



AN INVESTIGATION OF HOW WORK LIFE BALANCE AFFECTS EMPLOYEES' PERFORMANCE IN THE PRIVATE BANKING INDUSTRY

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Abstract

With an emphasis on IndusInd Bank, this study investigates the impact of work-life balance (WLB) on employee performance in the Indian banking industry. Because banking professions are so demanding, individuals frequently find it difficult to combine their personal and professional obligations, which can result in stress, burnout, and decreased productivity. In order to evaluate their effects on worker productivity, motivation, and job satisfaction, the study looks at important elements such lengthy workdays, job stress, organizational support, and leave policies. It also looks into how wellness initiatives and flexible work schedules might improve output. By examining these factors, the study hopes to give policymakers and HR managers useful information for putting initiatives into place that enhance WLB. In the cutthroat banking industry, the results will help to improve organizational growth, lower attrition, and cultivate an employee-centric work culture.

Keywords: Work-Life Balance (WLB) , Employee Performance, Job Satisfaction, Organizational Support.

1.1 Introduction

Particularly in the demanding banking industry, work-life balance (WLB) is a critical component influencing both organizational success and employee well-being. Long work hours, job stress, and strict goals are issues that IndusInd Bank, like other private banks in India, must deal with. Employee performance may be impacted by poor WLB, which can cause

stress, burnout, and a decline in job satisfaction. On the other hand, a positive WLB improves productivity, mental health, and job happiness. This study examines the connection between WLB and IndusInd Bank employees' performance. It looks at things like organizational support, leave rules, workplace stress, and working hours. It also looks at how wellness initiatives and flexible work schedules might increase output. Policymakers and HR managers will benefit from this study's insights as they work to enhance WLB policies. An employee-centric workplace culture can be promoted by putting in place efficient policies. The ultimate goal of this research is to support organizational development and worker well-being in the banking industry.

2 Review Of Literature

2.1 Talukder, A. M. H., & Galang, M. C. (2021). Supervisor support for employee performance in Australia: Mediating role of work-life balance, job, and life attitude. *Journal of Employment Counseling*, 58(1), 2-22.

The relationship between supervisor support and employee performance was investigated in a study with 305 workers from the financial industry in Sydney, Australia. The study also took into account the mediating roles of organizational commitment, work-life balance, and life satisfaction, all of which were framed within the job-demands/resources model. The findings show that work-life balance and organizational commitment were found to significantly mediate the relationship between supervisor support and employee performance. Additionally, employee work is positively correlated with work-life balance, life satisfaction, and organizational commitment, and supervisor support is strongly correlated with organizational commitment, job and life satisfaction, and employee performance. The implications of these findings for theory and practice are discussed.

2.2 Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-life balance, job satisfaction, and job performance of SMEs employees: The moderating role of family-supportive supervisor behaviors. *Frontiers in Psychology*, 13, 906876.

Despite the abundance of research on work-life balance and supervisor behaviors that support families, there have been few studies in the SME sector and the implications are yet unknown. As a result, the study examines the relationship between work-life balance and employee performance in SMEs, as well as the mediating role of job satisfaction and the moderating effect of supervisor behaviors that support families for the work-life balance-job performance relationship. We have developed a conceptually mediated-moderated model. We collected data from SMEs and employed SEM-PLS to assess the research hypothesis and model. Empirical research indicates that work-life balance positively affects job satisfaction and performance. The findings of our study also demonstrated that job satisfaction acts as a partly mediating factor in the relationship between work-life balance and job performance. Furthermore, we found that when FSSB interacts with work-life balance and job satisfaction, the relationship between work-life balance and job performance, as well as between job satisfaction and job performance, is mitigated. Consequently, our results provide intriguing and practical data for research and usage.

2.3 Shyamadhanthi, D., & Kaluarachchige, I. P. (2023). Impact of Work Life Balance on Job Satisfaction with Mediating Relationships of Employee Engagement and Organizational Commitment. *Journal of Human Resource Management Perspectives*, 8(2).

Work-life balance and its impact on job satisfaction are hot topics in HRM because they have an impact on human capital. Because it changes based on the person and the circumstance, finding the "right" balance between "work" and "life" is challenging. Similarly, one's level of job happiness is highly subjective. In order to gain insight into how to create HR policies that will boost job satisfaction and enhance performance, this study examines the relationship between work-life balance and job satisfaction among non-executive employees of a government bank in Sri Lanka, taking into account the mediating roles of organizational commitment and employee engagement. Primary data from 202 respondents was examined using both bivariate and multivariate methods. Thus, the need for more humane working conditions may have been eclipsed by inflation and uncertainty. Additionally, employee engagement acts as a mediator in the relationship between work-life balance and job happiness. It has been demonstrated that job satisfaction and organizational commitment have a positive and significant association, whereas work-life balance and organizational commitment have a negative and negligible relationship. The findings showed that if positive work-life balance policies were appropriately upheld while organizational commitment and employee engagement were raised, job satisfaction would rise. Businesses can also take measures to prevent long-term employee burnout caused by work-life imbalance and maintain a sustainable level of job satisfaction in order to get the required level of employee performance in commercial organizations.

2.4 Rashid, S., Subhan, Q. A., & Imran, M. (2022). Impact of work life balance, workload and supervisory support on teachers' job performance with mediating role of stress: A case of private institutions. *International Journal of Business and Management Sciences*, 3(1), 21-34. the degree of education in a country has a big impact on its progress teachers have the power to prepare and positively transform their students making them one of the main players in the education sector reaching this strategic objective requires a positive atmosphere in the education sector the main objective of this study is to investigate the effects of workload supervisory support and work-life balance on teachers job performance in pakistani private sector educational institutions with stress serving as a mediating factor to do this data has been collected through the use of questionnaires and the survey method questionnaires were distributed to 300 faculty members from islamabads private schools to ascertain empirical findings regression correlation and mediation analyses have been conducted the primary results indicate that teachers performance is positively impacted by supervisory support and work-life balance but that the relationship between job performance and work-life balance was mitigated by stress the workload of teachers has a major effect on their performance another significant conclusion is the positive role that stress played as a mediator between workload and job performance and between work-life balance and job performance determining and improving the role of teachers in islamabads primary education system is one of the studys main outcomes if teachers are overworked their performance will deteriorate and their work-life balance will be disturbed this study highlights critical factors like workload work-life balance and supervisor support that significantly affect teachers job effectiveness .These elements may be prioritized by private school administration in order to improve teacher performance.

2.5 Katili, P. B., Wibowo, W., & Akbar, M. (2021). The effects of leaderships styles, work-life balance, and employee engagement on employee performance. *Quantitative Economics and Management Studies*, 2(3), 199-205.

Employee engagement is a crucial strategy for raising company performance. This study aims to provide light on the relationship between employee engagement and performance as well as the effects of work-life balance and leadership philosophies. A survey was utilized as a study instrument to collect information from 204 workers in order to achieve this objective. The collected data was analyzed using SPSS and structural equation modeling. This study was conducted in the steel industry. According to this study, work-life balance has the greatest influence on employee engagement, and employee engagement significantly affects employee performance. Improving leadership philosophies and work-life balance may aid the company in raising employee engagement. Consequently, the organization's management can use the research findings to increase employee competitiveness and productivity.

3. Objective Of The Study

3.1 Primary Goals

1. To analyze the relationship between work life balance and employee motivation, job engagement and retention.
2. To explore the role of flexible working arrangements, leave policies, and other organizational support systems in enhancing WLB.

3.1.2 Need For The Study

The necessity for efficient work-life balance is highlighted by the changing workforce, which includes remote and hybrid models. Organizations are prioritizing employee well-being due to the rise in stress and burnout. Businesses understand that success, creativity, and productivity are all improved by well-being. In a competitive market, work-life balance is essential for drawing in and keeping top personnel. The necessity of balanced work settings is further highlighted by legal, ethical, and global competitiveness considerations.

4.1 Research Methodology

A systematic approach to problem solving is known as research methodology. Finding the best ways to do research is an intellectual and practical endeavor. The framework and methods that scientists use to accurately describe, explain, and forecast events in order to inform others about their work are most crucially referred to as research techniques. It may also refer to the study of methods for acquiring knowledge. Offering the research work schedule is its goal.

4.1.1 Research Design

A research design is the arrangement of parameters for data collection and analysis with the aim of balancing procedural economy with relevance to the study goal. Actually, the conceptual framework that guides research is known as the research design. It serves as a guide for data collecting, measurement, and analysis. As a result, the design includes a summary of the steps the researcher will take, from formulating the hypothesis and considering its operational implications to doing the final data analysis. Descriptive research is the method employed in this study since it will guarantee that the reliability of the data gathered is maximized and bias is minimized. Several parameters will be selected for descriptive investigation, and the differences between these parameters will be examined.

4.1.2 Descriptive Research Design

Another name for it is humorous research design, which includes information and traits about the people under study. The questions of who, what, where, when, and how are addressed by these design studies. While the data description is factual, precise, and methodical, it is unable to explain the causes of a situation, making it inapplicable to establish a causal relationship in which one variation influences another. Instead, it is utilized for frequencies, averages, and other statistical computations.

4.1.3 Descriptive Research

It is descriptive research. It comprises several types of fact-finding questions and surveys.

4.1.4 Population

The study will cover the overall employees of banking sector employees in Chennai.

4.1.5 Target Respondents

The Target Respondents of this research are employees of banking sector employees in Chennai.

4.1.6 Sample Design

All the information that must be included in a sample are laid out in the sample design. It is a well-defined strategy for selecting a sample from a certain population. Convenience sampling was the method employed.

4.1.7 Sampling Method

Convenience sampling is used in the study. It indicates that population components are chosen for the sample according to the access case,

Sampling area: Samples are being taken from employees of “Banking sector”

Sampling size: The sample size for the project is 100.

4.1.8 Data Collection Methods

There are mainly two types of data collection methods Primary data and secondary data.

4.1.8.1 Primary Data

Primary data is information that is first gathered by the researcher for a particular purpose and is unique to them. The following data is especially related to the current consideration of sources: primary data is gathered, but researcher data is gathered by the researcher for the subject that is currently being studied: 1) Survey

4.1.8.2 Secondary Data

It is information collected from those data which have already been obtained from secondary sources. The data has not been collected for this purpose of this research however this information is already available in the market while the current research being sources are: journals

4.1.9 Statistical Tools

4.1.9.1 Chi-Square Test

The Chi-Square Test is a crucial test among several tests of significance developed by statisticians. As a non-parametric test, Chi-Square Test are often used as:

(i) A test of goodness fit and (ii) A test of independence

4.1.9.2 One-Way Anova

To determine whether there are any statistically significant differences between the means of three or more independent (unrelated) groups, the one-way analysis of variance (ANOVA) is utilized.

5.1 Statistical Tools And Analysis Chi Square Test

To investigate how work-life balance might be improved by flexible work schedules, leave regulations, and other organizational support systems.

ho: there is no significant relationship between flexible working hours and employee perception of work life balance.

h1: there is significant relationship between flexible working hours and employee perception of work life balance.

			flexibleworkhours				Total
			yes	always	sometimes	no	
wlbsatisfaction	yes	Count	4	12	13	14	43
		Row %	9.3%	27.9%	30.2%	32.6%	100.0%
		Column %	33.3%	38.7%	65.0%	37.8%	43.0%
		Total %	4.0%	12.0%	13.0%	14.0%	43.0%
	no	Count	3	13	6	14	36
		Row %	8.3%	36.1%	16.7%	38.9%	100.0%
		Column %	25.0%	41.9%	30.0%	37.8%	36.0%
		Total %	3.0%	13.0%	6.0%	14.0%	36.0%
	sometimes	Count	5	6	1	9	21
		Row %	23.8%	28.6%	4.8%	42.9%	100.0%
		Column %	41.7%	19.4%	5.0%	24.3%	21.0%
		Total %	5.0%	6.0%	1.0%	9.0%	21.0%
Total	Count	12	31	20	37	100	
	Row %	12.0%	31.0%	20.0%	37.0%	100.0%	
	Column %	100.0%	100.0%	100.0%	100.0%	100.0%	
	Total %	12.0%	31.0%	20.0%	37.0%	100.0%	

	Value	df	Sig. (2-tailed)
Association			
N of Valid Cases	8.93	6	.178
	9.24	6	.161
	.37	1	.546
	100		

Result:

Since the calculated p value(.178)>0.05 the null hypothesis is accepted . Hence there is no significant relationship between flexible working hours and employee perception of work life balance.

One way ANOVA

To analyze the relationship between work life balance and employee motivation ,job enagement and retention.

ho: there is no significant difference in employee motivation levels across different levels of work life balance satisfaction.

h1:there is a significant difference in employee motivation levels across different levels of work life balance satisfaction.

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
highly satisfied	22	2.50	1.10	.23	2.01	2.99	1.00	4.00
satisfied	23	2.43	1.08	.23	1.97	2.90	1.00	4.00
neutral	27	2.33	1.24	.24	1.84	2.82	1.00	4.00
dissatisfied	14	1.86	.86	.23	1.36	2.36	1.00	4.00
highly dissatisfied	14	2.21	1.12	.30	1.57	2.86	1.00	4.00

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.17	4	1.04	.84	.501
Within Groups	117.22	95	1.23		
Total	121.39	99			

Result:

Since the calculated p value(.501)>0.05 the null hypothesis is accepted . Hence there is no significant difference in employee motivation levels across different levels of work life balance satisfaction.

6.1 Findings, Suggestions And Conclusion

6.1.1 Findings

- o The one-way ANOVA results show that employee motivation levels do not significantly differ across different work-life balance satisfaction levels.This suggests that factors other than work-life balance may have a more direct influence on employee motivation, such as career growth opportunities, leadership support, or financial incentives.
- o Flexible work schedules and employees' perceptions of work-life balance do not significantly correlate, according to the results of the chi-square test.
- o This suggests that other elements like workload, job expectations, and corporate culture may be more important than simply providing flexible working hours in improving employees' perceptions of work-life balance.

6.1.2 Suggestions

1. Holistic Work-Life Balance Policies

- o This suggests that other elements like workload, job expectations, and corporate culture may be more important than simply providing flexible working hours in improving employees' perceptions of work-life balance..

2. Enhancing Motivation Through Non-Monetary Benefits

- o Banks should look into other options including professional development programs, recognition systems, and employee engagement initiatives since work-life balance happiness has little bearing on motivation.

3. Workplace Culture and Employee Perceptions

o More than just flexible scheduling, organizations can affect employees' perceptions of work-life balance by fostering a healthy work environment where they feel appreciated and encouraged.

4. Further Research on Employee Performance

o More research can examine the effects of various work-life balance factors on employee motivation and performance, such as task distribution, job autonomy, and family support.

6.1.3 Conclusion

According to the study, flexible work schedules by themselves do not influence employees' perceptions of work-life balance, and work-life balance by itself has no discernible effect on employee motivation levels. This emphasizes how the banking industry needs to take a more comprehensive, integrated approach to employee well-being. To improve perceptions of work-life balance and motivation, future strategies should concentrate on career development, workload management, and corporate culture.

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