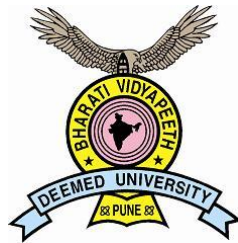# "A STUDY OF WORK-LIFE BALANCE

IN BANKING SECTOR"

A Thesis Submitted to Bharati Vidyapeeth Deemed University, Pune

For the Degree of Doctor of Philosophy in

the Faculty of Management Studies by

HEMA MIRJI

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August, 2014

I

DECLARATION BY THE CANDIDATE

I declare that the thesis entitled "The Study of Work-Life Balance in Banking Sector" submitted by me for the degree of Doctor of Philosophy is the record of work carried out by me during the period from August 2010 to August 2014 under the guidance of Dr. Nitin Nayak has not formed the basis for the award of any degree, diploma, associateship, fellowship, titles in this or any other University or other institution of Higher learning.

I further declare that the material obtained from other sources has been duly acknowledged in the thesis.

<div align="right">Signature of the Candidate</div>

Date :

Place :

CERTIFICATE

This is to certify that the work incorporated in the thesis entitled "The Study of Work-Life Balance in Banking Sector" for the degree of 'Doctor of Philosophy' in the subject of Human Resource Management under the faculty of management studies has been carried out by **Mrs. Hema Mirji** at Bharati Vidyapeeth Deemed University, Institute of Management and Entrepreneurship Development, Pune under the guidance of Dr. Nitin Nayak, Professor of Human Resource Management.

Dr. Sachin S. Vernekar

Dean Faculty of Management Studies,

Director, IMED, Pune

Date :

Place :

ACKNOWLEDGEMENT

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ABBREVIATIONS

AFS	:	Available for Sale
AUC	:	Area Under Curve
CII	:	Confederation of Indian Industries
CRM	:	Customer Relationship Management
ECB	:	External Commercial Borrowing
FDI	:	Foreign Domestic Investment
FII	:	Foreign Institutional Investment
FIW	:	Family Interfering Work
GDP	:	Gross Domestic Product
GRI	:	Gender-Role Ideology
HFT	:	Held for trading
HTM	:	Held to maturity
ILO	:	International Labour Organization
KSA	:	Knowledge Skills and Attitudes
LAB	:	Regional Rural Banks
MBO	:	Management By Objectives
NABARD	:	National Bank for Agriculture and Rural Development
NBFC	:	Non-Banking Finance Corporations
NPA	:	Non Performing Assets
PCARDBs	:	Primary Co-operative Agriculture and Rural Development Banks

PPP	:	Purchase Power Parity
PSB	:	Public Sector Banks
RAT	:	Role Analysis Technique
RBI	:	Reserve Bank of India
ROC	:	Receiver Operating Characteristic curve
RRBs	:	Regional Rural Banks
SBI	:	State Bank of India
SCARBDs	:	State-Level Co-operative Agriculture and Rural Development Banks
SCBs	:	Scheduled commercial banks
SMT	:	Self Managed Teams
SWOT	:	Strength Weakness Opportunity and Threat Analysis
WFC	:	Work-Family Conflict
WIF	:	Work Interfering Family
WLB	:	Work-Life Balance
WLI	:	Work-Life Integration
WTO	:	World Trade Organization

ABSTRACT

The economy of India is the tenth-largest in the world by nominal GDP and the third-largest by purchasing power parity (PPP). The country is one of the G-20 major economies, a member of BRICS and a developing economy that is among the top 20 global traders according to the WTO. In the post liberalization era the country has capitalized on its vast pool of educated, English speaking manpower to become a major power in outsourcing, Information Technology, financial and biomedical technology research, banking & insurance, and real estate development.

With economic liberalization measures many private and foreign banking companies were allowed to operate in the country. Favourable economic climate and a variety of other factors such as demand for wide range of financial products from various sections of the society led to mutually beneficial growth to the banking sector and economic growth process.

Being a second fastest growing economic power in the world, India has already marked its presence among the emerging superpowers, with its 60% young population has many opportunities to capture both nationally and globally. These opportunities will expose them with the problems of stress and health related issues. Demanding careers will pose the question of Work-Life Balance which has to be addressed and resolved.

The research follows the Descriptive Study Design. The present study of Work-Life balance in banking sector begins with the formal hypothesis of discovering whether the bank employees are able to balance work/life, do different types of the bank employees differ in the balancing work/life. What are different causes and support mechanism do they adapt to?

And is there any relation between work/life balance and job satisfaction among these employees. The researcher has used the structured questionnaire to solicit the responses from the bank employees from public, private, foreign and co-operative banks. The variables under study like gender, hierarchy, career stage, daily chores, stress at organization, workload, impact of work to home, impact of home to work, supervisory support, workholism, family and spousal support, job satisfaction etc. where investigator have no control over the variables, can only report what has happened or what is happening. The researcher will provide a summation of data, and recasts data to achieve a deeper understanding or to generate statistics for comparison and attempt to predict an effect on one variable by another variable while holding all other variables constant and present the current status of the phenomena.

The data collected reveals that, most of the bank employees irrespective of the level at hierarchy are able to balance their work-life, with the moderate level of difficulty. The various factors were found influencing Work-Life Balance such as- personal factors: Gender, Marital status, workholism, Health related issues. Family factors – Nuclear family, availability of support means, Dependent care issues, Responsibilities at home, Home to work interference, Work to Home interference, spousal and family support and organizational factors such as Number of working days, time, hierarchy level, supportive seniors, social life within and outside the organization.

Further it was revealed that, private sector bank employees in comparison with other banks such as public sector, foreign sector and co-operative banks are unable to balance their work-life and found to be more stressed. Moreover the work-life balance issue is even related to the working environment and managing the bank.

Work-Life Balance is found to positively related with Job-satisfaction.

On the basis of data collected, suggestions are made in the following categories:

1.   Suggestions for Work-Life Balance
2.   Suggestions for improvement of working environment
3.   Suggestions to individual employees for coping the Work-Life imbalance

Chapter-I

Introduction

CHAPTER-I

INTRODUCTION

CHAPTER-I

<u>INTRODUCTION</u>

1. <u>BACKDROP</u>:

This chapter describes the core concept of Work-Life Balance, its necessity and outcome in general. It covers the purpose and significance of the study and includes the operational design of how this study will be undertaken.

1.1 <u>INTRODUCTION</u>:

The concept of Work-Life balance is as old as the concept of God and his creation. God created this beautiful world, six days he worked and seventh day he took rest, enjoyed the life. This connotes one should take a rest and enjoy the life after the demanding work; there should be balance in work and his life. This even connotes that he enjoyed the creation and with a passion that is why the work turned out to be beautiful. Moreover, God too gave importance to enjoyment of life. But, when we see ourselves, we find that the balance is lost somewhere. We are not able to draw the line between work and our life. With the growing importance given to performance based culture in the organizations, people are finding it difficult to manage themselves and family side of their life. Moreover, with the rise of technology this is becoming impossible.

Importance of work can't be neglected because work gives us a status and a stature in the society. Most of the time, people are recognized by the occupation and designation that they enjoy. Work, often termed as a job or a career provides us money, which gives us a power to buy anything, we wish for. We can buy things that we need, live in a good place, educate ourselves and our family, and take care of our health. This means, to live our life one must work and earn money. Without a job or a work we cannot lead a life. Moreover, having a job or career makes us feel good. When we work, we

2

contribute to the community. We help to make the economy and our community stronger, being productive citizens and by being valued community members. When we work, we develop new skills and learn new things. Additionally, job gives us self-respect, dignity and self-worth.

On the other hand, family is very important part of our everyday life. It helps us in improving our personality. It also helps us in shaping our life. It teaches us the value of love, affection, care, truthfulness, self-confidence and provides us strength, which is necessary to get success in life. This is where you are completely tension free and everyone is there to love and respect you, help you and take care of you. Family encourages you to survive through tough times and bring joy and happiness into your life. It gives more meaning to our identity. Family life is important in the sense that it gives basic strength to a person.

So, an individual must give importance to both these aspects. They both are the two sides of a coin called 'life'. But, in today's competitive world, this balance is missing. The priorities of the life have changed. Most often career is given importance and other part of life - family and health gets a setback. In the words of Gary Keller, the writer of 'The ONE Thing: The Surprisingly Simple Truth Behind Extraordinary Results'. "Work is a rubber ball. If you drop it, it will bounce back. The other four balls - family, health, friends, and integrity are made of glass. If you drop one of these, it will be irrevocably scuffed, nicked, and perhaps even shattered."

Figure 1.1: Aspects of Life Satisfaction

FAMILY

CAREER

LIFE SATISFACTION

HEALTH

FRIENDS
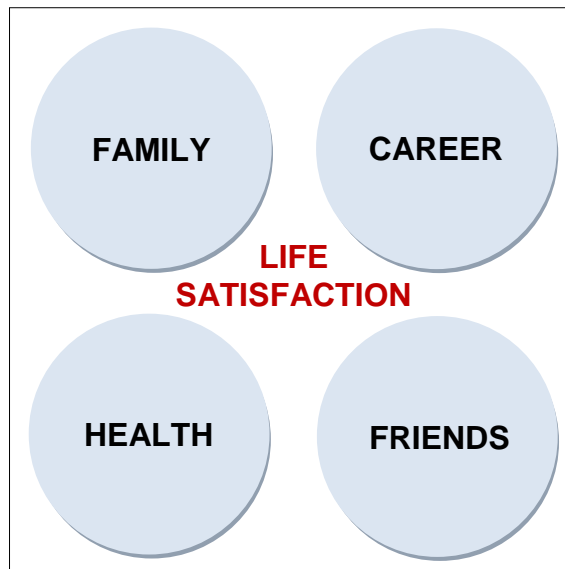
If an individual takes care of himself it is possible to lead a good balanced and successful life. Otherwise it would turn into a misery. Understanding priorities of work as well as his family would reduce the stress of the individual. Setting the priorities and fulfilling them becomes a stepping-stone to the successful and meaningful life. So, Man must give equal importance to his work and life, then Work and Life both would be more enjoyable, fulfilling, creative and ultimately satisfying. But this becomes mere dream in today's fast moving competitive world. This brings disturbance to the Work and Life. The enjoyable life becomes a misery then health and performance at work starts deteriorating.

1.2   <u>UNDERSTANDING WORK-LIFE BALANCE CONCEPT</u>:

It is said that, Work-Life Balance is one of the most central issues and concerns for 21st century societies, and according to the American Psychological Association, 'Balancing work and family is one of the major challenges for the current generation of employees'. Clutterbuck (2003) reports, 'Work-Life Balance is a very important and critical issue in the 21st century, human

resource practitioners have began viewing Work-Life Balance as a business issue, because it benefits for both employee and employer'.

Morgan (2009) reported that research supporting the benefits of Work-Life Balance for the organisation is substantial, highlighting a positive though indirect influence on organisational profit. Mayberry (2006) reports that both organisations and employees are becoming increasingly aware of the potential benefits of employee, like employee satisfaction and well-being, reduced absenteeism and turnover, successful recruitment and retention, increased productivity and customer satisfaction.

One of the first definitions in this field of Work-Life Balance research is that of Greenhaus and Beutell (1985), which states that work and non-work interference is a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work role is made more difficult by virtue of participation in the family role. This definition suggests that work can either influence an individual's private life or an individual's private life can influence his/her work.

Morehead (2002) has reported that, research on Work-Life Balance has originated as a result of the problems faced by an increasing number of working mothers battling to meet the demands of work and family. Some of the most critical consequences, according to Hobsor et al. (2001), are increased levels of stress and stress-related illness, lower levels of life satisfaction, higher rates of family strife, violence and divorce, increasing incidence of substance abuse as well as escalating rates of juvenile delinquency.

Hayman (2009) opines that, the recent changes in the nature of work, along with the introduction of new technologies (e.g. cell phones, email, Black Berries and other means of electronic communication) have led to many

workers struggling to balance roles in their work and personal lives. Some explanations for the lack of balance between work and personal life include the excessive job demands and constraints that result from increasing global pressures and rising financial needs that require working overtime or working two or more jobs simultaneously. Green & McIntosh (2001) have said that, evidence of this is found in large-scale surveys reporting large numbers of employees feeling increasing work pressure, where their jobs require 'working at high speed' or 'working to tight deadlines'. Clutterbuck (2003) reports that, those workings under such conditions have been proven to be highly susceptible to role overload, work-related stress and burnout, all of which could be indicators of work-life imbalance.

Duxbury & Higgins (2003), reports that, organisations also have increasingly experienced competitive pressure to perform faster and better and to be more cost-effective. Castells (2000) says that workplaces are experiencing the effects of a rapid rate of change, characterised by technological advancements and globalisation. Cascio (2003), states that human capital is becoming crucial for business success. There exists a substantial number of research evidence showing a strong connection between how firms manage their people and economic results they achieve. According to Fitzenz (2000), the key to sustaining a profitable and successful company is the productivity of the workplace, the human capital. Work-Life Balance (WLB) tries to provide them with many benefits and good environments that would boost employee's motivation, job satisfaction, and increase their performance. Helping employees balance their work and family life is viewed as a social and business imperative since work-life imbalance experienced by employees negatively impacts on employers and society as a whole.

1.3   PURPOSE AND SIGNIFICANCE OF THE STUDY:

The economy of India is the tenth-largest in the world by nominal GDP and the third-largest by purchasing power parity (PPP). The country is one of the G-20 major economies, a member of BRICS and a developing economy that is among the top 20 global traders according to the WTO. India was the 19th-largest merchandise and the 6th largest services exporter in the world in 2013; it imported a total of $616.7 billion worth of merchandise and services in 2013, as the 12th-largest merchandise and 7th largest services importer. India's economy slowed to 4.7% for the 2013–14 fiscal year, in contrast to higher economic growth rates in 2000s. IMF projects India's GDP to grow at 5.4% over 2014-15. Agriculture sector is the largest employer in India's economy but contributes a declining share of its GDP (13.7% in 2012-13). Its manufacturing industry has held a constant share of its economic contribution, while the fastest growing part of the economy has been its services sector - which includes construction, telecom, software and information technologies, infrastructure, tourism, education, health care, travel, trade, banking and others components of its economy.

In the post liberalization era the country has capitalized on its vast pool of educated, English speaking manpower to become a major power in outsourcing, Information Technology, financial and biomedical technology research, banking & insurance, and real estate development.

With economic liberalization measures many private and foreign banking companies were allowed to operate in the country. Favourable economic climate and a variety of other factors such as demand for wide range of financial products from various sections of the society led to mutually beneficial growth to the banking sector and economic growth process. This was coincided by technology development in the banking operations. Today most of the Indian cities have networked banking facility as well as Internet banking facility. The financial sector in India has become stronger in terms of capital

and the number of customers. It has become globally competitive and diverse aiming, at higher productivity and efficiency.

Exposure to worldwide competition and deregulation in Indian financial sector has led to the emergence of better quality products and services. Reforms have changed the face of Indian banking and finance. The banking sector has improved manifolds in terms of capital adequacy, asset classification, profitability, income recognition, provisioning, exposure limits, investment fluctuation reserve, risk management, etc.

Diversifying into investment banking, insurance, credit cards, depository services, mortgage financing, securitisation has increased revenues. As large number of players in various fields enters the market, competition would be intensified by mutual funds, Non-Banking Finance Corporations (NBFCs), post offices, etc. from both domestic and foreign players. All this would lead to increased sophistication and technology in the sector. Corporate governance would come into the picture and other financial institutions would have to reach global standards. Also the limit for FDI in private banks is increased to 74% and the limit for FII is 49%. There are many challenges ahead for the banking sector such as technology, consumer satisfaction, corporate governance, risk management, etc. and they are redefining their priorities, which are now focused on cost reduction, product differentiation and customer centric services. Jobs in the financial services are very interesting, giving opportunities to learn and interact with people from diverse cultures and backgrounds and build up a clientele. The ever-expanding sector gives challenging and remunerative jobs, with incentives and benefits, according to the capabilities of the person concerned. If you are well prepared and passionate about it, then the sector can be highly rewarding for you in terms of a lucrative job. Promotion and growth depend on individual achievements and efforts.

Being a second fastest growing economic power in the world, India has already marked its presence among the emerging superpowers, with its 60% young population has many opportunities to capture both nationally and globally. These opportunities will expose them with the problems of stress and health related issues. Demanding careers will pose the question of Work-Life Balance which has to be addressed and resolved.

The same concern is shown by Sarang Panchal, Managing Director Customized Research, Asia Pacific India, China and Greater China, The Nielsen Company.

"In the last few years we have noticed a number of new career opportunities opening up for Indians especially in the service sectors. However better opportunities along with good pay package, growth prospects, brings in a long work schedule leaving individuals with very little time to balance their work and life. Demanding careers have dominated the lives of many young Indians for some time now and it takes a toll on their family life. It is not a surprise then that most Indians consider work-life balance as their biggest concern."

The Researcher has also conducted a pilot survey on Work-Life Balance on the sample of 100 employees working in Banks with a structured questionnaire, which sheds light on seriousness of the matter.

- It is very interesting to know that almost 87% of the people feel their job makes them feel too tired to do the things that need attention at home. Also they feel having a good day on the job makes them a better companion at home.
- Around 50% of the people feel that their personal and family worries and problems distract them when they are at work.

After studying the interference of work on home and home on work place, researcher wants to study further, what is the present status of work-life balance among the bank employees. It would be rather more comprehensive, covering all types of banks, such as Public, Private, Foreign and Co-operative Banks. The study will also try to peep into the current scenario, whether there are any differences among the aforesaid types of bank employees. The study of work-life balance will also strive to study the factors influencing work-life imbalance and whether work-life balance of the employees is also related to job satisfaction, and would present a model to study and predict the causes of work-life balance of bank employees and its link to job satisfaction.

1.4   OPERATIONAL DESIGN OF THE RESEARCH STUDY:

The researcher wants to study work-life balance in banking sector, for this researcher would review the available literature and develop hypothesis and test them using statistical tools. Finally the findings will be reported. Herein chapter 2 will be contain review of literature and theoretical background, where researcher will understand the concept of work-life balance and banking sector jobs, their nature as well as other issues related to the concept. The review of literature will enable the researcher to decide the overall research design, variables and hypothesis for the study. Thus, chapter 3 will describe the research methodology, followed by chapter 4 data analysis wherein, the decided variables and their relationship will be verified and established. The next chapter 5 will present the findings, which will be followed by suggestions and recommendations in chapter 6. The overall flow-chart of the research will be as follows:

Figure 1.2: Operational design of the study

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┌─────────────────────────────────────┐
│         Review of Literature         │
│        to understand the concept of  │
│   Work-Life Balance and Banking Sector│
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│        Formulate the Hypothesis      │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│  Design Research including Sample Design │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│            Collection Data           │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│   Analyze Data and Test the Hypothesis│
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│     Interpret and Report the Findings│
└─────────────────────────────────────┘
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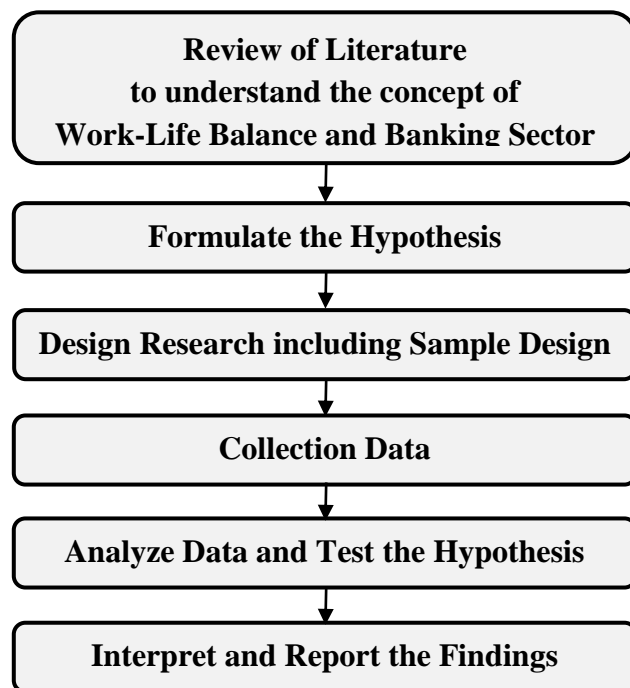
1.5   CONCLUSION:

Having understood the concept of study undertaken, its necessity, purpose and significance of the Work-Life Balance in Banking Sector, the next chapter will present the detailed Review of Literature and Theoretical Background.

Chapter-II

Literature Review and Theoretical Background

CHAPTER-II

LITERATURE REVIEW AND
THEORETICAL BACKGROUND

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CHAPTER-II

LITERATURE REVIEW AND
THEORETICAL BACKGROUND

</div>

2.   BACKDROP:

This chapter presents the review of literature that brings clarity and gives focus to the research problem, methodology of research process and finally contextualize the findings. In every research process, literature review being the essential preliminary task that helps researcher to acquaint with the available body of knowledge and makes valuable contribution to every operational step of research, therefore this is the kind of journey, which can be described as literature to light.

2.1   INTRODUCTION TO THE REVIEW OF LITERATURE:

The available literature in the field of work-life balance and banking sector was read critically and creatively with the purpose to bring conceptual understanding in the domain of work-life balance and employees working in banking sector. There are five broad areas under which all the reviewed literature is placed.

a. Work-Life Balance and its related issues
b. Work-Life Balance and its relation with other employee behavioural variables
c. Indian scenario of Work-Life Balance
d. Indian Banking Sector and its challenges
e. Work environment of employees of banking sector

2.2   WORK-LIFE BALANCE AND ITS RELATED ISSUES:

It is well noted that balancing work and personal life is not easy, and employees often have difficulty integrating these domains. According to Campbell (2001) and Mayberry (2006) Until the 1970s, the domains of 'work' and 'family' were regarded as separate areas of concern. In the literature the balance or interaction between these two domains (i.e. work and personal life) various terms are used to describe this relationship, where some of the more recent terms include work-family interaction, work-family conflict, work-family interference, work-life integration and work-nonwork interference. Since the recognition has been given to the interdependence of these areas and the importance of individuals maintaining a balance when faced by demands from either area, according to Houston (2005) Mesmer-Magnus & Viswesvaran (2005) the term 'Work-Life Balance' (WLB) has gained wide spread use.

2.2.1   The Etymology Concept of Work – Life Balance:

According to Ransome (2007) Work-Life Balance as a concept has been given various meanings since its popularisation in 1959. Crooker, et al.(2002) says that, the modern literature has criticized its ambiguity and misleading connotations. As this phrase consisting of two words put together, 'work' and 'life' implying two disconnected but having an individual at a centre.

According to Harris & Pringle (2007) a number of academics have suggested alternatives to the phrase, including 'work-life integration' and 'work-life mosaic'. These alternatives have tried to remove the contrast between 'work' and 'life', favouring the integration. Therefore, it is evident that, 'work-life balance' is not a static term, but one which is evolving rapidly in order to be relevant for a greater number of people.

The term 'balance' has also been criticised as some believe that it conceive an ideal of equality between work and life that is not appropriate for a significant number of people. As such, maintaining a 'balance' in the traditional sense was an impractical notion as in many cases it was neither possible nor desired.

To summarise, the concept of 'work-life balance' it can be said, that individuals have varying, and sometimes mutually exclusive, expectations on them due to the roles that they play in the different facets of their lives (for example, mother versus worker). As Shelton, Danes and Eisenman summarised, "meeting the demands from one domain reduces the time and energy available to function in the other domain and this tends to create conflict when individuals seek to function effectively in both domains".

2.2.2   A Short History of the Work-Life Relationship:

According to McCormack, The typical day of a hunter-gatherer involved waking up, hunting breakfast, lunch and dinner and then finding a cave to sleep in before repeating the process the next day. Work and life were very integrated. As the climate increased, both hunters and prey gathered at oases, which ultimately led to the agricultural revolution. Here again work and life were integrated.

Around the seventeenth century with the advances in steam engine technology the industrial revolution took place. Now workers had to turn up to a specific location that wasn't home for a set period of time. Thus work and life became separated.

As social reform took hold people considered life after work in terms of the evening and the latter phase of their life. Given that workers were now being paid for their time rather than their output , they were motivated to be as unproductive as possible, i.e. minimise the expenditure of energy for the time they were employed. In turn it was the job of management to maximise the amount of productivity for the time employed. Thus the need for unions and industrial relations emerged.

The dynamics and geographics of the industrial revolution gave rise to the concept of work-life balance. Workers compartmentalised their lives into 'in work' and 'outside of work'. Work was not conducted at home and domestic activities were not conducted at work. Again the workers' aim was to minimise work and maximise 'life'. This has occupied the minds of many workers for a century or so.

Today the boundary is blurring. People are working later into the day and later into their existence, as retirement ages come under review. Email and social media has made it easier for workers to conduct elements of their social life at work. Thus we are seeing a return to work-life integration.

2.2.3 Definitions of Work-Life Balance:

Thomas Kalliath and Paula Brough have reviewed the various definitions of the concept of Work-Life Balance as follows:

Figure 2.1: Different Perspectives of Definitions of Work-Life Balance
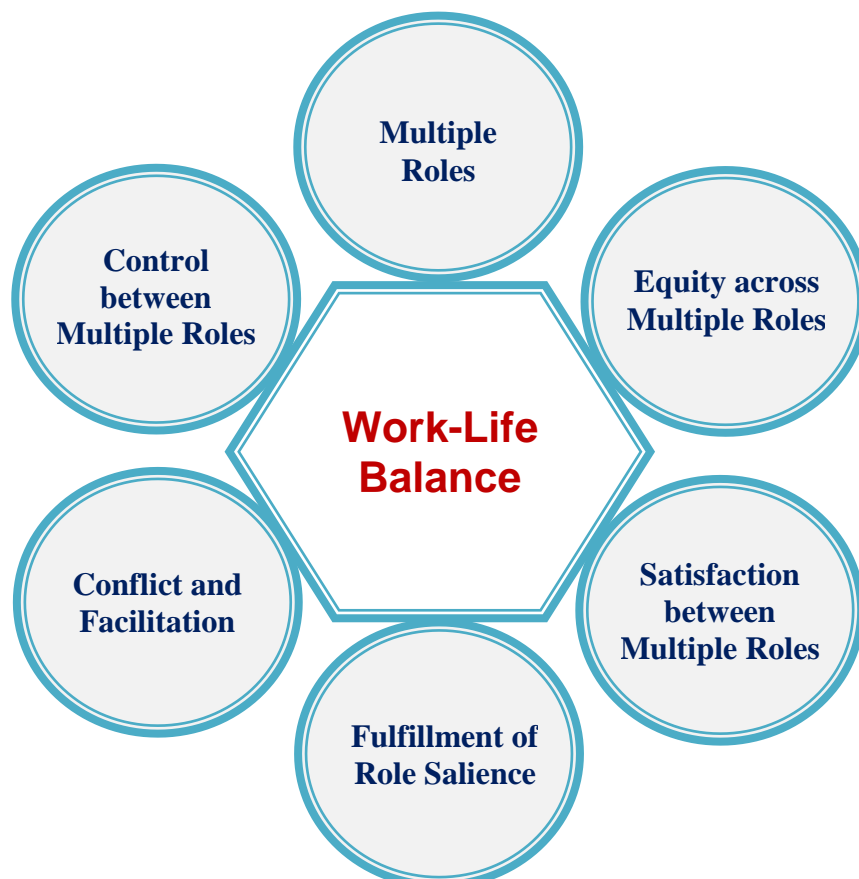
1) Work–life balance defined as multiple roles

The view that work–life balance is drawn from an individual's multiple life roles derives from the early recognition that non-work (family or personal) demands may carry over into the working day and adversely influence individual health and performance at work. Greenhaus and Beutell (1985) demonstrated that this multiple demand 'carry over' is bidirectional: home-to-work and work-to-home. Positive as well as negative carry over is now accepted, with recent research identifying the bidirectional constructs of work–family facilitation and enhancement, as well as conflict. Greenhaus and colleagues have recently defined work–family balance broadly as multiple role conflict thus: 'Work–family balance reflects an individual's orientation across different life roles, an inter-role phenomenon' (Greenhaus, Collins & Shaw 2003: 511).

2) Work–life balance defined as equity across multiple roles

Greenhaus and colleagues also explored the multiple roles definition of work–life balance further with a focus on equality of time or satisfaction across an individual's multiple life roles. Work–family balance was therefore defined as: 'the extent to which an individual is engaged in – and equally satisfied with – his or her work role and family role ... We propose three components of work family–balance: time balance, involvement balance, and satisfaction balance' (Greenhaus, Collins & Shaw 2003: 513).

3) Work–life balance defined as satisfaction between multiple roles

Other researchers have primarily focused on the importance of individual satisfaction with multiple roles. Kirchmeyer (2000) defined work–life balance as: 'achieving satisfying experiences in all life domains and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains' (Kirchmeyer 2000: 80). Clark (2000) also focused on individual satisfaction within

the description of 'work/family border theory' and defined work–life balance as: 'satisfaction and good functioning at work and at home with a minimum of role conflict' (Clark 2000: 751).

4)   **Work–life balance defined as a fulfilment of role salience between multiple roles:**

The focus upon individual satisfaction also overlaps with the recognition that individuals perceive their multiple roles as varying in importance (or salience) to them. This point of view recognises for example, that the salience of roles is also not a static evaluation but may change over time with various common life changes (eg work promotion, new baby, sick spouse/parents etc). Greenhaus and Allen (in press) for example, defined work–life balance as 'the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individuals' life role priorities at a given point in time' (p. 10). Similarly, in their meta-review Eby, Casper, Lockwood, Bordeaux, and Brinley (2005:184) suggested that work–life balance research should focus on: 'whether one's expectations about work and family roles are met or not'.

5)   **Work–life balance defined as a relationship between conflict and facilitation**

Researchers have also focused on the psychological constructs that compose work–life balance, noticeably conflict and facilitation. Thus work–life balance has been defined as an absence of conflict and a presence of facilitation: 'low levels of inter-role conflict and high levels of inter-role facilitation represent work–family balance' (Frone 2003: 145). This definition can also be tested through the assessment of the four bidirectional conflict and facilitation constructs: 'Balance is a combined measure whereby work–family conflict was subtracted from work–family facilitation, and family– work conflict was subtracted from family–work facilitation' (Grzywacz & Bass 2003: 257).

6)   Work–life balance defined as perceived control between multiple roles

Finally, although less supported within the literature, work–life balance has also been construed as the degree of autonomy an individual perceive themselves to have over their multiple role demands: 'Work–life balance is about people having a measure of control over when, where and how they work' (Fleetwood 2007: 351). Presumably, work–life balance could also be a result of individual autonomy over the roles most salient to the individual. Thus if an individual could reduce his/her work hours to spend time with their new child for example, this could be perceived as effective work–life balance.

2.2.4   A Model of Work-Life Balance:

According to the David Guest (2003)

Figure 2.2: Nature, Causes and Consequences of Work-Life Balance

Determinants	Nature of the Balance	Consequences / Impact
Organizational Factors • Demands of work • Culture of work • Demands of home • Culture of home	**Subjective Indicators** • Balance-emphasis equally on home and work • Balance-Home Central • Balance-Work Central • Spillover and/or Interference of work to home • Spillover and/or Interference of home to work	**Work Satisfaction** • Life Satisfaction • Mental health/well-being • Stress/illness • Behaviour / Performance at work • Behaviour / Performance at home • Impact on others at

Determinants	Nature of the Balance	Consequences / Impact
Individual Factors • Work orientation • Personality • Energy • Personal Control and coping • Gender • Age • Life and career stage	**Objective Indicators** • Hours of work • Free time • Family roles	work • Impact on others at home

This model is designed to incorporate the main issues that need to be addressed in the analysis of work-life balance. They are presented from a W/O psychology perspective to take account of the individual level of analysis and while the model addresses aspects of organizational context, it does not directly deal with national policy and legislation that can help to determine working hours, rights to time off work when home demands change and a range of related issues. The term *home* is used in the model as a shorthand for life outside work.

The determinants of work-life balance are located in the work and home contexts. At work, the demands of work may be either too low or too high; and what is termed the culture of work reflects the organizational culture and may support balance through policies and practices designed to facilitate balance, such as occasional time off work and flexible hours, or may strictly limit these. Alternatively, it may demand and expect long and irregular hours and be intolerant of taking time off to deal with family emergencies. The demands of home refer to the commitments and obligations outside work. These may exist in the family, in the community or through choice of leisure activities. In the family, the demands, for example for someone who is young and single, may be very low while for those with dependent children or elderly parents, they may be very high. In the given Figure, what is termed "the culture of home"

refers to the expectations of those in the home environment about commitments and obligations. This can include the allocation of family duties, such as child care and care of elderly relatives, and judgements about whether these should be undertaken by family members of contracted out.

Individual factors affecting perceptions of work-life balance include orientation to work and in particular the extent to which work (or home) is a central life interest and aspects of personality including need for achievement and propensity for work involvement. Energy levels are often ignored but in the context of high demand need to be taken explicitly into account. They may be linked to issues of personal control, including locus of control and capacity for coping with pressures of competing demands. Finally, gender will often be a factor, with higher demands placed on women in the home, and age, life-stage and career-stage issues will influence willingness to tolerate certain kinds of demand at work and at home. Although they are not explicitly included in the framework, W/O psychologists may wish to incorporate social information processing, cognitive resource and dissonance theories to help to explain why some people perceive imbalance while others do not.

The outcomes of work-life balance are potentially numerous. Again they can be related to personal satisfaction and well-being at work, at home and in life as a whole, to somewhat more objective indicators of behaviour and performance at work and at home and to impact on others including work colleagues and family and friends.

The model presented here reflects a traditional framework for the analysis of work-life balance. David Guest suggests that, it is intended primarily to highlight some of the main dimensions and variables that might need to be considered in any empirical analysis.

2.2.5   Causes of Work-Life Imbalance:

Hill, Miller, Weiner, & Colihan (1998) suggest that changes in family structures, increasing participation by women in the workforce, and technological changes (e.g., mobile phones and portable computers) that enable job tasks to be performed in a variety of locations have blurred the boundaries between job and home life. For many workers, this has created the potential for interference or conflict to occur between their work and non-work lives.

Cooper, Dewe, & O'Driscoll (2001) suggests environmental, political, and socio-cultural forces have contributed to the restructuring of work over the last half century and new technology are major reasons for the emergence of new forms of working and consequently, new forms of mental job demands. In terms of emotional job demands, increasing numbers of people are employed as service professionals today (e.g., customer service representatives, consultants). This suggests that the nature of work is changing in terms of demands for more mental and emotional effort (rather than physical effort alone).

Allen Herst, Bruck, Sutton (2000) have observed that individuals are challenged to combine substantial domestic responsibilities and work obligations. Research by Galinsky, Bond and Friedman (1993) indicates that a considerable proportion of employed parents (40%) experiences problems in combining work and family demands.

Empirical research by Burke & Greenglass (1999) has shown that work demands are more likely to interfere negatively with domestic obligations than vice versa. Frone, Russell and Cooper (1992) found that Work-to-Home interference is 3 times more than Home-to-Work interference despite gender differences.

Work interfering with family (WIF) and family interfering with work (FIW) has been shown to negatively impact organizational, family and personal

outcomes. To understand and control both forms of conflict, researchers have focused on identifying their causes. Frone et. al(1992, 1996, 1997), Kinnenen and Mauno (1998) ; Netemeyer et al. (1996), Parasuraman et.al (1996) have studied and demonstrated that family support, age, number of children impacts the Work-Life Balance.

Voydanoff (1998) says that researchers have generally found that women experience greater amounts of Work-Life imbalance than men. Higgins et at. (1994) found that women with children experiences higher levels of work-life imbalance than men. By relating WLB to career stage, Sturges (2008) includes younger professionals without family responsibilities into the domain. It is an all encompassing issue that is pertinent for anyone requiring personal space. Adams et al. (1996) developed and tested a model of the relationship between work and family. The results suggested that higher levels of family emotional and instrumental support were associated with lower levels of family interfering with work.

Frone et al. (1997) reported that family related support (spouse & other family members) may reduce family to work conflict by reducing family distress and parental overload. Alam et al. (2009) explored the correlation between working hours and work family imbalance, It was found that respondents working for 5-7 hours a day did not consider working hours as a factor to affect work and family balance. On the other hand, women managers in corporate sector, having long working hours (9-10 hours a day) agreed that time was a crucial factor for work family imbalance. The study approved the association between working hour and work family conflict.

2.2.6   Benefits Work-Life Balance to Organization:

Many leading organizations in overseas countries such as IBM, Merrill Lynch, Pfizer and Accenture have introduced work-life programmes within their organizations to help their employees achieve an effective balance in their work and family/personal life. These companies believe that it makes good business sense to provide such programmes to their employees due to the financial and non-monetary benefits that can be reaped.

A meta-analysis by Allen et al. (2000) provides a viable starting point for examination of the consequences of work-family conflict of the consequences of work-family conflict by. Allen et al. suggested that there are three groups of consequences: work-related outcomes (e.g., job satisfaction, commitment, turnover intentions, absenteeism, performance and success), non-work-related outcomes (e.g., marital, family, leisure and life satisfaction, family performance), and stress-related outcomes (e.g., psychological strain, physical health, depression, burnout, substance abuse and work and family stress). This study focus on one groups of consequences: stress-related outcomes namely psychological well-being (distress and job-family dissatisfaction).

Studies by Shortland (2004) and Carbita & Perista (2006) established a direct relationship between job satisfaction and work life balance. According to Hughes, J., & Bozionelos, N. (2007) work-life balance was a concern related to intentions to leave the organization and absenteeism also it was a major source of dissatisfaction. Nick Bloom, Tobias Kretschmer and John Van Reenen have studied 732 medium sized manufacturing firms in the US, France, Germany and the UK. They found that WLB outcomes are significantly associated with *better* management, so that well run firms are both more productive and better for their employees. De Cieri et al (2005) ; Pocock 2005 suggests this strategy helps to attract and retain a diverse workforce, work-life balance is often considered more important for women (who continue to bear the burden of domestic duties), older employees and the younger 'work to live' generation 'Y'.

Poelmans (2001) has reported that, the implementation of work-Life Balance policies is associated with positive outcomes. Goff, Mount & Jamison (1990) have learnt that the implementation of family friendly policies are associated with less work-family conflict, Noor and Maad (2008) in their study among marketing executives found that work-life conflict have a significant positive relationship with turnover intentions. Deery(2008) and Deery & Jago (2009), D I Akintayo (2010), Grover & Crooker (1995) shows that work-life balance had an important role to alleviate high level of intention to leave which brings to a low level of turnover rates. Moore(2007) states that improving an organization's work-life balance leads not only to greater productivity but to greater company loyalty and low level of intent to leave the organization.

Yasbek (2004) Johnson (1995) Work-life balance policies help in reducing the stress and provide a good work place where there is less chance of accidents in the working and also provide a fair platform for every employee, ultimately enhancing productivity. Scholarios & Mark (2004) Howard, Donofrio and Boles(2004) Kinnie, Hutchinson, Purcell, Rayton and Swart (2005) Kinnie et al (2005), Youngcourt(2005), Zin(2006) Doherty, Manfredi(2006), Virick, Lily & Casper (2007), studied that work-life balance and attitudinal job outcomes such as job satisfaction and organizational commitment. Berg, Kalleberg & Appelbaum (2003) suggests that, efforts by managers to enhance organizational commitment are likely to have the additional benefit of helping workers cope better with the competing demands of work and family.

Evidence suggests that improvements in people management practices, especially work time and work location flexibility, and the development of supportive managers, contribute to increased work-life balance. Work-life balance programs have been demonstrated to have an impact on employees in terms of recruitment, retention/turnover, commitment and satisfaction, absenteeism, productivity and accident rates. Companies that have implemented work-life balance programs recognize that employee welfare affects the "bottom line" of the business.

2.2.7 The Logic of Work-Life Programs:

Work, family and personal life should be complimentary to each other and not conflicting with each other. Some are successful in their careers but fail in family and personal life, whereas some others who have a vibrant personal and family life are below par at work. Being successful in one sphere of life at the cost of the other is not a healthy sign. In the long run, family happiness and a decent personal life are key determinants of a successful career. A balancing act among these domains may not be as easy as we think, but a sincere attempt in this direction will definitely yield fruitful results.

According to Macy, B.A. & Mirvis P.H. Evaluation Review:

Figure 2.3 : Mismanaged Stress – Associated Direct and Indirect Costs

Direct Costs	Indirect Costs
Participation and membership : • Absenteeism • Tardiness • Strikes and Work stoppages **Performance on the Job:** • Quality of productivity • Quantity of productivity • Grievances • Accidents • Unscheduled machine downtime and repair • Material and supply • Overutilization • Inventory shrinkages	**Loss of Vitality:** • Low Motivation • Dissatisfaction **Communication breakdowns:** • Decline in frequency of contact • Distortions of messages • Faulty Decision making • Quality of work relations: • Distrust • Disrespect • Animosity • Opportunity costs

Source: Macy, B.A. & Mirvis P.H. Evaluation Review

In this afore-mentioned area of behaviour costing, some types of costs are controllable through prudent HR decisions. The real payoff from determining the cost of employee behaviour lies in being able to demonstrate a financial gain from the wise application of Human resource management methods like employee attitudes management, addressing absenteeism, turnover, work-life balance programs and training.

2.2.8   Misconceptions About Work-Life Balance:

According to Chris Dyer, Work-Life Balance Consultant, Seattle, Washington:

The topic is multifaceted and daunting, with a long history of failed attempts to solve.

i.   **The first misconception** - Attaining balance leads to less time focused on work, leading to a decrease in productivity and output.

   The reality - Balance means happier employees, less turnover, increased efficiencies, higher levels of productivity and stronger output.

ii.   **The second misconception** - The immediate solution to Work-Life Balance is a flexible work schedule, telecommuting, job share, vacations, leaving your laptop in the office or at home, or establishing meeting and/or email free Fridays.

   The reality - These actions only supplement a positive or negative work environment.

iii.   **The third misconception** - Work Life Balance is not possible at every level.

   The reality - There's potential for balance, it's just going to vary from person to person, situation to situation. Regardless of what level of the organization you are in, there's a form of balance.

2.2.9 Ten Essential Management Actions for Creating Work Life Balance:

1) **Positive "Work life Balance" thinking** - treating staff as adults who are balancing their work commitments with their family/personal responsibilities, and being positive about making changes to create a more flexible workplace in all aspects of employee relations. The importance of modelling best practice work life balance "from the top" cannot be underestimated.

2) **"Work Life Balance" policy** - have a clear policy statement which announces that the "---"abc is committed to providing a flexible responsive workplace, which enables all employees to balance work and family/personal responsibilities," which is incorporated into core values statements and corporate plans, and supported by policy guidelines outlining what that means for everyone in the workplace.

3) **"Work Life Balance" employer** - abc be promoted as an employer who respects and cares about its employees, who recognises that they will have family and personal responsibilities, and who provides flexiblebilities. Factors shown to impact the most upon staff trying to balance work and life include required hours of work, a lack of flexibility in being able to alter their working hours, time off or leave arrangements, a lack of access to suitable childcare arrangements, and undue stresses and tensions in the workplace which make working life more difficult and/or even unpleasant.

4) **Awareness of entitlements** - increase awareness of employees' entitlements to access flexible working arrangements, and what assistance and services are available to them directly or by referral.

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5) **"Work Life Balance" survey** - conduct a survey to identify staff needs in balancing work and family/ personal life responsibilities, current awareness of flexible work options, and suitability of current working arrangements. Incorporate results into the human resource management plan and staff work planning arrangements.

6) **Implement flexible work practices** - this will provide greater flexibility to all employees, including supervisors, managers and other senior staff, and will ensure flexible working hours schedules, rosters and leave arrangements to accommodate their family and personal responsibilities, without detriment or penalty.

7) **Willingness to pilot or trial initiatives** - all managers and supervisors to demonstrate commitment to creating a flexible workplace that supports work life balance by considering employees' needs and requests, and be willing to pilot or trial new initiatives and implement more flexible working arrangements.

8) **Management accountability** - managers to be responsible and accountable for implementing work life balance arrangements, reducing staff turnover rates and increasing retention rates in their work area. Managers are to be made accountable for decisions to refuse employees' requests for more flexible working arrangements.

9) **Management Training** - training and development programs for managers should include human resource management skills, the benefits of creating work life balance, and how to manage a more flexible workforce.

10) **Pre-exit interviews** - pre-exit interviews that include questions such as whether difficulties in balancing work and family/personal

responsibilities were a contributing factor to the employee leaving, to be conducted prior to the employee leaving. This data to be collated analysed and reported to senior management. Where possible, alternative working arrangements should be offered to assist employees remain with a better work life balance.

2.3 WORK-LIFE BALANCE AND ITS RELATION WITH OTHER EMPLOYEE BEHAVIOURAL VARIABLES:

An organization is a social system, created by the people for mutual benefits, wherein its members try to achieve their goals while serving for achievement of organizational goals. In the words of L.H. Haney, "Organization is a harmonious adjustment of specialized parts for the accomplishment of some common purpose of purposes". Further it becomes important to design and their jobs to make them more interesting and challenging; if employees enjoy their work and find it valuable then they may not mind working harder. Thus it is necessary to study other behavioural variables and their consequences.

2.3.1 Organizational Stress and Work-Life Balance:

K. Slobogin, 2001 says that Most of us are aware that employee stress is an increasing problem in organizations. We also come across various surveys reporting increasing stress and employees trying to balance work and family responsibilities. Stress is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important(Schuler, 1980). It's an opportunity when it offers potential gain. For eg. Athlete or stage performer gives the best possible performance in such situation. Such individuals often use stress positively to rise to the occasion and perform at or near their maximum. Similarly, many professionals see the pressures of heavy workloads and deadlines as positive challenges that enhance the quality of their work and the satisfaction they get from their job. In short, some stress can be good, and some can be bad.

Understanding Stress and Its consequences

The following model helps to understand the sources and consequences of stress.

Figure 2.4: Causes and Consequences of Stress
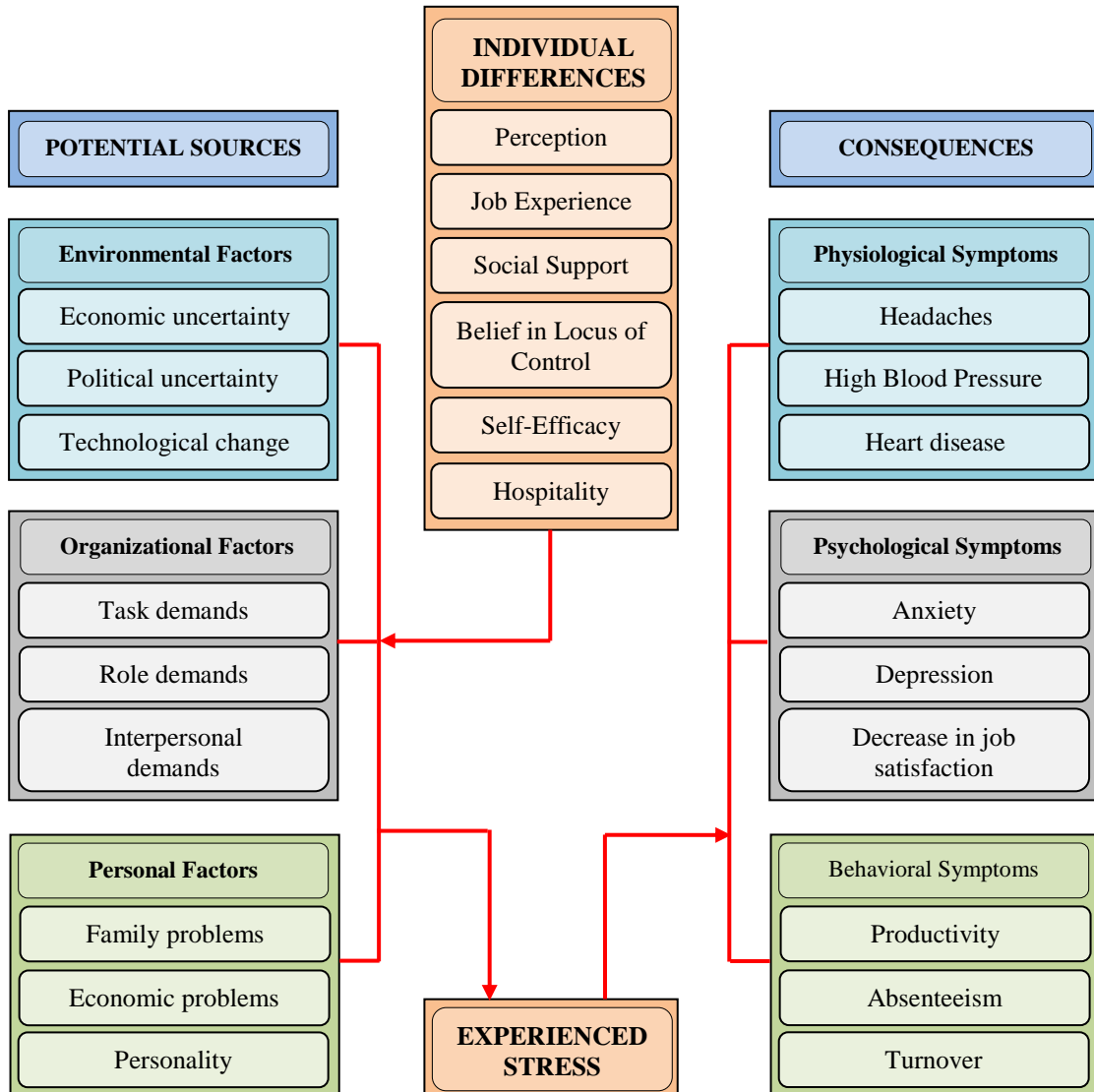
Environmental Factors:

Environmental uncertainty influences the design of an organization's structure, it also influences stress level among employees in that organization. Changes in the business cycle create economic uncertainties. When the economy is contracting, for ex. People become increasingly anxious about their job security. Political threats and changes can induce stress. Change in political

party ruling the nation changes their priorities of the business sector and hence there can be stress. Technological change is a third type of environmental factor that can cause stress. Because new innovations can make an employee's skills and experience obsolete in a very short time, computers, robotics, automation etc, cause the people stress.

Organizational factors:

There are several factors within the organisation that can cause stress. Task demands are factors related to a person's job. They include the design of the individual's job (autonomy, task variety, degree of automation), working conditions, and the physical work layout. Assembly lines, for instance, can put pressure on people when the line's speed is perceived as excessive. Similarly, working in an overcrowded room or in a visible location where noise and interruptions are constant can increase anxiety and stress (Evans and Johnson, 2000). These days customer service has been given more importance. Thus emotional labour is a source of stress (Glomb et al., 2000). Role demands relate to pressures placed on a person as a function of the particular role he or she plays in the organization. Role conflicts create expectations that may be hard to reconcile or satisfy. Role overload is experienced when the employee is expected to do more than time permits. Role ambiguity is created when role expectations are not clearly understood and the employee is not sure what he or she is to do. Interpersonal demands are pressures created by other employees. Lack of social support from colleagues and poor interpersonal relationships can cause stress, especially among employees with a high social need.

Personal factors:

Surveys consistently show that people hold family and personal relationships dear. Marital difficulties, the breaking off of a relationship, and discipline troubles with children are examples of relationship problems that create stress for employees that aren't left at the front door when they arrive at work (Major et. al, 2004). Economic problems could be overextending wants and desires

than earning capacity. Researchers have concluded that people may have an inherent tendency to accentuate negative aspects of the world in general (Nelson et al , 1990).

Individual differences:

Some people thrive on stressful situations, while others are overwhelmed by them. This suggests the ability of an individual to handle stress. There are six different variables identified till now. These six variables are – perception, job experience, and social support, belief in locus of control, self-efficacy, and hostility. These all variables found to be relevant moderators.

Due to perception employees react in response to their perception of reality rather than to reality itself. The evidences indicate that experience on the job negatively related to work stress. Generally it is found that people who remain with the organization for longer are more resistant to the stress characteristics of their organization. It is even true that they develop coping mechanisms to deal with stress and were able to fully adept to the organizational stress. The collegial relationships with co-workers or supervisors can buffer the impact of stress (Cummings, 1990). The underlying principle for this is that social support acts as mitigating the negative effects of high-strain jobs.

Locus of control is one of the personality attribute having two aspects, internal locus of control which is the indicator of positive core self-evaluations. They think that they are in control of their life and have a more positive self-view than those who think they are controlled by their environment. The later indicates the external locus of control. Both these confront a same stressful situation but reacts differently. Internals are likely to believe that they can have a significant effect on the results so they act more to take control of events in contrast to externals that are likely to be more passive and feel helpless.

Consequences of Stress:

Stress shows itself in a number of ways, for example an individual who is experiencing high level of stress may develop high blood pressure, ulcers, irritability, difficulty in making routine decisions, loss of appetite, accident-proneness and the like. These can be divided into three general categories - Physiological, psychological and behavioural symptoms.

Physiological symptoms:

The research in medical sciences suggests that stress could create changes in metabolism, heart and breathing rates, increase blood pressure, bring on headaches and induce heart attacks. Recently some evidences suggests that stress may have harmful physiological effects. For eg. Stressful job demands increases susceptibility to upper respiratory illnesses and poor immune system functioning, especially for individuals who had low self-efficacy.

Psychological symptoms:

It was revealed by Steffy and Jones that stress can cause dissatisfaction, job related stress can cause job-related dissatisfaction. Job dissatisfaction, in fact is "the simplest and most obvious psychological effect" of stress. But stress shows itself in other psychological states – for instance, tension, anxiety, irritability, boredom and procrastination.

Behavioural symptoms:

Behaviour related stress symptoms include changes in productivity, absence and turnover, as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech, fidgeting and sleep disorders (Croon et al., 2003).

2.3.2   Job Satisfaction and its Outcomes:

Job satisfaction is a set of favourable or unfavourable feelings with which the employees view their work. "Job satisfaction is often determined by how well outcomes meet or exceed expectations. Satisfaction in one's job means increased commitment in the fulfilment of formal requirement. There is greater willingness to invest personal energy and time in job performance (Luthans).

Job satisfaction i.e. the collection of feelings and beliefs that people have about their current jobs is one of the most important and well-researched work attitudes in organizational behaviour. Job satisfaction has the potential to affect a wide range of behaviours in organizations and contribute to employees' level of well-being. Job satisfaction is one part of life satisfaction. The nature of one's environment off the job influences one's feelings on the job. Similarly, since a job is an important part of life, job satisfaction influences one's general life satisfaction.

Importance of Job satisfaction:

The importance of study of job satisfaction level is very important for the executives. The importance of job satisfaction study can be understood as they answer the following questions:

1) Is there room for improvement?
2) Who is relatively more dissatisfied?
3) What contributes to the employee satisfaction?
4) What are the effects of negative employee attitudes?
   Job satisfaction surveys are a useful way to determine present status and help to identify problem areas.

Determinants of Job satisfaction:

Four factors have found to be influencing different employees to be satisfied or dissatisfied with their jobs. They are personality(Nancy 2953), values the work situation (Smith, Kendall and Hulin) and social influence.

Figure 2.5: Factors Influencing Job Satisfaction

Personality
- The enduring ways a person has of feeling, thinking and behaving

Work situation
- The work itself
- Co-workers, supervisors and subordinates
- Physical working conditions
- Working hours, pay and job security

JOB SATISFACTION
The collection of feelings, beliefs and thoughts about how to behave with respect to ones current job

Values
- Intrinsic work values
- Extrinsic work values
- Ethical values

Social influence
- Co-workers
- Groups
- Culture

Responses to job dissatisfaction:

Employee dissatisfaction can be expressed in a number of ways. There can be four responses based on constructiveness/destructiveness, activity/passivity.

Figure 2.6 : Responses to Job Dissatisfaction

ACTIVE	
Exit	Voice
Neglect	Loyalty
PASSIVE	

Destructive ... Constructive
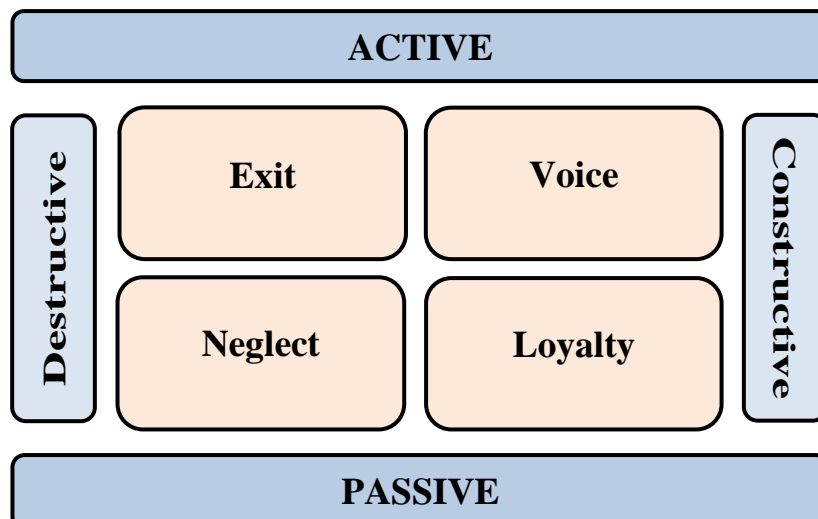
1) **Exit:** Exit represents behaviour directed towards leaving the organization. This also includes looking for a new position as well as resigning.

2) **Voice:** Actively and constructively attempting to improve conditions. Includes suggesting improvements, discussing problems with superiors, and some forms of union activity.

3) **Loyalty:** Passively but optimistically waiting for conditions to improve. Includes speaking up the organization in the face of the external criticism and trusting the management and the organisation to do the right things.

4) **Neglect:** Passively allowing conditions to worsen. Includes chronic absenteeism, reduced effort, and increased error rate.

2.3.3 Organizational Commitment, Employee Turnover Its Consequences:

According to Ryan, Schmit and Johnson (1996) in the study of Attitudes and effectiveness: Examining relations at an organizational level and the study conducted by Cohen (1993) Organizational Commitment and turnover: A meta analysis employees who are dissatisfied with their jobs and who are not committed strongly to their organizations will tend to be absent or late for work, to quit more often and to place less emphasis on customer satisfaction than those whose attitudes are positive. Poor job attitudes therefore lead to lowered productivity and organizational performance.

2.3.4 Employee Satisfaction, Employee Engagement and its Consequences:

According to the study conducting by Harter, Schmidt & Haynes in 2002 finding the relationship between employee satisfaction, employee engagement and business outcomes tried to explore that what is the financial impact of behavioural outcomes associated with job attitudes, and can we measure the costs associated with different levels of those attitudes. An in-depth study by The Gallup Organization, the Princeton, New Jersey-based polling and research firm, identified 12 workers beliefs (measures of employee satisfaction-engagement) that play the biggest role in triggering a profitable, productive workplace. Its multiyear study was based on an analysis of data from more than 1,00,000 employees in 12 industries. A subsequent meta-analysis included data from almost 8000 business units in 36 companies. Analysis showed a consistent, reliable relationship between the 12 beliefs and outcomes such as profits, productivity, employee retention, and customer loyalty. For eg. Work groups that have these positive attitudes are 50% more likely to achieve customer loyalty and 44% more likely to produce above-average profitability. It is concluded that employee attitudes cause higher profits, productivity, employee retention and customer loyalty, it is also possible that more profitable organizations are particularly appealing places to work and to shop as customers.

2.3.5 Occupational Stress and its Consequences:

One of the most influential theories of occupational stress was developed by Dr. Robert Karasek in 1979. Since then, many researchers like Dr. Martin Shain continue to build on his work and explain that when employees are faced with high job demands and have low control over their work, it results in high job strain.

Figure 2.7: Relation between Job Demands, Job Control and Job Strain

```
┌─────────────────────────────────┐
│      High Job Demands           │
│                                 │
│ (Heavy workloads, fast pace,    │          ┌──────────────────────────────┐
│ conflicting priorities)         │          │      High Job Strain          │
└─────────────────────────────────┘          │                               │
                                              │ (Signs of mental strain that  │
┌─────────────────────────────────┐          │ result in poor psychological  │
│      Low Job Control            │          │ well being)                   │
│                                 │          └──────────────────────────────┘
│ (Little influence over the      │
│ planning or pacing of work, not │
│ having a say on deadlines,      │
│ little task variation, little   │
│ use of creativity)              │
└─────────────────────────────────┘
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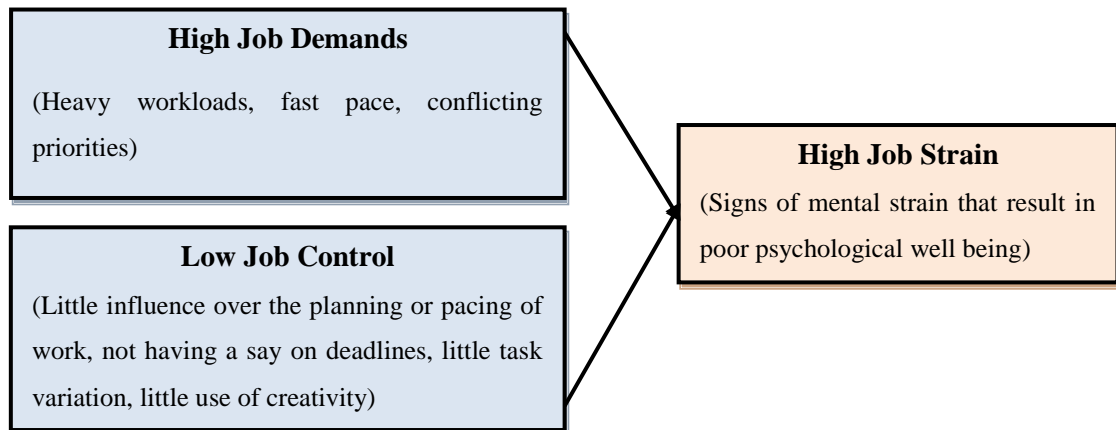
High job strain can:

1) Hurt the physical health of employees (cardiovascular health, workplace injuries, musculoskeletal complaints, etc)

2) Hurt the psycho-social health of employees (stress, burnout, low job satisfaction, emotional distress, etc)

3) Negatively impact on productivity (stress related absences, presenteeism - being at work but not performing at full capacity, team performance, interpersonal conflict, etc)

4) Cost your organization money (disability and health premiums, lost wages for absenteeism, worker compensation claims, etc)

5) Increase the risk of liability for the negligent or intentional infliction of serious emotional harm (the duty to avoid or amend "poisoned" or toxic work environments, etc)

Figure 2.8: Side Effects of Mental and Physical Health Problems

Source: Best Advice on Stress Risk Management in the Workplace.

Employees under sustained conditions of high effort/ low reward and high demand / low control are 2 to 3 times more likely to experience mental and physical health problems.

The above given figure suggests different side effects of mental and physical health problems in detail. So, in order to come out from such situation:

Employee must...

1) An employee must talk with his/her supervisor about work priorities and deadlines so that expectations are clear and realistic.

2) He/she should Share their creative ideas to carrying out tasks with his/her supervisor and colleagues to benefit from their feedback and expertise.

3) An employee must identify obstacles to getting the job done.

4) He/she must propose solutions to remedy existing or potential problems.

5) He/she must take care of his/her own physical and mental health to maintain resiliency

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Supervisor must…

1) Be proactive in discussing workplace priorities with employees (communicate often, explain how priorities were selected, agree upon what is required, etc)

2) Engage employees in regular conversations about work expectations, workload, how to carry out tasks and manage the pace of work

3) Seek input from employees before making decisions that may affect their work or the way in which they do their work

4) Foster an environment in which employees have the information, atmosphere, support, and tools to perform their work

5) Tap into the hidden skills-sets of employees and encourage use of their full range of skills and abilities

6) Take advantage of internal services that are available to provide information, guidance and tools for assessing stress levels within your team (eg. Human resources, employee assistance program)

7) Participate in training on communication skills, problem solving and conflict resolution.

A senior decision-maker within an organization must…

1) Be a role model, demonstrating healthy workplace practices throughout your work day

2) Engage employees in decision-making, make information easily available and provide meaningful work opportunities, etc

3) Measure the extent to which work demands, work pace and work processes influence health and productivity within your organization, correct as necessary

4) Evaluate organizational policies and practices to ensure they are promoting employee efficiency and organizational effectiveness

5) Reward behaviours that promote trust, open communication and worker autonomy while fostering creativity and autonomy at all levels

6) Discourage / address behaviours that fuel high job demands, and low job control

7) Develop, implement and evaluate plans of action in support of employee and organizational wellbeing

Figure 2.9 : Dimensions of Healthy Workplace
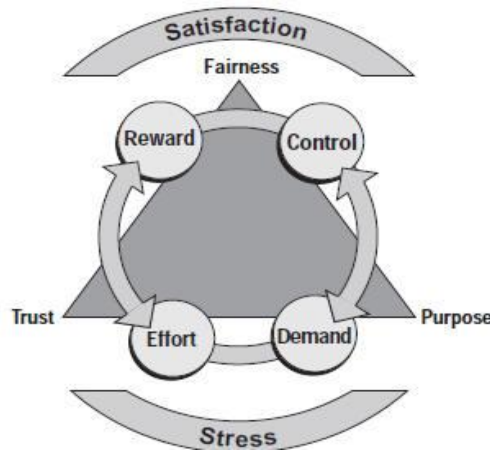
Source: Best Advice on Stress Risk Management in the Workplace.

A workplace that promotes policies and practices that reward effort and encourage employee control when work demands are high show positive results. Organizations must give a work atmosphere perceived as fair (e.g. an employer's respect for and trust of employees is evident).

2.3.6 Workaholism and its Outcomes:

Workaholic is a person who is addicted to work. The term generally implies that the person enjoys their work. It can also imply that they simply feel compelled to do it. There is no generally accepted medical definition of such a condition, although some forms of stress, impulse control disorder, obsessive-compulsive personality disorder and obsessive-compulsive disorder can be work-related.

Although the term workaholic usually has a negative connotation, it is sometimes used by people wishing to express their devotion to one's career in positive terms. The "work" in question is usually associated with a paying job,

but it may also refer to independent pursuits such as sports, music and art. A workaholic in the negative sense is popularly characterized by a neglect of family and other social relations. Similarly, people considered to be workaholics tend to lose track of time - voluntarily or involuntarily. For example, subjects might proclaim that they will spend a certain amount of time (e.g. 30 minutes) on their work, while those "30 minutes" ultimately become hours.

Experts say the never-ending work-related activity masks anxiety, low self-esteem, and intimacy problems. With addictions to alcohol, drugs or gambling, workaholics' denial and destructive behavior will persist despite feedback from loved ones or danger signs such as deteriorating relationships. Poor health is another warning sign. Because there's less of a social stigma attached to workaholism than to other addictions, health symptoms can easily go undiagnosed or unrecognized, say researchers. For eg. Karoshi, a Japanese bank employee, who died after working continuously for 72 hours.

Clinical researcher Professor Bryan Robinson identifies two axes for workaholics: work initiation and work completion. He associates the behavior of procrastination with both "Savoring Workaholics" (those with low work initiation/low work completion) and "Attention-Deficit Workaholics" (those with high work initiation and low work completion), in contrast to "Bulimic" and "Relentless" workaholics - both of whom have high work completion.

In the U.S. and Canada, workaholism remains what it's always been: the so-called "respectable addiction" that's dangerous as any other. "Workaholism is an addiction, an obsessive-compulsive disorder, and it's not the same as working hard. Workaholic's obsession with work is all-occupying, which prevents workaholics from maintaining healthy relationships, outside interests, or even take measures to protect their health.

Workaholics feel the urge of being busy all the time, to the point that they often perform tasks that aren't required or necessary for project completion. As a result, they tend to be inefficient workers, since they focus on being busy, instead of focusing on being productive. In addition, workaholics tend to be less effective than other workers because they have difficulty working as part of a team, trouble delegating or entrusting co-workers, or organizational problems due to taking on too much work at once. Furthermore, workaholics often suffer sleep deprivation which results in impaired brain and cognitive function.

As with other psychological addictions, workaholics often cannot see that they have a problem. Confronting the workaholic will generally be met with denial. Co-workers, family members and friends may need to engage in some type of an intervention to communicate the effects of the workaholic's behavior on them. Indeed, mental treatment to cure a workaholic can successfully reduce the hours spent on the job, while increasing the person's productivity. Studies show that fully recovered former workaholics can accomplish in 50 hours what they previously couldn't do in 80.

2.3.7 Social Life within and outside the organization:

The people around, Social life staying around any individual help to bust stress and boosts well-being. In fact, Mental Health America found that 71 percent of people surveyed turned to friends or family in times of stress. Humans are social animals, they crave for feeling supported, valued and connected.

Research points to the benefits of social connection:
- **Increased happiness**. In one compelling study, a key difference between very happy people and less-happy people was good relationships.
- **Better health**. Loneliness was associated with a higher risk of high blood pressure in a recent study of older people.

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- **A longer life**. People with strong social and community ties were two to three times less likely to die during a 9-year study.

Frye and Breaugh (2004) found that the number of work hours, the use of family- friendly policies, and reporting to a supportive supervisors were predictive of work-family conflict. Family friendly policies and reporting to a supportive supervisor were found to have negative correlation with work-family conflict whereas hours worked was positively related .With regard to family- work conflict, reporting to a supportive supervisor was predictive of such conflict and was negatively related to such conflict.

2.4   INDIAN SCENARIO OF WORK-LIFE BALANCE:

Being a fastest growing economic power in the world, India has already marked its presence among the emerging superpowers. This fastest growing economy with its 60% young population has many opportunities to capture both nationally and globally. With the onset of liberalization and increasing competition from global corporations, Indian firms have raised the benchmarks on productivity and quality. Demanding careers in such corporations is exposing the employees with the problem of stress and health related issues leaving the question of Work-Life Balance which has to be addressed and resolved. According to Ranjeet Nambudiri and Wayne Cascio - Indian organizations are facing issues of stress and employee burnout on a large scale. Many Indian organizations are characterised by long working hours, stressful deadlines to meet and hence leaving their employees struggling to maintain work-life balance.

Psychologists in general provide a plethora of solutions at the level of the individual – such as learning to manage the stress that comes from the juggling act by practicing yoga, hiring paid help, negotiating help from the spouse and in-laws, using labor saving devices at home, and cooking easy recipes for meals. Though, The Center for Women's Development Studies has put

pressure on several state governments to provide childcare services and crèches for working women, especially those in the unorganized sector who have little means to pay for such services themselves. Rajadhyaksha & Smita, 2004 opines that, Scant attention has been focused at the organizational level and four decades of research on work and family issues has only now begun to inform corporate practices to facilitate better work-life balance.

Though government measures are ready but implementation is not seriously done at individual and organizational level which is discussed by Rajadhyaksha & Smita: Although Indian government policy on work and family issues has traditionally been patriarchal in nature, the most progressive work-family programs in Indian organizations come from the public sector. Family-friendly measures offered include reduced hours, career break leave, responsibility leave, and parental leave.

In the paper "Test of a Causal Model of Work-Family Conflict in India"**,** Ujvala Rajadhyaksha & Kamala Ramadoss indicates that, The Indian context is well-known for its cultural, economic, linguistic and religious diversity and for a fairly gender inegalitarian culture, and likewise it presents a diversity of work and family issues for examination. Most studies on work-family role conflict in India have been conducted within urban settings and have indicated that the division of work and family roles along traditional lines continues to exist for working men and women even in dual career and dual earner families.

According a study "A Cross-Cultural Approach to Work-Family Conflict" by Zeynep Aycan , Istanbul, Turkey it is noted that, India's female population comprised of 48% of the total population and about 32% of the working population. Majority of working women are in the unorganized sector; only 4% of all women working are employed in the organized sector. Although India has progressive laws aiding women balance work and family responsibilities (e.g., 12 weeks paid maternity leave; nursing breaks during work hours;

subsidised daycare by organizations employing more than 30 women), most organizations sought ingenious ways to circumvent the laws.

Rajadhyaksha and Bhatnagar observed changes in typical Indian family structure from hierarchical to more nuclear, dual career couple family has increased pressure on women to manage both work and family. In urban India, traditional large combined and extended families are giving way to nuclear families. This change is providing couples with more independence but is taking away the traditional support system from family members, especially for child care and household work and in case of illness. The increase of dual-career couples with young children and changes in the traditional family structural configurations has resulted in changes in home and family responsibilities for both men and women.

Simultaneously, family life is also becoming more complex. The extended family, even in India, is slowly disappearing. In addition, small nuclear families have come to stay where both the spouses go to work. There are an increasing number of single parent households due to increase in divorces. Although this problem is not as serious in India as in the West, yet it could become a serious issue sometime in the future.

Most common sources of support to Indian workingwomen include extended family, friends, neighbours, and household labour saving technology and paid help. Support from the extended family comes with a set of reciprocal responsibilities which tends to even out the net support received. Focus group discussions with 32 working women revealed that work-family conflict occurs most often between the work and parental role. Although most participants employed some form of hired help, responsibility for household work still lay with the woman. Some women accepted that demands of working at home and at work, others feel a deep-seated resentment about the dual and unequal distribution of responsibilities. The family-to-work interference occurred on

account of demands placed due to children. Academic achievement of offspring is very important, as it is considered to be the personal achievement of parents. Coping with conflict included prioritizing of tasks, relying on a *web* of social support that included the extended family, hired maids, tutors for their children, friends and neighbours; segregating work and family domains to the extent possible; consciously avoiding guilt; becoming a superwoman and doing many things simultaneously (like the goddess Durga who has multiple hands); taking a career break; sticking to like-minded friends for emotional support. Working women see themselves pioneers in a transitioning society.

According to Khanna 1992, Women bear a dual burden across different socio-economic classes causing considerable stress and strain. In the case of managerial and professional dual career couples who are presumably matched in terms of their career involvement, no significant difference in levels of overall (global) work-family conflict have been found though there are differences in the sources of conflict and the kinds of work-family conflict experienced by men and women. Women report experiencing greater job-homemaker and energy-based conflict, particularly in the middle stage of the family life cycle and career. Men experience greater job-spouse conflict especially during the early stage of the career and family life cycle.

A project to understand the present status of Work-Family conflict titled as "How Far Is Too Far?: Comparing Five Countries on Work-Family Conflict (Canada, India, Spain, US and Taiwan)" showed that, The USA and Canada are similar in culture, the economic development of women, and the presence of workplace and institutional supports. The same is true for Taiwan and India. Spain is expected to be in between, as it is transitioning from more traditional to more egalitarian gender role ideology, and from collectivism to individualism.

Therefore, they expect differences between North American and Asian countries on WFC and on its relationship to cultural variables, specifically gender-role ideology (GRI) and individualism/collectivism (I/C) and found that, country and cultural values affected WFC variables separately but not in interaction with each other. Individuals with egalitarian gender role beliefs will experience less work family conflict than those with traditional beliefs. For most cultural values, Asian countries clustered together as did the North American countries. However, Spain was not always in between the two. North American countries were highest on WIF and India was highest on FIW.

2.5   INDIAN BANKING SECTOR AND ITS CHALLENGES:

It is said that the banking sector mirrors the larger economy – its linkages to all sectors make it a possible for what is happening in the economy as a whole. The following paragraphs will briefly describe the Indian banking sector and challenges before it.

2.5.1   Need of the Banks:

Before the establishment of banks, the financial activities were handled by money lenders and individuals. At that time the interest rates were very high. Again there were no security of public savings and no uniformity regarding loans. So as to overcome such problems the organized banking sector was established, which was fully regulated by the government. The organized banking sector works within the financial system to provide loans, accept deposits and provide other services to their customers. The following functions of the bank explain the need of the bank and its importance:

- To provide the security to the savings of customers.
- To control the supply of money and credit
- To encourage public confidence in the working of the financial system, increase savings speedily and efficiently.

- To avoid focus of financial powers in the hands of a few individuals and institutions.

- To set equal norms and conditions (i.e. rate of interest, period of lending etc) to all types of customers

2.5.2 Evolution of the Indian Banking Industry:

The Indian banking industry has its foundations in the 18th century, and has had a varied evolutionary experience since then. The initial banks in India were primarily traders' banks engaged only in financing activities. Banking industry in the pre-independence era developed with the Presidency Banks, which were transformed into the Imperial Bank of India and subsequently into the State Bank of India. The initial days of the industry saw a majority private ownership and a highly volatile work environment. Major strides towards public ownership and accountability were made with nationalisation in 1969 and 1980 which transformed the face of banking in India. The industry in recent times has recognised the importance of private and foreign players in a competitive scenario and has moved towards greater liberalisation.

Figure 2.10 : Phases of Evolution of Indian Banking Industry

Source: D&B Industry Research Service
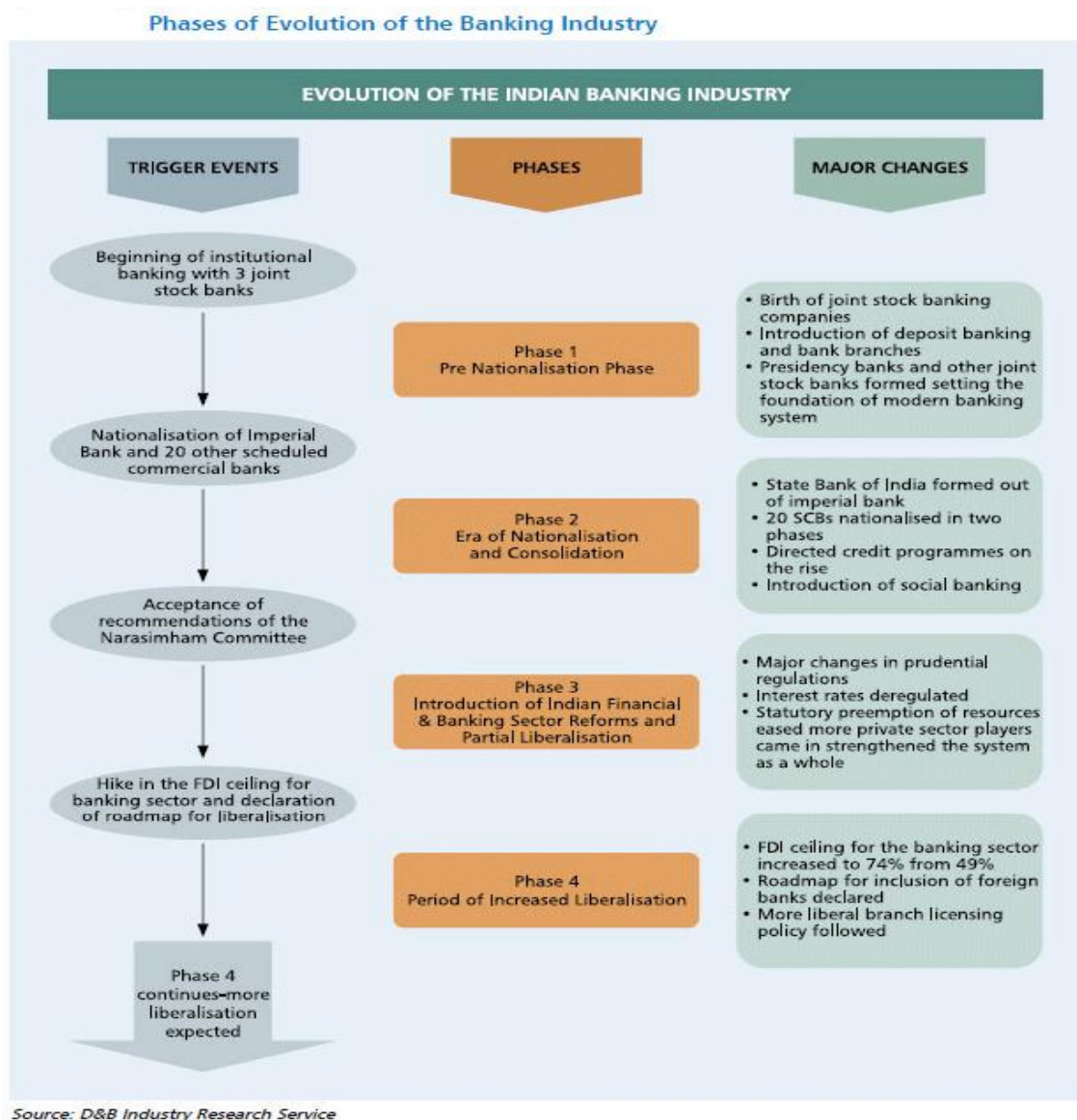
In the evolution of this strategic industry spanning over two centuries, immense developments have been made in terms of the regulations governing it, the ownership structure, products and services offered and the technology deployed. The entire evolution can be classified into four distinct phases.

- Phase I- Pre-Nationalisation Phase (prior to 1955)
- Phase II- Era of Nationalisation and Consolidation (1955-1990)
- Phase III- Introduction of Indian Financial & Banking Sector Reforms and Partial Liberalisation (1990-2004)
- Phase IV- Period of Increased Liberalisation (2004 onwards)

2.5.3 Current Structure of Indian Banking Industry:

Currently the Indian banking industry has a diverse structure. The present structure of the Indian banking industry has been analyzed on the basis of its organised status, business as well as product segmentation.

Organisational Structure:

The entire organised banking system comprises of scheduled and non-scheduled banks. Largely, this segment comprises of the scheduled banks, with the unscheduled ones forming a very small component. Banking needs of the financially excluded population is catered to by other unorganised entities distinct from banks, such as, moneylenders, pawnbrokers and indigenous bankers.

Scheduled Banks:

A scheduled bank is a bank that is listed under the second schedule of the RBI Act, 1934. In order to be included under this schedule of the RBI Act, banks have to fulfill certain conditions such as having a paid up capital and reserves of at least 0.5 million and satisfying the Reserve Bank that its affairs are not being conducted in a manner prejudicial to the interests of its depositors. Scheduled banks are further classified into commercial and cooperative banks. The basic difference between scheduled commercial banks and scheduled cooperative banks is in their holding pattern. Scheduled cooperative banks are cooperative credit institutions that are registered under the Cooperative Societies Act. These banks work according to the cooperative principles of mutual assistance.

Scheduled Commercial Banks (SCBs):

Scheduled commercial banks (SCBs) account for a major proportion of the business of the scheduled banks. As at end-March, 2009, 80 SCBs were operational in India. SCBs in India are categorized into the five groups based on their ownership and/or their nature of operations. State Bank of India and its

six associates (excluding State Bank of Saurashtra, which has been merged with the SBI with effect from August 13, 2008) are recognised as a separate category of SCBs, because of the distinct statutes (SBI Act, 1955 and SBI Subsidiary Banks Act, 1959) that govern them. Nationalised banks (10) and SBI and associates (7), together form the public sector banks group and control around 70% of the total credit and deposits businesses in India. IDBI ltd. has been included in the nationalised banks group since December 2004. Private sector banks include the old private sector banks and the new generation private sector banks- which were incorporated according to the revised guidelines issued by the RBI regarding the entry of private sector banks in 1993. As at end-March 2009, there were 15 old and 7 new generation private sector banks operating in India.

Foreign banks are present in the country either through complete branch/subsidiary route presence or through their representative offices. At end-June 2009, 32 foreign banks were operating in India with 293 branches. Besides, 43 foreign banks were also operating in India through representative offices.

Figure 2.11 : Structure of the organized Banking Industry

Structure of the Organised Banking Industry
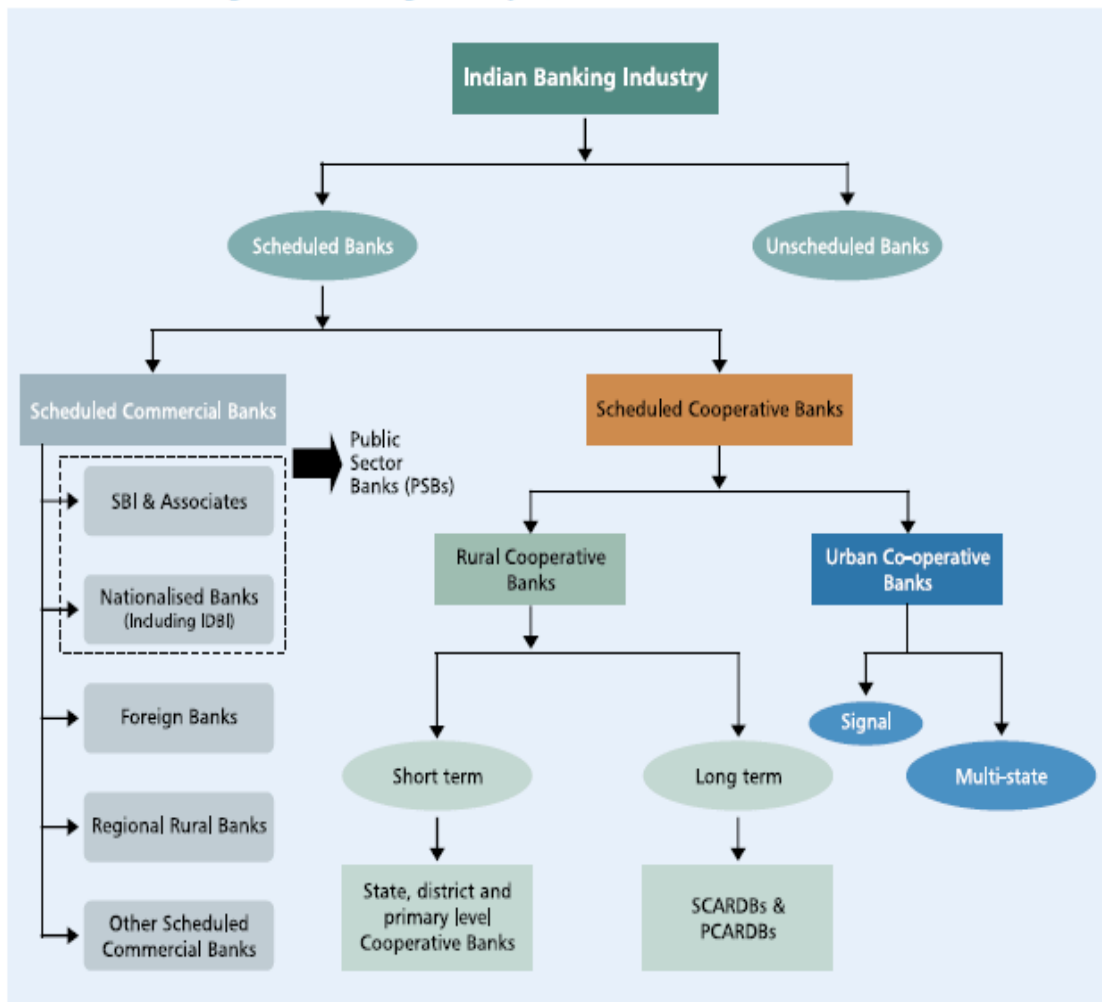
Regional Rural Banks (RRBs) were set up in September 1975 in order to develop the rural economy by providing banking services in such areas by combining the cooperative specialty of local orientation and the sound resource base which is the characteristic of commercial banks. RRBs have a unique structure, in the sense that their equity holding is jointly held by the central government, the concerned state government and the sponsor bank (in the ratio 50:15:35), which is responsible for assisting the RRB by providing financial, managerial and training aid and also subscribing to its share capital.

Between 1975 and 1987, 196 RRBs were established. RRBs have grown in geographical coverage, reaching out to increasing number of rural clientele. At

the end of June 2008, they covered 585 out of the 622 districts of the country. Despite growing in geographical coverage, the number of RRBs operational in the country has been declining over the past five years due to rapid consolidation among them. As a result of state wise amalgamation of RRBs sponsored by the same sponsor bank, the number of RRBs fell to 86 by end March 2009.

Scheduled Cooperative Banks:

Scheduled cooperative banks in India can be broadly classified into urban credit cooperative institutions and rural cooperative credit institutions. Rural cooperative banks undertake long term as well as short term lending. Credit cooperatives in most states have a three tier structure (primary, district and state level).

Non-Scheduled Banks:

Non-scheduled banks also function in the Indian banking space, in the form of Local Area Banks (LAB). As at end-March 2009 there were only 4 LABs operating in India. Local area banks are banks that are set up under the scheme announced by the government of India in 1996, for the establishment of new private banks of a local nature; with jurisdiction over a maximum of three contiguous districts. LABs aid in the mobilisation of funds of rural and semi urban districts. Six LABs were originally licensed, but the license of one of them was cancelled due to irregularities in operations, and the other was amalgamated with Bank of Baroda in 2004 due to its weak financial position.

Business Segmentation:

The entire range of banking operations are segmented into four broad heads- retail banking businesses, wholesale banking businesses, treasury operations and other banking activities. Banks have dedicated business units and branches for retail banking, wholesale banking (divided again into large corporate, mid corporate) etc.

Figure 2.12 : Business Segmentation of Banking Operations
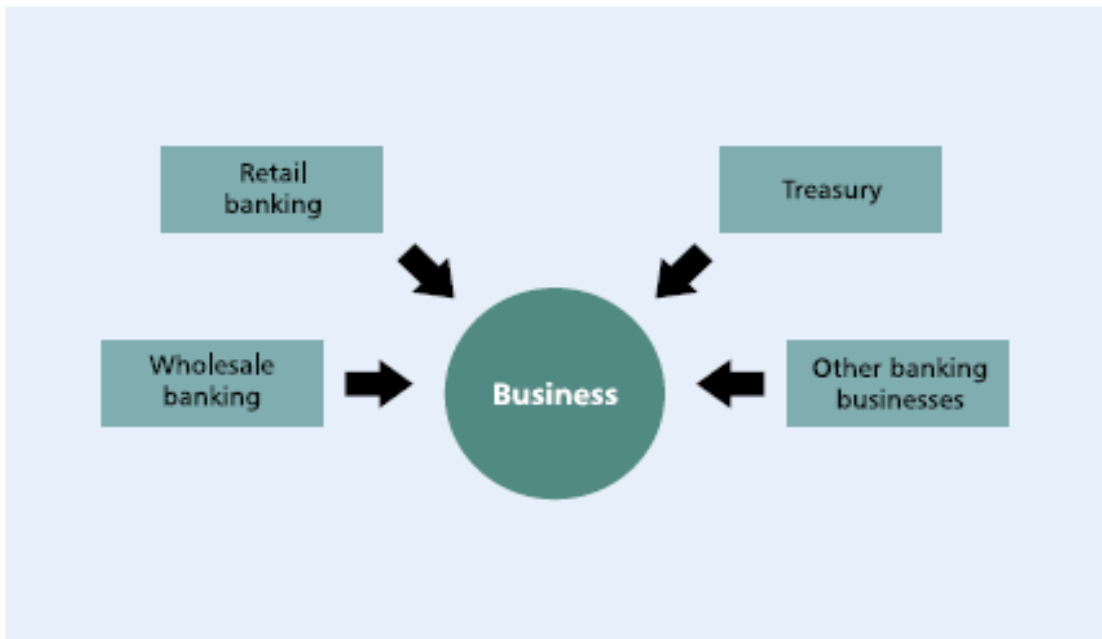
Source: D&B Industry Research Service

Retail banking:

It includes exposures to individuals or small businesses. Retail banking activities are identified based on four criteria of orientation, granularity, product criterion and low value of individual exposures. In essence, these qualifiers imply that retail exposures should be to individuals or small businesses (whose annual turnover is limited to Rs. 0.50 billion) and could take any form of credit like cash credit, overdrafts etc. Retail banking exposures to one entity is limited to the extent of 0.2% of the total retail portfolio of the bank or the absolute limit of Rs. 50 million. Retail banking products on the liability side includes all types of deposit accounts and mortgages and loans (personal, housing, educational etc) on the assets side of banks. It also includes other ancillary products and services like credit cards, demat accounts etc.

The retail portfolio of banks accounted for around 21.3% of the total loans and advances of SCBs as at end-March 2009. The major component of the retail portfolio of banks is housing loans, followed by auto loans. Retail banking

segment is a well diversified business segment. Most banks have a significant portion of their business contributed by retail banking activities. The largest players in retail banking in India are ICICI Bank, SBI, PNB, BOI, HDFC and Canara Bank.

Among the large banks, ICICI bank is a major player in the retail banking space which has had definitive strategies in place to boost its retail portfolio. It has a strong focus on movement towards cheaper channels of distribution, which is vital for the transaction intensive retail business. SBI's retail business is also fast growing and a strategic business unit for the bank. Among the smaller banks, many have a visible presence especially in the auto loans business. Among these banks the reliance on their respective retail portfolio is high, as many of these banks have advance portfolios that are concentrated in certain usages, such as auto or consumer durables. Foreign banks have had a somewhat restricted retail portfolio till recently. However, they are fast expanding in this business segment. The retail banking industry is likely to see a high competition scenario in the near future.

Wholesale banking:

Wholesale banking includes high ticket exposures primarily to corporates. Internal processes of most banks classify wholesale banking into mid corporates and large corporates according to the size of exposure to the clients. A large portion of wholesale banking clients also account for off balance sheet businesses. Hedging solutions form a significant portion of exposures coming from corporates. Hence, wholesale banking clients are strategic for the banks with the view to gain other business from them. Various forms of financing, like project finance, leasing finance, finance for working capital, term finance etc form part of wholesale banking transactions. Syndication services and merchant banking services are also provided to wholesale clients in addition to the variety of products and services offered.

Wholesale banking is also a well diversified banking vertical. Most banks have a presence in wholesale banking. But this vertical is largely dominated by large Indian banks. While a large portion of the business of foreign banks comes from wholesale banking, their market share is still smaller than that of the larger Indian banks. A number of large private players among Indian banks are also very active in this segment. Among the players with the largest footprint in the wholesale banking space are SBI, ICICI Bank, IDBI Bank, Canara Bank, Bank of India, Punjab National Bank and Central Bank of India. Bank of Baroda has also been exhibiting quite robust results from its wholesale banking operations.

Treasury Operations:

Treasury operations include investments in debt market (sovereign and corporate), equity market, mutual funds, derivatives, and trading and forex operations. These functions can be proprietary activities, or can be undertaken on customer's account. Treasury operations are important for managing the funding of the bank. Apart from core banking activities, which comprises primarily of lending, deposit taking functions and services; treasury income is a significant component of the earnings of banks. Treasury deals with the entire investment portfolio of banks (categories of HTM, AFS and HFT) and provides a range of products and services that deal primarily with foreign exchange, derivatives and securities. Treasury involves the front office (dealing room), mid office (risk management including independent reporting to the asset liability committee) and back office (settlement of deals executed, statutory funds management etc).

Other Banking Businesses:

This is considered as a residual category which includes all those businesses of banks that do not fall under any of the aforesaid categories. This category includes para banking activities like hire purchase activities, leasing business, merchant banking, factoring activities etc.

2.5.4   Products and Services of the Banking Industry:

The products of the banking industry broadly include deposit products, credit products and customized banking services. Most banks offer the same kind of products with minor variations. The basic differentiation is attained through quality of service and the delivery channels that are adopted. Apart from the generic products like deposits (demand deposits – current, savings and term deposits), loans and advances (short term and long term loans) and services, there have been innovations in terms and products such as the flexible term deposit, convertible savings deposit (wherein idle cash in savings account can be transferred to a fixed deposit), etc. Innovations have been increasingly directed towards the delivery channels used, with the focus shifting towards ATM transactions, phone and internet banking. Product differentiating services have been attached to most products, such as debit/ATM cards, credit cards, nomination and demat services.

<u>Figure 2.13 : Products and Services provided by Banks</u>

Products and Services

Deposits	Credit	Other customised services and products
• Term deposits • Demand deposits • Current deposits • Savings deposits	• Bill purchased and discounted • Cash credit, overdrafts and loans • Term deposits	• Guarantee and advisory services • Derivative and other treasury products • Insurance and investments • Para banking products • Other services
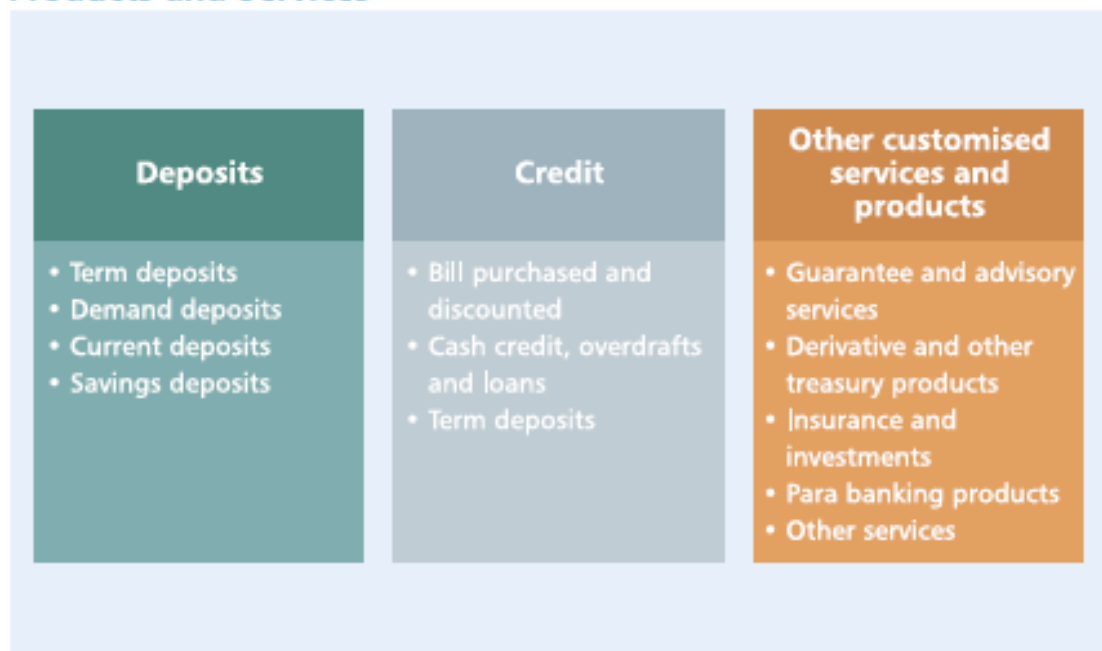
Source: D&B Industry Research Service

Other banking products include fee-based services that provide non-interest income to the banks. Corporate fee-based services offered by banks include treasury products; cash management services; letter of credit and bank guarantee; bill discounting; factoring and forfeiting services; foreign exchange services; merchant banking; leasing; credit rating; underwriting and custodial services. Retail fee-based services include remittances and payment facilities, wealth management, trading facilities and other value added services.

2.5.5 State of Banking in the Post-Liberalization Period:

At the time of liberalization, the Indian banking industry was operating in a highly regulated, regimented and protected region. Realizing that the banking sector would have to play a key role in the economic reforms process, the Narsimhan Committee had been formed to recommend reforms in the banking sector with the objective of granting autonomy and flexibility to the banking industry and improving its efficiency and profitability. The major important reform measures recommended by the Narsimhan Committee were:

- Reduction in Statutory Liquidity Ratio (SLR)
- Reduction in CRR
- Redefining the scope of Priority Sector Lending
- Freeing of Interest rates on Deposits and Advances to promote competition in the financial sector
- Capital Adequacy Norms
- Access to capital markets
- Prudential Accounting Norms
- Competition through permission to private sector banks

Most of the measures suggested by the committee were accepted by the Government and Indian banking sector witnessed an unprecedented shift from regulated to liberalized banking practices. Interest rates were deregulated, branch licensing procedures relaxed, SLR and CRR reduced, entry to foreign

banks and new private sector banks rationalized resulting into introduction of element of competition into it. In 1994, SEBI, for the first time, notified regulations to bankers pertaining to public issue. Public sector banks were now allowed to access the market to raise funds, leading to the dilution in the shareholding of the government. Another important dimension of the banking sector reforms was introduction of "income recognition" norms.

2.5.6 SWOT Analysis of Banking Sector:

Banking strategies are presently undergoing various transformations, as the overall scenario has changed over the last couple of years. Till the recent past, most of the banks had adopted fierce cost cutting measures to sustain their competitiveness. This strategy however has become obsolete in the new light of immense growth opportunities for banking industry. Most bankers are now confident about their high performance in terms of organic growth and in realising high returns. Nowadays, the growth strategies of banks revolve around customer satisfaction. Improved customer relationship management can only lead to fulfilment of long-term, as well as, short-term objectives of the bankers. This requires, efficient and accurate customer database management and development of well-trained sales force to develop and sustain long-term profitable customer relationship. The banking system in India is significantly different from that of the other Asian nations, because of the country's unique geographic, social, and economic characteristics. Though the sector opened up quite late in India compared to other developed nations, like the US and the UK, the profitability of Indian banking sector is at par with that of the developed countries and at times even better on some parameters. For instance, return on equity and assets of the Indian banks are on par with Asian banks, and higher when compared to that of the US and the UK. Banks in India are mainly classified into Scheduled Banks and Non-Scheduled Banks. Scheduled Banks are the ones, which are included in the second schedule of the RBI Act 1934 and they comply with the minimum statutory requirements. Non-Scheduled Banks are joint stock banks, which are not included in the second

Schedule of the RBI Act 134, on account of the failure to comply with the minimum requirements for being scheduled.

STRENGTH:

Indian banks have compared favourably on growth, asset quality and profitability with other regional banks over the last few years. The banking index has grown at a compounded annual rate of over 51 per cent since April 2001 as compared to a 27 per cent growth in the market index for the same period.

- Policy makers have made some notable changes in policy and regulation to help strengthen the sector. These changes include strengthening prudential norms, enhancing the payments system and integrating regulations between commercial and co-operative banks.

- Bank lending has been a significant driver of GDP growth and employment.

- Extensive reach: the vast networking & growing number of branches & ATMs. Indian banking system has reached even to the remote corners of the country.

- The government's regular policy for Indian bank since 1969 has paid rich dividends with the nationalisation of 14 major private banks of India.

- In terms of quality of assets and capital adequacy, Indian banks are considered to have clean, strong and transparent balance sheets relative to other banks in comparable economies in its region.

- India has 88 scheduled commercial banks (SCBs) - 27 public sector banks (that is with the Government of India holding a stake)after merger of New Bank of India in Punjab National Bank in 1993, 29 private banks (these do not have government stake; they may be publicly listed and traded on stock exchanges) and 31 foreign banks. They have a combined network of over 53,000 branches and 17,000 ATMs.

According to a report by ICRA Limited, a rating agency, the public sector banks hold over 75 percent of total assets of the banking industry, with the private and foreign banks holding 18.2% and 6.5% respectively.

- Foreign banks will have the opportunity to own up to 74 per cent of Indian private sector banks and 20 per cent of government owned banks.

WEAKNESS:

- PSBs need to fundamentally strengthen institutional skill levels especially in sales and marketing, service operations, risk management and the overall organisational performance ethic & strengthen human capital.

- Old private sector banks also have the need to fundamentally strengthen skill levels.

- The cost of intermediation remains high and bank penetration is limited to only a few customer segments and geographies.

- Structural weaknesses such as a fragmented industry structure, restrictions on capital availability and deployment, lack of institutional support infrastructure, restrictive labour laws, weak corporate governance and ineffective regulations beyond Scheduled Commercial Banks (SCBs), unless industry utilities and service bureaus.

- Refusal to dilute stake in PSU banks: The government has refused to dilute its stake in PSU banks below 51% thus choking the headroom available to these banks for raining equity capital.

- Impediments in sectoral reforms: Opposition from Left and resultant cautious approach from the North Block in terms of approving merger of PSU banks may hamper their growth prospects in the medium term.

OPPORTUNITY:

- The market is seeing discontinuous growth driven by new products and services that include opportunities in credit cards, consumer finance and wealth management on there tail side, and in fee-based income and investment banking on the wholesale banking side. These require new skills in sales & marketing, credit and operations.

- Banks will no longer enjoy windfall treasury gains that the decade-long secular decline in interest rates provided. This will expose the weaker banks.

- With increased interest in India, competition from foreign banks will only intensify.

- Given the demographic shifts resulting from changes in age profile and house hold income, consumers will increasingly demand enhanced institutional capabilities and service levels from banks.

- New private banks could reach the next level of their growth in the Indian banking sector by continuing to innovate and develop differentiated business models to profitably serve segments like the rural/low income and affluent/HNI segments; actively adopting acquisitions as a means to grow and reaching the next level of performance in their service platforms. Attracting, developing and retaining more leadership capacity.

- Foreign banks committed to making a play in India will need to adopt alternative approaches to win the "race for the customer" and build a value-creating customer franchise in advance of regulations potentially opening up post 2009. At the same time, they should stay in the game for potential acquisition opportunities as and when they appear in the near term. Maintaining a fundamentally long-term value-creation mindset.

- Reach in rural India for the private sector and foreign banks with the growth in the Indian economy expected to be strong for quite some time-especially in its services sector-the demand for banking services,

especially retail banking, mortgages and investment services are expected to be strong.

- The Reserve Bank Of India (RBI) has approved a proposal from the government to amend the banking regulation act to permit banks to trade in commodities and commodity derivatives.

- Liberalization of ECB norms: the government also liberalized the ECB norms to permit financial sector entities engaged in infrastructure funding to raise ECBs. This enabled banks and financial institutions, which were earlier not permitted to raise such funds, explore this route for raising cheaper funds in the overseas markets.

- Hybrid capital: in an attempt to relieve banks of their capital crunch, the RBI has allowed them to raise perpetual bonds and other hybrid capital securities to shore up their capital. If the new instruments find takers, it would help PSU banks, left with little headroom for raising equity. Significantly, FII and NRI investment limits in these securities have been fixed at 49%, compared to 20% foreign equity holding allowed in PSU banks.

THREATS:

- Threat of stability of the system: failure of some weak banks has often threatened the stability of the system.

- Rise in inflation figures which would lead to increase in interest rates.

- Increase in the number of foreign players would pose a threat to the psb as well as the private players.

2.5.7 Challenges Before The Indian Banking Sector:

- Pressure on profitability
- Low productivity
- Problem of Non-Performing Assets (NPA)
- Problems from customers

- Competition from private banks

- Competition from MNCs

- Problem of managing ownership and competition

- Problem of managing diversified customers

- Challenge of qualitative changes in banking paradigm

2.5.8 Strategies for the Growth and Development of Banking Sector:

With ever changing face of banking industry worldwide, visualizing the scenario in the years ahead, success would crucially depend on strategically effective and intelligent management of marketing and customer relationships.

- **Intensively competitive market**

  The market has changed drastically and has become largely customer centric. The key to success in this changed competitive environment will be one's ability to reach the client at his door step and meet his requirements of products and services in a customized manner. This development is indeed welcome as it has immense potential for growth of banking business in future but it has its own draw back as there could be adverse selection of customers.

- **Need based technology**

  Technology is increasingly finding its use in banking by way of convenience in product delivery and access, managing productivity and performance, product design, adapting to market and customer needs and access to customer market. For the Indian banking sector, these developments are of significant interest in the future. The ability to access and share information will contribute in improving efficiency and value adding, moreover; focus on e-banking will open new business potential and opportunities for banking sector.

- **Consolidation through Mergers/Acquisitions**

  Globalization has brought sever competitive pressure to bear on Indian banks, from international banks. In order to compete with these entities effectively, Indian commercial banks need to possess matching financial strength, as fair competition is possible only among equals. Size, therefore, assumes criticality even in these days of virtual banking. Mergers and acquisitions, route provides a quick step forward in this direction offering opportunities to share synergies and reduce the cost of product development and delivery.

- **Customer Relationship Management**

  The process of relationship banking which has been ushered in on the Indian banking scenario would become sharper and widespread. The competencies required from a banker in the future include expertise in information technology and functional knowledge. This would warrant that the banks have to be careful in selection of personnel as regards to their skills, as the requirement of job would be to take decisions based on risk-reward paradigm rather than process-based administration. The training and skills up gradation system is also required to be aligned to desired competencies.

- **Delivering Customer Delight**

  It is a method which can pro-actively monitor customer satisfaction, identifies the areas where most beneficial improvements can be implemented and suggest the uses of web to market measurable improvements to a wide audience. It is a revolutionary and cost effective approach to link customer satisfaction with internal improvements, performance and increased business. Delight results from exceeding the expectations of satisfied customer.

- **Imparting good governance**

  The road ahead for the banking industry will be entirely different from the tracks traversed hitherto. Banks will be compelled to concentrate more on how to improve performance with regard to capital adequacy, asset quality, management performance, liquidity and systems and controls. While capital adequacy, asset quality and profitability can be ascertained from balance sheet management, system and controls will involve subjective evaluation.

- **Corporate Social Responsibility**

  Corporate Social Responsibility is the continuing commitment by any business to achieve commercial success in ways that honor ethical values, addresses legal issues and contributes to economic development with improving the quality of experience of the workforce and their families as well as the local community and society at large.

- **Appropriate HR policies**

  It has become imperative that for meeting the challenges and opportunities in future, there will be great need for bringing about changes in the mindset of the human resource available within the banks. Training and development in updating the skills would be essential to face the emerging challenges. In a service industry like banking, human resources will occupy the pivotal part for making the bank services enduring. With the entry of new private banks and foreign banks, the system of hire-and-fire will be revisited. Security and age old practices of conducting traditional banking will undergo revolutionary change. Retention of best talent would be a trying exercise that banks will have to undertake and practice through robust reward and retention policy.

- **Management of NPAs and Robust Risk Management Architecture**

  In future, the non-performing assets will become the major causes of banks concern. Imbibing the credit management skills will become all the more important for improving the bottom line of the banking sector. It becomes essential to master the expertise for monitoring exposure levels, industry scenarios and timely action in respect of troubled industries.

- **Product re-engineering strategy**

  The growth in disposable incomes, changing lifestyles, global changes and their impact on the economy will result in ever changing and diversified needs to the customers. Banks in future will have to understand the dynamic needs of a changing society through detailed market surveys and structure innovative products so as to canalize the savings of the community and also to satisfy the credit requirements of various sectors of the economy.

- **Conclusion**

  For a successful banking business management, analysis of large data and information play key roles in devising new strategies, products and services. Due care will have to be made while embracing technology and transforming traditional touch points to electronic ones, so that human touch with customers is also not lost. In the end, it can be rightly said that productivity and efficiency will be the watch words in the banking industry in the years ahead. Strategizing organizational effectiveness and operational efficiency will govern the survival and growth of profits; besides bringing changes in the mindset of the employees, which is imperative with the changing times. Continuous quest for skill upgradation at all levels, development of Vision and Mission statements with commitment to meet them with dogged values, are some of the aspects which will require continuous and urgent attention by the banking sector in the times to come.

2.6   WORKING ENVIRONMENT OF EMPLOYEES OF BANKING SECTOR:

Being a fastest growing economic power in the world, India has already marked its presence among the emerging superpowers. This fastest growing economy with its 60% young population has many opportunities to capture both nationally and globally. With the onset of liberalization and increasing competition from global corporations, Indian banks have raised the benchmarks on efficiency and quality of services offered. Demanding careers in such environment is exposing the employees with the problem of stress and health related issues leaving the question of Work-Life Balance which has to be addressed and resolved. According to Ranjeet Nambudiri and Wayne Cascio - Indian organizations are facing issues of stress and employee burnout on a large scale. Many Indian organizations are characterised by long working hours, stressful deadlines to meet and hence leaving their employees struggling to maintain work-life balance.

2.6.1   Nature Of Job Roles And Duties Of Bank Employees:

A careful understanding of the set of working condition of bank employees helps to deliberate upon the environment available to them. The study and analysis of these job roles will influence on the outlook of the research question. We can understand the manifestation of attitudes of employees and thus about their performance. The following paragraph describes the job duties, tasks, activities performed by bank employees.

A.   Job Duties and Tasks performed by employees in banks

- Balance currency, coin, and checks in cash drawers at ends of shifts, and calculate daily transactions using computers, calculators, or adding machines.
- Cash checks and pay out money after verifying that signatures are correct, that written and numerical amounts agree, and that accounts have sufficient funds.

- Receive checks and cash for deposit, verify amounts, and check accuracy of deposit slips.

- Examine checks for endorsements and to verify other information such as dates, bank names, identification of the persons receiving payments and the legality of the documents.

- Enter customers' transactions into computers in order to record transactions and issue computer-generated receipts.

- Count currency, coins, and checks received, by hand or using currency-counting machine, in order to prepare them for deposit or shipment to branch banks or the Federal Reserve Bank.

- Identify transaction mistakes when debits and credits do not balance.

- Prepare and verify cashier's checks.

- Arrange monies received in cash boxes and coin dispensers according to denomination.

- Process transactions such as term deposits, retirement savings plan contributions, automated teller transactions, night deposits, and mail deposits.

- Receive mortgage, loan, or public utility bill payments, verifying payment dates and amounts due.

- Resolve problems or discrepancies concerning customers' accounts.

- Explain, promote, or sell products or services such as travelers' checks, savings bonds, money orders, and cashier's checks, using computerized information about customers to tailor recommendations.

- Perform clerical tasks such as typing, filing, and microfilm photography.

- Monitor bank vaults to ensure cash balances are correct.

- Order a supply of cash to meet daily needs.

- Sort and file deposit slips and checks.

- Receive and count daily inventories of cash, drafts, and travelers' checks.

- Process and maintain records of customer loans.

- Count, verify, and post armored car deposits.

- Carry out special services for customers, such as ordering bank cards and checks.

- Compute financial fees, interest, and service charges.

- Obtain and process information required for the provision of services, such as opening accounts, savings plans, and purchasing bonds.

- Compose, type, and mail customer statements and other correspondence related to issues such as discrepancies and outstanding unpaid items.

- Issue checks to bond owners in settlement of transactions.

- Inform customers about foreign currency regulations, and compute transaction fees for currency exchanges.

- Quote unit exchange rates, following daily international rate sheets or computer displays.

- Prepare work schedules for staff.

B.   General work Activities bank employees

- Communicating with Supervisors, Peers, or Subordinates-- Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

- Establishing and Maintaining Interpersonal Relationships-- Developing constructive and cooperative working relationships with others, and maintaining them over time.

- Performing for or Working Directly with the Public-- Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

- Interacting With Computers-- Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

- Documenting/Recording Information-- Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

- Evaluating Information to Determine Compliance with Standards-- Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

- Evaluating Information to Determine Compliance with Standards-- Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

- Getting Information-- Observing, receiving, and otherwise obtaining information from all relevant sources.

- Making Decisions and Solving Problems-- Analyzing information and evaluating results to choose the best solution and solve problems.

- Processing Information-- Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

- Communicating with Persons Outside Organization-- Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

- Updating and Using Relevant Knowledge-- Keeping up-to-date technically and applying new knowledge to your job.

- Interpreting the Meaning of Information for Others-- Translating or explaining what information means and how it can be used.

- Identifying Objects, Actions, and Events-- Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.

- Organizing, Planning, and Prioritizing Work-- Developing specific goals and plans to prioritize, organize, and accomplish your work.

- Analyzing Data or Information-- Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.

- Resolving Conflicts and Negotiating with Others-- Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.

- Judging the Qualities of Things, Services, or People-- Assessing the value, importance, or quality of things or people.

- Monitor Processes, Materials, or Surroundings-- Monitoring and reviewing information from materials, events, or the environment, to detect or assess problems.

- Selling or Influencing Others-- Convincing others to buy merchandise/goods or to otherwise change their minds or actions.

- Developing and Building Teams-- Encouraging and building mutual trust, respect, and cooperation among team members.

- Assisting and Caring for Others-- Providing personal assistance, emotional support, or other personal care to others such as co workers, customers.

2.6.2 Knowledge, Skills and Attitudes (Ksa) Required by Bank Employees:

To work in banks effectively, candidates must possess the following KSA's. The deliberate understanding of these will convince us the criticality and complexity of the job profile in banks at different hierarchy.

A. Skills Needed for bank employees

- **Mathematics** - Using mathematics to solve problems.
- **Active Listening** - Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- **Service Orientation** - Actively looking for ways to help people.
- **Social Perceptiveness** - Being aware of others' reactions and understanding why they react as they do.

- **Reading Comprehension** - Understanding written sentences and paragraphs in work related documents.

- **Speaking** - Talking to others to convey information effectively.

- **Active Learning** - Understanding the implications of new information for both current and future problem-solving and decision-making.

- **Time Management** - Managing one's own time and the time of others.

- **Monitoring** - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

- **Critical Thinking** - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

- **Writing** - Communicating effectively in writing as appropriate for the needs of the audience.

- **Learning Strategies** - Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.

- **Instructing** - Teaching others how to do something.

B.   **Abilities needed for bank employees**

- **Oral Comprehension** - The ability to listen to and understand information and ideas presented through spoken words and sentences.

- **Oral Expression** - The ability to communicate information and ideas in speaking so others will understand.

- **Problem Sensitivity** - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

- **Information Ordering** - The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).

- **Number Facility** - The ability to add, subtract, multiply, or divide quickly and correctly.

- **Speech Clarity** - The ability to speak clearly so others can understand you.

- **Near Vision** - The ability to see details at close range (within a few feet of the observer).

- **Speech Recognition** - The ability to identify and understand the speech of another person.

- **Mathematical Reasoning** - The ability to choose the right mathematical methods or formulas to solve a problem.

- **Perceptual Speed** - The ability to quickly and accurately compare similarities and differences among sets of letters, numbers, objects, pictures, or patterns. The things to be compared may be presented at the same time or one after the other. This ability also includes comparing a presented object with a remembered object.

- **Written Comprehension** - The ability to read and understand information and ideas presented in writing.

- **Deductive Reasoning** - The ability to apply general rules to specific problems to produce answers that make sense.

- **Inductive Reasoning** - The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).

- **Selective Attention** - The ability to concentrate on a task over a period of time without being distracted.

- **Written Expression** - The ability to communicate information and ideas in writing so others will understand.

- **Category Flexibility** - The ability to generate or use different sets of rules for combining or grouping things in different ways.

C. Knowledge, Experience, Education Required for Bank employees

- Customer and Personal Service-- Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

- English Language-- Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

- Mathematics-- Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

After understanding the criticality of the job duties, activities performed by the bank employees it can be concluded that, the job of bank employees is mentally exhaustive, certainly such a work need certain amount of leisure time in the overall spread of duty hours.

2.6.3 Reasons of Work-Life Imbalance in Banking Sector:

Banks have grown so extensively that it now plays a significant part in the economy. With the opening up of the economy of India, dramatic change has been observed in the banking sector of India. Such institutions play a critical role in capital formation and stimulate the level of industrialization, poverty alleviation and human development (Newaz et al 2007). That's why; Kashem et al (2005) mentioned that healthy banking system and healthy economies seem to go together.

Work life and personal life are the two sides of the same coin. According to various work-life balance surveys, more than 60% of the respondent professionals surveyed said that are not able to find a balance between their personal and professional lives. They have to make tough choices even when their work and personal life is nowhere close to equilibrium. Traditionally creating and managing a balance between the work-life was considered to be a

woman's issue. But increasing work pressures, globalization and technological advancement have made it an issue with both the sexes, all professionals working across all levels and all industries throughout the world. Achieving "work-life balance" is not as simple as it sounds.

Work life and personal life are inter-connected and interdependent. Spending more time in office, dealing with clients and the pressures of job can interfere and affect the personal life, sometimes making it impossible to even complete the household chores. On the other hand, personal life can also be demanding if you have a kid or aging parents, financial problems or even problems in the life of a dear relative. It can lead to absenteeism from work, creating stress and lack of concentration at work.

Work-personal life conflict occurs when the burden, obligations and responsibilities of work and family roles become incompatible. Obligation of one can force an individual to neglect the other.

Work-family conflict may assume the form of:
- time-based;
- strain-based and;
- behaviour-based conflict.

Hence, Reasons of Work-Life Balance divided into Three parts:

1)   Time based reasons:
A decade back, employees used to have fixed working hours or rather a 9 to 5 job from Monday to Friday. The boundary between the work and home has disappeared with time. But with globalization and liberalization in the bank sector, the concept of fixed working hours is fading away. Instead of just 7 or 8 a day, people are spending as much as 12-16 hours every day in banks. In addition to this, the technological blessings like e-mail, text messaging and cell phones which were

thought of as tools to connect them to their work being away from their workplace, have actually integrated their personal and professional lives. Now professionals find themselves working even when they are on vacations. Tabassum et al. (2011) Long working hours, excessive work pressure and handling demanding and unique customers in banks has become a take-for-granted phenomenon in the banking sector.

2)   Strain – based reasons:

Most of us are aware those banks are giving more importance to CRM (Customer Relationship Management) activities. Increasing customer service and satisfaction is being given more importance in present era, demanding task having emotional labour (Glomb et al, 2004) is a great source of stress. Another important source of stress being role ambiguity in banking sector is largely prevailing, as in the words of Mohan Deshmukh(2004), Manager-costing, United Western Bank Ltd states that "In Indian banks, job descriptions are still not drawn up in greater detail so as to cover individual posts in a branch or departments of branch and controlling offices. Job profiles and job requirements are not defined." Even Narasimham committee(l991) on financial reforms has enumerated a number of problems relating to HRM in banking such as over manning, low man power productivity, indiscipline, restrictive practices, lack of management commitment to training etc., are few of the additional reasons.

At the family end, expected role to be played (Rajydhaksha 2000) by the individual at home like being spouse, father/mother, son/daughter also brings the effect on individual's Work-Life balance. In our country where caretaking of the elderly and children is necessary and most of the house chores are done by women, such increased expectations and responsibilities in the family becomes more burdens on the work-life balance of Indians.

3)   **Behaviour – based reasons:**

The speed of advancement of information technology, the increasing competition in the talent supply market has led to a "performance-driven" culture creating pressures and expectations to performance more and better every time. Also, many a times, many people find it difficult to say "NO" to others especially their superiors. They usually end up over burdening themselves with work.

In addition to this individual personality traits of being workaholic and over-committed to work can form the behaviour based reasons for work-life imbalance.

2.6.4   Expected Outcomes of Work-Life Balance in Banking Sector:

Walton (1975) mentioned, "dissatisfaction with working life is a problem which affects almost all workers at one time or another, regardless of position or status. The frustration, boredom, and anger common to employees disenchanted with their work life can be costly to both individual and organization." Some important facts were revealed by Negi et.al (2012) 43% employees from public sector and 39% private sector banks accepted that they do not feel happy in their work About 71% public sector employees were dissatisfied with the policies/facilities regarding time off for family engagements where as the private sector bank employees also followed the same trend with 58 % of their employees. Working in odd shifts /after work hours influences marital relationships was accepted by 69 % employees in the public sector while it was leading with 73 % in the private sector banks. The study also revealed that as high as 82 %of the employees in public sector and 84 % in private sector found it difficult to maintain work life balance after a child break.

It is well known that outcomes of work-life programs are innumerable. In addition, many overseas studies have also shown that there is a symbiotic

relationship between work and person/family life. It is understandable that employees who are able to effectively balance the demands of work and their personal/family life are motivated to give their best a work. In short, work-life strategy can align the corporate and individual goals to attain a win-win scenario. Though the direct financial payback of Work-Life Programmes is difficult to quantify, there has been already ample research evidence gathered in reaping the intermediate benefits of Work-Life policies. These intermediate benefits in turn contribute to the better performance of companies.

A Mental Health Foundation from England working since 70 years in the field of mental health, founded by Dr. Derek Ritcher, a nuerochemistin his survey found that:

- One third of respondents feel unhappy or very unhappy about the time they devote to work

- More than 40% of employees are neglecting other aspects of their life because of work, which may increase their vulnerability to mental health problems

- When working long hours more than a quarter of employees feel depressed (27%), one third feel anxious (34%), and more than half feel irritable (58%).

- The more hours you spend at work, the more hours outside of work you are likely to spend thinking or worrying about it.

- As a person's weekly hours increase, so do their feelings of unhappiness.

- Many more women report unhappiness than men (42% of women compared with 29% of men), which is probably a consequence of competing life roles and more pressure to 'juggle'.

- Nearly two thirds of employees have experienced a negative effect on their personal life, including lack of personal development, physical and mental health problems, and poor relationships and poor home life.

Major intermediate benefits to banks are:

1. **Reduced stress, absenteeism and health costs:**

    Employees today are generally more stressed which reduce performance levels. Absenteeism due to family commitments and stress could be a major reason for low performance levels. Work-Life initiatives improves employee performance by reducing absenteeism, lateness, health care and sick-leave and hence their related costs. People who are free of worry about what is going on at home can be more productive at work.

2. **Improved staff morale and engagement:**

    Work-Life helps employees lead a healthier and more balanced life by allowing them to better concentrate at work, improving the work environment by increasing motivation and job satisfaction. Other studies have shown that improved staff morale lead to more committed staff and better performance.

3. **Improved customer satisfaction:**

    Better customer response is possible through telecommuting and the longer operating hours that can be arranged by giving employees flexibility. At the same time, more motivated employees who have their personal needs addressed are more likely to go the extra mile to keep customers happy. Turnover, and the subsequent need for re-establishment of relationship and rework, is also listed as major factor contributing to loss of customers.

4. **Improved recruitment, retention and reduced turnover:**

    Work-Life initiatives give organisations a human face that allows prospective employees to distinguish one employer from another. To attract employees and hold on to them, forward thinking companies are

letting their employees know that they are just as concerned about their employees lives outside work and about helping them to manage their work and personal commitments and aspirations. Work-Life Programme's key advantage is therefore positive branding in recruitment and retention of talent.

2.6.5 Expected Benefits to Bank Employees:

1. Reduction in the negative impact of work on home and family life
2. Reduced stress levels
3. Control over time management in meeting work-life commitments
4. Increased focus, motivation and job satisfaction knowing that family and work   commitments are being met
5. Increased job security from the knowledge that an organisation understands and supports workers with family responsibilities.
6. Creating work life balance within the workplace

2.7   DISCUSSIONS :

The in-depth study of literature review gives enough understanding of variables to be undertaken for the research Work-Life Balance in Banking sector.

The following table will reveal the details of the variables, their sources and its influence in terms of time, strain and behavioural issue of work-life balance:

Table 2.1 : Details of Variables and their Sources

Sr. No.	Variable	Source Author	Influence
1	Gender	Hill, Miller, Weiner, & Colihan (1998), Voydanoff (1998	Behaviour and strain
2	Age	Allen Herst, Bruck, Sutton (2000)	Behaviour and strain
3	Family support	Parasuraman et.al	Time, strain

Sr. No.	Variable	Source Author	Influence
		(1996)	
4	number of children	Parasuraman et.al (1996)	
5	responsibilities at Home	Parasuraman et.al (1996)	
4	Work to Home Interference and Home to Work Interference (WHI & HWI)	Frone, Russell and Cooper (1992)	Time, Strain, Behaviour
5	No. Of Hours	Alam et al. (2009)	Time
6	Career Stage	Sturges (2008)	Strain
7	Socio-cultural forces	Cooper, Dewe, & O'Driscoll (2001)	Behaviour, Time
8	work-related outcomes (e.g., job satisfaction, commitment, turnover intentions, absenteeism, performance and success), non-work-related outcomes (e.g., marital, family, leisure and life satisfaction, family performance),	Allen et al. (2000), Shortland (2004) and Carbita & Perista (2006)	Outcome of Work-Life Balance

Based on the above information a diagrammatic representation can be shown for the better understanding:

Figure 2.14 : A Framework for study of Work-Life Balance in Banking Sector

Towards a Framework for study of Work-Life-Balance in Banking Sector

Personal Factors
- Age
- Gender
- Marital Status
- Workholism

Family Factors
- No. of Dependents
- Age group of Dependents
- Family type
- Working Spouse
- Support Mechanism
- Social Life Within / Outside Org.
- Spousal / Family Support

Organizational Factors
- Type of Bank
- Hierarchy Level
- Career Stage
- Number of working hours
- Interference of work On Home (WHI) & (HWI)
- Supervisory Support

WORK-LIFE BALANCE → **Job Satisfaction**
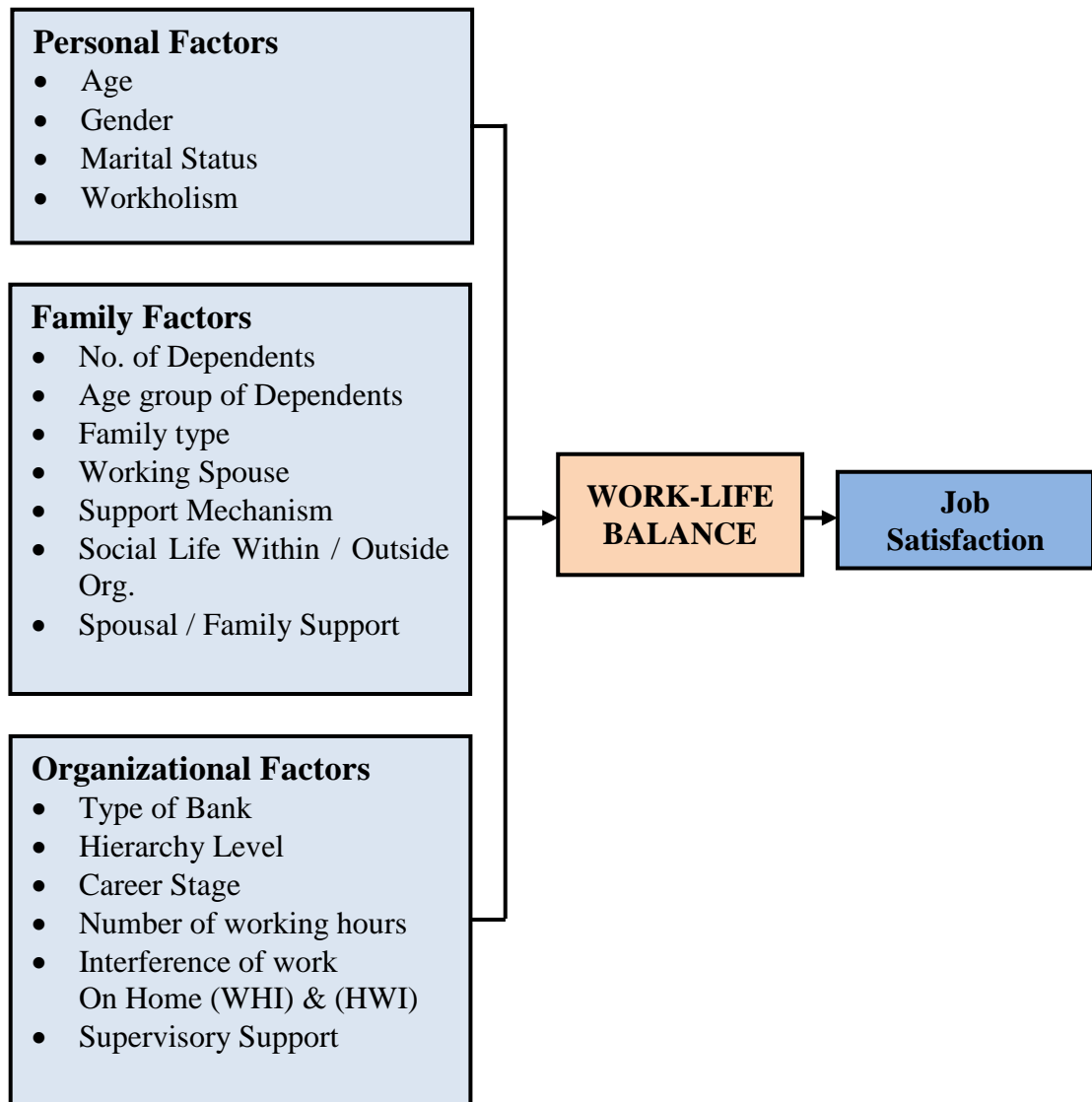
2.8   CONCLUSION:

The above figure suggests the framework for the study that researcher is undertaking. The tool for gathering primary information will contain the items for seeking the details of the above. The relation between the above variables will be studied and analysed with the help of statistical techniques and inference will be drawn to provide the cognition of the aspect.

Chapter-III

Research Methodology

CHAPTER-III

RESEARCH METHODOLOGY

<u>**CHAPTER-III**</u>

RESEARCH METHODOLOGY

3. <u>**BACKDROP**</u>**:**

This chapter provides the detailed description of the objectives, scope, significance, research design and sources of primary and secondary data. It also describes sampling design, data collection method & procedure adopted for collecting data, division of questionnaire, validity and reliability of questionnaire, details of processing data. Finally it describes the particular details of statistical tests used for analysis of the data.

3.1 <u>**INTRODUCTION**</u>**:**

Research is a scientific (Kothari 2000) systematic search for pertinent information on a specific topic. The Advanced Learner's Dictionary of Current English has given the meaning of research as "a careful investigation or inquiry especially through search for new facts in any branch of knowledge." Research is considered as an endeavor to arrive at answers to intellectual and practical problems through the application of scientific methods for knowable universe. It simply means a search for facts. Moreover, it is an organized inquiry.

3.2 <u>**RESEARCH GAP**</u>**:**

After the in-depth literature review, it was found that various aspects of Work-Life Balance have been studied by different researcher from various countries. The variables such as demographic factors, career aspects and outcomes of Work-Life Balance were studied separately, whereas this study basically would combine various personal, organizational and family factors and their influence on Work-Life Balance of Bank employees working in public, private, foreign and co-operative banks all together. Hence it attempts to discover,

- Work-life balance aspects of bank employees working in public, private, foreign and co-operative sector.
- Whether bank employees can manage their work-life.
- Different personal, family and organizational causes to the work-life imbalance.
- Support mechanism which helps to maintain the work-life balance.
- And to discover the relation between work-life balance and job satisfaction among bank employees.

On the basis of the said problem statements, the researcher has set the following objectives for the study:

3.3   OBJECTIVES:
1. To understand the concept of Work-Life Balance and background of banking sector jobs.
2. To study whether bank employees can balance their work/life
3. To study public, private, foreign and co-operative bank employees differ over work-life balance.
4. To study the factors influencing work-life balance.
5. To study the relationship between work-life balance and job satisfaction.
6. To present the model to study and predict the factors influencing work-life balance and outcomes.

3.4   HYPOTHESIS:
It is a supposition or explanation (theory) that is provisionally accepted in order to interpret certain events or phenomena, and to provide guidance for further investigation. A hypothesis may be proven correct or wrong, and must be capable of refutation. If it remains un-refuted by facts, it is said to be verified or corroborated.

Further from the statistical perspective it is an assumption about certain characteristics of a population. If it specifies values for every parameter of a population, it is called a simple hypothesis; if not, a composite hypothesis. If it attempts to nullify the difference between two sample means (by suggesting that the difference is of no statistical significance), it is called a null hypothesis.

Based on the objectives of the study the researcher hypothesizes the following:

1. Bank employees are unable to balance their work/life
2. Public, private, foreign and co-operative bank employees do not differ over work-life balance.
3. Personal, family and organization factors do not influence work-life balance.
4. Work-Life balance influences job satisfaction positively.

3.5   SCOPE AND LIMITATIONS OF THE STUDY:

The present study of Work-Life balance in banking sector covers the employees from public, private, foreign and co-operative banks having their branches in Pune City in Maharashtra. It covers employees at each hierarchical level of the branches like – branch managers, officers from various departments and clerks and sub staff employed.

It does not cover
1. Unscheduled Banks
2. NABARD (National Bank for Agriculture and Rural Development)
3. Rural co-operative banks like state, district and primary co-operative banks
4. SCARBDs (State-Level Co-operative Agriculture and Rural Development Banks, PCARDBs (Primary Co-operative Agriculture and Rural Development Banks)
5. Regional Rural Banks

Further, it does not cover
1. Wholesale banking branches (serving to industrial clients)
2. Treasury
3. Para-banking activity branches such as leasing business, merchant banking etc.

It even does not cover hierarchy level like
1. Senior Management Grade – Scale IV: Chief Manager
2. Senior Management Grade Scale V: Assistant General Manager
3. Top Management Grade Scale VI: Deputy General Manager
4. Top Management Grade Scale VII: General Manager

3.6   SIGNIFICANCE OF THE STUDY:

India is fastest growing economy, having many opportunities in banking sector. These opportunities will expose them with the problems of stress and health related issues. Demanding careers will pose the question of Work-Life Balance which has to be addressed and resolved. The findings present study of work-life balance in banking sector will reveal the scenario of the employees from Public, private, foreign and co-operative banks which can be further used for policy decisions also as the case studies for the student of management.

3.7   PILOT STUDY FOR NEED OF THE STUDY:

The Researcher had conducted a pilot survey to know whether a study is viable in terms need for the on Work-Life Balance on the sample of 100 working in Banks with a structured questionnaire, and found the following:

- almost 87% of the people feel their job makes them feel too tired to do the things that need attention at home.
- they feel having a good day on the job makes them a better companion at home.
- 50% of the people feel that their personal and family worries and problems distract them when they are at work.

This pilot study provided the basis for understanding the need of work-life balance practices/polices in the bank employees.

3.8   RESEARCH DESIGN:

The research design is the blueprint for fulfilling objectives and answering questions. According to Clifford Woody research comprises "defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deduction and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis." Research is really a method of critical thinking. Burns and Grove (2001) define Research methodology as the total strategy, from the identification of the problem, to the final plans for data gathering and analysis.

The present study of Work-Life balance in banking sector focuses to study the phenomena and characteristics associated with employees working in different types of banks and understanding the causes of the work-life imbalance, how they are able to balance, what factors help them to maintain the balance in work-life activities as well as the relationship between work-life balance and job satisfaction of these bank employees. The following table in which highlighted sentences describes the research design as per Donald Cooper and Pamela S Schindler, J.K. Sharma in Business Research Methods.

Table 3.1 : Explanation of Aspects Research Design

Category	Options
The degree to which the research question has been crystallized	Exploratory study **Formal study (begins with a hypothesis and involves precise procedures and data source specification)**
The method of data collection	Monitoring **Communication study (the researcher questions**

Category	Options
	the subjects and collects their responses by personal or impersonal means)
The power of the researcher to produce effects in the variables under study	Experimental **Ex-post facto (investigators have no control over the variables, they can only report what has happened or what is happening)**
The purpose of the study	**Reporting (provides a summation of data, often recasting data to achieve a deeper understanding or to generate statistics for comparison)** Descriptive Causal • Explanatory • **Predictive (Study attempts to predict an effect on one variable by another variable while holding all other variables constant.)**
The time dimension	**Cross-sectional studies (are carried out once and represent a snapshot of one point in time)** Longitudinal studies
The topical scope- breadth and depth of the study	Case **Statistical study (attempt to capture a population's characteristics by making inferences from a sample's characteristics. Hypotheses are tested quantitatively.**
The research environment	**Field setting(actual environmental conditions)** Laboratory research Simulation
The participant's perceptions of research activity	**Actual routine(Participants perceive no deviations from everyday routines)** Modified routine

The present study of Work-Life balance in banking sector begins with the formal hypothesis of discovering whether the bank employees are able to balance work/life, do different types of the bank employees differ in the balancing work/life. What are different causes and support mechanism do they adapt to? And is there any relation between work/life balance and job satisfaction among these employees. The researcher has used the structured questionnaire to solicit the responses from the bank employees from public, private, foreign and co-operative banks. The variables under study like gender, hierarchy, career stage, daily chores, stress at organization, workload, impact of work to home, impact of home to work, supervisory support, workholism, family and spousal support, job satisfaction etc. where investigator have no control over the variables, can only report what has happened or what is happening. The researcher will provide a summation of data, and recasts data to achieve a deeper understanding or to generate statistics for comparison and attempt to predict an effect on one variable by another variable while holding all other variables constant and present the current status of the phenomena. It was a statistical study which attempts to capture a population's characteristics by making inferences from a sample's characteristics. Hypotheses are tested quantitatively from the primary data received from employees of different sector banks and participants did not perceive any deviations from their everyday routines.

3.9   POPULATION:

A research population is also known as a well-defined collection of individuals or objects known to have similar characteristics. All individuals or objects within a certain population usually have a common, binding characteristic or trait.

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population

that researches are done. However, due to the large sizes of populations, researchers often cannot test every individual in the population because it is too expensive and time-consuming.

In this study all "Bank employees" forms the population for the research.

3.10   SOURCES OF SECONDARY DATA:

While primary data will be collected through questionnaires, depth interview, and observation; The secondary data will be obtained through

1. Internal Sources - These are within the organization
2. External Sources - These are outside the organization

Internal Sources of Data:

If available, internal secondary data may be obtained with less time, effort and money than the external secondary data. In addition, they may also be more pertinent to the situation at hand since they are from within the organization. The internal sources include

1. Publications and Reports- It gives information about the bank and their policies etc.
2. Internal Experts- These are people who are heading the various departments. They can give an idea of how a particular thing is working.

In addition to this, ample data will also be available outside the banks.

External Sources of Data:

External Sources are sources which are outside the banks in a larger environment. Collection of external data is more difficult because the data have much greater variety and the sources are much more numerous.

External data can be divided into following classes.

a) **Government Publications** - Government sources provide an extremely rich pool of data for the researchers. In addition, many of these data are available free of cost on internet websites. There are number of government agencies generating data. These are:

1. **Registrar General of India** - It is an office which generates demographic data. It includes details of gender, age, occupation etc.

2. **Central Statistical Organization** - This organization publishes the national accounts statistics. It contains estimates of national income for several years, growth rate, and rate of major economic activities. Annual survey of Industries is also published by the CSO. It gives information about the total number of workers employed, production units, material used and value added by the manufacturer.

3. **Planning Commission** - It provides the basic statistics of Indian Economy.

4. **Reserve Bank of India** - This provides detailed on information banking sector. It also publishes numerous useful articles and finance reports.

5. **Labour Bureau** - It provides information on skilled, unskilled, white collared jobs etc.

6. **National Sample Survey** - This is done by the Ministry of Planning and it provides social, economic, demographic, industrial and agricultural statistics.

b) **Non Government Publications** - These includes publications of various industrial and trade associations, such as

1. Various chambers of commerce

2. The Bombay Stock Exchange (it publishes a directory containing financial accounts, key profitability and other relevant matter)

3. Various Associations of Press Media.

4. Confederation of Indian Industries (CII)

c) **International Organization**- This will include,

1. The International Labour Organization (ILO)- It publishes data on the total and active population, employment, unemployment, wages and consumer prices

3.11 PRIMARY DATA:

Data collected from first-hand-experience is known as primary data. It is more reliable, authentic and objective. Therefore its validity is greater than secondary data. A research can be conducted without secondary data but a research based on only secondary data is least reliable and may have biases because secondary data has already been manipulated by human beings. In statistical surveys it is necessary to get information from primary sources and work on primary data: for example, the statistical records of female population in a country cannot be based on newspaper, magazine and other printed sources. One such sources are old and secondly they contain limited information as well as they can be misleading and biased.

In this study primary data will be collected through structured questionnaire and depth-interview of employees working in different types of banks at different hierarchy.

3.12 SAMPLING DESIGN:

This step in planning the research project is to identify the target population (those people, events, or records that contain the desired information and can answer the measurement questions) and then determine whether a sample or a census is desired. Taking a census requires that the researcher examine or count

all elements in the target population (which is impossible in present study as according to the data presented on RBI site there are approximately 10 lakh employees working in banking sector in India) and sample examines a portion of the target population, and the portion must be carefully selected to represent that population. The sample was comprised of employees all types ie. public, private, foreign and co-operative banks as well as all hierarchical level of bank branches.

3.12.1 Sample Selection:

The process of selecting a sufficient number of elements from the population is known as sampling. The following sample was selected for this study:

The sampling unit:
- Bank employees from public, private, foreign and co-operative banks.
- Bank employees from all cadre ie. Branch managers, Officers and Clerk, Sub-staff from different branches.
- Bank employees of all age groups.
- Bank employees including male and female irrespective of their experience (tenure of work).
- Bank employees willing to participate in survey.

3.12.2 Sample Size:

Holloway and Wheeler (2002) indicate that sample size does not influence the importance or quality of the study and in quantitative research sample should be such that the results of the sample study can be applied, in general, for the universe with a reasonable level of confidence. Keeping both the arguments in view, researcher has calculated sample size as follows:

$$n \; = \; (z^2 \; * \; s^2) / e^2$$

Where,

n = Sample Size

z = Standard Score of Level of Confidence (95 %)

i.e. 1.96 In this case

s = Standard Deviation =   Range / 6   =   (5-1)/6   = 4/6 = 0.67

e = tolerable error (considered as 7%)

Therefore,

$n = (1.96)^2 * (0.67)^2 / (0.0049)^2$

$= 1.720 / 0.0049 = 351$

Value of Z is taken from the statistic normal table and is equal to 1.96.

By using this formula, the value of the sample size should be 351, researcher had distributed 700 questionnaire, only 362 were received back and found 340 questionnaires to be useful for the study. 22 were rejected due to incomplete information.

So the investigator has taken the sample size = 340.

3.12.3 Sampling Strategy:

A sample strategy is designed that would be representative of people from various cadre of hierarchy and from all types of banks ie. Public sector, private sector, foreign banks and multi-state scheduled banks(co-operative banks).

To tackle the problem of under-representing, quota is applied across the entire sample. The following table shows target sample according to gender and cadre:

<u>**Table 3.2 : Sampling Strategy**</u>

Gender Cadre→ ↓	Managers	Officers	Clerks and Other support staff
Male	25	50	100
Female	25	50	100
Total	**50**	**100**	**200**
Grand Total	**350**		

The List of Banks to be included in the study is as follows :

Table 3.3: List of Banks in the Study

Sr. No.	Name of the Bank
1	State Bank of India
2	State Bank of Hyderabad
3	State Bank of Patiala
4	State Bank of Bikaner and Jaipur
5	Punjab National Bank
6	Canara Bank
7	Bank of India
8	Bank of Baroda
9	Bank of Maharashtra
10	Central Bank of India
11	HDFC
12	Axis Bank
13	ICICI
14	Kotak Mahindra Bank
15	IndusInd Bank
16	Standard Chartered Bank
17	Citibank
18	HSBC
19	Yes Bank
20	Royal Bank of Scotland
21	Abhyudaya co-operative Bank
22	The Cosmos Co-operative Bank
23	Bharati Sahakari Bank
24	Shamarao Vithal Co-operative Bank
25	Saraswat Co-operative Bank Limited

3.13   DATA COLLECTION:

Kothari (2000) indicates that, in dealing with any real life problem it is often found that data at hand are inadequate and hence, it becomes necessary to collect data that are appropriate.

3.13.1 Method of Data Collection:

According to Saunders et al(2007) there are many ways in which the data can be collected: performing interviews, using questionnaires, or conducting experiments. According to Uma Sekaran (2000) projective tests can also be employed where respondents are asked to write a story, complete a sentence or describe their reactions to pictures. According to Kothari (2000) primary data can be collected by any one or more of the following ways:

1. By observation
2. Through personal interview
3. Through telephone interview
4. By mailing of questionnaires
5. Through schedules

Every method has its own merits and demerits. Thus it is important to give attention to the choice of the data collection method. In this context Dr. A.K. Bowley very aptly remarks, that in collection of statistical data commonsense is the chief requisite and experience the chief teacher.

3.13.2 Collection of data through questionnaires:

According to C.R. Kothari(2009) this method of data collection is quite popular, particularly in case of big enquiries. It is being adopted by private individuals, research workers, private and public organizations and even by governments. Questionnaires claim the following merits:

1. There is low cost even when the universe is large and is widely spread geographically.

2. It is free from the bias of the interviewer; answers are in respondents own words.

3. Respondents have adequate time to give well thought out answers

4. Respondents, who are not easily approachable, can also be reached conveniently.

5. Large samples can be made use of and thus the results can be made more dependable and reliable.

Main demerits of administering questionnaires are - low rate of return of duly filled in questionnaires, possibility of ambiguity, omission of replies and slowest of all.

As researcher wanted to collect the data which was structured and wanted reach out maximum number of employees of the bank located in various places and from different types of banks ie. Public, private, foreign, co-operative banks without any bias and this tool gave the freedom to the researcher as also can be filled in with greater convenience of the respondents, so structured questionnaire was prepared and administered to solicit the responses from the respondents.

3.13.3 Data Collection Procedure:

In order to obtain necessary information, researcher needed to administer the questionnaire from various branches of different types of banks ie. Public, private, foreign and co-operative. Researcher contacted branch managers and enquired for the time availability of all the staff and then visited the branches. Sometimes researcher explained questions in questionnaire and kept the questionnaire with the respondents and collected them next day.

3.13.4 Structure of Questionnaire:

The questionnaire was comprised of 4 parts:

PART-I : General information (measured using multiple options/ choice, dichotomous scale)

1. Demographic information - Name, Mobile no. and Email Id, Gender, Age, Marital Status, No. of dependents, Age group of children and parents, Family type, working spouse
2. About employment - Type of bank, hierarchy level, career stage, number of working days, number of working hours, commuting time
3. About responsibilities at home and the frequency of these activities. Taking care of parents/ children, Cleaning/dusting, Cooking, buying grocery, Teaching kids, support mechanism for daily chores
4. About stress related discomfort/diseases.
5. Ability to balance work-life
6. Level of difficulty in balancing work-life

PART-II: Factors influencing work-life (measured using Likerts 5 point scale having 1=Never.. 5=Always)

1. Interference of Work on Home
2. Interference of Home on Work
3. Social life within organization
4. Social life outside organization
5. Workholism
6. Supervisory support
7. Spousal and Family support

PART-III: **Outcome of work-life balance (measuring satisfaction level using Likerts 5 point scale having 1=strongly disagree... 5=strongly agree)**

1. Job satisfaction
2. Career Satisfaction
3. Health
4. Life satisfaction
5. Quality time with family
6. Free time for self
7. Time for friends, hobbies, etc.
8. Salary

PART-IV : Suggestion for banks to improve the work-life policies

3.13.5 Questionnaire Development:

The questionnaire was developed taking the references from all existing literature and the major references are as follows:

1. Dr. Ajay Chauhan, "A Study of Work-Life Balance of B-School Faculty in Delhi region"
2. Rincy V. Mathew and N. Panchanatham, " An Exploratory Study On The Work-Life Balance Of Women Entrepreneurs In South India", Asian Academy of Management Journal, Vol. 16, No. 2, 77–105, July 2011
3. Cohen, S. and Williamson, G. Perceived Stress in a Probability Sample of the United States. Spacapan, S. and Oskamp, S. (Eds.) The Social Psychology of Health. Newbury Park, CA: Sage, 1988.PERCEIVED STRESS SCALE

4. Sabine A. E. Geurts a , Toon W. Taris a , Michiel A. J. Kompier a , Josje S. E. Dikkers a , Madelon L. M. Van Hooff a & Ulla M. Kinnunen b a Radboud University Nijmegen, Nijmegen, The Netherlands b University of Jyväskylä, Jyväskylä, Finland , "Work-home interaction from a work psychological perspective: Development and validation of a new questionnaire, the SWING", Work & Stress, October-December 2005; 19(4): 319_/339

5. Dr. Paul l. Laterille and J.A. Latereille, The Third Work-Life Balance Employee Survey : Technical Report", Employment Relations Occasional Paper, July 2011

3.13.6 Validity and Reliability of Questionnaire:

The questionnaire consisted of several questions regarding the different aspects of this research as given above. Before the questionnaire was finalized a pilot study had been conducted to check the validity and reliability of the same. Validity was tested using focused interview and group discussions and the Cronbach's alpha was used as an indicator of the reliability of the questionnaire and the Cronbach alpha was found to be 0.87 . Cronbach's alpha will generally increase as the inter-correlations among test items increase, and is thus known as an internal consistency estimate of reliability of test scores. Because inter correlations among test items are maximized when all items measure the same construct, Cronbach's alpha is widely believed to indirectly indicate the degree to which a set of items measures a single unidimensional latent construct.

3.14 PROCESSING OF DATA:

Processing and analyzing data involves a number of closely related operations which are performed with the purpose of summarizing the collected data and organizing these in a manner that they answer the research questions (objectives).

The Data Processing operations are:

1. Editing- a process of examining the collected raw data to detect errors and omissions and to correct these when possible.

2. Classification- a process of arranging data in groups or classes on the basis of common characteristics. Depending on the nature of phenomenon involved, the data was classified according to attributes.

3. Tabulation-Tabulation is the process of summarizing raw data and displaying the same in compact form for further analysis. It is an orderly arrangement of data in columns and rows.

4. Tabulation is essential because:

   - It conserves space and reduces explanatory and descriptive statement to a minimum.

   - It facilitates the process of comparison.

   - It facilitates the summation of items and the detection of errors and omissions.

   - It provides the basis for various statistical computations.

To avoid possible errors in the calculation and analysis Researcher had made it sure to get the completely filled questionnaire. In case of any unfilled data out of oversight, while discussing with the respondents, researcher made attempt to understand their stand, and filled the necessary details.

The Data received was coded according to the option ticked.

3.15   STATISTICAL ANALYSIS OF THE DATA:

Data input was being of 340 bank employees and having different variables under study, its analysis was done using IBM SPSS Statistics 20.0

Various tests applied were as follows:

1. **Frequency distribution** - A frequency distribution is an arrangement of the values that one or more variables take in a sample. Each entry in the table contains the frequency or count of the occurrences of values within a particular group or interval, and in this way, the table summarizes the distribution of values in the sample.

2. **Graphs and charts** - A picture is worth a thousand words. This is certainly true when you're presenting and explaining data. Information communicated in tables can be misunderstood, a graph or a chart, help people understand data quickly.

3. **Cross tabs** - Cross tabulation (or crosstabs for short) is a statistical process that summarizes categorical data to create a contingency table. They are heavily used in survey research, business intelligence, engineering and scientific research. They provide a basic picture of the interrelation between two variables and can help find interactions between them.

4. **χ 2 test** - A chi-squared test, also referred to as chi-square test or χ^2 test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true. Also considered a chi-squared test is a test in which this is *asymptotically* true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough. The chi-square (I) test is used to determine whether there is a significant difference between the expected frequencies and the observed frequencies in one or more categories.

5. **Kruskal-Wallis test of normality** - The Kruskal–Wallis one-way analysis of variance by ranks (named after William Kruskal and W. Allen Wallis) is a non-parametric method for testing whether samples originate from the same distribution. It is used for comparing two or more samples that are independent, and that may have different sample sizes, and extends the Mann–Whitney U test to more than two groups. The parametric equivalent of the Kruskal-Wallis test is the one-way analysis of variance (ANOVA). When rejecting the null hypothesis of the Kruskal-Wallis test, then at least one of sample stochastically dominates at least one other sample. The test does not identify where this stochastic dominance occurs or for how many pairs of groups stochastic dominance obtains. Dunn's test would help analyze the specific sample pairs for stochastic dominance. Since it is a non-parametric method, the Kruskal–Wallis test does not assume a normal distribution of the residuals, unlike the analogous one-way analysis of variance. If the researcher can make the more stringent assumptions of an identically shaped and scaled distribution for all groups, except for any difference in medians, then the null hypothesis is that the medians of all groups are equal, and the alternative hypothesis is that at least one population median of one group is different than the population median of at least one other group.

6. **Mann-Whitney test** - the Mann–Whitney *U* test (also called the Mann–Whitney–Wilcoxon (MWW), Wilcoxon rank-sum test, or Wilcoxon–Mann–Whitney test) is a nonparametric test of the null hypothesis that two populations are the same against an alternative hypothesis, especially that a particular population tends to have larger values than the other. It has greater efficiency than the t-test on non-normal distributions, such as a mixture of normal distributions, and it is nearly as efficient as the t-test on normal distributions.The Wilcoxon rank-sum

test is not the same as the Wilcoxon signed-rank test, although both are nonparametric and involve summation of ranks.

Assumptions and formal statement of hypotheses

Although Mann and Whitney developed the MWW test under the assumption of continuous responses with the alternative hypothesis being that one distribution is stochastically greater than the other, there are many other ways to formulate the null and alternative hypotheses such that the MWW test will give a valid test.[2]

A very general formulation is to assume that:

1.   All the observations from both groups are independent of each other,

2.   The responses are ordinal (i.e. one can at least say, of any two observations, which is the greater),

3.   The distributions of both groups are equal under the null hypothesis, so that the probability of an observation from one population (X) exceeding an observation from the second population (Y) equals the probability of an observation from Y exceeding an observation from X. That is, there is a symmetry between populations with respect to probability of random drawing of a larger observation.

4.   Under the alternative hypothesis, the probability of an observation from one population (X) exceeding an observation from the second population (Y) (after exclusion of ties) is not equal to 0.5. The alternative may also be stated in terms of a one-sided test, for example: $P(X > Y) + 0.5$ $P(X = Y) > 0.5$.

5. Logistic Regression- Logistic Regression, or Logit Regression, is a type of probabilistic statistical classification model. It is also used to predict a binary response from a binary predictor, used for predicting the outcome of a categorical dependent variable (i.e., a class label) based on one or more predictor variables (features). That is, it is used in estimating the parameters of a qualitative response model. The probabilities describing the possible outcomes of a single trial are modeled, as a function of the explanatory (predictor) variables, using a logistic function. Frequently (and subsequently in this article) "logistic regression" is used to refer specifically to the problem in which the dependent variable is binary—that is, the number of available categories is two—while problems with more than two categories are referred to as multinomial logistic regression or, if the multiple categories are ordered, as ordered logistic regression.

6. Logistic regression measures the relationship between a categorical dependent variable and one or more independent variables, which are usually (but not necessarily) continuous, by using probability scores as the predicted values of the dependent variable

7. ROC curve - ROC curve, is a graphical plot which illustrates the performance of a binary classifier system as its discrimination threshold is varied. It is created by plotting the fraction of true positives out of the total actual positives (TPR = true positive rate) vs. the fraction of false positives out of the total actual negatives (FPR = false positive rate), at various threshold settings. TPR is also known as sensitivity or recall in machine learning. The FPR is also known as the fall-out and can be calculated as one minus the more well known specificity. The ROC curve is then the sensitivity as a function of fall-out. In general, if both of the probability distributions for detection and false alarm are known, the ROC curve can be generated by plotting the Cumulative Distribution

Function (area under the probability distribution from -inf to +inf) of the detection probability in the y-axis versus the Cumulative Distribution Function of the false alarm probability in x-axis.

ROC analysis provides tools to select possibly optimal models and to discard suboptimal ones independently from (and prior to specifying) the cost context or the class distribution. ROC analysis is related in a direct and natural way to cost/benefit analysis of diagnostic decision making.

3.16   CONCLUSION:

Having described all the research methodology in detail, the next chapter will provide the analysis of data processed results in detail.

Chapter-IV

Data Analysis and

Hypothesis Testing

<div align="center">**CHAPTER-IV**</div>

<div align="center"># DATA ANALYSIS AND HYPOTHESIS TESTING</div>

<div align="center">

CHAPTER-IV

DATA ANALYSIS AND HYPOTHESIS TESTING

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4.   BACKDROP:

This chapter is outcome of a process of analysis of data. This includes inspecting, cleaning, transforming, and modeling the collected primary and secondary data with the goal of discovering useful information, suggesting conclusions, and supporting decisions for policy making that will be helpful for Bankers. Here, data analysis has multiple facets and approaches, encompassing diverse techniques such as frequency distribution, tabulating, arrangement of data in graphical form as well as testing the data with the help of statistical tools.

4.1   INTRODUCTION:

The present study of work-life balance in banking sector was to discover.

- Work-life balance aspects of bank employees working in public, private, foreign and co-operative sector.
- Whether bank employees can manage their work-life.
- Different personal, family and organizational factors influencing to the work-life balance.
- Support mechanism which helps to maintain the work-life balance.
- And to discover the relation between work-life balance and job satisfaction among bank employees.

The data collected from various bank employees was analysed with the help of IBM SPSS Statistics 20.0. Data input was collected from 340 bank employees at different hierarchy using structured questionnaire. The internal consistency of items in the questionnaire was validated using Cronbach's alpha and found to be 0.87. The following tables and test analysis describes the purpose of using the test and their results followed by conclusion.

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4.2   TABLES AND CHARTS:

We have all heard the old adage: "a picture is worth a thousand words". One of the best techniques for understanding data is to visualize the numbers as a picture. This can make it far easier to see a pattern or it can expose patterns that might otherwise have been concealed.

1. **Tables :** Good tables are an integral part of your package, whether this is a news release, an analytical article or a research paper. Using tables effectively helps minimize the number of data values in your text. It also eliminates the need to discuss less significant variables that are not essential to the story line.

   In her book on writing about numbers, Miller (2004) gives the following guidelines on how to design good tables:

   - Make it easy for your audience to find and understand numbers within your tables.
   - Design both the layout and the labeling of your tables in a straightforward and unobtrusive fashion, so the attention is on the substantive points to be conveyed by your data, rather than on the structure of the table.

2. **Charts :** Statistics can often be better understood when they are presented in a chart than in a table. A chart is a visual representation of statistical data, in which the data are represented by symbols such as bars or lines. It is a very effective visual tool, as it displays data quickly and easily, facilitates comparison and can reveal trends and relationships within the data. A chart generally takes the form of a one- or two-dimensional figure, such as a bar chart or a line chart. Although there are three-dimensional charts available, they are usually considered too complex to be easily understood. Charts can be used to illustrate patterns

in a large amount of data or to communicate a key finding or message. You should consider using charts if you want to show:

- Comparison: How much? Which item is bigger or smaller?
- Changes over time: How does a variable evolve?
- Frequency distribution: How are the items distributed? What are the differences?
- Correlation: Are two variables linked?
- Relative share of a whole: How does one item compare to the total?

Table 4.1 : Number of Respondents (Gender wise)

Gender	Frequency	Percent	Cumulative Percent
Male	251	73.8	73.8
Female	89	26.2	100.0
Total	**340**	**100.0**	

Chart 4.1: Number of Respondents (Gender wise)
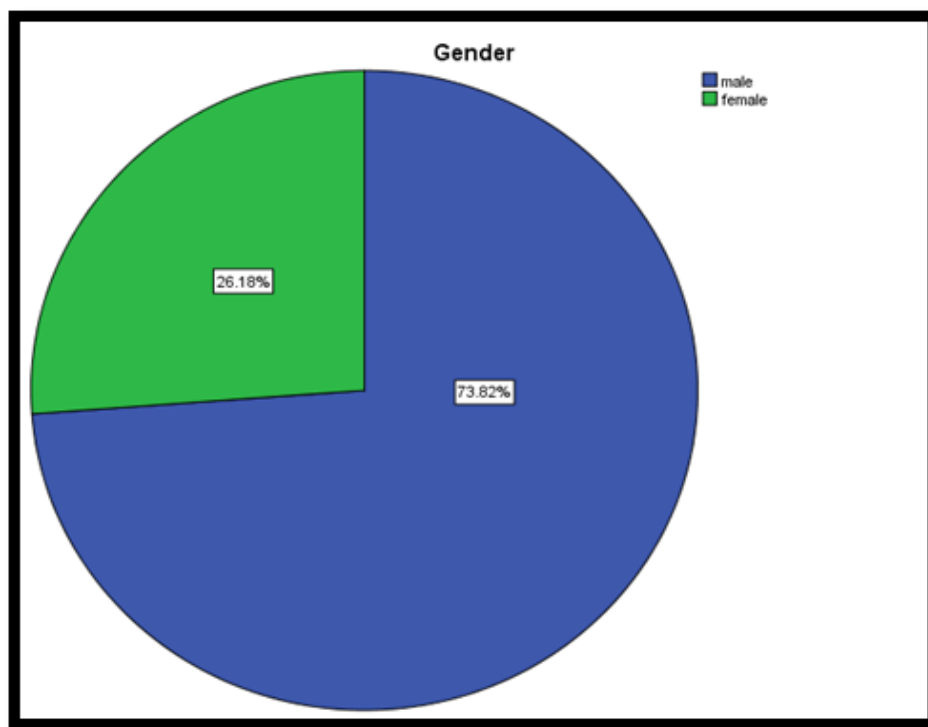
The above pie chart represents the percentage of gender wise composition of survey respondents. This suggests that, out of 340 respondents 251 were male and 89 were female employees from different types of banks participated in the survey.

Table 4.2 : Number of Respondents (Age group wise)

Age Group	Frequency	Percent	Cumulative Percent
20-30	136	40.0	40.0
30-40	118	34.7	74.7
40-50	55	16.2	90.9
above 50	31	9.1	100.0
Total	**340**	**100.0**	

Chart 4.2 : Number of Respondents (Age group wise)
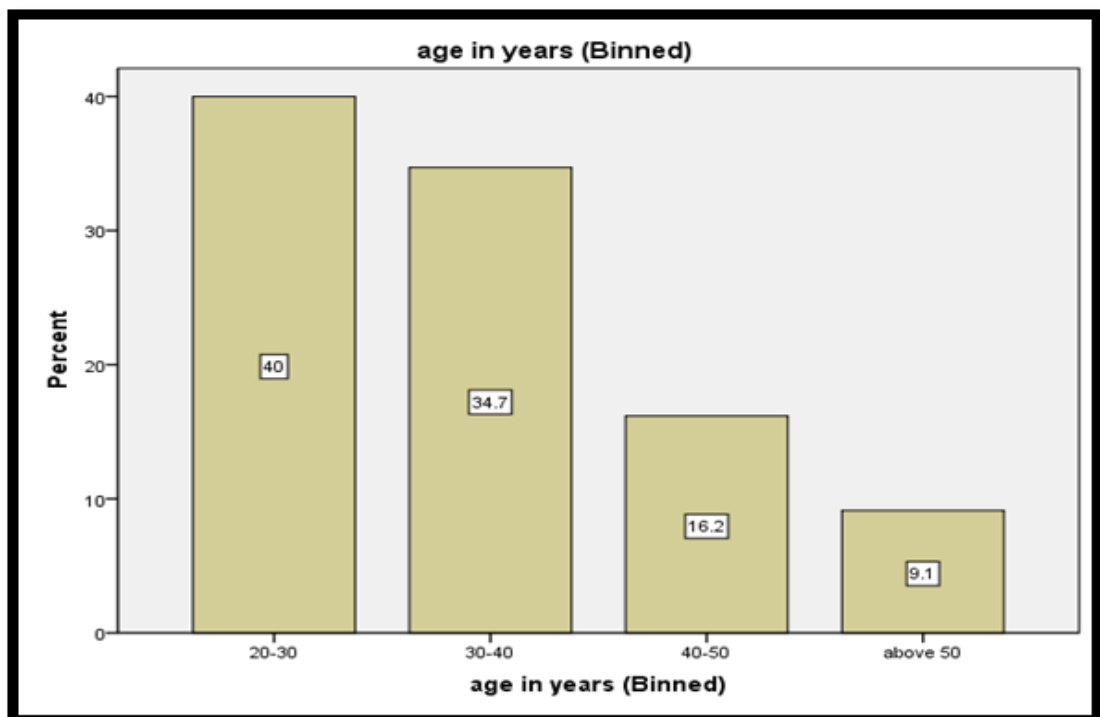
This bar-graph shows the number of respondent bank employees from different age groups who participated in the survey. Totally there were 340 respondents, out of which 136 were from age group 20-30, 118 were from age group 30-40, 55 belonged to age group 40-50 and 31 were above 50 age.

Table 4.3 : Number of Respondents (Marital Status)

Marital Status	Frequency	Percent	Cumulative Percent
Married	236	69.4	69.4
Single	104	30.6	100.0
Total	**340**	**100.0**	

Chart 4.3: Number of Respondents (Marital Status)
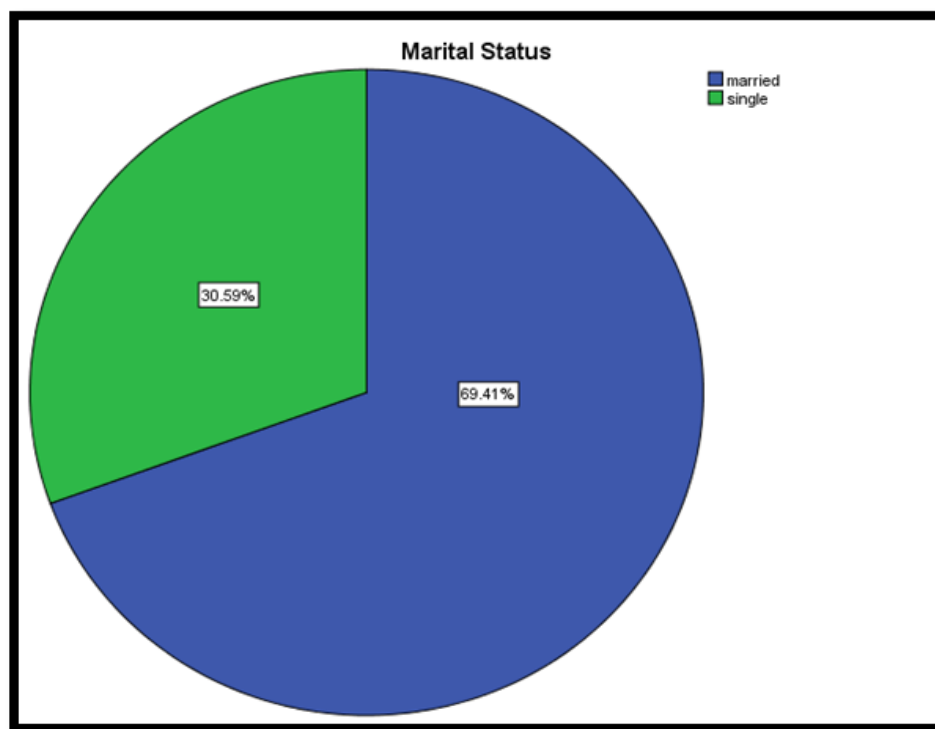
The above pie chart represents the percentage of marital status of survey respondents. This suggests that, out of 340 respondents 236 were married which forms 69.41% and 104 were single which forms 30.59% employees from different types of banks participated in the survey.

Table 4.4: Number of Respondents (Bank wise)

Type of Bank	Frequency	Percent	Cumulative Percent
Public Sector Bank	89	26.2	26.2
Private Sector Bank	130	38.2	64.4
Foreign Bank	59	17.4	81.8
Co-operative Bank	62	18.2	100.0
Total Number of Respondents	**340**	**100.0**	

Chart 4.4 : Number of Respondents (Bank wise)
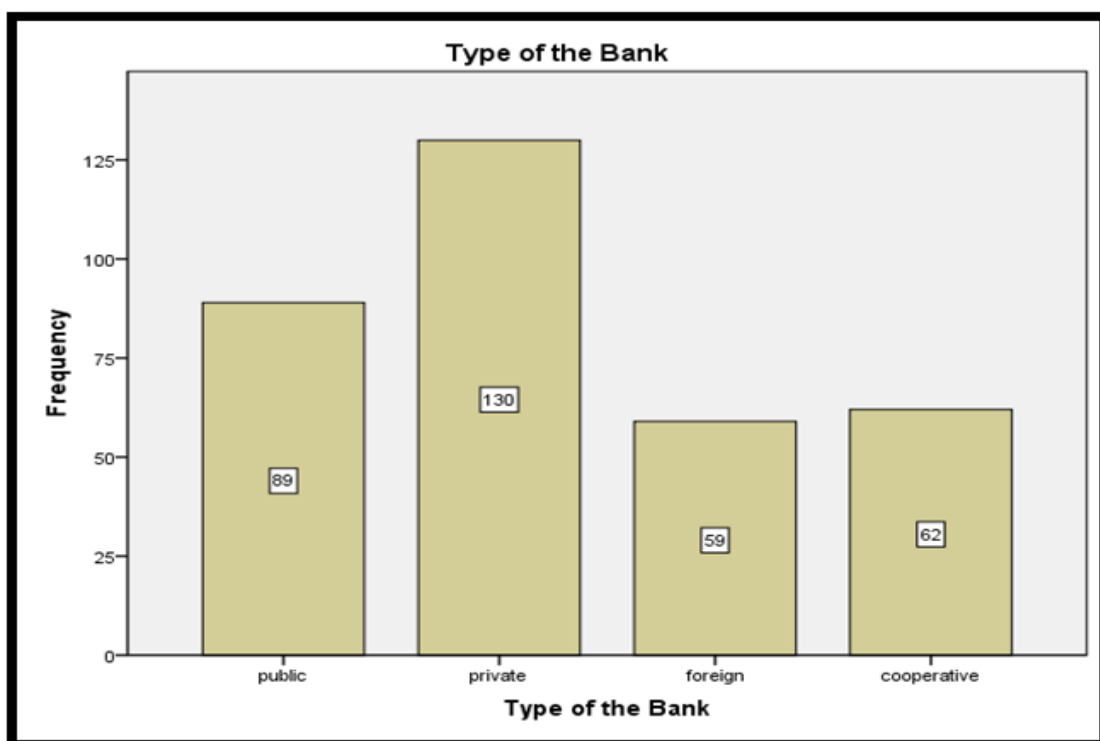
This bar-graph and frequency distribution table it is seen that, in total there were 340 respondents, out of which 89 from public sector, 130 from private sector, 59 from foreign bank and 62 from co-operative bank employees had participated.

Table 4.5 : Number of Respondents (Hierarchy wise)

Hierarchy Level	Frequency	Percent	Cumulative Percent
Branch Managers	21	6.2	6.2
Officers	64	18.8	25.0
Clerks	255	75.0	100.0
Total	**340**	**100.0**	

Chart 4.5 : Number of Respondents (Hierarchy wise)
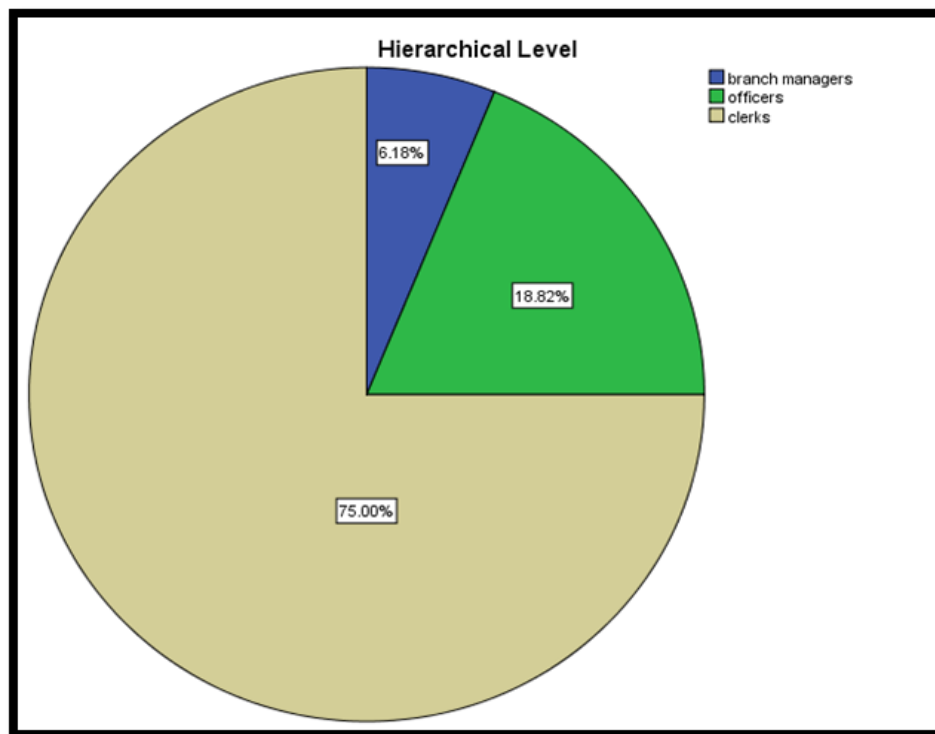
The above pie chart represents the percentage of the employees at each hierarchical level from different types of banks participated. In Total, there were 340 respondents, out of which 21 branch managers, 64 officer of various category and 255 clerks and sub-staff from different types of bank had participated in the survey.

Table 4.6 : Number of Respondents (Family type wise)

Particulars	Frequency	Percent	Cumulative Percent
Nuclear	209	61.5	61.5
Joint Family	131	38.5	100.0
Total	**340**	**100.0**	

Chart 4.6: : Number of Respondents (Family type wise)
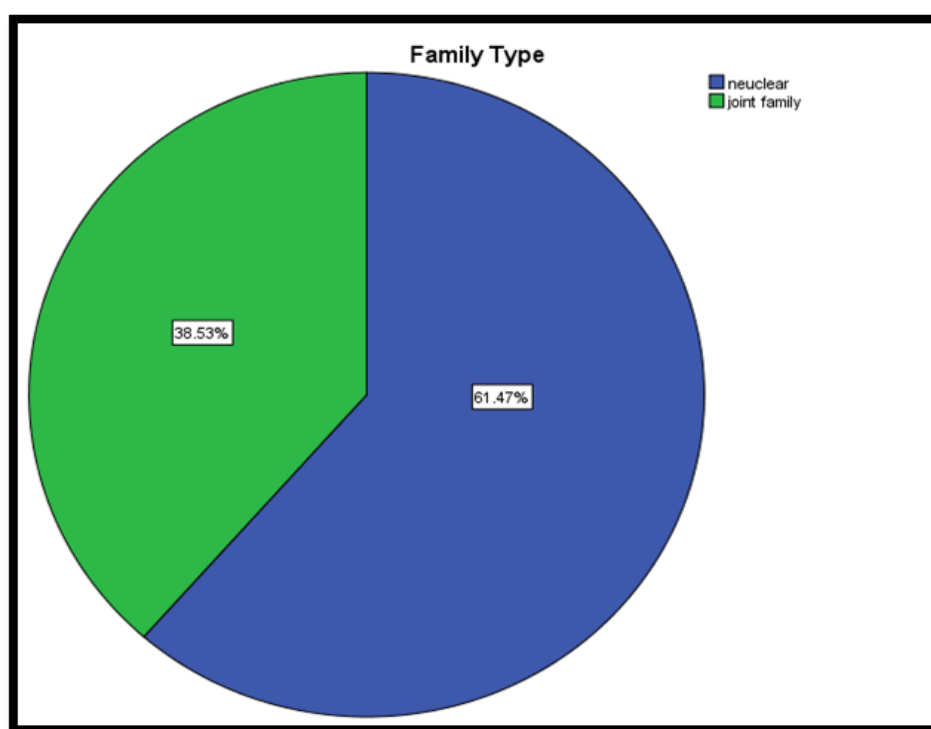
The above pie chart represents the percentage of respondent having nuclear or joint family. This suggests that, out of 340 respondents 209 (61.47%) lived in nuclear family and others ie. 131(38.53%) lived in joint family.

Table 4.7: Number of Respondents having Working Spouse

Particulars	Frequency	Percent	Cumulative Percent
Yes	141	41.5	55.1
No	115	33.8	100.0
Not Applicable	84	24.7	
Total	**340**	**100.0**	

Chart 4.7: Number of Respondents having Working Spouse
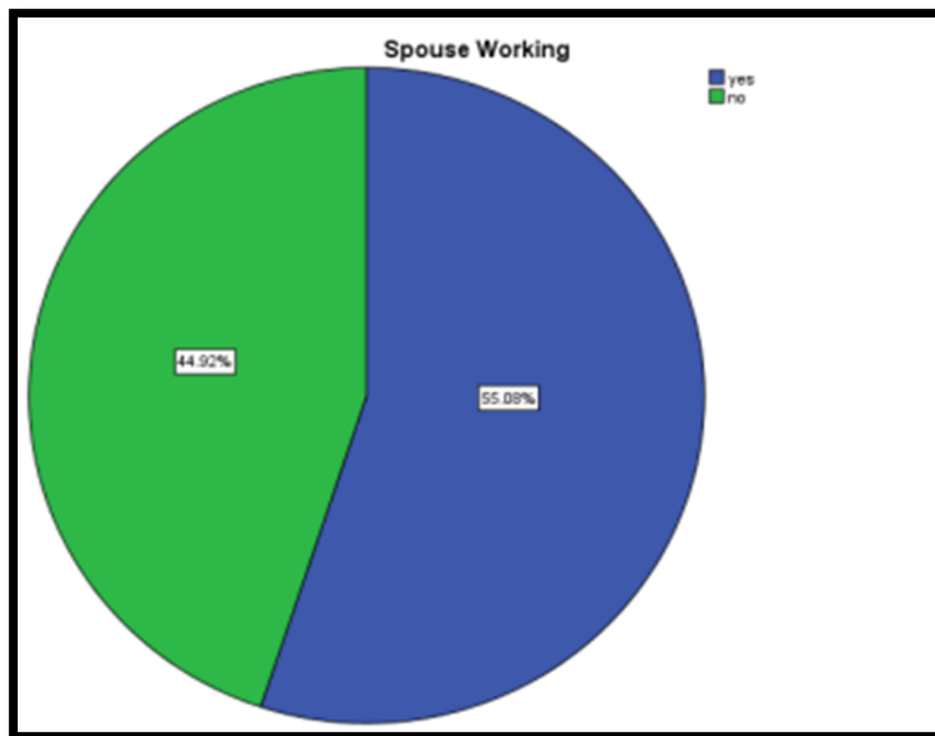
The above pie chart represents the percentage of respondent having their spouse working or not. Out of 340 respondents 141 (41.5%) respondents' spouse was working and 115 (33.8%) employees spouse did not work. 84 were singles, which counts for 24.7% of total respondents.

Table 4.8 : Number of Dependents of Respondent Employees

Number of Dependents	Frequency	Percent	Cumulative Percent
<2	143	42.1	42.1
2-4	174	51.2	93.2
>4	23	6.8	100.0
Total	**340**	**100.0**	

Chart 4.8: Number of Dependents of Respondent Employees
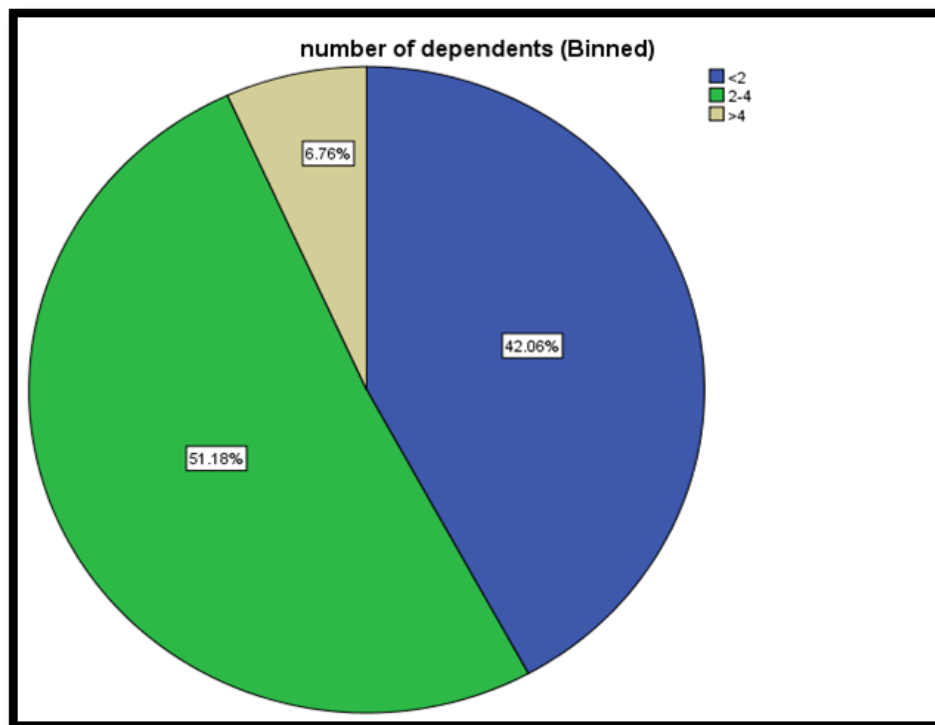
The above pie chart represents the percentage of employees having different number of dependents, of survey respondents. This suggests that, out of 340 respondents 143 were having less than 2 dependents, whereas 174 were having 2-4 dependents and 23 were having more than 4 dependents, which forms 42.06%, 51.18% and 6.76% respectively.

Table 4.9 : Age group of Respondent's Children

Particulars	Frequency	Percent	Cumulative Percent
No Child	30	8.8	12.7
Below 10	108	31.8	58.5
10-20	63	18.5	85.2
Above 20	35	10.3	100.0
Not Applicable	104	30.6	
Total	**340**	**100.0**	

Chart 4.9 : Age group of Respondent's Children
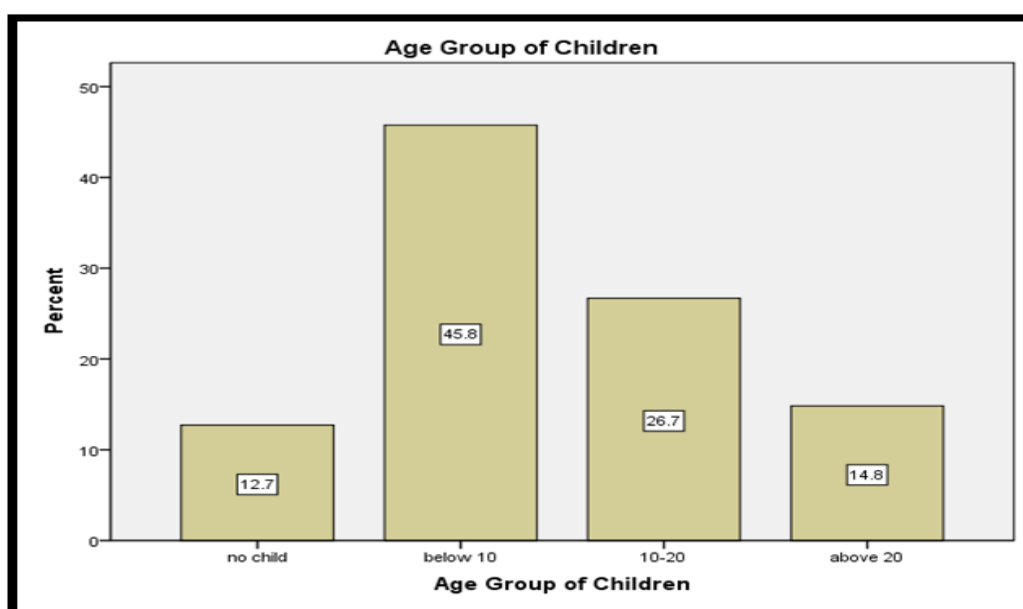
This bar-graph shows the respondents' children age group. Out of 340 respondent bank employees from different banks who participated in the survey, 12.7% did not had any child, whereas 45.8% were having children below age group 10, 26.7% were having children belonging to age group 10-20 and others ie. 14.8% had children of age group above 20.

Table 4.10 : Age group of Respondent's Parents

Particulars	Frequency	Percent	Cumulative Percent
below 60	154	45.3	46.7
60-70	145	42.6	90.6
above 70	31	9.1	100.0
Not Applicable	10	2.9	
Total	**340**	**100.0**	

Chart 4.10: Age group of Respondent's Parents
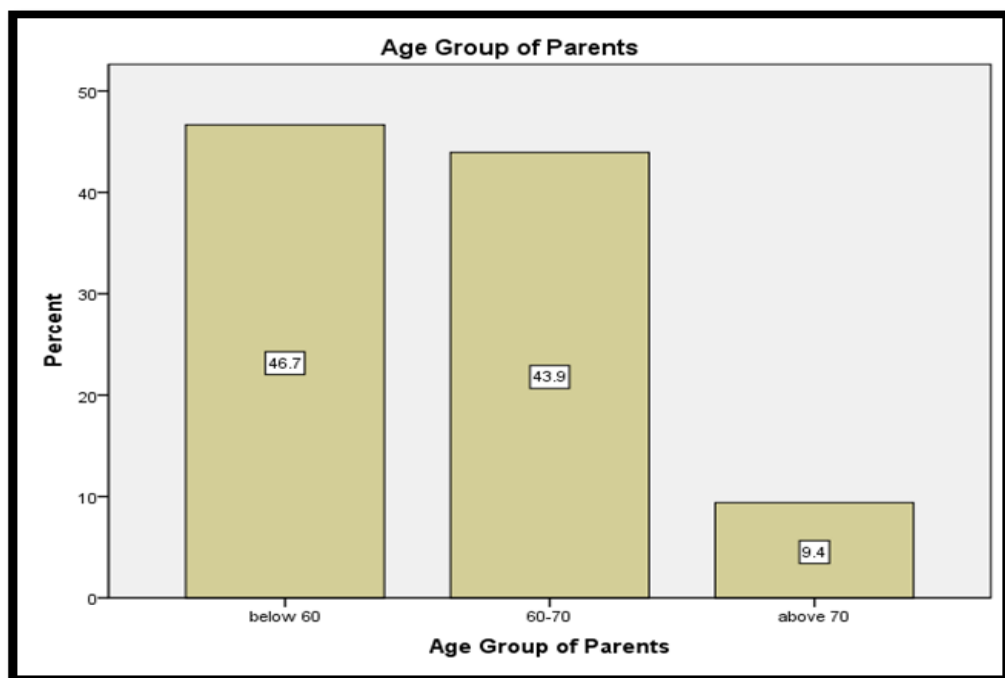
This bar-graph shows the respondents' parents age group. Out of 340 respondent bank employees from different banks who participated in the survey, 46.7% were having the parents who belonged to age group below 60, 43.9 % had of age group 60-70 and 9.4% were having the parents of age above 70.

Table 4.11: Activities/ Responsibilities at Home

Particulars	Frequency	Cumulative Percent
Taking Care Of Parents/ Children	59	8.5%
Cleaning Dusting	203	29.3%
Cooking	138	19.9%
Buying Grocery	205	29.5%
Others	89	12.8%
Total	**694**	**100.0%**

The above table shows multiple response analysis for the variable "Activities at Home (Daily Chores), to know about the respondents home related responsibilities. This variable had 5 options like 1. Taking care of parents and children 2. Cleaning and dusting 3. Cooking 4. Buying grocery and 5. Others etc. From the table it is seen that most of the respondents were involved in buying grocery (29.5%), cleaning and dusting (29.3%), followed by cooking (19.9%) other activities (12.8%) and a few (8.5%) were involved in taking care of parents/children. Thus it can be concluded that respondents were having different kinds of responsibilities at home.

Chart 4.11 Activities/ Responsibilities at Home and their percentage
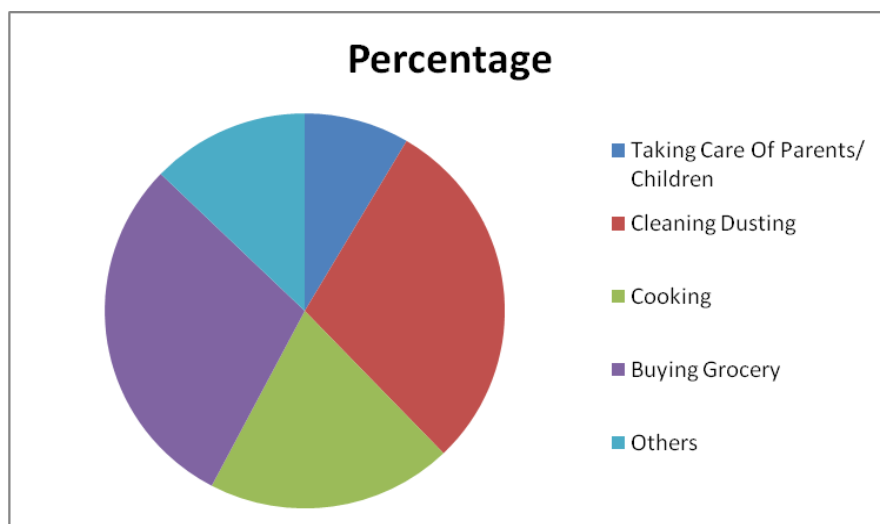
Table 4.12 : Frequency of the Activities

Particulars	Frequency	Percent	Cumulative Percent
Always	108	31.8	41.5
Often	33	9.7	76.5
Sometimes	119	35	94.4
Rarely	61	17.9	100.0
Never	19	5.6	
Total	**340**	**100.0**	

Chart 4.12: : Frequency of the Activities
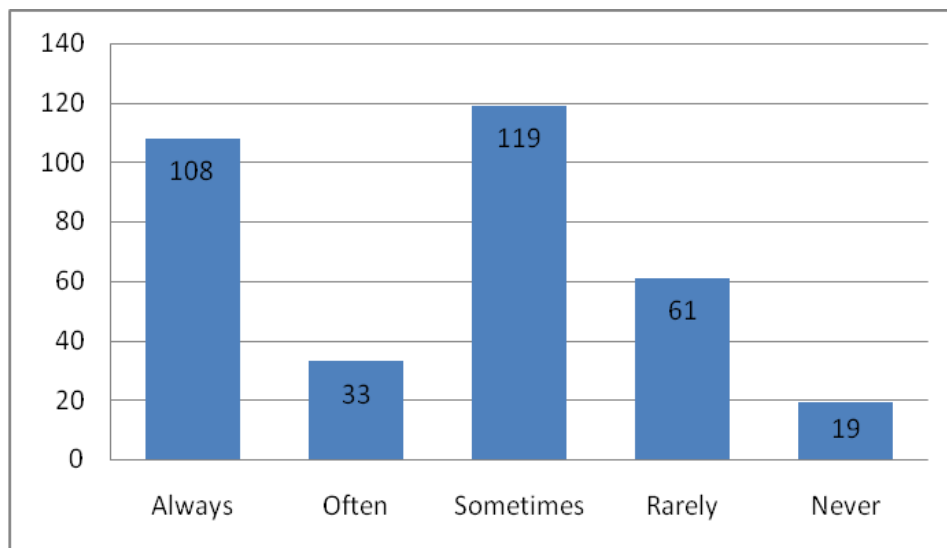
The above bar graph represents the frequency of activities at home (daily chores) by the respondents. About respondents 31.81% carries out the mentioned activities always, 9.7% perform the mentioned activities often, 35% agreed that they do it sometimes, 17.9% did rarely and 5.6% never do it.

Table 4.13 :Sharing of Children Care/Home Care Responsibility

Particulars	Frequency	Percent	Cumulative Percent
Spouse	89	26.2	26.2
Parents	101	29.7	55.9
Parents In Laws	8	2.4	58.2
Maid	106	31.2	89.4
Day Care Centre	36	10.6	100.0
Total	**340**	**100.0**	

Chart 4.13 :Sharing of Children Care/Home Care Responsibility
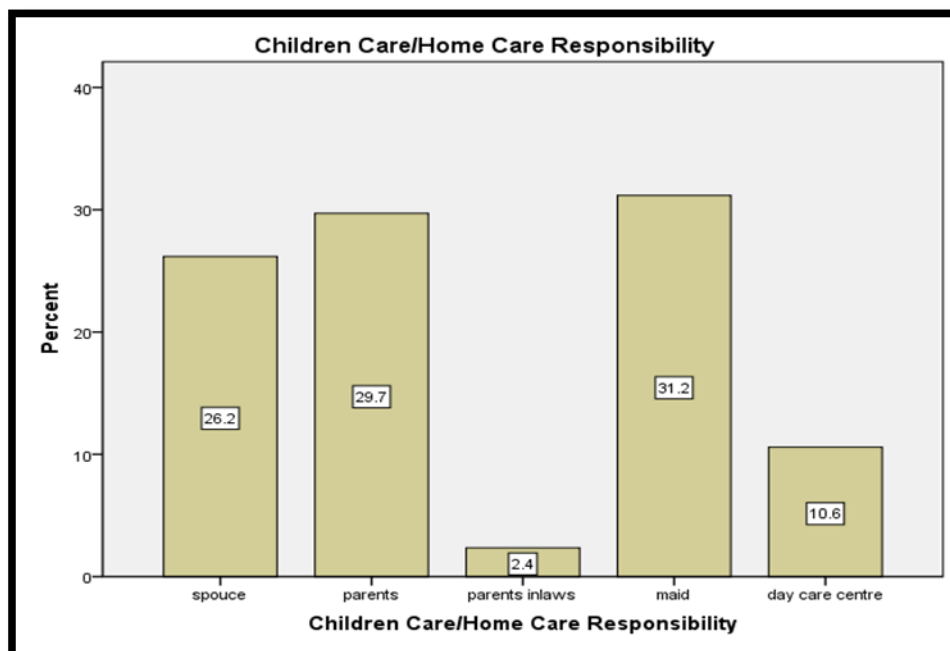
When asked about children care or home care responsibility when respondents go to office/bank, it was revealed by about 31.2% respondents maid are appointed to take care of the activities, 29.7% agreed that their parents take care of the activities, 26.2% say that their spouse take care, 10.6% take the help of day care centre and 2.4% are helped by their parents-in-law.

Table 4.14 : Number of Working Days

Particulars	Frequency	Percent	Cumulative Percent
5 Days	19	5.6	5.6
6 Days	321	94.4	100.0
Total	**340**	**100.0**	

Chart 4.14 : Number of Working Days
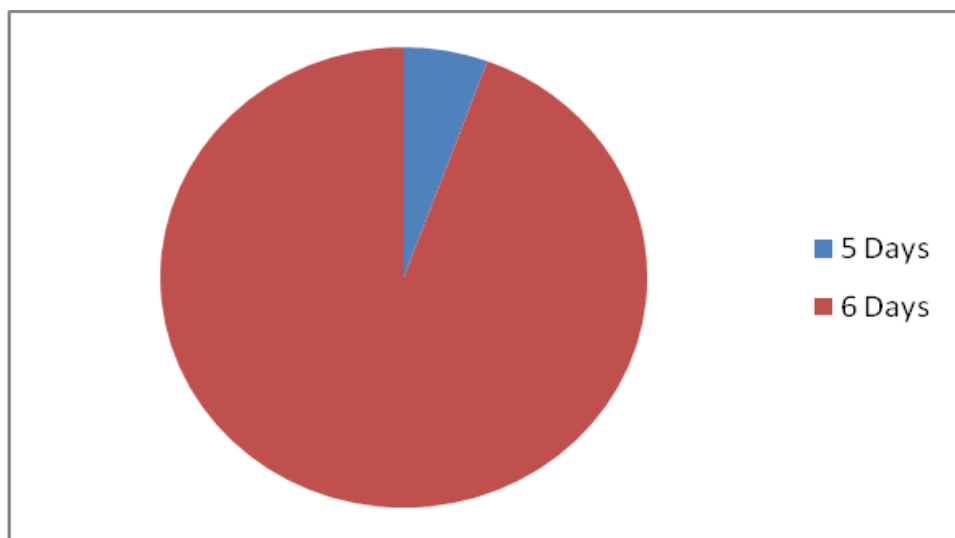
The above pie chart suggests that 94.4% banks follow 6 days of working, whereas a few 5.6 follow 5 days working.

Table 4.15 : Bank Operating Time for Customers

Particulars	Frequency	Percent	Cumulative Percent
6 Hours A Day	1	.3	.3
7 Hours A Day	10	2.9	3.2
8 Hours A Day	206	60.6	63.8
9 Hours A Day	123	36.2	100.0
Total	**340**	**100.0**	

Chart 4.15 : Bank Operating Time for Customers
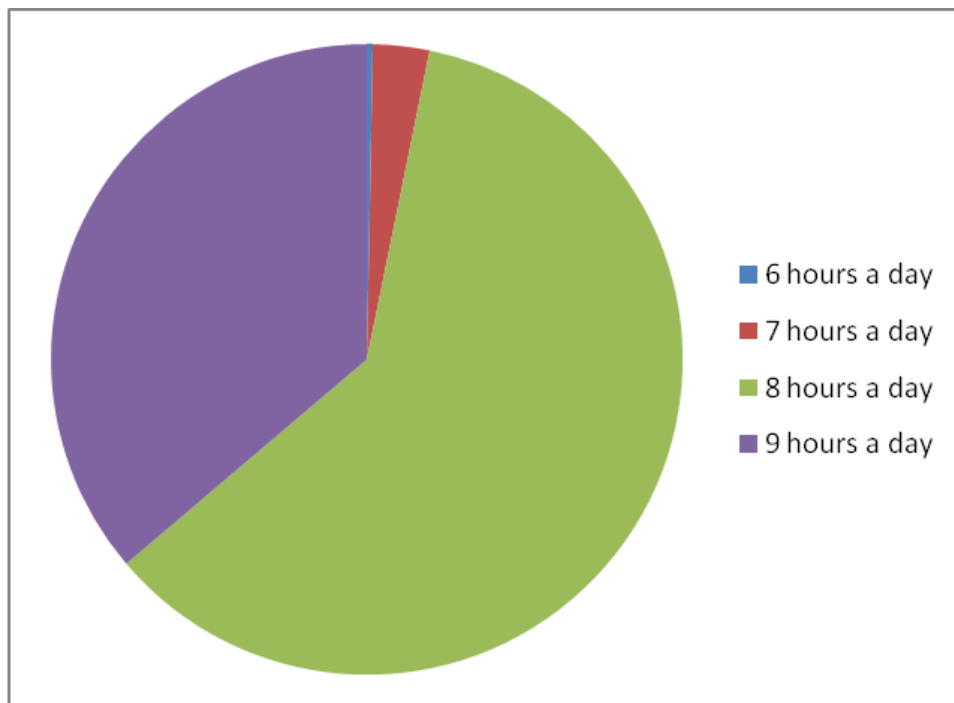
The above Pie-Chart reveals that 60.6% banks are open for 8 hours for customer services, 36.2% banks are open for 9 hours a day, 2.9% banks are open for 7 hours a day, whereas one or two (ie. 0.3%) remains open only for 6 hours a day.

Table 4.16 : Actual Working Hours for Bank Employees

Particulars	Frequency	Percent	Cumulative Percent
8 - 10 hours	131	38.5	38.5
10 - 12 hours	177	52.1	90.6
12 - 14 hours	31	9.1	99.7
more 14 hours	1	.3	100.0
Total	**340**	**100.0**	

Chart 4.16 : Actual Working Hours for Bank Employees
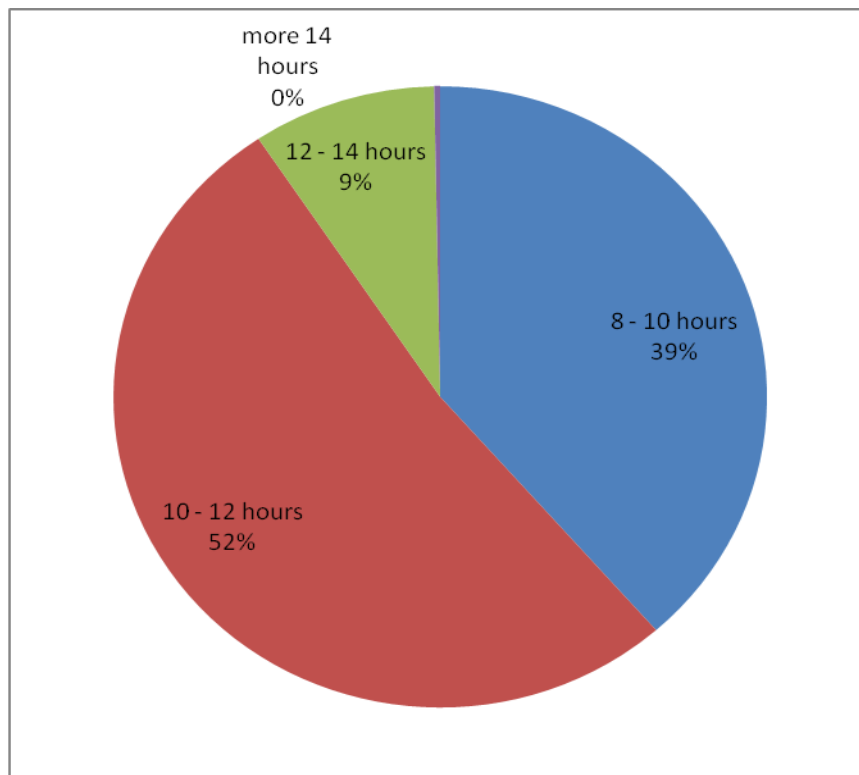
The above pie-chart reveals that around 52.1% bank employee work for 10-12 hours a day in a bank, 38.5% agreed that they work for 8-10 hours a day, 9.1% bank employees agreed that they work for 12-14 hours a day, a few 0.3%(only 1 respondent) accepted that they work more than 14 hours.

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Table 4.17 : Traveling Time required by Respondents

Particulars	Frequency	Percent	Cumulative Percent
Around 30 Minutes	159	46.8	46.8
More Than 30 Minutes And Less Than 1 Hour	87	25.6	72.4
More Than 1 Hour Less Than 1.5 Hours	56	16.5	88.8
More Than 1.5 Hours	38	11.2	100.0
Total	**340**	**100.0**	

Chart 4.17 : Traveling Time required by Respondents
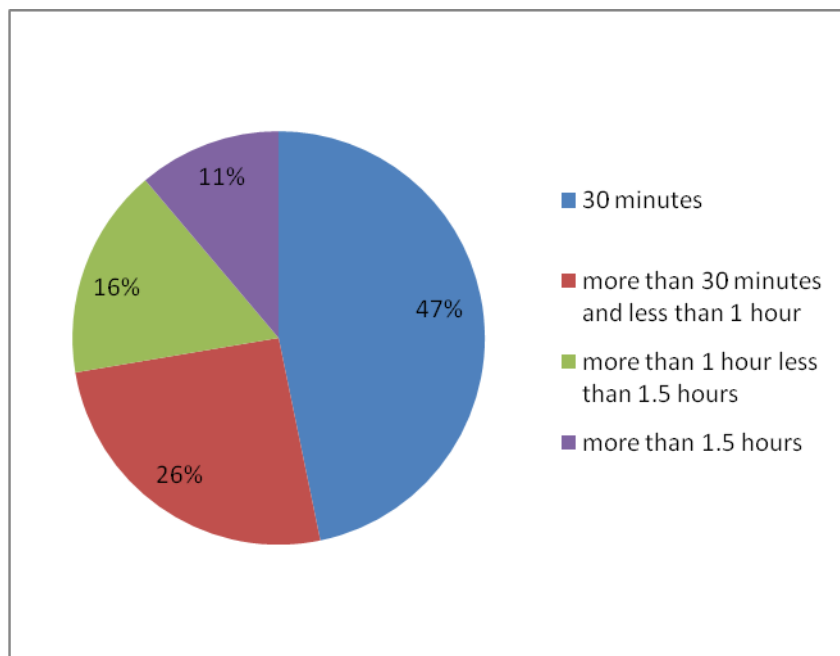
The above pie-chart reveals that around 46.8% of respondents require 30 minutes to reach to the bank, 25.6% require more than 30 minutes and less than 1 hour, 16.5% require 1 hour – 1 ½ hours and 11.2% require even more than 1 ½ hours to reach to the bank.

Table 4.18 : Stress related Health Issues

Particulars	Frequency	Cumulative Percent
Eye Sight Problem	44	10.9%
Obesity	45	11.1%
Diabetes	32	7.9%
Headaches	122	30.2%
Body Pain	152	37.6%
Hyper tension	9	2.2%
Total	**404**	**100.0%**

The above table shows multiple response analysis for the variable "Stress related health problems", to know whether the respondents suffers from stress related health problems. This variable had 6 options like 1. Eye sight problem 2. Obesity 3. Diabetes 4. Headaches 5. Body pain 6. Hyper tension From the table it is seen that most of the respondents had reported body pain (67.3%) after long hours of work, followed by headaches (54%), 19.9% reported obesity problem, 19.5% had eye sight problems, diabetes was also reported by 14.2% employees, lastly hypertension was reported by 2.2% employees. Thus it can be concluded that respondents were having different kinds of stress related health problems.

Chart 4.18 : Stress related Health issues percentagewise
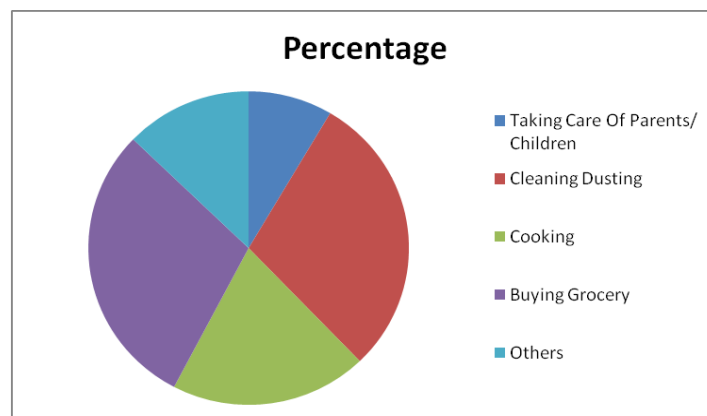
Table 4.19 : Ability to Balance Work-Life

Particulars	Frequency	Percent	Cumulative Percent
Able to Balance Work-Life	267	78.5	78.5
Unable to Balance Work-Life	73	21.5	100.0
Total	**340**	**100.0**	

Chart 4.19: Ability to Balance Work-Life
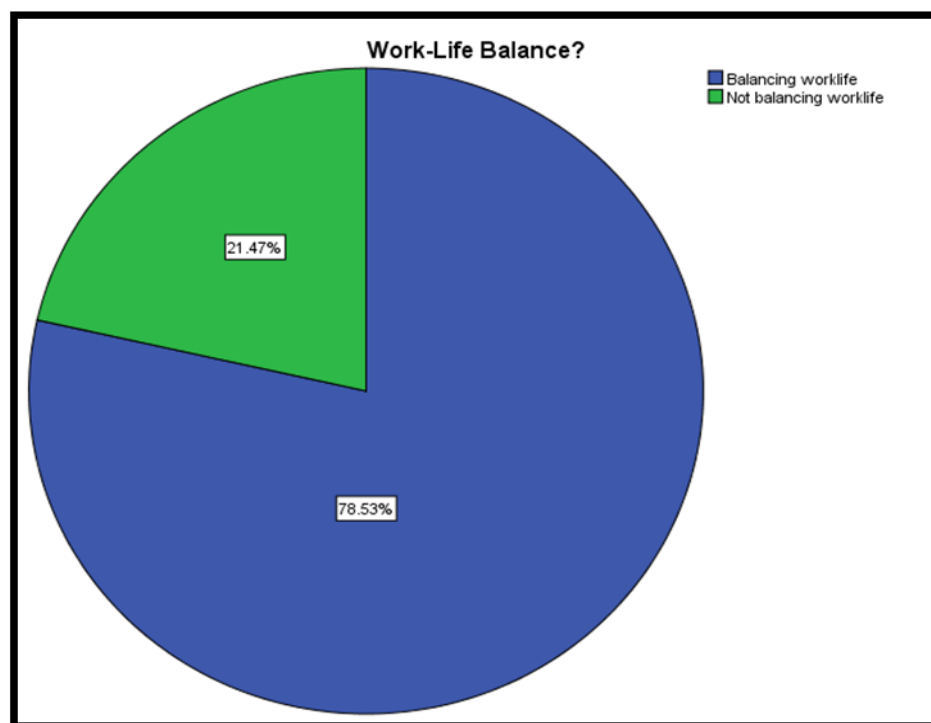
The above pie chart shows the percentage of bank employees who are able to balance the Work-Life. 78.53% agreed that they are able to balance Work-Life whereas 21.47% are not able to balance Work-Life

Table 4.20 :Opinion about Difficulty in Achieving Work-Life Balance

Particulars	Frequency	Percent	Cumulative Percent
Easy (Less Difficult)	112	32.9	32.9
Moderately Difficult	166	48.8	81.8
Hard (Highly Difficult)	62	18.2	100.0
Total	**340**	**100.0**	

Chart 4.20 :Opinion about Difficulty in Achieving Work-Life Balance
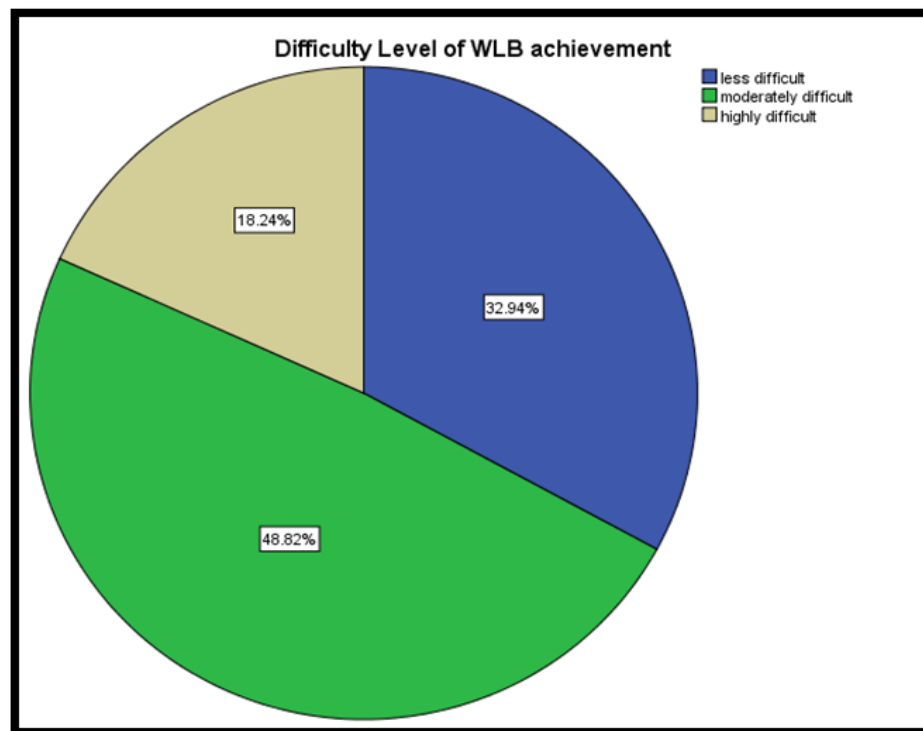
The above pie chart reveals the difficulty level in achieving the Work-Life Balance. Here it is evident that, 32.94% bank employee find it less difficult, 48.82% find it moderately difficult whereas 18.24% revealed that it is highly difficult achieve the Work-Life Balance.

Chart 4.21 : Negative WHI
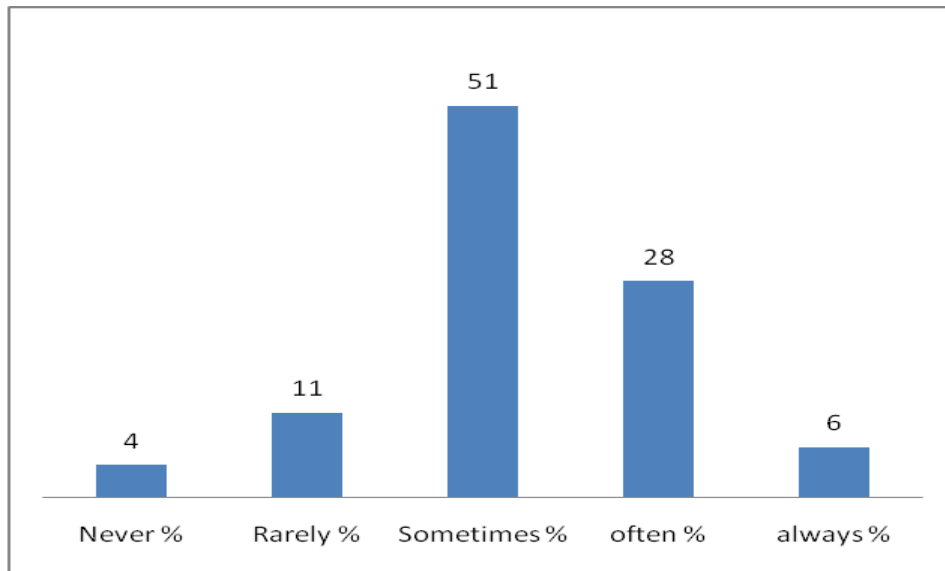
The above bar graph reveals the Negative Work-to-Home interference. 51% of the respondents agreed sometimes, 28% agreed often, 6% agreed always, 11% agreed rarely, 4% agreed never and feel that they experience negative inference of Work-to-Home

Chart 4.22 : Positive WHI
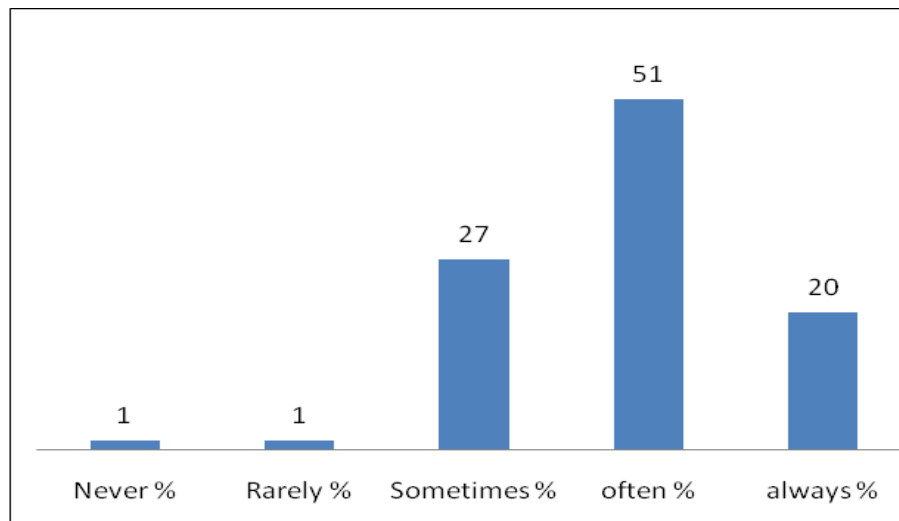
The above bar graph reveals the Positive Work-to-Home interference. 27% of the respondents agreed sometimes, 51% agreed often, 20% agreed always, 1% agreed rarely, 1% agreed never and feel that they experience positive inference of Work-to-Home

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Chart 4.23 : Negative HWI
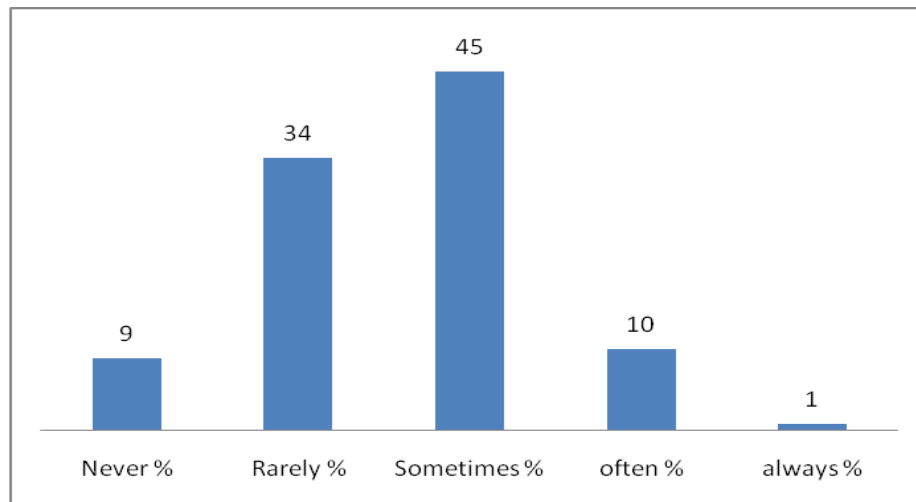
The above bar graph reveals the Negative Home-to-Work interference. 45% of the respondents agreed sometimes, 10% agreed often, 1% agreed always, 34% agreed rarely, 9% agreed never, and feel that they experience negative inference of Home-to-Work.

Chart 4.24 : Positive HWI
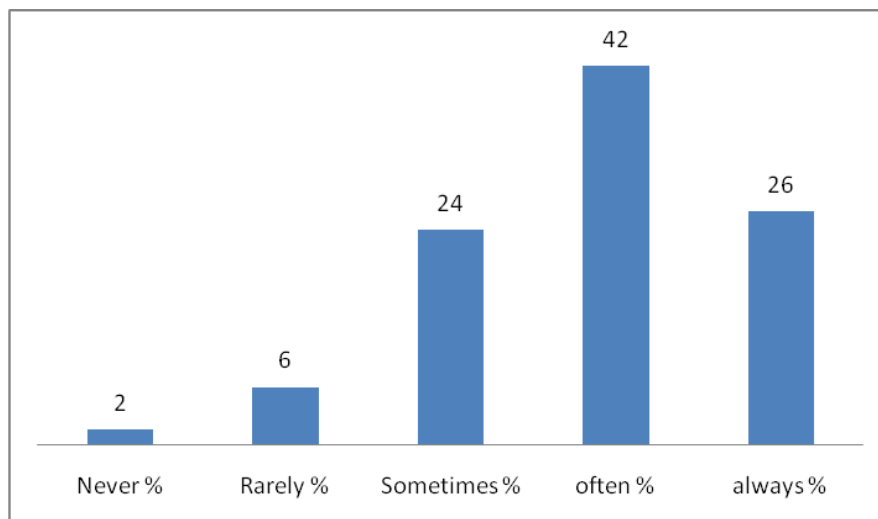
The above bar graph reveals the Positive Home-to-Work interference. 24% of the respondents agreed sometimes, 42% agreed often, 26% agreed always, 6% agreed rarely, 2% agreed never, and feel that they experience positive inference of Home-to-Work.

Chart 4.25 : Social Life within Organization
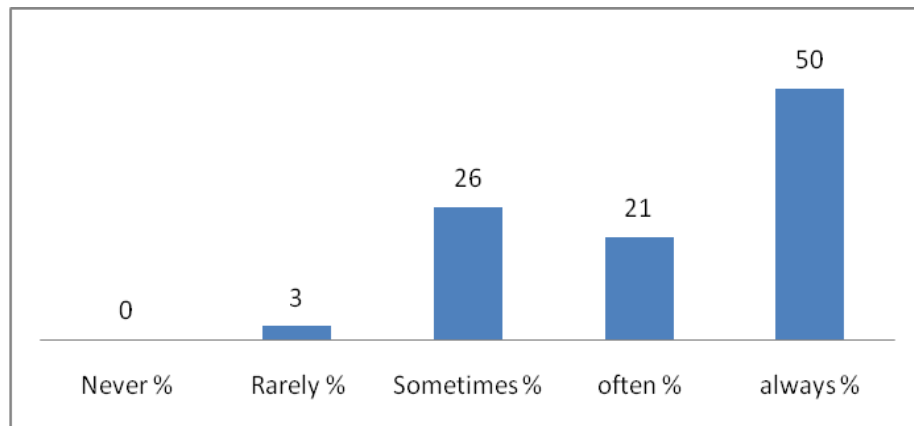
The above bar graph indicates the social life within organization that they benefit from, 26% agreed sometimes, 21% agreed often, 50% agreed always, 3% agreed rarely and feel that they enjoy and benefit from the social life (relation with superior, peer group and juniors etc.) within the organization.

Chart 4.26 : Social Life Outside the Organization
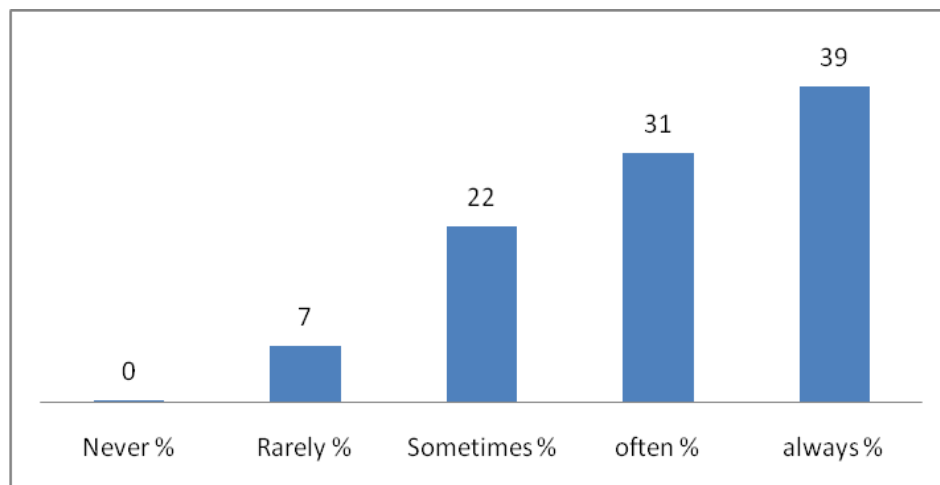
The above bar graph indicates the social life outside the organization that they benefit from, 22% agreed sometimes, 31% agreed often, 39% agreed always, 7% agreed rarely and feel that they enjoy and benefit from the social life (relation with friends, relatives etc.) outside the organization.

Chart 4.27: Workaholism
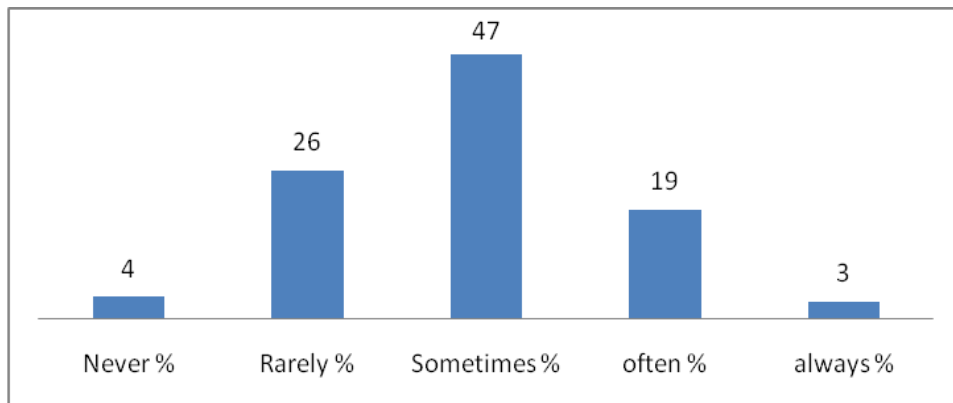
The above bar graph indicates the temperament of Workholism that affects the Work-Life Balance. 47% agreed sometimes, 19% agreed often, 3% agreed always, 26% agreed rarely 4% agreed never and feel continue to work late after other have left the office.

Chart 4.28: Supervisory Support
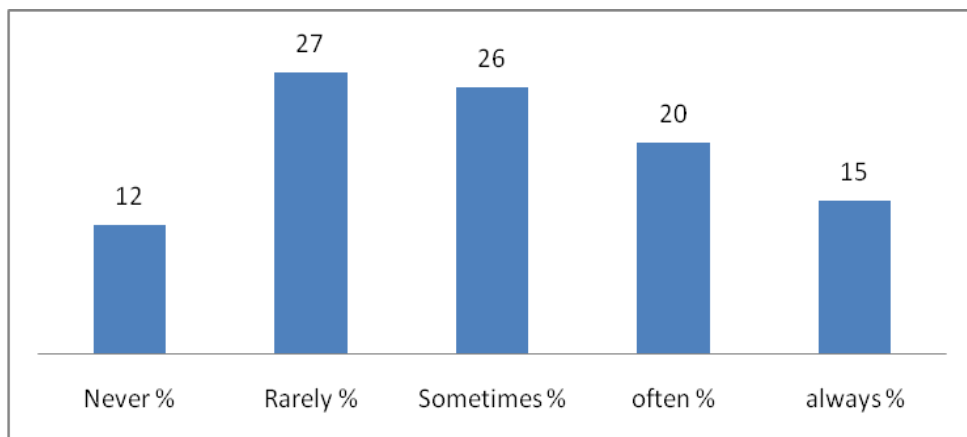
The above chart represents the support they get from their seniors which benefit them to manage their work-life, 26% agreed sometimes, 20% agreed often, 15% agreed always, 27% agreed rarely, 12% agreed never and said that they have the required support from their seniors.

Chart 4.29: Spousal Support/Family Support
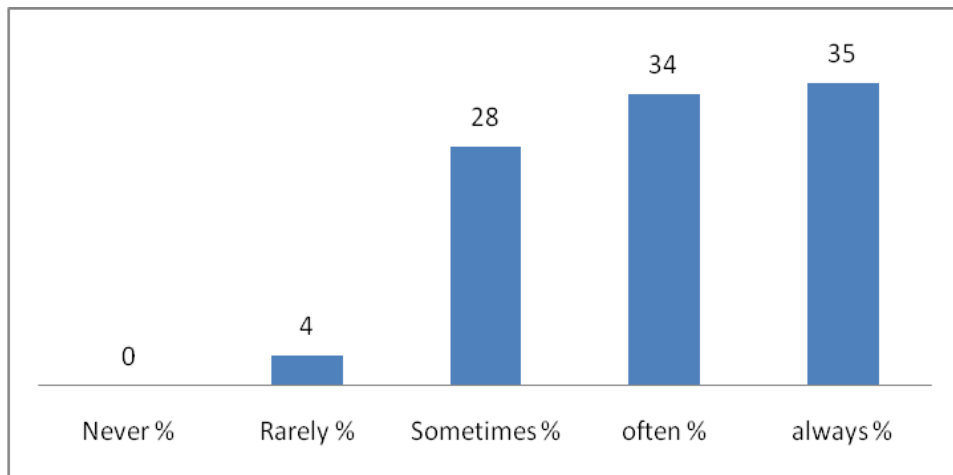
The above chart displays the support of the family and employees' spouse in maintaining work-life balance. Almost everyone feels that family and spousal support is most crucial in managing work-life balance. 28% agreed sometimes, 34% agreed often, 35% agreed always, 4% agreed rarely and revealed that their family and spouse help them to manage work-life balance.

4.3   CROSS-TABS:

Cross tabulation (or crosstabs for short) is a statistical process that summarizes categorical data to create a contingency table. They are heavily used in survey research, business intelligence, engineering and scientific research. They provide a basic picture of the interrelation between two variables and can help find interactions between them.

Table 4.21: Cross Tabulation Number of Employees
able to Balance Work-Life

Particulars	Total	
Able to Balance Work-Life	Count	267
	% within type of bank	78.5%
Unable to Balance Work-Life	Count	73
	% within type of bank	21.5%
Total	**Count**	**340**
	%% within type of bank	**100.0%**

The cross tabulation shows the percentage of bank employees who are able to balance the Work-Life. 78.53% agreed that they are able to balance Work-Life whereas 21.47% are not able to balance Work-Life

Crosstabs

Chi-Square test (Work-Life Balance Vs. Type of Bank)

Purpose: A chi-square test of contingency was used to study if there is any relationship between Work-Life Balance and type of bank at 5% level of significance (α)

H0: There is no co-relation between Work-Life Balance and type of bank

H1: There is significant relationship between Work-Life Balance and type of bank

Table 4.22 Cross-tabulation of employees from different banks and ability to WLB

Particulars		Type of bank			
		Public Sector	**Private Sector**	**Foreign Bank**	**Co-operative bank**
Able to Balance Work-Life	Count	74	92	45	56
	% within type of bank	83.1%	70.8%	76.3%	90.3%
Unable to Balance Work-Life	Count	15	38	14	6
	% within type of bank	16.9%	29.2%	23.7%	9.7%
Total	**Count**	**89**	**130**	**59**	**62**
	% % within type of bank	**100%**	**100%**	**100%**	**100%**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.061[a]	3	.011
Likelihood Ratio	11.777	3	.008
Linear-by-Linear Association	1.348	1	.246
N of Valid Cases	340		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.67.			

Observation :

$\chi 2 (3) = 11.06$, p=0.011

Conclusion:

Since p is less than level of significance the null hypothesis is rejected and we conclude that there exists significant relationship between work-life balance and type of bank. Based on cross tab results it can be further concluded that, co-operative bank and public sector bank employees are able to balance work-life better than private and foreign banks.

Purpose: A chi-square test of contingency was used to study if there is any relationship between Difficulty level of Work-Life Balance achievement and type of bank at 5% level of significance (α)

H0: There is no co-relation between Difficulty level of Work-Life Balance achievement and type of bank

H1: There is significant relationship between Difficulty level of Work-Life Balance achievement and type of bank

Table 4.23 : Cross-Tabulation between type of bank and difficulty level of WLB

Particulars		Type of bank			
		Public Sector	**Private Sector**	**Foreign Bank**	**Co-operative bank**
Easy (less Difficult)	Count	20	45	30	17
	% within type of bank	22.5%	34.6%	50.8%	27.4%
Moderately Difficult	Count	44	65	20	37
	% within type of bank	49.4%	50.0%	33.9%	59.7%
Hard (Highly Difficult)	Count	25	20	9	8
	% % within type of bank	28.1%	15.4%	15.3%	12.9%
Total	**Count**	**89**	**130**	**59**	**62**
	% % within type of bank	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Details		Type of bank
Easy (less Difficult)	Count	112
	% within type of bank	32.9%
Moderately Difficult	Count	166
	% within type of bank	48.8%
Hard (Highly Difficult)	Count	62
	% % within type of bank	18.2%
Total	**Count**	**340**
	% % within type of bank	**100.0%**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.194[a]	6	.003
Likelihood Ratio	19.485	6	.003
Linear-by-Linear Association	5.006	1	.025
N of Valid Cases	340		

0 cells (.0%) have expected count less than 5. The minimum expected count is 10.76.

Observation :

$\chi 2$ (3) = 20.194, p=0.003

Conclusion:

Since p is less than level of significance the null hypothesis is rejected and we conclude that there exists significant relationship between level of difficulty in achieving work-life balance and type of bank. Based on cross tab results it can be further concluded that, though they are balancing their work and life but achieving balance is moderately difficult as 48.8% have agreed, whereas 18.2% feel that it's highly difficult, on contrary 32.9% feel that it is less difficult irrespective of type of bank.

Crosstabs

Chi-Square test (Work-Life Balance Vs. Hierarchical level)

Purpose: A chi-square test of contingency was used to study if there is any relationship between Work-Life Balance and Hierarchical level at 5% level of significance(α)

H0: There is no co-relation between Work-Life Balance and Hierarchical level of employee

H1: There is significant relationship between Work-Life Balance and Hierarchical level of employee

Table 4.24 : Cross-Tabulation between Hierarchy level and ability to WLB

Particulars		Hierarchy Level		
		Branch Managers	**Officers**	**Clerks and Sub-Staff**
Able to Balance Work-Life	Count	15	41	211
	% within type of bank	71.4%	64.1%	82.7%
Unable to Balance Work-Life	Count	6	23	44
	% within type of bank	28.6%	35.9%	17.3%
Total	**Count**	**21**	**64**	**255**
	% % within type of bank	**100.0%**	**100.0%**	**100.0%**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.260[a]	2	.004
Likelihood Ratio	10.415	2	.005
Linear-by-Linear Association	7.709	1	.005
N of Valid Cases	340		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.51.

Observation :

$\chi 2$ (2) = 11.26, p=0.004

Conclusion:

Since p is less than level of significance the null hypothesis is rejected and we conclude that there exists significant relationship between work-life balance and hierarchy of the employee. Based on cross tab results it can be further concluded that, clerks, sub-staff and branch heads of the bank irrespective of type of bank are able to balance work-life better than officers.

Crosstabs

Chi-Square test (Work-Life Balance Vs. Marital Status)

Purpose: A chi-square test of contingency was used to study if there is any relationship between Work-Life Balance and Marital status of the employee at 5% level of significance (α)

H0: There is no co-relation between Work-Life Balance and Marital status of employee

H1: There is significant relationship between Work-Life Balance and Marital status of employee

Table 4.25 : Cross-Tabulation of Marital status and ability to WLB

Particulars		Marital Status	
		Married	**Singles**
Able to Balance Work-Life	Count	183	84
	% within type of bank	77.5%	80.8%
Unable to Balance Work-Life	Count	53	20
	% within type of bank	22.5%	19.2%
Total	**Count**	**236**	**104**
	% % within type of bank	**100.0%**	**100.0%**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.446[a]	1	.504		
Continuity Correction[b]	.275	1	.600		
Likelihood Ratio	.453	1	.501		
Fisher's Exact Test				.568	.303
Linear-by-Linear Association	.444	1	.505		
N of Valid Cases	340				

0 cells (.0%) have expected count less than 5. The minimum expected count is 22.33.

Computed only for a 2x2 table

Observation :

$\chi^2 (1) = 0.446$, p=0.504

Conclusion:

Since p is more than level of significance. Thus we fail to reject the null hypothesis and we conclude that there is no relationship between work-life balance and marital status of an employee.

Purpose:

A chi-square test of contingency was used to study if there is any relationship between Work-Life Balance and Marital status of the employee at 5% level of significance (α)

H0: There is no co-relation between difficulty level in achieving Work-Life Balance and Marital status of employee

H1: There is significant relationship difficulty level in achieving Work-Life Balance and Marital status of employee

Table 4.26 : Cross-Tabulation of Marital status and Difficulty in achieving WLB

		Marital Status
Easy (less Difficult)	Count	112
	% within type of bank	32.9%
Moderately Difficult	Count	166
	% within type of bank	48.8%
Hard (Highly Difficult)	Count	62
	% % within type of bank	18.2%
Total	**Count**	**340**
	% % within type of bank	**100.0%**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.833[a]	2	.000
Likelihood Ratio	20.801	2	.000
Linear-by-Linear Association	6.951	1	.008
N of Valid Cases	340		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 18.96.			

Observation :

$\chi 2$ (2) = 20.833, p=0.000

Conclusion:

Since p is less than level of significance the null hypothesis is rejected and we conclude that there exists significant relationship between difficulty of achieving work-life balance and marital status of the employee. Based on cross tab results it can be further concluded that, for married find it little difficult to achieve the work-life balance than that of singles.

Crosstabs

Chi-Square test (Work-Life Balance Vs. Type of family)

Purpose: A chi-square test of contingency was used to study if there is any relationship between Work-Life Balance and family type of the employee at 5% level of significance (α)

H0: There is no co-relation between Work-Life Balance and family type of employee

H1: There is significant relationship between Work-Life Balance and family type of employee

Table 4.27 : Cross-Tabulation between Type of Family and Ability to WLB

Particulars		Type of Family	
		Nuclear	**Joint**
Able to Balance Work-Life	Count	161	106
	% within type of bank	77.0%	80.9%
Unable to Balance Work-Life	Count	48	25
	% within type of bank	23.0%	19.1%
Total	**Count**	**209**	**131**
	% % within type of bank	**100.0%**	**100.0%**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.720[a]	1	.396		
Continuity Correction[b]	.508	1	.476		
Likelihood Ratio	.728	1	.393		
Fisher's Exact Test				.419	.239
Linear-by-Linear Association	.718	1	.397		
N of Valid Cases	340				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 28.13.					
b. Computed only for a 2x2 table					

Observation :

$\chi 2$ (1) = 0.720, p=0.396

Conclusion:

Since p is less than level of significance the null hypothesis is rejected and we conclude that there exists relationship between work-life balance and family type of an employee. Based on cross tab results it can be further concluded that, employees in joint family are able to balance work-life better than employees in nuclear family.

Crosstabs

Chi-Square test (Work-Life Balance Vs. career stage)

Purpose: A chi-square test of contingency was used to study if there is any relationship between Work-Life Balance and career stage of the employee at 5% level of significance (α)

H0: There is no co-relation between Work-Life Balance and career stage of employee

H1: There is significant relationship between Work-Life Balance and career stage of employee

Table 4.28 Cross-Tabulation between Career Stage and A bility to WLB

Particulars		Career Stage		
		Beginning	**Middle**	**Closing**
Able to Balance Work-Life	Count	138	103	26
	% within type of bank	78.4%	79.2%	76.5%
Unable to Balance Work-Life	Count	38	27	8
	% within type of bank	21.6%	20.8%	23.5%
Total	**Count**	**176**	**130**	**34**
	% % within type of bank	**100.0%**	**100.0%**	**100.0%**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.125[a]	2	.939
Likelihood Ratio	.123	2	.940
Linear-by-Linear Association	.009	1	.923
N of Valid Cases	340		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.30.			

Observation :

$\chi 2 (2) = 0.125$, p=0.939

Conclusion:

Since p is more than level of significance. Thus we fail to reject the null hypothesis and we conclude that there exists no relationship between work-life balance and career stage of an employee.

Chi-Square test (Difficulty in achievement of Work-Life Balance Vs. Gender)

Purpose: A chi-square test of contingency was used to study if there is any relationship between Difficulty in achievement of Work-Life Balance and Gender of the employee at 5% level of significance (α)

H0: There is no co-relation between Difficulty in achievement of Work-Life Balance and Gender

H1: There is significant relationship between Difficulty in achievement of Work-Life Balance and Gender

Table 4.29 : Cross-Tabulation between Gender and Difficulty level to WLB

Particulars		Gender	
		Male	**Female**
less difficult	Count	138	103
	% within type of bank	78.4%	79.2%
moderately difficult	Count	38	27
	% within type of bank	21.6%	20.8%
highly difficult	Count	42	20
	% within type of bank	16.7%	22.5%
Total	**Count**	**38**	**27**
	% within type of bank	**21.6%**	**20.8%**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.427[a]	2	.109
Likelihood Ratio	4.449	2	.108
Linear-by-Linear Association	.026	1	.873
N of Valid Cases	340		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 16.23.			

Observation :

$\chi 2$ (2) = 4.427, p=0.109

Conclusion:

Since p is more than level of significance. Thus we fail to reject the null hypothesis and we conclude there is no co-relation between Difficulty in achievement of Work-Life Balance and Gender. Further we can conclude from the cross tab results that, irrespective of gender, many(52.2%, 39.3% respectively) feel it is moderately difficult to achieve the work-life balance.

Chi-Square test (Difficulty in achievement of Work-Life Balance Vs. age group of children)

Purpose: A chi-square test of contingency was used to study if there is any relationship between Difficulty in achievement of Work-Life Balance Vs. age group of children of the employee at 5% level of significance (α)

H0: There is no co-relation between Difficulty in achievement of Work-Life Balance Vs. age group of children

H1: There is significant relationship between Difficulty in achievement of Work-Life Balance Vs. age group of children

Table 4.30 : Cross-Tabulation between the age group of children and Difficulty level to WLB

Particulars		Age Group of Children				
		No Child	Below 10 years	10 - 20 years	Above 20 years	Total
less difficult	Count	13	35	8	5	61
	% within type of bank	43.3%	32.4%	12.7%	14.3%	25.8%
Moderately difficult	Count	14	55	43	21	133
	% within type of bank	46.7%	50.9%	68.3%	60.0%	56.4%
Highly difficult	Count	3	18	12	9	42
	% within type of bank	10.0%	16.7%	19.0%	25.7%	17.8%
Total	**Count**	**30**	**108**	**63**	**35**	**236**
	% within type of bank	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

<u>Chi-Square Test</u>

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.491[a]	6	.011
Likelihood Ratio	17.078	6	.009
Linear-by-Linear Association	11.301	1	.001
N of Valid Cases	236		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.34.			

Observation :

$\chi 2$ (2) = 16.491, p=0.011

Conclusion:

Since p is less than level of significance the null hypothesis is rejected and we conclude that there exists significant relationship between difficulty in achievement of Work-Life Balance Vs. age group of children. Based on cross tab results it can be further concluded that, age group of children below 10 and 10-20feel that, it is moderately difficult to achieve the work-life balance.

Chi-Square test (Difficulty in achievement of Work-Life Balance Vs. age group of parents)

Purpose: A chi-square test of contingency was used to study if there is any relationship between Difficulty in achievement of Work-Life Balance Vs. age group of parents of the employee at 5% level of significance (α)

H0: There is no co-relation between Difficulty in achievement of Work-Life Balance Vs. age group of parents

H1: There is significant relationship between Difficulty in achievement of Work-Life Balance Vs. age group of parents.

Table 4.31 : Cross-Tabulation between Age group of parents and Difficulty to WLB

Particulars		Age Group of Parents			
		Below 60	60-80 years	Above 80	Total
less difficult	Count	79	31	2	112
	% within type of bank	51.3%	21.4%	6.5%	33.9%
Moderately difficult	Count	65	68	25	158
	% within type of bank	42.2%	46.9%	80.6%	47.9%
Highly difficult	Count	10	46	4	60
	% within type of bank	6.5%	31.7%	12.9%	18.2%
Total	Count	154	145	31	330
	% within type of bank	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	62.002[a]	4	.000
Likelihood Ratio	64.711	4	.000
Linear-by-Linear Association	38.457	1	.000
N of Valid Cases	330		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.64.			

Observation :

$\chi 2 (2) = 62.002$, p=0.000

Conclusion:

Since p is less than level of significance the null hypothesis is rejected and we conclude that there exists significant relationship between difficulty in achievement of Work-Life Balance Vs. age group of parents. Based on cross tab results it can be further concluded that, age group of parents above 60 feel that, it is moderately difficult to achieve the work-life balance

4.4 KRUSKAL-WALLIS TEST (NON - PARAMETRIC COUNTERPART OF INDEPENDENT ANOVA):

The Kruskal–Wallis one-way analysis of variance by ranks (named after William Kruskal and W. Allen Wallis) is a non-parametric method for testing whether samples originate from the same distribution. It is used for comparing two or more samples that are independent, and that may have different sample sizes, and extends the Mann–Whitney U test to more than two groups. The parametric equivalent of the Kruskal-Wallis test is the one-way analysis of variance (ANOVA). When rejecting the null hypothesis of the Kruskal-Wallis test, then at least one of sample stochastically dominates at least one other sample. Since it is a non-parametric method, the Kruskal–Wallis test does not assume a normal distribution of the residuals, unlike the analogous one-way analysis of variance. If the researcher can make the more stringent assumptions of an identically shaped and scaled distribution for all groups, except for any difference in medians, then the null hypothesis is that the medians of all groups are equal, and the alternative hypothesis is that at least one population median of one group is different than the population median of at least one other group.

The Kruskal-Wallis test:

This test is appropriate for use under the following circumstances:

a) You have three or more conditions that you want to compare;

b) Each condition is performed by a different group of participants; i.e. you have an independent-measures design with three or more conditions.

c) The data do not meet the requirements for a parametric test. (i.e. use it if the data are not normally distributed; if the variances for the different conditions are markedly different; or if the data are measurements on an ordinal scale).

If the data meet the requirements for a parametric test, it is better to use a one-way independent-measures Analysis of Variance (ANOVA) because it is more powerful than the Kruskal-Wallis test.

Purpose :

To study whether employees in Public, Private, Foreign and Co-operative banks differed based on the following parameters:

1. Job Satisfaction
2. Career Satisfaction
3. Health
4. Life Satisfaction
5. Quality time with family
6. Free time for self
7. Time for hobbies and friends
8. Salary

Normality for the following variables - Job Satisfaction, Career Satisfaction, Spirituality, Health, Life Satisfaction, Relation with Spouse, Performance, Quality time with family, Free time for self, Time for hobbies and friends and Salary was conducted using Kolmogorov-Smirnovand Shapiro-Wilk test of normality.

Tests of Normality

Indicators of overall life satisfaction	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Satisfaction	.445	340	.000	.601	340	.000
Career Satisfaction	.342	340	.000	.733	340	.000
Health	.344	340	.000	.746	340	.000

Life Satisfaction	.379	340	.000	.699	340	.000
Quality Time with family	.230	340	.000	.861	340	.000
Free Time for Self	.293	340	.000	.825	340	.000
Time for Hobbies, Friends	.236	340	.000	.840	340	.000
Salary	.337	340	.000	.779	340	.000
a. Lilliefors Significance Correction						

These tests for all the variables were significant($p<0.05$) such indicating deviations from normality. Thus non-parametric counterpart of independent ANOVA, Kruskal-Wallis $\chi 2$ test was conducted to study whether the four type of banks (i.e. Public, Private, Foreign and Co-operative) differ over Job Satisfaction, Career Satisfaction, Health, Life Satisfaction, Quality time with family, Free time for self, Time for hobbies and friends and Salary.

Statistical Test :Kruskal-Wallis Test

$\alpha = 0.05$

Sr. No.	H0	H1
1	Public, Private, Foreign, Co-operative banks do not differ over Job Satisfaction	Public, Private, Foreign, Co-operative banks significantly differ over Job Satisfaction
2	Public, Private, Foreign, Co-operative banks do not differ over Career Satisfaction	Public, Private, Foreign, Co-operative banks significantly differ over Career Satisfaction
3	Public, Private, Foreign, Co-operative banks do not differ over Health	Public, Private, Foreign, Co-operative banks significantly differ over Health

Sr. No.	H0	H1
4	Public, Private, Foreign, Co-operative banks do not differ over Life Satisfaction	Public, Private, Foreign, Co-operative banks significantly differ over Life Satisfaction
5	Public, Private, Foreign, Co-operative banks do not differ over Quality time with family	Public, Private, Foreign, Co-operative banks significantly differ over Quality time with family
6	Public, Private, Foreign, Co-operative banks do not differ over Free time for self	Public, Private, Foreign, Co-operative banks significantly differ over Free time for self
7	Public, Private, Foreign, Co-operative banks do not differ over Time for hobbies	Public, Private, Foreign, Co-operative banks significantly differ over Time for hobbies
8	Public, Private, Foreign, Co-operative banks do not differ over salary	Public, Private, Foreign, Co-operative banks significantly differ over Salary

Variable	Type of Bank	N	Mean Rank
Job Satisfaction	public	89	201.08
	private	130	140.23
	foreign	59	166.78
	cooperative	62	193.61
	Total	**340**	
Career Satisfaction	public	89	190.55
	private	130	144.86
	foreign	59	177.18
	cooperative	62	189.12
	Total	340	

Variable	Type of Bank	N	Mean Rank
Health	public	89	179.03
	private	130	155.61
	foreign	59	178.63
	cooperative	62	181.73
	Total	**340**	
Life Satisfaction	public	89	175.92
	private	130	159.52
	foreign	59	155.78
	cooperative	62	199.74
	Total	**340**	
Quality Time with family	public	89	196.94
	private	130	169.35
	foreign	59	131.50
	cooperative	62	172.07
	Total	**340**	
Free Time for Self	public	89	195.60
	private	130	166.00
	foreign	59	145.35
	cooperative	62	167.84
	Total	**340**	
Time for Hobbies, Friends	public	89	192.97
	private	130	163.63
	foreign	59	146.32
	cooperative	62	175.66
	Total	**340**	
Salary	public	89	197.43

Variable	Type of Bank	N	Mean Rank
	private	130	144.52
	foreign	59	159.88
	cooperative	62	196.42
	Total	**340**	

Test Statistics

	Job Satisfaction	Career Satisfaction	Health	Life Satisfaction
Chi-square	41.969	19.337	6.065	11.973
Df	3	3	3	3
Asymp. Sig.	.000	.000	.108	.007

	Quality Time for Family	Time for Hobbies And Friends	Time for Self	Salary
Chi-square	17.516	10.025	11.435	25.323
Df	3	3	3	3
Asymp. Sig.	.001	.018	.010	.000
a. Kruskal Wallis Test				
b. Grouping Variable: Type of the Bank				

Sr. No.	Variable	χ2	P Value	Remark	Conclusion
1	Job Satisfaction	41.969	<0.05	Null rejected	Public, Private, Foreign, Co-operative banks significantly differ over job satisfaction. It is further concluded that public sector employees score more on job satisfaction, followed by co-operative bank employees, then scores indicates foreign bank employees, finally private sector bank employees with the least score.
2	Career Satisfaction	19.337	<0.05	Null rejected	Public, Private, Foreign, Co-operative banks significantly differ over career satisfaction. It is further concluded that public sector employees score more on career satisfaction, followed by co-operative bank employees, then scores indicates foreign bank employees, finally private sector bank employees with the least score.
4	Health	6.065	>0.05	Null partially accepted	Public, Private, Foreign, Co-operative banks partially differ over Satisfaction on Health. It is further concluded that co-operative bank

Sr. No.	Variable	χ2	P Value	Remark	Conclusion
					employees score more on satisfaction on health, followed by public sector bank employees, then scores indicates foreign bank employees, finally private sector bank employees with the least score.
5	Life Satisfaction	11.973	<0.05	Null rejected	Public, Private, Foreign, Co-operative banks significantly differ over career satisfaction. It is further concluded that co-operative sector employees score more on life satisfaction, followed by public sector bank employees, then scores indicates private sector bank employees, finally foreign sector bank employees with the little difference with private sector banks.
8	Quality time with family	17.516	<0.05	Null rejected	Public, Private, Foreign, Co-operative banks significantly differ over Quality time with family. It is further concluded that public sector employees score more on quality time they get to spend with family

Sr. No.	Variable	χ2	P Value	Remark	Conclusion
					compared, followed by co-operative bank employees, then scores indicates private bank employees, finally foreign sector bank employees with the least mean score.
9	Free time for self	11.435	<0.05	Null rejected	Public, Private, Foreign, Co-operative banks significantly differ over Free time available for self. It is further concluded that public sector employees score more on free time they get for self followed by co-operative bank employees, then scores indicates private bank employees, finally foreign sector bank employees.
10	Time for hobbies and friends	10.025	<0.05	Null rejected	Public, Private, Foreign, Co-operative banks significantly differ over time available for hobbies and friends. It is further concluded that public sector employees score more on time available for hobbies and friends followed by co-operative bank employees, then scores indicates private

Sr. No.	Variable	χ2	P Value	Remark	Conclusion
					bank employees, finally foreign sector bank employees
8	Salary	25.323	<0.05	Null rejected	Public, Private, Foreign, Co-operative banks significantly differ over satisfaction of salary. It is further concluded that public sector employees score more on salary followed by co-operative bank employees, then scores indicates foreign bank employees, finally private sector bank employees.

Mann-Whitney U Test (Non-Parametric Test to Compare Medians):

In statistics, the Mann–Whitney U test (also called the Mann–Whitney–Wilcoxon (MWW), Wilcoxon rank-sum test, or Wilcoxon–Mann–Whitney test) is a nonparametric test of the null hypothesis that two populations are the same against an alternative hypothesis, especially that a particular population tends to have larger values than the other. It has greater efficiency than the t-test on non-normal distributions, such as a mixture of normal distributions, and it is nearly as efficient as the t-test on normal distributions.

The Mann Whitney U test is a non-parametric test that is useful for determining if the mean of two groups are different from each other. It requires that four conditions be met:

1. The dependent variable must be as least ordinally scaled.
2. The independent variable has only two levels.
3. A between-subjects design is used.
4. The subjects are not matched across conditions.

Purpose:

To know Work-Life Balance has an impact on Job Satisfaction, Career Satisfaction, Health, Life Satisfaction, Performance, Quality time with family, Free time for self, Time for hobbies and friends

Sr. No.	H0	H1
1	Work-Life Balance does not influence Job satisfaction	Work-Life Balance significantly influences Job satisfaction
2	Work-Life Balance does not influence Career Satisfaction	Work-Life Balance significantly influences Career Satisfaction
3	Work-Life Balance does not influence Health	Work-Life Balance significantly influences Health
4	Work-Life Balance does not influence Life Satisfaction	Work-Life Balance significantly influences Life Satisfaction
5	Work-Life Balance does not influence Quality time with family	Work-Life Balance significantly influences Quality time with family
6	Work-Life Balance does not influence Free time for self	Work-Life Balance significantly influences Free time for self
7	Work-Life Balance does not influence Time for hobbies	Work-Life Balance significantly influences Time for hobbies

Since the test of Normality failed the non-parametric counterpart of independent sample t-test ie Mann Whitney was conducted to study whether Work-Life Balance has an impact on Job Satisfaction, Career Satisfaction,

Spirituality, Health, Life Satisfaction, Relation with Spouse, Performance, Quality time with family, Free time for self, Time for hobbies and friends and Salary.

Mann-Whitney Test

Ranks

	Work-Life Balance?	N	Mean Rank	Sum of Ranks
Job Satisfaction	Balancing worklife	267	179.74	47991.00
	Not balancing worklife	73	136.70	9979.00
	Total	340		
Career Satisfaction	Balancing worklife	267	187.46	50051.50
	Not balancing worklife	73	108.47	7918.50
	Total	340		
Health	Balancing worklife	267	181.70	48514.00
	Not balancing worklife	73	129.53	9456.00
	Total	340		
Life Satisfaction	Balancing worklife	267	188.20	50249.00
	Not balancing worklife	73	105.77	7721.00
	Total	340		
Quality Time with family	Balancing worklife	267	181.96	48582.00
	Not balancing worklife	73	128.60	9388.00
	Total	340		

Free Time for Self	Balancing worklife	267	189.19	50513.50
	Not balancing worklife	73	102.14	7456.50
	Total	340		
Time for Hobbies, Friends	Balancing worklife	267	188.06	50213.00
	Not balancing worklife	73	106.26	7757.00
Total		**340**		

Test Statisticsa

	Job Satisfaction	**Career Satisfaction**	**Health**	**Life Satisfaction**
Mann-Whitney U	7278.000	5217.500	6755.000	5020.000
Wilcoxon W	9979.000	7918.500	9456.000	7721.000
Z	-4.343	-6.898	-4.486	-7.448
Asymp. Sig. (2-tailed)	.000	.000	.000	.000
a. Grouping Variable: Work-Life Balance?				

Test Statistics[a]

	Quality Time with family	Free Time for Self	Time for Hobbies, Friends
Mann-Whitney U	6687.000	4755.500	5056.000
Wilcoxon W	9388.000	7456.500	7757.000
Z	-4.332	-7.175	-6.641
Asymp. Sig. (2-tailed)	.000	.000	.000

Test Statistics[a]

	Quality Time with family	Free Time for Self	Time for Hobbies, Friends
Mann-Whitney U	6687.000	4755.500	5056.000
Wilcoxon W	9388.000	7456.500	7757.000
Z	-4.332	-7.175	-6.641
Asymp. Sig. (2-tailed)	.000	.000	.000
a. Grouping Variable: Work-Life Balance?			

Result:

Sr. No.	Variable	Score of U, Z and P Value	Remark	Conclusion
1	Job Satisfaction	U=7278 Z=-4.343 P<0.05	Null rejected	Work-Life Balance significantly influences Job satisfaction.
2	Career Satisfaction	U=5217.5 Z=-6.898 P<0.05	Null rejected	Work-Life Balance significantly influences Career satisfaction.
3	Health	U=6755 Z=-4.486 P<0.05	Null rejected	Work-Life Balance significantly influences Health
4	Life Satisfaction	U=5020 Z=-7.448 P<0.05	Null rejected	Work-Life Balance significantly influences Life satisfaction
5	Quality time with family	U=6687 Z=-4.332 P<0.05	Null rejected	Work-Life Balance significantly influences quality time with family

6	Free time for self	U=4755.5 Z=-7.175 P<0.05	Null rejected	Work-Life Balance significantly influences free time for self
7	Time for hobbies, friends	U=5056 Z=-6.641 P<0.05	Null rejected	Work-Life Balance significantly influences time for hobbies and friends

4.5   LOGISTIC REGRESSION:

In statistics, logistic regression, or logit regression, is a type of probabilistic statistical classification model. It is also used to predict a binary response from a binary predictor, used for predicting the outcome of a categorical dependent variable (i.e., a class label) based on one or more predictor variables (features). That is, it is used in estimating the parameters of a qualitative response model. The probabilities describing the possible outcomes of a single trial are modeled, as a function of the explanatory (predictor) variables, using a logistic function. Frequently (and subsequently in this article) "logistic regression" is used to refer specifically to the problem in which the dependent variable is binary—that is, the number of available categories is two—while problems with more than two categories are referred to as multinomial logistic regression or, if the multiple categories are ordered, as ordered logistic regression. Logistic regression measures the relationship between a categorical dependent variable and one or more independent variables, which are usually (but not necessarily) continuous, by using probability scores as the predicted values of the dependent variable.

Purpose :

To study if Interference of Home on work (Organized Life, Responsibilities at home), Social Life within organization, Social Life Outside the organization, Workholism, Supervisory Support, Spouse/Family support and Interference of

Work on Home(Workload, Work stress) can predict whether an employee is able to balance Work/Life or is not able to balance Work-Life.

Statistical Test: Standard Binary Logistic Regression

Variable and Measurement:

Dependent Variable: Work-Life Balance

Independent Variables:

1. Interference of Home on work(Organized Life, Responsibilities at home)
2. Social Life within organization
3. Social Life Outside the organization
4. Workholism
5. Supervisory Support
6. Spouse/Family support and
7. Interference of Work on Home(Workload, Work stress)

The dependent variable was binary variable with two categories:

- Able to balance Work/Life
- Not able to balance Work/Life

Able to balance work/life was target group and was coded as 1 and not able to balance work/life was reference group and was coded as 0. Independent variables Interference of Home on work(Organized Life, Responsibilities at home), Social Life within organization, Social Life Outside the organization, Workholism, Supervisory Support, Spouse/Family support and Interference of Work on Home(Workload, Work stress) were measured on 5 point scale as

Never   2.Rarely   3. Sometimes   4. Often   5. Always

Classification Table[a,b]

	Observed		Predicted		
			Work-Life Balance?		
			Not balancing worklife	Balancing worklife	Percentage Correct
Step 0	Work-Life Balance?	Not balancing worklife	0	73	.0
		Balancing worklife	0	267	100.0
	Overall Percentage				78.5
a. Constant is included in the model.					
b. The cut value is .500					

The classification table shows with no predictors in the model our guess will be that an employee be able to balance Work/life and this prediction would be 75% correct.

Dependent Variable Encoding

Original Value	Internal Value
Not balancing worklife	0
Balancing worklife	1

Iteration History[a,b,c]

Iteration		-2 Log likelihood	Coefficients
			Constant
Step 0	1	355.114	1.141
	2	353.687	1.290
	3	353.685	1.297
	4	353.685	1.297

a. Constant is included in the model.

b. Initial -2 Log Likelihood: 353.685

c. Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.

Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 0 Constant	1.297	.132	96.404	1	.000	3.658

Variables not in the Equation

			Score	df	Sig.
Step 0	Variables	Interference of Homeon Work	2.978	1	.084
		Sociallife Within Org	9.300	1	.002
		Workholism	41.300	1	.000
		Supervisory Support	.481	1	.488
		Interference of WorkonHome	85.165	1	.000
		Social Life Outside Org	41.088	1	.000
		Spousal Family Support	1.342	1	.247
	Overall Statistics		118.737	7	.000

Variables in the equation shows and the Wald test suggests that there is a significant difference between the frequencies of two categories [Wald(1) = 96.404, P<0.05]

Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	144.752	7	.000
	Block	144.752	7	.000
	Model	144.752	7	.000

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	208.933[a]	.347	.536

a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.

$$\chi2\ (7) = 144.752\ ,\ P<0.05$$

This result suggests that the model has predictive power and the predictors not in the model are significantly different from 0.

Iteration History[a,b,c,d]

Iteration		-2 Log likelihood	Coefficients			
			Constant	Interference of Homeon Work	Sociallife Within Org	Workholism
Step 1	1	253.446	3.449	.278	-.056	-.469
	2	217.698	5.246	.412	-.143	-.758
	3	209.736	6.163	.504	-.304	-.986
	4	208.944	6.443	.545	-.402	-1.084
	5	208.933	6.476	.551	-.416	-1.096
	6	208.933	6.476	.551	-.417	-1.096

a) Method: Enter

b) Constant is included in the model.

c) Initial -2 Log Likelihood: 353.685

d) Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.

Iteration History[a,b,c,d]

Iteration		Coefficients			
		Supervisory Support	Interference of Work on Home	Social Life Outside Org	Spousal Family Support
Step 1	1	-.078	-.933	.312	.139
	2	-.143	-1.598	.524	.429
	3	-.149	-2.019	.706	.748
	4	-.143	-2.181	.797	.913
	5	-.142	-2.203	.810	.936
	6	-.142	-2.204	.810	.937

- Method: Enter

- Constant is included in the model.

- Initial -2 Log Likelihood: 353.685

- Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.

When the model includes the predictors the -2 log likelihood is reduced to 208.933 from 353.685 (value of -2 log likelihood when only constant was included in the model). This indicates the model is better at predicting whether an employee is able to balance Work/Life. Subtracting 208.933 from 353.685 gives 144.752. the value of $\chi2$ in the table omnibus test of model co-efficient.

The model summary table presents 3 measures of how well the logistic model fits the data:

-2 log likelihood Cox and Snell R^2 and Nagelkerke R^2 out of the 3 values Nagelkerke R^2 is what reported largely and value is 0.536 which indicates that 53.6% variance in the depdendent variable is explained by the predictors.

Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	49.015	8	.000

Contingency Table for Hosmer and Lemeshow Test

		Work-Life Balance? = Not balancing worklife		Work-Life Balance? = Balancing worklife		Total
		Observed	Expected	Observed	Expected	
Step 1	1	31	27.762	3	6.238	34
	2	20	19.610	14	14.390	34
	3	7	12.738	27	21.262	34
	4	0	5.373	34	28.627	34
	5	13	3.334	25	34.666	38
	6	0	1.900	34	32.100	34
	7	1	1.367	34	33.633	35
	8	0	.672	34	33.328	34
	9	1	.216	36	36.784	37
	10	0	.030	26	25.970	26

4.6   GOODNESS OF FIT FOR MODEL:

The Hosmer–Lemeshow test is a statistical test for goodness of fit for logistic regression models. It is used frequently in risk prediction models. The test assesses whether or not the observed event rates match expected event rates in subgroups of the model population. The Hosmer–Lemeshow test specifically identifies subgroups as the deciles of fitted risk values. Models for which expected and observed event rates in subgroups are similar are called well calibrated.

Hosmer and Lemeshow Test:

Hosmer and Lemeshow tests whether the predicted probabilities match the observed probabilities. The $\chi2$ (8) = 49.015 , P<0.05) suggesting that predictors probabilies does not match with observed probabilities. Thus we may say that, model is not very good fit of data. However $\chi2$ test statistics is sensitive of sample size. If the sample size is more than 200 it is easy to get significant $\chi2$ test statistic. We therefore overlook this test.

Classification Table[a]

	Observed		Predicted		
			Work-Life Balance?		Percentage Correct
			Not balancing worklife	Balancing worklife	
Step 1	Work-Life Balance?	Not balancing worklife	51	22	69.9
		Balancing worklife	17	250	93.6
	Overall Percentage				88.5

Classification Table[a]

	Observed		Predicted		
			Work-Life Balance?		Percentage Correct
			Not balancing worklife	Balancing worklife	
Step 1	Work-Life Balance?	Not balancing worklife	51	22	69.9
		Balancing worklife	17	250	93.6
	Overall Percentage				88.5
a. The cut value is .500					

Without any predictor in the model in the classification table shows that probability of correct prediction was 78.5% with predictors in the model this has raised to 88.5%. Suggesting the model with predictor is better than without predictor.

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	InterferenceofHomeon Work	.551	.267	4.270	1	.039	1.735
	SociallifeWithinOrg	-.417	.309	1.825	1	.177	.659
	Workholism	-1.096	.301	13.243	1	.000	.334
	SupervisorySupport	-.142	.238	.355	1	.551	.868
	InterferenceofWorkonHome	-2.204	.347	40.226	1	.000	.110
	SocialLIfeOutsideOrg	.810	.259	9.802	1	.002	2.249
	SpousalFamilySupport	.937	.334	7.844	1	.005	2.552
	Constant	6.476	1.938	11.170	1	.001	649.564

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Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	InterferenceofHomeon Work	.551	.267	4.270	1	.039	1.735
	SociallifeWithinOrg	-.417	.309	1.825	1	.177	.659
	Workholism	-1.096	.301	13.243	1	.000	.334
	SupervisorySupport	-.142	.238	.355	1	.551	.868
	InterferenceofWorkonHome	-2.204	.347	40.226	1	.000	.110
	SocialLIfeOutsideOrg	.810	.259	9.802	1	.002	2.249
	SpousalFamilySupport	.937	.334	7.844	1	.005	2.552
	Constant	6.476	1.938	11.170	1	.001	649.564

a. Variable(s) entered on step 1: Interference of Homeon Work, Social life Within Org, Workholism, Supervisory Support, Interference of Work on Home, Social Life Outside Org, Spousal Family Support.

Variables in the Equation

		95% C.I.for EXP(B)	
		Lower	Upper
Step 1[a]	InterferenceofHomeonWork	1.029	2.926
	SociallifeWithinOrg	.360	1.207
	Workholism	.185	.603
	SupervisorySupport	.544	1.384
	InterferenceofWorkonHome	.056	.218
	SocialLIfeOutsideOrg	1.354	3.734
	SpousalFamilySupport	1.325	4.916
	Constant		

Variables in the Equation

		95% C.I.for EXP(B)	
		Lower	**Upper**
Step 1[a]	InterferenceofHomeonWork	1.029	2.926
	SociallifeWithinOrg	.360	1.207
	Workholism	.185	.603
	SupervisorySupport	.544	1.384
	InterferenceofWorkonHome	.056	.218
	SocialLIfeOutsideOrg	1.354	3.734
	SpousalFamilySupport	1.325	4.916
	Constant		

- a. Variable(s) entered on step 1: Interference of Homeon Work, Social life Within Org, Workholism, Supervisory Support, Interference of Work on Home, Social Life Outside Org, Spousal Family Support.

Variables in the equation Interference of home on work, social life within organization, workholism, supervisory support, Interference of work on home, social life outside the organization, spousal/family support to estimate the impact of predictors on Work/Life balance we refer to the table variables.

Interference of Home on Work :	Wald (1) = 4.270 , B=0.551 , P=0.03	Significant
Social life within organization :	Wald(1)=1.825, B= -0.417, P=0.177	Insignificant
Workholism:	Wald(1)=13.243,B=-1.096, P<0.05	Significant
Supervisory Support:	Wald(1)=0.355, B=-0.142, P=0.0551	Partially significant
Interference of Work on Home:	Wald (1) = 40.226, B=-2.204, P<0.05	Significant
Social Life Outside Organization:	Wald (1)=9.802, B=0.810, P=0.002	Significant
Spousal / Family Support:	Wald (1) = 7.844, B=0.937, P=0.005	Significant

The above result suggests that,

- Interference of home on work is the significant predictor of whether an employee is able to balance work/life and has a positive impact.

- Social life within the organization is insignificant predictor of whether an employee is able to balance work/life and does not reveal the impact.

- Workholism is the significant predictor of whether an employee is able to balance work/life and has a negative impact.

- Supervisory support is the partial significant predictor of whether an employee is able to balance work/life and has a partial negative impact.

- Interference of work on home is a significant predictor of whether an employee is able to balance work/life and has a negative impact.

- Social life outside the organization is a significant predictor of whether an employee is able to balance work/life and it has positive impact.

- Spousal and Family support is also a significant predictor of whether an employee is able to balance work/life and it has positive impact.

This also suggests that, by Exp(B) values if Interference of home on work is increased by 1 unit, an employee can balance work/life will go up by 0.55 units controlling the effect of social life within organization, workholism, supervisory support, Interference of work on home, social life outside organization and spousal/ family support.

If workholism is increased by 1 unit, an employee can balance work/life will come down by 1.096 units controlling the effect of Interference of home on work, social life within organization, supervisory support, Interference of work on home, social life outside organization and spousal/ family support .

If Interference of work on home is increased by 1 unit an employee can balance work/life will come down by 2.204 units controlling the effect of Interference of home on work, social life within organization, supervisory support,

workholism, Interference of work on home, social life outside organization and spousal/ family support .

If Spousal and family support is increased by 1 unit an employee can balance work/life will go up by 0.937 units controlling the effect of impact of home on work, social life within organization, supervisory support, workholism, impact of work on home Social life outside the organization.

If Interference of work on home is increased by 1 unit an employee can balance work/life will come down by 2.204 units controlling the effect of Interference of home on work, social life within organization, supervisory support, workholism, impact of work on home, social life outside organization and spousal/ family support .

Based on the above information the logistic regression model can be followed:
Work-Life Balance = 6.476 + 0.551 (Interference of Home on work) − 1.096 (Workholism) − 2.204 (Interference of Work on Home) + 0.810 (Social Life outside the organization) + 0.937 (Spousal/Family support)

4.7   RECEIVER OPERATING CURVE :

A Receiver Operating Characteristic (ROC), or simply ROC curve, is a graphical plot which illustrates the performance of a binary classifier system as its discrimination threshold is varied. It is created by plotting the fraction of true positives out of the total actual positives (TPR = true positive rate) vs. the fraction of false positives out of the total actual negatives (FPR = false positive rate), at various threshold settings. TPR is also known as sensitivity or recall in machine learning. The FPR is also known as the fall-out and can be calculated as one minus the more well known specificity. The ROC curve is then the sensitivity as a function of fall-out. In general, if both of the probability distributions for detection and false alarm are known, the ROC curve can be generated by plotting the Cumulative Distribution Function (area under the

probability distribution from -inf to +inf) of the detection probability in the y-axis versus the Cumulative Distribution Function of the false alarm probability in x-axis.

ROC analysis provides tools to select possibly optimal models and to discard suboptimal ones independently from (and prior to specifying) the cost context or the class distribution. ROC analysis is related in a direct and natural way to cost/benefit analysis of diagnostic decision making.

Purpose: To study how good our logistic equation is discriminating the two possible outcomes in the study

In an effort to determine if the performance of the model could be improved by using an alternative decision threshold. The predicted probabilities by using an alternative decision threshold, the predicted probabilities of membership in the successful group were subjected to an ROC analysis.

ROC Curve

Diagonal segments are produced by ties.
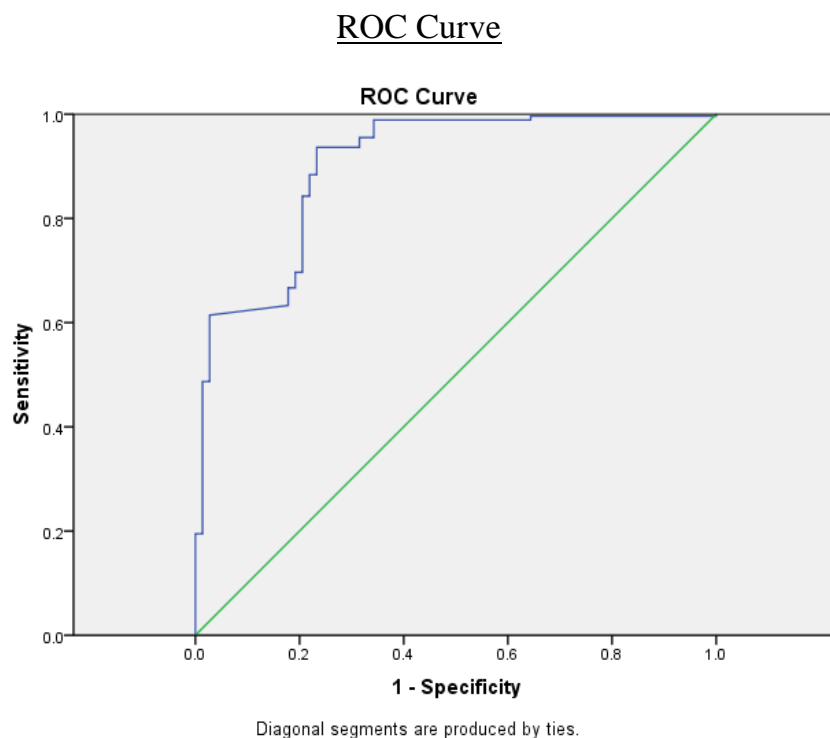
Area Under the Curve

Test Result Variable(s):Predicted probability

Area	Std. Error[a]	Asymptotic Sig.[b]	Asymptotic 95% Confidence Interval	
			Lower Bound	Upper Bound
.902	.021	.000	.860	.943

The test result variable(s): Predicted probability has at least one tie between the positive actual state group and the negative actual state group. Statistics may be biased

    a. Under the nonparametric assumption

    b. Null hypothesis: true area = 0.5

Coordinates of the Curve

Test Result Variable(s):Predicted probability

Positive if Greater Than or Equal To[a]	Sensitivity	1 – Specificity
.0000000	1.000	1.000
.0797044	.996	1.000
.0867014	.996	.986
.1405571	.996	.836
.1956735	.996	.822
.2167758	.996	.808
.2393341	.996	.795
.2479172	.996	.644
.2513666	.993	.644
.2533344	.989	.644

Positive if Greater Than or Equal To[a]	Sensitivity	1 – Specificity
.2661902	.989	.575
.2943927	.989	.562
.3180306	.989	.548
.3278154	.989	.534
.3529817	.989	.521
.3773946	.989	.507
.3860645	.989	.466
.4050069	.989	.452
.4192658	.989	.438
.4244442	.989	.342
.4322159	.985	.342
.4425659	.974	.342
.4503227	.970	.342
.4625831	.955	.342
.4811159	.955	.315
.4899870	.936	.315
.4989001	.936	.301
.5288270	.936	.260
.5635956	.936	.233
.5795985	.933	.233
.5929916	.891	.233
.6054880	.888	.233
.6083228	.884	.233
.6346442	.884	.219
.6714374	.880	.219
.6836807	.876	.219
.6912808	.850	.219

Positive if Greater Than or Equal To[a]	Sensitivity	1 – Specificity
.7038416	.846	.219
.7329762	.843	.219
.7568553	.843	.205
.7650999	.839	.205
.7773777	.835	.205
.7841167	.831	.205
.8027941	.828	.205
.8209941	.816	.205
.8241200	.813	.205
.8265956	.809	.205
.8274023	.805	.205
.8281925	.801	.205
.8290170	.798	.205
.8356338	.794	.205
.8438343	.790	.205
.8487177	.787	.205
.8520717	.783	.205
.8534869	.768	.205
.8546562	.764	.205
.8552497	.760	.205
.8595507	.708	.205
.8667859	.704	.205
.8724601	.700	.205
.8837367	.697	.205
.8931800	.697	.192
.8961326	.693	.192
.8990063	.678	.192

Positive if Greater Than or Equal To[a]	Sensitivity	1 – Specificity
.8998158	.674	.192
.9009851	.670	.192
.9050060	.667	.192
.9113219	.667	.178
.9151437	.663	.178
.9159902	.659	.178
.9162849	.655	.178
.9181485	.652	.178
.9207566	.648	.178
.9227728	.644	.178
.9238069	.637	.178
.9241613	.633	.178
.9260980	.614	.027
.9296575	.610	.027
.9325922	.607	.027
.9346668	.596	.027
.9358597	.592	.027
.9366732	.588	.027
.9375686	.584	.027
.9378093	.566	.027
.9382883	.558	.027
.9408862	.554	.027
.9475314	.551	.027
.9520836	.494	.027
.9523589	.491	.027
.9529618	.487	.027
.9538850	.487	.014

Positive if Greater Than or Equal To[a]	Sensitivity	1 – Specificity
.9544674	.483	.014
.9545526	.476	.014
.9546624	.472	.014
.9552622	.468	.014
.9562190	.464	.014
.9573352	.461	.014
.9581729	.457	.014
.9587402	.412	.014
.9594921	.408	.014
.9609231	.404	.014
.9632963	.397	.014
.9654103	.393	.014
.9663228	.390	.014
.9669679	.386	.014
.9678468	.382	.014
.9682378	.378	.014
.9689136	.375	.014
.9709288	.371	.014
.9737668	.367	.014
.9759782	.360	.014
.9769453	.356	.014
.9774033	.348	.014
.9777936	.345	.014
.9779934	.296	.014
.9783733	.292	.014
.9787656	.288	.014
.9792002	.285	.014

Positive if Greater Than or Equal To[a]	Sensitivity	1 – Specificity
.9799323	.277	.014
.9810167	.273	.014
.9824767	.270	.014
.9836175	.266	.014
.9840445	.251	.014
.9844277	.247	.014
.9855881	.243	.014
.9870939	.240	.014
.9878283	.236	.014
.9880508	.232	.014
.9885152	.228	.014
.9888152	.225	.014
.9897772	.221	.014
.9907681	.217	.014
.9910969	.210	.014
.9915175	.195	.014
.9932297	.195	.000
.9948317	.191	.000
.9948600	.184	.000
.9950491	.180	.000
.9952427	.169	.000
.9954266	.165	.000
.9955930	.161	.000
.9958430	.157	.000
.9965548	.097	.000
.9971679	.094	.000
.9975211	.090	.000

Positive if Greater Than or Equal To[a]	Sensitivity	1 – Specificity
.9980651	.086	.000
.9984555	.075	.000
.9985160	.071	.000
.9986770	.056	.000
.9989276	.052	.000
.9991903	.041	.000
.9993854	.030	.000
.9994289	.015	.000
.9995074	.011	.000
.9995759	.007	.000
.9997241	.004	.000
1.0000000	.000	.000

The test result variable(s): Predicted probability has at least one tie between the positive actual state group and the negative actual state group.

a. The smallest cutoff value is the minimum observed test value minus 1, and the largest cutoff value is the maximum observed test value plus 1. All the other cutoff values are the averages of two consecutive ordered observed test values.

Area Under the Curve

Area	Std. Error[a]	Asymptotic Sig.[b]	Asymptotic 95% Confidence Interval	
			Lower Bound	Upper Bound
.902	.021	.000	.860	.943

The test result variable(s): Predicted probability has at least one tie between the positive actual state group and the negative actual state group. Statistics may be biased.

a. Under the nonparametric assumption
b. Null hypothesis: true area = 0.5

The AUC = 0.902 [SE=0.021, P<0.05]

Inference:

AUC value suggests that the fit of logistic regression model is excellent one. The original classification under nominal probability is 0.5 corresponds the actual decision criteria of 0.4989. Inspection of the table coordinates of curve suggest that moving to a revised classification threshold of 0.5635. The sensitivity of the model will be retained s 0.93. However, the false positive rate (1-Specificity) would drop substantially to 0.23. Results of the new classification table threshold probability 0.5635 are given below.

Classification Table[a,b]

	Observed		Predicted		
			Work-Life Balance?		Percentage Correct
			Not balancing worklife	Balancing worklife	
Step 0	Work-Life Balance?	Not balancing worklife	0	73	.0
		Balancing worklife	0	267	100.0
	Overall Percentage				78.5

a. Constant is included in the model.

b. The cut value is .564

Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 0 Constant	1.297	.132	96.404	1	.000	3.658

Variables not in the Equation

			Score	df	Sig.
Step 0	Variables	Interference of Home on Work	2.978	1	.084
		Social life Within Org	9.300	1	.002
		Workholism	41.300	1	.000
		Supervisory Support	.481	1	.488
		Interference of Workon Home	85.165	1	.000
		Social Life Outside Org	41.088	1	.000
		Spousal Family Support	1.342	1	.247
	Overall Statistics		118.737	7	.000

Iteration History[a,b,c,d]

	Iteration	-2 Log likelihood	Coefficients			
			Constant	Interference of Home on Work	Social life Within Org	Workholism
Step 1	1	253.446	3.449	.278	-.056	-.469
	2	217.698	5.246	.412	-.143	-.758
	3	209.736	6.163	.504	-.304	-.986
	4	208.944	6.443	.545	-.402	-1.084
	5	208.933	6.476	.551	-.416	-1.096
	6	208.933	6.476	.551	-.417	-1.096

a. Method: Enter

b. Constant is included in the model.

c. Initial -2 Log Likelihood: 353.685

d. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.

Iteration History[a,b,c,d]

	Iteration	Coefficients			
		Supervisory Support	Interference of Work on Home	Social Life Outside Org	Spousal Famil Y Support
Step 1	1	-.078	-.933	.312	.139
	2	-.143	-1.598	.524	.429
	3	-.149	-2.019	.706	.748
	4	-.143	-2.181	.797	.913
	5	-.142	-2.203	.810	.936
	6	-.142	-2.204	.810	.937

a. Method: Enter.

b. Constant is included in the model.

c. Initial -2 Log Likelihood: 353.685.

d. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.

Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	144.752	7	.000
	Block	144.752	7	.000
	Model	144.752	7	.000

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	208.933[a]	.347	.536

a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.

Hosmer and Lemeshow Test			
Step	Chi-square	df	Sig.
1	49.015	8	.000

Contingency Table for Hosmer and Lemeshow Test						
		Work-Life Balance? = Not balancing worklife		Work-Life Balance? = Balancing worklife		Total
		Observed	Expected	Observed	Expected	
Step 1	1	31	27.762	3	6.238	34
	2	20	19.610	14	14.390	34
	3	7	12.738	27	21.262	34
	4	0	5.373	34	28.627	34
	5	13	3.334	25	34.666	38
	6	0	1.900	34	32.100	34
	7	1	1.367	34	33.633	35
	8	0	.672	34	33.328	34
	9	1	.216	36	36.784	37
	10	0	.030	26	25.970	26

Classification Table[a]

			Predicted		
			Work-Life Balance?		
		Observed	Not balancing work life	Balancing work life	Percentage Correct
Step 1	Work-Life Balance?	Not balancing work life	56	17	76.7
		Balancing work life	17	250	93.6
	Overall Percentage				90.0

Classification Table[a]

	Observed		Predicted		
			Work-Life Balance?		Percentage Correct
			Not balancing work life	Balancing work life	
Step 1	Work-Life Balance?	Not balancing work life	56	17	76.7
		Balancing work life	17	250	93.6
	Overall Percentage				90.0
a. The cut value is .564					

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Intreference of Home on Work	.551	.267	4.270	1	.039	1.735
	Social life Within Org	-.417	.309	1.825	1	.177	.659
	Workholism	-1.096	.301	13.243	1	.000	.334
	Supervisory Support	-.142	.238	.355	1	.551	.868
	Interference of Work on Home	-2.204	.347	40.226	1	.000	.110
	Social Life Outside Org	.810	.259	9.802	1	.002	2.249
	SpousalFamilySupport	.937	.334	7.844	1	.005	2.552
	Constant	6.476	1.938	11.170	1	.001	649.564

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Intreference of Home on Work	.551	.267	4.270	1	.039	1.735
	Social life Within Org	-.417	.309	1.825	1	.177	.659
	Workholism	-1.096	.301	13.243	1	.000	.334
	Supervisory Support	-.142	.238	.355	1	.551	.868
	Interference of Work on Home	-2.204	.347	40.226	1	.000	.110
	Social Life Outside Org	.810	.259	9.802	1	.002	2.249
	SpousalFamilySupport	.937	.334	7.844	1	.005	2.552
	Constant	6.476	1.938	11.170	1	.001	649.564

a. Variable(s) entered on step 1: interference of Homeon Work, Social life Within Org, Workholism, Supervisory Support, interference of Work on Home, Social LIfe Outside Org, Spousal Family Support.

Variables in the Equation

		95% C.I.for EXP(B)	
		Lower	Upper
Step 1[a]	Interference of Homeon Work	1.029	2.926
	Social life Within Org	.360	1.207
	Workholism	.185	.603
	Supervisory Support	.544	1.384
	Interference of Work on Home	.056	.218
	Social LIfe Outside Org	1.354	3.734
	Spousal Family Support	1.325	4.916
	Constant		

Variables in the Equation

		95% C.I.for EXP(B)	
		Lower	Upper
Step 1[a]	Interference of Homeon Work	1.029	2.926
	Social life Within Org	.360	1.207
	Workholism	.185	.603
	Supervisory Support	.544	1.384
	Interference of Work on Home	.056	.218
	Social LIfe Outside Org	1.354	3.734
	Spousal Family Support	1.325	4.916
	Constant		

a. Variable(s) entered on step 1: InterferenceofHomeonWork, SociallifeWithinOrg, Workholism, SupervisorySupport, InterferenceofWorkonHome, SocialLIfeOutsideOrg, SpousalFamilySupport.

It can be noticed that the new threshold has resulted in substantial gain in prediction accuracy (From 88.2% to 90%) Hence the new threshold probability of 0.5635 is retained (90%).

4.8   χ 2 TEST FOR TESTING RELATION BETWEEN WORK-LIFE BALANCE AND JOB SATISFACTION:

The chi-square test is used to determine whether there is a significant difference between the expected frequencies and the observed frequencies in one or more categories. Do the number of individuals or objects that fall in each category differ significantly from the number you would expect? Is this difference between the expected and observed due to sampling error, or is it a real difference?

Purpose: To study whether Work-Life balance is related to Job Satisfaction

$\chi 2$ test of contingency was conducted to study if there is any relation between Work-Life Balance and Job Satisfaction.

H0 : There is no significant relation between work-life balance and job satisfaction.

H1: There is significant relation between work-life balance and job satisfaction.

Statistical Test: $\chi 2$

Variables and measurement: Work-Life Balance was measured using nominal scale (1 = Balancing Work/Life 2= Unable to balance work/life).

Job satisfaction was measured originally using 5 point scale (1= Highly dissatisfied, 2= Dissatisfied, 3= Neutral, 4 = Satisfied, 5= Highly Satisfied). 5 point scale was collapsed to 2 point nominal scale using SPSS command recode into different variables (1= Satisfied, 2= Dissatisfied).

Level of significance (α) = 0.05

Crosstabs

Work-Life Balance? * JobSat Crosstabulation

			JobSat		Total
			dissatisfied	satisfied	
Work-Life Balance?	Not balancing work life	Count	31	42	73
		% within JobSat	36.5%	16.5%	21.5%
	Balancing work life	Count	54	213	267
		% within JobSat	63.5%	83.5%	78.5%
Total		**Count**	**85**	**255**	**340**
		% within JobSat	**100.0%**	**100.0%**	**100.0%**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	15.124[a]	1	.000		
Continuity Correction[b]	13.961	1	.000		
Likelihood Ratio	13.982	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	15.079	1	.000		
N of Valid Cases	340				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 18.25.

b. Computed only for a 2x2 table

Observation :

$\chi 2$ (1) = 15.124 , P<0.05

Since the computed p value is less than the level of significance the null hypothesis is rejected and it is concluded that there is significant relation between Work-Life Balance and Job satisfaction. Based on the cross tabulation it is sees that 83.5% of employees who could balance work/life are satisfied with job.

4.9 HYPOTHESIS TESTING AND INFERENCES:

Sr. No.	Hypothesis	Statistical test	Inference	Remarks
1	Bank employees are unable to balance their work/life	Cross tab	The cross tabulation shows the percentage of bank employees who are able to balance the Work-Life. 78.53% agreed that they are able to balance Work-Life whereas 21.47% are not able to balance Work-Life	Hypothesis rejected
2	Public, private, foreign and co-operative bank employees differ over work-life balance	Chi-Square and Cross tab $\chi 2$ (3) = 11.06, p=0.011	It is found that co-operative bank and public sector bank employees are able to balance work-life better than private and foreign banks.	Hypothesis proved
3	Personal, family and organization factors influence work-life balance.	Logistic regression And ROC (Receiver Operating Characteristic) curve	Work-Life Balance = 6.476 + 0.551 (Home on work Interference) – 1.096 (Workholism) – 2.204 (Work on Home Interference) + 0.810 (Social Life outside the organization) + 0.937	Hypothesis Proved

Sr. No.	Hypothesis	Statistical test	Inference	Remarks
			(Spousal/Family support) The AUC (Area under Curve) value was found to be 0.902 which suggests that the fit of logistic regression model is excellent one.	
4	Work-Life balance influences job satisfaction positively.	Chi Square and Cross tab $\chi^2 (1) = 15.124$, $P<0.05$	There is significant relation between Work-Life Balance and Job satisfaction. Based on the cross tabulation it is found that 83.5% of employees who could balance work/life are satisfied with job.	Hypothesis proved

4.10 CONCLUSION:

Having described the analysis of the data in detail, the next chapter will provide the findings and logical conclusions based on analysis of data.

Chapter-V

Findings and Conclusions

CHAPTER-V

FINDINDS AND CONCLUSIONS

CHAPTER-V

FINDINDS AND CONCLUSIONS

5   BACKDROP:

The present chapter discloses the findings and conclusions. The findings are textual generalization. Every statement of findings are consisting of words, numbers or statistical measures woven as they are the outcome of processing and inference of the data analysis. They are followed by the conclusions, which are inferences, interpretations, generalizations based upon the findings. Conclusions are appropriate enough to the specific questions raised at the beginning of investigation. They are pointing out what were factually learned from the inquiry. They are kept brief, short and yet convey necessary information resulting from the data analysis.

5.1   INTRODUCTION:

The present study of work-life balance in banking sector is aims at following objectives:

1) To understand the concept of Work-Life Balance and background of banking sector jobs.
2) To study whether bank employees can balance their work/life.
3) To study public, private, foreign and co-operative bank employees differ over work-life balance.
4) To study the factors influencing work-life balance.
5) To study the outcomes of work-life balance in terms overall satisfaction.
6) To present the model to study and predict the factors influencing of work-life balance and outcomes.

The data collected from various bank employees was analyzed with the help of IBM SPSS Statistics 20.0. Data input was collected from 340 bank employees at different hierarchy using structured questionnaire. The close analysis of the collected data have disclosed following details:

5.2 OVERALL STATUS OF WORK-LIFE BALANCE IN BANKING SECTOR EMPLOYEES:

5.2.1 Ability to Balance Work-Life:

The data collected reveals that, most of the bank employees irrespective of the level at hierarchy are able to balance their work-life. Further the close look of the analysis states that, 78.53% are able to balance Work-Life whereas 21.47% are not able to balance Work-Life.

5.2.2 Difficulty in Achieving Work-Life Balance:

When probed further to know the difficulty in achieving the work-life balance, it is evident that, 32.94% bank employee find it less difficult, 48.82% find it moderately difficult whereas 18.24% revealed that it is highly difficult achieve the Work-Life Balance.

5.3 FACTORS INFLUENCING WORK-LIFE BALANCE:

The data collected reveals some of the factors influencing they are,

5.3.1 Hierarchical Level:

One of the important observations from the data reveals that clerks, sub-staff and branch managers are able to balance the work-life whereas officers are unable to work-life balance.

5.3.2 Marital Status:

The data analysis suggests that singles are able to manage the work-life and married employees find it difficult to achieve work-life balance.

5.3.3 Gender:

The demographic variable gender has found to be influencing the work-life balance. Moreover it is found that female employees have difficulty in balancing work-life, as they assume the responsibility of taking care of family and dependents slightly higher than that of male counterparts.

5.3.4 Age:

The demographic variable age has not found to be influencing work-life balance.

5.3.5 Dependent Care Issues:

Many of the bank employees have the dependent care issues. The data collected reveals that, out of 340 respondents 143 were having less than 2 dependents, whereas 174 were having 2-4 dependents and 23 were having more than 4 dependents, which forms 42.06%, 51.18% and 6.76% respectively. Out of 340 respondent bank employees from different banks who participated in the survey, 12.7% did not had any child, whereas 45.8% were having children below age group 10, 26.7% were having children belonging to age group 10-20 and others ie. 14.8% had children of age group above 20. Even it is found that, out of 340 respondent bank employees from different banks who participated in the survey, 46.7% were having the parents who belonged to age group below 60, 43.9 % had of age group 60-70 and 9.4% were having the parents of age above 70. Due to the dependent care issues many of them feel stressed out, as they are unable to find sufficient time for handling the dependents care.

5.3.6 Nuclear Family:

340 respondents 209 (61.47%) lived in nuclear family and others ie. 131(38.53%) lived in joint family. The employees who have joint family are able to balance their work-life than that of employees who stays in nuclear family.

5.3.7 Availability of Support Means:

When asked about the availability for handling the home related issues, out of 340 respondents 141 (41.5%) respondents' spouse was working and 115 (33.8%) employees spouse did not work. 84 were singles, which counts for 24.7% of total respondents. When asked about children care or home care responsibility when respondents go to office/bank, it was revealed by about 31.2% respondents maid are appointed to take care of the activities, 29.7% agreed that their parents take care of the activities, 26.2% say that their spouse take care, 10.6% take the help of day care centre and 2.4% are helped by their parents-in-law.

Therefore for handling different home related work activities and issues of taking care of young kids and parents, most of the work is done by their spouse. In case of the singles, the home related activities and work was handled by their parent. Availability of parents and parents-in-laws and maid servant's support were the means with which many of the bank employees are able to take care of young kids and parents.

5.3.8 Responsibilities at Home:

The data collected revealed about the various responsibilities at like 1. Taking care of parents and children 2. Cleaning and dusting 3. Cooking 4. Buying grocery and 5. Others etc. Most of the respondents were involved in buying grocery (29.5%), cleaning and dusting (29.3%), followed by cooking (19.9%) other activities (12.8%) and a few (8.5%) were involved in taking care of parents/children. Thus it can be concluded that respondents were having

different kinds of responsibilities at home and they were engaged frequently. About respondents 37.1% carries out the mentioned activities twice a week, 33.6% does it daily, 19% do it once in a week and 10.3% do it thrice a week.

5.3.9 No. of Working Hours and No. of Working Days:

The data collected states that almost every bank operates for 6 day a week ie. 94.4% banks follow 6 days of working, whereas a few 5.6 operate 5 days working. The standard timing for the customer service are around 8 hours. It was revealed that 60.6% banks are open for 8 hours for customer services, 36.2% banks are open for 9 hours a day, 2.9% banks are open for 7 hours a day, whereas one or two (ie. 0.3%) remains open only for 6 hours a day. But, 52.1% bank employee work for 10-12 hours a day in a bank, 38.5% agreed that they work for 8-10 hours a day, 9.1% bank employees agreed that they work for 12-14 hours a day, a few 0.3% (only 1 respondent) accepted that they work more than 14 hours. Which is major reason for employee's burn out.

5.3.10 Travelling Time:

The required travelling to reach bank is one more reason for the stress and work-life balance, as it was revealed by the data collected that 46.8% of respondents require 30 minutes to reach to the bank, 25.6% require more than 30 minutes and less than 1 hour, 16.5% require 1 hour – 1 ½ hours and 11.2% require even more than 1 ½ hours to reach to the bank.

5.3.11 Health Related Issues:

The data analysis also revealed the problem associated with work-life imbalance and stress. The multiple response analysis for the variable "Stress related health problems", to know whether the respondents suffers from stress related health problems discloses that, most of the respondents had reported body pain (67.3%) after long hours of work, followed by headaches (54%), 19.9% reported obesity problem, 19.5% had eye sight problems, diabetes was also reported by 14.2% employees, lastly hypertension was reported by 2.2%

employees. Thus it can be concluded that respondents were having different kinds of stress related health problems.

5.3.12 Work-To-Home Interference (Frone, Russell and Cooper (1992) WHI:

It was observed from the responses the work carries sometimes negative impact. As 85% of the employees have agreed that their job makes them feel too tired to do the things that need their attention and their job reduces the effort that they can spend on activities at home. Whereas the employees feels more satisfied and to be a better companion if they spend a good day on the job, as disclosed by 95% of the employees.

5.3.13 Home-To-Work Interference (HWI):

It was observed from the responses the responsibilities at home are potential stressors as they carry negative impact sometimes (agreed by 45% respondents) and do bring the "spillover effect". 91.8% feel that they have greater self-confidence at work because they have well organized personal and family responsibilities.

5.3.14 Social Life within and outside the organization:

It was found 97.4% and 92.6% respondents enjoy the social life within and outside their organization. This is one of the potential resources which may lead to feelings of satisfaction and increase the ability to balance the work and life issues.

5.3.15 Workholism:

It was found from the analysis of the data that workholism is one the most influencing variable in determining the ability to manage the work/life issue. The workaholic employee is unable to balance his work-life.

5.3.16 Support from the Seniors:

It is evident from the data analysis that senior support offers a promising link in work-life balance. Almost all the employees who are able to manage the work-life have agreed upon the availability of support from their senior help them to balance the work-life.

5.3.17 Spousal / Family Support:

This is one of the distinguishing variable in the work-life balance issue. In balancing the negative work-to-home interface, spill-over effect, the spousal and family support is most crucial one.

5.4 COMPARISON OF WORK-LIFE BALANCE AMONG THE PUBLIC, PRIVATE, FOREIGN AND CO-OPERATIVE BANKS AND OTHER IMPORTANT ISSUES:

Further the data analysis also reveals some important findings they are as follows:

5.4.1 Work-Life Balance:

- It is important to note that, employees from co-operative bank (90.3%) and public sector bank employees (83.1%) are able to balance work-life better than that of employees from private (70.8%) and foreign banks (76.3%), further 29.2% employees from private banks are unable to balance their work-life.

- Further when enquired about the difficulty in achieving work-life balance 48.8% find it moderately difficult and 18.2% find it highly difficult to achieve the work-life balance. Here it is important to note that comparatively the number of employees finding difficulty in achieving work-life balance more (total of moderate to high more than simple ie. 67%) than that of 32.9% finding it is simple to achieve work-life balance.

- In terms of the responsibilities and hierarchy level held at different type of banks, we must note that middle level officers find it difficult to achieve the work-life balance, than that of branch managers and sub-staff and clerks.

5.4.2 Job Satisfaction:

In terms of Job Satisfaction Public, Private, Foreign, Co-operative banks it is important to note that they significantly differ over job satisfaction. The data analysis reveals public sector employees score more on job satisfaction, followed by co-operative bank employees, then scores indicates foreign bank employees, finally private sector bank employees with the least score.

5.4.3 Career Satisfaction:

For career satisfaction the data reveals that public sector employees are more satisfied and score more in career satisfaction, followed by co-operative bank employees, then scores indicated foreign bank employees, finally private sector bank employees with the least score.

5.4.4 Satisfaction over Health:

We must note that, Public, Private, Foreign, Co-operative banks partially differ over Satisfaction on Health. It is further concluded that co-operative bank employees score more on satisfaction on health, followed by public sector bank employees, then scores indicates foreign bank employees, finally private sector bank employees with the least score.

5.4.5 Satisfaction over Life:

Public, Private, Foreign, Co-operative banks significantly differ over life satisfaction. It is found that co-operative sector employees score more on life satisfaction, followed by public sector bank employees, then scores indicates private sector bank employees, finally foreign sector bank employees with the little difference with private sector banks.

5.4.6 Satisfaction over Availability of Quality Time:

When enquired about are they satisfied for the quality time they spent with their family, it is found that, Public, Private, Foreign, Co-operative banks significantly differ over Quality time with family. It was found that public sector employees score more on quality time they get to spend with family compared, followed by co-operative bank employees, then scores indicates private bank employees, finally foreign sector bank employees with the least mean score.

5.4.7 Satisfaction over Availability of Free Time:

To answer the availability of free time available for the self, it is found that Public, Private, Foreign, Co-operative banks significantly differ over Free time available for self. It was found that public sector employees score more on free time they get for self followed by co-operative bank employees, then scores indicates private bank employees, finally foreign sector bank employees.

5.4.8 Satisfaction over Availability of Time for Hobbies:

It was found that public sector employees score more on time available for hobbies and friends followed by co-operative bank employees, then scores indicates private bank employees, finally foreign sector bank employees.

5.4.9 Satisfaction over Salary Receipt:

It is important to note that whether Public, Private, Foreign, Co-operative banks significantly differ over satisfaction of salary. The data analysis revealed that that public sector employees are found to be more satisfied with their salary followed by co-operative bank employees, then scores indicates foreign bank employees, finally private sector bank employees are found to not satisfied with the salary.

5.4.10 Influence of Work-Life Balance:

The data analysis also revealed one of the most important point that work-life balance influences positively over Job satisfaction, career satisfaction, Health, Life Satisfaction, Quality time with family, free time for self, available time for hobbies and friends..

5.5 REGRESSION MODEL FOR STUDY OF WORK-LIFE BALANCE:

After studying, if Home on work interference HWI (Organized Life, Responsibilities at home), Social Life within organization, Social Life Outside the organization, Workholism, Supervisory Support, Spouse/Family support and Work on HomeWHI (Workload, Work stress) can predict whether an employee is able to balance Work/Life or is not able to balance Work-Life. Based on the data analysis information the logistic regression model can be followed:

Work-Life Balance = 6.476 + 0.551 (Home on work Interference) – 1.096 (Workholism) – 2.204 (Work on Home Interference) + 0.810 (Social Life outside the organization) + 0.937 (Spousal/Family support)

The AUC (Area under Curve) value was found to be 0.902 which suggests that the fit of logistic regression model is excellent one.

5.6 DIAGRAMMATIC REPRESENTATION OF FACTORS INFLUENCING WORK-LIFE BALANCE IN BANKING SECTOR:

The following diagram describes the various personal, family and organizational factors influencing in banking sector. It facilitates different aspects to be noted for understanding the status of work-life balance of bank employees and designing policies.

Figure 5.1 Diagrammatic representation of factors influencing Work-Life Balance in Banking Sector

Personal Factors
Gender;
Marital Status;
Workholism

Work-Life Balance

Organizational Factors
Type of Bank;
Hierarchy Level;
Career Stage;
Number of working hours;
Interference of work
on Home (WHI) & (HWI);
Supervisory Support

Family Factors
No. of Dependents;
Age group of Dependents;
Family type;
Working Spouse;
Support Mechanism;
Social Life Within/Outside
Organization;
Spousal/Family Support
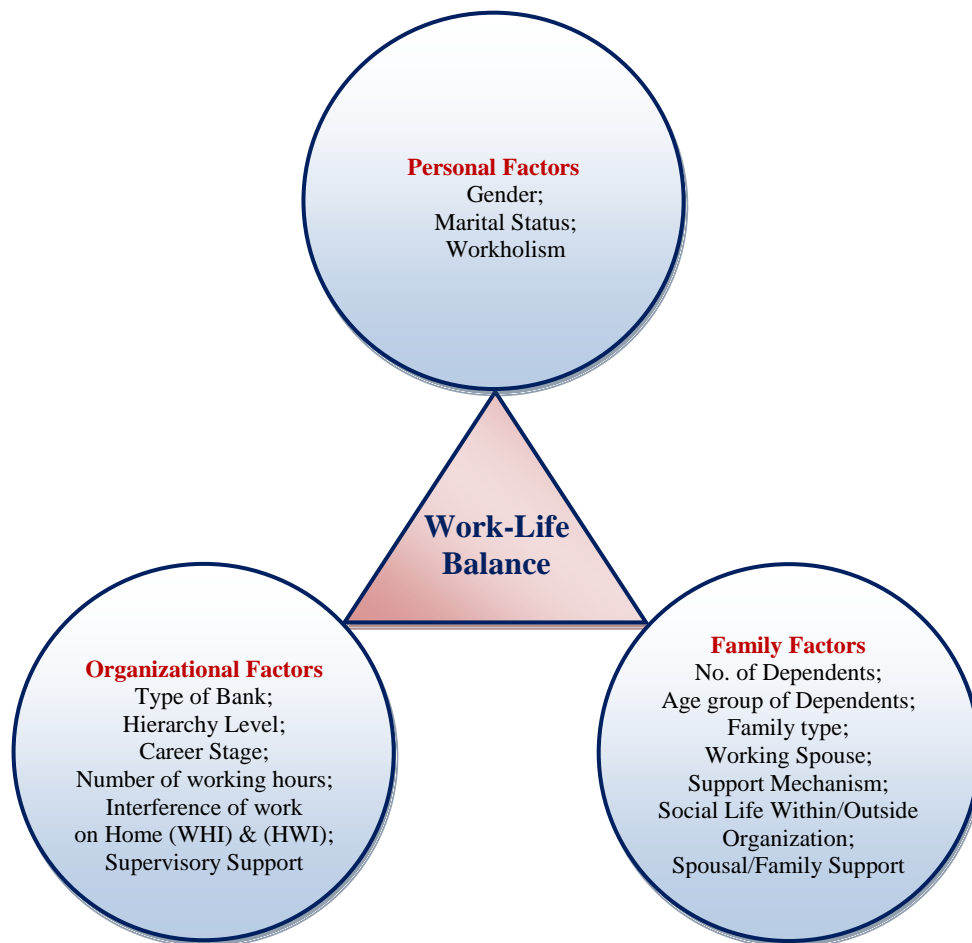
5.7   RELATION BETWEEN WORK-LIFE BALANCE AND JOB-SATISFACTION:

It is important to note that there is significant relation between Work-Life Balance and Job satisfaction. It is found that 83.5% of employees who could balance work/life are satisfied with job. It is well known fact that, Job satisfaction reaps many benefits to the employee and to the organization.

5.8   OTHER SIGNIFICANT ISSUES:

The interactions with some of the bank employees revealed:

5.8.1 Work-Profile Based Issues:

- Those involved in Marketing and Credit Management roles are facing more problems of unrealistic targets, lack of support from the seniors, unplanned and unexpected work load.

- Those involved in customer service, accountancy, remittances and cash operations have to face too many numbers of customers and sometimes problems like computer server down, too much workload etc., this creates the job-related stress.

- In terms of workload and responsibilities it is also observed that Special Assistants are comparatively more stressed than that of Managers, Assistant Managers and Clerks.

5.8.2 Working Environment Issues:

The in-depth-interaction held with some bank employees revealed the following points. They can be summed up into following heads:

a. Working Conditions
   i.   Long working hours
   ii.   Number of customers and noise
   iii. problem of computerisation (core banking solutions) and servers
   iv.   rigid bank timings
   v.   Shortage of man-power

b. Work – Itself
   i.   Transfers
   ii.   improper work load distribution
   iii. unrealistic targets to marketing executives
   iv.   lack of stress management programs
   v.   lack of training and counselling
   vi.   unplanned and unexpected work load

c. Management

   i.   Inappropriate leadership style in private banks

  ii.   lack of senior guidance and support

 iii.   lack of adequate opportunities in career advancement in public sector bank and co-operative banks

  iv.   improper pay packages in private banks

5.9   CONCLUSION:

After referring to the findings and conclusions the next chapter provides the lucid suggestions to address the intricacy of Work-Life Balance of bank sector employees.

Chapter-VI

Suggestions

CHAPTER-VI

<u>SUGGESTIONS</u>

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CHAPTER-VI

<u>SUGGESTIONS</u>

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6.   <u>BACKDROP</u>:

The present chapter presents the suggestions with the aim and efforts to solve the problems in the study. These suggestions involve the course of action and are prescriptive in nature. These suggestions even involve reasoning and are purely based on findings and observations made by the researcher. They are pointing out what were factually learned from the inquiry. These will be surely beneficial to the banks in long run, though there is cost of administering.

6.1   <u>INTRODUCTION</u>:

With the view to present the suggestions systematically they are divided into following categories:

1) Suggestions for Work-Life Balance
2) Suggestions for improvement of working environment
3) Suggestions to individual employees for coping the Work-Life imbalance

6.1.1 Suggestions For Work-Life Balance:

It was found that presently banks do not possess any systematic plan for work-life balance.

1) Conducting surveys on work-life balance annually for understanding the present status of awareness of the employees and their attitude towards the importance of the concept will help the organizations to gauge and administer the work-life balance policies.

2) Designing Work-life Balance policies – Presently it is found that, none of bank may it be the public sector, private, foreign and co-operative

bank do not have work-life balance policies to provide to their employees. The banks must prepare proper policies to ensure work-life balance among the employees and raise the awareness about work-life policies available by different methods of training and different ways of communication - oral and written mode.

3) Different approaches to work-life balance: Presently many of the banks have leave arrangements for emergency situation to provide. But there should be more approaches to work-life balance with which banks can include in their work-life balance policy. They are as follows:

a. **Flexi-time** – The basic challenge in banking is that the bank cannot adopt the complete flexi time working system. But this option has been recently adopted by RBI, which has introduced the term called 'crucial four hours' during which every employee should be present in office, remaining four hours according to their own choice they can choose. This can very well be implemented in other banks as well.

b. **Job-sharing** – instead of having one full time employee, the same job can be shared by two people on a part-time basis. Such arrangement is really possible in marketing department of the job.

c. **Sponsoring family friendly activities like picnics/outing etc.** – arranging the family picnic and outing trips twice a year, will also enhance the friendly relations among the employees which would certainly benefit the development of inter-personal relationships.

d. **Time management workshops** - Arranging work-shops on time management once in year will also help these employees to understand and prioritize different activities on and off the job.

e. **Arranging Stress** - Management and Meditation work-shop frequently will help the over-stressed employees to cope up with the present health related issues.

f. **Sponsoring yoga/meditation/gym facilities** - as yoga/meditation/workout in gym have proven remedies in improving mental and physical health of the employee. Sponsoring such facilities will help the employees to cope with work and life stress.

g. **Convenient transportation facilities** – one of the major issues which is faced by the employees is commuting from home to bank. A lot of stress will be reduced and time will be saved by providing the convenient transportation facilities.

h. **Providing counseling and consultation facilities** – in case employees need some help related to solve their personal problems, providing counseling and consultation facilities will be good scheme.

6.1.2 Suggestions for Improvement of Working Environment:

1) Workload analysis: presently it is found that there is improper workload distribution. This can be addressed by proper analysis of time and motion studies. Jobs have to be properly analyzed and on the basis of job description the work-load can be distributed with realistic deadlines.

2) Planning and implementing Structural Interventions: These are also called techno-structural interventions, a broad class of interventions which can improve the organizational effectiveness through changes in the task, structural, technological and goal processes in the organization. These should be implemented with the help of management consultants at zonal, regional and branch level.

a. Under such interventions we can plan self-managed teams. These SMTs (Self-Managed-Teams) will group of core tasks of the banking so that the total units ie branch of bank's work to be accomplished by multiple skilling, systematic delegation of the work. The theory suggests that effectiveness, efficiency and morale will be enhanced through such intervention.

b. **Work-redesign intervention** – banks have to analyze the jobs using the five job characteristics such as skill variety, task identity, task significance, autonomy and feedback from the job. The first 3 are related to "experienced meaningfulness of the work". Job autonomy is related to the psychological state of "knowledge of the results of the work activities". The expected outcomes, in turn are high work motivation, high satisfaction with the job and with one's growth on the job and high work effectiveness.

c **MBO** – Management by Objectives- this intervention can be successfully implemented to overcome the accomplishment of banks goals and objectives. This helps managers and officers to evolve a collaborative performance where they can jointly set the targets and review the performance.

d. **Job rotation** - system of job rotation where staff periodically changes roles to avoid monotony and enhance their skills. There must be mechanisms to identify and reward outstanding performance as well.

3. Arranging team interventions like Role Analysis Technique (RAT) in the induction and once in a year, will help to clarify role expectations and obligations of the bank employees to improve the team effectiveness. Most of the bank employees are stressed due to role ambiguity as they may not have a clear idea of the behaviors expected of him or her and by others. Such interventions help the incumbent fulfill the role expectations. The Interdependency Exercise is a useful intervention to improve cooperation among themselves and among the unit. This exercise is also useful for assisting people in getting better acquainted, in surfacing problems that may be latent and not previously examined and in providing useful information about current challenges

being faced in others areas of responsibility. These Individual interventions can be:

a. Behavioral modeling technique which helps to improve interpersonal competence. This is an effective tool to improve the relationships between senior-subordinate because problems which arise out of senior-subordinate relations are common in marketing unit of the banks.

b. Life and career planning- one of the important aspect being building the successful career path in bank employees, we can suggest the intervention for life and career planning.

4. **Job-related training** - Frequent job oriented training programs will enable them the intricacies of the job and improve the employee's skill in handling the work and customers.

6.1.3 Suggestions To Individual Employees For Coping The Work-Life Imbalance:

It was noted from the findings that most of the employees are able to balance the work-life, but essentially bank employees find it moderately difficult to balance their work-life.

Though demographic factor age was influencing factor, however gender, family type, dependent care issues, inadequate time for personal demands and family are few issues needs to be given attention. and hence following suggestions are made:

Implementing PDCA (Plan – Do – Check- Action) - Personally employees have to analyze their career and homely priorities. Once they will analyze their

career goals, they can explore the possible alternative, and they have to organize and implement the decided alternative.

Exploring solutions for children/elderly care issues- At home front they can think of possible solutions for taking care of their children and elderly care. Taking the help of paid maid servant or some professional nurses can possibly solve the problem of dependent care. For small kids can be kept in modern day-care centers. They provide good care facilities for growing kids. Suggestions can also be provided to these day-care-centers to upgrade their facilities.

Regular exercise and healthy eating habits – The banking job is a seat job, having continuous exposure to computer and customers. Employees can also adapt to healthy eating habits and do moderate physical exercise like walking and meditation. They should take care of their eye-sight and posture. They should avoid junk-food and take the low-calorie diet.

Time management – To enjoy stress free life and excellent health we must schedule the time. One must spread the time on the basis of priority of work. There should be proper distribution of time for work and family, friends, relatives and for self. This will help to schedule and manage the time adequately. The list of activities to accomplish within a given time or in a day, can be scheduled on ABC criteria. The most urgent and important can be given A tag, then of moderately important and required to completed can be give B tag and finally not so important type of work can be tagged as C. Thus, one can prepare *to do list* on everyday basis and do them accordingly.

Attending social and family gatherings- Social and family gathering proves to be a great stress busters. As man is social animal, if one keeps himself in the company of loved ones increase the confidence to cope with the challenges of the work and excessive worrying of the problems.

Engaging in hobbies and sports – enjoying completely different activities than that of a routine nature, gives the mind a great relief. Thus having hobbies and enjoying favourite time-pass would make individual more relaxed and confident. Engaging in sport activities keeps our heart healthy and gives more oxygen to the body and helps reduce the stress hormones and increase the stamina of the body.

6.2   FUTURE SCOPE FOR THE STUDY:

The present study of Work-Life balance in banking sector covers the employees from public, private, foreign and co-operative banks having their branches in Pune City in Maharashtra. It covers employees at each hierarchical level of the branches like – branch managers, officers from various departments and clerks and sub staff employed.

It did not cover

1) Unscheduled Banks
2) NABARD (National Bank for Agriculture and Rural Development)
3) Rural co-operative banks like state, district and primary co-operative banks
4) SCARBDs (State-Level Co-operative Agriculture and Rural Development Banks, PCARDBs (Primary Co-operative Agriculture and Rural Development Banks)
5) Regional Rural Banks

Further, it did not cover

1) Wholesale banking branches (serving to industrial clients)
2) Treasury
3) Para-banking activity branches such as leasing business, merchant banking etc.

It even did not cover hierarchy level like

1) Senior Management Grade – Scale IV: Chief Manager
2) Senior Management Grade Scale V: Assistant General Manager
3) Top Management Grade Scale VI: Deputy General Manager
4) Top Management Grade Scale VII: General Manager

It covered only personal, organizational and family variables (refer Chapter 3, Part 3.15 for details of the variables) and explored the relation between Work-Life Balance and Job Satisfaction. Further the study can be undertaken to study in detail covering all hierarchy level, other banking branches and comprehensively include other employee performance and behavioural dimensions such as Employee commitment, Organizational Citizenship Behaviour, Employee performance, Employee engagement etc.

6.3   CONCLUSION:

To conclude the overall the study provided understanding of the concept of Work-Life Balance and Banking Sector, various personal, organizational and family variables their influence on the Work-Life Balance and its relation with Job satisfaction. It provided the answers with the view to improve the situation of banking employees in detail.

Annexures

Questionnaire
List of Banks operating in India

QUESTIONNAIRE

Greetings!

The purpose of this endeavour is to study the aspects of Work-Life Balance in Banking sector. Please fill in the following details.

[A] Demographic information

1. Name   **:**

2. Mobile No.   **:**

3. E-mail ID   **:**

(Tick the appropriate from the following)

4. Type of Bank   **:**   1. Public Sector bank   2. Private Sector Bank

                                 3. Foreign Bank   4. Co-operative Bank

5. Hierarchy Level   :   1. Branch Manager   2. Officer

                                 3. Clerk & Sub-Staff

6. Gender   :   Male   Female

7. Age in years   :

8. Marital Status   :   Married   Single

9. No. of Dependents
    (including parents & children)   :

10. Age group of your children   :   1. Nil   2. >10 Age<10

                                       3. Age<20   4. Not applicable

11. Age group of your parent   :   1. Not applicable   2. Age <60

                                       3. >60 Age<70   4. Age>70

12. Family Type   :   1. Nuclear   2. Joint

13. Career Stage   :   1. Beginning   2. Middle   3. Closing

14. Is your Spouse working   :   1. Yes   2. No

i

15. Do you do any these activities at home? *(tick if applicable)*

    1. Taking care Parents / Children   2. Cleaning / Dusting

    3. Cooking   4. Buying grocery

    5. Teaching kids

16. How often do you do the above mentioned activities?

    1. Once a week   2. Twice a week

    3. Thrice a week   4. Daily

17. Who takes care of your children when you are at work?

    1. Spouse   2. Parents

    3. Parents-in-law   4. Maid

    5. Day care centre

18. Mention number of days you work for banks?   : 5 days / 6 days

19. What are standard bank timings?   :

20. Mention actual number of hours you spend in bank   :

    1. 8-10 hrs   2. 10-12 hrs.   3. 12-14 hrs.   4. More than 14 hrs.

21. How many hours you spend travelling to work (two-way)? (*Tick appropiate*)

    1. 30 minutes   2. more than 30 min and less than 1 hr.

    3. More than1 hr. – less than 1 ½ hrs.   4. more than >1 ½ hrs.

22. Do you suffer from any stress-related disease?

    a) Eye sight problem   b) Obesity   c) Diabetes

    d) frequent headaches   e) body pain

23. Are you balancing your work-life?   1. Yes   2. No

24. Mention the level difficulty in achieving balance

    1. Easy   2. Moderate   3. High

1. **[B] Mention the following for your case:**

Sr. No.	Questions (Impact of Work on Home)	Never	Rarely	Sometimes	Often	Always
1	Your job makes you feel too tired to do the things that need attention at home					
2	Your job reduces the effort that you can give to activities at home					
3	Having a good day on the job makes you a better companion at home					
4	The things you do at work make you a more interesting person at home					

Sr. No.	Questions (Impact of Home on Work)	Never	Rarely	Sometimes	Often	Always
5	Responsibilities at home reduce the effort you can devote to your job					
6	Personal or family worries and problems distract you when you are at work					
7	Stress at home makes you irritable at work					
8	You have greater Self-Confidence at work because you have home life well organized					

Sr. No.	Social life within organization	Never	Rarely	Sometimes	Often	Always
9	I enjoy good relation with my seniors.					
10	My colleagues are very cooperative.					
11.	There are people in my organization with whom I can share my concerns and problems.					

	Social life outside the organization	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
12.	I have lots of friends outside my organization.					
13.	I love going out on weekends.					

	Workaholism	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
14.	I feel guilty when I take time off work.					
15.	I spend more time in working than socializing with friends, hobbies, or on leisure activities.					
16.	I find myself continuing work after my co-workers have called it quits.					

	Supervisory Support	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
17.	My senior is concerned about me giving proper time to my family.					
18.	My supervisor allows me if I have to leave office early or come to office little late for some personal work.					

	Spousal Support/Family Support	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
19.	If I come home late from office, my spouse/family has no problem with it.					
20.	My spouse job keeps him/her so busy that he/she can hardly help me with home activities.					
21.	My spouse/family supports me emotionally in maintaining a balance in my work and life domain.					
22.	My spouse/family always advices me for my betterment at work.					

26. [D] Please indicate your level of dissatisfaction and satisfaction in the following areas:

	1 Highly Dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Highly Satisfied
Job Satisfaction					
Career Satisfaction					
Health					
Life satisfaction					
Quality time with family					
Free time for self					
Time for friends, hobbies, etc.					
Salary					

Any comments:

Thank you! This information will be kept utmost secret and will only be used for carrying out the research.

***

LIST OF BANKS OPERATING IN INDIA

(*Source* : Indian Banks' Association)

Public Sector Banks

Sr. No.	Name of the Bank
1	Allahabad Bank
2	Andhra Bank
3	Bank of Baroda
4	Bank of India
5	Bank of Maharashtra
6	Canara Bank
7	Corporation Bank
8	Dena Bank
9	ICICI Bank
10	IDBI Bank Limited
11	Indian Bank
12	Indian Overseas Bank
13	Oriental Bank of Commerce
14	Punjab & Sind Bank
15	Punjab National Bank
16	State Bank Of Bikaner & Jaipur
17	State Bank of Hyderabad
18	State Bank of India
19	State Bank of Indore (since merged with SBI)
20	State Bank of Mysore
21	State Bank of Patiala
22	State Bank of Saurashtra (since merged with SBI)
23	State Bank of Travancore
24	Syndicate Bank

Sr. No.	Name of the Bank
25	UCO Bank
26	Union Bank of India
27	United Bank Of India (UBI)
28	Vijaya Bank

Old Private Sector Banks In India

Sr. No.	Name of the Bank
1	Bharat Overseas Bank
2	City Union Bank
3	Development Credit Bank
4	Dhanalakshmi Bank
5	Lord Krishna Bank
6	SBI Commercial & International Bank
7	Tamilnadu Mercantile Bank
8	The Bank Of Rajasthan
9	The Baneras State Bank
10	The Catholic Syrian Bank
11	The Federal Bank
12	The Ganesh Bank of Kurundwad
13	The Jammu & Kashmir Bank
14	The Karnataka Bank
15	The Karur Vysya Bank
16	The Lakshmi Vilas Bank
17	The Nanital Bank
18	The Nedungadi Bank (merged with PNB)
19	The Ratnakar Bank
20	The Sangli Bank
21	The South India Bank
22	The United Western Bank

New Private Sector Banks In India

Sr. No.	Name of the Bank
1	Bank of Punjab
2	Centurion Bank
3	Global Trust Bank
4	HDFC Bank
5	ICICI Bank
6	IDBI Bank
7	INDUSIND Bank
8	UTI Bank

Foreign Banks Operating in India

Sr. No.	Name of the Bank
1	ABN-AMRO Bank NV
2	Abu Dhabi Commercial Bank
3	Amercian Express Bank
4	ANZ Grindlays Bank
5	Arab Bangladesh Bank
6	Bank International Bank
7	Bank Muscat Saog
8	Bank Of America NV
9	Bank Of Bahrain & Kuwait BSC
10	Bank Of Ceylon
11	Bank Of Nova Scotia
12	Bank Of Tokyo-Mitsubish
13	Barclays Bank PLC
14	BNP Paribas
15	China Trust Commercial Bank

Sr. No.	Name of the Bank
16	Cho Hung Bank
17	Citi Bank
18	Commerz Bank AG
19	Credit Agricole Indosuez
20	Credit Lyonnais
21	Deutsche Bank AG
22	Developmnt Bank Of Singapore
23	Dresdner Bank AG
24	HSBC
25	ING Bank NV
26	KBC Bank NV
27	Krung Thai Bank Public Co
28	Mashreq Bank
29	Morgan Guanty Bank
30	Oman International Bank SAOG
31	Oversea-Chinese Banking Corporation
32	The Sanwa Bank
33	The Slam Commercial Bank
34	Societe Generale
35	Sonali Bank
36	Standard Chartered Bank
37	Standard Chartered Grindlays Bank
38	State Bank Of Mauritius
39	The Sumitomo Bank
40	The Chase Manhattan Bank
41	The Fuji Bank
42	The Sakura Bank
43	The Toronto-Dominion Bank

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