

**RELATIONSHIP BETWEEN WORK -LIFE BALANCE &
ORGANISATIONAL COMMITMENT: A STUDY OF
PUBLIC SECTOR BANK EMPLOYEES OF PUNJAB**

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Abstract

In competitive world retaining and managing an individual employee is a challenging task for any organization. Over demanding roles in personal and professional life leads to unhealthy family relations and decrease in productivity at work. As a result work-life balance becomes emerging issue for various organizations, employees and for researchers too. This paper explored the impact of work life balance on organizational commitment among public sector bank employees in Punjab. A sample of 148 public sector bank employees were selected by random sampling and the data was collected through questionnaire and analyzed through SPSS. The Pearson correlation results also indicate that there is positive relationship exists between work life balance and organizational commitment of bank employees.

Keywords:

Work -Life Balance
Organizational
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1. Introduction

The expansion of banking sector have created number of employment opportunities but at the same time the pressure of banking jobs also increase in manifolds. Moreover a cultural, environmental and social change leads to transformation in working pattern of banking employees in India. Over demanding roles in personal and professional life leads to unhealthy family relations and decrease in productivity at work and emerges the various issues relating to work-life balance. It is a division of limited time in such a way that employee can maintain work obligations and also fulfil family responsibilities such as child or elder care. It is a satisfactory level to balance between the multiple roles in a personal and professional life. "Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity (Selvakumar.M.et., 2010)". Moreover Work and family provide various perks, resources like esteem, income and other benefits which acts as source of energy for better performance in other domain (**Friedman &Greenhaus, 2000: Barnett & Hyde, 2001**). Work-life balance helps in maintaining healthy and stable life on one hand and it also benefits the organization in achieving its goals and maintaining the organizational commitment. Organizational commitment is the sense of responsibility of employees towards their organization. It is the psychological attachment of organisation's member towards the organization which is categorised in three distinctive components:

- ✓ Affective commitment- emotional attachment to the organization.
- ✓ Continuance commitment- Lack of opportunities in market and the employee want to stay because leaving the organization would be costly.
- ✓ Normative commitment- the degree where employee feel obligated for the organization.

Overall organizational efforts to maintain this balance will lead to employee engagement, discretionary efforts and productivity. The present study is aimed at examining the relationship between work life balance and organizational commitment among the employees working in Public, Private sector and cooperative sector banks in Punjab.

Review of literature

Bashir and Ramay (2010) examine the relationship between career opportunities, work life policies, job characteristics and organisational commitment. The results show that career

opportunities and work-life policies are significantly correlated with organisational commitment, while job characteristics did not determine their organisational commitment.

Chawla and Sondhi (2011) in their survey conducted among teachers and BPO women professionals revealed that job autonomy and organizational commitment are in positive relation with work-life balance. The study indicated that the more proactive schools/BPO companies which value the contribution of a committed and contributing human resource will need to provide more autonomy to sustain their employee's work-life balance. While work load and work family conflict indicated negative relation with work-life balance.

Deery (2009) examined the key issues related to work life balance in relation to the tourism industry. Tourism industry is a labour intensive industry that usually faces problems of long and unsocial hours. Low pay and low status are higher in hospitality industry than in any other industry due to which skill shortages, labour turnover are common in this industry. In her previous research, Deery found that there are three key areas that relate to employee turnover in the tourism industry. First was employee job attitude where the debate was whether organizational commitment or job satisfaction has the greatest influence on employee turnover. Second was employee's attitude to leave the organization that includes job burnout and exhaustion. In conclusion it was found that long and unsocial hours, level of stress, insecurity, role ambiguity, job autonomy and time pressures with home life pressures and psycho symptoms are the variables that negatively influence work life balance.

Sakthivel and Jayakrishnan (2013) conducted a study on the work life balance and organisational commitment for nurses. For the study 328 nurses from public and private hospitals were selected and with the use of descriptive statistics and correlation analysis it was concluded that work life interferes with family at very high level where as family life interfered less with work life. The study also showed that nurses experienced that better work life balance motivated them to more organisational commitment and better performance. **Sturges& Guest (2004)** discovered the relationships between work life balance, work/non-work conflict, hours worked and organisational commitment among a sample of graduates in the early years of their career.

Results showed that one must show commitment in terms of hours spent at work, at least during the early years of his/her career.

2 Research Method

2.1 Statement of problem

In present competitive era with increase of job demands and responsibilities the roles of person are diversified both at work and at home too which leads to the imbalance of work-life at various stages of life. Organizations try to attract and retain their employees and maintain their commitment level towards organization by designing innovative work-life balance policies. Thus, the study is intended to find out the relationship between work-life balance and organizational commitment among bank employees working in Public sectors in Punjab.

2.2 Research Objectives:

To study the relationship between work-life balance and organizational commitment of Public sector bank employees of Punjab.

2.3 Sample Size: 148 bank employees selected on the basis of random sampling.

2.4 Scope of the Study: This study is conducted in Public sector banks in Punjab, India. 148 Sampled bank employees comprises of managerial and subordinate staff from three different banking sectors taken under the study. In Public sector, State Bank of India, Punjab National Bank, Punjab & Sind bank and Oriental Bank of Commerce, bank were included for the present research.

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3.1 Data Collection: Primary data was collected using a self-constructed based of work-life balance. The respondents surveyed with a view to gain information regarding their banking profession from Work and personal life perspective. The questionnaire contained questions relating to demographic profile of sampled employees, their perceptions about work –life balance, and organizational commitment and about various factors affecting their work-life.

3.2 Measures: Work-life balance (with 29 items) was measured by taking items from three different scales to justify the questionnaire. Haymann scale of Work-life balance was used with

all 15 items, 9 items relating to work-life behavioural enhancers and work-life behavioural constrainers were taken from Work-life balance scale by Smita Singh and 5 items relating to work-family balance scale by Zhang (2004) to know about perception about overall impact of work-life balance.

Organizational commitment was assessed by using index of organizational commitment by (Allen and Meyer, 1991) which included 18 items that measure affective, normative, and continuance commitment. A demographics sheet which included gender, age, years of experience, level of education, and type of position in addition to informational sheet were also given to sampled bank employees. The surveys used a five points scale for assessing organizational commitment by asking response for 18 statements which represented the degree of agreement or disagreement of sampled bank employees where 5 is considered as strongly agree, 4 as agree, 3 as neither agree nor disagree, 2 as disagree and 1 as strongly disagree, 2 as disagree. Moreover for 29 statements of work-life balance on five point scale the degrees of preference ranges on five point scale likert where 5 is considered as all the time, 4 as most of the time, 3 as rarely, 2 as sometimes, 1 as not all.

3.3 Hypothesis: There is positive relationship between work-life balance and organizational commitment of bank employees of Punjab.

3.4 Procedure: To analyze and interpret the data correlation analysis through SPSS Software version 20 was applied. The analysis consisted of three stages using statistical Package for social Sciences (SPSS). The first stage related to demographic profile of respondents, second analysis of reliability estimates to ensure consistency. For this Cronbach alpha and descriptive statistics and correlation analysis was applied through SPSS. In third stage correlation analysis was applied to determine the nature and strength of the relationship between various dimensions of work-life balance and organizational commitment for all sampled bank employees in Punjab. The last stage of the analysis of the conceptual model was regression analysis by considering work-life balance as independent variable and organizational commitment as dependent variable. The purpose of this section is to examine the hypothesized relationship shown in the conceptual model.

4 Results and Analysis

4.1 Demographics of Subjects

Table 1: Demographics of Subjects

Gender	%age
Male	58.5
Female	41.5
Age (years)	
21-30	31.8%
31-40	18.2%
41-50	25.7%
Above 50	21.6%
Education	
Masters	45.3%
Bachelor	53.4%
Under Graduate	1.4%
Experience (years)	
1-10	47.3%
11-20	20.3%
21-30	18.2%
Above 30	13.5%
Rank	
Field office	15.4%
Front office	43.4%
Back office	24.3%
Overall Mgt	9.5%
Others	2.0%
Salary range (Rs)	
Up to Rs 30000	25%
31000-45000	24.3%
46000-60000	28.4%
61000-75000	21.6%
76000-90000	0.7%

Table 1 presents the frequency of gender highest degree, rank and salary rang. Out of total figure of 148 participants 58.5% per cent were male and 41.5 per cent were females. Subjects' age ranged from 23 and 59 with a mean of 40.47 and a standard deviation of 11.47. However, results also indicated that 31.8 % of the subjects age ranged from 21 and 30, 18.2% ranged from 31 and 40, 25.7% ranged from 41 and 50, and 21.6% exceeded 50. In this study 45.3 per cent have master degree, 53.4 per cent have bachelor and 1.4 per cent have undergraduate degrees. In terms of years of experience, out of 148 subjects, 47.3 % had work experience ranged from 1 and 10 years, 20.3% ranged from 11 and 20 years, 18.2% ranged from 21 and 30 years and 13.5% exceeded 30. Furthermore 15.4 per cent respondents were those who work as field officers, 43.4 per cent who work as front officers, 24.3 per cent respondents belongs to back office, 9.5 percent from overall management and 2.0 per cent are those who work for other rank. Out of total respondents 25 per cent respondents have salary below 30000, 24.3 per cent employees have salary range from 31000-45000, 28.4 per cent of total respondent's have salary range from 46000-60000, 21.6 per cent respondents have salary range from 61000-75000 and 0.7 percent have salary range from 76000-90000.

3.2 Descriptive Statistics

Table 2: Descriptive Statistics

Variables	Mean	SD	Cronbach Alpha
Work-life balance	79.176	20.09880	.933
Organizational Commitment	62.8836	7.87533	.899

SD –Standard Deviation

Table 2 presents the means and standard deviations of the examined variables. The mean score of work life balance is 79.176 and of organizational commitment is 62.8836 and higher mean scores indicate the high degree of agreement from the respondents. Moreover, the standard deviations for the two variables ranged from 20.09880 to 7.87533 indicate the homogeneity of data.

3.3 Correlation & Regression Analysis

Table3: Correlation Matrix for Work-Life Balance and Organizational Commitment of Public Sector Banks in Punjab

Pearson correlation N= 148		WIPL	PLIW	WPLE	WLB T	OC
WIPL	Value of r	1				
	Sig					
PLIW	Value of r	-.007	1			
	Sig	.932				
WPLE	Value of r	-.007	-.002	1		
	Sig	.937	.985			
WLBT	Value of r	-.017	-.003	.001	1	
	Sig	.844	.974	.991		
OC	Value of r	-.052	-.570**	.108	.080*	1
	Sig	.544	.000	.203	.347	

* Correlation is significant at the 0.05 level (2-tailed)

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

WIPL- work interference in personal life factors

PLIW- Personal life interference in work factors

WPLE- Work-Personal life enhancement factors

WLBT-Work-life balance total factors

OC- Organizational Commitment (Dependent Variable)

Correlation analysis has been used to measure the strength of the relationship of two variables. For the study Table 3 presents the results of correlation for the respondents working in public sector banks in Punjab. The result shows that there is variation in relationship between four dimensions of work life balance i.e WIPL, PLIW, WPLE, WLBT with organizational commitment. It shows that work interference in personal life factors (WIPL) has negative and insignificant correlation with organizational commitment which implies that with increase in WIPL, organizational commitment decreases. Moreover there is negative but significant relation between factors relating to personal life interference in work (PLIW) and organizational commitment and It implies that if there is more interference from personal life to work leads to

low productivity of employees and they show less and weak commitment towards organization whereas work-personal life enhancement (WPLE) has positive but insignificant relationship with organizational commitment. It shows that enhancement factors of personal and professional life has significantly positive impact on level of belongingness and loyalty of an employee towards organization. Lastly a work-life balance total factor (WLBT) shows positive and significant relationship with organizational commitment. Moreover correlation value of .396 displays the correlation result for all the variables in this study. The dependent variable of organizational commitment has positive and significant correlation with the work life balance.

The results of regression in table 4 indicate that independent variables (work life balance) has significant positive relationship with dependent variable (organizational commitment) signified by the coefficient of Beta factor of work life balance is 0.396 and T value is 5.203 is significant at $p < 0.001$ significant level. Based on the given statistical results H1 is accepted as it shows that positive relationship exists between work life balance and organizational commitment.

4. Conclusion

The objective of the study was to find out the impact of work-life balance on organization commitment among public sector bank employees of Punjab. It is concluded from the above research that high work-life balance meaningfully affect employees' overall organizational commitment. The correlation analysis shows positive and significant relation between work-life balance and OC so our hypothesis is accepted. Moreover the results of present study are also in agreement with study of **Greenbelt (2002)** which states that enhancement in the personal life in form of physical, psychological, emotional, and social resources could directly increase one's potential to perform various responsibilities at home and at work. Eventually Work-life balance is beneficial both for the organization (in form of increased productivity and team work) and for the individual employee (in form of contended life style and stress free mind).

The findings of this study offer suggestions for improvement of organizational commitment through work life balance.

➤ Banks should provide flexi-time facility to its employees so that they can provide productivity at job by prioritizing their work responsibilities.

- Effective HRM policies should be implemented to minimize the conflict between work and family. Top management should realize the importance of work life balance and tries to minimise its adverse affect on organizational commitment
- Employer bank should review existing work-life balance policies from time to time and introduce different policies and strategies are needed for the people at different type jobs and at different stages of their career.

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