc form part of wholesale banking transactions. Syndication services and merchant banking services are also provided to wholesale clients in addition to the variety of products and services offered.
Wholesale banking is also a well diversified banking vertical. Most banks have a presence in wholesale banking. But this vertical is largely dominated by large Indian banks. While a large portion of the business of foreign banks comes from wholesale banking, their market share is still smaller than that of the larger Indian banks. A number of large private players among Indian banks are also very active in this segment. Among the players with the largest footprint in the wholesale banking space are SBI, ICICI Bank, IDBI Bank, Canara Bank, Bank of India, Punjab National Bank and Central Bank of India. Bank of Baroda has also been exhibiting quite robust results from its wholesale banking operations.

**Treasury Operations:**
Treasury operations include investments in debt market (sovereign and corporate), equity market, mutual funds, derivatives, and trading and forex operations. These functions can be proprietary activities, or can be undertaken on customer’s account. Treasury operations are important for managing the funding of the bank. Apart from core banking activities, which comprises primarily of lending, deposit taking functions and services; treasury income is a significant component of the earnings of banks. Treasury deals with the entire investment portfolio of banks (categories of HTM, AFS and HFT) and provides a range of products and services that deal primarily with foreign exchange, derivatives and securities. Treasury involves the front office (dealing room), mid office (risk management including independent reporting to the asset liability committee) and back office (settlement of deals executed, statutory funds management etc).

**Other Banking Businesses:**
This is considered as a residual category which includes all those businesses of banks that do not fall under any of the aforesaid categories. This category includes para banking activities like hire purchase activities, leasing business, merchant banking, factoring activities etc.
2.5.4 Products and Services of the Banking Industry:
The products of the banking industry broadly include deposit products, credit products and customized banking services. Most banks offer the same kind of products with minor variations. The basic differentiation is attained through quality of service and the delivery channels that are adopted. Apart from the generic products like deposits (demand deposits – current, savings and term deposits), loans and advances (short term and long term loans) and services, there have been innovations in terms and products such as the flexible term deposit, convertible savings deposit (wherein idle cash in savings account can be transferred to a fixed deposit), etc. Innovations have been increasingly directed towards the delivery channels used, with the focus shifting towards ATM transactions, phone and internet banking. Product differentiating services have been attached to most products, such as debit/ATM cards, credit cards, nomination and demat services.

Figure 2.13 : Products and Services provided by Banks
Other banking products include fee-based services that provide non-interest income to the banks. Corporate fee-based services offered by banks include treasury products; cash management services; letter of credit and bank guarantee; bill discounting; factoring and forfeiting services; foreign exchange services; merchant banking; leasing; credit rating; underwriting and custodial services. Retail fee-based services include remittances and payment facilities, wealth management, trading facilities and other value added services.

2.5.5 State of Banking in the Post-Liberalization Period:

At the time of liberalization, the Indian banking industry was operating in a highly regulated, regimented and protected region. Realizing that the banking sector would have to play a key role in the economic reforms process, the Narsimhan Committee had been formed to recommend reforms in the banking sector with the objective of granting autonomy and flexibility to the banking industry and improving its efficiency and profitability. The major important reform measures recommended by the Narsimhan Committee were:

- Reduction in Statutory Liquidity Ratio (SLR)
- Reduction in CRR
- Redefining the scope of Priority Sector Lending
- Freeing of Interest rates on Deposits and Advances to promote competition in the financial sector
- Capital Adequacy Norms
- Access to capital markets
- Prudential Accounting Norms
- Competition through permission to private sector banks

Most of the measures suggested by the committee were accepted by the Government and Indian banking sector witnessed an unprecedented shift from regulated to liberalized banking practices. Interest rates were deregulated, branch licensing procedures relaxed, SLR and CRR reduced, entry to foreign
banks and new private sector banks rationalized resulting into introduction of element of competition into it. In 1994, SEBI, for the first time, notified regulations to bankers pertaining to public issue. Public sector banks were now allowed to access the market to raise funds, leading to the dilution in the shareholding of the government. Another important dimension of the banking sector reforms was introduction of “income recognition” norms.

2.5.6 SWOT Analysis of Banking Sector:

Banking strategies are presently undergoing various transformations, as the overall scenario has changed over the last couple of years. Till the recent past, most of the banks had adopted fierce cost cutting measures to sustain their competitiveness. This strategy however has become obsolete in the new light of immense growth opportunities for banking industry. Most bankers are now confident about their high performance in terms of organic growth and in realising high returns. Nowadays, the growth strategies of banks revolve around customer satisfaction. Improved customer relationship management can only lead to fulfilment of long-term, as well as, short-term objectives of the bankers. This requires, efficient and accurate customer database management and development of well-trained sales force to develop and sustain long-term profitable customer relationship. The banking system in India is significantly different from that of the other Asian nations, because of the country’s unique geographic, social, and economic characteristics. Though the sector opened up quite late in India compared to other developed nations, like the US and the UK, the profitability of Indian banking sector is at par with that of the developed countries and at times even better on some parameters. For instance, return on equity and assets of the Indian banks are on par with Asian banks, and higher when compared to that of the US and the UK. Banks in India are mainly classified into Scheduled Banks and Non-Scheduled Banks. Scheduled Banks are the ones, which are included in the second schedule of the RBI Act 1934 and they comply with the minimum statutory requirements. Non-Scheduled Banks are joint stock banks, which are not included in the second
Schedule of the RBI Act 134, on account of the failure to comply with the minimum requirements for being scheduled.

**STRENGTH:**
Indian banks have compared favourably on growth, asset quality and profitability with other regional banks over the last few years. The banking index has grown at a compounded annual rate of over 51 per cent since April 2001 as compared to a 27 per cent growth in the market index for the same period.

- Policy makers have made some notable changes in policy and regulation to help strengthen the sector. These changes include strengthening prudential norms, enhancing the payments system and integrating regulations between commercial and co-operative banks.
- Bank lending has been a significant driver of GDP growth and employment.
- Extensive reach: the vast networking & growing number of branches & ATMs. Indian banking system has reached even to the remote corners of the country.
- The government's regular policy for Indian bank since 1969 has paid rich dividends with the nationalisation of 14 major private banks of India.
- In terms of quality of assets and capital adequacy, Indian banks are considered to have clean, strong and transparent balance sheets relative to other banks in comparable economies in its region.
- India has 88 scheduled commercial banks (SCBs) - 27 public sector banks (that is with the Government of India holding a stake) after merger of New Bank of India in Punjab National Bank in 1993, 29 private banks (these do not have government stake; they may be publicly listed and traded on stock exchanges) and 31 foreign banks. They have a combined network of over 53,000 branches and 17,000 ATMs.
According to a report by ICRA Limited, a rating agency, the public sector banks hold over 75 percent of total assets of the banking industry, with the private and foreign banks holding 18.2% and 6.5% respectively.

- Foreign banks will have the opportunity to own up to 74 per cent of Indian private sector banks and 20 per cent of government owned banks.

**WEAKNESS:**

- PSBs need to fundamentally strengthen institutional skill levels especially in sales and marketing, service operations, risk management and the overall organisational performance ethic & strengthen human capital.
- Old private sector banks also have the need to fundamentally strengthen skill levels.
- The cost of intermediation remains high and bank penetration is limited to only a few customer segments and geographies.
- Structural weaknesses such as a fragmented industry structure, restrictions on capital availability and deployment, lack of institutional support infrastructure, restrictive labour laws, weak corporate governance and ineffective regulations beyond Scheduled Commercial Banks (SCBs), unless industry utilities and service bureaus.
- Refusal to dilute stake in PSU banks: The government has refused to dilute its stake in PSU banks below 51% thus choking the headroom available to these banks for raising equity capital.
- Impediments in sectoral reforms: Opposition from Left and resultant cautious approach from the North Block in terms of approving merger of PSU banks may hamper their growth prospects in the medium term.
OPPORTUNITY:

- The market is seeing discontinuous growth driven by new products and services that include opportunities in credit cards, consumer finance and wealth management on there tail side, and in fee-based income and investment banking on the wholesale banking side. These require new skills in sales & marketing, credit and operations.

- Banks will no longer enjoy windfall treasury gains that the decade-long secular decline in interest rates provided. This will expose the weaker banks.

- With increased interest in India, competition from foreign banks will only intensify.

- Given the demographic shifts resulting from changes in age profile and household income, consumers will increasingly demand enhanced institutional capabilities and service levels from banks.

- New private banks could reach the next level of their growth in the Indian banking sector by continuing to innovate and develop differentiated business models to profitably serve segments like the rural/low income and affluent/HNI segments; actively adopting acquisitions as a means to grow and reaching the next level of performance in their service platforms. Attracting, developing and retaining more leadership capacity.

- Foreign banks committed to making a play in India will need to adopt alternative approaches to win the “race for the customer” and build a value-creating customer franchise in advance of regulations potentially opening up post 2009. At the same time, they should stay in the game for potential acquisition opportunities as and when they appear in the near term. Maintaining a fundamentally long-term value-creation mindset.

- Reach in rural India for the private sector and foreign banks with the growth in the Indian economy expected to be strong for quite some time-especially in its services sector-the demand for banking services,
especially retail banking, mortgages and investment services are expected to be strong.

- The Reserve Bank Of India (RBI) has approved a proposal from the government to amend the banking regulation act to permit banks to trade in commodities and commodity derivatives.
- Liberalization of ECB norms: the government also liberalized the ECB norms to permit financial sector entities engaged in infrastructure funding to raise ECBs. This enabled banks and financial institutions, which were earlier not permitted to raise such funds, explore this route for raising cheaper funds in the overseas markets.
- Hybrid capital: in an attempt to relieve banks of their capital crunch, the RBI has allowed them to raise perpetual bonds and other hybrid capital securities to shore up their capital. If the new instruments find takers, it would help PSU banks, left with little headroom for raising equity. Significantly, FII and NRI investment limits in these securities have been fixed at 49%, compared to 20% foreign equity holding allowed in PSU banks.

THREATS:

- Threat of stability of the system: failure of some weak banks has often threatened the stability of the system.
- Rise in inflation figures which would lead to increase in interest rates.
- Increase in the number of foreign players would pose a threat to the psb as well as the private players.

**2.5.7 Challenges Before The Indian Banking Sector:**

- Pressure on profitability
- Low productivity
- Problem of Non-Performing Assets (NPA)
- Problems from customers
• Competition from private banks
• Competition from MNCs
• Problem of managing ownership and competition
• Problem of managing diversified customers
• Challenge of qualitative changes in banking paradigm

2.5.8 Strategies for the Growth and Development of Banking Sector:

With ever changing face of banking industry worldwide, visualizing the scenario in the years ahead, success would crucially depend on strategically effective and intelligent management of marketing and customer relationships.

• Intensively competitive market
  The market has changed drastically and has become largely customer centric. The key to success in this changed competitive environment will be one’s ability to reach the client at his door step and meet his requirements of products and services in a customized manner. This development is indeed welcome as it has immense potential for growth of banking business in future but it has its own draw back as there could be adverse selection of customers.

• Need based technology
  Technology is increasingly finding its use in banking by way of convenience in product delivery and access, managing productivity and performance, product design, adapting to market and customer needs and access to customer market. For the Indian banking sector, these developments are of significant interest in the future. The ability to access and share information will contribute in improving efficiency and value adding, moreover; focus on e-banking will open new business potential and opportunities for banking sector.
• **Consolidation through Mergers/Acquisitions**
  Globalization has brought sever competitive pressure to bear on Indian banks, from international banks. In order to compete with these entities effectively, Indian commercial banks need to possess matching financial strength, as fair competition is possible only among equals. Size, therefore, assumes criticality even in these days of virtual banking. Mergers and acquisitions, route provides a quick step forward in this direction offering opportunities to share synergies and reduce the cost of product development and delivery.

• **Customer Relationship Management**
  The process of relationship banking which has been ushered in on the Indian banking scenario would become sharper and widespread. The competencies required from a banker in the future include expertise in information technology and functional knowledge. This would warrant that the banks have to be careful in selection of personnel as regards to their skills, as the requirement of job would be to take decisions based on risk-reward paradigm rather than process-based administration. The training and skills upgradation system is also required to be aligned to desired competencies.

• **Delivering Customer Delight**
  It is a method which can pro-actively monitor customer satisfaction, identifies the areas where most beneficial improvements can be implemented and suggest the uses of web to market measurable improvements to a wide audience. It is a revolutionary and cost effective approach to link customer satisfaction with internal improvements, performance and increased business. Delight results from exceeding the expectations of satisfied customer.
• **Imparting good governance**
  The road ahead for the banking industry will be entirely different from the tracks traversed hitherto. Banks will be compelled to concentrate more on how to improve performance with regard to capital adequacy, asset quality, management performance, liquidity and systems and controls. While capital adequacy, asset quality and profitability can be ascertained from balance sheet management, system and controls will involve subjective evaluation.

• **Corporate Social Responsibility**
  Corporate Social Responsibility is the continuing commitment by any business to achieve commercial success in ways that honor ethical values, addresses legal issues and contributes to economic development with improving the quality of experience of the workforce and their families as well as the local community and society at large.

• **Appropriate HR policies**
  It has become imperative that for meeting the challenges and opportunities in future, there will be great need for bringing about changes in the mindset of the human resource available within the banks. Training and development in updating the skills would be essential to face the emerging challenges. In a service industry like banking, human resources will occupy the pivotal part for making the bank services enduring. With the entry of new private banks and foreign banks, the system of hire-and-fire will be revisited. Security and age old practices of conducting traditional banking will undergo revolutionary change. Retention of best talent would be a trying exercise that banks will have to undertake and practice through robust reward and retention policy.
• **Management of NPAs and Robust Risk Management Architecture**
  In future, the non-performing assets will become the major causes of banks concern. Imbibing the credit management skills will become all the more important for improving the bottom line of the banking sector. It becomes essential to master the expertise for monitoring exposure levels, industry scenarios and timely action in respect of troubled industries.

• **Product re-engineering strategy**
  The growth in disposable incomes, changing lifestyles, global changes and their impact on the economy will result in ever changing and diversified needs to the customers. Banks in future will have to understand the dynamic needs of a changing society through detailed market surveys and structure innovative products so as to canalize the savings of the community and also to satisfy the credit requirements of various sectors of the economy.

• **Conclusion**
  For a successful banking business management, analysis of large data and information play key roles in devising new strategies, products and services. Due care will have to be made while embracing technology and transforming traditional touch points to electronic ones, so that human touch with customers is also not lost. In the end, it can be rightly said that productivity and efficiency will be the watch words in the banking industry in the years ahead. Strategizing organizational effectiveness and operational efficiency will govern the survival and growth of profits; besides bringing changes in the mindset of the employees, which is imperative with the changing times. Continuous quest for skill upgradation at all levels, development of Vision and Mission statements with commitment to meet them with dogged values, are some of the aspects which will require continuous and urgent attention by the banking sector in the times to come.
2.6 WORKING ENVIRONMENT OF EMPLOYEES OF BANKING SECTOR:

Being a fastest growing economic power in the world, India has already marked its presence among the emerging superpowers. This fastest growing economy with its 60% young population has many opportunities to capture both nationally and globally. With the onset of liberalization and increasing competition from global corporations, Indian banks have raised the benchmarks on efficiency and quality of services offered. Demanding careers in such environment is exposing the employees with the problem of stress and health related issues leaving the question of Work-Life Balance which has to be addressed and resolved. According to Ranjeet Nambudiri and Wayne Cascio - Indian organizations are facing issues of stress and employee burnout on a large scale. Many Indian organizations are characterised by long working hours, stressful deadlines to meet and hence leaving their employees struggling to maintain work-life balance.

2.6.1 Nature Of Job Roles And Duties Of Bank Employees:

A careful understanding of the set of working condition of bank employees helps to deliberate upon the environment available to them. The study and analysis of these job roles will influence on the outlook of the research question. We can understand the manifestation of attitudes of employees and thus about their performance. The following paragraph describes the job duties, tasks, activities performed by bank employees.

A. Job Duties and Tasks performed by employees in banks

- Balance currency, coin, and checks in cash drawers at ends of shifts, and calculate daily transactions using computers, calculators, or adding machines.

- Cash checks and pay out money after verifying that signatures are correct, that written and numerical amounts agree, and that accounts have sufficient funds.
• Receive checks and cash for deposit, verify amounts, and check accuracy of deposit slips.
• Examine checks for endorsements and to verify other information such as dates, bank names, identification of the persons receiving payments and the legality of the documents.
• Enter customers’ transactions into computers in order to record transactions and issue computer-generated receipts.
• Count currency, coins, and checks received, by hand or using currency-counting machine, in order to prepare them for deposit or shipment to branch banks or the Federal Reserve Bank.
• Identify transaction mistakes when debits and credits do not balance.
• Prepare and verify cashier's checks.
• Arrange monies received in cash boxes and coin dispensers according to denomination.
• Process transactions such as term deposits, retirement savings plan contributions, automated teller transactions, night deposits, and mail deposits.
• Receive mortgage, loan, or public utility bill payments, verifying payment dates and amounts due.
• Resolve problems or discrepancies concerning customers' accounts.
• Explain, promote, or sell products or services such as travelers' checks, savings bonds, money orders, and cashier's checks, using computerized information about customers to tailor recommendations.
• Perform clerical tasks such as typing, filing, and microfilm photography.
• Monitor bank vaults to ensure cash balances are correct.
• Order a supply of cash to meet daily needs.
• Sort and file deposit slips and checks.
• Receive and count daily inventories of cash, drafts, and travelers' checks.
• Process and maintain records of customer loans.
• Count, verify, and post armored car deposits.
• Carry out special services for customers, such as ordering bank cards and checks.
• Compute financial fees, interest, and service charges.
• Obtain and process information required for the provision of services, such as opening accounts, savings plans, and purchasing bonds.
• Compose, type, and mail customer statements and other correspondence related to issues such as discrepancies and outstanding unpaid items.
• Issue checks to bond owners in settlement of transactions.
• Inform customers about foreign currency regulations, and compute transaction fees for currency exchanges.
• Quote unit exchange rates, following daily international rate sheets or computer displays.
• Prepare work schedules for staff.

B. General work Activities bank employees
• Communicating with Supervisors, Peers, or Subordinates-- Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
• Establishing and Maintaining Interpersonal Relationships-- Developing constructive and cooperative working relationships with others, and maintaining them over time.
• Performing for or Working Directly with the Public-- Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.
• Interacting With Computers-- Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
• Documenting/Recording Information-- Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.
• Evaluating Information to Determine Compliance with Standards--
  Using relevant information and individual judgment to determine
  whether events or processes comply with laws, regulations, or standards.
• Evaluating Information to Determine Compliance with Standards--
  Using relevant information and individual judgment to determine
  whether events or processes comply with laws, regulations, or standards.
• Getting Information-- Observing, receiving, and otherwise obtaining
  information from all relevant sources.
• Making Decisions and Solving Problems-- Analyzing information and
  evaluating results to choose the best solution and solve problems.
• Processing Information-- Compiling, coding, categorizing, calculating,
  tabulating, auditing, or verifying information or data.
• Communicating with Persons Outside Organization-- Communicating
  with people outside the organization, representing the organization to
  customers, the public, government, and other external sources. This
  information can be exchanged in person, in writing, or by telephone or
  e-mail.
• Updating and Using Relevant Knowledge-- Keeping up-to-date
  technically and applying new knowledge to your job.
• Interpreting the Meaning of Information for Others-- Translating or
  explaining what information means and how it can be used.
• Identifying Objects, Actions, and Events-- Identifying information by
  categorizing, estimating, recognizing differences or similarities, and
  detecting changes in circumstances or events.
• Organizing, Planning, and Prioritizing Work-- Developing specific goals
  and plans to prioritize, organize, and accomplish your work.
• Analyzing Data or Information-- Identifying the underlying principles,
  reasons, or facts of information by breaking down information or data
  into separate parts.
• Resolving Conflicts and Negotiating with Others-- Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.

• Judging the Qualities of Things, Services, or People-- Assessing the value, importance, or quality of things or people.

• Monitor Processes, Materials, or Surroundings-- Monitoring and reviewing information from materials, events, or the environment, to detect or assess problems.

• Selling or Influencing Others-- Convincing others to buy merchandise/goods or to otherwise change their minds or actions.

• Developing and Building Teams-- Encouraging and building mutual trust, respect, and cooperation among team members.

• Assisting and Caring for Others-- Providing personal assistance, emotional support, or other personal care to others such as co workers, customers.

2.6.2 Knowledge, Skills and Attitudes (Ksa) Required by Bank Employees:

To work in banks effectively, candidates must possess the following KSA’s. The deliberate understanding of these will convince us the criticality and complexity of the job profile in banks at different hierarchy.

A. Skills Needed for bank employees

• **Mathematics** - Using mathematics to solve problems.

• **Active Listening** - Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

• **Service Orientation** - Actively looking for ways to help people.

• **Social Perceptiveness** - Being aware of others' reactions and understanding why they react as they do.
• **Reading Comprehension** - Understanding written sentences and paragraphs in work related documents.

• **Speaking** - Talking to others to convey information effectively.

• **Active Learning** - Understanding the implications of new information for both current and future problem-solving and decision-making.

• **Time Management** - Managing one's own time and the time of others.

• **Monitoring** - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

• **Critical Thinking** - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

• **Writing** - Communicating effectively in writing as appropriate for the needs of the audience.

• **Learning Strategies** - Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.

• **Instructing** - Teaching others how to do something.

### B. Abilities needed for bank employees

• **Oral Comprehension** - The ability to listen to and understand information and ideas presented through spoken words and sentences.

• **Oral Expression** - The ability to communicate information and ideas in speaking so others will understand.

• **Problem Sensitivity** - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

• **Information Ordering** - The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
• **Number Facility** - The ability to add, subtract, multiply, or divide quickly and correctly.

• **Speech Clarity** - The ability to speak clearly so others can understand you.

• **Near Vision** - The ability to see details at close range (within a few feet of the observer).

• **Speech Recognition** - The ability to identify and understand the speech of another person.

• **Mathematical Reasoning** - The ability to choose the right mathematical methods or formulas to solve a problem.

• **Perceptual Speed** - The ability to quickly and accurately compare similarities and differences among sets of letters, numbers, objects, pictures, or patterns. The things to be compared may be presented at the same time or one after the other. This ability also includes comparing a presented object with a remembered object.

• **Written Comprehension** - The ability to read and understand information and ideas presented in writing.

• **Deductive Reasoning** - The ability to apply general rules to specific problems to produce answers that make sense.

• **Inductive Reasoning** - The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).

• **Selective Attention** - The ability to concentrate on a task over a period of time without being distracted.

• **Written Expression** - The ability to communicate information and ideas in writing so others will understand.

• **Category Flexibility** - The ability to generate or use different sets of rules for combining or grouping things in different ways.
C. **Knowledge, Experience, Education Required for Bank employees**

- Customer and Personal Service-- Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- English Language-- Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Mathematics-- Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

After understanding the criticality of the job duties, activities performed by the bank employees it can be concluded that, the job of bank employees is mentally exhaustive, certainly such a work need certain amount of leisure time in the overall spread of duty hours.

**2.6.3 Reasons of Work-Life Imbalance in Banking Sector:**

Banks have grown so extensively that it now plays a significant part in the economy. With the opening up of the economy of India, dramatic change has been observed in the banking sector of India. Such institutions play a critical role in capital formation and stimulate the level of industrialization, poverty alleviation and human development (Newaz et al 2007). That’s why; Kashem et al (2005) mentioned that healthy banking system and healthy economies seem to go together.

Work life and personal life are the two sides of the same coin. According to various work-life balance surveys, more than 60% of the respondent professionals surveyed said that are not able to find a balance between their personal and professional lives. They have to make tough choices even when their work and personal life is nowhere close to equilibrium. Traditionally creating and managing a balance between the work-life was considered to be a
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woman's issue. But increasing work pressures, globalization and technological advancement have made it an issue with both the sexes, all professionals working across all levels and all industries throughout the world. Achieving "work-life balance" is not as simple as it sounds.

Work life and personal life are inter-connected and interdependent. Spending more time in office, dealing with clients and the pressures of job can interfere and affect the personal life, sometimes making it impossible to even complete the household chores. On the other hand, personal life can also be demanding if you have a kid or aging parents, financial problems or even problems in the life of a dear relative. It can lead to absenteeism from work, creating stress and lack of concentration at work.

Work-personal life conflict occurs when the burden, obligations and responsibilities of work and family roles become incompatible. Obligation of one can force an individual to neglect the other.

Work-family conflict may assume the form of:
- time-based;
- strain-based and;
- behaviour-based conflict.

Hence, Reasons of Work-Life Balance divided into Three parts:

1) **Time based reasons:**

A decade back, employees used to have fixed working hours or rather a 9 to 5 job from Monday to Friday. The boundary between the work and home has disappeared with time. But with globalization and liberalization in the bank sector, the concept of fixed working hours is fading away. Instead of just 7 or 8 a day, people are spending as much as 12-16 hours every day in banks. In addition to this, the technological blessings like e-mail, text messaging and cell phones which were
thought of as tools to connect them to their work being away from their workplace, have actually integrated their personal and professional lives. Now professionals find themselves working even when they are on vacations. Tabassum et al. (2011) Long working hours, excessive work pressure and handling demanding and unique customers in banks has become a take-for-granted phenomenon in the banking sector.

2) **Strain – based reasons:**

Most of us are aware those banks are giving more importance to CRM (Customer Relationship Management) activities. Increasing customer service and satisfaction is being given more importance in present era, demanding task having emotional labour (Glomb et al, 2004) is a great source of stress. Another important source of stress being role ambiguity in banking sector is largely prevailing, as in the words of Mohan Deshmukh(2004), Manager-costing, United Western Bank Ltd states that "In Indian banks, job descriptions are still not drawn up in greater detail so as to cover individual posts in a branch or departments of branch and controlling offices. Job profiles and job requirements are not defined." Even Narasimham committee(l991) on financial reforms has enumerated a number of problems relating to HRM in banking such as over manning, low man power productivity, indiscipline, restrictive practices, lack of management commitment to training etc., are few of the additional reasons.

At the family end, expected role to be played (Rajydhaksha 2000) by the individual at home like being spouse, father/mother, son/daughter also brings the effect on individual’s Work-Life balance. In our country where caretaking of the elderly and children is necessary and most of the house chores are done by women, such increased expectations and responsibilities in the family becomes more burdens on the work-life balance of Indians.
3) **Behaviour – based reasons:**

The speed of advancement of information technology, the increasing competition in the talent supply market has led to a "performance-driven" culture creating pressures and expectations to performance more and better every time. Also, many times, many people find it difficult to say "NO" to others especially their superiors. They usually end up over burdening themselves with work.

In addition to this individual personality traits of being workaholic and over-committed to work can form the behaviour based reasons for work-life imbalance.

**2.6.4 Expected Outcomes of Work-Life Balance in Banking Sector:**

Walton (1975) mentioned, “dissatisfaction with working life is a problem which affects almost all workers at one time or another, regardless of position or status. The frustration, boredom, and anger common to employees disenchanted with their work life can be costly to both individual and organization.” Some important facts were revealed by Negi et.al (2012) 43% employees from public sector and 39% private sector banks accepted that they do not feel happy in their work About 71% public sector employees were dissatisfied with the policies/facilities regarding time off for family engagements where as the private sector bank employees also followed the same trend with 58% of their employees. Working in odd shifts /after work hours influences marital relationships was accepted by 69% employees in the public sector while it was leading with 73% in the private sector banks. The study also revealed that as high as 82% of the employees in public sector and 84% in private sector found it difficult to maintain work life balance after a child break.

It is well known that outcomes of work-life programs are innumerable. In addition, many overseas studies have also shown that there is a symbiotic
relationship between work and person/family life. It is understandable that employees who are able to effectively balance the demands of work and their personal/family life are motivated to give their best a work. In short, work-life strategy can align the corporate and individual goals to attain a win-win scenario. Though the direct financial payback of Work-Life Programmes is difficult to quantify, there has been already ample research evidence gathered in reaping the intermediate benefits of Work-Life policies. These intermediate benefits in turn contribute to the better performance of companies.

A Mental Health Foundation from England working since 70 years in the field of mental health, founded by Dr. Derek Ritcher, a nuerochemnist in his survey found that:

- One third of respondents feel unhappy or very unhappy about the time they devote to work
- More than 40% of employees are neglecting other aspects of their life because of work, which may increase their vulnerability to mental health problems
- When working long hours more than a quarter of employees feel depressed (27%), one third feel anxious (34%), and more than half feel irritable (58%).
- The more hours you spend at work, the more hours outside of work you are likely to spend thinking or worrying about it.
- As a person’s weekly hours increase, so do their feelings of unhappiness.
- Many more women report unhappiness than men (42% of women compared with 29% of men), which is probably a consequence of competing life roles and more pressure to 'juggle'.
- Nearly two thirds of employees have experienced a negative effect on their personal life, including lack of personal development, physical and mental health problems, and poor relationships and poor home life.
Major intermediate benefits to banks are:

1. **Reduced stress, absenteeism and health costs:**
   Employees today are generally more stressed which reduce performance levels. Absenteeism due to family commitments and stress could be a major reason for low performance levels. Work-Life initiatives improves employee performance by reducing absenteeism, lateness, health care and sick-leave and hence their related costs. People who are free of worry about what is going on at home can be more productive at work.

2. **Improved staff morale and engagement:**
   Work-Life helps employees lead a healthier and more balanced life by allowing them to better concentrate at work, improving the work environment by increasing motivation and job satisfaction. Other studies have shown that improved staff morale lead to more committed staff and better performance.

3. **Improved customer satisfaction:**
   Better customer response is possible through telecommuting and the longer operating hours that can be arranged by giving employees flexibility. At the same time, more motivated employees who have their personal needs addressed are more likely to go the extra mile to keep customers happy. Turnover, and the subsequent need for re-establishment of relationship and rework, is also listed as major factor contributing to loss of customers.

4. **Improved recruitment, retention and reduced turnover:**
   Work-Life initiatives give organisations a human face that allows prospective employees to distinguish one employer from another. To attract employees and hold on to them, forward thinking companies are
letting their employees know that they are just as concerned about their employees lives outside work and about helping them to manage their work and personal commitments and aspirations. Work-Life Programme’s key advantage is therefore positive branding in recruitment and retention of talent.

2.6.5 Expected Benefits to Bank Employees:

1. Reduction in the negative impact of work on home and family life
2. Reduced stress levels
3. Control over time management in meeting work-life commitments
4. Increased focus, motivation and job satisfaction knowing that family and work commitments are being met
5. Increased job security from the knowledge that an organisation understands and supports workers with family responsibilities.
6. Creating work life balance within the workplace

2.7 DISCUSSIONS:

The in-depth study of literature review gives enough understanding of variables to be undertaken for the research Work-Life Balance in Banking sector.

The following table will reveal the details of the variables, their sources and its influence in terms of time, strain and behavioural issue of work-life balance:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Variable</th>
<th>Source Author</th>
<th>Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Age</td>
<td>Allen Herst, Bruck, Sutton (2000)</td>
<td>Behaviour and strain</td>
</tr>
<tr>
<td>3</td>
<td>Family support</td>
<td>Parasuraman et.al</td>
<td>Time, strain</td>
</tr>
<tr>
<td>Sr. No.</td>
<td>Variable</td>
<td>Source Author</td>
<td>Influence</td>
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<td>--------</td>
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<td>--------------------------------</td>
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<tr>
<td>4</td>
<td>number of children</td>
<td>Parasuraman et.al (1996)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>responsibilities at Home</td>
<td>Parasuraman et.al (1996)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Work to Home Interference and Home to Work Interference (WHI &amp; HWI)</td>
<td>Frone, Russell and Cooper (1992)</td>
<td>Time, Strain, Behaviour</td>
</tr>
<tr>
<td>5</td>
<td>No. Of Hours</td>
<td>Alam et al. (2009)</td>
<td>Time</td>
</tr>
<tr>
<td>6</td>
<td>Career Stage</td>
<td>Sturges (2008)</td>
<td>Strain</td>
</tr>
<tr>
<td>7</td>
<td>Socio-cultural forces</td>
<td>Cooper, Dewe, &amp; O’Driscoll (2001)</td>
<td>Behaviour, Time</td>
</tr>
<tr>
<td>8</td>
<td>work-related outcomes (e.g., job satisfaction, commitment, turnover intentions, absenteeism, performance and success), non-work-related outcomes (e.g., marital, family, leisure and life satisfaction, family performance),</td>
<td>Allen et al. (2000), Shortland (2004) and Carbita &amp; Perista (2006)</td>
<td>Outcome of Work-Life Balance</td>
</tr>
</tbody>
</table>

Based on the above information a diagrammatic representation can be shown for the better understanding:
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**Figure 2.14 : A Framework for study of Work-Life Balance in Banking Sector**

Towards a Framework for study of Work-Life-Balance in Banking Sector

- **Personal Factors**
  - Age
  - Gender
  - Marital Status
  - Workholism

- **Family Factors**
  - No. of Dependents
  - Age group of Dependents
  - Family type
  - Working Spouse
  - Support Mechanism
  - Social Life Within / Outside Org.
  - Spousal / Family Support

- **Organizational Factors**
  - Type of Bank
  - Hierarchy Level
  - Career Stage
  - Number of working hours
  - Interference of work
    - On Home (WHI) & (HWI)
  - Supervisory Support

**2.8 CONCLUSION:**

The above figure suggests the framework for the study that researcher is undertaking. The tool for gathering primary information will contain the items for seeking the details of the above. The relation between the above variables will be studied and analysed with the help of statistical techniques and inference will be drawn to provide the cognition of the aspect.