

## IMPACT OF OCCUPATIONAL STRESS: WORK LIFE BALANCE AND JOB SATISFACTION IN FEMALE BANKING EMPLOYEES

Akhilesh Gaur<sup>1</sup>, Dr. R. C. Gupta<sup>2</sup> and Dr. Gaurav Jaiswal<sup>3</sup>

### ABSTRACT

In today's scenario, the Increasing participation of female and dual-career couples as well as the emergence of non-standard work arrangements, have impacted the employees' ability to balance work and life, and hence influenced job satisfaction, particularly among women in the banking sector. Hence, this study is an attempt to examine the relationship between occupational stress, work-life balance and job satisfaction among female banking personnel in the Mathura region. A total of 200 female personnel were surveyed for this study. Work-life balance shared a positive and strong relationship with job satisfaction. The findings have implications for possible program and policy developments to manage work-life balance and their degree of satisfaction from their job among female banking employees in India.

**Keywords:** Occupational stress, work-life balance, job satisfaction

---

### INTRODUCTION

The workplace is potentially an important source of stress for bankers because Because of the number of time bankers spend in their respective banks is very high. Financial security, possibilities for promotion, performance demands, relationships, events, and the physical environment at work all have an impact on an individual's ability to cope in the workplace. stress has existed in some form or another since the existence of a man. Individuals' occupations may be a substantial source of stress in the given circumstances. When people are under stress as a result of their jobs, and they are unable to cope with it, they are said to be "stressed out", which adversely affects the work-life balance and their degree of job satisfaction associated with their job.

Stress directly affects the life of banking employees, it makes their work more difficult so it adversely affects the psychological and physical health of the banking personnel. Through work-life imbalance, banking employees are mentally disturbed and sometimes they face the situation 'Do or Die. The banking occupation is one of the most stressful. Bank employees' work patterns have changed because of the advent of e-banking innovations and widespread use of computers, as well as the statewide installation of ATMs. These enormous changes have had a direct and indirect effect on bank employees' social, economic and psychological wellbeing. Sometimes there is lots of work stress on bank employees so that they have

to increase their working hours, they cannot give quality time to their family and also affects their eating habits. The need for work-life balance emerges as a response to the struggle between personal and professional which occurs when the personal role requirements are mismatched with the organizational role and vice versa (Ruppner Leah, 2013).

Occupational stress badly affects the performance or satisfaction level of a female bank employee. Interference of personal and professional pressure creates a more difficult situation between work and family life dissatisfaction. The success of any employee is directly associated with their degree of job satisfaction and life satisfaction. so, it is crucial to identify the factors that contribute positively and improve work and family life satisfaction.

This study also lights on factors influencing the women's work-life balance which affects their work-life and family life as well as determining the degree of satisfaction in the banking sector. There are lots of hurdles in the work of females which are built up by the family and work pressure so they have to work under the work stress. The benefits of this research are advantageous to minimize the level of occupational stress and life also gives some insight regarding the coping mechanism to overcome the problem.

This research directly benefits the employees working in the banking sector of the Mathura region and indirectly benefits society because this study is practically done.

### RESEARCH OBJECTIVE

- To explore the underlying factors of occupational stress, work-life balance and job satisfaction among banking personnel.

- 
1. Research Scholar, Jiwaji University, Gwalior
  2. Professor, Department of Commerce, M.L.B Government College of Excellence, Gwalior (M.P.)
  3. Assistant Professor, Department of Management, Prestige Institute of Management, Gwalior

- To assess the relationship between occupational stress, job satisfaction and work-life balance.
- To determine the degree of job satisfaction among Female banking personnel

### **Relationship Literature Review between occupational stress, work-life balance and job satisfaction**

Bakalim Orkide & Karckay Arzu Tasdelen (2017), Examined the link between work-life balance and work-family conflict and life satisfaction. The findings from the study supported, work-family conflict and family-work conflict have been indirect effects on life satisfaction via work-life balance.

Fenwick Rudy & Tausig Mark (2001), examined the causal correlation between alternate work schedules and perceived work-life balance. It was revealed that a higher degree of schedule management and schedule control improves work-life balance.

Diab Annah et al (2016), researched the influence of the balance of work-life on turnover intention in the private hospital also mediate the role of work-life conflict on work-life balance and turnover intention. Results indicated that manager support and job autonomy( informal work-life balance practices) had the most significant relationship effect and determinants of turnover intention as well as the mediation function of work-conflict which was the only substantial element with job autonomy.

Dulk Laura den & Abendroth Anja –Kristin (2011), studied the different types of support for satisfaction with work-life balance and found the impact of workplace and family support on work-life balance in Europe. Results show that emotional support has a strong correlation with instrumental support also they found emotional family support has a positive impact on work-life balance satisfaction.

Mullen Kathleen(2015), analyzed the connection between work-life balance and health in nurses. The result from the exploration shows that experience of work-life balance significantly correlated with the demands of their work environment.

Misra. K.C & Kar Subhasree(2013), researched the impact of work-life balance practices on employee retention in the Indian IT sector. In his examination, they used supporting culture as a mediating variable. Findings from the study show that supportive culture mediates the effect of the

availability of work-life balance practices on organizational performance.

Ee MONG Shan et al (2015), characterized the significance of the impact of individual coping techniques and organisational work-life balance programmes on Australian employee well-being. They concluded that individuals who have a positive attitude and life coping strategies were more capable of achieving the over well-being.

Valcour Monique et al (2015), explored the concept of job satisfaction, employee engagement and work-life balance also they identify how employee attitudes were influenced by factors beyond the job and family domain in U.S organizations. They suggested that employees' job- and family-related attitudes have a higher association with the immediate job and family domains factor.

Ojo Dare et al (2015), extensively researched the multiple work-life balance initiative in the banking industry. The result from the study shows that job-related attitude and leave initiative were not significantly correlated with each other.

G.D.N et al (2015), found the influence of work-life balance on turnover intention of employees working in selected private banks in Sri Lanka. The result from the study emphasizes that there were negative impacts of work-life balance on employee turnover intention.

P.M.Ajayi(2013), characterized the work-life balance among females in selected banks of Nigeria. They concluded that the age of the respondents, children ever born (parity), marital status, staff category and religion have highly associated with work-family balance. Also, they found that work status has a major influence on work-family balance.

Cegarra Juan Gabriel et al (2011), examined the relationship between work-life balance management policies and managers retention in Spanish small-medium scale enterprises. They mentioned some key variables in his study: job satisfaction, small and medium scale employee turnover, work-life balance culture and work-life balance practices. They concluded that job satisfaction plays a vital role in predicting the employee turnover intention also they supported the Positive and supportive organisational principles for work-life balance play a significant impact in improving organisational outcomes; such as job satisfaction among managers and their retention in SMEs

Colihan Joe et al (2006), found the influence of the virtual office on aspects of work-life balance in the perspective of IBM employees. They discovered that teleworkers' Perception of increased productivity, morale, flexibility and extended work hours due to telework, has an ambiguous impact on work/life balance and has a negative association with teamwork.

Sureepong .p et al (2007), talked about the importance of organizational work-life balance in a Multinational software development firm. In his examination, they define some key variables like knowledge management, Fishbone Diagram, Knowledge worker and work-lie balance. It is discovered that organizational work-life imbalance has a strong association between the management team, work environment and information tool used in the company over time.

Jain sheelam & Jain Ravindra (2015), investigated the work-life balance among bank managers and they found that perceived work-life balance has a major influence on perceived organizational climate.

Darlane Amanze & Ayam ogar, Cassius (2019), found the work-life balance in the banking sector of Nigerian. They found in his study that employee assistance programs were positively correlated with the performance of the employee and they recommended that the banking sector should implement adequate and consistent employee assistant programs through which, employees become more productive and efficient towards their work.

Sinha Sanjay (2016), explored the cause and effect relationship between stress management and work-life balance in the selected banking sector. The outcome of the study shows that Bank employees were confronted with huge financial risks on daily basis along with various customer dealings which makes their job challenging and stressful.

Walia Parminder (2014), extensively researched the work-life balance practices concerning task variety and task –autonomy. The result from the study shows that employees who have high task autonomy have a higher work balance.

Frempong Evelyn et al (2016), examined the work-life balance policy and practices in managing stress management in Ghana. The after-effect of the study shows that work-life balance practices play a major role in managing stress also they revealed that female employees need a greater amount of work-life balance as compared to a male employee.

Sunita et al (2012), talked about the work-life balance and organizational practices also identify the impact of work-life balance on employee's personal and professional life. The result from the study indicated that work-life balance practices play a major role in managing the personal and professional life of the employee.

Scarpato Simona et al(2015), explored the relevant factor about work-life balance and simultaneously found the impact on organisational productivity and performance. After-effects of the exploration show that some factors like age, working hours, education level and household income have a moderate effect on employee health and wellbeing. Further, they recommended that to improve employee health and wellbeing organization must focus on effective work-life balance policies and programmes.

Petticrew .M et al(2008), clarified the impact of the compressed working hour on the health and work-life balance of shift workers. They suggested that compressed working weeks have a higher influence on work-life balance.

Kumarasamy Muthu & Mokana (2017), found a balance between work life and personal life that affects individual, organizational and environmental factors. Also, they investigated a moderate effect of organizational support relationship with emotional intelligence, spiritual intelligence, job engagement, work overload, technology advancement, and work-life balance. The outcome shows that organizational support only moderates the association between job engagement and work-life balance.

Dhal Manoranjan & Poullose Shobitha (2020), investigated whether satisfaction with organisational work-life balancing methods moderates the link between work overload and perceived work-life balance in India, as well as investigated the influence on work overload and career commitment with the mediating factor of work-life balance. They discovered that job overload and career commitment have a substantial effect on perceived work-life balance.

## **RESEARCH HYPOTHESIS**

**H<sub>1</sub>:** There is no underlying factor between occupational stress, work-life balance and job satisfaction

**H<sub>2</sub>:** There is no relationship between and occupational stress, job satisfaction and work-life balance.

**H<sub>3</sub>:** There is no significant difference in the level of job satisfaction among females working in the banking sector.

## RESEARCH METHODOLOGY

The study was exploratory in nature and a survey method will be used for data collection. The population of the study was all the females working in the banking sector of the Mathura region. The size of the population for the current study was 200 female respondents who are working as a professional at the bank in the Mathura region.

Sampling element: The individual respondent in this study was treated as a sampling element. In this study Nonprobability, purposive sample technique was used. The data was collected on the Likert type of scale. Where 1 indicates minimum agreement of respondents and 5 indicates maximum agreement of respondents. Statistical Package for Social Sciences (SPSS) was used to analyze the data. To find out underlying factors between occupational stress, work-life balance and job satisfaction of employees working in a bank, Descriptive Statistics, Correlation and Regression analysis were used.

## RESULTS

Results from the study show that 16.2 participants were unmarried, 43.4 were married, 28.3 were divorced and 12.1 were a widow. In the study, most participants were married (43.4%).

**Table I: Demographic Information**

| Characteristics     | Percent (%) |
|---------------------|-------------|
| Marital status      |             |
| • Unmarried         | 16.2        |
| • Married           | 43.4        |
| • Divorced          | 28.3        |
| • Widow             | 12.1        |
| Age                 |             |
| • 21-30             | 68.5        |
| • 31-40             | 25.0        |
| • 41-50             | 6.5         |
| Experience          |             |
| • Less than 5 year  | 25.0        |
| • 5 to 10 year      | 32.6        |
| • More than 10 year | 42.4        |

The Participants were between the ages of 21 years to 50 years and 68% of the participants belong to ages of 21 to 30 years, 25% of the participants belong to ages of 31 to 40 years and 7% of the participants belonged to ages 41 to 50 years.

According to results drawn from the study, 25% of participants have less than 5 years of experience in the banking sector, 32 % of Participants have experience between 5 to 10 years, and 43% of participants have experience of more than 15 years.

**Table II: Correlation Analysis:**

|                                                                                                                   |                                     | 1            | 2               | 3      |
|-------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------|-----------------|--------|
| <b>Occupational stress</b>                                                                                        |                                     | (.627)       |                 |        |
| <b>Job satisfaction</b>                                                                                           | Pearson correlation sig. (2-tailed) | 0.52<br>.685 | (.850)          |        |
| <b>Work-life balance</b>                                                                                          | Pearson correlation Sig (2-tailed)  |              | .326***<br>.004 | (.638) |
| Values of Cronbach Alpha are given in Parenthesis.<br>** Correlation is significant at the 0.01 level (2-tailed). |                                     |              |                 |        |

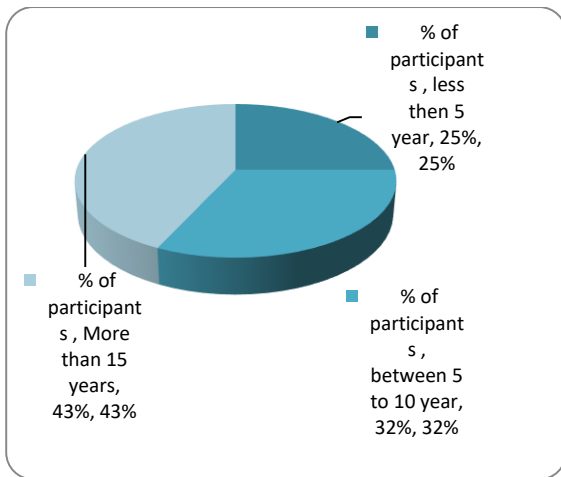
According to Table II, Cronbach Alpha values for occupational stress, Work Life Balance and Job Satisfaction were .627, .638 & .850 respectively. Hypothesis H1<sub>0</sub> is not rejected. Based on the given statistics. The findings reveal that there is no correlation between occupational stress and job satisfaction.

Hypothesis H2A is supported. Based on the given statistics. Findings from the data show that work life balance & job satisfaction have a strong and positive relationship with each other. The strength of the correlation is moderate.

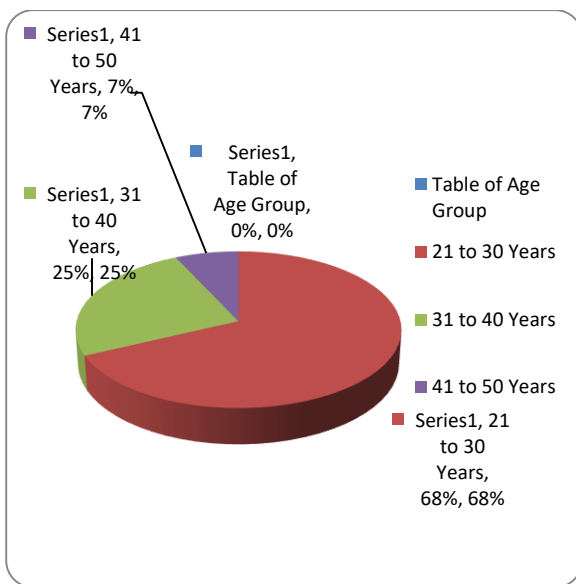
According to Table III, Occupational Stress & Work Life Balance together explain 10.7% of the variation in the Job Satisfaction (R<sup>2</sup> = .107). (F=4.358, p= 0.016). Work Life Balance (B=.216, p=.005) is statistically correlated with their degree of job satisfaction implying a higher level of Work Life Balance is linked with a higher level of Job Satisfaction.

**Table III: Regression Analysis:**

| Independent variable | Dependent variable  | R square | F     | Sig. | B    | T value | Sig. | Hypothesis                        |
|----------------------|---------------------|----------|-------|------|------|---------|------|-----------------------------------|
| Work-life balance    | Occupational stress | .107     | 4.358 | .016 | .013 | 0.67    | .947 | <b>H1<sub>0</sub> is Accepted</b> |
| Job satisfaction     |                     |          |       |      | .216 | 2.915   | .005 | <b>H2A is accepted</b>            |



**Figure 1 Experience**



**Figure 2 Age Group**

### IMPLICATION

The purpose of this study is to examine the impact of occupational stress on work life balance and job satisfaction in female banking employees. so, this study is a useful contribution for the various banks in the Mathura region to evaluate the impact of occupational stress on work-life balance in personal and professional life and job satisfaction level among females working in the banking sector also. Our findings offer remedies to manage the level of occupational stress through improvement in work-life balance and job satisfaction therefore, This idea is a relevant implication for the banking sector. on the other hand, different researchers used this study in different fields to evaluate the influence of occupational stress on work pressure, work-life conflict & job satisfaction. Further, This research can be helpful for Improvements in bank managers 'work performance, which is directly beneficial to society and positive social change.

### CONCLUSION

The proposed study will be useful to know the impact of occupational stress relating to work life balance and job satisfaction among female workers in the banking sector. The preliminary study is based on a survey of 200 female banking personnel in the Mathura region. The variables of the study are occupational stress, work life balance and their level of job satisfaction. This study examined the impact of occupational stress on work life balance and quality of life. It has been concluded that occupational stress variable dependent upon the work life balance management and job satisfaction of banking employees. Balanced work life positively affects the personal and professional life as well as the satisfaction level of a bank employee. Results from the study conclude that their work life balance shared a significant and positive relationship with job satisfaction and have moderate and positive nature with occupational stress. The study is particularly important for scholars since it provides a first step initiative for future research.

### REFERENCES

- Taşdelen-Karçkay, A., & Bakalım, O. (2017). The mediating effect of work–life balance on the relationship between work–family conflict and life satisfaction. *Australian Journal of Career Development*, 26(1), 3-13.
- Tausig, M., & Fenwick, R. (2001). Unbinding time: Alternate work schedules and work-life balance. *Journal of family and economic issues*, 22(2), 101-119.
- Suifan, T. S., Abdallah, A. B., & Diab, H. (2016). The influence of work life balance on turnover intention in private hospitals: The mediating role of work life conflict. *European Journal of Business and Management*, 8(20), 126-139.
- Abendroth, A. K., & Den Dulk, L. (2011). Support for the work-life balance in Europe: The impact of state, workplace and family support on work-life balance satisfaction. *Work, employment and society*, 25(2), 234-256.
- Mullen, K. (2015). Barriers to work–life balance for hospital nurses. *Workplace health & safety*, 63(3), 96-99.
- Kar, S., & Misra, K. C. (2013). Nexus between work life balance practices and employee retention-The mediating effect of a supportive culture. *Asian social science*, 9(11), 63.
- Zheng, C., Kashi, K., Fan, D., Molineux, J., & Ee, M. S. (2016). Impact of individual coping strategies and organisational work–life

- balance programmes on Australian employee well-being. *The International Journal of Human Resource Management*, 27(5), 501-526.
- Cahill, K. E., McNamara, T. K., Pitt-Catsoupes, M., & Valcour, M. (2015). Linking shifts in the national economy with changes in job satisfaction, employee engagement and work-life balance. *Journal of Behavioral and Experimental Economics*, 56, 40-54.
- Oludayo, O. O., Gberevbie, D. E., Popoola, D., & Omonijo, D. O. (2015). A study of multiple work-life balance initiatives in banking industry in Nigeria. *A Study of Multiple Work-life Balance Initiatives in Banking Industry in Nigeria*, (133), 108- 125.
- Almeida, N. A. D. H., & Perera, G. D. N. (2015). The impact of welfare on job satisfaction among non managerial employees in the apparel industry in Sri Lanka. In 2nd International HRM Conference (Vol. 2, No. 1).
- Ajayi, F., Ojo, I. S., & Mordi, C. (2015). Work-family balance and coping strategies among women: Evidence from commercial banks in Nigeria. *European Journal of Business and Management*, 7(2), 152-160.
- Cegarra-Leiva, D., Sánchez-Vidal, M. E., & Cegarra-Navarro, J. G. (2012). Work life balance and the retention of managers in Spanish SMEs. *The International Journal of Human Resource Management*, 23(1), 91-108.
- Hill, E. J., Miller, B. C., Weiner, S. P., & Colihan, J. (1998). Influences of the virtual office on aspects of work and work/life balance. *Personnel psychology*, 51(3), 667-683.
- Mantalay, N., Chakpitak, N., Janchai, W., & Sureepong, P. (2012). Using knowledge management and critical thinking to understand Thai perceptions and decisions towards work-life balance in a multinational software development firm. *International Journal of Economics and Management Engineering*, 6(4), 435- 440.
- Jain, R., & Jain, S. (2015). Work-life balance among bank managers: an empirical study of Indian banks. *Abhigyan*, 32(4), 15-27.
- Ogar, C. A., & Amanze, D. *Work-Life-Balance: The Nigerian Organizational Experience (A Study of Selected Banks in Ebonyi State)*
- Sinha, S. (2016). Stress management and work life balance-A study on some selected banks in Nagaland, India. *Indian Journal of Commerce and Management Studies*, 7(2), 36.
- Walia, P. (2014). Work-life balance in relation to task variety and task autonomy: A study of bank employees. *Journal of Strategic Human Resource Management*, 3(1).
- Asiedu-Appiah, F., Dufie-Marfo, I., & Frempong, E. (2016). Work-life balance as a tool for stress management in selected banking institutions in Ghana.
- Maiya, S., & Bagali, M. M. (2014). An empirical investigation on work-life balance among working mothers: Emerging HRM interventions. *International journal of business and administration research review*, 1(5), 165-176.
- Zheng, C., Molineux, J., Mirshekary, S., & Scarparo, S. (2015). Developing individual and organisational work-life balance strategies to improve employee health and wellbeing. *Employee Relations*.
- Bambra, C., Whitehead, M., Sowden, A., Akers, J., & Petticrew, M. (2008). "A hard day's night?" The effects of Compressed Working Week interventions on the health and work-life balance of shift workers: a systematic review. *Journal of Epidemiology & Community Health*, 62(9), 764-777.
- Mokana, M. K. (2016). Individual, organizational and environmental factors affecting work-life balance (Doctoral dissertation, Universiti Utara Malaysia).
- Poulose, S., & Dhal, M. (2020). Role of perceived work-life balance between work overload and career commitment. *Journal of Managerial Psychology*.
- Satuluri, P., & Reddy, S. (2013). Effects of Stress on Work-Life Balance-A Study on Female Police Personnel. *Siddhant-A Journal of Decision Making*, 13(4), 229- 234.
- Ruppanner, L. (2013). Conflict between work and family: An investigation of four policy measures. *Social Indicators Research*, 110(1), 327-347.

\*\*\*