

Work-Life Balance: Does it Impact the Job Satisfaction of the Employees in the Indian Banking Sector?

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Abstract:

This study investigates the relationship between work-life balance, job satisfaction, and work-life balance policies among employees in the Indian commercial banking sector. A structured questionnaire was distributed to 601 bank employees who work in public private and foreign banks throughout Mumbai. Research data demonstrated that work-life balance maintains a strong statistical connection with job balance ($\beta = 0.715$, $p < 0.05$). Work-life balance perceptions diverged between workers in public banks and employees from private and foreign banks according to the results of the variance analysis ($F(2,598) = 90.872$, $p = 0.001$). The research discovered a substantial relationship between work-life balance policy implementation and work-life balance satisfaction because flexible schedules telecommuting and paid leave offerings were included. Banking institutions achieve better employee satisfaction results through their work-life balance initiative implementations. The research delivers specific guidelines to banks for creating personalized work policies that enhance both work-life balance and job satisfaction among their workforce.

Keywords: implementations, personalized, telecommuting

Introduction:

Physical banking has given way to digital anchors in India's banking industry, which has experienced a paradigm shift in the past two decades. Today's branchless banking paradigms, which make use of modern contactless technologies, have replaced the basic automation of paperwork in bank branches. From merely being an accessory in a company's strategic framework, technology now drives, shapes, and redefines revenue streams and business models. The industry's barriers to entry have been eliminated by open access to the newest technology capabilities and the rapid pace of change, enabling tech-centric start-ups to compete with the titans of the financial services sector. The speed at which technology is developing has actually caused these advancements to be perceived more as constructive disruptors than as enablers. Natural changes in the following five important areas—customer trust, technology, credit preferences, rules, and profitability—can be held responsible for this development.

As part of this transition, banks will likely need to realign current workforces to be collaborative and inclusive while offering them with more integrated employee experiences, from recruitment to retirement, should mimic the richer customer experience the workforce enables. A purpose-driven career and work-life balance would need to be incorporated into the design of the employee experience.

In this highly competitive period, employees at banks will be under immense pressure to satisfy client demands; as a result of technology advancements, banking operations will now be extended beyond regular business hours. This will negatively affect the work-life balance of the employees.

Although WLB-related challenges are present in both public and private sector banks in India, the causes of these

issues and how they manifest themselves vary depending on the type of bank. According to a recent Business Standard Newspaper story, private sector banks experienced a sharp increase in attrition during the fiscal year 2022–2023, though this trend appears to be declining in FY24 (Business Standard, 1, November 2024). Private banks are currently investigating and implementing strategies targeted at improving employee burnout and retaining talent as a result of this high turnover. These regulations frequently include attempts to support a more balanced workplace, improved leave policies, and flexible work schedules.

However, despite being presented differently, public sector banks, which are typically recognized for having lower attrition rates and higher perceived job stability, are also facing WLB difficulties. According to the Business Standard study, there is an increasing tendency of public sector bank employees using social media channels to express concerns about excessive workload and pressure. This implies that although attrition might not be as noticeable in the public sector, WLB-related problems are nevertheless widespread and have an effect on staff morale and possibly long-term productivity.

This study explores how workers in the Indian commercial banking industry have been impacted by current circumstances.

Literature Review

Work-Life Balance and Job Satisfaction in the Indian Banking Sector

The Indian banking sector maintains a critical position in the economic framework of the country while facing long working hours alongside high job demands and considerable stress levels (Yadav & Dabhade, 2013). However, recent industry trends indicate a growing emphasis on employee well-being and the implementation of work-life balance (WLB) initiatives aimed at reducing excessive workloads and enhancing job satisfaction. These employee programs symbolize a wider transformation of workplace culture which acknowledges the significance of work-life equilibrium.

The workplace culture is undergoing a fundamental transformation which causes organizations to embrace the need for professional and personal life balance. The definition of work-life balance by Greenhaus & Beutell (1985) describes it as people managing work commitments with personal life effectively. When work-life balance is absent it results in employee stress, burnout, and productivity declines together with increased employee turnover (Maslach et al., 2001). The extensive global discussion about WLB needs to be analyzed specifically in the Indian banking sector because of its demanding work environment.

Understanding Work-Life Balance in the Indian Banking Industry

Studies have been conducted to see the challenges of work-life balance in the banking sector such as long working hours, high-performance targets, and after-hours communication (Maken and Aggarwal, 2021). The fact that employees can be easily available 24/7 due to technological advances and organizational expectations makes them have a hard time disconnecting from work (Hartono & Perdhana, 2021). According to Sharma and Kumar (2021), research establishes that there is a strong correlation between work-life balance and job satisfaction among Indian bank employees with the result that employees with better WLB had higher job satisfaction.

Singh and Bansal (2018) opine that job security, flexible working arrangements, and a supportive work environment are key determinants of work-life balance in Indian banks. The study also showed that communication in the organization is important for employees to be able to have a healthy work-life balance and therefore be more satisfied in their jobs. The study by Gupta and Jain (2018) on WLB policies in Indian banks shows that employees who have flexible work options such as remote work or staggered schedules had higher job satisfaction and better performance than other employees.

However, these studies provide important information, and yet most of the literature on WLB in the Indian banking sector is scattered and therefore there is a need to study further work-life balance in this context.

Theoretical Perspectives on Work-Life Balance and Job Satisfaction

According to Greenhaus et al. (2003), work-life balance is the degree to which individuals can obtain equal and satisfying time, involvement, and satisfaction in work and personal roles. Some previous studies have shown that work-life conflict has negative effects on job satisfaction (Kossek & Ozeki, 1998; Marchese et al., 2002). Bass et al. (2008) further research also reveals that the higher the level of work-life conflict, the lower the job satisfaction, and the higher the level of family support and financial stability, the higher the job contentment.

Dixon and Sagas (2007) found that organizational support is very important in reducing work-life conflict and increasing job satisfaction. Their research shows that employees tend to work in more compatible work and family relations and experience more satisfaction in both their professional and personal lives. Carlson et al. (2013) note a basic research gap between work-life balance and the outcomes that are due to it, for example, job satisfaction, employee engagement, etc. In addition, other studies also note the gender gaps in work-life balance and women's greater difficulties in balancing work and family responsibilities (Haveman & Sanders, 2023). The Indian banking sector is a large employer of women, especially in urban areas, and therefore it is important to understand how the gendered expectations affect WLB policies and job satisfaction in this sector.

Work-Life Balance Policies and Job Satisfaction

Flexible work arrangements, dependent care benefits, and supportive managerial practices are among these policies and they all contribute to improved organizational performance (Schejter et al., 2011). Research indicates that organizations that adopt WLB policies have lower turnover rates, less employee stress, and higher workplace productivity (Wise & Bond 2003).

Formal provisions (e.g., flexible schedules, leave benefits) and informal provisions (e.g., managerial support, workplace culture) are the two categories of WLB policies that Valcour (2003) describes. The studies conducted in the Indian banking sector suggest that employees who feel the work-life balance is supported by the organization, will have better job satisfaction and less work-related stress (Dev & Raj, 2018).

According to Allen (2001), family-friendly policies mediate the link between job satisfaction and caregiving responsibilities. Secondly, Singh (2013) highlights that WLB policies affect employee well-being, career growth, and workplace engagement, which ultimately influence overall job satisfaction. Key predictors of jobs are flexible work schedules and supportive management as reported by Maurya et al. (2015).

It reinforces the argument that well-designed WLB policies can yield positive organizational outcomes.

Barriers to Effective Work-Life Balance Implementation

Oludayo et al. (2015) identify rigid organizational cultures, resistance from management, and lack of awareness as major obstacles to WLB adoption. Ojo (2014) further highlights the challenges specific to sectors such as banking, where high workloads and customer service expectations make it difficult for employees to utilize flexible work options.

For dual-career professionals, particularly women, However, the availability of work-life balance policies can influence career progression. Flexibility and childcare support are the key factors for job satisfaction for working women in the Indian banking sector. According to Gregory & Milner (2009), work-life balance is a choice of the individual or an organizational responsibility, and a supportive workplace culture is a key element in helping employees achieve balance.

Research Gaps and Hypotheses Development

Existing studies have studied the work-life balance and job satisfaction, but research in the Indian banking sector is still limited. There is a need for empirical studies on the sector-specific factors that affect WLB and job satisfaction as well as the effectiveness of various WLB policies. As follows, the hypotheses from the literature review are proposed

for further investigation.

- H0: There is no significant relationship between work-life balance and job satisfaction of employees in the commercial banking sector.
- H02: Work-life balance, job satisfaction, and work-life balance policies do not have any significant relationship.
- H03: There is no significant difference in work-life balance between employees of public, private, and foreign sector banks.

Literature on work-life balance and job satisfaction enlists the growing importance of employee well-being in the Indian banking sector. With much of international research adding valuable theoretical insights, such research is needed more urgently because the banking professionals in India are faced with unique challenges. However, organizational commitment and cultural openness are said to be the factors behind the success of effective work-life balance policies. Future research should examine differences in sectors, demographic variations, and strategies of policy implementation to understand WLB in the Indian banking industry more comprehensively.

Research Methodology Proposed Research Model

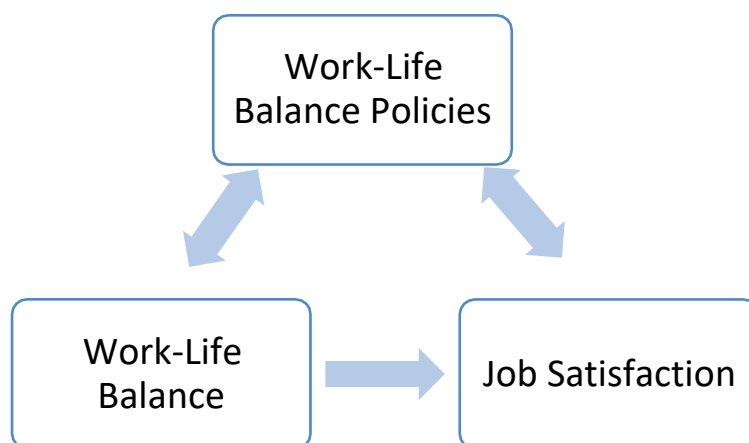


Figure 1

Proposed Research Model

(Source: Developed by the researcher)

The research developed an enhanced Work-Life Balance model that integrated Job Satisfaction and Work-Life Balance policy elements based on literature review findings (Refer to Figure 1). Statistical methods will analyze and study the variables to determine their relationships.

Data Collection

The analysis of employee work-life balance through this study includes 601 bank employees who have their socio-demographic profiles considered. The research included private sector banks as well as public sector banks and foreign sector banks with Mumbai offices through multi-stage sampling. The survey participants belong to three different positions within the organization: clerk/executive, officer/associate, and manager/senior associate who perform public dealing tasks. This study sample consisted of bank employees who had more than one year of service with commercial banks. The response rate for the survey was 84.35 percent.

Research Instrument:

1. Work-Life Balance

The Work-Life Balance construct achieved convergent validity through the assessment of three criteria as recommended by Fornell and Larcker (1981).

- All of the measurement factor loadings must be significant and greater than 0.60.
- Construct reliabilities must exceed 0.70,
- AVE by that construct must be greater than the variance due to measurement error (AVE should be greater than 0.50) for each construct.

Table 1: Convergent Validity of Work-Life Balance

	AVE Variance Extracted	Construct Reliability Coefficient	Cronbach's Alpha
Work-Life Balance	61.417	0.87689	0.79

Every measurement item has a factor loading exceeding 0.6. The Work-Life Balance scale demonstrates convergent validity because Table 1 shows that AVE values exceed 0.5 and Construct Reliability scores exceed 0.7.

Job Satisfaction

Table 2: Convergent Validity of Job Satisfaction

	AVE Variance Extracted	Construct Reliability Coefficient	Cronbach's Alpha
Job Satisfaction	51.66	0.895	0.866

As exhibited in Table 2, the construct validity of the Job Satisfaction construct was assessed by examining convergent validity. All the measured items have factor loadings greater than 0.6. The AVE for each factor was more than 0.5, the Construct Reliability coefficient was more than 0.7, and the convergent validity of the Job Satisfaction scale was established.

Work-Life Balance Policies

The checklist contained 12 items that served to collect information about work-life programs in banking institutions. A focus group discussion occurred with commercial bank employees who worked in both managerial and non-managerial positions. The study used the nominal scale to categorize respondent answers regarding work-life balance policy availability. The validity along reliability tests showed results within acceptable parameters for these items.

Data Analysis and Findings

The questionnaire data were cleaned, coded, and analyzed using Statistical Product and Service Solutions (SPSS) software version 28. The AMOS software was used to perform the structural equation modeling.

Demographic Profile of Respondents

The demographic profile of bank employees on whom the study was conducted is given in Annexure Table 3.

The sample represents the male respondents (63.9%) more than the female respondents (36.1%) as in the case of the national representation of women in the banking sector (Majumdar, 2025).

All age groups had adequate participants. Out of the respondents, 51.9 percent were in the age group of 25 to 35 years, 24 percent were in the age group of 36 to 50 years, 14.1 percent were in the age bracket less than 25 years, and 10 percent were in the 50 to 60 years old age group.

The sample consisted of married respondents (63.6%), a few unmarried employees (36.1%), and 0.3% divorced employees.

The sample consisted of 53.6 percent public sector bank employees, 37.9 percent private sector bank employees, and 8.5 percent foreign sector bank employees, which agrees with the number of public, private, and foreign sector banks in the country. 56.2 percent were involved in managerial duties whereas 43.8 percent were in nonmanagerial roles. This information was used to find out the impact of duty type on the Work-Life Balance of an individual. Most of the respondents were in the bracket of 15 years and below 39.6 percent of the respondents had less than 5 years of experience, 10.6 percent were in the range of 16 to 25 years of experience and 8.8 percent of the respondents had more than 25 years of experience.

The sample showed that India had crossed the joint family setup to an overwhelmingly nuclear family setup as 59.2% of respondents were of nuclear family structure and 40.8% were still having a joint family structure.

Relationship between Work-Life Balance and Job Satisfaction

The research investigates how Work-Life Balance affects Job Satisfaction levels among commercial banking employees. The evaluation of model paths helps identify relationships between study constructs while testing Goodness of Fit indicators for the conceptual model.

Overall Fit Indices

The AMOS25 was used to test the conceptual model and the output is given in figure 2 with the properties of the causal paths and standardized coefficients.

Table 1: Goodness-of-Fit Statistics of SEM Model

Type of Fit Indices	Goodness of Fit Measures	Criteria	Observed Values
Absolute Fit	χ^2 / df	$2 \leq \chi^2/pdf \leq 5 \rightarrow$ Good fit	3.12
	RMSEA	$\leq 0.08 \rightarrow$ Good fit	0.059
	GFI	$\geq 0.9 \rightarrow$ Good fit	0.96
	RMR	$0.05 \leq RMR \leq 0.1 \rightarrow$ Good fit	0.043
Comparative Fit	NFI	$\geq 0.9 \rightarrow$ Good fit	0.943
	IF	$\geq 0.9 \rightarrow$ Good fit	0.96
	CFI	$\geq 0.9 \rightarrow$ Good fit	0.96
	TAG	$\geq 0.9 \rightarrow$ Good fit	0.949
Parsimonious Fit	PGFI	$\geq 0.5 \rightarrow$ Good fit	0.625
	PNFI	$\geq 0.5 \rightarrow$ Good fit	0.737
	PCFI	$\geq 0.5 \rightarrow$ Good fit	0.751

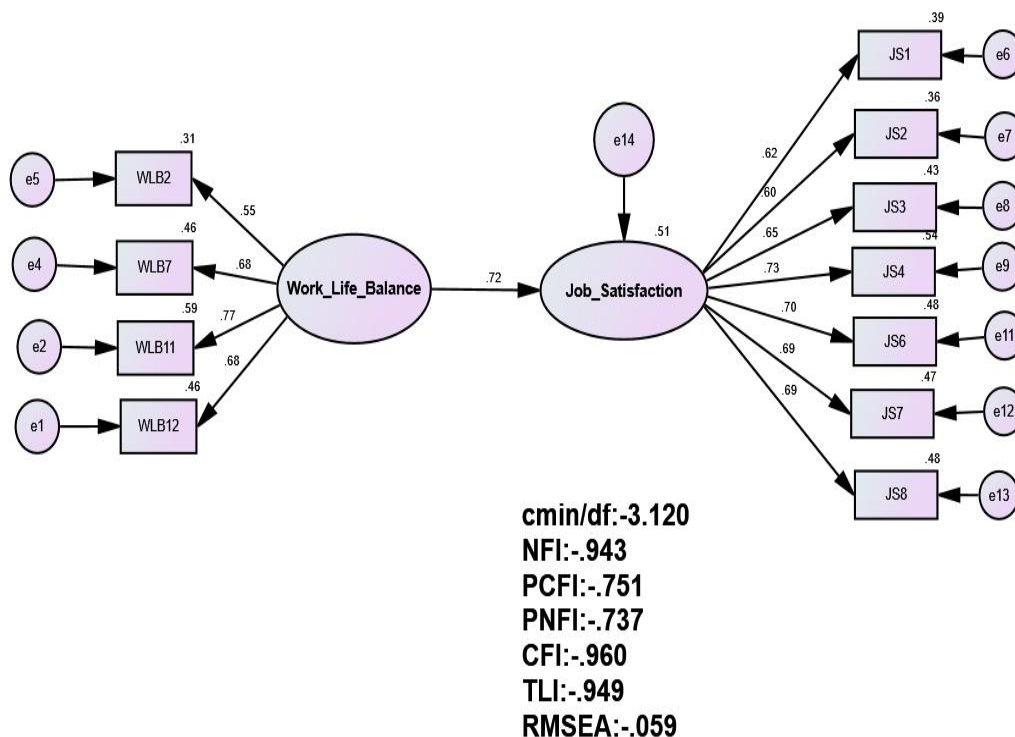


Figure 2 Testing of Proposed Model (SEM Model)

The proposed model demonstrated a good fit through the criteria in Table 4.

Work-Life Balance stands as an essential factor for job satisfaction within the commercial banking sector according to the model. Job satisfaction receives strong positive influences from work-life balance efforts.

Figure 2 presents standardized as well as unstandardized path coefficients. A strong positive relationship exists between Work-Life Balance and Job Satisfaction (Job Satisfaction ← Work-Life Balance) based on the p-value < 0.05 coefficient of 0.715. The establishment of a Work-Life Balance creates positive effects on Job Satisfaction.

Hence the null hypothesis that the commercial banking sector employees demonstrate no significant relationship between work-life balance and job satisfaction.

Relationship between Work-Life Balance, Job Satisfaction, and Work-Life Balance Policies

ANOVA analysis was used to determine the relationship between Work work-life balance (WLB), Job Satisfaction, and selected Work-Life Balance Policies. The analysis verifies both the significance of the complete model together with the individual predictor variables.

The modified model demonstrates that Work-Life Balance depends on nine percent of observable factors ($R^2 = 0.092$, Adjusted $R^2 = 0.075$) with Job Satisfaction explained by nine percentage points ($R^2 = 0.098$, Adjusted $R^2 = 0.080$). The statistical analysis produced significant results for both models with WLB showing $\chi^2(12, 618) = 5.233$, $p < 0.001$, and Job Satisfaction demonstrating $\chi^2(12, 618) = 5.233$, $p < 0.001$.

The predictors jointly influence both dependent variables at a significance level below 0.001 ($p < 0.001$, $F = 5.564$). The models show significant intercepts which indicate the variables maintain nonzero mean values when the predictor variables measure zero.

Work-Life Balance Policies demonstrate strong connections to both Work-Life Balance and Job Satisfaction variables according to the research results. The combination of Compressed work week, Telecommuting, Paid Maternity/Paternity Leave, Availability of paid leaves, and Career breaks produces a significant impact on Work-work-life balance but Flexitime, Telecommuting, Paid Maternity/Paternity Leave, Professional Counseling, Life skill programs, Subsidised exercise for fitness center have notable effects on Job Satisfaction. The p-values for Childcare, Eldercare, and relocation Assistance exceeded 0.05 leading to their minimal or no contribution toward WLB and Job Satisfaction. Organizations should focus on optimizing their employee satisfaction policies while establishing their priority order.

The research findings show that Work-Life Balance, Job Satisfaction, and Work-Life Balance policies demonstrate no significant correlation between them.

Work-life balance of the employees in Public, Private, and Foreign sector banks.

H03 is tested using one-way ANOVA. The ANOVA test produced significant results at a 5% level of significance ($p = 0.001$) as Annexure Table 9 demonstrates. Therefore a post hoc multiple comparison analysis using Tukey-Kramer was conducted because the groups had different sample sizes (Black, 2015).

Work-Life Balance perceptions between public, private, and foreign sector bank employees demonstrate statistical significance at the 5% level based on one-way ANOVA ($F(2, 598) = 90872$, $p = .001$). The results of the Tukey post-hoc test revealed that the difference between Work-Life Balance perceived by bank employees from Public ($2.8727 \pm .90972$) and Foreign sector banks ($3.4069 \pm .74492$) was statistically significant at a 5% level of significance with $p = 0.001$. The test also revealed that there is a difference between Work-Life Balance perceived by bank employees from Public ($2.8727 \pm .90972$) and Private sector banks ($3.0636 \pm .80391$) was statistically significant at 5% level of significance with $p = 0.028$. The Work-Life Balance perception of bank employees from Private sector banks ($3.0636 \pm .80391$) stands significantly different than Foreign sector banks ($3.4069 \pm .74492$) at $p = 0.027$ based on a 5% level of significance. Hence the null hypothesis,

The Work-Life Balance of employees in Public, Private, and Foreign sector bank employees does not show any meaningful differences.

Discussion:

The research examined how work-life balance affects job satisfaction among commercial banking sector staff members. The study established Work-Life Balance and Job Satisfaction through structural equation modeling and path analysis to fulfill the needs of commercial banking sector employees who took part in this research. Work-Life Balance experiences of employees directly correlate to increased job satisfaction among employees. The findings of this research align with Kossek and Ozeki (1998), Allen (2001), Clark (2001), Penelope Huang (2010), Gururaja, Umesh Maiya, Komal Saeed & Aftab (2014), and Arif and Farooqi (2014) which demonstrate a positive Work-Life Balance to Job Satisfaction connection.

The study results show that Work-Life Balance Policies and Work-Life Balance are positively related. Work-life balance policies are used to achieve a work-life balance between professional work and other activities. It also reduces the friction between the private and the public life. The research aimed to understand how WLB policies influence both WLB and job satisfaction among workers. The WLB measures showed overall improvements because employees received compressed work weeks combined with telecommuting options and both maternity/paternity paid leave in addition to career break possibilities. Job satisfaction levels received substantial improvement from the combination of flexitime with telecommuting and paid leave programs together with professional counseling life skills programs and fitness subsidies. WLB and job satisfaction assessment methods together with their relevance and usage remained unaffected by the responsibility of caring for children under 12 years or children and the elderly or receiving relocation support.

Allen (2001) states that family support mediates between family-friendly benefits available and variables of Work-Life Balance and Job satisfaction. The studies conducted by Mayo, M, Pastor, Juan C and Sanz, Ana (2008), Valcour (2003), and Oludayo et. al (2015) validate this research finding.

Employees in public, private and foreign sector banking organizations experienced distinct Work work-life balance situations. Public sector bank staff reported lower satisfaction with their Work-Life Balance than private sector bank employees did and foreign sector bank employees showed high levels of satisfaction about Work-Life Balance. Job satisfaction levels among foreign sector bank employees exceeded those of both public and private sector bank employees.

The factors influencing Work-Life Balance differ between public-sector bank employees private-sector bank employees and foreign-sector bank employees. The working style of bank employees continues to be influenced by the nature of the banks together with their philosophical and background characteristics. The identification of key demographic elements affecting employee work-life helps organizations develop enhanced Work-Life Balance Policies.

For your organization. People from different age groups combined with gender and family structure and marital status form unique perspectives about their needs so they need customized coverage types. The study results expand knowledge about the cultural and constructional and historical and operational and human resource management aspects of commercial banking in the nation.

Theoretical & Managerial Implications:

The research would imply the significance of work-life balance practices on the job satisfaction degree, and identify the aspects of policy development and execution at which the change can be demanded. Moreover, it provides evidence that can be used to expand these practices to a larger benchmark and provides ways of handling WLB problems. Special work-life policies will be used, which will make employees feel true and hence increase productivity and performance. This relationship indicates that WLB is crucial because it has an impeccable influence on employees' and organizations' performance, satisfaction degree, and retention. In some

way, the successful implementation of WLB would be a win-win situation for the employees and the banks.

Conclusion:

This study demonstrates through empirical evidence that Work-Life Balance Policies availability together with Job Satisfaction establishes a connection to work-life balance outcomes. The research presents an assessment model that employers together with their employees can use to measure and enhance work life balance. The establishment of work life balance policies represents a key element for banks to improve employee job satisfaction. The research aims to improve banks' utilization of their human capital resources.

Annexure 1

Convergent Validity of Job satisfaction and work-life balance

Table 1: Convergent Validity of Work-Life Balance

	Factor loadings	Avg Variance Extracted	Construct Reliability Coefficient	Cronbach's Alpha
WLB				
WLB 1: I am left with a good energy level at the end of the day.	.740	61.417	0.87689	0.79
WLB 2: I meet prescribed deadlines and schedules without affecting my home life.	.759			
WLB 3: I am able to participate in community activities and attend to religious commitments.	.800			
WLB 4: I get enough time to spend with my friends & also to attend family events.”	.832			

Table 2 Convergent Validity of Job Satisfaction “

	Factor loadings	Avg Variance Extracted	Construct Reliability Coefficient	Cronbach's Alpha
Job Satisfaction				
JS 1: The amount of personal growth and development I get in doing my job.	.692	51.66	0.895	0.866
JS 2: The amount of pay and fringe benefits I receive.	.675			

JS 3: The amount of challenge in my job.	.693			
JS 4: The feeling of worthwhile accomplishment I get from doing my job.	.696			
JS 6: The amount of support and guidance I receive from my supervisor.	.764			
JS 7: I am generally satisfied with the kind of work I do in this job.	.752			
JS 8: The degree of respect and fair treatment I receive from my boss.	.767			
JS 9: Generally speaking, I am very satisfied with this job.	.705			

Table 3 The demographic profile of bank employees”

Sr. No	Variables		Total	
			Frequency	Percentage
1	Gender	Male	384	63.9
		Female	217	36.1
		Total	601	100
2	Type of the Bank	Public	322	53.6
		Private	228	37.9
		Foreign	51	8.5
		Total	601	100
3	Position	Managerial	338	56.2
		Non-Managerial	263	43.8
		Total	601	100
4	Years of experience	Less than 5 yrs	238	39.6
	Years of	Between 5-15yrs	246	40.9

	experience	Between 16-25yrs	64	10.6
		More than 25 yrs	53	8.8
		Total	601	100
5	Marital Status	Single	217	36.1
	Marital Status	Married	382	63.6
		Divorced	2	0.3
		Total	601	100
6	Age	Less than 25yrs	85	14.1
	Age	Between 25yrs-35yrs	312	51.9
		Between 36yrs-50yrs	144	24
		Between 50yrs-60yrs	60	10
		Total	601	100
7	Monthly Income	Less than 1 Lakh	250	41.6
	Monthly Income	Between 1-2 lakh	102	17
		Between 2-3 lakh	69	11.5
		Between 3-4 lakh	48	8
		More than 4 Lakh	132	22
		Total	601	100
8	Family Type	Nuclear	356	59.2
	Family Type	Joint	245	40.8
		Total	601	100
9	Travel Time	less than 1 hr.	317	52.7
	Travel Time	Between 1-2 hr.	194	32.3
		More than 2 hr.	90	15
		Total	601	100

Table 5 Unstandardized regression coefficient, Critical Ratio and p-value for Structural Model “

Unstandardized Estimates						
			Estimate	S.E.	C.R.	P
Job_Satisfaction	<---	Work_Life_Balance	.607	.056	10.877	***
WLB1	<---	Work_Life_Balance	1.000			
WLB2	<---	Work_Life_Balance	1.104	.075	14.668	***
WLB3	<---	Work_Life_Balance	.958	.071	13.536	***
WLB4	<---	Work_Life_Balance	.743	.065	11.488	***
JS1	<---	Job_Satisfaction	1.000			
JS2	<---	Job_Satisfaction	.994	.081	12.331	***
JS3	<---	Job_Satisfaction	1.021	.078	13.114	***
JS4	<---	Job_Satisfaction	1.227	.086	14.264	***
JS5	<---	Job_Satisfaction	1.092	.079	13.738	***
JS6	<---	Job_Satisfaction	1.102	.081	13.613	***
JS7	<---	Job_Satisfaction	1.110	.081	13.683	***

Note: *** indicates p-value is < 0.001.”

Table 6 Standardized regression coefficient for Structural Model

			Estimate
Job_Satisfaction	<---	Work_Life_Balance	.715
WLB1	<---	Work_Life_Balance	.677
WLB2	<---	Work_Life_Balance	.765
WLB3	<---	Work_Life_Balance	.676
WLB4	<---	Work_Life_Balance	.554
JS1	<---	Job_Satisfaction	.623
JS2	<---	Job_Satisfaction	.604
JS3	<---	Job_Satisfaction	.654
JS4	<---	Job_Satisfaction	.732
JS5	<---	Job_Satisfaction	.695
JS6	<---	Job_Satisfaction	.687
JS7	<---	Job_Satisfaction	.691

Note: *** indicates p-value is < 0.001.

Table 7: Means and Standard Deviations of Work-Life Balance, Job Satisfaction and Work-Life Balance Policies

	Mean	Std. Deviation	N
WLB	2.9904	.87047	601
JS	3.4024	.77393	601
WLBP	5.0433	2.70582	601

Table 8: Correlations between Work-Life Balance, Job Satisfaction and Work-Life Balance Policies “

		WLB	JS	WLBP
WLB	Pearson Correlation	1	.563**	.139**
	Sig. (2-tailed)		.000	.001
	N	601	601	601
JS	Pearson Correlation	.563**	1	.168**
	Sig. (2-tailed)	.000		.000
	N	601	601	601
WLBP	Pearson Correlation	.139**	.168**	1
	Sig. (2-tailed)	.001	.000	
	N	601	601	601

**Correlation is significant at the 0.01 level (2-tailed).

Table 9: Means and Standard Deviations of Work-Life Balance of the employees in Public, Private and Foreign sector banks.

	N	Mean	SD	SE	95% CI for Mean		Min.	Max.
					Lower Bound	Upper Bound		
Public	322	2.8727	.90972	.05070	2.7729	2.9724	1.00	5.00
Private	228	3.0636	.80391	.05324	2.9587	3.1685	1.00	5.00
Foreign	51	3.4069	.74492	.10431	3.1974	3.6164	1.75	4.50
Total	601	2.9904	.87047	.03551	2.9207	3.0602	1.00	5.00

Table 10: One-way Analysis of Variance of Work-Life Balance of the employees in Public, Private and Foreign sector banks.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.530	2	7.265	9.872	.000
Within Groups	440.102	598	.736		
Total	454.632	600			

Table 11: Tukey’s Multiple Comparison Test for Pairwise comparison of Means of Work-Life Balance of the employees in Public, Private and Foreign sector banks.

(I) Nature of Organization	(J) Nature of Organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Public	Private	-.19093*	.07425	.028	-.3654	-.0165
	Foreign	-.53419*	.12929	.000	-.8380	-.2304
Private	Public	.19093*	.07425	.028	.0165	.3654
	Foreign	-.34327*	.13288	.027	-.6555	-.0310
foreign	Public	.53419*	.12929	.000	.2304	.8380
	Private	.34327*	.13288	.027	.0310	.6555

*. The mean difference is significant at the 0.05 level.”

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ISSN: 1540-3270

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