

INFLUENCE OF WORK LIFE BALANCE ON
ORGANISATIONAL COMMITMENT: A COMPARATIVE
STUDY OF WOMEN EMPLOYEES WORKING IN PUBLIC
AND PRIVATE SECTOR BANKS

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ABSTRACT

Organizational commitment is the psychological commitment of the employees towards the organization. It is the strength of the feeling of responsibility towards the mission of organization. Work life balance is about managing the work life and family life. The current study is aimed at finding the relationship between the work life balance and organizational commitment among women employees working in Public sector and private sector banks. Organizational commitment has been measured by using a standardized organizational commitment scale by Mowday, Steers and Porter (1979). The results showed that there is positive relation between work life balance and organizational commitment.

Keywords: *Organisational commitment, work life balance, Banking, Public sector, Private sector*

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INTRODUCTION

Banking Sector in India has undergone a transformation after liberalization in this sector. After independence, various policies have been issued to develop the Indian economy. In 1990, Narsimha Rao government embarked on the liberalization policy by licensing a small number of private banks. In this period, government also issued a policy of Voluntary Retirement Scheme which was adopted by more than 100000 employees. To overcome the shortage of manpower, new recruitment process has been started. After that banking sector in India became the most preferred destination for employment. In this decade, this sector has grown at a compounded annual rate of 51% since the year 2001. Banks have also diversified their activities in new products and services that include opportunities in credit cards, consumer finance, wealth management, life and general insurance, investment banking, mutual funds, pension fund regulation, stock broking services, custodian services and private equity etc. The expansion of this sector and involvement of other financial instruments in these sectors have created number of opportunities in the banking sector. This lead to transformation in the working pattern of the women employees. Now a days majority of women are engaged in some kind of work. Though specific customs vary from region to region with in the country, the behavior towards women employment is also varied. Our culture also has an impact on the behavior of the Indian men for women's employment. In our culture women is meant to take care of the family and household. Maintaining work life balance by a woman is very important to lead a healthy and stable life. But it is not only the women employees who get the benefit

from work life balance but the family and the organization too have benefits from it. Work life balance helps them to accomplish their goals in the organization and will benefit the organization by fulfilling the commitment towards the organization.

Organizational commitment is the sense of responsibility of employees towards their organization. It is the psychological attachment of organisation's member towards the organization. A prominent theory of organisational commitment is Three component model. It has three distinctive components:

- Affective commitment- emotional attachment to the organization.
- Continuance commitment- where the member stay because leaving the organization would be costly.
- Normative Commitment- the degree you feel obligated for the organization.

The present study is aimed at examining the relationship between work life balance and organizational commitment among the women employees working in Public and Private sector banks.

REVIEW OF LITERATURE

Norton (2009) studied the relationship between work life balance and the components of organisational commitment. The study concluded that there is positive correlation between affective commitment and perceived work life balance and the strongest correlation found to work life balance perceptions was that of worker identification with the goals of the organisation. The study showed that the individual's goals should be clear and suggested to encourage workers to align personal goals with career related goals.

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.

Atkinson (2011) conducted a study to examine the differences in work life balance, job satisfaction, organisational commitment and learning goal orientation in baby boomers and Generation Xer. The study was conducted based on the argument that the difference in the value and attitude of Gen Xer and baby boomers employees create tension and conflict in the work place. The study found that baby boomers were most satisfied with their over all work. It was also found that job satisfaction and satisfaction with promotional job opportunities were most important in providing organisation commitment for gen Xer than for baby boomers.

Negi and Singh (2012) conducted a study to find out the challenges associated with managing professional life of the employees in banking sector, to evaluate cause and consequences leading to imbalance in work life on the basis of gender, demographic structures and level of hierarchy at organisational level, growth patterns, welfare policies, family and societal commitment. The study was conducted in Dehradun city and concluded that more than 70% of the public sector employees were dissatisfied with the policies regarding time off/family arrangement were as in

the private sector bank it is 58%. Majority of women employees responded that they cannot pursue their career with same velocity after marriage and child break. It is also concluded that working shifts influence the marital relationships and excessive work pressure make them stressful.

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.

Kim (2014) conducted a study on the work life balance and employees' performance and the mediating role of affective commitment. Increasing importance of work life balance and stress at personal and professional level, made it important to study about the various factors that can support to maintain affective work life balance. The main purpose of the study was to investigate the effect of work life balance on affective commitment and in role performance and to explore the mediating role of affective commitment to link work life balance and in role performance in Korean context. For the study, sample of 293 workers were selected and hypotheses were tested using structural equation modelling and regression analysis. To measure work life balance Questionnaire developed and validated by Daniel and McCarraher 2000 was used that contained seven items. Affective commitment was measured by six item from the questionnaire developed and validated by Allen and Meyer (1990). Finally Williams and Anderson's (1991) 7 item measure was used to assess in role performance. The results revealed that work life balance is important for increasing employees' psychological well being and its influence on the

organizational performance improvement. The result showed that work life balance has no significant impact on in role performance but had significant impact on employee's affective commitment. Employee's affective commitment had also significant impact on in role performance and employee's affective commitment was found to be a statistically significant mediating construct to explain the relationship between work life balance and in role performance.

MATERIAL AND METHODS

The current study is a comparative study of the relationship between work life balance and organizational commitment among women employees working in Public and private sector banks. A field investigation survey method has been adopted with the help of questionnaire. For the study, a sample of 500 women respondents, 250 respondents each from public and private sector banks by using stratified sampling was collected from North India. The questionnaire contained the standardized organizational commitment scale questionnaire by Mowday, Steers and Porter (1979). All the items were rated on 5 point likert scale ranging from strongly agree (5) to strongly disagree (1). The hypothesis suggested was there is no relation between work life balance and organizational commitment of the employees. Pearson correlation method has been used to study the relationship between work life balance and Organisational commitment.

RESULTS

Pearson Correlation has been used to measure the strength of the relationship of two variables. Initially t-test has been conducted to know the significance whether there exists association between two variables. For the study, correlation is studied for all respondents and then it is studied separately for public and private sector to understand the difference between both sectors. In the study, relationship of work life balance is studied with factors of family support, organizational support and organizational commitment.

Table 1: Correlation of work life balance with family support, organisational and organisational commitment

		Work life balance	Family Support	Organizational	Organizational commitment
Work life balance	Pearson Correlation	1	.019	.103*	.099*
	Sig. (2-tailed)		.671	.021	.027
	N	500	500	500	500
Family Support	Pearson Correlation	.019	1	.723**	.186**
	Sig. (2-tailed)	.671		.000	.000
	N	500	500	500	500
Organisational	Pearson Correlation	.103*	.723**	1	.180**
	Sig. (2-tailed)	.021	.000		.000
	N	500	500	500	500
Organisational	Pearson Correlation	.099*	.186**	.180**	1

commitment	Sig. (2-tailed)	.027	.000	.000	
	N	500	500	500	500
*. Correlation is significant at the 0.05 level (2-tailed).					

Table 1 represents the results of Pearson correlation derived from all respondents. The results shows that there is significant relationship between work life balance and family support, organisational support and organisational commitment. It shows that there is positive relationship between work life balance and Organisational support and organisational commitment which shows that better organisational factors support to maintain better work life balance and better work life balance leads to more organisational commitment. Family support has also positive relationship with organisational support and organisational commitment. Organisational supporting factors have also positive relation with work life balance, family support and organisational commitment. Organisational commitment is also positively related to family support, organisational support and work life balance.

Table 2: Correlation of work life balance with family support, organisational and organisational commitment in Public Sector

		Work life balance	Family Support	Organizational	Organizational commitment
Work life balance	Pearson Correlation	1	.013	.009	.206**

	Sig. (2-tailed)		.841	.887	.001
	N	250	250	250	250
Family Support	Pearson Correlation	.013	1	.718**	.104
	Sig. (2-tailed)	.841		.000	.101
	N	250	250	250	250
Organizational	Pearson Correlation	.009	.718**	1	.151*
	Sig. (2-tailed)	.887	.000		.017
	N	250	250	250	250
Organizational commitment	Pearson Correlation	.206**	.104	.151*	1
	Sig. (2-tailed)	.001	.101	.017	
	N	250	250	250	250
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Table 2 represents the results of Pearson correlation derived from Public sector respondents. The results shows that there is significant relationship between work life balance and family support, organisational support and organisational commitment. The result shows that in public sector work life balance is positively related to organisational commitment. It is also related to family support and organisational support but the relation is not so strong. Family support is positively related to organisational support but its relation with organisational commitment is weak. Organisational support has strong relation with family support and organisational commitment

than with work life balance. And organisational commitment is positively related with work life balance and organisational commitment than with organisational support.

Table 3: Correlation of work life balance with family support, organisational and organisational commitment in private sector

		Work life balance	Family Support	Organizational	Organizational commitment
Work life balance	Pearson Correlation	1	.062	.200**	.055
	Sig. (2-tailed)		.325	.002	.387
	N	250	250	250	250
Family Support	Pearson Correlation	.062	1	.727**	.263**
	Sig. (2-tailed)	.325		.000	.000
	N	250	250	250	250
Organisational	Pearson Correlation	.200**	.727**	1	.213**
	Sig. (2-tailed)	.002	.000		.001
	N	250	250	250	250
Organizational commitment	Pearson Correlation	.055	.263**	.213**	1
	Sig. (2-tailed)	.387	.000	.001	
	N	250	250	250	250
**. Correlation is significant at the 0.01 level (2-tailed).					

Table 3 represents the results of Pearson correlation derived from Private sector respondents. The results show that there is significant relationship between work life balance and family support, organisational support and organisational commitment. The result shows that in private sector, work life balance has strong positive relation with organisational support than with family support and organisational commitment. Family support shows positive relation with organisational support and organisational commitment. Organisational Support shows strong positive relation with work life balance, family support and organisational commitment. Organisational commitment shows strong relation with family support and organisational support.

CONCLUSION

Correlation results derived from Public sector respondents shows that there is significant relationship between work life balance and family support, organisational support and organisational commitment. The result shows that in public sector work life balance is positively related to organisational commitment. It is also related to family support and organisational support but the relation is not so strong. Family support is positively related to organisational support but its relation with organisational commitment is weak. Organisational support has strong relation with family support and organizational commitment than with work life balance. And organisational commitment is positively related with work life balance and organisational commitment than with organisational support. Private sector respondents show there is significant relationship between work life

balance and family support, organisational support and organisational commitment. The result shows that in private sector, work life balance has strong positive relation with organisational

support than with family support and organisational commitment. Family support shows positive relation with organisational support and organisational commitment. Organisational Support shows strong positive relation with work life balance, family support and organisational commitment. Organisational commitment shows strong relation with family support and organisational support.

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