Working women and work life balance – a study on inclusion experience of women at south Indian bank

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ABSTRACT

This paper thoroughly explores the link between factors accountable for job satisfaction and work life balance of Women Employees in banking sector. Recent pandemic situation, technological advancement and work from home facility offered by the Banking sector creates more expectations in the women employees. The survey questions were designed under six key manifestation areas of Inclusion Experience, in the organization. Exploratory factor analysis shows that the factors such as overall Diversity, Equity & Inclusion Experience of Women are key factors that are considered by the women employees in their work environment and these factors have good impact on their work life balance. It is noted that the women employees are less satisfied than the men employees of banks in terms of five factors Organizational culture and values, Management Accountability and supervisor support, Work-life Integration, Career Development, Diversity appreciation, Policies and procedures.

However, the women employees of bank are more or less similarly satisfied with regards to job security. Overall employee satisfaction is high in the bank as compared with the women employees of the bank.

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INTRODUCTION TO TECHNOLOGY-DRIVEN HEALTHCARE

There is always a debate on the employee satisfaction in banking sector more than two decade [1]. Satisfaction of customer employee is the prime objective of any organization. Accordingly, each organization has respective departments to evaluate employee satisfaction and productivity [2]. This study has made an attempt to determine the women employee satisfaction dimensions which has imperative impact on the customer satisfaction overall productivity in the banking sector especially after the pandemic. Now a day when everything is available at your doorsteps on just one click, it has become imperative to study the factors affecting satisfaction level of women employees of South Indian Bank ltd especially that the half of the total employees are women.

REVIEW OF LITERATURE

Pioneers had an important study of the work life balance and considered it as a significant predictor of employee's health and well-being (Chawla and Sondhi, 2011). Most of the women give importance to work surplus and other household than their own health and personal needs (Mathew and Panchanatham, 2011). Health problems such as psychological health, gynec health, digestive problems and physical health are negatively correlated with WLB (Sujata and Singh, 2011). Most of the organisation implements various policies and flexible work arrangements that enable women employees to make use of policies and engage more efficiently to contribute to organisation success. But which is much different in banking sector a sits a fixed working hour job. Work life programs such as employee assistance programs, child care and elder care programs, fitness and recreation programs, counselling programs (Cascio, 2000; De Luis et al., 2002) and other personal support programs can help employees to manage and balance their work life and personal life effectively (Wang and Verma, 2012). Women make use of flexible work arrangement as a source because women tolerate greater responsibility for domestic chores than men (Davis et al., 2007).

OBJECTIVES OF THE STUDY
- To identify the factors which affect job satisfaction of women employees
- To find out the areas required immediate attention to improve quality of work life of women's in bank

METHODOLOGY

This study concentrates on the impact of policies and procedures dimensions on job satisfaction. The purpose of this study is to determine the factors which affects the work quality of women employees in banking industry. A total of 5658 samples was chosen. This was an open survey conducted through the internal platform, where identify was not revealed. %323 women employees responded to the survey which was conducted during the month of November 2021.The objectives was to understand what all are the issues faced by women community, how they tackle the issues. Work life balancing capacity of women. How management policies and procedures matter them etc. The respondents are selected with different age, sex, religion, profession and family background. Questionnaire was designed with both close and open-ended questions. It comprises of two sections first section covers personal details of the respondents such as age, gender, education, salary, marital status. Second section covers service quality dimensions scales. The second section covers only 5-point Likert scale questions. Secondary data was collected from various data sources like Books, Journal, magazines, Newspapers and Annual Reports. Exploratory factor analysis is used to reduce the factors. Unpaired t-test is adopted to compare the banks in terms of customers satisfaction and its factors. SPSS (Statistical Package for Social Sciences) v.16 is used to analyse the data.

RESULTS AND DISCUSSION

The survey questions were designed under six key manifestation areas of Inclusion Experience, in the organization.

a) Organizational culture and values, which refers to the organizational culture and collective employee behaviour.
b) Management Accountability and supervisor support, refers to the extent to which managers demonstrate I&D responsibility
c) Work-life Integration which give insight to the Diversity, Equity & Inclusion alignment of Hiring and development practices
d) Career Development usually refers to the process an individual may undergo to evolve their occupational status
e) Diversity appreciation deals with the ability of employees to appreciate and leverage the potential of diversity
f) Policies and procedures refer to actual employee practices and policies and their alignment to Diversity, Equity & Inclusion
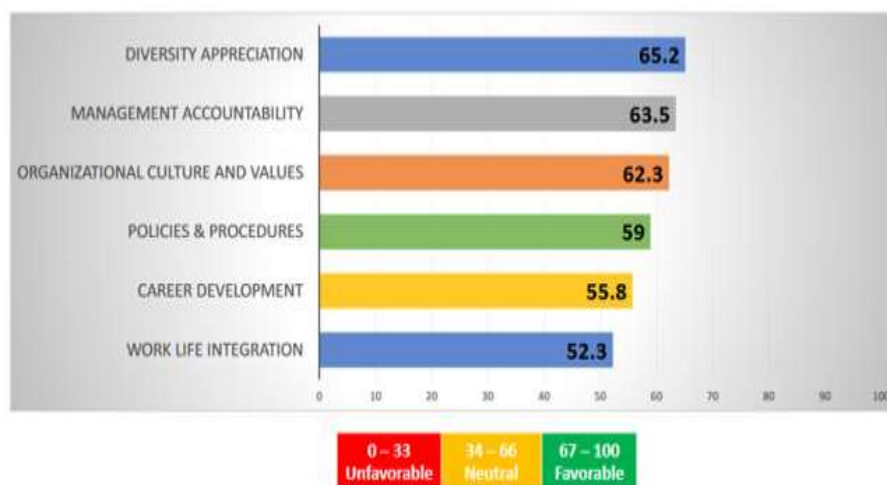
- In the chart above, we share consolidated scores on 100 on each of the Experience Segments, arrived at using weighted averages on the survey responses.
- All scores are in the neutral zone, with diversity appreciation and management accountability, score edging to the favourable zone.
- However career development and work-life integration scores the lowest (close to the mid-point mark), indicating need for greater focus by the organization in terms of its strategy towards retaining and advancing women.

FIGURE 1: Overall Diversity, Equity & Inclusion Experience of Women

Overall diversity, equity and inclusive experience of women has been detailed studied. The analysis has been carried out under five major categories namely, Diversity appreciation, Management accountability, Organisation culture and values, Policies and procedures, career development and work life integration. The response received from the women employees are categoried under three heads. Those who responded negatively as unfavorable which was scaled under 0-33, Neutral attitude 34-66 and favorable responds which scaled as 67-100.As per the final outcome the responses under the major parameters are categorised as chart shown above (Figure 1)

Major Highlights:

In the chart above, scores been consolidated 100 on each of the Experience Segments, arrived at using weighted averages on the survey responses.

- All scores are in the neutral zone, with diversity appreciation and management accountability, score edging to the favorable zone.
- However, career development and work-life integration scores the lowest (close to the mid-point mark), indicating need for greater focus by the organization in terms of its strategy towards retaining and advancing women.

Key themes that emerged during the survey are discussed below:

What is working?

- Leadership is supportive of women's careers and gender diversity –66% women voiced this thought
- A culture of belongingness exist-70% women felt strongly belonged in the organization.
- There is an organic culture of mentoring prevalent in the organization-67% women reported access to mentoring programs to advance in their careers.

What needs attention?

- There is an immediate need to attend to career development aspirations of women-43% women overall have opined that they have thought of quitting their job in the last six months; 32% women opined that career development opportunities in the organization are not gender equal.
- There is a strong need for raising awareness on inclusive communication-21% women felt that gender biased jokes are taken lightly at the organization–another 18% felt uncertain and unsure.
- There is an urgent need to increase visibility of policies-37% women, overall expressed poor visibility of organizational policies regarding women –18% were unsure.

The major results of this survey have been consolidated in to a chart which is discussed below.

What women employees want?

Organization Culture and Values	• Inclusive work environment • Culture of allyship and understanding • Breaking the notion on presenteeism and long work-hours
Management Accountability and Supervisor Support	• Championing the need for work-life integration • Being vocal of their support for Diversity, Equity and Inclusion
Work-life integration	• Commute support like in the IT sector • Time-bound working hours/shift working hours to reduce work-life conflict
Career Development	• periodical training on overall aspects of the banking principles • Leadership training programs • Mentoring
Diversity Appreciation	• Sensitive and inclusive communication
Policies and Procedures	• Favourable transfer system (factoring in familial relocation) • streamlined workforce management system to prevent employee burnout • In-house counselling support • Empathetic grievance redressal systems • Stringent protocol for safety and security of women • Infrastructural amenities including neat restrooms • Job rotation • Day care facility for kids of staff at least in major cities

FIGURE 2: What women employees want

Under the organization culture and value, women employees mainly require inclusive work environment, culture of ally ship and understanding. They also insist on breaking the notion on presenteeism and long work-hours. Management Accountability and Supervisor Support plays a fundamental role in an organisation structure. The women employees in South Indian Bank focus on championing the need for work-life integration and expect management to being vocal of their support for Diversity, Equity and Inclusion.

As a women Work-life integration plays a major role in their life. Commute support like in the IT sector and Time-bound working hours/shift working hours to reduce work-life conflict are the major observations made. In the case of Career Development of these employees they have a different opinion. They look forward for periodical training on overall aspects of the banking principles and Leadership training programs. Mentoring is an important term which coined up during the survey period. Sensitive and inclusive communication is expected from peer group under Diversity Appreciation. Policies and Procedures is major pillar in the banking structure. Regarding that the following are the observations from the study conducted. Favorable transfer system (factoring in familial relocation),streamlined workforce management system to prevent employee burnout, In-house counselling support, Empathetic grievance redressal systems, Stringent protocol for safety and security of women, Infrastructural amenities including neat restrooms , adequate Job rotation, Day care facility for kids of staff at least in major cities are the concerns raised by working mothers.

CONCLUSION

It's been concluded that along with restructures Policies and procedures women employees need external supports and amenities in the work place so that they feel comfortable while at work. Difficulty in managing household chores, managing kids, punching system, travel difficulties are the major constraints raised by them. Personal harassment and gender discrimination were also observed from peer groups. The restricting of the Policies and procedures by the Top Management favoring the targeted group may give relaxed work environment. Basic amenities like, favorable postings are essentials for work life balance. Overall employees' satisfaction is high in banks as compared with the women employees. That's why there is need for a systemic approach to deal with endogenous and long-term problems and should try to reach benchmarks of women employee expectation in order to ushers banking sector into the era of prosperity and comate with multinational institution.

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