FACTORS INFLUENCING WORK-LIFE BALANCE OF WOMEN EMPLOYEE

Dr. R. Udaya Bhanu

Abstract

When one's professional and private lives are in equilibrium, they can enjoy a rich and satisfying life. Balance between "work," in the sense of one's job and aspirations, and "life," in the sense of one's health, recreation, pleasure, family, and spiritual development, are only two examples of what WLB entails. The WLB of working women is increasingly important in modern culture, as both sexes are expected to contribute financially to their households. That's why research into how women juggle work and family responsibilities is so important.The major purpose of this research is to determine the most important aspects that affect the work-life balance of women. 310 bank workers' private details were collected. The data was analyzed using structural equation modeling (SEM), which included exploratory methods like factor analysis, correlation, and path analysis. The results showed a high correlation and effect size between organizational support, family support, and workload (WLB) as variables impacting work-life balance. Insights like this help businesses pinpoint specific factors that boost WLB.

Principal -Sri Indu P.G college, Dhumavathbhanu@gmail.com

Introduction:

Companies need to balance the competing demands of their workers' "work" and "family" life. There is a growing public concern over the blurring of work and personal life. Several variables, including modifications to the volume and velocity of work, as well as demographic trends in the labor market, have contributed to this renewed curiosity. Prioritizing work over personal life is a growing problem for people who want a great quality of life (Breitenecker and Shah, 2018).

The conventional idea that women are largely responsible for managing the day-to-day issues in their households has made women more concerned about work-life balance than males. Attitudes about the proper place of men and women in society are shifting, but only slowly. Women have made great strides and had a profound impact in every part of their life and in every field throughout history. Women find that careers in banking provide them with a more manageable work-life balance than those in any other sector. Since economic reforms were implemented in India about two decades ago, the country's banking sector has grown and expanded significantly. Women have also benefited from the booming financial industry, which has opened up new career paths (Vij, 2019). Although the percentage of women in senior positions in the world's top banks has been rising steadily, it will not reach parity until 2022 (Chugh, 2022).

Researchers are paying more and more attention to WLB because of the positive effects it can have on individuals, households, and businesses as more women enter the labor force. To wit: (Kossek, Valcour, & Lirio, 2014). Increasing the labor force is a goal shared by businesses, workers, and governments alike. Day care centers and flexible work schedules are two examples of the policies that companies are emphasizing in an effort to attract and retain more women workers and boost their productivity. As an added incentive for women to enter the workforce, the government offers paid time off for mothers and other family members, as well as health coverage (Shuklaa & Bhandari, 2014).

According to research by Chugh and Sahgal from 2007, working mothers had the hardest time balancing job and family life. Even less research is done on WLB in less developed nations. Therefore, it is crucial to learn how women manage their careers and personal life. The purpose of this research is to determine what causes WLB among banking industry women in Hyderabad. In this study, we look at the personal and professional lives of female employees to see whether we can find a connection to women leaving the workforce. Because banking is a demanding industry in which workers are expected to meet the needs of a wide range of customers, it is necessary for banks, banker's groups, HR professionals, and legislators to gain a better understanding of the most important aspects for WLB of female employees.

Research objectives:

- To identify factors influencing work life balance of women employees in banking sector.
- To determine the impact of various factors on work life balance of women employees.

2. Literature review and hypotheses development:

Work Life Balance:

When it comes to work-life harmony, it's all about finding the right balance between your paid and unpaid responsibilities. (Agha et al., 2017). There are two distinct roles that a person plays in their life, one of which is working and the other of which is spending time with family and friends (Shaffer et al., 2016). When it comes to

finding work-life balance, it's all about a person's ability to successfully juggle their professional and personal obligations. For instance, Greenhaus and Allen (2010) define work-life balance as a person's ability to successfully fulfil the demands of both his professional and personal responsibilities while still maintaining a sense of well-being and fulfilment in both areas.

Work-life balance is nothing more than a well-executed multitasking strategy. It's important to strike a healthy balance between work and personal time, interests, and commitments, including your family and spiritual well-being (Bhatnagar & Sanadhya, , 2015). While balancing the demands of both work and personal life, employers can achieve a healthy work-life balance by collaborating with their staff to devise solutions that address both (Obiageli, 2015). Workers and policies and practises are included in this definition, which also stresses that a healthy work-life balance can only be achieved through cooperation between employers and workers. As the labour market becomes more competitive, workers are forced to take on more work than they can effectively complete.

Factors influencing work life balance:

Numerous research have been conducted in recent years on the topic of work-life balance. The majority of research focused on work-life balance (Apostel, & Antoni, 2013; Kumarasamy et al., 2017). Role conflict, low recognition, office politics, discrimination based on gender when caring for children, health problems, poor time management, and a lack of social support are only few of the factors that affect women's work-life balance in India, according to research by Vijaya Mani (2013). These are but a sampling of the challenges that women confront today.

Job characteristics, office atmosphere, pro-worker policies, and a positive corporate culture all have a positive effect on WLB. It's possible that personnel factors into this

situation. Reducing work-family conflicts and improving work-life balance can be achieved through the implementation of appropriate work-life, family, and work-related policies, as well as through the use of various metrics for workload, emotional dissonance, and the role of the supervisor at the individual, team, and organisational levels, as well as through the use of feedback and perceived organisation support (Ghislieri et al., 2017).

Work-life balance studies have examined the organisational services and policies that try to help workers deal with work-life conflicts. According to research by Helmle et al. (2014), employees who have access to services like flexible scheduling, daycare, and parental leave report a higher level of job satisfaction, lower levels of stress, and a lower desire to leave their current positions.

Having company backing shows that you care about your workers and value their contributions (Eisenberger et al., 1986). Programmes and policies that promote work-life balance show that an organisation cares about its workers (McCarthy, et al., 2013).

Work-life harmony is affected by both instrumental and emotional family support, according to research by Leung et al. (2020). Having family members who provide encouragement, understanding, and positive regard is what we mean when we talk about family support. "Instrumental support" refers to the ways in which friends and family members make it simpler for someone to go about their daily lives (King et al., 1995). The study by Ferguson et al. (2012) indicated that full-time mothers whose families provided genuine support in their professional and personal duties had a better work-life balance.

This can lead to increased mental anguish, poor temper, and resource weariness for those without family support, all of which

can have a negative impact on their capacity to attain WLB success.

Dr. R. Prabhakara Raya's (2013) study on working women indicated that the number of hours worked per week and the amount of job-related stress were two of the most important drivers in achieving a work-life balance.

Having too much labour to accomplish is what's meant by "work overload" (Leiter & Schaufeli, 1996). One's drive to attend to the needs of others (e.g., friends and family) can decrease if they are overburdened and exhausted (Aryee, Srinivas, & Tan, 2005). Research also shows that overworked workers are less productive. Overworked workers frequently express dissatisfaction with their lack of a work-life balance (Vogel, 2012). Because of this, an excessive amount of work ought to significantly and negatively affect one's work-life balance.

WLB for women employees in banking sector

The most significant barriers to WLB among married public sector professionals were negative attitudes from coworkers, superiors, and peers, as well as after-work meetings (Memon & Alcasoas, 2018). Spouses and other family members can provide women with both emotional and material support.

Conflict emerges when there is an imbalance between one's professional and personal roles, as shown by the results of the study. This makes it very challenging to strike a good balance between work and personal life. Researchers have found that women working in the public sector banking industry do exceptionally well, but their private sector colleagues excel in terms of work ethic and career aspirations. The poll indicated that banking professionals in both the private and public

sectors of Kota City value work-life balance and that their productivity increases when they are able to spend time with their families and pursue interests outside of work.

Kulshrestha (2018) found that working long hours, experiencing stress on the workplace, and having the support of coworkers, working remotely, and receiving incentives from bank management all negatively impacted the work-life balance of women.

Female bank employees' ability to strike a healthy work-life balance is affected by four main characteristics, according to research by Maharshi and Chaturvedi (2015). They identified the following substances: Considerations include a person's dedication, productivity, and performance on the job, as well as their ability to manage their time and workload. The authors argue that women's commitment to their careers is the single most critical element in determining whether or not they are able to strike a work-life balance.

Female bankers can benefit from family support, company support, and work-life policies all of which contribute to a healthier WLB.

Hypotheses:

H1: Organization support has significant and positive impact on work life balance of women employees.

H2: Family support has significant and positive impact on work life balance of women employees.

H3: Workload has significant and negative impact on work life balance of women employees.

Figure 1: Conceptual framework of the study
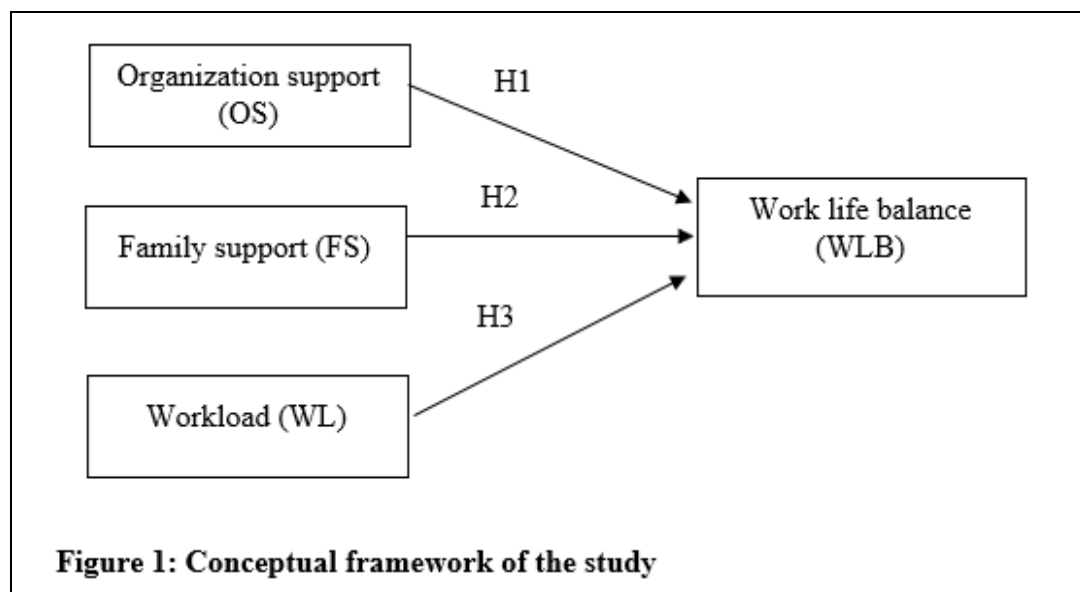
3. RESEARCH METHODOLOGY

The population for the study is Women workers, who are bank employees of commercial banks in Bangalore. The authors used their personal networks to collect data from a broad range of employees. Proportionate simple random sampling, one of the probability sampling techniques was adopted to collect data from 5 bank's women employees. The collection of data was performed using questionnaire method as it is convenient to use and most effective in collecting data from large sample. The questionnaire was consisting of two major sections. First part is about respondents' demographics details and another section is related to employees' opinions for study constructs.

All measures are based on a five-point Likert scale, with 1 indicating "strongly disagree" and 5 indicating "strongly agree." Based on previous research, the researchers developed the study's measures. The scales for Organizational support were derived from Wattoo et al (2018). Three items adapted from Leung et al., (2020) study was used to measure family facilitation/support. The four items

adapted from the study of Qureshi et al., (2012) are used to measure the workload. Finally, Hayman's research on work-life balance was used to select the following items (2005). After the data screening and cleaning process, 328 employees completed the survey, and 310 complete responses were selected for final analysis after the missing value data were deleted.

3.3 Technique of data analysis

This is a descriptive study that sets out to answer research questions by addressing existing literature. The study employed both descriptive statistics (mean, standard deviation, percentage) and inferential statistics (correlation, structural equations) to describe the features of the sample and test assumptions and generalise the results. Statistical Package for the Social Sciences (SPSS) and Amos (version 24) were used for the testing. Exploratory factor analysis was used to determine the elements affecting women's work-life balance. Structural equation modelling (SEM) was used to evaluate the hypotheses by creating regression equations between the study's constructs.

4. Data analysis and Results:

4.1 Demographic Information:

Table 1: Demographic information about the respondents (N=310)

Measures	Items	Frequency	Percentage
Age	Below 24	78	25.16
	25-35	162	52.25
	35-45	45	14.52
	Above 45	25	8.06
Marital Status	Married	178	57.42
	Unmarried	132	42.58
Years of experience	0-2	56	18.06
	3-5	98	31.61
	4-7	120	38.70
	≥10	36	11.61
Income Level (per annum)	Below 2 Lakh	46	14.83
	2 lakh - 5 lakh	187	60.32
	Above 5 lakhs	77	24.83
Type of family	Joint family	165	53.23
	Nuclear family	145	46.77
Service Affiliation	Cannara Bank	35	11.29
	SBI Bank	63	20.32
	HyderabadBank	52	16.77
	ICICI bank	87	28.06
	HDFC bank	73	23.55

(Source: Primary survey)

4.2 Descriptive, Factor Analysis & Correlation:

First, the study conducted dimension reduction using factor analysis for determining the factors that leads to work life balance for women employees of the present study. The results of the Kaiser–Meyer–Olkin (KMO) tests equal to 0.838 which is above the threshold value of 0.7, along with significant Bartlett test of sphericity at 1% level of significance and approx. Chi-Square is 2296.297, confirm that sample is adequate to run factor analysis. Further, the Exploratory factor analysis (EFA) using principal component analysis method with varimax rotation was conducted. The rotation resulted into extraction of 4 factors, based on Eigen value above or equal to 1. From four factors, three factors are related to predictor variables and one factor representing outcome variable (Work life balance). These extracted factors are able to explain total variance of 72.013% and Scree plot results indicated in figure 2, also confirmed 4 factors extraction.

Cronbach's alpha, a measure of reliability and consistency, was used to gauge the proposed scale's internal consistency. Table 2 displays the results of the tests. The table shows alpha values ranging from 0.833 to 0.871, all of which are above the 0.70 threshold (Hair et al., 2010).

The table 2 also highlighted the mean and standard deviations of all the items selected for the present study. The findings of Correlation table 3, indicate that work life balance is positively related with

organization and family supports but relationship is negative with workload. All these relationships are significant as p value is less than 0.05 at 5% level of significance.

Table 2: Scale Items and Factor Loadings

	Scale Items	Mean	Standard deviation	Factor Loadings	Cronbach's alpha
	Organization support (OS)				
q1	My organization really cares about my well-being	3.20	.889	.829	0.833
q2	Organization provides me fair compensation for my competency.	3.37	.870	.759	
q3	Employee training and development programs helps in work support.	3.40	.801	.780	
q4	My organization will help me if I needed a special favor.	3.22	.910	.785	
	Family support (FS)				
q5	My Family Supports me in the house work	3.32	.899	.873	0.846
q6	Spouse tries to understand the feelings in different circumstances.	3.51	.843	.808	
q7	I receive partner and family support	3.40	.956	.862	
	Workload (WL)				
q8	Assigning work which does not match the skills and abilities of employee leads to work overload.	2.74	1.001	.847	0.871
q9	Often extra hours have to be put in to finish the job other than the normal working hours.	2.98	1.085	.854	
q10	Employee's job accountability increases their workload.	2.89	.999	.827	
q11	I get called to work at any time.	2.94	.986	.814	
	Work life balance (WLB)				
q12	Managers generally gives enough time for the completion of the projects therefore; employees can do good quality work with less stress.	3.56	.789	.747	0.869

q13	My work schedule is often conflict with my personal life.	3.51	.877	.817	
q14	I have a nice team at work, we are like a family, and we share whatever happens at home and at work.	3.54	.905	.829	
q15	When there is work, I am expected to work more	3.52	.930	.818	

Source: Primary survey

Table 3: Correlation of all variables:

Variables	OS	FS	WL	WLB
Organization support (OS)	1	.254**	-.204**	.463**
Family support (FS)	.254**	1	-.119*	.405**
Workload (WL)	-.204**	-.119*	1	-.217**
Work life balance (WLB)	.463**	.405**	-.217**	1

Note: **. Correlation is significant at the 0.01 level: * at 0.05 level.

4.3 Hypotheses testing using SEM model

Maximum likelihood estimation was utilised in the SEM analysis since it is the most popular and well accepted estimate strategy for hypothesis testing (Blunch, 2013).

With a T-value (critical ratio) greater than the table value of 1.96 and a significance value (p) less than 0.05 at the 5% level of significance, the study's hypotheses were validated. The paths that lead to the hypothesis being accepted are the ones that satisfy the aforementioned criteria. The standardised path coefficient beta of all the variables affecting one's work-life balance is statistically significant, as shown in Table 4 and Figure 3. Two of the routes (OS and FS) have favourable effects, but the one from WL to WLB has the opposite effect. It was determined how much an independent variable affected the dependent variable by calculating the beta value of the standardised coefficient. Organisational support had the greatest effect on work-life harmony in this case, with a beta value of 0.445 and a p-value of 0.000 (less than 0.05), hence H1 is true.

Further, the impact of family support on WLB is positive with β value 0.356 and p=0.000. As the p<0.05 and critical ratio value above 1.69, thus hypothesis H2 is approved.

Finally, the workload associated with the job (WL) has significant negative impact on work life balance of women employees. The standardized coefficient (β) of this path is -0.138 with p=0.016 (p<0.05), therefore, hypothesis H3 was accepted.

Work-life balance (WLB) inferred for women workers at chosen banks reveals that organisational support, family support,

and workload variables account for 34.4% of the variance in WLB.

The structural model's overall fit statistics using goodness indices indicate that the hypothesised four-factor model fits the sample data. The value of 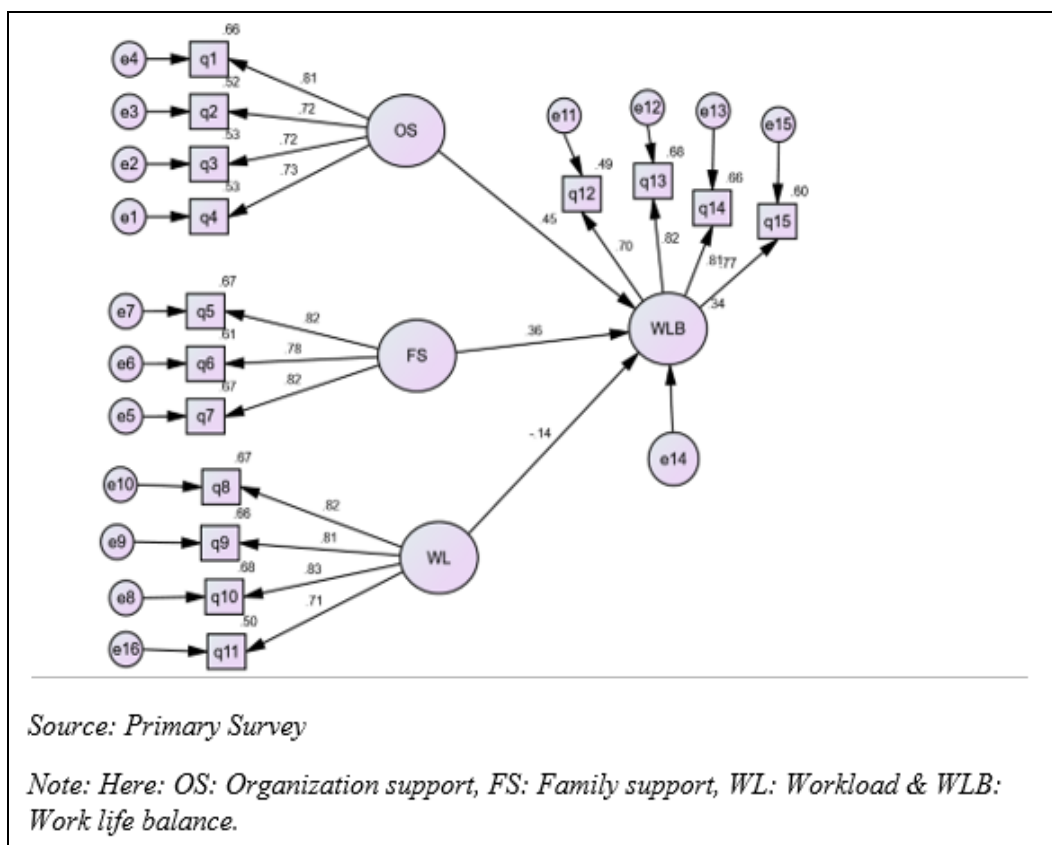good indicator indices such as $\chi2 = 180.083$, $\chi2$/DF =2.070, AGFI =0.904, NFI=0.923, CFI=0.958, GFI =0.930, & TLI = 0.950 is above the recommended criteria of 0.9 (Hair et la., 2010). The value of the bad indicator, i.e., RMSEA, (0.059) is below 0.08; therefore, the SEM model is reasonably consistent with the data.

Table 5: Path coefficients of the Structural model

Outcome variable		Independents Variables	S.E.	C.R.	P	Regression weights	Hypothesis
WLB	<---	OS	.055	6.519	***	.445	Supported
WLB	<---	FS	.043	5.641	***	.356	Supported
WLB	<---	WL	.037	-2.418	.016	-.138	Supported

Note: P refers to the differential probability.

Figure: 4 Model 1

Source: Primary Survey

Note: Here: OS: Organization support, FS: Family support, WL: Workload & WLB: Work life balance.

Conclusion:

According to recent research, the work-life balance of women is influenced by both individual and societal variables. The study also analysed the impact that separate factors had on WLB and the link between them. Our research shows that being overworked is connected negatively with WLB, meaning that it helps to create an imbalance between work and personal life. This study's findings corroborated the significance of organisation support for enhancing WLB, which is consistent with those of Wattoo et al. (2018). Women who receive high levels of support from their organisations are better able to transfer some benefits to their families, manage their work, and maintain work and life effectively. The recommendation is that organizations and human resource management professionals create a work environment and policies that support a healthy work-life balance and lessen the stress felt by women employees. In addition to providing financial assistance, the company must also express appreciation for the employees' efforts.

For banking employees, family support is the second most important predictor of WLB, because family members helped them to fulfil their work responsibilities with the assistance of family members. HR managers and practitioners in the banking sector should be aware of how their employees feel about work and family in order to help them achieve a proper work-life balance while still meeting challenging demands.

In the study, it was found that the factor of work overload was detrimental to a healthy work-life balance. Study after study has found that excessive work load can have a negative impact on work-life balance (Vogel, 2012). Workers may not be able to perform at their best if they are under a lot of stress and pressure. Flexible work options and greater employee autonomy should be considered by employers.

In the end, it is concluded that every employee must use the strategies and skills learned at work, such as planning and organising, to achieve a satisfying and fulfilling well-balanced life at home and work. In the current business climate, organisations must implement human resource strategies and policies to address the challenges of ensuring that employees have a healthy work-life balance.

Limitations:

The study used cross-sectional data from selected banks. In future longitudinal research can be design to identify factors other than present study. We recommend future research to compare WLB of employees of private and public sectors banks. This study is limited to women employees of Hyderabadonly, and future research can extend the model to other states or countries.

References:

Agha, K., Azmi, F. T., & Irfan, A. (2017). Work-life balance and job satisfaction: An empirical study focusing on higher education teachers in Oman. *International Journal of Social Science and Humanity*, *7*(3), 164.

Bhatnagar, S., & Sanadhya, P. (2015). An analysis of work-life balance among the male and female IT professionals in Pune (Maharashtra). *Abhinav International Monthly Refereed Journal of Research in Management and Technology, 4 (1)*, 50-58.

Chugh, N. (2022). Share of women bank employees barely crossed 1/4th of workforce in FY21, annual report reveal. Retrieved from https://bfsi.economictimes.indiatimes.com/news/banking/share-of-women-bank-employees-barely-crossed-1/4th-of-workforce-in-fy21-annual-reports-reveal/90054344

Chugh, S., & Sahgal, P. (2007). Why do few women advance to leadership positions? Global Business Review, 8(2), 351–365.

Doble, N., & Supriya, M. V. (2010). Gender Differences in the Perception of Work-Life Balance. *Managing Global Transitions: International Research Journal*, 8(4).

Emslie, C., & Hunt, K. (2009). "Live to work or work to live?". The Australian and New Zealand Journal of Organizational Psychology, 3, 54-65.

Greenhaus, G. H., & Allen, T. D. (2010). "Work-family balance: a review and extension of the literature", in Tetrick, L. and Quick, J.C. (Eds), Handbook of Occupational Health Psychology, 2nd ed., American Pychological Association, Washington, DC, pp. 165-183.

Hafiz, S. (2017). Work-life balance (wlb) of women employees in banking sector-with special reference to Kota city. In *International conference on innovative research in science, technology and management* (pp. 978-93).

Helmle, J. R., Botero, I. C., & Seibold, D. R. (2014). "Factors that influence perceptions of work-life balance in

owners of copreneurial firms". Journal of Family Business Management, 4(2), 110-132. https://doi.org/10.1108/JFBM-06-2014-0013.

Leung, Y. K., Mukerjee, J., & Thurik, R. (2020). The role of family support in work-family balance and subjective well-being of SME owners. *Journal of small business management*, 58(1), 130-163.

Maharshi, N., & Chaturvedi, R. (2015). A study of factors-affecting work-life balance of women employees working in public and private sector banks of Rajasthan. *Asia Pacific Journal of Management & Entrepreneurship Research*, 4(1), 93.

McCarthy, A., Cleveland, J. N., Hunter, S., Darcy, C., & Grady, G. (2013). Employee work-life balance outcomes in Ireland: A multilevel investigation of supervisory support and perceived organizational support. The International Journal of Human Resource Management, 24(6), 1257-1276. http://dx.doi.org/10.1080/0958

5192.2012.709189.

Memon, M. S. M. J., & Alcasoas, M. N. (2018). A Study of Work-Life Balance among Married Women in the Banking Sector in Salcete, Goa.

Obiageli, O. L., Uzochukwu, O. C., & Ngozi, C. D. (2015). Work-life balance and employee performance in selected commercial banks in Lagos State. *European journal of research and reflection in management sciences*, 3(4).

Qureshi, I., Jamil, R., Iftikhar, M., Arif, S., Lodhi, S., Naseem, I., & Zaman, K. (2012). Job stress, workload, environment and employees turnover intentions: Destiny or choice. *Archives of Sciences (Sciences Des Archives)*, 65(8).

Shaffer, M. A., Reiche, B. S., Dimitrova, M., Lazarova, M., Chen, S., Westman, M., & Wurtz, O. (2016). "Work and family role adjustment of different types of global professionals: Scale development and validation". Journal of International Business studies, 47(2), 113-139. https://doi.org/10.1057/jibs.2015.26

Uddin, M., Ali, K., & Khan, M. A. (2020). Impact of perceived family support, workplace support, and work-life balance policies on work-life balance among female bankers in Bangladesh. *International Journal of Economics, Management and Accounting*.

Vij, V. (2019). Employment of women in India's banking sector. Retrieved from https://paycheck.in/career-tips/women-paycheck/articles/employment-of-women-in-india2019s-banking-sector.

Vijaya Mani (2013)., Work Life Balance and Women Professionals, Global Journal of Management and Business research Interdisciplinary, Vol.12, No.5, Pp.10-15.

Wattoo, M. A., Zhao, S., & Xi, M. (2018). Perceived organizational support and employee well-being: Testing the mediatory role of work–family facilitation and work–family conflict. *Chinese Management Studies*.

Eur. Chem. Bull. **2023**, *12(Special Issue 9), 1806-1817*

1817