

[23]

Impact of Work Life Balance on Job Satisfaction of Non Managerial Employees in Selected Private Banks in Colombo District

Weerasooriyaarachchi, W.A.P.D.

Abstract

As a significant determinant of job satisfaction, this study is to discuss the impact of work life balance on job satisfaction of non managerial employees in selected private banks in Sri Lanka. Empirical and theoretical knowledge gap of how work life balance, affect the job satisfaction of non managerial employees in private banking sector is associated in the study. The main objective of the research study is to identify the relationship between work life balance and job satisfaction of non managerial employees in private banking sector in Sri Lanka. The problem of the study is: Is there a relationship between work life balance and job satisfaction of non managerial employees in selected private banks in Sri Lanka? The data were collected from convenient selected sample of 374 non managerial employees in the private banking sector in Sri Lanka by administering a structured questionnaire which consisted of 30 questions /statements with 5 points scale. The data analyzed using SPSS computer package and it included bivariate analysis. The findings of the study are that job satisfaction was moderately correlated with the job satisfaction of non managerial employees in selected private banks in Colombo district. It is concluded that work life balance is an important factor that directly affects the job satisfaction in private banks. Therefore management of the banks should pay attention on the work life balance and job satisfaction

Keywords: Work Life Balance, Job Satisfaction, Non-Managerial Employees

Introduction

Human resource is one of the most important factors for the organization to achieve its objectives efficiently and effectively. Without personnel effort organization can't succeed (Mayura et al. 2015). It is essential to have a satisfied workforce with the organization to achieve its objectives. Dissatisfied workforce damage the organizations financial performance as well as the goodwill of the organization (Sprinks 2004).

In recent year many organizations have paid serious attention on challenges of balancing work and family. Many employees feel working pressure and struggling to manage their work and family life due to the reasons of globalization, downsizing, changes that arise with the work patterns and technological changes (Burchell et al. 2002). Globalization trends create challengeable situations to the business that hard to protect their competitive advantages. This trends affected banking sector where was very competitive. Employees of banking sector were more involved in their jobs than in the last decades and it resulted to unbalance their work and family life and ultimately it made a dissatisfied work force in the banking sector (Tanvi & Fathma 2012). Job satisfaction is an important factor considered

when dealing with work life balance; job satisfaction can be defined as pleasurable or positive emotional state resulting from the appraisal of one's job.

A number of studies have examined the relationship between work life balance and job satisfaction and found that work life balance positively related with job satisfaction (Dev 2012; Hanglberger 2010; Noor 2011). This research is aimed to discuss the impact of work life balance on job satisfaction. The study specially focused on non-managerial employees in private banking sector in Colombo district Sri Lanka

Problem Background and Problem of the study

Work life balance and job satisfaction is not an issue that can't be solved; it is an ongoing process managing issue. There should need consistent effort to maintain that (Rajesh & Nishanth 2014). In general we can see high labor turnover in banking sector employees. Engaging more women in to the workforce is the main reason for issues to arise in the banking sector. According to Mitchel and Holtom (2001) voluntary turnover might be due to personal reasons, asking to do something which is against one's belief etc. Because of the turnover both the organization and people have to face many problems. It is a huge cost to the organization, and also it badly affects the organization competitive advantage and success (Mukururi & Nagari 2014). In 2001 the bank of America experienced some problem with employee turnover. The banking staff turnover rate shot up to 48% subsequently sought to bring satisfaction to beloved employees. Reason of the above important decision it was essential to analyze the impact of work life balance on job satisfaction of non managerial employee in selected private banks plc in Sri Lanka.

In Sri Lankan context there is empirical and theoretical knowledge gap about the impact of work life balance on job satisfaction of non -managerial employees in Sri Lanka private banking sector. Hence this study is conducted to analyze to see whether there a relationship between the work life balances on job satisfaction of non- managerial employees in selected private banks in Colombo district, Sri Lanka.

Research Framework

Many researchers have found the relationship between work life balance and job satisfaction (Dev 2012; Hanglberger 2010; Noor 2011). Study done by Dev (2012) stated that work life balance positively correlated with the job satisfaction. Hanglberger (2010) studied the effect of work life balance, specially during working hours on employee job satisfaction found positive relationship between them .Another study done by Gash et al. (2010) supported Hangleberger study. Empirical study noted that absence of work life balance increase job dissatisfaction therefore organization should implement work life balance programs for their employees (Hartel et al. 2007).

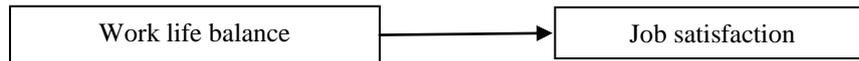
Some studies revealed that employee indicates high job satisfaction when organizations implement various work life balance programs for employee. There is a different type of the work life balance programs such as child care, compressed work week, job sharing. Bass

stressed that work life balance and job satisfactions have positive relationship. Based on above information hypothesis can be derived like the following;

H₁: There is positive relationship between work life balance and job satisfaction.

Following schematic diagram is shown in Figure 1, work life balance labeled as independent variable. Job satisfaction of non managerial employees is labeled as dependent variable

Figure: 1 schematic diagram of the research frame work



Method

Study design

The objective of the study is to discover the relationship between work life balance and job satisfaction. To accomplish that purpose, researcher adopted descriptive research procedure. The type of investigation of this study was correlational rather than casual study. Therefore, the study was experimental in nature. Studies engage in testing relationship among independent and dependent variables. This is a field study, because it examines the relationship between the work life balance and job satisfaction on non managerial employees in selected private banks in banking sector. None of the variables controlled or manipulated as the study was conducted in natural environment where events are normally occurred. Therefore study is natural in nature. Respondents are selected through convenient sampling method from easily approachable of non managerial employees in selected private banks in Sri Lanka

Measures

The degree of work life balance and job satisfaction are measured through questionnaire with five point Likert scale which were completed by the respondents themselves. The dependant variable of the research model was measured by an instrument consisting 14 items relating to statements developed by Scarpello and Vandenberg et al. (1992). The job satisfaction of non managerial employees was measured in terms of three dimensions as management satisfaction, colleagues' satisfaction and salary and material satisfaction. These dimensions consist 9 aspects as management satisfaction (Supervisor subordinate relationship, Promotion availability, Employee Ability to provide suggestion) Collogue satisfaction (Core worker qualification, Cooperation, Relationship with core workers) Salary and material satisfaction (Salary, Allowances, Training and development).

The work life balance of non managerial employee in selected private banks in Sri Lanka was measured by the use of instrument developed by Greenhause et al. (2003). The work life balance of non managerial employees was measured in terms of three dimension as time balance, involvement balance and satisfaction balance, (Greenhause et al. 2003). These dimensions consist of 6 aspects as time balance (time for home, time for work), involvement balance (psychological involvement for home, psychological involvement for work), satisfaction balance (satisfaction from home, satisfaction from work).

Validity and Reliability

The external reliability of the instruments used to collect data was examined by test – retest method. The internal item consistency reliability was examined with Cronbach’s Alpha test. The results of test – retest coefficient and Cronbach’s Alpha test are given in Table 1, which suggests that the external and internal reliability of each instrument was satisfactory.

Table: 1 Results of Test – Retest

Instrument	Test- re test Coefficient	Cronbach Alpha
Work life balance	0.889	0.789
Job satisfaction	0.732	0.859

Techniques of data analysis

Data collected from questionnaire source were analyzed using the computer based statistical data analysis package, SPSS (Version 16.0) for validity and reliability and the relationship testing. The data analysis included bivariate analyses.

Result

To investigate the responses for independent and dependent variables of the executive and non-managerial employees of the selected private banks in Colombo district, univariate analysis was used. The results of the univariate analysis are given in Table 2.

Table 2: Univariate Analysis

		Work life balance	Job satisfaction
N	Valid	301	301
	Missing	0	0
Mean		4.94	4.822
Std. Error of Mean		.10022	0.22
Median		5.00	5.0
Mode		5	5
Std. Deviation		1.73879	0.384
Variance		3.023	.0148
Skewness		-1.520	-1.680
Std. Error of Skewness		0.140	0.140
Kurtosis		2.295	0.826
Std. Error of Kurtosis		.280	.280
Minimum		4	4
Maximum		5	5

The bivariate analysis, Pearson’s Correlation between work life balance and job satisfaction of the non managerial employees in selected private banks in Colombo district are illustrated in Table 3.

Table 3: The Pearson's Correlation between Independent Variable and Dependent Variable

		WLB	JS
WLB	Pearson Correlation	1	.476**
	Sig. (1-tailed)		.000
	N	301	301
JS	Pearson Correlation	.476**	1
	Sig. (1-tailed)	.000	
	N	301	301

Correlation is significant at the 0.01 level (1-tailed)

According to the Pearson's correlation coefficient work life balance of non- managerial employees in selected private banks in Colombo district was moderately and significantly correlated with job satisfaction

The results of simple regression analysis of the independent variables (work life balance) against the dependent variable (job satisfaction) are given in Table 4.

Table 4: Regression Analysis

Variables	Job satisfaction
Method	Linear
R square	0.227
Adjusted R square	.224
F	87.733
Significance	0.000
B-constant	0.871
b value	0.476

Discussion and Conclusion

It was found that there is positive relationship between work life balance and job satisfaction of non- managerial employees in selected private banks in Colombo district. The correlation between work life balance and job satisfaction was .476 which are significant at the 0.000 level. The correlation was found to be moderate as it is lesser than the lower bound (0.5).

According to the result of simple regression analysis job satisfaction was found to have positive impact on work life balance with the strength of b value of 0.476. Hence job satisfaction to be a predictor of job satisfaction.

Discussing the level of job satisfaction of the respondent in the sample (non managerial employees), it was found that they have favorable level of job satisfaction with mean value and 4.822 and standard deviation 0.384. Accordingly, it was found that non managerial employees in selected private banks in Colombo district unbalance their work life and therefore they dissatisfied with their job.

According to the result of both tests the null hypothesis is rejected. And the alternative hypothesis is accepted. Hence the data supported the Hypothesis that there is positive relationship between work life balance and job satisfaction of the non- managerial employees in selected private banks in Colombo district.

THE findings are matched with the theoretical arguments given by Hartel et al. (2007) Hanglberger (2010) work life imbalance increase job dissatisfaction. In other words balance of work life balance increase job satisfaction of the employees.

As indicated by the empirical data the job satisfaction of the non managerial employees in selected private bank depend on the work life balance. The work life imbalance of non managerial employees in selected private banks in Colombo district is high and also their job dissatisfaction is high. Therefore organization must take actions to reduce the work life imbalance with the work force and it directly affects to increase the job satisfaction.

References

1. Abendorth, A & Dulk, L 2011, 'Support for the work life balance in Europe', *Work Employment and Society*, pp.1-23
2. Azeem FE & Shujat S 2011, 'Impact of work life balance on employee job satisfaction in private banking sector of karachchi', *Journal of Management and Social Science*, Vol. 7, No. 2, pp.08-15.
3. Greenhaus J H & Collins KM 2002 , 'The relation between work family balance and quality of life', *Journal of Vocational Behavior*, Vol. 63, pp.510-531.
4. Lazar, I & Ratiu, P 2010, 'The role of work life balance practices in order to improve organizational performance', *European Research Studies*, Vol. 13, No. 1.
5. Maeran, R et al. 2013, 'Work life balance and job satisfaction among teachers', *Interdisciplinary Journal of Family Studies*, Vol. 18, pp. 55-70.
6. Manafi, M & Gheshmi, R 2002 'The impact of different job dimension towards job satisfaction and tendency to leave', *International Journal of Business and Social Science*, Vol. 3, No. 01, pp. 183-191.
7. Morgonson, J, & Debra, A 2008, "Comparing telework loctions and traditional work arrangements", *Journal Of Managerial Psychology*, Vol. 25, No. 6, pp.578-595.
8. Muururi, JN & Ngari, JM 2014, 'Influence of work life balance policies on employee job satisfaction in Kenya banking sector', *IOSR Journal of Humanities and Social Science*, Vol. 19, No. 3, pp.102-112.
9. Opatha, H & Perera, H 2014, 'work family balance of accounting professionals in Sri Lanka', Paper presented at the ICBM conference
10. Tella, A & Ayeni, CO 2007, 'Work Motivation, Job Satisfaction and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria', *Library Philosophy and Practice*, pp.1-16.
11. Yadav RK & Dabhade, N 2014, 'Work life balance and job satisfaction among the working women of banking and education sector', *International Letters of Social and Humanistic Sciences*, Vol. 21, pp.181-201.
12. Yadav, R & Khanna, A 2014, 'Literature review on quality of work life and their dimensions', *Journal of Humanties and Social Science*, Vol. 19, No .8, pp.71-80.



Weerasooriyaarachchi, W.A.P.D.

Department of Human Resource Management

University of Sri Jayewardenepura pdi1645@gmail.com
