Work Life Balance of Bankers: A Case Study of Bank of Ceylon Super Grade Branch Kandy, Sri Lanka

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INTRODUCTION

Good functioning at work and at home with a minimum of role conflict is called as work life balance (WLB) (Clark, 2000 cited in Perera & Opatha, 2014). It is an inter role phenomenon which reflects the orientation of different life roles of individuals (Greenhaus et al., 2003). Individuals need energy, time & commitment to play different life roles. Due to that role conflict may occur (Kirchmeyer, 2000 cited in Kalliath & Brough, 2008). Social changes such as a change in the family structure from extended to nuclear type; increased number of sandwich generation; changing the role of breadwinner of family from man to both man and woman; increased number of dual earner-carrier families has made WLB a challenge to individuals (Rajadhyaksh, 2012). Not only social changes, the changes in the work such as a higher concern on productivity, working beyond the normal working hours (08 hours), increased number of women employed and promoted as managers has also made WLB a challenge to individuals (Perera & Opatha, 2014). Work life imbalance effect on health and performance outcomes of individuals, families and organizations (Kalliath & Brough, 2008). Higher level of work life conflicts exhibit higher levels of job dissatisfaction and poor levels of commitments towards the organization (Beauregard & Henry, 2009).

Banking sector, being a dynamic industry in Sri Lanka is in a strategy of reducing staff by increasing use of technology. Staff of Bank of Ceylon (BOC) of central province has been reduced continuously since 2013 at an average rate of 6% (BOC, 2017-2013). Being a service oriented industry; role of a banker is very significant for the quality of the output of the institution. They should be mentally, physically healthy to deliver a quality service. Over seven decades, BOC was able to stand in the number one position as the bankers to the nation. Factors affecting WLB of married female employees at the BOC head office has been studied (Fernando & Umma, 2016). In this context the paper is focused on below objectives.

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AIM/ OBJECTIVES

Aim: To analyze factors affecting WLB of bankers at BOC Kandy super grade branch

Objectives:

To identify the current level of WLB

To identify differences of WLB of different demographic groups

To identify the relationship of organizational factors and WLB

THEORY

Theories which describes different aspects of WLB are conflict model, enrichment model, spill over the model, compensation model, border theory, ecological systems theory, role theory, boundary/ boarder theory, role dynamics theory (Clark, 2000; Bellavia & Michael, 2005 cited in Perera & Opatha, 2014). Working life and family life considered as two independent segments earlier (Clark, 2000 cited in Perera & Opatha, 2014) but at present it is considered to have a joint influence to each other. Events at work affect the events at home and vice versa (Edwards & Rothbard, 2000; Clark, 2000 cited in Perera & Opatha, 2014). Above Conflict model, enrichment model, spill over model and compensation model describes this joint influence.

There are several factors affecting WLB, categorized as organizational and personal factors (Levy, 2012; Kumarasamy et al., 2015). Some of the organizational factors are working conditions, support of coworkers and superior support. Levy (2012) described working conditions as working hours, additional working hours and workload. Fernando & Umma (2016) also found that, working conditions have a significant relationship with WLB. Yadav & Dabhade (2013) found that superior support has a significant relationship with WLB which Lee (2002) found that it was not. Swarnalatha (2013) described superior support as the guidance, coordination and fair treatment of the superior whereas understanding, communication and assistance of co-worker as co-worker support. Differences of WLB of different demographic groups based on gender, marital status, age and presence of children have been described by Fernando & Umma, (2016) ; Vijayakiruthika (2016); Padmasiri & Mahalekamge (2016).

METHODS

Conceptual Framework

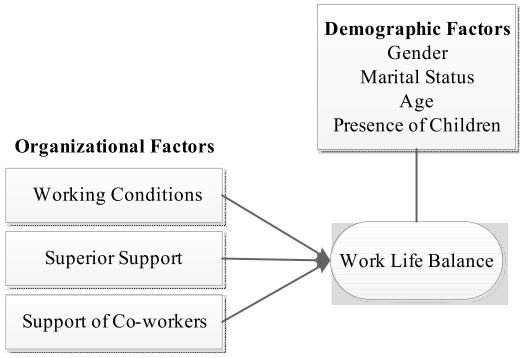


Figure 1: *Conceptual Framework*

Hypothesis

Demographic Factors

H1: There is a statistically significant difference between the means of WLB of male and female

H2: There is a statistically significant difference among the means of WLB in marital status groups

H3: There is a statistically significant difference between the means of WLB and age groups

H4: There is a statistically significant difference between the means of WLB of the group who have children and who do not have children

Organizational Factors

H5: Working conditions have a significant relationship with WLB

H6: Support of supervisors has a significant relationship with WLB

H7: Support of co-workers has a significant relationship with WLB

Research design is quantitative and a deductive approach used. The population was 49 permanent staff members of BOC Kandy super grade branch. Simple random sampling method was used considering the sampling frame as the attendance file. The sample size was determined as 44 at 95% confidence level, 5% interval. Primary data were collected by distributing a structured questionnaire. A validated and reliable questionnaire was adapted from Swarnalatha (2013), Beauregard & Henry (2009), Greenhaus et al. (2003). Five points Likert

scale used as 1-strongly disagree to 5-strongly agree. Descriptive statistics such as graphical presentations, measures of central tendency, measures of dispersion, inferential statistics such as T-test, one-way ANOVA and Pearson correlation coefficient used for the analysis. Analysis was done using MS Excel, IBM SPSS version 21.

RESULTS

Table 1: ***Descriptive Statistics - WLB***

Factor	N	Mean	SD
WFB	45	2.53	0.94
FWB	45	4.41	0.44
WLB	45	3.16	0.64

Table 2*: Descriptive Statistics- Organizational factors*

Factor	N	Mean	SD
Working Conditions	45	3.91	1.06
Support of Supervisors	45	2.63	0.59
Support of Co-workers	45	2.37	0.72

Table 3: ***Inferential Statistics***

Hypothesis	Test	Test value
Gender-H1	T Test	t(43)=1.35, p=0.15
Presence of Children-H4		t(43)=1.04, p=0.31
Marital Status-H2	One way ANOVA	F(2,42)=1.17, p=0.32
Age-H3		F(3,41)=0.59,p=0.63
Working conditions-H5	Pearson Correlation	r=-0.55, n=45, p=0.00
Support of Supervisors-H6		r=0.35, n=45, p=0.12
Support of Co-workers-H7		r=0.43, n=45, p=0.00

DISCUSSION

Results depict that there was less work to family balance *(M=2.53, SD=0.94)* where family to work balance was high *(M=4.41, SD=0.44).* Overall WLB was at a moderate level *(M=3.16, SD=0.64).* Greenhaus et al. (2003) explained that employees may experience a high level of WLB whereas they have unequal or imbalanced involvement between work and life as

difference has not reached the threshold limit and the impact will start emerge in an either domain when threshold limit is passing.

Hypotheses were tested at 0.05 significance level. There were statistical evidences to reject the null hypothesis 5 & 7. Pearson correlation analysis showed that working conditions, support of coworkers having a statistical significant moderate positive relationship with WLB, *r=0.55, n=45, p=0.00; r=0.43, n=45, p=0.00* which is aligned with the findings of (2012), Fernando& Umma (2016). But the relationship of superior support and WLB was not statistically significant *r=0.35, n=45, p=0.12,* which complied with the finding of Lee (2002).

T-test showed that there was no statistical significant difference of WLB in gender groups, *t(43)=1.35, p=0.15* and WLB in two groups, who have and who don't have children, *t(43)=1.04, p=0.31*. Perera & Opatha (2014) concluded that WLB isn't being affected by gender. Result regarding presence of children is controverted with the research findings of Fernando & Umma (2016). One-way ANOVA showed that there was no statistical significant difference of WLB in marital groups, *F(2,42) =1.17, p=0.32* and WLB in age groups *F(3,41)=0.59, p=0.63* which is contrasted with the findings of Vijayakiruthika (2016).

IMPLICATIONS

Bankers play a vital role in the development of the country's economy and the importance of maintain an optimum level of WLB has become an essential and a critical factor. A quantitative study was conducted among employees in BoC, Super Grade Branch Kandy and found that they are experiencing a moderate level of WLB where they have a higher level of family to work balance (FWB) whilst with a lower Work to family balance (WFB) resulting complications in their personal life. WLB was tested among few demographic groups based on gender, marital status, age and presence of children and it was found that there was no significant difference with WLB. Out of the three organizational factors, working conditions, superior support and support of co-workers it was found that the working conditions and support of co- workers have a relationship with WLB. To thrive the goals of the institution, the management must pay an attention on creating a pleasant working environment for employees by establishing proper working conditions and empowering team effort as both working conditions and co-workers support have affected their WLB at a greater extent. Future studies can be executed to analyze the impact of personal factors on WLB, and this model can be tested among the network of other branches as well as the organizations catering the service sector.

KEYWORDS

Work life balance, Bankers, Organizational Factors, Demographic Factors

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