

Impact of Gender, Age and Work Experience on Satisfaction towards Work Life Balance (with special reference to Bank of Baroda, Udaipur)

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Abstract: Service sector is one of the fastest growing sectors, it provides opportunity for employment and banking sector is one of the biggest service sectors in India. . It is now experiencing drastic change due to globalization, privatization and technological advancement. Banking is not confined to nationalized public sector banks. It has been recorded a rapid rise of the new private sector banks and it has tracked the transformation of the public sector banks to cope up with multinational led environment.

Forward-thinking organizations know that high performance and sustainable business results require attention to employees. Human resource is the most valuable asset for any organization .In this competitive world, only those organization can survive, which are able to retain high performers and performance depends upon the job satisfaction level of the employees.

The purpose of this study is to analyze the impact of demographic variables (age, gender and experience) on work life balance. Data has been collected from 70 employees of Bank of Baroda, Udaipur after developing adequate questionnaire. Mean, percentage and Chi square test are used to find out the statistical significance of the result.

Keywords: Age, Banking Sector, Gender, and Work Experience and Work life balance.

I. Introduction

On 20th July 1908, under the Companies Act of 1897, and with a paid up capital of Rs 10 Lacs started the legend that has now translated into a strong, trustworthy financial body, THE BANK OF BARODA. The bank was founded by the Maratha, Maharaja of Baroda, H. H. Sir Sayajirao Gaekwad III

Bank of Baroda (BoB) is an Indian state-owned banking and financial services company headquartered in Vadodara (earlier known as Baroda) in Gujarat, India. It is the second-largest bank in India, after State Bank of India, and offers a range of banking products and financial services to corporate and retail customers through its branches and through its specialized subsidiaries and affiliates.

Bank has been pursuing a balanced and comprehensive Human Resources policy in view of various challenges faced by the public sector banks in the form of large retirements, massive induction of talent, and huge training requirements. Bank has launched “Career Portal” on its website which projects the unique aspects of working at Bank of Baroda. This has helped in providing a huge impetus to the “Employer Branding” of Bank. During FY14, Bank further strengthened its “On-boarding Programme” which aims at cultural assimilation of new recruits into this institution by introducing a Mentoring programme “Baroda Sarthy”. Under “Baroda Sarthy”, a senior employee – the Mentor handholds the new entrant to enable his or her smooth transition into the Bank and helps him or her adapt to the value system and working of Bank. Besides, Bank has also implemented Talent Management System. This system proactively identifies future potential leaders based on various criteria and also grooms them through a systematic developmental plan. To enhance the “Employee Engagement”,

Bank undertook various initiatives like conduct of satisfaction surveys and workshops for interaction between juniors and seniors. These workshops were conducted to improve the employee connect with HR and top management. Furthermore, to reward the top performers, Bank very recently launched a revised performance linked incentive scheme for its employees. Against the backdrop of massive recruitments in view of large retirements, training and developments of new recruits has assumed significant importance.

In the context of the growing competition, Bank created a new functional position as Chief Learning Officer (CLO) in the Bank. The CLO is of the level of a General Manager and supports the organization through learning interventions. A good number of innovative steps were taken by Bank in training as well. The training is imparted for improving the understanding of different products of the Bank. The training is conducted either within the Bank or through external training programmes so that employees are able to learn and adopt best industry practices with a wider perspective. During FY14, the external training programmes were organized at various prestigious organizations such as International School of Business (ISB) Hyderabad; International

Management Institute (IMI), New Delhi; Centre for Organization Development, Hyderabad; University of Mumbai; Manipal Academy of Banking, Bangalore and other such institutes. It has been a wisely orchestrated growth, involving corporate wisdom, social pride and the vision of helping others grow, and growing itself in turn.

II. Review Of Literature

Work-life balance is a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. Work-life balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self care, and other personal activities, in addition to the demands of the workplace.

Work-life balance is assisted by employers who institute policies, procedures, actions, and expectations that enable employees to easily pursue more balanced lives.

The pursuit of work-life balance reduces the stress employees' experience. When they spend the majority of their days on work-related activities and feel as if they are neglecting the other important components of their lives, stress and unhappiness result. Work-life balance enables employees to feel as if they are paying attention to all the important aspects of their lives.

Because many employees experience a personal, professional, and monetary need to achieve, work-life balance is challenging. Employers can assist employees to experience work-life balance by offering such opportunities as flexible work schedules, paid time off (PTO) policies, responsible time and communication expectations, and company-sponsored family events and activities.

Moufeed M a Shami and Yousuf M Ghneim (2002) studied employees benefits Pay satisfaction in Banking system in Palestine. The total of 22 banks of which 724 employees were subjected to study and concluded that strong correlation exist between age and Pay, gender and education were moderately co related with Pay satisfaction but experience and responsibility were highly co related with Pay satisfaction.[1].

Bhuyan & Choudhury (2003) studied to identify the degree of job satisfaction of the college teachers with respect to sex, marital status, and location as well as experience. The result identified that there is significant difference in the job satisfaction of male and female teachers but there is no significant difference in job satisfaction between married and unmarried between rural and urban, and among experience of the college teachers. [2].

Sobia Sujat and Faryal Bhutto (2011) studied impact of work life balance on 273 employees in private banking sector of Karachi and found that WLB have not much impact on employee job satisfaction and some factors of work life balance such as employee intention to leave job, work pressure and long working hours have negative relation with employee job satisfaction. WLB program and flexible working condition have positive relation with employee job satisfaction. [3].

K Sundar and P.Ashok Kumar (2012) study examined relationship between demographic factors of employees and job satisfaction of 369 employees of Life Insurance Corporation Vellore division in Tamil Nadu. It is concluded that there is significant association between gender, educational qualification and job satisfaction but there is no significant association between age, marital status, status of spouse, level of pay, experience and job satisfaction. [4].

Lalita Kumari (2012) studied employees' perception on work life balance in Indian public banking sector. The study was conducted on 350 employees in Malva region of Punjab. The findings of study emphasized that each of WLB factors on its own is a salient predictor of job satisfaction. There is significant gap among male and female respondents with job satisfaction WRT various factors of WLB. [5].

Rana Zehra Masood and Seema Mahlawat(2012) studied work life balance of 300 employees from Private banking branches (77),private insurance branches(69),public banking branches (80) and public insurance branches(74) in Hariyana. Research concluded that Gender variable has significant impact on organizational critical factors for maintaining the work life balance as four out of ten factors (religious leave, LTC, spontaneous off and paid maternity leave) has significant difference on it. Experience and level of management have significant impact on organizational critical factors for maintaining the work life balance. Work place flexibility ,reduction of working time, Leave and benefits dependent care initiative and work life stress management reflect the importance of nurturing a supportive culture in terms of embracing work life balance concept. [6].

Aarti chahal, Seema Chahal , Jyoti Chahal and Bhawana choudhary (2013) studied the level of Job satisfaction of bank employees in Delhi NCR. The study revealed the level of job satisfaction of Canara bank employees, various factors influencing satisfaction of employees and the relationship between personal factors of employees. [7].

Rajesh K yadav and Nishant Dabhade (2014) studied Work life balance among working women of banking and education sector in Bhopal. The Study conducted on 150 Women employees (75 from each) and study revealed that WLB can be achieved by the factor responsible for job satisfaction such as supportive

colleagues, working conditions, mentally challenging work, equitable rewards and employee oriented policies. Management of education sector is more consistent and committed to achieve a good work life balance and satisfaction from work than banking sector. [8].

Sangeeta Bhatnagar and P K jain(2014) studied work life balance of IT professionals in Delhi/NCR. This study is aimed at examining the impact of demographic variables (age, education, marital status, gender) on the work life balance of software professionals in metro cities and found that there is significant indifference between gender, marital status and losing of temper but there is significant difference between age and losing of temper of IT professionals. There is significant indifference between age, marital status and work load but there is significant difference between gender and work load. [9].

III. Research Methodology

3.1. Objectives

3.1.1. To study the impact of Gender on Satisfaction towards Work life balance of employees in Bank of Baroda.

3.1.2. To study the impact of Age on Satisfaction towards Work life balance of employees in Bank of Baroda.

3.1.3. To study the impact of Experience on Satisfaction towards Work life balance of employees in Bank of Baroda.

3.2. Hypothesis

3.2.1. H₀₁ There is no significant impact of Gender on Satisfaction towards Work life balance of employees in Bank of Baroda.

3.2.2. H_{a1} There is significant impact of Gender on Satisfaction towards Work life balance of employees in Bank of Baroda.

3.2.3. H₀₂ There is no significant impact of Age on Satisfaction towards Work life balance of employees in Bank of Baroda.

3.2.4. H_{a2} There is significant impact of Age on Satisfaction towards Work life balance of employees in Bank of Baroda.

3.2.5. H₀₃ There is no significant impact of Experience on Satisfaction towards Work life balance of employees in Bank of Baroda.

3.2.6. H_{a3} There is significant impact of Experience on Satisfaction towards Work life balance of employees in Bank of Baroda.

3.3. Sampling Design-Simple random sampling technique has been used. The sample unit is taken as employees of Bank of Baroda from Udaipur district. The total sample size is 70.

3.4. Research Design-Descriptive study is carried out to know the impact of demographic factors on satisfaction of employees towards Work life balance.

3.5. Data Collection-Data is collected with the help of primary and secondary sources. The primary data was collected with the help of a close ended structured questionnaire. The Questionnaire consists of 10 items and each item has to be rated on 5 point rating scale ranging from highly satisfied to highly dissatisfied with a score of 5 to 1. Higher the scores indicates greater degree of job satisfaction whereas, lower scores mean low degree of job satisfaction. The secondary data was collected from national and international journals, magazines and internet. The reliability of test was found to be 0.723.

IV. Data analysis and Interpretation

Collected data were statically analyzed using computer software package SPSS.

Table 1 – Division of Respondents on basis of Gender and Mean value (Satisfaction level)

Gender	No of employees	Percentage	Mean value (Satisfaction level)
Female	16	22.86	3.43
Male	54	77.14	2.58
Total	70	100	-

As mean value of satisfaction of Female employees' is 3.43 which indicates that they are satisfied and able to manage their working in bank and personal life. But mean value of satisfaction of male employees' is 2.58; it indicates that they are not satisfied and unable to manage their personal and professional life due to long working hours, its too hard to take time off for their personal matters during work, Bank is not providing any parental leave as in case of female employees they get maternity leave.

The rising prevalence of independent nuclear families with working couples is enabling companies to become more sensitive to the needs of male employees. Companies are egging on their male folk to lend a

helping hand at home. Unless man shoulder familiar responsibility, women will find it harder to excel professionally.

Table 2 – Result of chi square test at 5% level of significance

Variable	Calculated value	Level of significance	Degree of freedom	Tabulated value
Gender	13.56	5 %	1	3.81

As calculated value is more than tabulated value ($13.56 > 3.81$) at 5% level of significance and 1 degree of freedom: we have to reject null hypothesis and accept alternative hypothesis. It shows that there is significant impact of gender on satisfaction towards Work life balance of employees.

Table 3 – Division of Respondents on basis of Age and Mean value (Satisfaction level)

Age (in years)	No of employees	Percentage	Mean value (Satisfaction level)
20-24	11	15.71	2.87
25-34	33	47.15	2.81
35-44	9	12.86	2.55
45-54	6	8.57	2.47
55 and above	11	15.71	2.91
Total	70	100	-

The Mean value of 20-24, 25-34 and 55 and above age group showed that employees at this stage are neither completely satisfied nor completely dissatisfied. But at the age 35-54 showed they are dissatisfied and unable to manage their personal and professional life. Employees in 20-34 tended to be more career oriented, their first goal is success for which they keep inner feeling, personal life at lower priority but at the age 35-54 employees focused on their interpersonal relations with more stress and they start questioning company's policy. This result in conflict between company's value and employees' value; they felt less satisfied toward work -life balance. In age 55 and above they are in exit mode (at retirement age) and resolved their conflict with balancing their personal needs and professional requirements.

In 20-34 age groups they set their goals and trying to fulfill with their best efforts. In 35-54 age groups they evaluate their early goals and their present achievements that result in less satisfaction. In age group 55 and above they entered a new stage of stability and emphasizing more on those things that were fulfilled.

Employees' at age group 35-54 face many changes in personal life as they have to deal with 'empty nest'(children leaving home foe careers),build relationship with new in -laws and need to reaffirmed by society through success in career e.t.c. They face many challenges in professional life as promotions with more responsibility, require more attention and energy at work, learning of advance technology at this stage of life, entry of fresh talent at same level get same salary with less experience e.t.c. so they feel less satisfied as compare to other age group of employees.

Table 4 – Result of chi square test at 5% level of significance

Variable	Calculated value	Level of significance	Degree of freedom	Tabulated value
Age	4.39	5 %	4	9.4888

As calculated value is less than tabulated value ($4.39 < 9.488$) at 5% level of significance and 4 degree of freedom: so we have to accept null hypothesis .It shows that there is no significant impact of Age on satisfaction towards Work life balance of employees.

Table 5 – Division of Respondents on basis of Experience and Mean value (Satisfaction level)

Experience (in years)	No of employees	Percentage	Mean value (Satisfaction level)
Up to 2 years	28	40	2.84
3-5	13	18.57	2.97
6-7	4	5.72	2.85
Above 7 years	25	35.71	2.58
Total	70	100	-

The Mean value of satisfaction towards work life with job experience up to 7 years showed that they are neither totally satisfied nor dissatisfied .After 7 years they became dissatisfied because after 7 years of experience its still too hard to take time off during work to take personal /family matters, company is not flexible with respect to family responsibilities and company does not offer In-House Doctor facility for its employees. They are experienced enough to Question Company's policy. This result in conflict between company's value and employees' value; they felt less satisfied toward work -life balance

Table 6 – Result of chi square test at 5% level of significance

Variable	Calculated value	Level of significance	Degree of freedom	Tabulated value
Experience	4.719	5 %	3	7.815

As calculated value is less than tabulated value ($4.719 < 7.815$) at 5% level of significance and 3 degree of freedom: so we have to accept null hypothesis. It shows that there is no significant impact of Experience on satisfaction towards Work life balance of employees.

V. Recommendations

From the above interpretation it is clear that work life Balance is inevitable moreover it is a challenge which every individual has to face being in job and at home. It depends on individual how he/she is coping with it; however there are many strategies for employers that help employees to manage their work and life as well.

5.1. As result indicates that Male employees are less satisfied than Female employees because female employees get maternity leave and male don't get any parental leave to take care of his newly born baby and his wife. So leave policy should be fair enough.

5.2. Paternity benefit as retention tool- Paternity initiatives taken by companies as Godrej (to soon extend its paternity leave policy for young dads to be to 10 working days from five) SAP LABS (Benefits for father to be to have the option of part work from home after birth of a child), Tech Mahindra (ropes in professional counselors to organize talks on topic such as child care, stress management and tips on raising teenagers. Sapient(Male employees can take few hours off for any personal work. they also granted the work from home option if they have personal tasks to attend), Infosys technology(fathers are eligible for paid paternity leave as well as work from home option for child care).

5.3. It's too hard for Male employees to take time off during work to take personal/family matters as male employees have all the responsibility of family including his parents, wife and children rather than female employees. So company should be flexible with respect to family responsibilities.

5.4. Company should organize holiday camps and picnics for all employees to manage their personal and professional life. Company should offer in house doctor facility so that all employees get enough time at work and at home.

5.5. As result showed that middle age employees 35-54 are less satisfied Management should help midlife employees to find more fulfillment, meaning and satisfaction in their work. Helping employees to discover that their work is about more than a pay check is. So that employees become more engage in work and loyal to company.

5.6. Management should encourage employees to take paid time-off to explore their outside hobbies and interests or to pursue a new direction in their careers through training or education. When employees feel comfortable and satisfied with their work, they are less likely to regard work as a burden, thereby improving their loyalty and commitment to their company

5.7. Under "Baroda Sarthy", senior employee acts as Mentor help the new entrant to adapt to the value system and working of Bank. "Baroda Sarthy" Programme has been successful only if middle age (35-54 age groups) employees are satisfied enough to do their job with best efforts. If they feel isolated by current environment, it results in scarcity of experienced employees. Company should help midlife employees through better work life balance policy to retain employees and remain competitive.

5.8. As result showed that experienced (more than 7 years) employees are less satisfied. A true effort (workshops) has to be made by focusing on their developmental needs and personal desires.

VI. Conclusion

Work life balance is essential for employees and employers both. It helps employers to retain experienced and talented employees. when employees feel comfortable and satisfied with their work, they feel work as fun not burden. For employees work life balance is necessary so that they get enough time for family and work as well. When employees are at work they don't think about family matter and when they are with family they don't think about work that is work life balance. In our research it is shown that demographic variable like gender has significant impact on satisfaction towards work life balance so work life balance policy should be impoverished for betterment of employees and employers. . Companies have now started to bring about changes in HR practices. Small steps being undertaken in companies aimed at encouraging male employees to shoulder responsibilities at home. This will not only help in changing mindsets internally, but will contribute to the broader corporate ecosystem.

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