



IMPACT OF WORK LIFE BALANCE ON JOB SATISFACTION AMONG BANK EMPLOYEES

Dr. ArtiPanditDhawan* Anu Maher**

*Associate Professor, Centre for Evening Studies, H.P. University, Shimla.

**Research Scholar, H.P. University, Shimla.

Abstract

Work life balancing has now been considered seriously across corporate sector after many studies hinted out at positive relationship between work life balance and job satisfaction. Many corporations are devising policies which actually help to strike a reasonably good balance between work and personal life of employees. Going by the same theme, this study puts forth the banking scenario in India. The objective was to examine the impact of work life balance on the levels of job satisfaction of employees providing services in banking sector. Regression analysis has been utilized to assess this impact. Results have shown a positive relationship between work life balance and job satisfaction. Also major determinants in this relationship have been found to be job autonomy, organizational work life support, personal financial condition, job involvement and opportunities for advancement. Surprisingly, various other factors like Job Demands, Job Time, Job Security, Job Stress, Household Demands, Family support, Family to work spillover, Attitude towards Gender, Work to Family Role Spillover, Support from Colleagues, and Support from Superior did not show any significant impact over the levels of job satisfaction of banking sector employees.

Key Terms: Work Life Balance, Job Satisfaction, Job Autonomy, Job Involvement.

Introduction

Work-life balance is used to describe the equilibrium between responsibilities at work and responsibilities outside paid work; having a work-life balance means that this equilibrium is in the right position for the individual concerned. For some people it means spending more time in paid work and less time at home, while for others it means ensuring that paid work does not infringe on time needed for other responsibilities. It is about managing our work commitments with career goals, and our responsibilities at home and the wider community. Work life and personal life are inter-connected and interdependent. As per (Noor, 2011), Work-life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life. The term 'work-life balance' is much contested in itself. Attempting to clarify its meaning prompts a further problem: 'what constitutes 'good' work-life balance? This section will summarize some of the problems surrounding both of these issues, before providing a number of frameworks that have been developed from a number of different perspectives.

The role of work has changed throughout the world due to economic conditions and social demands. Originally, work was a matter of necessity and survival. Throughout the years, the role of "work" has evolved and the composition of the workforce has changed. Changes in the social, political and economic fabric of societies have influenced and continue to influence both the nature of employment and its relationship to life outside work. Today, work still is a necessity but it should be a source of personal satisfaction as well. One of the vehicles to help provide attainment of personal and professional goals is work-life benefits and programs. Keeping this theme in mind, a study on work life balancing and its impact on job satisfaction has been conducted for employees working in banking sector.

Review of Literature

For the purpose of review of empirical studies, the review segment has been divided in two parts. First part covers studies related to work life balancing among employees. Second part focuses on job satisfaction and also impact of work life balancing on the job satisfaction level.

A. Work Life Balance

Work life balance practices are organizational changes intended to lessen work family conflict. These work life balance practices enable workers to be effective in both work and private roles. The additional control an employee has on their lives the more able they are to strike a balance between work and family. Iqan Iazar, 2010 concludes that, a successful balance between work and non-work roles are beneficial for both employee and employer. And this balance in work and life domains enhances quality of personal relationship and organizational outcomes.

According to Susi.S, 2010 work life balance is drive for satisfaction of employees. Many organizations feel the need of work life balance which include retention of valuable workforce, reduce work family conflict, and reduce employee stress, job satisfaction and better life balance. Work life balance practices need to be supported and encouraged at workplace culture. Strong and supportive organizational culture increase employee intent to remain in the organization. (Felicity Asiedu-Appiah, 2013) concludes that work life balance is important in enhancing employee performance at work and home. Gender difference



exists in work life balance needs because work and non-work responsibilities are different for male and females. Some research results show that female demonstrated more need for work life balance as compared to male. An individual derive satisfaction in life from work and family domains. Researches find that work balance practices effect overall organization and individual performance. (R. lockwood, 2003) Define Work life balance as a managing work and personal responsibilities. Work-life programs require support from senior management. For work/life benefits in work environment it is helpful to have a corporate culture that encourages employees to look at business in an entirely different way and supports and accept employees as individuals with priorities beyond the workplace. Work life balance programs increased employee motivation and productivity.

B. Job Satisfaction

Job Satisfaction also refers to the employee's general attitude towards his job. Job satisfaction is used to describe how content an individual is with his or her job. Many organizations develop training programs and benefits packages to develop loyal employees. Longer employees work for the organization, more valuable the employees become. Job satisfaction is most important attitude in the field of the organization behavior (Ms. chetnapanadey, 2012). Every organization tries to create satisfied work force to cooperate the well being of the organization because satisfied worker extend more effort to job performance. Total organizational performance depends on efficient and effective performance of individual employees of the organization. (M.D. Pushpakumari, 2008) Further add that when employee is satisfied with the job he is motivated to perform the job with great effort. A satisfied individual employee and his effort and commitment are necessary for the success of the organization. Many organizational managers believe that salaries and financial benefits are the way to increase job satisfaction.

According to (Al-Zoubi, 2012) employees also agree that salaries will increase the job satisfaction and as a result level of individual performance also raised. Job satisfaction also increases employee motivation at work. But Researches also examined that salary can effect job satisfaction when other job characteristics are positive. Employee satisfaction is used to describe whether employees are happy and fulfilling their desire and needs. Employee satisfaction can help to build commitment of employees towards organization. (Bharati Deshpande, 2012) Found that financial benefits, employee relations, work environment and role clarity are the factors that are used to measure job satisfaction of employees at work. Employee satisfaction is a factor in employee motivation and goal achievement. (Afshan Naseem, 2011) Found that satisfied employees show excellent performance that leads to organizational success thus result in improved financial success. Employee satisfaction increases the quality of work. Employee satisfaction leads to customer satisfaction because customer service eventually depends on the community who provide that service. Result of the study show that employee satisfaction is a key factor of organizational success.

Work-family conflict occurs when an individual's efforts to respond to Demands interfere with their ability to respond to family demands and vice versa (Greenhaus and Beutell, 1985). This definition of work-family conflict is thus bi-directional, that is, Requests for employment may interfere with family life and, conversely, family Interfere with working life. According to Greenhaus and Beutell (1985), work-family conflict can occur in three forms: the conflict of time, tension and behavior. These authors indicate that the conflict Time appears when the demands of work and family life are a problem of time To the individual; The conflict of tension manifests itself when the stress felt in a sphere (Professional or family) makes it difficult to respond adequately to the requirements of the other sphere; Finally, the Conflict of behavior occurs when the behaviors required by a role are a source of conflict with The requirements of the other role. In addition, Ryan and Kossek (2008) define work-life balance practices as policies and Practices put in place by the employer to facilitate reconciliation between the demands of life and Professional employees and demands of the personal sphere.

This definition Vision of the objectives of conciliation practices that extend not only to the family, but also to other requirements of workers' personal lives. This suggests that Conciliation apply to both parents and childless workers. Thus, in the remainder of this article, when referring to work-family balance practices, this refers to the broad definition of these Practices that include reconciliation between work and personal life. The literature has shown that the implementation of work-family reconciliation practices is associated with Positive outcomes such as improved recruitment and selection, better Organizational growth, greater job satisfaction, higher performance Organizational, and reduced absenteeism and turnover (Broughte and O'Discoll, 2010; Kossek and Ozeki, 1999). Conversely, Allen et al. (2000) show that work-family conflict affects negatively affect the individual in his professional life, his personal life, his general well-being and even In terms of his psychological health. In a Canadian study, Lowe (2005) mentions stress, Psychosomatic symptoms, depression, psychological distress, drug use, Alcohol use, substance abuse, mood disorders, anxiety and emotional exhaustion among Negative consequences of work-family conflict. Examining the negative consequences of the work- Family also leads Amstad and others (2011) to suggest that workplaces for the family are likely to benefit employees and organizations.



Following this line of reasoning, one can ask if employees in these workplaces feel any benefit in terms of psychological health.

Research Gap

The issues associated with the balance between work and Family life are of considerable importance. For people and their families, organizations which employ them, the unions which Represent and governments concerned about Well-being of the population and national health and constrained by global competition. There is much written on the subject, but only a few Studies have been devoted to this balance (MacBride-King and Paris, 1989; Duxbury And others, 1991; Higgins, Duxbury and Lee, 1992; Duxbury and Higgins, 1998; Duxbury, Higgins and Johnson, 1999; MacBride-King and Bachman, 1999). Despite the continued interest of the press in Question (a reflection of that of the readers), there Few reliable empirical data to date. Document the debate. This gap is regrettable, because credible research in this area can influence the vision of governments Employers and the way in which they formulate human resources policies and work, as well as social policies.

Main Objective

Main objective with which this study has been undertaken is to find the impact work life balance has on the job satisfaction of employees. Hence, the study has been focused on assessing work life balancing among employees working in various banks, the level of job satisfaction with their current employment and finally the impact of work life balance on the level of job satisfaction of selected employees.

Hypotheses

- Null hypothesis for the present study has been set to be assuming no impact of work life balancing on job satisfaction of employees.
- Alternative hypothesis will assume a positive impact of work life balance on the level of job satisfaction of employees.

Research Design

The scope of this study has been kept limited to service sector only as the manufacturing sector has altogether different characteristics from service sector. Banking sector has been selected as the representative for service sector. A total of 200 employees from selected banks were taken as sample following judgmental sampling assuring about equal participation from private and public sector banks.

All the respondents were distributed scaled questionnaire having various questions related to different aspects of work life balancing and job satisfaction. Their responses have been collectively analyzed. Stepwise regression analysis has been used to examine the quantum of impact of work life balance on job satisfaction. For this analysis, eighteen selected predictors of work life balancing include Job Demands, Job Autonomy, Job Involvement, Job Time, Job Security, Job Stress, Household Demands, Family support, Family to work spillover, Attitude towards Gender role, Personal Financial Strain, Life Satisfaction, Work to Family Role Spillover, Support from Colleagues, Support from Superior, Organizational work life support, Opportunity for advancement and Organization Communication. Job satisfaction has been taken as dependent variable.

Hence, initial multiple linear regression equation can be expressed as below.

$$Y = + X_1 \ 1 + X_2 \ 2 + X_3 \ 3 + X_4 \ 4 + \dots + X_{16} \ 16 + X_{17} \ 17 + X_{18} \ 18 + e$$

Analysis and Discussion

Stepwise regression results have been shown and discussed in this segment. Model summary below shows the results of models developed with the help of stepwise regression taking job satisfaction as dependent variable. It can be seen that five models in total have been developed. It indicates that out of eighteen predictors or independent variables, only five variables significantly impact the level of job satisfaction for individual employees. In descending order of significance, these selected predictors include Job Autonomy, Organizational Work Life Support, Personal Financial Strain, Job Involvement, and Opportunity for advancement. R Square value of first model has been found to be 0.10 which can be claimed to be reasonably good. So more than 10% of the variation in level of job satisfaction is caused only by one variable i.e. Job autonomy. Thereafter, some addition has been made to the R Square value by subsequent variables, increasing it to 15%.

The results in Table-1 clearly state that employees, if given job autonomy, are pretty much comfortable and enjoy job satisfaction. Thereafter, a positive outlook of organization also plays good role. If organizations draft policies and keep work life balancing as priority, it definitely pays back. Personal financial strain has also been covered as an important predictor. It means, if financial condition of employees is good, they tend to derive job satisfaction too. Finally, the two remaining

predictors are job involvement and opportunities for advancement. Surprisingly, many predictors like Job Demands, Job Time, Job Security, Job Stress, Household Demands, Family support, Family to work spillover, Attitude towards Gender, Work to Family Role Spillover, Support from Colleagues, and Support from Superior did not show any significant impact over the levels of job satisfaction of employees. Briefly, it may be claimed that if organizations allow autonomy and draft work life friendly policies and also provide opportunities for advancement, then employees are in the best position to be satisfied from their current jobs.

Table-1: Model Summary

Model	R	R ²	Adj. R ²	Std. Error
1	.311 ^a	0.10	0.09	0.69
2	.335 ^b	0.11	0.11	0.68
3	.354 ^c	0.13	0.12	0.68
4	.370 ^d	0.14	0.13	0.67
5	.382 ^e	0.15	0.14	0.67

- a. Predictors: (Constant), Job Autonomy
- b. Predictors: (Constant), Job Autonomy, Organizational Work Life Support
- c. Predictors: (Constant), Job Autonomy, Organizational Work Life Support, Personal Financial Strain
- d. Predictors: (Constant), Job Autonomy, Organizational Work Life Support, Personal Financial Strain, Job Involvement
- e. Predictors: (Constant), Job Autonomy, Organizational Work Life Support, Personal Financial Strain, Job Involvement, Opportunity for advancement

To assess the significance of these models, ANOVA values have been calculated for all the five models and shown in Table-2. *The null hypothesis here can be stated as the impact of selected predictors on the job satisfaction is zero.* From the results in table below, it is clear that all the five models have been statistically significant in explaining the variation in job satisfaction levels. *Hence, the null hypothesis stating no impact of selected attributes on the job satisfaction levels stands rejected.* There is a statistically significant relationship in the work life balancing and the level of job satisfaction among banking sector employees.

Table-2: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.653	1	20.653	43.628	.000 ^b
	Residual	193.142	408	.473		
	Total	213.795	409			
2	Regression	23.965	2	11.983	25.691	.000 ^c
	Residual	189.830	407	.466		
	Total	213.795	409			
3	Regression	26.826	3	8.942	19.418	.000 ^d
	Residual	186.969	406	.461		
	Total	213.795	409			
4	Regression	29.280	4	7.320	16.067	.000 ^e
	Residual	184.515	405	.456		
	Total	213.795	409			
5	Regression	31.242	5	6.248	13.828	.000 ^f
	Residual	182.553	404	.452		
	Total	213.795	409			

- a. Dependent Variable: Job Satisfaction
- b. Predictors: (Constant), Job Autonomy
- c. Predictors: (Constant), Job Autonomy, Organizational Work Life Support
- d. Predictors: (Constant), Job Autonomy, Organizational Work Life Support, Personal Financial Strain
- e. Predictors: (Constant), Job Autonomy, Organizational Work Life Support, Personal Financial Strain, Job Involvement
- f. Predictors: (Constant), Job Autonomy, Organizational Work Life Support, Personal Financial Strain, Job Involvement, Opportunity for advancement

Table-3 discusses various coefficients, their relative contribution in models and their significance in selected models. Model-1 has been based on one predictor i.e. Job autonomy. Unstandardized values for Constant and predictor are 3.125 and 0.417 respectively. Hence, the regression equation for Model-1 can be written as $Y = 3.125 + 0.417 (X_1) + e$. For Model-2, a new variable in addition to job autonomy has been organizational work life support. Unstandardized values for Constant and set of two predictors are 3.461, 0.373 and 0.142 respectively. It certainly shows a higher degree of importance of the set of predictors. Hence, the regression equation for Model-2 can be written as $Y = 3.461 + 0.373 (X_1) + 0.142 (X_2) + e$. Similarly, for Model-3, personal financial strain has been added to existing variables. Unstandardized values for Constant and set of three predictors are 4.180, 0.442, 0.154, and 0.150 respectively. Hence, the regression equation for Model-3 can be written as $Y = 4.180 + 0.442 (X_1) + 0.154 (X_2) + 0.150 (X_3) + e$

Table-3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.125	.195		16.048	.000
	Job Autonomy	.417	.063	.311	6.605	.000
2	(Constant)	3.461	.231		15.000	.000
	Job Autonomy	.373	.065	.278	5.745	.000
	Organizational Work Life Support	.142	.053	.129	2.665	.008
3	(Constant)	4.180	.369		11.342	.000
	Job Autonomy	.442	.070	.329	6.296	.000
	Organizational Work Life Support	.154	.053	.140	2.909	.004
	Personal Financial Strain	.150	.060	.128	2.492	.013
4	(Constant)	3.536	.460		7.689	.000
	Job Autonomy	.351	.080	.262	4.393	.000
	Organizational Work Life Support	.116	.055	.106	2.101	.036
	Personal Financial Strain	.198	.063	.170	3.131	.002
	Job Involvement	.154	.066	.152	2.321	.021
5	(Constant)	3.158	.493		6.412	.000
	Job Autonomy	.353	.080	.263	4.435	.000
	Organizational Work Life Support	.124	.055	.112	2.242	.026
	Personal Financial Strain	.197	.063	.168	3.116	.002
	Job Involvement	.168	.066	.166	2.532	.012
	Opportunity for advancement	.093	.045	.098	2.084	.038

Model-4 has introduced job involvement as new predictor thus making a set of four predictors as against three existing variables. Unstandardized values for Constant and set of four predictors are 3.536, 0.351, 0.116, 0.198, and 0.154 respectively. Hence, the regression equation for Model-4 can be written as $Y = 3.536 + 0.351 (X_1) + 0.116 (X_2) + 0.198 (X_3) + 0.154 (X_4) + e$. Finally, the model is Model-5. The new predictor added at this stage is opportunity for advancement. Due to this, the new unstandardized coefficients for constant and five predictors are 3.158, 0.353, 0.124, 0.197, 0.168, and 0.093 respectively. Hence, Model-5 in equation format can be expressed as follows. $Y = 3.158 + 0.353 (X_1) + 0.124 (X_2) + 0.197 (X_3) + 0.168 (X_4) + 0.093 (X_5) + e$.

Conclusion

It can now be stated that work life balancing has surely an impact on the job satisfaction of employees. In the selected sample of banking employees, it has been found that various predictors like Job Autonomy, Organizational Work Life Support, Personal Financial Strain, Job Involvement and Opportunity for advancement have shown a positive and significant impact on the level of job satisfaction of employees. Other predictors like job time, job demands, spillover effects etc. failed to have any significant impact on the job satisfaction levels. Null hypothesis for the present study assuming no impact of work life balancing on job satisfaction of employees, hereby, stands rejected. Thus, it can be interpreted that organizations should mainly focus on two aspects. One is to devise policies which assist employees to strike a good balance between work life and personal life. Secondly, the corporations can work upon allowing more autonomy and involving employees related to various aspects of their jobs.



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