Measuring Work Life Balance of Banks Employees: Indian Evidence

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VINEET CHOUHAN ***
SHUBHAM GOSWAMI ****

Abstract
Personal and work lives are considered as two sides of the same coin. With rapidly changing working environment due to globalisation, technological development, and competition is also affecting the banking industry because of this new, evolving work-life imbalance threat. Employees, the greatest strength of the banking industry, also need satisfied and committed employees to enhance productivity. The study intends to review existing literature on WLB and to identify the various factor which helps to maintain WLB among employees in the banking sector. This study uses a sample of 600 bank employees and variables of the Welfare policies, Job design and Leave provisions that WLB has become imperative for professionals of banking industries to improve individual and organisational performance and because employees work more efficiently when they can make time for family and personal interests.

JEL Code: D63, E24, J17, J81, M54
Keywords: Banking Industry, Work Pressures, WLB, India

I. Introduction
WORK-LIFE BALANCE (WLB) has received significant attention among academics and management practitioners in the banking industry with the emergence of the new development of foreign banks in the Indian banking sector (Nicklin, Seguin and Flaherty, 2019; Kaya and Karatepe, 2020). The root of the studies on the topic relates to the year 1960, where due to the growing concerns about the impact of on the general health of staff (Sinha,

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References


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Annexure 1

Survey instrument (Questionnaire)

<table>
<thead>
<tr>
<th>Demographic profile</th>
<th>Age</th>
<th>Below 30</th>
<th>30–40</th>
<th>41–50</th>
<th>above 50</th>
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<td>Gender</td>
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<td>Female</td>
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<td>Manager</td>
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Variable of WLB

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<th>3</th>
<th>4</th>
<th>5</th>
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Express the level of your satisfaction with your job
Express the level of satisfaction with Work life balance policies provided by bank?

Welfare policies
The bank gives resources for welfare
My bank provides Family support programs.
My bank provides Counselling services for coping with work related stress and other issues.
My banks provide housing facilities
My bank reimburses my family medical bills

Job design
I am overworked and have neglected my family responsibilities due to inability to reject my co-employees and managers.
My helpfulness behaviour or inability to say “no” to tasks given to me at work has caused family disharmony.
My inability to reject my co-employees and managers request to help at work has caused family disharmony.
I believe that the high expectations of my supervisor’s cause conflict between my work and relationships at home.
I believe that unclear roles cause conflict between my work and relationships at home
I believe that I would concentrate better on my job if I worked from a different workstation from time to time
My organisation practices Job sharing i.e., the work responsibility can be share

Leave provisions
Bank has provisions for Maternity leave.
Bank has provisions for Paid Paternity leaves.
Bank gives Opportunity to return to same job after maternity/paternity leaves.
The bank has a good policy on medical leaves.
The organisation has a policy of Casual Leaves

Source: Self Formulated

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Annexure 2
Detailed Data Analysis (multiple Linear Regression Results)
Work life Balance (Dependent Variable) and Welfare policy
(Independent Variables)

Correlations

<table>
<thead>
<tr>
<th></th>
<th>B2</th>
<th>WP1</th>
<th>WP2</th>
<th>WP3</th>
<th>WP4</th>
<th>WP5</th>
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<td>0.209</td>
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<td>0.000</td>
<td>0.051</td>
<td>0.031</td>
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N
- B2: 600
- WP1: 600
- WP2: 600
- WP3: 600
- WP4: 600
- WP5: 600

Source: Self Computed

Variables Entered/Removed*

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Source: Self Computed

Model Summary

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ANOVA*

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Note: a. DV: B2
b. Pre.: (Con.), WP2

Source: Self Computed

Coefficients*

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<th>Collinearity Statistics</th>
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<td>Beta</td>
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Note: a. DV: B2

Source: Self Computed
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**Note:** a. DV: B2  
b. Pred.: (Con.), WP2

### Collinearity Diagnostics

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<th>Variance Proportions WP2</th>
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</tbody>
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**Note:** a. DV: B2  
Source: Self Computed

### Work Life Balance (DV) and Job design (IDVs) Correlations

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<th>JD1</th>
<th>JD2</th>
<th>JD3</th>
<th>JD4</th>
<th>JD5</th>
<th>JD6</th>
<th>JD7</th>
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<tr>
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<td>0.114</td>
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**Source:** Self Computed

### Model Summary

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<th>Model</th>
<th>R</th>
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<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
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<tr>
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<td>R Square</td>
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<td>1</td>
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**Note:** a. Pred.: (Con.), JD6  
b. Pred.: (Con.), JD6, JD1  
Source: Self Computed

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ANOMA*

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<th>Model</th>
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Note: a. DV: B2  
b. Pred.: (Con.), JD6  
c. Pred.: (Con.), JD6, JD1  
Source: Self Computed

Coefficients*

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<tr>
<th>Model</th>
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<th>Standardised Coefficients</th>
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<th>Sig.</th>
<th>Correlations</th>
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<tr>
<td>B</td>
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<td>Tolerance</td>
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Note: a. DV: B2  
Source: Self Computed

Excluded Variables*

| Model | Beta In | t    | Sig. | Partial Correlation | Tolerance | VIF | Minimum Tolerance |
|-------|---------|------|------|---------------------|-----------|-----|--|-------------------|
| 1     | JD1     | -0.147 | -3.047 | 0.002 | -0.124 | 0.660 | 1.515 | 0.660 |
| JD2   | -0.028 | -0.679 | 0.497 | -0.028 | 0.924 | 1.082 | 0.924 |
| JD3   | -0.108 | -2.617 | 0.009 | -0.107 | 0.896 | 1.116 | 0.896 |
| JD4   | -0.043 | -1.074 | 0.283 | -0.044 | 0.952 | 1.050 | 0.952 |
| JD5   | 0.027 | 0.688 | 0.492 | 0.028 | 0.997 | 1.003 | 0.997 |
| JD7   | 0.021 | 0.529 | 0.597 | 0.022 | 0.996 | 1.004 | 0.996 |
| 2     | JD2     | 0.076 | 1.485 | 0.138 | 0.061 | 0.580 | 1.725 | 0.414 |
| JD3   | -0.057 | -1.176 | 0.240 | -0.048 | 0.640 | 1.562 | 0.472 |
| JD4   | -0.070 | -1.721 | 0.086 | -0.070 | 0.915 | 1.093 | 0.634 |
| JD5   | 0.008 | 0.204 | 0.839 | 0.008 | 0.971 | 1.030 | 0.643 |
| JD7   | 0.026 | 0.654 | 0.513 | 0.027 | 0.995 | 1.005 | 0.659 |

Note: a. DV: B2  
b. Pred.: (Con.), JD6  
c. Pred.: (Con.), JD6, JD1  
Source: Self Computed

Collinearity Diagnostics*

<table>
<thead>
<tr>
<th>Model</th>
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<th>Variance Proportions</th>
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Note: a. DV: B2  
Source: Self Computed

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### Correlations

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**Sig. (1-tailed)**

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<th>LP2</th>
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**N**

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**Source:** Self Computed

### Model Summary

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**Note:**

- a. Pre.: (Con.), LP5
- b. Pre.: (Con.), LP5, LP1
- c. Pre.: (Con.), LP5, LP1, LP4

**Source:** Self Computed

### ANOVA

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**Note:**

- a. DV: B2
  - b. Pre.: (Con.), LP5
  - c. Pre.: (Con.), LP5, LP1
  - d. Pre.: (Con.), LP5, LP1, LP4

**Source:** Self Computed

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**Note:** a. DV: B2
b. Pred.: (Con.), LP5
c. Pred.: (Con.), LP5, LP1
d. Pred.: (Con.), LP5, LP1, LP4

*Source: Self Computed*

### Coefficients<sup>a</sup>

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**Note:** a. DV: B2

*Source: Self Computed*

### Collinearity Diagnostics<sup>a</sup>

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**Note:** a. DV: B2

*Source: Self Computed*