

Research Article

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Comparative perspectives on work life balance and genders equality in private banks

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Abstract

Work family conflict is a challenging dilemma for working employees as well as the employers. Therefore, employers are gradually appreciating the importance of integrating work life initiatives as a means of attaining commitment, job satisfaction and employee performance. This study examined the separate and combined effects of work life initiatives (flexible work arrangements, HR financial incentives, HR work family support services and targets to be achieved) leadership and employee behavior as predictors of employee performance in private banking sector. The specific objectives were; to study whether there is significant gap among the male and female respondents, to suggest some measures to improve work life balance in private banks, to perfectly analyze the practices of human relations and their existence level.

Keywords

Work life balance,
gender,
banks.

1. Introduction

The universe of employment is evolving quickly due to new advances in technology. This rapid expansion is a result of aggressive market competition, higher business recruitment, regulatory laws and demographics. Nevertheless, there are considerable changes in life outside work. Over the years, the family structures are constantly changing, internet usage has increased, the relaxation times and leisure are reducing, online shopping, etc., have created a virtual world around people.

In spite of the fact that the lives at work and outside the work are highly correlated, they can still end up creating an imbalance by disturbing the personal activities, leisure and other non-work commitments. Such situation can prompt to loss of control and affect their ability to hold thing together and it implants the feeling that there

is never enough time to get things done. It further leads to anxiety, stress, nervousness, pressure and other health ailments

Work life balance is characterized by the need to alter the culture of work and lives as a general public. Adaptability is much needed provision for workers to perform their duties at work to meet their objectives and enhance product throughput. Business are driven by market demands and the consumers can get hasty about procuring what they want. On the other hand, the labor based organizations are very different with expanding amount of women workers and aging laborers. Laws and regulations pose a threat in profitable operation of the company and forces them to operate peacefully. Efficient work life balance can profit both companies and workers by altering their perspectives towards work.

They can turn into advantage for families, employees, public and society, by optimum blend of work and private lives.

Work life & personal life can be considered as the two faces of the same coin. In the world full of complications, the job roles & family responsibilities are contradictory and often create a paradox in life. Hence, work-life balance is growing out to be a major challenge in the work place. Conventionally, managing life between work and family was thought of to be a woman's problem. But due to recent advancements in technology and globalization has imposed problem on both men and women. Even the top management, and professionals at all working levels are also impacted by this.

Implementation Principles: -

1. Emphasize the advantage of having management unions and encourage employees to perform their tasks in tandem with other in order to recognize the issues and discuss possible solutions.
2. Maintain flexibility so that planning committee of work life balance can be modified to address the requirement of workers and organization.
3. Policies must be cohesive with human resources and management policies.
4. Asking oneself whether the easily affable employees are aware of the provision that can be used in generalized manner without personalization.
5. Provision for monitoring and evaluating the progress to check if the objectives are being fulfilled constantly.

2. Review of Literature

What is Work?

The activities of work can be as low as paid jobs or as large as a task that includes tremendous efforts. In 2004, Porter recommended the definition of work has changed over time and culture, society, natural aspects, which translates to a superior life in whatever that they do (Porter, 2004). In 2003, Lewis recommend that work is characterized as committed time spent at job, regardless of receiving compensation or not. This description fuses the collection of exercises that individuals may consider as job oriented. It comprises the amount of time spent by an individual going out to paid work, taking an interest in volunteer services, performing family duties, etc.

Attitude and outlook of an individual about their work will impact whether it is seen from a positive or negative

point of view and whether this attitude will prompt positive or negative results for their company (Douglas and Morris, 2005). There has a tendency of some theories in few research work, in which an individual is constrained to work to complete a specific goal in order to get paid. Hence, it may cause disturbance to the person and makes them hard to take part in other activities (Eikhof, et al., 2007).

This sort of outlook of the people, prompts an antagonistic perspective on the jobs and what it implies on lives of the employees. It can likewise cause turmoil in emotions, disappointment and dissatisfaction in people which further leads to decreased profitability. Challenges like company process and work escalation can also put more burden and stress on the workers (Savery and Luks, 2000).

Nevertheless, there are various studies which demonstrates that work plays an extremely positive role in the lives of several people. As indicated by Eikhof et al. (2007), instead of being a hindrance, work and jobs lay a foundation for self-satisfaction and fulfillment. Individuals can come to work happily, when there is a determination and rationality about what they are meaning to accomplish. There is a structure to keep track of what they are able to do, and there are goals and objectives, which guide them to execute their task accordingly and compare their efficiency with the benchmarks for self-evaluation.

An experimental research conducted in the United Kingdom has uncovered that more than 60% of men and women are really happy with their work and around 2.4 million workers choose to work rather than stay at home, which shows that work can be a sense of reason and joy in the life of an individual (Wasles, 2004 in Eikhof et al., 2007). Moreover, it could be implied that the job satisfaction has positive results, as happy and inspired workers are more resilient to experience the ill effects of stress which might otherwise result in depression and non-attendance (Burke, 2000). This state of mind will influence the way the individuals perceive the time spent on work in comparison to the time they can salvage to do their personal tasks.

What is Life?

The advancement in technology was intended to decrease work load and increase free time for employees (Lewis, 2003). It was believed to provide choices to people to seek after their interests that gave them joy and contentment in their lives. Truth be told, individuals are rather working longer hours than before (Evans, 2000).

Over the course few decades, there had been several changes in allocation of time and energy by employees, which was based on the amount of requirements needed to be completed at that time. During earlier days of 1950's, prior to advancement and revolution of technology, the employees would go to the work place on time, every day. They would later went home in the evening after completing their tasks at work. The additional activities at home shall be done afterwards (Connell, 2005). Whether it is playing a game, eating with the family, participating in study, etc, everything would be done after work. When weekend shifts are not assigned, then employees would be entitled for week-offs, and hence they can indulge recreational activities, small trips and picnic (Totheyrs et al, 2006).

The innovation of technology and smart gadgets has created more chaos in recognizing the diversity between the two ideas (Lewis et al., 2003). The option and choices involved with such gadgets have made it tougher to decide how they characterize free time and recreation.

In order to simplify this research, leisure and recreational activities is divided into two types, based on their perception (Lewis, 2003);

1. The random free time, over which certain activities can be done randomly at their choice.
2. The duration of time that they fell necessary to enjoy what they are doing.

Therefore, as far as this definition is concerned, the leisure activities of work-life balance is the task and activities done randomly by employees, based on their choice when they are not involved with the work.

There are plenty of choices available for employees to spend their free time, such as taking care of family, hobbies, chores, study or training, travel, etc. The decisions are additionally extended because of the person must choose carefully to invest their time, energy and money on the right choice, so that the experience will be pleasant and doesn't end up stressful. Therefore, the person must carefully make decision and allocate time to do what is necessary or activities which gives them satisfaction.

3. Research Objective

To review if there is any substantial disparity between the male and female defendants.

4. Analysis

Hypothesis

H₀: There is no difference in work life balance among male and female respondents.

H₁: There is difference in work life balance among male and female respondents.

Anova Testing for Gender:-

TABLE: Mean Scores of Male and Female

Statement	Gender	
	Male	Female
Type of assignment given	3.84	3.52
Challenge in job	4.66	4.59
Availability of resources to perform the job	3.66	3.17
Utilization of talent	3.96	3.69
Training opportunities provided	3.6	3.52
Freedom of action	4.09	3.52
Reward for good performance	3.9	3.67
Role clarity	4.06	3.72
Receptivity to new ideas by colleagues	4.46	4.03
Pay and perks	3.77	2.93
Promotion Policy	3.07	2.17
Career advancement achieved so far	3.41	3.81
Future prospects of career advancement	3.12	3.06

Interpretation:-

From the above table by comparing the mean scores of HR and Financial aspects of both males and females. Males are giving preferences to challenge in job with a mean value of (4.66), Receptivity to new ideas by colleagues (4.46), Freedom of action (4.09), Role clarity (4.06), and Utilization of talent (3.96). Whereas females are giving preferences to challenge in job with

a mean value of (4.59), Receptivity to new ideas by colleagues (4.03), career advancement achieved so far (3.81), Role clarity (3.72) and Utilization of talent (3.69).

On a five point likert scale males are preferring the aspect of receptivity to new ideas by colleagues more than the females.

Anova: Two-Factor without Replication

Table: ANOVA - Two-factor without replication of gender with factors effecting work life balance

<i>SUMMARY</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>	<i>SD</i>
Gender					
Male	13	49.6	3.81538	0.214077	0.462685
Female	13	45.4	3.49231	0.339603	0.58275
Factors of Work Life Balance					
Type of assignment given	2	7.36	3.68	0.0512	
Challenge in job	2	9.25	4.625	0.00245	
Availability of resources to perform the job	2	6.83	3.415	0.12005	
Utilization of talent	2	7.65	3.825	0.03645	
Training opportunities provided	2	7.12	3.56	0.0032	
Freedom of action	2	7.61	3.805	0.16245	
Reward for good performance	2	7.57	3.785	0.02645	
Role clarity	2	7.78	3.89	0.0578	
Receptivity to new ideas by colleagues	2	8.49	4.245	0.09245	
Pay and perks	2	6.7	3.35	0.3528	
Promotion Policy	2	5.24	2.62	0.405	
Career advancement achieved so far	2	7.22	3.61	0.08	
Future prospects of career advancement	2	6.18	3.09	0.0018	

$$C.V = \frac{SD}{Avg.} \times 100$$

Where as:

- CV = Co-efficient of Variation.
- SD = Standard Deviation.
- Avg. = Average.

Male :

$$C.V = \frac{0.462685}{3.81538} \times 100 = 12$$

Female :

$$C.V = \frac{0.58275}{3.49231} \times 100 = 16.7$$

Interpretation:

From the above table the co-efficient of variation for male is 12 where as for female is 16.7. Female

respondents are finding it difficult to manage their personnel and as well as professional lives than their male counter parts.

ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Rows	0.678462	1	0.678462	11.408492	0.005492	4.747225336
Columns	5.930515	12	0.49421	8.3102519	0.000439	2.686637113
Error	0.713638	12	0.05947			
Total	7.322615	25				

Interpretation:-

To address the second research question, an ANOVA was conducted in MS Excel to find the descriptive statistics such as the sample size, mean and standard deviation. The test of homogeneity of variances is significant (F= 11.0485, P = 0.005492<0.05). Hence the null hypothesis of the equal variances can be rejected. It shows that there is a violation of homogeneity of variance.

The Table shows the ANOVA analysis results. The ANOVA result is significant which means that there is a significant difference between gender i.e. male and female and work life balance.

5. Conclusion

The spillover of work into family life showed that both men and women did not have enough time to spend with their families and moreover work pressures

affected family life. Both genders opined that a supportive work environment is helpful in achieving work life balance majority of the women felt that child care facilities should be available in working places to ensure work life balance.

Alternative support system at workplace is said to be one of the most prominent facility given to the employees in selective private banks. Indian families are a wonderful support system and this essential support helps individuals tide over emotional and physical stress. However, this incredible support system, which was so far taken as acknowledged, is gradually disappearing and in its wake are developing the new set-ups of nuclear, single and dual earner households. These are in need of support and facilities which will help ease the pressure of having a latch-key kid at home from the minds of working father / mother. The banks and other organizations should provide crèches and day boarding facilities for children of the staff.

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