

# Perspectives on the Study of Work-Life Balance in Relation Redesign Approaches of Job Among Banking Professionals: Antecedents and Outcomes

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## Abstract

This novel study examines the relation of work-life balance with different job resigning approaches. The core objective of this study is to explore the impact of job enlargement, job rotation and job enrichment on the work-life balance of banking professionals. A structured questionnaire used for collecting data from top management of banking professionals. The sample size is 300 and out of 300 samples, 259 (86.3%) had responded about their experiences towards redesign approaches with work-life balance. The work-life balance considered as a dependent variable and job enlargement, job rotation and job enrichment is taken as independent variables. The multiple regression model used to analyze and explore the significant relation between work-life balances and job enlargement, job rotation and job enrichment. The findings of the study established that there is a positive correlation between two approaches of job resign namely job enrichment and job enlargement and work-life balance and a negative correlation between job rotation and work-life balance.

**Keywords:** Job Enlargement, Job Enrichment, Job Rotation, Work-Life Balance, Banking Sector.

## **1. Introduction**

### **1.1. Background of the Study**

Work life balance (WLB) is the ability of the employee of how they balancing their time, energy, and money to personal life and work life. Many organizations particularly in the western countries identify the importance of work life balance and adopt various polices to inculcate cultural changes among the employees (Sivatte, Gordon, Rojo, & Olmos, 2015). For the most part, work-life balance issues have been considered as private matters (Emslie and Hunt, 2009), and the executives have distinguish method of handling and added the advantages, for example, on location childcare administration and paid maternity leave in the working environment. Nonetheless, with different social impulse and worth changes of representatives, workers' craving for work-life balance has enhanced and bosses have started to propose more dynamic arrangement of their workers' work-life balance (Russell 2002; Thorthwaite 2004). Various factors will be the causes of on work life imbalances, particularly Indian context. The role of management is to identify the key factors affecting work life balance and make policy level changes to motivate the employees to face problem of work life balance in order to reduce employee absenteeism, employee turnover and employee dissatisfaction. For an occasion, Ministry of Women, Family and Community Development give adaptable working timetables to satisfy the requests of representatives towards work-life balance (Bong, 2015).

Job Design is the conscious deliberate arranging of the work, including all its underlying and social perspectives and their impact on the representative. Job Design is an expansive idea that can allude to any part or mix of parts of the work. For example, job enlargement, job rotation and job enrichment are job-design approaches (John W. Slocum, Jr., 1981).

### **1.2. Aim of the Study**

1. To study about the relationship between approaches of job resign and work life balance.
2. To identify approach which have more impact on WLB.

## **2. Literature Review**

### **2.1 Work-Life Balance as a Concept**

There are different of examination showing the significance of work–life equilibrium (or work–family struggle) for the wellbeing and prosperity of people and families (eg Eby, Casper, Lockwood, Bordeaux and Brinley 2005; Frone et al 1992; Pocock 2003). Work–life balance is identified with decreased pressure and more prominent life fulfillment, with some sign that the relationship is reinforcing over the long haul (Allen, Herst, Bruck and Sutton 2000). Though an accentuation on family (regarding time, inclusion and fulfillment) is identified with higher caliber of life, unevenness brought about by a more noteworthy accentuation on work negatively affects personal satisfaction, intervened by expanded work–family strife and stress (Frone et al 1992; Greenhaus, Collins and Shaw 2003).

### **2.2 Work-Life Balance role of Management**

Biron, Cooper and Burke (2014) attest that the WLB idea in association ought to incorporate preparing projects and time the executives despite the fact that they accompany a few results, for example, family strife, work pressure and sadness. To them, work pressure may emerge from direct requests of work and its heap or connections with partners or even work clashes just as non-work needs which has a gradually expanding influence of medical affliction, drug misuse, misery and at last demise. The WLB idea will just work viably where there are all around outlined approaches that would limit the remaining burden of worker without influencing the profitability of the association (Ojo, Salau and Falola, 2014). It is thusly critical to take note of that the WLB subject is to idea of the board and their duty.

### **2.3 Rationale of the Study**

Various researchers identified about the factors causes for work life imbalances and role of management and employees to tackle those problems. This study explore the root of the job where the organisation make concentrate, so that the problem of work life imbalance can eradicate. This is also exploring the policy level changes on job resign to promote the work life balance.

### **3. Methodology**

Data were collected from banking professionals working in nationalized banks using structured questionnaire. Using the simple random sampling technique, lottery methods were adopted. 300 samples have taken for this study, out of 300, 259 (86.3%) professionals have responded completely. Some data related problem of missing data and outliers have identified from the remaining 41 (13.7%) responders. Out of 259, 135 (52%) responders are male and 124 (48%) responders are female. All the responders are married status and age of them ranging from 25 to 45.

### **4. Analysis and Interpretation**

The standard multiple regressions used for this analysis to know about significant impact of approaches of job redesigns affective WLB.

#### **4.1 Correlation**

The below table 1 shows the correlations among the different approaches of job design and the correlation of the approaches with work life balance. Job enrichment has positive and high correlation (.576) with work life balance. Job enlargement has positive and low correlation (.324) with work life balance. Job rotation has negative and low correlation (-.323) with work life balance. Job enrichment has positive and moderate correlation (.497) with Job enlargement. Job enrichment has negative and moderate correlation (-.450) with Job rotation. Job rotation has negative and low correlation (-.269) with Job enlargement.

**Table 1: Correlations**

		WLB	JER	JR	JEL
Pearson Correlation	WLB	1.000	.576	-.323	.324
	JER	.576	1.000	-.450	.497
	JR	-.323	-.450	1.000	-.269
	JEL	.324	.497	-.269	1.000
Sig. (1-tailed)	WLB	.	.000	.000	.000
	JER	.000	.	.000	.000
	JR	.000	.000	.	.000
	JEL	.000	.000	.000	.
N	WLB	259	259	259	259
	JER	259	259	259	259
	JR	259	259	259	259
	JEL	259	259	259	259

#### 4.2 Model Fit

The first table of interest is Model Summary table. This table provides details of R, R<sup>2</sup>, and adjusted R<sup>2</sup>.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.582 <sup>a</sup>	.338	.331	3.632
a. Predictors: (Constant), JEL, JR, JER				

The above table shows that the value of R (Multiple correlation coefficients) is .582 indicate good level of prediction. The value of  $R^2$  is .338, which is the proportion of variance in dependent variable explained by that of independent variables. Here 33.8% of Work life balance explained by 3 predictors' job enlargement, job rotation and job enrichment.

### 4.3 Statistically Significant

This F – Ratio ANOVA table test the overall regression model good to the data.

**Table 3: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1720.751	3	573.584	43.474	.000 <sup>b</sup>
Residual	3364.431	255	13.194		
Total	5085.181	258			

a. Dependent Variable: WLB

b. Predictors: (Constant), JEL, JR, JER

The above table shows that the regression model significantly predict dependent variable using independent variables at  $F(3,255) = 43.474$ ,  $p < 0.05$ . The last column shows that this model statistically good fit for this data.

### Estimating Model Coefficients:

This coefficient data provides how much dependent variable varies with independent variables.

**Table 4: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19.399	1.490		13.021	.000		
	JER	.186	.023	.519	8.179	.000	.646	1.549
	JR	-.046	.034	-.078	-1.362	.004	.795	1.258
	JEL	.013	.017	.045	.769	.443	.751	1.332

a. Dependent Variable: WLB

The Unstandardized Coefficients,  $B_1$ , for Job enrichment is equal to .186 means that each one changes in Job enrichment will have positive significant impact of .186 on work life balance. The Unstandardized Coefficients,  $B_2$ , for Job rotation is equal to -0.046 means that each one changes in Job enrichment will have negative significant impact of .046 on work life balance.  $B_3$ , for Job enlargement is not significant impact on work life balance of responders.

The last two columns reveal that there is no Multi collinearity problem ( $VIF = 1/T$ ). That means the correlation among the independent variables is not making significant impact on the dependent variable.

## 5. Results

The multiple regression models were run to predict impact of redesign approach on work life balance. The out of 3 independent variables, 2 such as job enrichment and job rotation statistically significant impact on work life balance at  $p < 0.05$ . Job enlargement is not having significant impact on work life balance. From t value in the coefficient table predicted that job enrichment is the best predictor ( $t = 8.179$ ) comparing with job rotation ( $t = -1.362$ ) and job enlargement ( $t = .769$ ).

## **6. Discussion and Conclusion**

From the analysis, among three approaches of job redesign job enrichment and job rotation will have significant impact on work life balance of professionals in selected banks. The top level management needs to focus more on job enrichment approaches for redesigning job for those professionals. If the management uses the job rotation for job redesign will have negative impact on work life balance. (i.e) Professionals feel work life imbalance due to job rotation. They make policy changes which give importance to job enrichment professionals can manage their money, energy, and time both in personal and professional life.

As discussed, work life balance is a serious issue among the banking professionals. So the management has to adopt appropriate policy to overcome this issue for their employees. This study reveals that when framing the policy regarding job redesign, job enrichment must be added to tackle the problem of work life balance.



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