

WORK LIFE BALANCE & BANKING SECTOR EMPLOYEE SATISFACTION

KRUJA (DEMNERI) Alba, JAUPI Marjonela

In Happiness And Contemporary Society : Conference Proceedings Volume (Lviv, March, 20-21, 2020). Lviv: SPOLOM, 2020. P. 140-143.

ISBN 978-966-919-593-7

KRUJA (DEMNERI) Alba

PhD, Epoka University (Tirana, Albania)

JAUPI Marjonela

Epoka University (Tirana, Albania)

WORK LIFE BALANCE & BANKING SECTOR EMPLOYEE SATISFACTION

Work life balance initiative is to encourage employers provide flexible working hours and related policies in the organization to support employees manage their working time with their family time. Work life balance is the balance of prioritizing job duties with personal lifestyle, and it might be reached by providing a balance between according to the paid work. As companies are competing for qualified employees, a reasonable balance between staff well-being and family time is required. In Albania overtime is increasing and flexible organizations are less. Banking sector is the one that is affected more by this situation. Through this study it is aimed to explore whether the extend of work life balance is a reality for the banking sector employees in Tirana, the capital city of Albania. The model of work-life balance and job performance relationship is examined on a sample of 100 banking sector employees to search for how personal life affects performance at work. Study results show that work life balance initiatives are missing in the sector and providing a well-managed flexibility is a key point to make employees feel motivated and have no stress in work.

Keywords: Employee job performance; work life balance; challenges; opportunities; Tirana;

Introduction

Work life balance has been widely and firstly discussed since the launch of a major government campaign March 2000 Scotland. This initiative is to encourage employers to provide flexible working hours and related policies in the organization to support employees to manage their working time with their family time. It might be reached by providing a balance between paid work and personal life. Work life balance is the balance of prioritizing their job duties with their personal lifestyle. According to Sturges and Guest (2004) work life balance can be reached when a minimum of role conflict exists by the proper functioning of work hours and home time. As companies they are competing for qualified employees, a reasonable balance between the wellbeing of staff and their family time. On the other hand, the demand of work has been a major factor in securing qualified employees for a long term.

Literature shows that there is a strong relation between work life balance and employee's satisfaction. Companies and organizations should establish policies and different programs for work life balance. Managers have an important role in encouraging employees to manage their work life balance. Studies show that when work life balance is decreasing then employee's dissatisfaction is increasing. The same thing is happening when their needs for work life balance is realized by providing policies and programs of the company, then job satisfaction and organizational commitment is higher.

Eby et al. (2005), argue that "work life balance has implication on employee attitudes, behaviors, wellbeing as well as organizational effectiveness". Both males and females would prefer to work in companies that work life balance is supported. According to Burke (2002) males are more beneficial than females based on job satisfaction. They feel better when they achieve their goals in organization or they are getting promoted even if this promotion is

affecting their family time. The opposite happens with females since for them satisfaction and achievement are the same either important either it is reached from family or organization commitments. When time is not enough to care about their family, their children or even to spend time with them, they are not happy, and this situation affects their organizational commitment. Females have strong relations with family, and they need a balance between work and life in order to be satisfied, motivated which results to an increase of their performance at work (Burke, 2002).

Most of work life balance studies are focused to examine the reason of work life balance conflict occurred, to find the responsibility for determining and for attaining work life balance and the way it is achieved according to (Duxbury et al., 2003; Guest, 2002). They believe that behind of these studies it is shown that working time gets in the way of relationships between family and life.

According to Clark (2000) work life balance is focused on the domains of work and family since these two are the most important elements of life for everyone. Work satisfies employees by providing an income and giving a sense of accomplishment. On the other hand, home life satisfies individuals by attaining close relationships and personal happiness by their families. Clark (2000) also stated that the aspects to measure work life are lack of harmony, satisfaction and an overall harmony. Work life balance is achieved when there are no role conflict and people are satisfied with their work and their family roles and duties.

According to a research made by Tabassum et al. (2011) in Bangladesh it was found that any initiative is taken to identify if any difference exists between male and female employees of private banking sector of Bangladesh. They studied work life balance of employees and the study was focused to compare the existing work life balance between male and female employees of private banking sector of Bangladesh. The study was implemented in a sample of 128 male and 64 female employees. According to the research it was found that a significant difference exists between male and female in some issues of WLB such as: flexible working hours, attention to the design of the job and compensations.

The purpose of the study of Kumari (2012) was to learn the perception of employees regarding the work life balance policies in public Banking sector. It was made a quantitative research with a sample size of 350 banking sector employees. The research found that each factor based on work life balance is a good pretender of job satisfaction on workplace among male and female which is related with work life balance policies. Positive relation shows that job satisfaction is very important issues for work life balance on employees and vice versa.

Kamal and Sengupta (2008) examined the success of Banks. According to him it is depending on the level of coordination, collaboration and synchronization of employees. The purpose of this study was not only the focus to identify the levels of job satisfaction of employees but also the factors that are available for this issue, by identifying their level of satisfaction. This research revealed that the level of job satisfaction differs. It was noted that as a person was growing his job satisfaction shows a growing trend.

Purpose of the Study

In Albania overtime is increasing and flexible organizations are less. Banking Sector is the one that is affected more by this situation. This research is not highlighting overtime but to show how employees balance their personal life with their job duties.

The study is to examine if the extend work life balance is a reality for employees of Banking Sector of Tirana, capital city of Albania. How their personal life affects their performance at work, then to compare with other countries. The models of work-life

balance and performance theory is applied on a sample of 100 banking sector employees in Tirana Albania by showing the relationship between the balance of work and life and their productivity at work.

The main purpose of the study is to suggest banking sector of Albania, where working hours are getting longer, and family time is getting lower. They must give attention on employees work life balance for healthy employees and organizations. If employees are motivated and they have time to spend at work and family their productivity at work will be higher. If conflict occurs between work and family neither employees will be motivated nor, will employers be able to reach their organizational objectives efficiently and effectively as it is required. Banks and all organization should support employees by providing policies and programs for a balance between work and family time.

Research Design and Findings

The investigation conducted by this research was based on the answers of the 100 banking sector employees. From this total sample 44 of them were males and 56 female employees (table 1). The age of the majority of respondents was between 20 to 39 with 84% of respondents. Only 55% of responded were married.

Table 1. Sample characteristics (n=100)

Variable	Item	Frequency	Percentage
Gender	Female	56	56
	Male	44	44
Status	Married	55	55
	Single	45	45
Age	20-29	44	44
	30-39	40	40
	40-49	11	11
	50-59	5	5

Conclusions and Recommendations

As an overall, organizations should encourage their employees to manage their work life in order for the organization to have more productive employees that do not suffer from any stress arising from work. If employees are happy and motivated and organization provide policies for managing work life employees will be more productive and happier.

Half of our respondents are working 6 days in a week not 5 days as it should be (table 2). 6 of them are always working 6 days a week. More than half of the sample size is working more than 12 hours in a day and only 15 of employees are always able to manage their work life balance, while majority of them are unable to spend time with their families. Most of the employees worry about work issues even after work, causing them sometimes depression. As a result, they feel tired and miss a quality of life with friend and family,

In this study it is identified that the productivity changes due to the balance of work and life. Employees are aware of the missing policies for work life balance. Organizations should involve programs for work life balance of employees. Below are some recommendations for encouraging employees to manage their work time with their personal time.

Table 2. WLB Analysis Results (n=100)

Variable	Always	Often	Sometimes	Rarely	Never
Working more than 6 days in a week	6%	13%	13%	19%	49%
Working more than 12 hours in a day	2%	20%	15%	25%	38%
Not able to balance work life	10%	15%	36%	24%	15%
Unable to spend time with family	8%	33%	27%	24%	8%
Think or worry about work	13%	23%	45%	20%	4%
Tired or depressed because of work	4%	35%	24%	28%	9%
Missing quality time due to pressure of work	13%	35%	22%	24%	6%
Time for working out	6%	28%	35%	23%	8%

- Work timetables should be scheduled, so employees can have time for other social activities during the day.

- Discuss with management the possibilities of managing workload in order to allow for more quality time off.

- Two-way communication is the building block that allows a manager to enable balance. Managers recognize that in order to enable balance, they must understand the personal situations of their subordinates, and the subordinate must feel comfortable letting the manager know about personal needs.

- Good work-life balance managers believe that they need to manage employees on an individual basis, making concessions in a case-by-case way.

- Each organization must have a work life balance program to facilitate the new mothers take care of their families and also for all organizational personnel to have a harmonic work life balance.

- Providing a well-managed flexibility is a key point to make employees feel motivated and have no stress in work.

- The organization should pay attention to the employees and provide them more time for break or to finish the work at the standard working hours.

REFERENCES

- Burke, R. J. (2002). Organizational values, job experiences and satisfaction among managerial and professional women and men: Advantage men? *Women in Management Review*, 17(5), 5-6.
- Duxbury, L. E., Higgins, C. A., & Coghill, D. (2003). Voices of Canadians: Seeking work-life balance. Ottawa: Human Resources Development Canada, Labour Program.
- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brindley, A. (2005). Work and family research in IO/OB: content analysis and review of literature (1980-2002). *Journal of Vocational Behavior*, 66(1), 124-197.
- Guest, D. (2002). Human resource management, corporate performance and employee wellbeing: Building the worker into HRM. *The journal of industrial relations*, 44(3), 335-358.
- Kamal, R., & Sengupta, D. (2008). A study of job satisfaction of bank officers. *Prajnan*, 37(3), 229-245.
- Kumari, L. (2012). Employees perception on work life balance and its relation with job satisfaction in Indian public sector banks. *International Journal of Engineering and Management Research*, 2(2), 1-13.
- Sturges, J., & Guest, D. (2004). Working to live or living to work? Work/life balance early in the career. *Human Resource Management Journal*, 14(4), 5-20.
- Sturges, J., & Guest, D. (2004). Working to live or living to work? Work/life balance early in the career. *Human Resource Management Journal*, 14(4), 5-20.
- Tabassum, A., Rahman, T., & Jahan, K. (2011). A comparative analysis of quality of work life among the employees of local private and foreign commercial banks in Bangladesh. *World Journal of Social Sciences*, 1(1), 17-33.