

## Work Life Balance in Employees of Private and Public Sector Banks

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### ABSTRACT

Work-Life Balance (WLB) is a term that has been increasingly used to refer to the equilibrium that an employee achieves between his professional and personal life. Work-Life Balance is a major component of the overall productivity of an organization. 46% of the workforce in India suffers from some of the other forms of stress due to work-related issues or family/personal problems at home. It's not just workload that creates pressure but a lot of other factors that contribute to the increasing imbalance in work-life balance and are identified as unclear or conflicting job expectations, poor team working environment and low pay as contributing factors. With the help of extant literature, primary and secondary data, this paper has endeavored to look at the existing level of work-life balance among mid and senior level employees of public and private sector banks in the city of Ahmedabad, Gujarat.

**Keywords:** Bank, Public, Private, Work-Life Balance

In the previous years of aggregate change of the saving money division has seen different difficulties because of rivalries, advertising powers, and administrative necessities and has always endeavored to advance itself with the requests of the regularly changing elements of the Indian economy. Until 1990, the Indian banking industry experienced a considerable measure of changes and totally altered the manner in which Indian management of account works.

The administration continues changing and acquainting measures with change in the Indian Financial area by directing loan costs and changing the working of business banks. A portion of the accomplishments so done was in monetary markets, controllers, non-backed organizations, capital markets insurances and so on.

Because of the dynamic idea of the money related markets and the adjustments in the financial changes, a requirement for the new and extemporized benefits in the managing an account area has turned out to be critical for its reality. The great clients and the developing rivalry have produced exclusive standards from the banking industry. The new standards of progressions in innovative changes have reformed the Indian budgetary and financial area. The ongoing demonetization where the currency of the nation was changed overnight saw

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many exhausted bankers who needed to sit in the banks for various hours and ensure clients got the administration they needed.

In any case, working late and deadlines in the banking industry are getting reduced and a worker's activity is relied upon to convey quality yield. Because of so much burden at the work environment, it turns out to be difficult to fundamentally achieve harmony amongst work and family life bringing about lower efficiency, weakness, medical issues and an awkwardness in work-life arena. Notwithstanding amid the market back off, saving money is a serious field. From experiencing reams of yearly reports and examining the most recent market patterns and customer buying capacity to making complex money related models and dissecting government financial and fiscal approach, Bankers have their hands full.

Money related Sector today has gone more towards creating one of a kind administration and has additionally turned out to be more client driven. It is trusted that focused edge can be accomplished by making positive work culture imaginative HR hone, association citizenship conduct, common objective compatibility and so forth which thus will yield better execution and profitability in the association.

Hence, this study also offers insight into the existing practices and policies adopted by public and private sector banks for encouraging their employees to maintain a healthy WLB. Moreover, it also explores the factors responsible as to why WLB is yet to become a top priority in the Indian banking system.

### LITERATURE REVIEW

#### 1. SPILL OVER THEORY

Spillover is a system whereby experiences in the solitary part impact experiences in the other, rendering the parts simply more undefined. It is based on concerted effects from home to work and work to home. Edwards and Rothbard in 2000 researched on this perspective, studying its characteristics, capacities, and works on beginning with one space of life then onto the following.

#### 2. RESOURCE THEORY

Resources allude to the methods for achieving those articles, conditions and individual attributes that are esteemed by the person. It might be utilized in critical thinking and adapting and may incorporate self-governance, social help, possibilities, set up conduct results and so on. An individual is probably going to encounter pressure when a potential loss of assets is seen or when a normal asset gain neglects to appear or when there is a real loss of assets. Work-life balance and positive results can be accomplished by anything that serves to recharge these resources. Assets, for example, work self-rule, family support, and nearness of life partner are responsible for a superior adjust of work and family lives. There is probably going to be less clash within the sight of the accessibility of assets. The duty of kid care and elderly care are considered as a conceivable deplete on assets. The vitality and time required for subordinate care will result in a little err pool of assets and higher clash of work and family (Premeaux et al, 2007).

#### 3. BORDER THEORY

As indicated by Clark (2000), work-family border theory clarifies how functioning people oversee and explore their work and family life and the fringes between them keeping in mind the end goal to achieve adjustment. Key to this hypothesis is the possibility that 'work' and 'family' speak to various areas which impact each other. Given their differentiating purposes and societies, work and home can be compared to

two unique nations where there are contrasts in dialect or word utilize, contrasts in what constitutes satisfactory conduct, and contrasts in how to achieve assignments"

**4. COMPENSATION THEORY**

Compensation theory alludes to the endeavors expected by a person at countering adverse experiences/feelings in a single area of life through expanded endeavors for constructive encounters/feelings in another space. An illustration would be a disappointed laborer concentrating more on family than work, accordingly reallocating HR and searching for fulfillment at home instead of at working environment and the other way around as recommended by Edwards and Rothbard, 2000.

**5. ENRICHMENT THEORY**

It denotes how much encounters from instrumental sources like aptitudes, capacities, values or powerful sources mindset, fulfillment enhances the nature of the other area (Morris and Madsen, 2007). Greenhaus and Powell (2006) characterized enhancement as "the degree to which encounters in a single part enhance the personal satisfaction in the other part" (p. 73) and announced that representatives see that their work and life parts advance each other. Zedeck and Mosier (1990) utilized the term instrumental to describe this thought, which expresses that great work results prompt great life results and the other way around.

**6. CONGRUENCE THEORY**

Compatibility hypothesis alludes to how extra factors that are not straightforwardly identified with work or family impact the adjustment of numerous parts. While overflow is an immediate connection amongst work and family, harmoniousness characteristics closeness through a third factor, similar to identity attributes, conduct styles, hereditary powers, and socio-social powers (Edwards and Rothbard, 2000; Staines, 1980; Zedeck, 1992).

**RESEARCH METHODOLOGY/ SAMPLE DATA**

The primary data was collected through a structured questionnaire consisting 50 questions with the sample size of 200 by adopting Organizational role stress (ORS) scale and simple random sampling in studying variables including Individual variables, Employee satisfaction, and Retention as outcome variables and assessing data. It contains five items for each role stress and a total of 50 statements.

The ORS questionnaire was given to 200 mid and senior level employees of public and private sector banks of Ahmedabad, Gujarat.

*TABLE 1 shows the number of employees and Banks that were included in the study*

<b>Banks</b>	<b>Number of Employees</b>	<b>Number of Banks</b>
Private Sector Banks	100	23
Public Sector Banks	100	19

**Interpretation of Responses**

As emphasized, the respondents will answer the statements within the form by ticking in boxes with pre-coded numbers. The answers within the second half are going to be summarized into a complete score wherever twenty square measure the utmost score and nil the bottom. The scores are going to be understood according to the stress levels used by Aziz (2004, p. 358), that square measure displayed in table seven below. The third a part

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of the form includes fifty statements replicated from the structure Role Stress Framework, which is able to even be summarized into total scores (Aziz, 2004, p. 358; Agrawal & Majupuria, 2010, p. 584). All 10 stressors have 5 statements therefore the total score possible to receive is two hundred. the utmost score for every stressor is twenty. The table below depicts however Aziz (2004, p. 358) classifies the scores received in stressor.

**TABLE 2 shows the points assigned to various levels of stress**

LEVELS OF STRESS	POINTS
LOW STRESS	0-5
MODERATE	6-10
HIGH STRESS	11-15
VERY HIGH	16-20

### DATA ANALYSIS

**TABLE 3 shows mean and standard deviation in females of public sector banks**

FEMALES		
SUBFACTORS	MEAN	SD dev
IRD	8.28	1.67
RS	7.96	1.7
REC	7.82	1.54
RE	7.72	1.47
RO	6.12	1.54
RI	7.58	1.64
PI	7.78	1.76
SRD	7.84	1.78
RA	7.88	1.78
Rin	7.48	1.83

**TABLE 4 shows the mean and standard deviation in males in public sector banks**

MALES		
SUBFACTORS	MEAN	SD dev
IRD	8.02	1.53
RS	7.55	1.62
REC	7.55	1.68
RE	7.81	1.67
RO	6.14	1.64
RI	7.81	2.01
PI	7.4	1.76
SRD	7.57	1.69
RA	7.53	1.69
Rin	7.57	1.81

**TABLE 5 shows the mean and standard deviation in males in public sector banks**

SUBFACTORS	MEAN	STDEV
IRD	7.52	2.01
RS	7.64	2.44
REC	7.86	1.96
RE	7.22	2.38
RO	7.38	2.51
RI	6.5	1.63
PI	9.18	2.05
SRD	7.6	2.42
RA	7.68	2.35
Rin	7.58	1.17

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**TABLE 6 Shows Mean And Standard Deviation Of Female Employees In Private Sector Banks**

SUBFACTORS	MEAN	SD
IRD	8.24	1.95
RS	7.77	2.57
REC	8.08	2.15
RE	7.69	2.59
RO	7.91	2.79
RI	6.93	1.4
PI	8.59	2.76
SRD	7.77	2.56
RA	7.87	2.57
Rin	7.61	1.28

**TABLE 7 Shows Mean And Standard Deviation Of Male Employees In A Private Sector Banks**

Subfactors	Total Mean	Total Sd	Rank	Status
IRD	8.15	1.814	4	MODERATE
RS	7.75	1.73941	7	MODERATE
REC	7.68	1.739	9	MODERATE
RE	9.76	1.766	2	MODERATE
RO	7.7	1.832	5	MODERATE
RI	12.369	1.605	1	HIGH STRESS
PI	7.59	1.57	6	MODERATE
SRD	6.7	1.614	10	MODERATE
RA	7.707	1.66	8	MODERATE
Rin	10.3	1.605	3	MODERATE

Table 7 displays the respondents mean score and standard deviations in all ten stressors of employees in the public sector included in the study. Role isolation received the highest score (12.36) followed by role erosion (9.76). The least significant stressor self-role distance is with a total mean score of 7.52

**TABLE 8 Shows Total Mean And Standard Deviation Of All Employees In Private Sector Banks**

Subfactors	Total Mean	Sd	Rank	Status
IRD	8.939	1.99	3	MODERATE
RS	7.525	2.5	8	MODERATE
REC	7.969	2.05	2	MODERATE
RE	10.454	2.49	9	MODERATE
RO	16.646	2.65	6	VERY HIGH STRESS
RI	8.717	1.28	10	MODERATE
PI	18.232	2.09	1	VERY HIGH STRESS
SRD	8.686	2.48	5	MODERATE
RA	9.777	2.45	4	MODERATE
Rin	6.595	1.22	7	MODERATE

Table 10 displays the respondents mean score and standard deviation in all employees of private sector in all ten stressors included in the study. Personal Inadequacy received the highest score (18.232) followed by Role Overload (16.64). The least significant stressor is Role inadequacy-with a total mean score of 6.59.

## RESULTS AND DISCUSSIONS

The empirical analysis indicated that the most influential stressors among managers in the public and private sectors are *Role Overload*, *Role isolation*, *Personal Inadequacy*. The data has been divided into males and females of public and private sector banks.

Role Overload happens when a person with a particular job in an organization experiences issues to perform as per the requests from different roles. Chauhan (additionally formed Role Over-load into two classifications in particular: Quantitative-and Qualitative Role Overload. The quantitative perspective alludes to circumstances where an individual has excessive work to do. The subjective perspective lights on if the person in a particular hierarchical job has satisfactory skills and knowledge to perform as expected by others.

Due to the recent government policies the Indian populations has been opening bank accounts. Moreover, policies such as GST and demonetization have been implemented putting the onus on the bankers to carry out the policies efficiently.

Table 4 shows the mean and standard deviation of females in public sector banks with the highest stressor being Inter role distance with a score of 8.28 and Role overload being the lowest with a score of 6.12

Table 5 shows the mean and standard deviation of males in public sector banks with the highest role stressor being Inter role distance with a score of 8.02 and the least being Role overload with a score of 6.14.

Table 6 shows the mean and standard deviation of females in private sector banks with the highest stressor being Personal Inadequacy with a score of 9.18 and Role inadequacy being 6.5.

Table 7 shows the mean and standard deviation of males in private sector banks with the highest stressor being Personal inadequacy with a score of 8.08 and role inadequacy being the lowest ranked stressor being role inadequacy with a score of 6.93

This clearly shows that the levels of stress amongst women of public and private sector both are higher than men. It is also mandated that women have more difficulties maintaining a work life balance.

Table 8 shows the total mean and standard deviation of all employees giving a comparison of all stressors and showing the status as per their ranking. Role inadequacy ranks the highest with a score of 12.36 and shows high levels of stress and self-role distance with the lowest score being 6.7 showing moderate levels of stress.

Table 9 shows the total mean and standard deviation of all employees of private sector banks giving a comparison of all stressors showing the status as per their ranking. Personal inadequacy ranks the highest with 18.23 as the score and reports very high levels of stress and Role inadequacy being the lowest with 6.59 score and ranking moderate levels of stress.

## SUGGESTIONS AND IMPROVEMENTS

1. Flexible working courses of action can be steered on a smaller scale before they are actualized on a bigger scale to check whether a specific plan would work or not.
2. Proposed changes in working courses of action are considered by delegates from all evaluations/chain of command of staff in the association.

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3. Action on conceivable arrangements ought to be taken as opposed to promote strategy activities that are not executed.
4. Practical, custom-made guidance on work-life adjust arrangements and adaptable working initiatives be given to address the issues of individual undertakings.
5. There ought to be mindfulness preparing for administrators for them to have the capacity to perceive and recognize how critical it is for them to keep up a solid work-life adjust.
6. There ought to be sure authoritative help for work-life adjust from all offices and divisions and ought to reflect in the organization arrangement and culture.
7. Childcare arrangement ought to be given for female representatives for them to ease in their employments without stressing over youngsters at home.
8. Policy-level upgrades, for example, expanded advantages, adaptability and leave,
9. Support of family responsibilities and a decrease or adaptability in working hours.

These proposed changes would alter the structure of the organization to make it more open to flexibility and change. This, in turn, would have benefits for changing the workplace culture and provide a better environment for employees to work in. All of these suggestions would be fruitful to follow up in further research, either through case studies of individual workplaces, where the policies are being assessed or through pilot projects, where there is an emphasis on specific needs to be met in the workplace.

Work-life balance must address the issue of value and reasonableness among representatives by focusing on various types of care - Child care, family care, school-age and reinforcement programs, and Elder care administrations. Managers can guarantee that projects meet the double needs of employer and networks by expanding on the current mind Framework, for example, grandpa grandmother crèches, senior care establishments, palliative care homes, network crèches, a recovery of cultural activities and So on.

Today most associations have actualized intranets, Virtual private system, and other learning administration frameworks to keep in contact regardless of whether It implies they need to telecommute for non-business-related purposes, for example, watching out for a child or guardians.

Video Conferencing to diminish travel and not planning work occasions amid school occasions are different estimates that can be received. The Indian bosses can gain from the encounters of different nations who have chipped away at work-life adjust arrangements and activities. The negative aftermaths of not executing arrangements can likewise be watched. Take these examples incorporate rising number of broken homes, wrongdoings by youths and youngsters stretch and related maladies to give some examples (Srivastava 2009).

Notwithstanding, the new activities embraced by investors must think about the idea of the business, profile of the workforce, the nearby culture and condition and so on. In the ongoing past, some proactive measures have been acquainted in a few associations with increment work-life adjust. Among these are concierge administrations which can incorporate administrations from cleaning to shopping for food as the driving time is long and gives less close to home time for finishing family units' undertakings.

Looked with various and contemporary difficulties Indian managing an account part today is confronting numerous difficulties of representative inspiration and occupation fulfilment with the high type of responsibility required and a few Job openings and whittling down rate.

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Consequently, it's simply more basic to enhance employee resolve by giving them motivating forces in lieu of keeps up a solid workalike adjust. The Indian financial industry needs to perceive that representatives are its most noteworthy resource and measure should be acquainted for them with have the capacity to have a proactive individual life which will likewise rise above into better efficiency at work and enhanced maintenance and execution.

### CONCLUSION

It can be concluded that levels of stress are for the most part higher in private division banks among males and females both since the market is expanding. Workers of Public Sector banks are less efficient; the proof is the balance sheet size and productivity of banks. Private segment banks like HDFC Bank, Kotak Mahindra Bank, YES Bank, RBL Bank have developed and established themselves quickly in a few decades: their per worker efficiency is significantly higher than that of Public division banks subsequently more pressure is being put onto employees of private bank employees to meet targets.

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### ***Conflict of Interest***

The authors colorfully declare this paper to bear not conflict of interests

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