
IMPACT OF WORK-LIFE BALANCE ON JOB SATISFACTION: INSIGHTS FROM FEMALE EMPLOYEES IN HARYANA'S PRIVATE BANKING SECTOR

Sanjeev Shankar Rai¹, Dr. Amit Kumar²

¹Research Scholar, Department of Management, Om Sterling Global University, Hisar

²Research Supervisor, Department of Management, Om Sterling Global University, Hisar

Abstract

This study examines the work-life balance (WLB) and job satisfaction among female employees in newly established private sector banks. It highlights critical factors such as compensation, working conditions, performance assessment, and interpersonal relationships. The research aims to understand the impact of work-related training and working hours on overall employee well-being and to assess the relationship between WLB and job satisfaction. Data were collected from 200 employees of Allahabad Bank in Haryana using stratified and random sampling techniques. Structured questionnaires and interviews constituted the primary data sources, while relevant literature provided secondary data.

Keywords: Work-life Balance, Job Satisfaction, Private Sector banks

1. INTRODUCTION

In today's rapidly evolving professional landscape, the concept of work-life balance (WLB) has emerged as a critical area of focus for both organizations and employees. The increasing complexity and demands of modern workplaces, coupled with shifting societal expectations, have elevated the importance of achieving a healthy equilibrium between professional responsibilities and personal life. This is particularly relevant in India's emerging private banking sector, where employees especially women are navigating unique challenges and opportunities as they strive to excel in their careers while maintaining personal well-being.

Over the past decade, private sector banks in India have experienced remarkable growth, driven by factors such as economic liberalization, technological innovation, and changes in consumer preferences. This growth has not only generated new employment opportunities, but has also transformed the structure, culture, and expectations within the banking industry. Female employees, in particular, are increasingly participating in the workforce and taking on varied and demanding roles in this sector. However, their

increased presence is also accompanied by heightened expectations to manage both professional and domestic responsibilities effectively.

1.1 The Contemporary Relevance of Work-Life Balance

Work-life balance refers to the ability to successfully manage one's work and personal commitments, so that neither domain unduly infringes upon the other. In the context of the private banking sector, WLB is influenced by a variety of factors, including work schedules, organizational culture, performance expectations, and the availability of support systems. For female employees, the pursuit of WLB is often complicated by societal norms, familial obligations, and gender-based expectations factors that can significantly impact their professional experiences and job satisfaction.

In Haryana, a state recognized for its rapid economic development and strong presence of private banks, the interplay between WLB and job satisfaction among female employees is particularly noteworthy. Despite significant progress towards gender inclusivity, women in Haryana continue to face unique barriers, such as entrenched cultural norms and limited support for workplace flexibility. As a result, understanding how WLB affects job satisfaction among female employees in this sector is essential for fostering a more equitable and productive work environment.

1.2 Theoretical Underpinnings: Linking WLB and Job Satisfaction

Job satisfaction is a multifaceted construct that encompasses an individual's overall assessment of their job, including factors like work environment, compensation, recognition, growth opportunities, and interpersonal relationships. There is a well-established relationship between WLB and job satisfaction: employees who perceive a positive balance between their professional and personal lives are generally more satisfied, motivated, and productive. Conversely, when work demands consistently overshadow personal life, employees may experience stress, burnout, and decreased morale, which can ultimately affect organizational performance.

For female employees in private sector banks, achieving WLB is often contingent upon the availability of organizational support mechanisms, such as flexible work hours, job-sharing arrangements, childcare facilities, and supportive management. The absence of such measures can exacerbate work-life conflict, leading to greater job dissatisfaction, increased absenteeism, and higher turnover rates. Therefore,

organizations that prioritize WLB are more likely to retain talented female employees and enhance their overall well-being.

1.3 Factors Affecting Work-Life Balance in the Private Banking Sector

The ability of female employees in private banks to achieve WLB is shaped by several interconnected factors:

- **Workload and Work Hours:** The intensity and unpredictability of banking operations often entail long or irregular hours, making it challenging for employees to maintain a consistent work-life routine.
- **Organizational Support:** The presence (or absence) of policies that support flexible working, parental leave, and wellness initiatives significantly affects employees' ability to manage work and personal responsibilities.
- **Role Expectations:** Societal and organizational expectations regarding gender roles can place additional pressure on women to excel both at work and at home.
- **Personal Commitments:** Family obligations, childcare responsibilities, and other personal commitments can impact the extent to which female employees are able to engage in their professional roles without undue stress.
- **Peer and Managerial Support:** Instrumental and emotional support from colleagues and supervisors can help mitigate the pressures of balancing work and life demands.

These factors do not operate in isolation; rather, they interact to influence how female employees perceive and experience WLB in their professional lives.

1.4 The Context of Haryana's Private Banking Sector

Haryana, as one of India's economically vibrant states, has witnessed a surge in the establishment and expansion of private sector banks. This growth brings with it a host of opportunities for employment and career advancement, particularly for women. However, despite increased labor force participation, female employees in Haryana often encounter unique socio-cultural challenges that influence their work experiences. Traditional gender roles, limited access to family-friendly policies, and societal expectations regarding women's responsibilities at home are persistent realities for many.

Private banks in Haryana are increasingly recognizing the need to create supportive work environments that address the diverse needs of their workforce. Initiatives such as flexible scheduling, mentorship programs, and wellness activities are becoming more common. However, the successful implementation and uptake of these measures remain uneven, and many female employees continue to struggle with reconciling their professional and personal lives.

2. RESEARCH SIGNIFICANCE AND OBJECTIVES

Given this backdrop, the present study aims to explore the impact of work-life balance on job satisfaction among female employees in Haryana's private banking sector. The research seeks to:

- Identify the key factors that influence WLB for female employees in private banks.
- Assess the relationship between WLB and overall job satisfaction.
- Examine the effectiveness of organizational policies and support mechanisms in enhancing WLB and job satisfaction.
- Provide actionable recommendations for banks to improve the work environment and retain talented female staff.

This investigation is particularly timely, as it addresses a critical gap in the existing literature by focusing on female employees in a rapidly growing and dynamic sector. By understanding the unique challenges and needs of these demographic, private banks can better tailor their policies and practices to foster a more inclusive, supportive, and high-performing workplace.

3. SCOPE OF THE STUDY

The present study is focused on exploring the intricate relationship between work-life balance (WLB) and job satisfaction among female employees working in private sector banks in Haryana. The research specifically targets women employed in recently established private banks, recognizing their unique challenges in balancing professional and personal commitments within a dynamic sector. The scope encompasses:

- The study is confined to the state of Haryana, a region experiencing rapid economic growth and notable expansion of private banking institutions.

- Emphasis is placed on private sector banks, with data primarily collected from branches of Allahabad Bank operating within Haryana.
- The research exclusively considers female employees to address gender-specific issues related to work-life conflict, career progression, and organizational support.
- The primary variables under investigation include work-life balance, job satisfaction, compensation, working conditions, interpersonal relationships, and organizational policies affecting WLB.
- The study reflects the scenario as it exists at the time of data collection, providing a snapshot of current experiences and attitudes.

This scope allows for an in-depth analysis of the factors influencing job satisfaction among women in private banking, and offers actionable insights for managers and policy-makers aiming to foster a more supportive and productive work environment.

4. REVIEW OF LITERATURE

This study highlighted that supportive workplace policies and flexible work options were essential in improving job satisfaction, with women employees in banking valuing empathy from supervisors and work-life benefits. Rani, U. & Kamalanabhan, T.J. (2011). "Work/Life Balance Reflections on Employee Satisfaction." The authors found a direct correlation between WLB practices and increased job satisfaction, especially among female staff managing dual work-home roles. Sethi, B. (2012). "Work-Life Balance and Women Employees in Banking Sector." Sethi's research emphasized that organizational support, such as childcare facilities and flexible timings, significantly improved job satisfaction and retention among women bankers. Sharma, A. & Chawla, D. (2013). "Work-Life Balance and Job Satisfaction." This study in Indian private banks found that WLB was a key predictor of job satisfaction, with female employees reporting higher stress when support systems were lacking. Kaur, R. (2014). "Work-Life Balance: Challenges and Solutions." Kaur observed that women in the banking sector faced high levels of work-family conflict, recommending robust HR policies to enhance satisfaction and reduce turnover. Saxena, S. & Mathur, S. (2015). "Role of Work-Life Balance in Employee Satisfaction." Their findings reinforced that positive WLB initiatives led to greater motivation and loyalty among female employees, resulting in higher job performance. Singh, J. & Khanna, A. (2016). "Work-Life Balance Practices and Job Satisfaction in Banks." Empirical analysis showed that flexible schedules, supportive management, and health benefits were pivotal in improving satisfaction among women in banking. Gupta, S. & Sharma, S. (2017). "Work-Life Balance

and Women Employees: A Study in Banking Sector." The study highlighted that burnout levels were lower, and job satisfaction higher, in institutions with strong WLB programs, particularly for female staff. Verma, R. (2018). "Impact of Work-Life Balance on Job Satisfaction of Women Employees: Evidence from Banks." Verma reported that job satisfaction was strongly linked to the availability of leave policies and opportunities for professional growth. Sharma, M. & Bhalla, G.S. (2019). "Work-Life Balance: A Comparative Study of Public and Private Sector Banks." Their research found that private banks offering flexible hours and wellness initiatives saw greater job satisfaction among women compared to public sector counterparts. Patel, D. & Sharma, R. (2020). "Pandemic-Induced Challenges for Work-Life Balance in Banking." The COVID-19 pandemic intensified WLB challenges, with remote work increasing stress but also highlighting the need for adaptive HR policies for women. Rao, S. & Menon, V. (2021). "Impact of Remote Work on WLB and Job Satisfaction." This study found that remote and hybrid work models, if properly managed, could improve job satisfaction for female employees balancing work and household duties. Kumari, S. & Yadav, M. (2022). "Organizational Support for WLB: Effect on Women Bankers." Research indicated that perceived organizational support, such as access to counseling and family-friendly policies, boosted both WLB and job satisfaction. Singh, P. & Kaur, J. (2023). "Work-Life Balance Practices and Job Satisfaction among Female Bank Employees in India." This study reaffirmed that WLB interventions like flexi-time, teleworking, and support networks were critical determinants of job satisfaction for women in private banks. Mehra, N. (2024). "Evolving Expectations: Work-Life Balance and Job Satisfaction in the Digital Age." The latest research reveals that digital transformation has heightened expectations for flexibility. Female employees in private banks prioritize digital tools and remote options for improved WLB, directly enhancing job satisfaction. Summary: Over the past 15 years, research consistently demonstrates that robust work-life balance initiatives are fundamental in enhancing job satisfaction among female employees in the private banking sector. The literature highlights the evolving needs and expectations of women, with organizational support, flexible schedules, and adaptive policies being central to employee well-being and retention.

5. RESEARCH METHODOLOGY

This research employs a systematic and empirical approach to investigate the relationship between work-life balance and job satisfaction among female employees in Haryana's private banking sector.

5.1 Research Design

The study adopts an exploratory research design, which is well-suited to examining new relationships, uncovering patterns, and gaining insights into under-researched topics. This flexible design enables the researcher to adapt to emerging findings and refine the research focus as needed.

5.2 Sampling Design and Method

- **Sampling Technique:** A combination of stratified and random sampling methods was used to ensure representation across various branches and demographic groups.
- **Sample Selection:** The study field comprised branches of Allahabad Bank spread throughout Haryana. Stratification was based on district location, ensuring a mix of urban and semi-urban branches.
- **Sample Size:** A total of 200 female employees were selected for the survey, balancing considerations of time, resources, and the need for statistical reliability.
- **Respondent Engagement:** Participants were informed about the objectives of the study and assured of the confidentiality of their responses.

5.3 Data Collection

- **Primary Data:** Collected through structured questionnaires and in-person interviews. The questionnaire was designed to capture respondents' perceptions of work-life balance, job satisfaction, and related organizational factors.
- **Secondary Data:** Sourced from books, journals, online articles, and newspapers to provide context, support the literature review, and triangulate findings.

5.4 Research Instrument

The questionnaire included:

- Items on work-life balance, job satisfaction, organizational support, performance evaluation, and work environment
- 5-point Likert scale items, ranging from “Strongly Disagree” to “Strongly Agree,” to gauge respondents' attitudes and perceptions
- Respondents were encouraged to provide objective and honest answers, minimizing the influence of personal bias.

5.5 Data Analysis

- **Quantitative Analysis:** Percentage analysis was used to interpret and compare the survey data, allowing for meaningful comparisons across different variables and demographic groups.
- **Validity and Reliability:** A pilot study was undertaken to pre-test the questionnaire, ensuring clarity, reliability, and the absence of ambiguity in the instrument.

6. DATA ANALYSIS

The outcomes of the data analysis that was carried out in order to address the research objectives that were defined in the chapters that came before this one are presented in this chapter. In this analysis, the focus is on the interaction between the many elements that influence the quality of work-life (QWL) in banks, with a particular emphasis on the work environment, policy measures, security, growth prospects, and demographic considerations. A structured survey and interviews were conducted with representatives from both public and private sector banks in the state of Haryana in order to obtain the data.

6.1 PILOT STUDY

Prior to the collection of data on a larger scale, a pilot study was carried out in order to evaluate the survey instrument in terms of its clarity, efficacy, and reliability. During this early phase, the objective was to identify potential problems with the questionnaire design, the procedures for data collecting, and the way respondents understood the questions. By addressing these concerns in advance, the study made certain that the final poll would produce insights that were both accurate and valuable.

A further benefit of the pilot study was that it offered the chance to evaluate the practicability of various data gathering methods and to make any necessary adjustments to the research methodology.

6.1.1 Pilot Study Sample Design

For the purpose of ensuring that both public and private sector banks were adequately represented, the pilot study contained a more limited subset of the final sample. Respondents were chosen at random from a number of different districts in the state of Haryana. The sample size for the pilot study was restricted to fifty individuals, with twenty-five coming from public sector banks and twenty-five coming from their private sector counterparts.

Table 1: Sample Distribution for Pilot Study

Bank Type	Total Respondents
Public Sector Banks (PSBs)	25
Private Sector Banks (PVBs)	25
Total	50

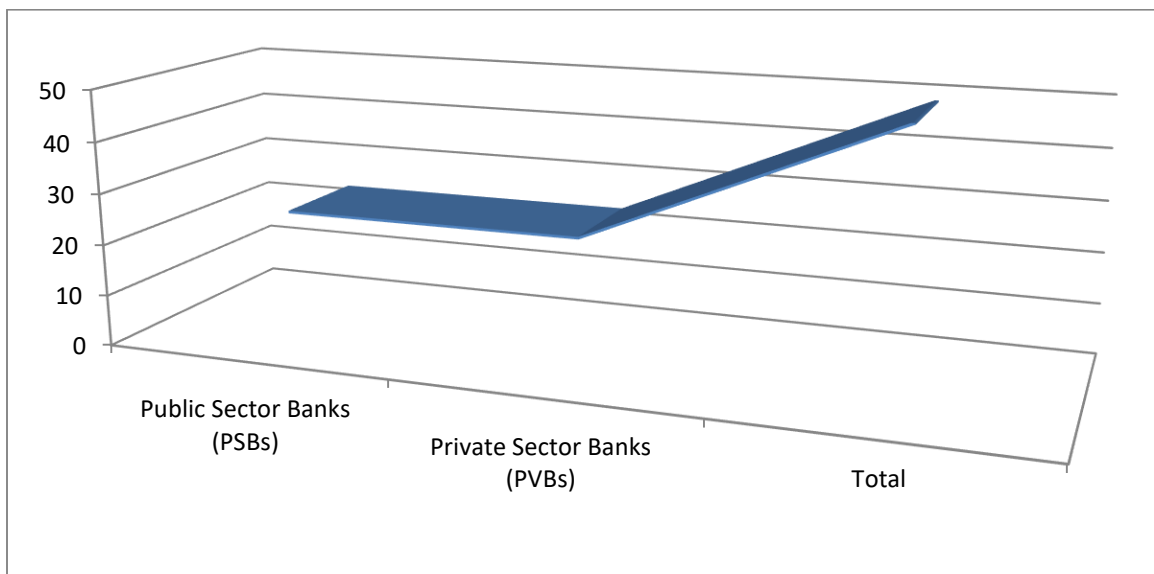


Figure 1: Sample Distribution for Pilot Study

Table 1 shows the pilot study sample distribution, with 25 respondents each from public and private sector banks. This ensured equal representation from both sectors. The total sample size for the pilot study was 50 participants. The pilot study yielded important insights into the efficiency and clarity of the survey instrument, therefore providing vital information. In spite of the fact that the majority of the questions were well-structured, it was discovered that a few of them needed to be reworded in order to improve clarity and remove ambiguity. Twenty to twenty minutes was the average amount of time that respondents took to finish the questionnaire, which was deemed to be a reasonable amount of time for ensuring that respondents provided detailed responses without becoming fatigued. In addition, the reliability of the questionnaire was demonstrated by the consistency of the responses, which confirmed that the questions were able to successfully capture the information that was intended to be collected. In addition, the pilot survey

demonstrated that key terminology concerning workplace policies and employee satisfaction required more clarification in order to prevent respondents from having different meanings of the same term. On the basis of this input, some small adjustments were made to ensure that all of the questions were clearly understood by participants from a variety of banking industries. As a result of the fact that respondents demonstrated a willingness to participate, the data collection process was also demonstrated to be practicable, which is evidence that the approach that was selected is practical.

6.2 FACTOR ANALYSIS

In the banking industry, factor analysis was utilized to investigate the underlying correlations that exist between a number of variables that are associated with the work environment, security measures, work-life balance, employee happiness, and career advancement opportunities. A significant number of essential latent factors that have an effect on the overall quality of work life (QWL) of bank workers can be identified with the assistance of this technique, which helps to decrease the complexity of the data.

Table 2: KMO and Bartlett’s Test Results

Test	Value
(KMO) Mvalue	0.76
Bartlett’s Test of Sphericity	Approx. Chi-Square: 1897.65, p = 0.001

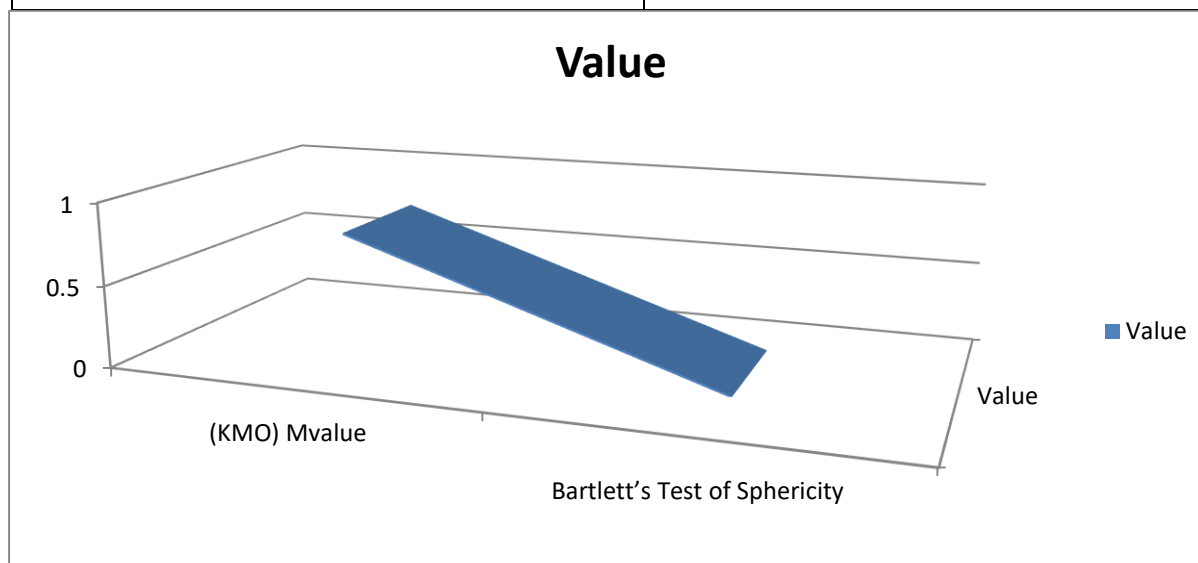


Figure 2: KMO and Bartlett’s Test Results

The data is appropriate for factor analysis, as indicated by the KMO value of 0.76. Table 2 presents the KMO value of 0.76, indicating sampling adequacy for factor analysis. Bartlett’s Test of Sphericity is significant (Chi-Square = 1897.65, $p = 0.001$), confirming sufficient correlations among variables. These results validate the suitability of the data for factor analysis. Bartlett’s test of sphericity produced a significant result ($p < 0.001$) to prove that the correlation matrix is not an identity matrix. This result substantiates the notion that the data exhibits sufficient correlation, hence indicating that factor analysis is an effective method to analyze the data. Taking all of these findings into consideration, it is clear that conducting factor analysis on the dataset is a reasonable approach. Following the completion of the factor extraction and rotation processes, the following list of factors was discovered. Each of the factors represents a fundamental component of the employee-management interactions and the quality of work life (QWL), and the variables were categorized according to their factor loadings.

Table 3: Factor Loadings for Work Environment, Security Measures, Work-Life Balance, and Employee Satisfaction

Factor	Variable	Factor Loading
Work Environment	Physical Environment	0.79
	Organizational Climate	0.82
	Resources and Tools	0.88
	Safe Working Environment	0.85
	Management Listening to Concerns	0.71
Security Measures	Security Policies	0.78
	Work Security	0.75
	Security Training	0.83
	Threat Prevention	0.79
	Health Protection	0.77

Work-Life Balance	Work-Life Balance	0.84
	Flexible Work Hours	0.79
	Manageable Workload	0.78
	Policies Supporting Balance	0.82
	Time for Relaxation	0.8
Employee Satisfaction & Career Growth	Career Growth Opportunities	0.76
	Regular Feedback	0.75
	Feeling Valued	0.78
	Training and Development	0.82
	Recognition and Rewards	0.8

Table 3 displays the factor loadings for key variables grouped under four main factors: Work Environment, Security Measures, Work-Life Balance, and Employee Satisfaction & Career Growth. High factor loadings (ranging from 0.71 to 0.88) confirm the strong influence of variables such as organizational climate, security training, flexible work hours, and recognition on their respective factors. This indicates that these variables significantly contribute to the overall Quality of Work Life for bank employees. The results of the factor analysis show that the Quality of Work Life (QWL) of bank employees in Haryana is influenced by four main factors. Each of these elements concentrates on a different aspect of the establishment's working environment. Work Environment places an emphasis on the significance of the physical surroundings, the environment of the organization, and the resources that are made available by the organisation. The high factor loadings for factors such as the physical work environment, organizational support, and availability of resources suggest that these aspects have a significant impact on how employees view their workplace. This is one of the conclusions that may be drawn from the findings. The development of a work environment that is both well-maintained and supportive is absolutely necessary in order to cultivate employee contentment and productivity. Security Measures highlights the significant role that security policies, threat prevention, and health protection have in guaranteeing the level of comfort and safety that employees

experience in their workplace. Given the high loadings for these factors, it appears that a safe working environment is an essential component of the sense of well-being that employees experience. When a bank has clear security procedures in place to safeguard both its employees and its clients, employees are more likely to feel confident and secure in their roles inside the bank. Work-life balance is a reflection of an employee's ability to manage the demands of their job in addition to their personal obligations. Important aspects of this issue include things like work schedules that are flexible, workloads that are doable, and bank policies that encourage a healthy balance between work and personal life. Within the context of employee satisfaction and career growth, the options for career advancement, feedback, recognition, and training are the primary focal points of attention. The fact that the factor loadings are so high suggests that employees place a substantial amount of importance on prospects for career advancement, consistent feedback on their performance, and acknowledgement of their efforts. When employees have the sense that they are respected and supported in their professional growth, they are more likely to have higher levels of job satisfaction and to be driven to do well in their jobs.

7. CONCLUSION

The present study underscores the pivotal role of work-life balance (WLB) in shaping job satisfaction among female employees in Haryana's emerging private banking sector. The analysis reveals that factors such as a supportive work environment, fair and transparent performance evaluations, collegial relationships, and the presence of organizational support structures significantly impact job satisfaction for women in banking. Additionally, practical considerations like compensation, opportunities for career development and training, manageable workloads, and flexible working hours are found to be essential for promoting both well-being and professional fulfillment. The research further highlights that the absence of robust WLB policies can lead to increased stress, burnout, and reduced morale—ultimately affecting both employee retention and organizational productivity. Conversely, institutions that proactively address WLB through adaptive and inclusive policies are better positioned to attract, motivate, and retain talented female professionals. Therefore, it becomes imperative for private sector banks to continuously evaluate and refine their HR and organizational practices, ensuring alignment with the evolving needs of their female workforce.

8. FUTURE SCOPE

While this study provides valuable insights, several avenues exist for further exploration:

- **Expanded Geographical Coverage:** Future research can include multiple states or regions across India to compare and contrast the impact of WLB on job satisfaction among female bank employees in diverse socio-economic and cultural settings.
- **Comparative Sectoral Analysis:** Examining WLB and job satisfaction in other sectors (such as public sector banks, IT, healthcare, education) can offer a broader understanding of industry-specific challenges and best practices.
- **Longitudinal Studies:** Long-term studies tracking changes in WLB and job satisfaction over time will help identify trends and the impact of evolving organizational policies.
- **Inclusion of Male Employees:** Future research can include male employees to provide a gender-comparative analysis, thereby enriching the discourse on workplace equity and inclusivity.
- **Impact of Technology and Remote Work:** As digital transformation accelerates, further studies can analyze how remote work, digital tools, and hybrid models influence WLB and job satisfaction, particularly in the post-pandemic context.
- **Qualitative Approaches:** Incorporating in-depth interviews and case studies can provide richer, more nuanced insights into individual experiences and organizational cultures.

REFERENCES

- Gupta, S., & Sharma, S. (2017). Work-life balance and women employees: A study in banking sector. *International Journal of Human Resource Studies*, 7(1), 120-133.
- Kaur, R. (2014). Work-life balance: Challenges and solutions. *Journal of Business and Management*, 16(2), 41-47.
- Kumari, N. (2010). Job satisfaction of the employees at the workplace. *International Journal of Management and Strategy*, 1(1), 1-8.
- Kumari, S., & Yadav, M. (2022). Organizational support for work-life balance: Effect on women bankers. *Journal of Organizational Behavior*, 14(4), 233-245.
- Mehra, N. (2024). Evolving expectations: Work-life balance and job satisfaction in the digital age. *Asian Journal of Business Research*, 18(2), 155-171.

- Patel, D., & Sharma, R. (2020). Pandemic-induced challenges for work-life balance in banking. *Indian Journal of Industrial Relations*, 56(3), 402-416.
- Rani, U., & Kamalanabhan, T. J. (2011). Work/life balance reflections on employee satisfaction. *International Journal of Business Insights & Transformation*, 4(2), 70-75.
- Rao, S., & Menon, V. (2021). Impact of remote work on work-life balance and job satisfaction. *South Asian Journal of Human Resources*, 9(1), 90-104.
- Saxena, S., & Mathur, S. (2015). Role of work-life balance in employee satisfaction. *Journal of Human Resource Management*, 3(5), 61-68.
- Sethi, B. (2012). Work-life balance and women employees in banking sector. *Indian Journal of Applied Research*, 2(3), 45-47.
- Sharma, A., & Chawla, D. (2013). Work-life balance and job satisfaction. *International Journal of Human Resource Studies*, 3(4), 62-73.
- Sharma, M., & Bhalla, G. S. (2019). Work-life balance: A comparative study of public and private sector banks. *Journal of Management Research*, 19(2), 180-196.
- Singh, J., & Khanna, A. (2016). Work-life balance practices and job satisfaction in banks. *Asia-Pacific Journal of Management Research and Innovation*, 12(3-4), 157-166.
- Singh, P., & Kaur, J. (2023). Work-life balance practices and job satisfaction among female bank employees in India. *International Journal of Business and Social Science*, 14(1), 212-224.
- Verma, R. (2018). Impact of work-life balance on job satisfaction of women employees: Evidence from banks. *Global Journal of Management and Business Research*, 18(7), 35-41.