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## **Relationship between Work Life Balance and Job Satisfaction of Bank Employees: An Empirical Study**

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### **Abstract:**

*Work life balance has become the prime concern for the organizations and the employees in this ever changing business world. However, work life balance is hardly investigated to have a relationship with job satisfaction and that is what this study is all about. The main objective of the study was to reveal that whether there is a relationship between work life balance and employee job satisfaction in the banking sector. Data were collected from 350 respondents consisting 10 employees each from 5 commercial banks in 7 divisions in Bangladesh. From the findings of the study the researchers observed that employee job satisfaction has a negative relationship with long working hours and job stress while a positive relationship with job knowledge, job rotation and home maid service. The study concluded that job satisfaction and work life balance are related to each other and the relationship is mostly affected by long working hours, job stress and job knowledge.*

**Keywords:** *Work life balance, job satisfaction, bank employees*

### **1. Introduction**

The development in the world economy and business has fostered the growth of business activities and facilitated new opportunities for business concerns. Many companies are struggling to sustain their competitive advantage due to globalization trend. The banking sector is not apart from this effect rather it has become more competitive. Employees were also forced to change their perception and culture so that they can adjust with the changes in business operation. In the recent years, employees are much more involved in their jobs. The long working hours, job stress, knowledge, radical change in technology have created difficulties for the employees to balance between their job and family life (Sabra et al., 2009).

The issue of work life balance and job satisfaction has been investigated by a large number in developed countries. The developing countries are also found to work on the issue to increase employee job satisfaction. Researchers have also conducted studies in Indian sub-continent regarding this issue and suggested the many large organizations including banking sector where employees work for long hours, to ensure balance between job satisfaction, work-life and family life (Sakthivelet al., 2011).

### **2. Literature Review**

It is evident from different studies that managers play a key role to motivate employees to balance their work and life. So far, employee job satisfaction is strongly related to work life balance and therefore, organizations need to formulate policies and programs considering the work life balance of the employees (Hanif, 2002).

Organizations have taken different initiatives to ensure work-life balance for employees such as flexible work hours, job rotation, telecommuting, home-maid service facility etc. Employees tend to lose satisfaction from their job in case there is no balance between their work and life (Idiabet al., 2011). On the other hand, employees derive greater satisfaction with organizational commitment when they get support from different programmes initiated by the organization in respect of work-life balance (Gregory and Milner 2009).

The findings of Hanglberger (2010) suggested that work-life balance particularly working hours has influential impact on employees job satisfaction. The same issue was researched by Gash et al. (2010) among women in UK and Germany and the results pointed out a positive relationship between reduced working hour and satisfaction of employees regarding work and life.

Dev (2012) found that in banking sector, there lies a significant correlation between work-life balance job satisfaction. The study recommended flexible work hour, job knowledge, child-care etc. for raising commitment level among the employees. The findings also indicated that employees having balance between work and life are more satisfied with their jobs and have less intention to quit. Maren et al. (2013) found a positive relationship between work-life balance and job satisfaction. The suggestion from the study came in the way that employee job satisfaction level can be increased by reducing work-life conflicts. Aarti, et al., (2013) studied work-life balance and found that heavy workload creates a lot of stress on the employees who subsequently feel lack of satisfaction.

Timely appraisal and encouraging comments can increase the efficiency of the employees working for a bank and increase job satisfaction which is the key to organizational success. Satisfied employees also show greater commitment and loyalty towards their organization (Clarke, et al., 2004).

The above discussion on related literature revealed that work life balance factors like long working hour, job knowledge, job stress, job rotation and home-maid support are somehow related to employee job satisfaction in the banking industry. Considering the growing banking sector of Bangladesh and inadequate literatures on the work life balance and its relationship with job satisfaction the researchers selected the issue to investigate further.

**3. Objective of the Study**

The main objectives of this study are as follows:

- i. To find out the relationship between work life balance and employee job satisfaction among bank employees in Bangladesh.
- ii. To reveal the influencing factors of work life balance which have relationship with employee job satisfaction in banking sector.

**4. Methodology of the Study**

The primary data were collected through multi-stage cluster sampling with a sample size of 350 respondents taken from 5 commercial banks in 7 divisions in Bangladesh. The clusters included 50 employees consisting 10 each from divisional main branch of the selected 5 banks in each of the 7 divisions. A structured questionnaire with a five point Likert Scale ranging from 1= strongly disagree to 5= strongly agree was used to collect primary data. However, the study also used some secondary data coming from journal articles, text books and reliable websites. SPSS 16 version was used to perform the data analysis. To analyze the data, the researchers applied Pearson's Correlation to analyze the relationship between work life balance and job satisfaction. The draft questionnaire based on the literature review was finalized after a focus group discussion consisting 25 bank employees. Finally, the researchers considered both the literature and the focus group discussion to select the following hypotheses to satisfy the objectives of the study.

- Hypothesis 1:  $H_0$ : There is no relationship between long working hours and employee job satisfaction.
- Hypothesis 2:  $H_0$ : There is no relationship between job knowledge and employee job satisfaction.
- Hypothesis 3:  $H_0$ : There is no relationship between job stress and employee job satisfaction.
- Hypothesis 4:  $H_0$ : There is no relationship between job rotation and employee job satisfaction.
- Hypothesis 5:  $H_0$ : There is no relationship between home-maid support and employee job satisfaction.

**5. Findings and Analysis**

The analysis has been performed by the use of SPSS version 16 to measure Pearson's correlation between job satisfaction and other factors of work life balance including long working hours, job knowledge, job stress, job rotation and home maid support. The results are as follow:

Correlations			
		Job satisfaction	Long working hours
Job satisfaction	Pearson Correlation	1	-.496
	Sig. (2-tailed)		.001
	N	350	350
Long working hours	Pearson Correlation	-.496	1
	Sig. (2-tailed)	.001	
	N	350	350

Table 1: Correlation between long working hours and job satisfaction

The correlation between long working hours and job satisfaction depicted in Table 1 is moderately negative ( $r = -.496$ ). Therefore, long working hours cause negative impact on job satisfaction among bank employees. The result is also statistically significant as 2-tailed sig. value is less than 0.5. Depending on all these results the researchers rejected hypothesis 1 and concluded that there exists a moderately negative relationship between long working hour and job satisfaction.

Correlations			
		Job satisfaction	Job knowledge
Job satisfaction	Pearson Correlation	1	.378
	Sig. (2-tailed)		.001
	N	350	350
Job knowledge	Pearson Correlation	.378	1
	Sig. (2-tailed)	.001	
	N	350	350

Table 2: Correlation between job knowledge and job satisfaction

Looking towards the correlation between job knowledge and job satisfaction the researchers found that the value of  $r = .378$  which indicates a moderately low but positive relationship. So far, the more the employees have job knowledge the more they tend to derive satisfaction from their job. Just like the previous findings, the results are statistically significant. As of the findings in Table 2,

hypothesis 2 is rejected with a view that there exists a moderately low but positive relationship between job knowledge and job satisfaction.

Correlations			
		Job satisfaction	Job stress
Job satisfaction	Pearson Correlation	1	-.498
	Sig. (2-tailed)		.000
	N	350	350
Job stress	Pearson Correlation	-.498	1
	Sig. (2-tailed)	.000	
	N	350	350

Table 3: Correlation between job stress and job satisfaction

Job stress has a moderately negative ( $r = -0.498$ ) relationship with job satisfaction and it is also statistically significant. The null hypothesis 3 is thus rejected by the researchers opining that there exists a moderately negative relationship between the two variables. The inference here is that job stress makes employees dissatisfied with their job.

Correlations			
		Job satisfaction	Job rotation
Job satisfaction	Pearson Correlation	1	.198
	Sig. (2-tailed)		.062
	N	350	350
Job rotation	Pearson Correlation	.198	1
	Sig. (2-tailed)	.062	
	N	350	350

Table 4: Correlation between job rotation and job satisfaction

The null hypothesis 4 is rejected by the researcher on the basis of the results in Table 4 where  $r = .198$  indicating a very low but positive relationship between job rotation and job satisfaction. However, the results are not statistically significant ( $p > .05$ ) and the researchers inferred that different results could be obtained if the study is administered in a different context.

Correlations			
		Job satisfaction	Home-maid support
Job satisfaction	Pearson Correlation	1	.257
	Sig. (2-tailed)		.065
	N	350	350
Home-maid support	Pearson Correlation	.257	1
	Sig. (2-tailed)	.065	
	N	350	350

Table 5: Correlation between home-maid support and job satisfaction

Table 5 reveals that there is a very weak but positive relationship between home-maid support and job satisfaction and in the process null hypothesis 5 is also rejected. For the statistical significance of the result is not that much convincing, the researchers might have accepted the null hypothesis on the basis of subjective judgment.

**6. Discussion and Conclusion**

The findings of the study rejected all the null hypotheses and concluded that job satisfaction is related to long working hours, job stress, job knowledge, job rotation and home maid support. In particular, there exists a moderately negative relationship between long working hour and job satisfaction which is supported by Hangberger (2010). Job knowledge among the employees can be an influencing factor to job satisfaction as found in this study as well as in the study conducted by Dev (2012). Job stress is found in this study to be negatively related to job satisfaction as previously reported in the same way by Aarti, et al., (2013). However, job rotation and home maid support were found to have weaker relationship with job satisfaction in this study. The conclusion derived by the researcher from the findings of this study is that there lies a relationship between work life balance and employee job satisfaction which is in most of the cases influenced by long working hour, job knowledge and job stress. However, the findings could have been different if study had included other industries alongside the banking sector and gathered data from a larger sample size. Moreover, inclusion of more factors of work life balance like flexible work hours, child care facility, telecommuting etc. could have further enriched the findings.

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