A Comprehensive Study of Work Life Balance Problems in Indian Banking Sector

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Abstract: Banking sector is an emerging sector in India, the entry of private sector and foreign bankshave brought many strategic changes in the banking sector. The hazards of work- lifeimbalance are evident in banking sector. The manuscript deals with the issue of work life balance and to what degree it is associated in the social dialogue process, as well as in business practice in the Indian banking sector. This manuscript also briefly examines the economic and social conditions that led to the emergence of policies aiming to reconcile work with caring responsibilities, in the mostadvanced sectors of the country. These include: demographic changes, the increasingparticipation of employee in the labour marketplace, changes in traditional roles between men andemployee, the redistribution and re-arrangement of working time, etc.

Keywords: work life, banking, sectors, problemsand employee.

1. INTRODUCTION

The term "**work / life balance**" could be defined as a state of equilibrium in which the demands of both a person's job and personal life are equal. This term was coined near about 1980s, although its usage in everyday language was intermittent for a number of years. Work / life balance initiatives are a global phenomenon. Abraham stated that employee, who work, carry a double load as an employee and housewife. They are super moms playing varied roles and reconciling between tradition and modernity. Employees in global communities also want flexibility and control over their work and personal lives. Van Fleet and Sourage (1984) in their research findings stated that although "employee can assume the role of a scientist or a technocrat, they do experience difficulty in having a similar role as housewife or employee".

Liberalization, extending Privatization and Globalization policy has created a drastic change in an Indian economy in the past twenty years.15 Labor marketplace has witnessed increasing employ men opportunities, creating a way for young talented manpower, changes in demographic profile of employees, high pressurized jobs, opportunities to travel abroad, creation of dual career families etc., But on the other side of the coin employee is becoming much more ambitious, career oriented neglecting other aspects of life outside work.16 More employee are venturing into areas that were traditionally dominated by men.17 Employee have now become a visible part of the workforce. There is a paradigm shift from men treated as bread winners and employee as house keeper or child bearer into employee as both bread winner and the one who is capable of handling multiple roles. Working employee is an institution in himself/herself and aiming at successful career with financial independence, she has to also nurture her growing child to accomplish motherhood. Both these jobs are extremely demanding and doing justice to each other without neglecting the other is a formidable task. Many moms struggle finding better ways to balance these two domains and often are confronted with this guilt from outside sources like pressure from husband, family and friends.

Prior to 1969 the Indian banking system was dominated by private ownership. A large part of the banking system was brought under direct government control in 1969. Nationalization of banks brought with it a shift in focus towards optimizing social benefit and spatial coverage of banking services with commercial viability only as a sustenance factor. For improvement of banking sector efficiency, the RBI has constituted committees from time to time. Indian banking is currently undergoing changes with an accent on flexibility, transparency, efficiency and profitability of the system. In view of hectic work schedule and heavy workload, banking employees find it challenging to strike work life harmony. In other words the conventional domestic obligations cast additional strain on employees. Besides the employees across the bank have to be away from the family on account of official meeting, inspection, assignment, etc,. This widens the gap in the relations between the employees of the bank and the family members. All the inconvenience and discomfort suffered by the

employee of banks in their professional journey as cited above have the potential to influence the work efficiency of the subjects thereby striking the quality of work performance.

The need for balancing work-family of working employee is very important. In olden days man was considered as breadwinner and employee was consider as home maker but today everything was changed .Both men and employee have equal responsibility in work and family. In order to balances work and family the employee have to plan their career effectively. The good work-family balances includes the priorities fixing by working employee, awareness of current working position and environment, update latest technology, fix schedule such a manner that sufficient time with family, monitoring self performance and improve the area when and where required.

In terms of Indian context, the concern over work-life balance is gradually becoming a common talk especially for employee employees. Work life balance is a state of equilibrium in which the demand of both professional and personal life is equal. Each role having different set of demands and when such role demands overlap, multiple problems are faced. In reality life and work over-lap and interact. In designing the work life policies employer should think that the commitment of employees can make the difference between those companies which compete at the marketplace and those which cannot. A balanced life for employee is one where they spread their energy and effort between key areas of importance.

Due to changes in the labor marketplace and the changing nature of work, work-life balance is now at the top of the agenda for government and Private bodies. It is recognized that work-life balance can lead indirectly to productivity gains through increased retention and helps organizations to respond to customer needs more effectively. In any business and industrial activities it is of utmost importance to have well trained, well groomed and emotionally balanced workers available to take up employment challenges. This highlights the need among the companies to pay adequate attention to the work life balance of the workers. The arrival of globalization makes the men working across countries; as a result, concept of fixed working hours is vanishing away. Instead of just 7 or 8 a day, men are spending as much as 12-16 hours every day in office. Therefore, tension and work related pressure, responsibilities at family makes an individual difficult to find balance between work and personal life. Professional working in BPO sector, top executives, doctors, nurses, bank employees, and IT professionals are the few examples who are facing the burden of work life imbalance constantly.

2. LITERATURE REVIEW

Ronald J. Burke, Mustafa Koyuncu and Lisa Fiksenbaum (2008), Argue qualified employee are entering professional and managerial ranks within organizations, they continue to have difficulties in advancing their careers. It has been suggested that the biggest obstacle to employee's career advancement lies in the attitudes, biases and prejudices of their male colleagues and their organizational cultures. The purpose of this manuscript is to examine the relationship of perceptions of organizational bias among managerial and professional employee and their work satisfactions and levels of psychological well-being. Data were collected from 215 employees, a 67 percent response rate, using anonymously completed questionnaires. Respondents worked for a large Turkish bank that had offices in several cities. Employee reporting greater perceptions of bias indicated less job satisfaction, lower levels of work engagement and higher levels of job stress; perceptions of bias were not related to intentions to quit however. In addition, employee reporting greater perceptions of organizational bias indicated higher levels of exhaustion but these perceptions were unrelated to levels of self-reported psychosomatic symptoms. Interestingly, more educated employee reported higher levels of perceived organizational bias.

The study of Muhammadi Sabra Nadeem (2009) was aimed to explore the relationship between work life problem and job satisfaction in Pakistan. We found that job satisfaction is significantly negatively correlated with work to family interference and family to work interference. Job satisfaction is also found to be negatively related with stress in our research. However, the correlation of workload is positive and insignificant which shows that workload does not affect the job satisfaction of the employees in Pakistan. The policy alternative should be that a supportive management is required to minimize the problem between work and family. Top management should realize the importance of work life balance and its adverse affect on job satisfaction.

The research manuscript of Susi.S, Jawaharrani. K (2010) shows that a changing economy and an aging workforce can join together to create an employment environment where competent employees who are unhappy in their current situations are motivated to find a new place to "hang their hats". A highly engaged workforce is 50 % more productive than an unengaged workforce. The majority of HR professionals (78 %) feel employee engagement is important or extremely important to business success. Employee engagement is increasingly viewed as a "win-win" strategy for companies, employees, and their communities alike. In addition, work/life balance is increasingly important for engagement and affects retention. This manuscript will examine some of the literature on Employee engagement; explore work-place culture & work-life balance

policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employee's productivity and retain them [12].

Skinner and Pockock (2008) investigated the relationship between Workload, work schedule control, work hours and their fit with preferences and work life problem among full time employee N=887). It was found that the strongest association with work life problem was demonstrated by work overload followed by work schedule control and work hours fit. Time Based work life policies, procedures and interventions were found necessary but not sufficient, for addressing work life problems.

Sundar, Sundarraj, Ashok kumar (2011), indicated that despite job security and strong welfare measures protect in private sector banks and opportunity for qualification upgradation by employee employees it is the fear of promotion that keeps the employee folk to continue to languish in lower cadres but the plight of employee folk in new generation banks is different in that they do not have a job security and their pay is performance linked. Study revealed that employee executives in Private sector banks are found to be more knowledgeable about work, maintain a cordial relationship with customers and have positive attitudes towards work.

Gersick and Kram (2002) conducted a study of high-achieving employee in senior management positions who represent the first generation of employee to launch professional careers. Maturity appears to be one factor that helps employee leaders in the corporate sector cope with career barriers/detours.

NureyaAbarca and NicolásMajluf (2003) analyzed the perceptions of men and employee executives regarding the situation confronted by employee working in Chilean corporations. It is based on the administration of a questionnaire to 80 executives, 50 employee and 30 men. Three main areas were explored: difficulties confronted by employee when balancing work and family, constraints in the advancement of their professional careers, and the differential management style of men and employee.

Results show that in Chile men and women hold different perceptions on the role of employee and on how to balance work and family. Employees at work perceive constraints reflected in the salary gap, barriers for hiring employee, and the limits to career development. Employee see themselves as more menoriented, while they see men as more taskoriented. Finally, to succeed, they suggest that they have to inhibit their differential traits and act more like men do in executive positions.

3. WORK LIFE BALANCE – A Need of Life as well as Organization

Work-life balance is used to describe the stability between responsibilities at work and responsibilities outside paid work; having a work-life balance means that this stability is in the right position for the individual concerned. For some men it means spending more time in paid work and less time at home, while for others it means ensuring that paid work does not infringe on time needed for other responsibilities. It is about managing our work commitments with career goals, and our responsibilities at home and the wider population. Work life and personal life are inter-connected and interdependent. Work life and personal life are the two sides of the same coin. Men have to make tough choices even when their work and personal life is nowhere close to stability.

Some widely used definitions of **work-family issues or work-family balance**, found in the literature, are listed below:

"Work-family problem is defined as a form of role problem characterized by the incongruence between responsibilities of the home and workplace which are mutually incompatible". (Greenhausand Beutell)

WLB is defined as "satisfaction and good functioning at work and at home with a minimum of role problem" (Clark)

WLB is defined as "the absence of unacceptable level of problems between work and non-work demands. (Greenbatt)

Work life balance as "the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role" (Greenhaus et al,)

Work life balance is "the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individual's life priorities. (Greenhans and Allen)

Work–family balance is defined "as accomplishment of role related expectations that are negotiated and shared between an individual and his or her role-related partners in the work and family domains" (Grzywacz and Carlson).

4. WORK LIFE PROBLEMS IN BANKING SECTOR

The assumption, that involvement in one role (i.e. job) necessarily precludes attention of another (i.e. family). Such interference between role commitments leads to WLC. (Frone, 2003) In other words individuals perceive that they have more flexibility in terms of engaging in family commitments and responsibilities than they do for work commitments. (Carlson and Frone , 2003).

There are basically two interfaces to work life problem:

Work to family interference (WIF)

Family to work interference (FWI)

Working time of an individual is dictated by the person's employment contract or the organization commitments whereas family time is purely discretion of the individuals. The clash of time in these two aspects creates an imbalance in two directions i.e. work family interference (WFI) tends to dominate the family work interference (FWI).

Combining both directions of work-family interference and family to work interference into one construct renders it difficult to ascertain whether given antecedents are predicting work interference with home or the vice-versa. (Erdwins, Buffardi, Casper, & O'Brien).

Studies distinguishing between the two directions of interference have presupposed a positive, reciprocal relationship between work interference with home and home interference with work, based on the assumption that if work-related problems and obligations begin to interfere with the fulfillment of responsibilities at home, these unfulfilled home responsibilities may then begin to interfere with one's day-to-day functioning at work, and vice versa (Frone, Russell, & Cooper).

Work home interference generally operates in two directions. First, work demands more time and energy hindering activities at the family end. For example attending an early morning meeting or marketing tours arranged by the organization leads individual to compromise on home related activities. Researchers call this as work interference with home. Second, responsibilities at home interfere with performance at work. For example worrying about sick dependents, spouse or partners responsibility many a times diverts an individual attention towards work related responsibilities leading to family interfering work. (Duxbury, Higgins, & Lee).

There are **other many challenges to work life balance**, as follows:

- Employers do not adequately and transparently communicate about work-life balance.

- Employers are pursuing inappropriate work-life balance arrangements

- There are high levels of unmet demand for some work life balance options that go beyond the current 'family friendly' approach.

- Managers act as barriers to members achieving appropriate work-life balance

- Self-esteem of Employees during the work

- Consecutive problem solving of bank and family

CONCLUSIONS

In this article,the author had presented the need of work life balance for any individual and same for any organization. The implementation of work-life programs has both individual and organizational benefits. Effective work-life programs facilitate a symbiotic relationship between the employee and employer for mutual benefits. Employees who are better able to balance the demands on their time are more satisfied and content. In turn they are able to perform better. Such provisions also aid in employer branding and are emerging as retention factors. The literature review reveals that most of the studies done in the past were based on empirical research which tried to identify relationship between work life problem and its outcomes like job satisfaction, organizational commitment , work to family interface and family to work interface. Other variables like gender, age, marital status, no of dependents, employee role, job responsibility, parental status etc were widely studied. The outcome shows that all these have either negative or positive relation with work life balance or work life problem.

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