

Impact of Work-Life Balance on Employee Retention- A Study on Banking Sector

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Abstract

Work is an essential aspect of life; it provides a sense of accomplishment, identification, and means of income to fulfill the basic requirements. Due to the development of technology, the number of women workforces and dual-earner families, it is important for both employers and workers to balance both professional and personal life. This study examines the effectiveness of the work-life balance of bank employees and its impact on employee retention in the selected banks in Sivakasi, Virudhunagar district. This paper also identifies the various work-life balance initiatives taken by the banks to reduce employee turnover and to enhance employee job satisfaction. A sample of 245 respondents was randomly selected to participate in the study. A well-structured questionnaire was used to collect the data. The findings revealed that the work-life balance has a direct impact on employee's retention and it also helps to improve the employee's job satisfaction

Keywords: Work-life balance, Work-life initiatives, Retention, Job satisfaction

Introduction

Work-life balance is the interaction between the work and the other activities that include family, community, leisure, and personal development. It is about the right or the balanced combination of the individual's participation in the work and other aspects of their life, and this combination doesn't remain the same. It can be changed over time.

Work-life balance is about people having a measure of control over when, where, and how they work. It increases effectiveness as well as improves satisfaction; in both the professional as well as personal lives. Work-life balance is considered as an important aspect of a healthy work environment.

Work-life Balance brings a better influence on all aspects of life. Employees work better when they do make time for family and personal interests. Work-life balance is where the tensions between work life and personal life are minimized by having a proper policy, systems, supportive management, and provisions at work place and good relations in personal life. The workplace that enables employees to achieve work-life balance is particularly motivating and gratifying to employees, which makes them happy. Employers can help employees achieve work-life balance by instituting policies, procedures, actions, and expectations that enable them to pursue more balanced lives.

Nowadays, finding a suitable balance between work and family life is a big challenge for the employees. Pleasant work places, Conflict free work environment, happy homes make employees work with zeal. Thus organizations need to implement various work-life practices to improve employee performance.

There are numerous organization policies that can assuage the burden of work-life balance. Initiatives like flexible working hours, alternative work plans, and compressed working hours, leave plans, family care responsibilities, childcare facilities, financial assistance for childcare, and other family-friendly policies employee assistance programs have become an important part of organization benefit programs. The nature of the job, workplace environment, employee-friendly policies, and organizational culture has a positive impact on WLB.

Review of Literature

Clark (2000), defines Work-family balance as “Satisfaction & good functioning at work & home with a minimum of role conflict.”

Goyal K.A, Agrawel A (2015) in their paper titled “ Issues and challenges of Work-life balance in banking industry of India” explained that Work-life balance policies and programs are an investment in an organization for improving productivity, reducing absenteeism, achieving improved customer services, better health, flexible working as well as satisfied and motivated workforce especially in banking industry

R. Baral, S. Bhargava, 2011, in their paper titled, “HR interventions for work-life balance: evidence from organizations in India,” has attempted an effort to understand the existing status of WLBP in Indian organizations and to identify its prospects. They discussed the challenges for effective implementation of policies, which can help HR managers to be cautious before introducing WLBP in their respective organizations. The paper also suggests that organizations need to incorporate WLBP and encourage a culture that supports utilizing them to ensure employee commitment and productivity. While introducing WLBP, congruence between employee needs and organizational values also should be considered.

Objectives of the Study

- To study the work-life balance level of both public and private bank employees in Sivakasi.
- To analyze the impact of work-life balance on employee retention.
- To analyze the impact of work-life balance on employee’s job satisfaction.

The Hypothesis of the Study

1. There is no significant difference in the work-life balance level among the Public and private sector bank employees.
2. There is no significant relationship between work-life balance and employee retention.
3. There is no significant relationship between work-life balance and employee job satisfaction.

Research Design

The present study is descriptive. The study has been carried out among 215 women bank employees in both public and private sector banks in Virudhunagar District. Respondents were asked to give their opinion towards the work-life balance and its impact on employee retention. Both primary and secondary source was also used for the study. The convenience sampling method was used to collect the data, and the collected data were analyzed by using SPSS Software.

Data Analysis and Interpretation

Table 1 Work-life balance level of the respondents

WLB Level	Public sector Banks		Private sector Banks		Total	
	No	%	No	%	No	%
Low	59	45	34	40	93	44
Medium	47	37	41	48	88	40
High	24	18	10	12	34	16
Total	130	100	85	100	215	100

It is clear from the above Table that out of the total 215 respondents, 44 percent of the respondents perceived a low level of work-life balance. 40 percent of the respondents perceived a medium level of work-life balance, and only 16 percent of the respondents perceived a high level of work-life balance. Out of the 130 respondents from public sector banks, 45 percent of the respondents have a low level of work-life balance, 37 percent of the respondents have a medium level of work-life balance, and only 18 percent of the respondents have a high level of work-life balance. Out of the 85 respondents from private banks, 40 percent of the respondents have a low level of work-life balance, 48 percent of the respondents have a medium level of work-life balance, and only 12 percent of the respondents have a high level of work-life balance.

Hypothesis Testing (ANOVA)

H0a: There is no significant difference in the

work-life balance level among the Public and private sector bank employees.

Table 2

Sources of variation	Sum of squares	Degrees of freedom	Mean square	F	Sig
Between groups	1.948	3	0.649		
Within groups	185.06	212	0.872	0.744	.526
Total	187.008	215			

The significance of ‘F’ is more than 0.05. So, the null hypothesis is accepted, and it is concluded that there is a significant difference in the work-life balance level among the Public and private sector bank employees.

Impact of work-life balance on employee Retention

Hob: There is no significant relationship between work-life balance and employees retention

Table 3

Res	SA	A	D	SD	Total	X ² cal	X ² crit	df	P	Rem
	82 (20.19)	101 (41.88)	27 (1.73)	5 (50.85)	215	86.73	9.35	3	0.05	S

Thus X² (cal.) = 85.73, df = 3. X2 tab at 0.05 level of significance = 9.35. Since the calculated X² is greater than the X² table value, the null hypothesis (Ho) will be rejected. This implies that there is a significant relationship between work-life balance and employee retention.

Impact of work-life balance on employee Job Satisfaction

Hoc: There is no significant relationship between work-life balance and employee job satisfaction. Regression analysis is used to test this hypothesis.

Table 4 ANOVA for testing Regression of Work-life Balance on Employee job satisfaction

Source	Sum of	df	Mean	R 2	F	Sig.
Regression	5.656	2	2.828	0.670	135.390	.000
Residual	4.230	212	0.019			
Total	9.896	215				

It is clear from the above table that the value of R-Square is .670. Hence, it is concluded that the employee’s job satisfaction depends significantly on their work-life balance.

Summary of Findings

The findings of the study reveal that 44 percent of the respondents have a low level of work-life balance, 40 percent of the respondents have a medium level of work-life balance, and only 16 percent of the respondents perceived a high level of work-life balance. The study also identified that there is a significant difference between the work-life balance levels among the public sector and private bank employees.

Majority of the respondents stated that flexible work arrangements, week end leave, leave based on family requirements, holidays & assistance for

the tour, dependent care leave and family-friendly transfer policy and various wlb policies followed by the banks help them to maintain work-life balance and also to retain in their job. The study also revealed that the job satisfaction of the employee significantly depends upon the work-life balance. The result also indicates that the variable work-life balance has a significant impact on the variable Job satisfaction.

Suggestions

Based on the findings of the study, the following suggestions are made by the researcher to improve the work-life balance of the employees.

The level of work-life balance and the work-life balance policies and practices are comparatively lower in the case of private banks, so the Government can take necessary steps to improve the work-life balance of private bank employees by adopting

various work-life balance policies.

The study suggested the banks take an active role in developing a more supportive and encouraging employee-friendly culture that can help the organization retain their employee.

Job satisfaction can also be improved by decreasing their staff intention to change/ leave

The job satisfaction of the private bank employees can also be improved by offering them certain work-life balance facilities so that the bank can easily retrain its employees.

The bank shall provide specific counseling programs to solve employees' work-life balance problems.

Conclusion

Work-life balance involves successfully managing the deal between paid work and other essential activities - such as spending time with family, participating in exercises and leisure, offering unpaid assistance, or pursuing additional study. A successful balanced between work and family life is like a win-win situation for both employees and employers. Work-Life Balance has double-edged gains where the right balance is important to be maintained. Availability and use of Work-Life Balance Practices, when provided in the context of employees and employer's support, can reduce work-life conflict and increase positive appraisals of one's organization. These effects are often associated with employee attitudes such as increased

job satisfaction, enhanced employee performance, reduce absenteeism, increased productivity, increased retention of a valuable employees, and increased organizational commitment and loyalty.

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