

## **Work-life Quality Analysis of women employed in Private Banking Sector: Case Study of Bhopal.**

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### **Abstract:**

This study aims to understand the work-life quality of women employees in the private sector banking of Bhopal a state in Madhya Pradesh. Primary data was collected from 500 working women in executive and management positions using a convenience sampling method. Secondary data was sourced from books, published research articles, and bank websites to support the study's objectives. The data were analyzed using SPSS, employing descriptive analysis, Chi-square tests, and percentage analysis. The study found that 47% of women respondents believe that the bank's effectiveness and success are linked to a high QWL among employees. However, 140 out of 500 respondents reported dissatisfaction with their QWL, predominantly those with less than five years of experience and earning a minimum salary of Rs. 20,000 in private sector banks. The study concludes that there is a significant relationship between income and experience among women respondents in private sector banks in Bhopal Region.

**Keywords:** quality of work life, Women employees, private banking sector.

### **Introduction:**

During the early nineties there were hardly any Indian woman at the top of a banking or financial institution. But now, the situation has changed. The growth in the banking sector has created new windows of opportunity for women to find employment in the banking sector. Indian women are placed at the top most positions of many major banks and they are proving themselves to be competitive. They are involved in taking major decisions; they are introducing innovative ideas and contributing something towards the development of the economy. The leadership quality, managerial ability and the administrative skills are put together to make things happen. The Indian women to be celebrated are ICIC Bank's CEO, Chanda Kochhar, Shikha Sharma as the CEO of Axis bank, Renu Sud Karnad as the CEO of HDFC bank, Naina Lal Kidwai at the top of HSBC in India, Meera Sanyal as the operations head of Royal bank of Scotland in India and Manisha Girotra as the operations head of Union bank of Switzerland. Many major Indian banks are hiring highly qualified young Indian women to their administrative levels and they are showing remarkable growth over the years.

### **Objectives of the study:**

#### **1. Analysis of the Quality of Work Life for Women Employees in Private Sector Banks in Bhopal based on the following parameters:**

- a) Work Environment: Assess the physical and psychological aspects of the workplace, including safety, ergonomics, and stress levels.
- b) Job Satisfaction: Measure overall contentment with job roles, responsibilities, and work-life balance.

- c) Career Growth: Evaluate opportunities for professional development, promotions, and career progression.
- d) Support Systems: Identify the presence of mentorship programs, networking opportunities, and support from management.
- e) Work-Life Balance: Examine policies and practices related to flexible working hours, maternity leave, and childcare support.

## **2. Analyse the Demographic Profiles of Women Employees:**

To examine the demographic profiles of women employees in private sector banks, the following attributes should be considered:

- a) Age Distribution: Understand the age range of women employees to see if different age groups have varying needs and expectations.
- b) Educational Background: Identify the educational qualifications of women employees to analyze how education impacts their roles and career progression.
- c) Marital Status: Examine how marital status influences work-life balance, career aspirations, and job satisfaction.
- d) Years of Experience: Assess the experience levels to see how tenure correlates with job satisfaction and career growth.
- e) Position/Designation: Analyze the roles and responsibilities of women in various positions within the banks.

## **3. Recommendations and Suggestions to Improve Quality of Work Life:**

Based on the understanding of QWL and demographic profiles, the following recommendations can be made to improve the quality of work life for women employees in private sector banks:

- a) Work Environment
- b) Job Satisfaction
- c) Promote Career Growth
- d) Strengthen Support Systems:
- e) Mentorship and peer support networks.
- f) Balance Work Life
- g) Flexible working hours and remote working options.
- h) Maternity and paternity leave policies
- i) Childcare facilities or support.
- j) Diversity and Inclusion
- k) Feedback Surveys

## **Literature Review:**

Several studies have been conducted in the past related to the topic.

**D. Manjula Sureshkumar & Dr. M. Selvakumar Marimuth (2014):** There is significant variability in satisfaction levels among employees in different private sector banks, with a potential rise in dissatisfaction in Virudhunagar District.

**Jency S & Jenica S (2016):** State Bank of India (SBI) prioritizes employee satisfaction, treating employees as assets rather than costs. This approach motivates employees, resulting in high productivity and profitability, setting a benchmark for other banks.

**Dr. Manisha, Reena Kumari Singh (2016):** Working women in banks face mental pressure and depression due to the dual burden of office and home responsibilities. The high work pressure leads to significant stress and mental health issues.

**P. Ashok Kumar & Dr. K. Sundar (2012):** Women executives in public sector banks in Puducherry face challenges similar to those in private sectors, including difficulty balancing career ambitions with family responsibilities.

**Namrata Sandhu & Rahul Prabhakar (2012):** Key factors influencing quality of work life include appropriate remuneration, opportunities for personal growth, supportive leadership, work environment, and work-life balance. These factors are crucial for retention policies in the banking industry.

**Ramya K. R. & Dr. A. Raghurama (2014):** This study highlights how factors like increasing women's literacy, economic pressure, and the desire for economic and social independence are driving women to pursue careers, especially in the banking sector. It also suggests that feminine traits may contribute to better performance in certain aspects of banking service delivery. Additionally, the presence of women on boards is seen as adding value to decision-making processes.

**V. Kubendran, Muthukumar.S, & Priyadharshini.M (2013):** This study explores the association between quality of work life (QWL) and respondents' age, suggesting that age plays a significant role in how individuals perceive their QWL. However, there seems to be no notable difference in QWL perception based on work experience.

**Himesh Sharma Dr. Karminder Ghuman Dr. Dinesh Kumar Sharma (2014):** Here, the focus is on job satisfaction among managers in public sector, private, and foreign banks. The research finds that managers in public sector banks tend to have higher job satisfaction levels compared to their counterparts in private and foreign banks. Additionally, respondents from public and foreign banks rate higher in competency development and career growth compared to those from private banks.

**Dr. Manisha, Reena Kumari Singh(2016):** This study highlights the challenges faced by working women in the banking sector, particularly related to mental health. It identifies mental pressure and depression as significant problems resulting from the dual responsibilities of managing both work and home.

These studies collectively provide insights into the complexities of working in the banking industry, including gender dynamics, job satisfaction, and the impact on mental health.

### Study Area

Bhopal district of Madhya Pradesh is the study area. Bhopal is the capital of MP thus the population here has multilinguistic, multi-ethnic, multi-religious and multi-cultural people. This diversity makes it an effective region for the analysis. Besides, the district, though small in geographical area, has branches of all leading private banks in India.

### Sample & Questionnaire:

Based on the information provided, the questionnaire tailored for collecting data from women executives in private sector banks in Bhopal.

#### A. Demographic Information:

1. **Age:**

- a. Under 25    b. 25-35    c.36-45    d.46-55    e.56 and above

2. **Education Level:**

- a. High School Diploma    b.Bachelor's Degree  
b. Master's Degree    cDoctorate or Professional Degree  
c. Other (please specify)

3. **Marital Status:**

- a. Single    b. Married    c.Divorced    d.Widowed

4. **Job Level:**

- a. Entry-level    b.Mid-level    c.Senior-level    d. Executive

5. **Years of Experience:**

- a. Less than 1 year    b.1-5 years    c. 6-10 years    d. 11-15 years  
b. More than 15 years

**B. Attitudes Scale:** Please indicate your agreement with the following statements on a scale from 1 to 5, where:

Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

6. I feel valued and appreciated in my current position.
7. The work environment in my bank promotes gender equality.
8. I have access to opportunities for professional growth and advancement.
9. My bank provides adequate support for maintaining a healthy work-life balance.
10. I feel confident in my ability to succeed in my role.
11. There are opportunities for me to contribute my ideas and suggestions to decision-making processes.
12. I receive fair compensation for my work compared to my male counterparts.
13. I feel satisfied with the level of recognition I receive for my contributions.
14. My bank provides sufficient resources and training for skill development.
15. I feel motivated to perform at my best in my current role.

### General Profile:

16. How satisfied are you with your current job overall?  
a. Very Dissatisfied b. Dissatisfied c. Neutral d. Satisfied e. Very Satisfied
17. How often do you experience work-related stress?  
a. Rarely b. Occasionally c. Frequently d. Almost Always
18. What factors contribute the most to your job satisfaction?  
a. Compensation and Benefits b. Work Environment c. Opportunities for Advancement  
d. Work-Life Balance e. Other (please specify)

### Data Analysis:

- From the above sample size 40% respondents belonged to less than 25 yrs, 45% of the respondents were in the age between 25 - 35 and 15 % respondents were more than 35 yrs of age.
- Out of the women that had responded 45% of the women employees are married and 55% of the respondents were single.
- The social and individual requirements neglected by the banks: 2% of the respondents strongly disagree, 8% of the respondents disagree, 12% are uncertain, 10% agree and 6% strongly agree.
- For the question that the energy and time that women employees spend on the job affect their life adversely. 11% of the respondents are feels that the energy and time that employees spend on the job is adversely affect their life. 15% of the respondents are feel uncertain.
- For the employees in the bank are skilled, motivated and productive only 22% of respondents agree to the statement “the employees in the bank are skilled, motivated and productive.
- For the Quality of work life in the bank helps to improve their productivity only 27% of the respondents are agree that quality of work life in the bank helps to improve their productivity.
- For Facilities provided by the bank motivates employees to give their best 23% of the respondents are agree to the statement “Facilities provided by the bank motivates me to give my best”.
- There are 50% of the respondents agreeing and 25% of respondents feel uncertain with the statement related to “The top management involves employees in the management decisions”.
- For the question We have access to stress management or stress reduction programme at our current place 37 % of the respondents agree and 32% are uncertain for the statement there is an assess for stress management and stress reduction programmes in their banks
- The bank will be effective and successful based on, if employees have high quality of work-life 47.5% of the women respondents agree that the bank will be effective and successful based on, if employees have high quality of work life.

**Table 1: Chi – square test for comparison between salary and experience**  
*exp \* salary Crosstabulation*

Experience	salary				Total
	< 10000	10000 - 20000	20000 - 30000	> 30000	
< 5 yrs	10	30	30	20	<b>90</b>
5 - 10 yrs	0	0	10	10	<b>20</b>
10 - 15 yrs	0	0	10	20	<b>30</b>
<b>Total</b>	10	30	50	50	<b>140</b>

We found that only 140 respondents out of 50 felt quality of work feeling is not satisfactory, hence the chi – square test for those respondent by comparing salary and age of experience and we have found out of 140 more employees are belongs to less than five years’ experience and they are drawing salary range minimum Rs. 20000

**Table2: Comparison between income and experience**  
**Chi-Square Test**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.733a	6	.713
Likelihood Ratio	4.927	6	.553
Linear-by-Linear Association	2.872	1	.090
N of Valid Cases	140		

a. 12 cells (100.0%) have expected count less than 5. The minimum expected count is .14. Here calculated value is greater than table value so we may reject our null hypothesis. Hence we concluded that there is a significant relationship between income and experience of the women respondents in private sector banks.

**Findings:**

Based on the provided percentages and statements, we can summarize the findings of the survey as follows:

1. Age Distribution:
  - Less than 25 years: 40%
  - 25-35 years: 45%
  - More than 35 years: 15%
2. Marital Status:
  - Married: 45%
  - Single: 55%
3. Agreement on Neglect of Social and Individual Requirements:
  - Agree: 10%
  - Strongly Agree: 6%
4. Perception of Adverse Impact on Life Due to Job: Agree: 11%
5. Perception of Employee Skills, Motivation, and Productivity: Agree: 22%
6. Agreement on Quality of Work Life Improving Productivity: Agree: 27%
7. Motivation from Bank Facilities: Agree: 23%
8. Involvement of Top Management in Decision-making: Agree: 50%,Uncertain: 25%
9. Availability of Stress Management Programs: Agree: 37%,Uncertain: 32%
10. Belief in Effectiveness and Success of the Bank based on Quality of Work Life: Agree: 47.5%
11. Perception of Quality of Work Life: Dissatisfied: 140 out of 500 respondents (or 35%)
12. Experience Level: Less than five years & Salary Range of Dissatisfied Respondents salary is less than Rs. 20,000

**Conclusion:**

Based on the conclusions drawn from the analysis of the data regarding the quality of work life of women employees in private sector banks in the Bhopal region, several key points emerge:

**Importance of Quality of Work Life:** The banking sector plays a crucial role in the country's economy, and enhancing the quality of work life for employees is essential for improved production, quality, and productivity.

**Recognition of Employee Contribution:** Bank employees should be made aware of their significant role in contributing to the country's economy and handling its revenue, thereby emphasizing their responsibility and value in the organization.

**Addressing Transfer Concerns:** The data suggests that married women employees express more concern about transfers compared to unmarried or single employees. Private banks should consider the impact of transfers on married women and take measures to address their concerns before transferring them to other branches.

**Support for Less Experienced Employees:** It is crucial for banks to provide adequate training and personal support to women employees with less than five years of experience. This support can help them navigate the challenges of their roles more effectively and contribute positively to the organization.

Overall, the conclusions emphasize the need for private sector banks in the Coimbatore region to prioritize the quality of work life for women employees, recognize their contributions, address their concerns, and provide support tailored to their specific needs and experiences.

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