Chapter-V

Findings and Conclusions
## CHAPTER-V

### FINDINGS AND CONCLUSIONS

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CHAPTER-V

FINDINGS AND CONCLUSIONS

5 BACKDROP:
The present chapter discloses the findings and conclusions. The findings are textual generalization. Every statement of findings are consisting of words, numbers or statistical measures woven as they are the outcome of processing and inference of the data analysis. They are followed by the conclusions, which are inferences, interpretations, generalizations based upon the findings. Conclusions are appropriate enough to the specific questions raised at the beginning of investigation. They are pointing out what were factually learned from the inquiry. They are kept brief, short and yet convey necessary information resulting from the data analysis.

5.1 INTRODUCTION:
The present study of work-life balance in banking sector is aims at following objectives:

1) To understand the concept of Work-Life Balance and background of banking sector jobs.
2) To study whether bank employees can balance their work/life.
3) To study public, private, foreign and co-operative bank employees differ over work-life balance.
4) To study the factors influencing work-life balance.
5) To study the outcomes of work-life balance in terms overall satisfaction.
6) To present the model to study and predict the factors influencing of work-life balance and outcomes.
The data collected from various bank employees was analyzed with the help of IBM SPSS Statistics 20.0. Data input was collected from 340 bank employees at different hierarchy using structured questionnaire. The close analysis of the collected data have disclosed following details:

### 5.2 **OVERALL STATUS OF WORK-LIFE BALANCE IN BANKING SECTOR EMPLOYEES:**

#### 5.2.1 **Ability to Balance Work-Life:**
The data collected reveals that, most of the bank employees irrespective of the level at hierarchy are able to balance their work-life. Further the close look of the analysis states that, 78.53% are able to balance Work-Life whereas 21.47% are not able to balance Work-Life.

#### 5.2.2 **Difficulty in Achieving Work-Life Balance:**
When probed further to know the difficulty in achieving the work-life balance, it is evident that, 32.94% bank employee find it less difficult, 48.82% find it moderately difficult whereas 18.24% revealed that it is highly difficult achieve the Work-Life Balance.

### 5.3 **FACTORS INFLUENCING WORK-LIFE BALANCE:**
The data collected reveals some of the factors influencing they are,

#### 5.3.1 **Hierarchical Level:**
One of the important observations from the data reveals that clerks, sub-staff and branch managers are able to balance the work-life whereas officers are unable to work-life balance.
5.3.2 Marital Status:
The data analysis suggests that singles are able to manage the work-life and married employees find it difficult to achieve work-life balance.

5.3.3 Gender:
The demographic variable gender has found to be influencing the work-life balance. Moreover it is found that female employees have difficulty in balancing work-life, as they assume the responsibility of taking care of family and dependents slightly higher than that of male counterparts.

5.3.4 Age:
The demographic variable age has not found to be influencing work-life balance.

5.3.5 Dependent Care Issues:
Many of the bank employees have the dependent care issues. The data collected reveals that, out of 340 respondents 143 were having less than 2 dependents, whereas 174 were having 2-4 dependents and 23 were having more than 4 dependents, which forms 42.06%, 51.18% and 6.76% respectively. Out of 340 respondent bank employees from different banks who participated in the survey, 12.7% did not had any child, whereas 45.8% were having children below age group 10, 26.7% were having children belonging to age group 10-20 and others ie. 14.8% had children of age group above 20. Even it is found that, out of 340 respondent bank employees from different banks who participated in the survey, 46.7% were having the parents who belonged to age group below 60, 43.9 % had of age group 60-70 and 9.4% were having the parents of age above 70. Due to the dependent care issues many of them feel stressed out, as they are unable to find sufficient time for handling the dependents care.
5.3.6 Nuclear Family:
340 respondents 209 (61.47%) lived in nuclear family and others ie. 131(38.53%) lived in joint family. The employees who have joint family are able to balance their work-life than that of employees who stays in nuclear family.

5.3.7 Availability of Support Means:
When asked about the availability for handling the home related issues, out of 340 respondents 141 (41.5%) respondents’ spouse was working and 115 (33.8%) employees spouse did not work. 84 were singles, which counts for 24.7% of total respondents. When asked about children care or home care responsibility when respondents go to office/bank, it was revealed by about 31.2% respondents maid are appointed to take care of the activities, 29.7% agreed that their parents take care of the activities, 26.2% say that their spouse take care, 10.6% take the help of day care centre and 2.4% are helped by their parents-in-law.

Therefore for handling different home related work activities and issues of taking care of young kids and parents, most of the work is done by their spouse. In case of the singles, the home related activities and work was handled by their parent. Availability of parents and parents-in-laws and maid servant’s support were the means with which many of the bank employees are able to take care of young kids and parents.

5.3.8 Responsibilities at Home:
The data collected revealed about the various responsibilities at like 1. Taking care of parents and children 2. Cleaning and dusting 3. Cooking 4. Buying grocery and 5. Others etc. Most of the respondents were involved in buying grocery (29.5%), cleaning and dusting (29.3%), followed by cooking (19.9%) other activities (12.8%) and a few (8.5%) were involved in taking care of parents/children. Thus it can be concluded that respondents were having
different kinds of responsibilities at home and they were engaged frequently. About respondents 37.1% carries out the mentioned activities twice a week, 33.6% does it daily, 19% do it once in a week and 10.3% do it thrice a week.

5.3.9 No. of Working Hours and No. of Working Days:
The data collected states that almost every bank operates for 6 day a week ie. 94.4% banks follow 6 days of working, whereas a few 5.6 operate 5 days working. The standard timing for the customer service are around 8 hours. It was revealed that 60.6% banks are open for 8 hours for customer services, 36.2% banks are open for 9 hours a day, 2.9% banks are open for 7 hours a day, whereas one or two (ie. 0.3%) remains open only for 6 hours a day. But, 52.1% bank employee work for 10-12 hours a day in a bank, 38.5% agreed that they work for 8-10 hours a day, 9.1% bank employees agreed that they work for 12-14 hours a day, a few 0.3% (only 1 respondent) accepted that they work more than 14 hours. Which is major reason for employee’s burn out.

5.3.10 Travelling Time:
The required travelling to reach bank is one more reason for the stress and work-life balance, as it was revealed by the data collected that 46.8% of respondents require 30 minutes to reach to the bank, 25.6% require more than 30 minutes and less than 1 hour, 16.5% require 1 hour – 1 ½ hours and 11.2% require even more than 1 ½ hours to reach to the bank.

5.3.11 Health Related Issues:
The data analysis also revealed the problem associated with work-life imbalance and stress. The multiple response analysis for the variable “Stress related health problems”, to know whether the respondents suffers from stress related health problems discloses that, most of the respondents had reported body pain (67.3%) after long hours of work, followed by headaches (54%), 19.9% reported obesity problem, 19.5% had eye sight problems, diabetes was also reported by 14.2% employees, lastly hypertension was reported by 2.2%
employees. Thus it can be concluded that respondents were having different kinds of stress related health problems.

5.3.12 Work-To-Home Interference (Frone, Russell and Cooper (1992) WHI):
It was observed from the responses the work carries sometimes negative impact. As 85% of the employees have agreed that their job makes them feel too tired to do the things that need their attention and their job reduces the effort that they can spend on activities at home. Whereas the employees feels more satisfied and to be a better companion if they spend a good day on the job, as disclosed by 95% of the employees.

5.3.13 Home-To-Work Interference (HWI):
It was observed from the responses the responsibilities at home are potential stressors as they carry negative impact sometimes (agreed by 45% respondents) and do bring the “spillover effect”. 91.8% feel that they have greater self-confidence at work because they have well organized personal and family responsibilities.

5.3.14 Social Life within and outside the organization:
It was found 97.4% and 92.6% respondents enjoy the social life within and outside their organization. This is one of the potential resources which may lead to feelings of satisfaction and increase the ability to balance the work and life issues.

5.3.15 Workholism:
It was found from the analysis of the data that workholism is one the most influencing variable in determining the ability to manage the work/life issue. The workaholic employee is unable to balance his work-life.
5.3.16 Support from the Seniors:
It is evident from the data analysis that senior support offers a promising link in work-life balance. Almost all the employees who are able to manage the work-life have agreed upon the availability of support from their senior help them to balance the work-life.

5.3.17 Spousal / Family Support:
This is one of the distinguishing variable in the work-life balance issue. In balancing the negative work-to-home interface, spill-over effect, the spousal and family support is most crucial one.

5.4 COMPARISON OF WORK-LIFE BALANCE AMONG THE PUBLIC, PRIVATE, FOREIGN AND CO-OPERATIVE BANKS AND OTHER IMPORTANT ISSUES:
Further the data analysis also reveals some important findings they are as follows:

5.4.1 Work-Life Balance:
• It is important to note that, employees from co-operative bank (90.3%) and public sector bank employees (83.1%) are able to balance work-life better than that of employees from private (70.8%) and foreign banks (76.3%), further 29.2% employees from private banks are unable to balance their work-life.

• Further when enquired about the difficulty in achieving work-life balance 48.8% find it moderately difficult and 18.2% find it highly difficult to achieve the work-life balance. Here it is important to note that comparatively the number of employees finding difficulty in achieving work-life balance more (total of moderate to high more than simple ie. 67% ) than that of 32.9% finding it is simple to achieve work-life balance.
• In terms of the responsibilities and hierarchy level held at different type of banks, we must note that middle level officers find it difficult to achieve the work-life balance, than that of branch managers and sub-staff and clerks.

5.4.2 Job Satisfaction:
In terms of Job Satisfaction Public, Private, Foreign, Co-operative banks it is important to note that they significantly differ over job satisfaction. The data analysis reveals public sector employees score more on job satisfaction, followed by co-operative bank employees, then scores indicates foreign bank employees, finally private sector bank employees with the least score.

5.4.3 Career Satisfaction:
For career satisfaction the data reveals that public sector employees are more satisfied and score more in career satisfaction, followed by co-operative bank employees, then scores indicated foreign bank employees, finally private sector bank employees with the least score.

5.4.4 Satisfaction over Health:
We must note that, Public, Private, Foreign, Co-operative banks partially differ over Satisfaction on Health. It is further concluded that co-operative bank employees score more on satisfaction on health, followed by public sector bank employees, then scores indicates foreign bank employees, finally private sector bank employees with the least score.

5.4.5 Satisfaction over Life:
Public, Private, Foreign, Co-operative banks significantly differ over life satisfaction. It is found that co-operative sector employees score more on life satisfaction, followed by public sector bank employees, then scores indicates private sector bank employees, finally foreign sector bank employees with the little difference with private sector banks.
5.4.6 Satisfaction over Availability of Quality Time:
When enquired about are they satisfied for the quality time they spent with their family, it is found that, Public, Private, Foreign, Co-operative banks significantly differ over Quality time with family. It was found that public sector employees score more on quality time they get to spend with family compared, followed by co-operative bank employees, then scores indicates private bank employees, finally foreign sector bank employees with the least mean score.

5.4.7 Satisfaction over Availability of Free Time:
To answer the availability of free time available for the self, it is found that Public, Private, Foreign, Co-operative banks significantly differ over Free time available for self. It was found that public sector employees score more on free time they get for self followed by co-operative bank employees, then scores indicates private bank employees, finally foreign sector bank employees.

5.4.8 Satisfaction over Availability of Time for Hobbies:
It was found that public sector employees score more on time available for hobbies and friends followed by co-operative bank employees, then scores indicates private bank employees, finally foreign sector bank employees.

5.4.9 Satisfaction over Salary Receipt:
It is important to note that whether Public, Private, Foreign, Co-operative banks significantly differ over satisfaction of salary. The data analysis revealed that that public sector employees are found to be more satisfied with their salary followed by co-operative bank employees, then scores indicates foreign bank employees, finally private sector bank employees are found to not satisfied with the salary.
5.4.10 Influence of Work-Life Balance:
The data analysis also revealed one of the most important point that work-life balance influences positively over Job satisfaction, career satisfaction, Health, Life Satisfaction, Quality time with family, free time for self, available time for hobbies and friends..

5.5 Regression Model for Study of Work-Life Balance:
After studying, if Home on work interference HWI (Organized Life, Responsibilities at home), Social Life within organization, Social Life Outside the organization, Workholism, Supervisory Support, Spouse/Family support and Work on HomeWHI (Workload, Work stress) can predict whether an employee is able to balance Work/Life or is not able to balance Work-Life. Based on the data analysis information the logistic regression model can be followed:

Work-Life Balance = 6.476 + 0.551 (Home on work Interference) – 1.096 (Workholism) – 2.204 (Work on Home Interference) + 0.810 (Social Life outside the organization) + 0.937 (Spousal/Family support)

The AUC (Area under Curve) value was found to be 0.902 which suggests that the fit of logistic regression model is excellent one.

5.6 Diagrammatic Representation of Factors Influencing Work-Life Balance in Banking Sector:
The following diagram describes the various personal, family and organizational factors influencing in banking sector. It facilitates different aspects to be noted for understanding the status of work-life balance of bank employees and designing policies.
5.7 **RELATION BETWEEN WORK-LIFE BALANCE AND JOB-SATISFACTION:**

It is important to note that there is significant relation between Work-Life Balance and Job satisfaction. It is found that 83.5% of employees who could balance work/life are satisfied with job. It is well known fact that, Job satisfaction reaps many benefits to the employee and to the organization.

5.8 **OTHER SIGNIFICANT ISSUES:**

The interactions with some of the bank employees revealed:
5.8.1 Work-Profile Based Issues:

- Those involved in Marketing and Credit Management roles are facing more problems of unrealistic targets, lack of support from the seniors, unplanned and unexpected work load.
- Those involved in customer service, accountancy, remittances and cash operations have to face too many numbers of customers and sometimes problems like computer server down, too much workload etc., this creates the job-related stress.
- In terms of workload and responsibilities it is also observed that Special Assistants are comparatively more stressed than that of Managers, Assistant Managers and Clerks.

5.8.2 Working Environment Issues:

The in-depth-interaction held with some bank employees revealed the following points. They can be summed up into following heads:

a. Working Conditions
   i. Long working hours
   ii. Number of customers and noise
   iii. problem of computerisation (core banking solutions) and servers
   iv. rigid bank timings
   v. Shortage of man-power

b. Work – Itself
   i. Transfers
   ii. improper work load distribution
   iii. unrealistic targets to marketing executives
   iv. lack of stress management programs
   v. lack of training and counselling
   vi. unplanned and unexpected work load
c. Management
   i. Inappropriate leadership style in private banks
   ii. lack of senior guidance and support
   iii. lack of adequate opportunities in career advancement in public sector bank and co-operative banks
   iv. improper pay packages in private banks

5.9 CONCLUSION:
After referring to the findings and conclusions the next chapter provides the lucid suggestions to address the intricacy of Work-Life Balance of bank sector employees.