

## Work Life Balance on Employee Engagement of Selected Women Bank Employees in Tiruchirappalli

A. Mohamed Sirajudeen<sup>1\*</sup>, M. Sirajudeen<sup>2</sup>

<sup>1\*</sup>Research Scholar, Department of Commerce, Jamal Mohamed College (Autonomous) (Affiliated to Bharathidasan University), Trichy, India.

<sup>2</sup>Assistant Professor & Research Supervisor

<sup>2</sup>Assistant Professor, Department of Commerce, Jamal Mohamed College (Autonomous) Trichy (Affiliated to Bharathidasan University), Trichy, India.

### Abstract

The concept of work-life balance is the maintenance of a balance between responsibilities at work place and at home. The concept of work-family (life) balance has emerged from the acknowledgement that an individual's work-life and personal/family life which may exert conflicting demands on each other. Work-life balance is about adjusting work patterns to achieve overall fulfillment. A study of this paper covered the impact of factors of work life towards employee engagement among women employees working in selected banks in Tiruchirappalli district. This paper is an attempt to measure the level of factors of work life balance and identify the most significant factor. A survey is conducted with 300 women employees from the selected banks to perform quantitative analysis.

**Keywords:** Work Life Balance, Employee engagement

### 1. Introduction

Human resource management (HRM) is defined as the management of people in organization. It is the systematic approach to achieve organizational objectives, through the optimal use of employees. The objective is to ensure that the organization has the required human resources to achieve its goals. "HRM is concerned with the people dimension in management. It is a process consisting of four function acquisition, development, motivation, and maintenance of human resources".

Human resource is the most influential factor for determining the competence and effectiveness of an organization due to the people who work in that organization as they only decide when, where and how to obtain the various resources and utilize it properly including human resources in the best interest of the organization. Women in this century is also equally good and very competitive in both working and personal life. Therefore, at times, work-life balance between the professional career and family or personal have become a greater concern, especially among the women employees since they do have additional responsibilities towards family management and development. Hence achieving work-life balance is an ultimate focal point of the women's life today.

Work Life Balance is a concept including proper prioritizing between work (career and ambition) and "Life Style" (health, pleasure, leisure, family, and spiritual development). This is related to the idea of lifestyle choice. Work life balance describes the relationship between your work and the commitments in the rest of your life, and how they impact on one another.

This paper is an initial attempt to explore the impact of factors of quality of work life such as work role, work load, work support, family support, work stress and work environment towards engagement among women employees from the selected banks in Tiruchirappalli district.

### 2. Literature Review

There have been numerous definitions about work life balance and following is a literature compilation of definitions from various authors.

Andrea Gragnano et al., (2020) investigated the importance of nonworking domains in the WLB with a particular focus on health. Moreover, the importance of the effects of the work-family balance (WFB) and the work-health balance (WHB) on job satisfaction was investigated. Also they explored how the effects of the WFB and the WHB on job satisfaction change according to worker characteristics. The results showed that workers considered health as important as family in the WLB. The WHB explained more of the variance in job satisfaction than the WFB. Age, gender and parental status moderated the effect of the WFB on job satisfaction, and work ability moderated the effect of the WHB on job satisfaction.

Vasumathi (2018) has dealt with the various aspects of work life balance through the review of existing literature. The researcher focused on working women's stress and strains when it comes to the balance between paid work and family responsibilities. Also the researcher reviewed that all working women receive the support from family members, organization and government policies for their

problems and take proper steps to rectify their different issues to balance their work and life, which will leads to run a peaceful life in work and family and paves way for hyper growth and development of the country.

Jeyarathnam (2017) identified the factors that influence work-life-balance of women professionals in IT industry in Tamil Nadu, India. The respondents have agreed that twenty eight components have influenced the work-life-balance of respondents in the first stage. The factor analysis revealed that five factors such as job nature, work load, job environment, organizational support and family domain are the predominant factors that influence work-life-balance of women professionals. The correlation analysis has also confirmed that there exists positive correlation among the five factors and they are close-knit factors.

Gaffoor and Sareena (2016) have identified the factors affecting work life balance of married working women in banking sector and this study focuses on Bank of Ceylon head office. The total married working women in the bank of Ceylon head office is 320 employees, out of that married female employees who have at least one child below 15 years old not known therefore the study used the snowball sampling techniques to collect the data and to select 32 head office married female employees who have at least one child below 15 years old. Findings of the study indicate that there is a positive relationship between work life balance factors (child care, working hours, and support system) and work life balance of married working women.

Renuka Devi and Kanagalakshmi (2015) studied that work life balance is the key issue that is bothering many corporate and employees. The data pertaining to the study has been collected from professionals working in I.T. companies in Chennai to identify the factors influencing Work-life balance and to study the personal & organizational profile. Analysis of literature and available data reveals that many employees were facing problems in adjusting their family life and personal life with their organizational workload.

ToyazShekhar (2016) studied the relationship between work life balance and employee engagement. This paper also highlights the contextual factors affecting employee engagement and work life balance. The results of the study showed an inverse relationship between pleasure & work. Further, it examines the effect of change in work interference on personal life on Employee Engagement.

Ashwini, et al (2014) study dealt with work-life balance of the banking employees in order to determine the level of their work life balance which is having very high importance on their total wellbeing and hence their productivity and entire business growth.

Lakshmi and Gopinath (2013) studied work life balance of women employees has become an important subject since the time has changed from men earning the family living in today's world where both men and women equally share the responsibility of earning for the betterment of their family life. In the initial stages, women had to struggle a lot to establish their identity in this competitive world, both in the society as well as in the professional life. But with the advancement in educational and training institutions, things have improved to a great extent.

### **3. Research Methodology**

The study is a collection of both primary and secondary data. A structured questionnaire is designed to measure their work-life balance among women bank employees in Tiruchirappalli. This questionnaire was distributed to 300 women employees in Tiruchirappalli in the selected branches of public and private sector banks. The researcher adopted stratified random sampling technique for collecting data from women bank employees.

#### **3.1 Research Objectives**

- To analyze the socio-economic status of women employees from the selected banks in Tiruchirappalli.
- To measure the levels of work life balance factors among the women employees.
- To test significance of work life balance factors across socio-economic status of women employees from the selected public and private sector banks in Tiruchirappalli.
- To examine the relationship between the factor of work life balance and employee engagement among the women employees from the selected banks in Tiruchirappalli.

#### **3.2 Hypothesis Statements:**

##### **Hypothesis 1**

There is a significant difference exist between work life balance and its factors across marital status.

##### **Hypothesis 2**

There is a significant difference exist between work life balance and its factors across monthly income

### **4. Results and Discussion**

Results and discussion are central steps in the research process. The aim of the analysis is to organize, classify and summarize the collected data so that they can be better comprehended and

interpreted to give answers to the questions that triggered the research. Interpretation is the search for the broader meaning of findings. Analysis is not fulfilled without interpretation; and interpretation cannot proceed without analysis; so, both are inter dependent. A detailed analysis of the collected data has been attempted as per the objectives stated earlier. Hypotheses were also tested based on the findings of the study, interpretations and conclusions were drawn.

Table 1 Distribution of socio-economic status of the women employees from selected public and private sector banks in Tiruchirappalli

Socio-Economic characteristics	Category	Frequency	Percentage
Age	Below 25 Years	47	15.7
	26-30 Years	48	16.0
	31-35 Years	98	32.7
	36- 40 years	58	19.3
	Above 40 years	49	16.3
	<b>Total</b>	<b>300</b>	<b>100.0</b>
Marital Status	Married	190	63.3
	Unmarried	72	24.0
	Widow/ Divorcee	38	12.7
	<b>Total</b>	<b>300</b>	<b>100.0</b>
Educational Qualification	Undergraduate	86	28.7
	Postgraduate	84	28.0
	Professional	82	27.3
	Others	48	16.0
	<b>Total</b>	<b>300</b>	<b>100.0</b>
Family Size	Less than 3	60	20.0
	Three – six	166	55.3
	More than 6	74	24.7
	<b>Total</b>	<b>300</b>	<b>100.0</b>
Monthly Income (inRs.)	Less than Rs. 25,000	97	32.3
	Rs.25001-Rs.50,000	132	44.0
	Above Rs.50,000	71	23.7
	<b>Total</b>	<b>300</b>	<b>100.0</b>

Source: Survey data

The table 1 reveals that, 32.7% of the employees were between 31 to 35 years of age group, 63.3% of them were married, and 28.7% of them were undergraduates. With regard to family size of the women employees working in bank sector 55.3% of them have three to six members in their family, 24.7% have more than six members in their family. Regarding monthly income of women bank employees, majority 132 (44%) earned between Rs.25001 to Rs.50000, 97(32.3%) of them were earned less than Rs. 25000 and 71(23.7%) earned above Rs. 50000.

Table 2 Distribution of level of opinion on work life balance factors of women bank employees in Tiruchirappalli

Factors of work life balance (N=300)	Low	Moderate	High
<b>Work Role</b>	90 (30%)	110 (36.7%)	100 (33.3%)
<b>Work Load</b>	70 (23.3%)	101 (33.7%)	129 (43.0%)
<b>Work Support</b>	88 (29.3%)	107 (35.7%)	105 (35.0%)
<b>Family Support</b>	71 (23.7%)	121 (40.3%)	108 (36%)
<b>Work stress</b>	90 (30%)	90 (30%)	120 (40%)
<b>Work environment</b>	84 (28%)	106 (35.3%)	110 (36.7%)

Source: Computed values

The level of work-life balance has been classified into three categories, namely, low level, moderate level and high level for analytical purpose (Table 2). From the table 2, it is seen that, 36.7% of the employees opined work role as moderate level, 33.3% of them have high level and 30% of them have low level of opinion towards work role. 33.7% of the employees have moderate level, 43% of them have high level and 23.3% of them have low level of opinion towards work load. 35.7% of the bank employees have moderate level, 35% of them have high level and only 29.3% of them have low level of opinion towards work support. 40.3% of the bank employees have moderate level, 36% of them

have high level and only 23.7% of them have low level of opinion towards family support. 30% of the bank employees have moderate level, 40% of them have high level and only 30% of them have low level of opinion towards work stress. 35.3% of the bank employees have moderate level, 36.7% of them have high level and only 28% of them have low level of opinion towards work environment.

**Student's t-test on marital status of bank employees towards factors of work life balance**

**Null Hypothesis**

There is no significant mean difference between public sector and private sector with respect to factors of work life balance among employees.

**Alternative Hypothesis**

There is a significant mean difference between public sector and private sector with respect to factors of work life balance among employees

Table 3 Student- t test for significant mean difference between nature of sector with respect to factors of work life balance among employees

Factors	Nature of Sector				t -value	p- value
	Public Sector (n=150)		Private Sector (n=150)			
	Mean	SD	Mean	SD		
Work Role	15.89	4.02	16.11	3.49	<b>-0.521</b>	<b>0.021*</b>
Work Load	17.67	3.50	17.79	3.05	<b>-0.299</b>	<b>0.035*</b>
Work Support	16.06	3.67	15.56	3.99	<b>1.127</b>	<b>0.026*</b>
Family Support	17.27	2.99	17.00	2.99	<b>0.772</b>	<b>0.044*</b>
Work Stress	32.29	8.06	32.11	7.05	<b>0.198</b>	<b>0.043*</b>
Wok Environment	32.92	6.40	32.12	6.92	<b>1.039</b>	<b>0.030*</b>
Work life balance	17.00	2.19	16.89	2.33	<b>0.409</b>	<b>0.017*</b>

(\*p<0.05 significant at 5 percent level)

Table 3 on t-test reveals that, the two tail significance for the nature of sector (Public and Private sector) indicates that p<0.05 and, therefore, is significant. It shows that there exists a significant mean difference among the bank employees on work role (t = - 0.5212.669, p<0.05), work load (t = - 0.299, p<0.05), work support (t = 1.127, p<0.05), family support (t = 0.772, p<0.05), work stress (t = 0.198, p<0.05), work environment (t = 1.039, p<0.05) and work life balance (t = 0.409, p<0.05).

**One-way ANOVA on monthly income of bank employees towards factors of work life balance**

**Null Hypothesis**

There is no significant mean difference across monthly income towards the factors of work life balance

**Alternative Hypothesis**

There is a significant mean difference across monthly income towards the factors of work life balance  
 Table 4 ANOVA for significant difference across monthly income towards work life balance among bank employees

ANOVA test for significant mean difference between monthly income towards factors of quality of work life among employees

ANOVA		Sum Squares	of df	Mean Square	F	Sig.
Work Role	Between Groups	0.081	2	0.041	<b>0.064</b>	<b>0.038*</b>
	Within Groups	189.585	297	0.638		
	<b>Total</b>	189.667	299			
Work Load	Between Groups	0.053	2	0.027	<b>0.142</b>	<b>0.029*</b>
	Within Groups	187.344	297	0.631		
	<b>Total</b>	187.397	299			
Work Support	Between Groups	3.543	2	1.771	<b>2.791</b>	<b>0.036*</b>
	Within Groups	188.494	297	0.635		
	<b>Total</b>	192.037	299			
Family Support	Between Groups	0.855	2	0.427		

	Within Groups	173.582	297	0.584	<b>0.731</b>	<b>0.048*</b>
	<b>Total</b>	174.437	299			
<b>Work Stress</b>	Between Groups	1.126	2	0.563	<b>0.812</b>	<b>0.045*</b>
	Within Groups	205.874	297	0.693		
	<b>Total</b>	207.000	299			
<b>Wok Environment</b>	Between Groups	4.183	2	2.091	<b>3.312</b>	<b>0.038*</b>
	Within Groups	187.564	297	0.632		
	<b>Total</b>	191.747	299			
<b>Work life balance</b>	Between Groups	7.661	2	3.830	<b>0.752</b>	<b>0.042*</b>
	Within Groups	1513.486	297	5.096		
	<b>Total</b>	1521.147	299			

\*Significant at 5% level;

One – way ANOVA was applied to find the significant mean difference between monthly income towards factors of work life balance among employees and the result showed (Table 4) that there is a significant mean difference in the monthly income towards work role ( F-value = 0.064,  $p < 0.05$ ), work load ( F-value = 0.142  $p < 0.05$ ), work support ( F-value = 2.791,  $p < 0.05$ ), family support ( F-value = 0.731,  $p < 0.05$ ), work stress ( F-value = 0.812,  $p < 0.05$ ), work environment ( F-value = 3.312,  $p < 0.05$ ) and work life balance ( F-value = 0.752,  $p < 0.05$ ).

The findings of the study support the findings of the research by Golla and Vernon

2006, which suggests that nonstandard schedules such as night shifts are viewed as balancing technique by employees with child care responsibility, The independent sample T-test suggested that the marital status of the individuals affect the Work-life balance, Work-life conflict, psychosomatic disorders and turnover intentions. Thus, the study has drawn various conclusions about the present scenario of BPO companies. We see the various obstacles coming in way in the empowerment of women. Women are trying every possible way to manage their personal as well as professional lives efficiently. Yet, the various hindrances are stopping them to do so. Progress can only be shown when weremove all such issues like gender bias and income inequality. Motivation of women and the findings of the study support the findings of the research by Golla and Vernon 2006, which suggests that nonstandard schedules such as night shifts are viewed as balancing technique by employees with child care responsibility, The independent sample T-test suggested that the marital status of the individuals affect the Work-life Balance, Work-life conflict, psychosomatic disorders and turnover intentions. Thus, the study has drawn various conclusions about the present scenario of BPO companies. We see the various obstacles coming in way in the empowerment of women. Women are trying every possible way to manage their personal as well as professional lives efficiently. Yet, the various hindrances are stopping them to do so. Progress can only be shown when weremove all such issues like gender bias and income inequality. Motivation of women and the findings of the study support the findings of the research by Golla and Vernon 2006, which suggests that nonstandard schedules such as night shifts are viewed as balancing technique by employees with child care responsibility, the independent sample T-test suggested that the marital status of the individuals affect the Work-life Balance, Work-life conflict, psychosomatic disorders and turnover intentions. Thus, the study has drawn various conclusions about the present scenario of BPO companies. We see the various obstacles coming in way in the empowerment of women. Women are trying every possible way to manage their personal as well as professional lives efficiently. Yet, the various hindrances are stopping them to do so. Progress can only be shown when we remove all such issues like gender bias and income inequality. Motivation of women and giving them equal rights as men will not only improve the position of women but the society as a whole thus the women to feel empowered they must be given the securities they require to feel safe

To find the direction of relationship factors and employee engagement, Karl Pearson's correlation measure was applied. Higher the correlation, higher will be the relationship between variables and which in turn influences the employee engagement at a higher level. The table 5 clearly shows that there is a significant positive relationship between the factors and employee engagement. The result does not show any negative relationship

Table 5 Correlation Coefficient between Employee Engagement and factors of work life balance

<b>Correlations</b>							
	<b>X<sub>1</sub></b>	<b>X<sub>2</sub></b>	<b>X<sub>3</sub></b>	<b>X<sub>4</sub></b>	<b>X<sub>5</sub></b>	<b>X<sub>6</sub></b>	<b>X<sub>7</sub></b>
<b>Employee engagement</b>	1						
<b>Work Role</b>	0.590**	1					

<b>Work Load</b>	0.736**	0.521**	1				
<b>Work Support</b>	0.875**	0.663**	0.832**	1			
<b>Family Support</b>	0.844**	0.604**	0.761**	0.914**	1		
<b>Work Stress</b>	0.787**	0.560**	0.695**	0.832**	0.721**	1	
<b>Wok Environment</b>	0.839**	0.667**	0.761**	0.917**	0.836**	0.735**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

The correlation matrix presented in table 5, shows the significant and positive relation between employee engagement and influencing factors among the women bank employees in Tiruchirappalli District. The results shows, there exist a highly significant positive relationship with the independent variables work role ( $r=0.590$ ,  $p<0.01$ ), work load ( $r = 0.736$ ,  $p <0.01$ ), work support ( $r = 0.875$ ,  $p <0.01$ ), family support ( $r = 0.844$ ,  $p <0.01$ ),work stress ( $r = 0.787$ ,  $p <0.01$ ) and work environment ( $r = 0.839$ ,  $p <0.01$ ).

### 5. Conclusion

It is suggested that non-standard schedules such as excessive work time are viewed as balancing technique by women employees with child care responsibility. The factors of work life balance such as, work role, work load, work support, family support, work stress and work environment and work life balance among the women employees from the selected public and private sector banks are significantly differ with the socio-economic status. The independent sample t-test suggested that the nature of sector affect the work-life balance. Thus, the study has drawn various conclusions about the present scenario of women employees working in public and private sector banks of Tiruchirappalli.

### References

1. Ashwini.S, Ashwini.S&Kumaraswamy, (2012), Work Life Balance with Special Reference to Public Sector Bank Employees in Karnataka, *Global Journal For Research Analysis*, 3, 37-41.
2. Gaffoor, Sareena. (2016),The Factors Affecting Work Life Balance Of Married Working Women: With Special Reference To Bank Of Ceylon Head Office, *Conference paper*, 125-134.
3. Jeyarathnam. M (2017), Factors Influencing Work-Life-Balance of Women Professionals in It Industry-A Study in TamilNadu, India, *International Journal of Humanities and Social Science Invention*, 6(7), 26-33.
4. Lakshmi K. Sand Gopinath S. S, (2013). Work life balance of women employees – with reference to Teaching Faculty,*International Monthly Refereed Journal of Research In Management & Technology*, Volume II.
5. Renuka Devi S.V.,KanagalakshmiL (2015), Factors Influencing Work Life Balance of Women Employees in Information Technology Companies, *IOSR Journal of Business and Management (IOSR-JBM)* e-ISSN: 2278-487X, p-ISSN: 2319-7668. 17(6),Ver. II, 01-04
6. ToyazShekhar(2016), Work life Balance & Employee Engagement- Concepts revisited,*International Journal of Education and Psychological Research (IJEPR)*, 5(1).
7. Vasumathi, (2018), Work life balance of women employees:a literature review (2018).*International Journal of Services and Operations Management*, 29(1),100-146.