

An Investigation into Work-Life Balance and Job Satisfaction Among Female Employees in Emerging Private Sector Banks

Sanjeev Shankar Rai¹, Dr. Amit Kumar²

¹Research Scholar, Department of Management, Om Sterling Global University, Hisar

²Research Supervisor, Department of Management, Om Sterling Global University, Hisar

ARTICLE INFO	ABSTRACT
Received: 03 Mar 2024 Accepted: 27 Apr 2024	<p>This research looks at how women in the newly formed private sector banks feel about their jobs and how well they combine their work and personal lives. Important factors such as compensation, working conditions, performance evaluation, and relationships with coworkers are highlighted. The purpose of this study is to determine the impact of work-related training and working hours on employees' well-being as a whole, as well as to assess the relationship between work-life balance and job satisfaction. The study's exploratory research technique gathers data from 200 employees of Allahabad Bank in Haryana using stratified and random selection methods. Structured questionnaires and in-person interviews provided the main data, whilst books, journals, and online resources comprised the secondary data.</p> <p>Keywords: C Work-life Balance, Job Satisfaction, Employees, Haryana, Private Sector banks, Work Environment</p>

INTRODUCTION

Work-life balance, or WLB, is a term that has become very popular nowadays, particularly given the continuous shifts in demands for contemporary workplaces. Finding a balance between work and personal life has become harder for women working in such workplaces, especially those employed in relatively recently established private sector sectors, including banking. This is more so in countries like Bangladesh, where women are often put under extra pressure by their work and family obligations with the expectations of organisation and society. Indeed, job satisfaction is one of the significant factors influencing the overall well-being, motivation, and productivity of employees because it is strongly linked to work-life balance. Knowing what affects work-life balance of women and happiness at work in a workplace environment is essential when the private banking industry is rising in emerging economies to improve performance and retention.

1.1. Factors Affecting Work-Life Balance

Workload, personal commitments, and support by the organisation are some of the factors influencing the work-life balance of working women in the banking sector. Support from coworkers and immediate bosses through both instrumental and emotional support is of great use to reduce stress and overcome pressure to juggle work and family life. The support for flexible workplaces, changing one's work time or making child care available, plays a crucial role in having an appropriate work-life balance. The challenges that women face in achieving balance are further compounded by cultural and societal norms, especially in developing countries where traditional gender roles may still be dominant.

1.2. Work-Life Balance and Job Satisfaction

Balancing work and life, and happiness at work, have a significant relationship that influences the success of an organisation and the welfare of the employees. If women are able to balance work and family needs, they tend to enjoy satisfying jobs, that would generate higher degrees of engagement, motivation, and productivity. Work-life

conflict would only enhance stress, burnout, and unsatisfying jobs, which ultimately influence employee morale and retention. This research explores the direct relationship between attaining work-life balance and job happiness and general work experience among female workers in developing private sector banks.

1.3. Research Objectives

- To evaluate the work-life balance levels of female employees in emerging private sector banks and assess its impact on their job satisfaction.
- To identify and analyze key factors such as salary, work environment, performance appraisal, and relations with colleagues that influence job satisfaction among female employees in private sector banks.
- To investigate the role of work-related training and working hours in determining job satisfaction, with a focus on how these factors contribute to overall employee well-being in the banking sector.

LITERATURE REVIEW

Mohamed (2022) The study investigated the impact of WLB on personal lives of working women in the Larkana banking industry in Pakistan. ANOVA analysis based on data from 266 women established that PLWH had a negative impact on the personal lives, while positive WLB impacted favourably. Marital status and income packages are found to be beneficial factors. The study established that effective WLB policies increase employee dedication and productivity, an information useful for organisations and women.

Butt (2021) examined the impact on organisational commitment in Pakistani private sector companies of factors such as job satisfaction, work-life balance, person-job fit, and working conditions. Results from a survey of 843 workers (mean response rate: 77%) show that job satisfaction mediates all the aforementioned linkages and has a positive effect on work-life balance, person-job fit, and organisational commitment. Commitment was positively correlated with age, gender, and experience among the demographic variables. The survey clearly marked that for increasing organizational commitment and employee happiness, the HR managers have to focus on enhancing these elements.

Sarachandran (2022) focused on the banking sector's significance for economic growth and its implications on resilience and competition. Since banks are the financial backbone of a country, high job satisfaction and efficient human resource management are essential for economic success. The study also considered work-life balance, which affects employee performance by reducing conflicts between work and personal life. Based on a comparative study of public and private sector bank employees in Kerala, this research paper aims to achieve the purpose of determining how job satisfaction and work-life balance are inversely related.

Sivalogathan (2021) conducted an empirical study in investigating the way in which WLB impacts the JS and PE relationships of female employees in banks, particularly middle-level managers, across three provinces of Sri Lanka, basing their sample on the 300 cluster-random selected females who have served in banks due to inspiration from the ILO report concerning the economic contribution of women in their economy. Analysis revealed the significant positive correlations between PE, WLB, and JS while the mediating role of WLB in the interaction between PE and JS was supported. The present study besides motivating employees to take up empowering techniques for better WLB would further guide employers to adopt practices that increase job satisfaction, WLB, and PE.

Kaluarachige (2021) highlighted the importance of work-life balance in corporate business today, specially speaking to women employees. Examining the impact of work-life balance on job satisfaction and employee performance, the study targeted female executives working for private banks in Colombo, Sri Lanka. Using a basic random sample procedure, 115 executives from 82 branches answered to conventional questionnaires, which were utilised to collect the data. The findings demonstrated a good association between work-life balance, job satisfaction, and performance on the job, with employee satisfaction acting as a complete mediator between the two. Employees report higher levels of pleasure and productivity when they have a better work-life balance.

Ahmad (2023) looked at how the work-life balance (WLB) of female bank employees in Bangladesh was affected by the instrumental and emotional assistance they received from their supervisors and coworkers. A total of 558 participants filled out the survey, and the results showed that WLB was significantly affected by both instrumental and emotional support from supervisors and coworkers, but instrumental support from colleagues had no noticeable impact, and support from supervisors was more important than support from colleagues. The study provided scholars and practitioners with valuable information by pointing out the shortcomings and offering ideas for future research.

RESEARCH METHODOLOGY

Research is the methodical solving of problems. Basically, it deals with the search for information via research, documentation, and analysis of evidence. Clifford Woody points out that "Research involves defining or redescribing the problem, developing hypotheses or proposed solutions, gathering, organising and analysing data, drawing conclusions, and testing conclusions to see whether they confirm hypotheses".

1.4. Research Design

The conceptual framework that guides the research is referred to as the research design, which acts as a plan for collecting data, measurement, and its analysis. The search design includes an explanation of the researcher's processes, beginning with the process of hypothesis formulation and its operational implications and ending with the final data analysis. This study is exploratory in character since it aims to find new connections by exploring concepts and understanding. The incident enables the research design to be largely flexible so as to consider many aspects of the issue under study. It helps bring to light some of the strengths of the enterprise innate so that the management can thoroughly investigate.

1.5. Sampling design and method

Based on a stratified and random technique, the research selected Allahabad Bank branches as the study field. Of all the sampling methods applied, random and stratified is the least time-consuming and costly to undertake. These sampling units can easily be co-operative, of easy measurement and available. Upon convenience, this researcher made his personal contact for 200 workers of Allahabad Bank in the Haryana state. They were informed of the scope of the research and requested to fill the questionnaire truthfully and objectively.

1.6. Sampling

After considering time and cost, 200 workers were selected from the Allahabad bank branches of Haryana state.

1.7. Data collection

Primary and secondary sources were both used to compile the data. The main data was collected through questionnaires and some in-person interviews, while the secondary data was gathered from books, journals, the internet, and newspapers.

1.8. Statistical tools used for interpretation and analysis

There are percentages analyses in the gathered data. It describes a specific form of ratio, and percentages define the relationship of comparison between two or more data series. It has been possible to make meaningful comparisons because the percentage reduced everything on a common basis.

1.9. Questionnaire

The questions were used to assist respondents in identifying different factors that impact workers' job satisfaction. Other key issues in job satisfaction could be used in measuring employee perception, such as the nature of the work, the working environment, compensation and incentives related to the job, methods of promotion, performance reviews, relationships with management and other employees, and grievance procedures.

Respondents were expressly requested to disregard their own prejudices and use their best judgement on a 5-point Likert scale. The experiment was meticulously planned to guarantee that the response accurately represented the organization's reality, rather than the individual's subjective perspective. There is a five-point scale on the form that goes like this: very disagree, disagree, agree, and very agree.

DATA ANALYSIS

Conclusively, based on a comprehensive survey, the analysis of data in this respect unveils various factors involving employee work satisfaction. Most primarily, there are job satisfaction, pay and benefits, work environment, performance appraisal processes, working hours, work-related training, and relationships with coworkers and subordinates which all form part of the analysis. Each table and figure reflect a different aspect of job satisfaction, and the findings are based on responses from 200 employees. These findings are valuable in helping determine the strengths of the workplace and areas that require development to support informed decision-making, thereby enhancing the success of an organization and its employees' well-being.

After conducting the study and interpreting the data obtained, the following conclusions were drawn:

Table 1: Contentment with the type of work

Satisfaction level	No. of Employees	Percentage
Highly satisfied	26	13
Satisfied	76	38
Indifferent	36	18
Dissatisfied	42	21
Highly satisfied	20	10
Total	200	100

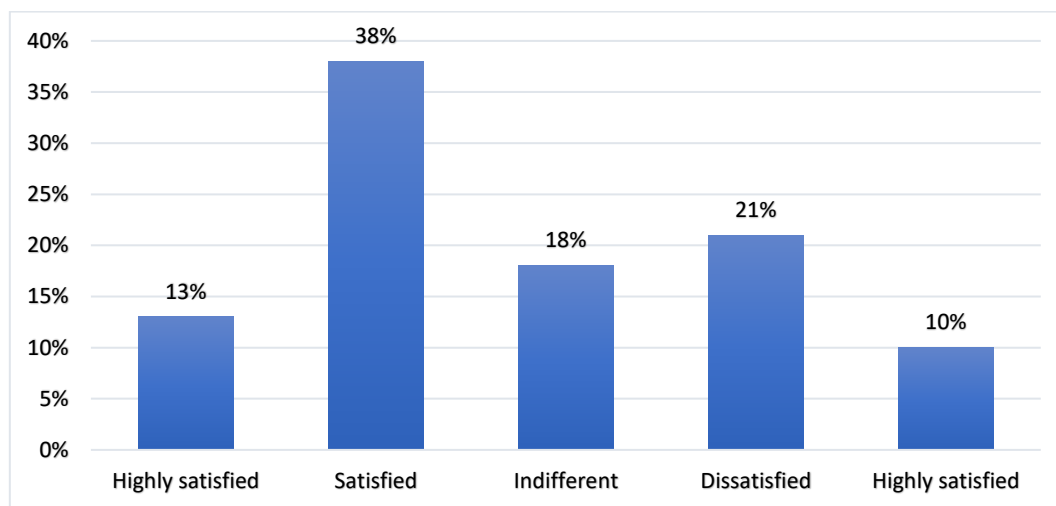


Figure 1: Contentment with the type of work

Table 1. Distribution of workers' job satisfaction with its nature. 38% said they were satisfied, while 21% said they were not. A huge percentage (18%) had no opinion, while 13% were very satisfied. However, 10% more were also highly satisfied, meaning that a huge number of workers are usually satisfied with the nature of their jobs.

Table 2: Impact of incentives and pay on job satisfaction

Satisfaction Level	No. of Employees	Percentage
Highly satisfied	20	10
Satisfied	80	40

Indifferent	24	12
Dissatisfied	60	30
Highly satisfied	16	8
Total	200	100

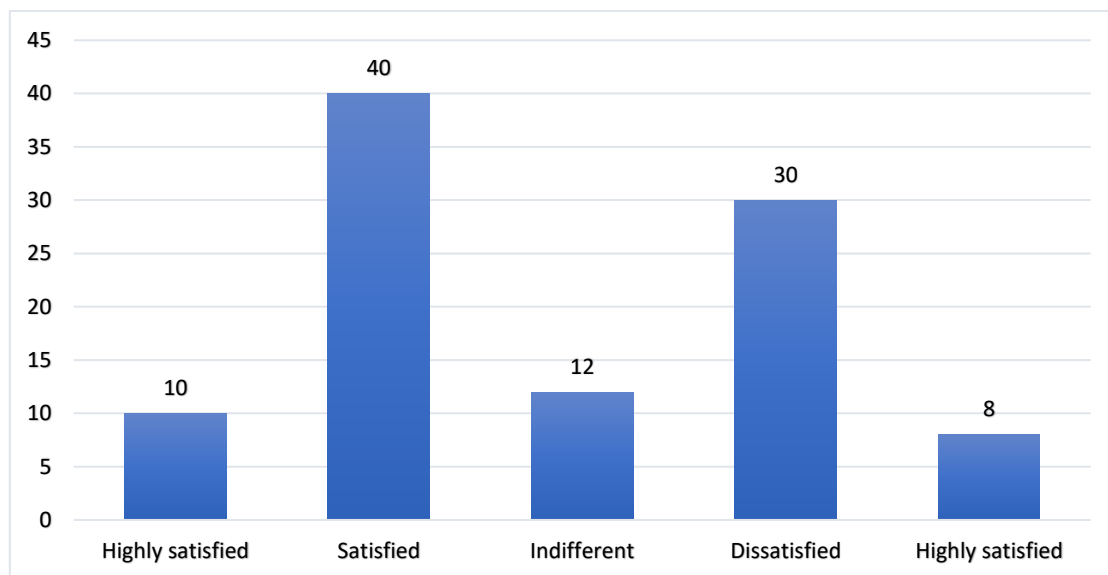


Figure 2: Impact of incentives and pay on job satisfaction

This part of the job mostly satisfies or dissatisfies the workers, as shown in Table 2 on pay and incentives on job satisfaction. In this regard, while 30% of the workers are not happy, 40% are satisfied. There are 10% who are very much satisfied, while 12% are unruffled. Since 8% of workers are extremely dissatisfied, there is a wide range in how employees feel about pay and benefits, which suggests that raising these areas could increase job satisfaction overall.

Table 3: Degree of contentment with the working environment

Working Environment	No. of Employees	Percentage
Highly satisfied	20	10
Satisfied	80	40
Indifferent	24	12
Dissatisfied	60	30
Highly satisfied	16	8
Total	200	100

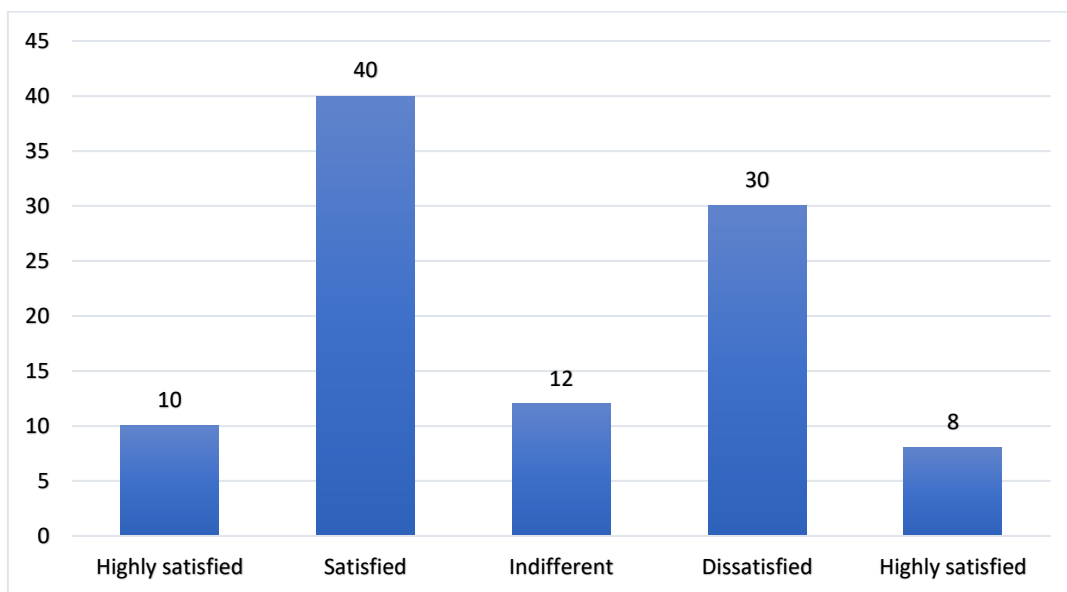


Figure 3: Degree of contentment with the working environment

Table 3 demonstrates the level of employee satisfaction with the workplace. Thirty percent of workers said they were unhappy, while forty percent said they were satisfied. Only 10% said they were highly satisfied, however, while 12% have no opinion. More importantly, only 8% of the workers reported being extremely dissatisfied, meaning that although most are satisfied, a fair share of workers are showing dissatisfaction and pointing to areas that may need improvement in the workplace.

Table 4: Contentment with the method of performance evaluation

Performance appraisal	No. of Employees	Percentage
Highly satisfied	20	10
Satisfied	100	50
Indifferent	60	30
Dissatisfied	14	7
Highly satisfied	6	3
Total	200	100

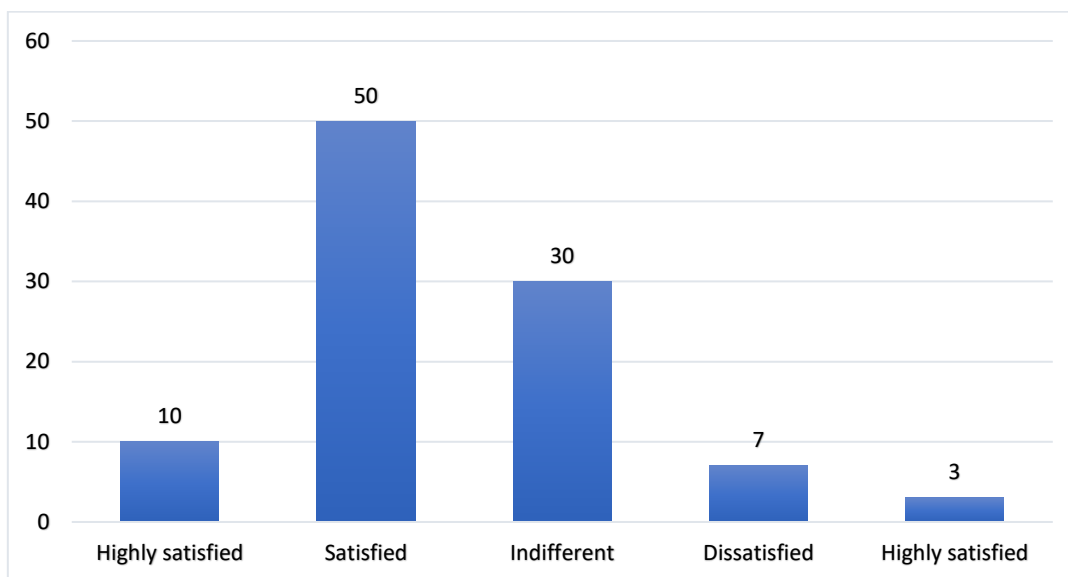


Figure 4: Contentment with the method of performance evaluation

Table 4 shows that 50% of employees are satisfied with the performance appraisal technique, 30% are neutral, 10% are highly satisfied, 7% are dissatisfied and only 3% highly satisfied. Thus, this fact shows that while a huge number of employees are of a positive opinion about the performance appraisal process, there is much room for improvement as a considerable number of them remain either dissatisfied or indifferent.

Table 5: Contentment with working hours

Performance appraisal	No. of Employees	Percentage
Yes	80	40
No	120	60
Total	200	100

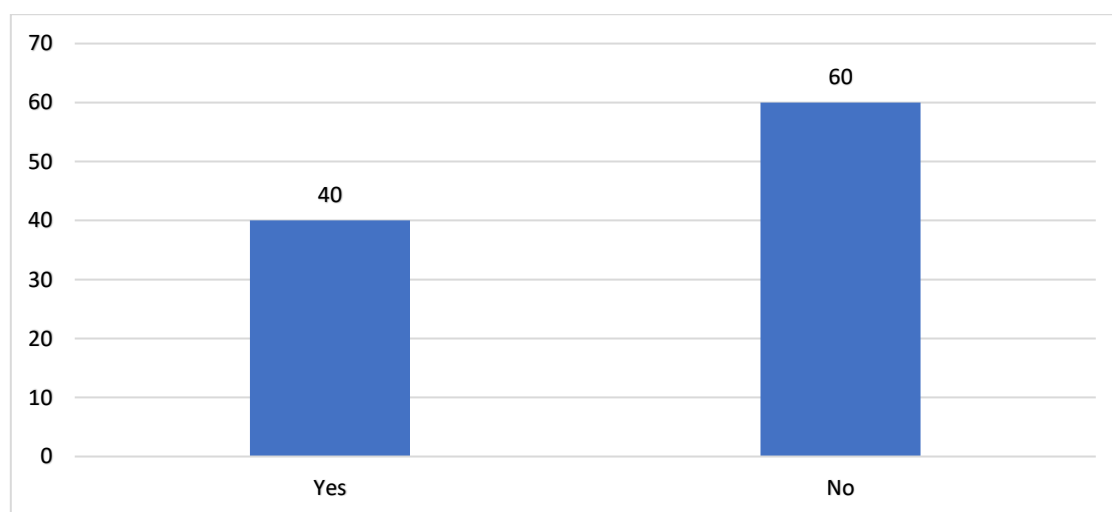


Figure 5: Contentment with working hours

Table 5 reveals that 60% of workers, or 120 out of 200, are dissatisfied with their working hours, implying that a large proportion of the workforce feels the hours are inappropriate. Conversely, 40% of workers, or 80 out of 200, said they were satisfied with their working hours, which implies that while some workers are content, a higher percentage are dissatisfied with their hours.

Table 6: Workplace training's impact on job satisfaction

Effect of training	No. of Employees	Percentage
Agree	40	20
Disagree	100	50
No Comments	60	30
Total	200	100

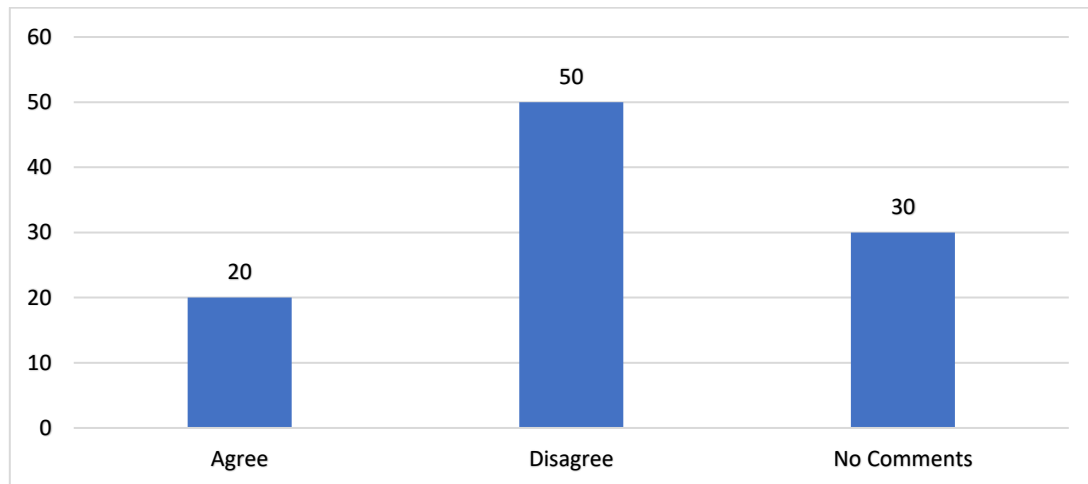
**Figure 6: Workplace training's impact on job satisfaction**

Table 6 explores the connection between job-related training and job satisfaction; as per the table, 20% of workers agree that job-related training enhances their job satisfaction. 50% of workers are opposed to it, meaning a substantial minority does not believe training positively impacts. Furthermore, 30% of the workers have remained silent or uninterested, implying that they think there is an ample diversity of views as far as work-related training contribution towards job satisfaction is concerned.

Table 7: Relationships with co-workers and lower-level employees' impact on job happiness

Effect of training	No. of Employees	Percentage
Yes	120	60
No	16	8
No Comments	64	32
Total	200	100

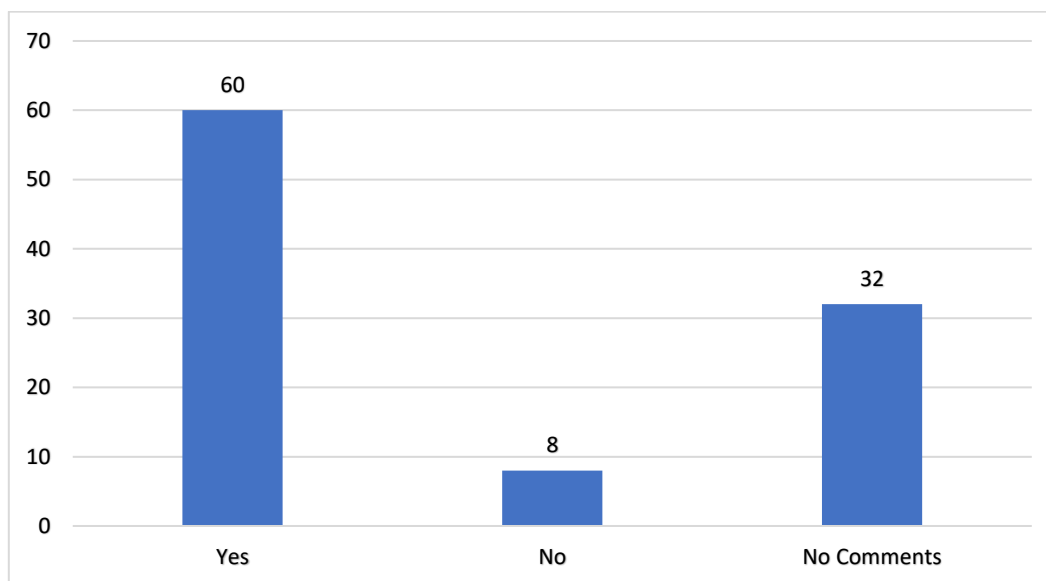


Figure 7: Relationships with co-workers and lower-level employees' impact on job happiness

Table XIII shows the effects of relationships with coworkers and low-level employees in job satisfaction. Although 8% disagreed, the majority, 60% of the employees, said good relationships with their coworkers and the employees make them happy at their jobs. Again, 32% of workers kept quiet and were either not opinionated or had no view. These figures show how strong interpersonal relationships can be in a workplace to contribute to job happiness.

CONCLUSION

This study draws attention to how important work-life balance and other organizational elements are in determining the level of job satisfaction among female employees in newly established private sector banks. The findings suggest that an attractive work environment, fair performance evaluations, supportive networking with colleagues, and emotional and practical support by supervisors all significantly contribute to job satisfaction. In addition, it was determined that factors including pay, job-related training, and rational working hours represented significant determinants of employee wellbeing. To enhance satisfaction and retention on the job among employees in banking, the need to address those factors is placed at the front and center, and the article provides managers as well as policy makers with valuable input on how work environments can become more balanced as well as facilitative for female workers.

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