

Work-Life Balance and Job Satisfaction: An Assessment of Pakistan's Banking Sector

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Abstract

The intense competition in Pakistani industries and rapid changes in work environment has been a cause of several compromises on other important fronts like cutting off from family and friends. Assuming work/life imbalance prevails more in developing countries like Pakistan along with high level of work pressures. This study examines and tests the impact of work life balance and job satisfaction on person's social life as well as personal life. The results indicate that most of the employees are not satisfied their work-life balance as more time is spent at work with is much more than the official duty timings. The main reason of the time which employees want is to have their Work Life Balance. The study further illustrates that work life balance varies as the change of gender as well as marital status and it differs from person to person.

Keywords: Work life balance, work life conflict, Pakistani commercial banks.

1. Introduction

1.1 Background of the Study

There are various explanations and definitions of work life balance, while most accepted and general definitions states that work life balance is the systematic combination of work activities and life events including personal life, family, society, and so that one can their individual lives along with work (Bailyn, Drago & Kochan, 2001). In the era of 1970, researchers and academicians have started working on work life balance to find the best possible way of balancing work and personal life of individual. Due to rapid growth in information technology and intensive working environment has given much emphasis on this issue recently both in academia and business organizations.

The work environment is getting competitive day by day and employees are feeling that they cannot manage their personal life and family due to increased burden of work. They are feeling hurdles in meeting the responsibilities of their family. It is also witnessed by working male and females that they cannot take off for their personal life commitments neither they can get reduce working hour to manage personal life. In order to retain employees and make them productive organization must understand the work life balance and the impact of work life balance on productivity and efficiency (Williams, 2000). This issue is gaining popularity all around the globe and becoming critical issue to tackle. Now organizations are acknowledging that that employees need equal time and importance to their personal life along with work, and if it is proper manages it can increase productivity of the employees. So it is recognized that individual need a balance between work responsibility and responsibilities of his/her individual life. Employers can get high commitment from the employees by giving them flexible working environment and in return employees enjoy the work and flexible working environment and increase their self-esteem, which leads to less turnover (Lockwood, 2003).

The need to research on work/life balance was realized by scholars and analysts during 1980s and 1990s when development of policies pertaining to benefits provided to the families of employees started surfacing. During this time period the women's are encouraged to work, especially those who have children at home. With the passage of time the work life balance has shifted to all genders and was focusing on all the issues of personal life other than work. In recent times there are rules, regulations, policies and strategies for the balancing of individual life along with work and organization is responding to the needs and demands of the employees accordingly. Organizations allows individual to spend more and more time with their families for their personal interest other than work (Kanter, 1977). The challenge of work life balance is getting critical importance across all the organizations and it needs much attention Lockwood (2003). Due to the changing work environment it is becoming obvious for human resource managers to seek solutions for proper work life balance and make strategies for the proper execution as the impact of these policies will be high commitment, increased employees performance and productivity, improving motivation, morale and satisfaction of the employees. Keeping pace with workplace trends and retaining employees with valuable knowledge is a concern for all employers.

2. Research Methodology

The current research is descriptive and describes the characteristics of the constructs of the work life balance,

organizational support and support from others. The research focus is public and private commercial banks. Due to unavailability of secondary data for work life balance in Pakistan, the current research uses primary data and methodology. For this purpose quantitative analysis has been done and data has been collected from survey questionnaires. The questionnaire include both nominal and ordinal measures to conduct exploratory and descriptive research. The questionnaire consist of 28 questions for measuring constructs on a 5 point Likert scale the banks have been selected by using stratified random sampling and the sample banks include public banks, private banks and foreign banks. Within the subgroups of the sample random sampling method have been used and information was collected from 384 respondents. We also used Gallup survey method for calling to branches for conducting survey (Gallup Inc., 2010).

3. Literature Review

3.1 Workplace Demands and Increasing Responsibilities

The work life balance have different perspectives both from employer and employee. From employee perspective work life balance is the management of work and personal life and fulfilling all the responsibilities in both dimensions. On the other hand employers view work life balance as the provision of work environment that stimulate individuals to work with high commitment and full concentration (Lockwood, 2003). The level of work life balance can be measure that how managers support their employees in matters other than work, particularly related to their family and personal life. Beauvais, Lyness and Thompson (1999) concluded that there is a strong relationship between organizational environments and culture provided to the employees and how employees have gained different benefits pertaining to work life balance.

3.3 Work/Life Dimensions

3.3.1 Personal Life

The research shows that people who are engaged for long working hours are more prone to health issues due to high level of work stress and effects both mental and physical health adversely. This also leads to higher insurance cost for the employers for the reimbursement of medical expenses of the employees and affects productivity of the employee as, employee don't get time for rest and other recreational needs (Chandola et al., 2004).

3.3.2 Family Life

A highly overloaded work responsibility always taken at the cost of family. Professionals who spent more time on work always compromise family by not giving enough time to their families which adversely affects their personal life and faces negative attitudes from the family members. In result the employee cannot concentrate fully on work and the productivity affects adversely. The individual becomes unable to give enough time to their family due to the increased demand a work place (Lyons, Duxbury & Higgins, 2006).

3.3.3 Work Life

The work life is getting complex and demanding due to the changing work environment and global competition, at the same time organizations are becoming greedy in terms of demanding more time from employees (Brandth & Kvande, 2001). Project based work has affected the work life balance which left fewer time for employees for their family matters (Gregory & Milner, 2009).

3.3.4 Social Life

Workers either married and bachelor have some social affiliations with different groups of the society and always making a tradeoff between work and leisure time. Young workers may not have marital family problems but still they are have more social obligation in different groups of the society. The issue of social needs of workforce is getting importance and is highly emphasized in current research (Premeaux, Adkins & Mossholder, 2007).

3.4 Work/Life Balance in Banking Sector

Table 1

| KMO and Bartlett's Test | | |
|---|---------------------------|-----------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .885 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3825.807 |
| | Df | 105 |
| | Sig. | .000 |

The banking sector work for the financial stability of the country and channelized funds in the economy. Due to globalization of policies and international trade it is becoming important for the economies to have highly developed banking sector (Khalid & Hanif, 2005). This rapid growth and expansion of banking sector has adversely affected the work life balance due to demanding more and more time from the employees

Table 2

| Component | Total Variance Explained | | | | | | |
|-----------|--------------------------|---------------|--------------|-------------------------------------|---------------|--------------|--|
| | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings ^a |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total |
| 1 | 7.439 | 49.595 | 49.595 | 7.439 | 49.595 | 49.595 | 6.828 |
| 2 | 1.775 | 11.831 | 61.426 | 1.775 | 11.831 | 61.426 | 3.934 |
| 3 | 1.298 | 8.650 | 70.076 | 1.298 | 8.650 | 70.076 | 4.141 |
| 4 | .773 | 5.151 | 75.227 | | | | |
| 5 | .676 | 4.504 | 79.732 | | | | |
| 6 | .597 | 3.981 | 83.713 | | | | |
| 7 | .547 | 3.649 | 87.361 | | | | |
| 8 | .412 | 2.750 | 90.111 | | | | |
| 9 | .356 | 2.375 | 92.486 | | | | |
| 10 | .279 | 1.860 | 94.346 | | | | |
| 11 | .248 | 1.656 | 96.002 | | | | |
| 12 | .186 | 1.238 | 97.240 | | | | |
| 13 | .171 | 1.138 | 98.378 | | | | |
| 14 | .144 | .960 | 99.339 | | | | |
| 15 | .099 | .661 | 100.000 | | | | |

Extraction Method: Principal Component Analysis
 a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

4. Data Analysis and Findings

4.1 Construct Validity

Table 3

| Questions | Pattern Matrix ^a | | |
|---|-----------------------------|---------------------|------------------------|
| | Work/life balance | Support from others | Organizational Support |
| 7. Do you spend more hours at work than the official work timings of your organization? | .818 | | |
| 8. Do you take your official work home as well for completion? | .772 | | |
| 9. Does the thought of work worries or bothers you when you are not at work? | .791 | | |
| 10. Are you able to give time to yourself because of work? | .891 | | |
| 11. Are you able to give time to your family because of work? | .881 | | |
| 12. Are you able to give time to your friends because of work? | .892 | | |
| 13. Do you spend time for recreational activities after work? | .861 | | |
| 16. Does your organization have any policies that help in maintaining a proper Work/life balance? | | | -.873 |
| 17. Do you think your organization should come up with better policies or improve the current ones to provide a good Work/life balance? | | | -.915 |
| 19. Do you work during Rest and Recreational leave? | .718 | | |
| 20. Does your organization arrange social functions like annual/formal dinner for you and your family? | | | -.765 |
| 21. Do you feel that your family life demands more time from you that makes it difficult to spend time at work? | | .502 | |
| 22. Do you feel that your social life demands more time from you that makes it difficult to spend time at work? | | .817 | |
| 23. Does your family support you in balancing your work and non-work commitments? | | .744 | |
| 24. Do your friends support you in balancing your work and non-work commitments? | | .832 | |

Extraction Method: Principal Component Analysis.
 Rotation Method: Oblimin with Kaiser Normalization.
 a. Rotation converged in 8 iterations

There are three constructs of the study, work life balance, organizational support and support from others. Seven questions are related to 1st construct, while four questions are designed to measure the following two constructs respectively. We used principal component analysis (PCA) on a 5 point Likert scale. The result of The Kaiser-Meyer-Olkin (KMO) test shows that value of 0.885, exceeding the desired value of 0.6 as suggested by Kaiser (1970) shows the reliability of factor analysis.

Table 4

| Constructs | N | Minimum | Maximum | Mean | Std. Deviation |
|------------------------|-----|---------|---------|------|----------------|
| Work/life balance | 348 | 1.00 | 4.86 | 2.85 | 0.83 |
| Organizational support | 348 | 1.25 | 4.00 | 2.44 | 0.58 |
| Support from others | 348 | 1.50 | 4.50 | 2.68 | 0.66 |

4.2 Scale Reliability

Reliability analysis was also used to check the reliability of the constructs and reliability of sub scales. The Cronbach's alpha coefficient value for work life balance is 0.94, which is highest while alpha value for organizational support is 0.77 and for support from others is 0.75. All the three values of alphas are greater than 0.7 so the constructs are reliable for use in the study and the scale is acceptable and reliable.

4.4 Descriptive Analysis

The results of descriptive statistics reveal that all the three constructs fall on the low level of Likert scale with a mean of less than 3, falling on the unfavorable side of scale (see Table 4 in appendix). If we compare the three constructs organizational support shows the least level of a favorability while work life balance shows greater favorability among scales. The value of standard deviation is less than 1, which shows the low variance among the responses from the respondents about constructs.

Table 5

| Correlations | | | | |
|---|---------------------|--------|--------|--------|
| | | WLB | OS | SFO |
| Work/life balance | Pearson Correlation | 1 | .635** | .504** |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 348 | 348 | 348 |
| Organizational support | Pearson Correlation | .635** | 1 | .491** |
| | Sig. (2-tailed) | .000 | | .000 |
| | N | 348 | 348 | 348 |
| | Pearson Correlation | .504** | .491** | 1 |
| Support from others | Sig. (2-tailed) | .000 | .000 | |
| | N | 348 | 348 | 348 |
| **. Correlation is significant at the 0.01 level (2-tailed) | | | | |

4.7 Comparing Mean Scores

Table 7

| | | Independent Samples Test | | | | | | | | | |
|--------------------------------|-----------------------------|---|------|------------------------------|---------|-----------------|-----------------|-----------------------|---|---------|-------|
| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | | |
| | | F | Sig. | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | | |
| | | | | | | | | | | Lower | Upper |
| Work/ life balance | Equal variances assumed | .401 | .527 | -12.953 | 346 | .000 | -.96534 | .07453 | -1.11192 | -.81875 | |
| | Equal variances not assumed | | | -12.887 | 288.109 | .000 | -.96534 | .07491 | -1.11278 | -.81790 | |
| Organiza- tional support | Equal variances assumed | 2.386 | .123 | -7.074 | 346 | .000 | -.42422 | .05997 | -.54217 | -.30627 | |
| | Equal variances not assumed | | | -6.867 | 263.323 | .000 | -.42422 | .06178 | -.54586 | -.30258 | |
| Support from others | Equal variances assumed | 1.309 | .253 | -3.320 | 346 | .001 | -.23499 | .07077 | -.37419 | -.09579 | |
| | Equal variances not assumed | | | -3.415 | 319.507 | .001 | -.23499 | .06881 | -.37037 | -.09961 | |

7 Comparing Mean Scores:

In order to compare the mean scores of the constructs of work life balance, organizational support and support from others, independent samples t-test was used (see Table 7 in appendix). Before performing t-test, normality test and random sampling independence was applied. We have used equal variances for the constructs of work life balance, organizational support and support from others. The values for equality of variance by Levene's test shows the value greater than 0.05. In order to check the differences in three constructs between male works and female workers significance values have been calculated by using 2 tailed significance level. The values of significance is less than 0.05, indicating a significant difference between male workers and female workers. The further difference was calculated by sing effect size by applying eta squared. The value of effect size for work life balance is 0.33, the value of organizational support is 0.13 while the value for support from others is 0.03. It is observed that there is a significant difference between male and female workers in term of three constructs.

The magnitude of differences in the means were very large for work/life balance with mean value of 0.33, while the mean value for male is 2.47 and mean value for females is 3.43. The value of organization support is of eta squared is 0.13, mean for males is 2.27, while mean for females is 2.70. However, for 'Support from others', the differences between the mean scores had a small effect with eta squared of 0.03; mean for males is 2.59; mean for females is 2.82.

6. Conclusion

The study shows that individual spent more time on work and left less time for family and personal life. This social distraction affect employee performance and crate dissatisfaction in employees. It is found that when an individual is unable to meet its personal life commitment due to work load the motivation level of the employee decreases over time. So the majority of professionals are facing the problem of work life balance. It is found in the study that despite knowing the importance of work life balance, individuals spent more time on work in order to meet work requirement and fulfill work responsibilities. Work life misbalance creates stress in employees and generates different health problems in individuals. The level of stress was found more in male workers than their counter female workers. Females are enjoying the benefit of work life balance more than men and found much support from organization and from others, particularly friends and family. So there is need to give much consideration and importance to work life balance issues in the organizations. The organizations need to make policies and practices for proper work life balance and must be more responsive to employee's needs and

demands. This also help employees to be productive, committed and satisfied and he work life conflict will be minimum.

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