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Measuring Work Life Balance of Banks Employees : Indian Evidence[1]

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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.

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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 withthe 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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Annexure 1
Survey instrument (Questionnaire)

Demographic profile

Age	Below 30	30-40	41-50	above 50
Gender	Male	Female		
Designation	Officer	Deputy/ Assistant Manager	Manager	Other
Years of service	less than 1	1-10	11-20	Above 20
Family size	1-2	3-4	5	above 5
No. of dependents	0	1	2	2+
Type of bank	Public	Private		

Variable of WLB

	1	2	3	4	5
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					

Note : 1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree
Source: Self Formulated

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

Correlations

		B2	WP1	WP2	WP3	WP4	WP5
Pearson Correlation	B2	1.000	0.088	0.209	0.067	0.076	-0.006
	WP1	0.088	1.000	0.280	0.066	-0.219	0.361
	WP2	0.209	0.280	1.000	0.207	0.358	0.097
	WP3	0.067	0.066	0.207	1.000	0.439	-0.569
	WP4	0.076	-0.219	0.358	0.439	1.000	-0.535
	WP5	-0.006	0.361	0.097	-0.569	-0.535	1.000
Sig.(1-tailed)	B2	.	0.015	0.000	0.051	0.031	0.440
	WP1	0.015	.	0.000	0.054	0.000	0.000
	WP2	0.000	0.000	.	0.000	0.000	0.008
	WP3	0.051	0.054	0.000	.	0.000	0.000
	WP4	0.031	0.000	0.000	0.000	.	0.000
	WP5	0.440	0.000	0.008	0.000	.000	.
N	B2	600	600	600	600	600	600
	WP1	600	600	600	600	600	600
	WP2	600	600	600	600	600	600
	WP3	600	600	600	600	600	600
	WP4	600	600	600	600	600	600
	WP5	600	600	600	600	600	600

Source: Self Computed

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	WP2	.	Stepwise (Criteria: Probability-of-F-to-enter <= 0.050, Probability-of-F-to-remove >= 0.100).

Source: Self Computed

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Edtimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.209[a]	0.043	0.042	1.21997	0.043	27.179	1	598	0.000

a. Pre.: (Con.), WP2

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.451	1	40.451	27.179	0.000[b]
	Residual	890.022	598	1.488		
	Total	930.473	599			

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

Source: Self Computed

Coefficients[a]

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-	Partial	Part	Tolerance	VIF
1 (Con.)	1.752	0.166		10.568	0.000					
WP2	0.394	0.076	0.209	5.213	0.000	0.209	0.209	0.209	1.000	1.000

Note : a. DV: B2

Source: Self Computed

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance	VIF	Minimum Tolerance
1	WP1	0.032[b]	0.776	0.438	0.032	0.922	1.085	0.922
	WP3	0.025[b]	0.602	0.547	0.025	0.957	1.045	0.957
	WP4	0.002[b]	0.047	0.963	0.002	0.872	1.147	0.872
	WP5	-0.027[b]	-0.664	0.507	-0.027	0.991	1.010	0.991

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

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Con.)	WP2
1	1	1.954	1.000	0.02	0.02
	2	0.046	6.504	0.98	0.98

Note : a. DV: B2
Source: Self Computed

Work life Balance (DV) and Job design (IDVs) Correlations

		B2	JD1	JD2	JD3	JD4	JD5	JD6	JD7
Pearson Correlation	B2	1.000	0.062	0.049	-0.009	-0.101	0.043	0.272	0.038
	JD1	0.062	1.000	0.637	0.599	-0.285	-0.097	0.583	0.068
	JD2	0.049	0.637	1.000	0.651	-0.017	-0.222	0.276	0.056
	JD3	-0.009	0.599	0.651	1.000	0.242	-0.444	0.322	-0.057
	JD4	-0.101	-0.285	-0.017	0.242	1.000	0.002	-0.219	0.008
	JD5	0.043	-0.097	-0.222	-0.444	0.002	1.000	0.059	0.042
	JD6	0.272	0.583	0.276	0.322	-0.219	0.059	1.000	0.062
	JD7	0.038	0.068	0.056	-0.057	0.008	0.042	0.062	1.000
Sig. (1-tailed)	B2	.	0.066	0.114	0.409	0.007	0.147	0.000	0.179
	JD1	0.066	.	0.000	0.000	0.000	0.009	0.000	0.048
	JD2	0.114	0.000	.	0.000	0.337	0.000	0.000	0.087
	JD3	0.409	0.000	0.000	.	0.000	0.000	0.000	0.081
	JD4	0.007	0.000	0.337	0.000	.	0.478	0.000	0.421
	JD5	0.147	0.009	0.000	0.000	0.478	.	0.076	0.152
	JD6	0.000	0.000	0.000	0.000	0.000	0.076	.	0.066
	JD7	0.179	0.048	0.087	0.081	0.421	0.152	0.066	.
N	B2	600	600	600	600	600	600	600	600
	JD1	600	600	600	600	600	600	600	600
	JD2	600	600	600	600	600	600	600	600
	JD3	600	600	600	600	600	600	600	600
	JD4	600	600	600	600	600	600	600	600
	JD5	600	600	600	600	600	600	600	600
	JD6	600	600	600	600	600	600	600	600
	JD7	600	600	600	600	600	600	600	600

Source: Self Computed

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Edtimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	0.272[a]	0.074	0.072	1.20048	0.074	47.645	1	598	0.000
2	0.297[b]	0.088	0.085	1.19225	0.014	9.286	1	597	0.002

Note : a. Pre.: (Con.), JD6
b. Pre.: (Con.), JD6, JD1
Source: Self Computed

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.663	1	68.663	47.645	0.000[b]
	Residual	861.810	598	1.441		
	Total	930.473	599			
2	Regression	81.863	2	40.931	28.795	0.000[c]
	Residual	848.611	597	1.421		
	Total	930.473	599			

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

Coefficients[a]

Model		Unstandardise Coefficients		Standardised Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-	Partial	Part	Tolerance	VIF
1	(Con.)	2.025	0.094		21.611	0.000					
	JD6	0.300	0.043	0.272	6.903	0.000	0.272	0.272	00.272	1.000	1.000
2	(Con.)	2.220	0.113		19.664	0.000					
	JD6	0.394	0.053	0.357	7.424	0.000	0.272	0.291	0.290	0.660	1.515
	JD1	-0.184	0.060	-0.147	-3.047	0.002	0.062	-0.124	-0.119	0.660	1.515

Note : a. DV: B2
Source: Self Computed

Excluded Variables[a]

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

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Con.)	JD6	JD1
1	1	1.954	1.000	0.02	0.02	
1	1	1.852	1.000	0.07	0.07	
	2	0.148	3.542	0.93	0.93	
2	1	2.765	1.000	0.02	0.02	0.02
	2	0.148	4.327	0.65	0.59	0.00
	3	0.087	5.630	0.33	0.39	0.98

Note : a. DV: B2
Source : Self Computed

Work life Balance (DV) and Leave provisions (IDVs)
Correlations

		B2	LP1	LP2	LP3	LP4	LP5
Pearson Correlation	B2	1.000	0.103	0.066	0.047	-0.099	0.147
	LP1	0.103	1.000	0.253	0.946	0.397	-0.312
	LP2	0.066	0.253	1.000	0.133	0.409	0.419
	LP3	0.047	0.946	0.133	1.000	0.504	-0.353
	LP4	-0.099	0.397	0.409	0.504	1.000	0.269
	LP5	0.147	-0.312	0.419	-0.353	0.269	1.000
Sig. (1-tailed)	B2	.	0.007	0.057	0.129	0.009	0.000
	LP1	0.007	.	0.000	0.000	0.000	0.000
	LP2	0.057	0.000	.	0.001	0.000	0.000
	LP3	0.129	0.000	0.001	.	0.000	0.000
	LP4	0.009	0.000	0.000	0.000	.	0.000
	LP5	0.000	0.000	0.000	0.000	0.000	.
N	B2	575	575	575	575	575	575
	LP1	575	575	575	575	575	575
	LP2	575	575	575	575	575	575
	LP3	575	575	575	575	575	575
	LP4	575	575	575	575	575	575
	LP5	575	575	575	575	575	575

Source: Self Computed

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Edtimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	0.147[a]	0.022	0.020	1.19548	0.022	12.715	1	573	0.000
2	0.215[b]	0.046	0.043	1.18136	0.025	14.778	1	572	0.000
3	0.343[c]	0.117	0.113	1.13752	0.071	45.942	1	571	0.000

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

Source: Self Computed

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.173	1	18.173	12.715	0.000[b]
	Residual	818.916	573	1.429		
	Total	837.089	574			
2	Regression	38.796	2	19.398	13.899	0.000[c]
	Residual	798.292	572	1.396		
	Total	837.089	574			
3	Regression	98.243	3	32.748	25.308	0.000[d]
	Residual	738.846	571	1.294		
	Total	837.089	574			

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

Source: Self Computed

Coefficients[a]

Model		Unstandardised Coefficients B	Unstandardised Coefficients Std. Error	Standardised Coefficients Beta	t	Sig.	Correlations Zero-	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Con.)	2.140	0.121		17.649	0.000					
	LP5	0.121	0.034	0.147	3.566	0.000	0.147	0.147	0.147	1.000	1.000
2	(Con.)	1.459	0.214		6.824	0.000					
	LP5	0.163	0.035	0.199	4.627	0.000	0.147	0.190	0.189	0.903	1.108
	LP1	0.309	0.080	0.165	3.844	0.000	0.103	0.159	0.157	0.903	1.108
3	(Con.)	1.498	0.206		7.275	0.000					
	LP5	0.280	0.038	0.340	7.344	0.000	0.147	0.294	0.289	0.719	1.390
	LP1	0.633	0.091	0.338	6.959	0.000	0.103	0.280	0.274	0.654	1.530
	LP4	-0.337	0.050	-0.325	-6.778	0.000	-0.099	-0.273	-0.266	0.671	1.490

Note : a. DV: B2
Source: Self Computed

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance	Collinearity Statistics VIF	Collinearity Statistics Minimum Tolerance
1	LP1	0.165[b]	3.844	0.000	0.159	0.903	1.108	0.903
	LP2	0.005[b]	0.115	0.908	0.005	0.824	1.213	0.824
	LP3	0.114[b]	2.583	0.010	0.107	0.875	1.142	0.875
	LP4	-0.150[b]	-3.525	0.000	-0.146	0.927	1.078	0.927
2	LP2	-0.089[c]	-1.782	0.075	-0.074	0.661	1.513	0.638
	LP3	-0.382[c]	-3.000	0.003	-0.125	0.101	9.866	0.101
	LP4	-0.325[c]	-6.778	0.000	-0.273	0.671	1.490	0.654
3	LP2	-0.045[d]	-0.920	0.358	-0.039	0.648	1.542	0.567
	LP3	0.172[d]	1.122	0.262	0.047	0.066	15.136	0.066

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

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Con.)	Variance Proportions LP5	Variance Proportions LP1	Variance Proportions LP4
1	1	1.912	1.000	0.04	0.04		
	2	0.088	4.649	0.96	0.96		
2	1	2.776	1.000	0.01	0.02	0.01	
	2	0.190	3.823	0.00	0.45	0.25	
	3	0.034	8.986	0.99	0.53	0.74	
3	1	3.702	1.000	0.00	0.01	0.01	0.01
	2	0.192	4.396	0.00	0.38	0.16	0.01
	3	0.075	7.029	0.18	0.01	0.05	0.83
	4	0.031	10.894	0.81	0.60	0.79	0.16

Note : a. DV: B2
Source: Self Computed