

CHAPTER II

INTRODUCTION AND DESIGN OF THE STUDY

CHAPTER – I

INTRODUCTION AND DESIGN OF THE STUDY

1.1 Introduction

In the last decades of the 18th Century, the banking industries were originated in India. Banking industry works as the backbone of any Economy. The development of a country depends upon the performance of a banking industry. The Annual growth rate of banking sector in India is nearly 23 per cent. The contribution of banking sector to Gross Domestic Product (GDP) is nearly 6 percent. The banks are considered as industries that accept various types of deposits and grant several types of loans. The banks act as intermediary between the savings and investment units of the economy. The surplus funds of individuals are collected by banks and these funds are channelized to investors. In simple words, the banks, as intermediaries transfer funds from savers to investors through grants for business, commerce, education and other purposes. The banks constitute major segment of the financial sector in India and thus the reform measures are primarily initiated for improving the performance of the banking sector. Initially, the temples were used as the place to deposit money. In Italy, the money changers conducted their businesses in the street on a bench called Banco. From this Italian word, we have derived the word bank. The first bank called general bank of India was established in the year 1786. Then bank of Hindustan and Bengal bank were

started. Then the Presidency bank was established in Bengal, Mumbai and Chennai respectively. Originally, the financial activities were handled by individuals and money lenders. The money lenders were not having sufficient securities for money savings and sanctioning loans. To overcome these problems, the organized banking sector was established. Section 5(b) of the banking companies Act, 1949 defines banking as “accepting for the purpose of lending or investment of deposits of money received from the public repayable on demand and withdrawals by cheque, draft, order, or otherwise”.

The banks constitute major segment of the financial sector in India and thus the reform measures are primarily initiated for improving the performance of the banking sector. The main objective of the financial sector reforms was to improve the efficiency of the banking system. In order to protect the public savings as well as promote their confidence and to control the supply of money and credit the banks are highly regulated. This regulations also assist to avoid exercising power by few individuals, institutions and to help the sectors to fulfill their special credit needs and also provides credit and collection of tax revenues to the Government.

The changes in the economic and social environment of the society have influenced the nature of employment throughout the world. Work Life Balance is an emerging concept in HR in the content of modern organizations. General perception of the top management of this banking sector is women are better qualified, hard and more committed toward the achievement of goals. They are more diligent towards their duty and chances for occurrence of corruption and

fraudulent activities are nil or very less. Women also prefer to bank employment because of regular working hours, stability, secured work environment, lesser time to travel. Work life and personal life are interconnected and interdependent. WLB has been defined in various ways by different scholars. WLB does not mean equal balance between personal life and work life. It refers to individual's ability to balance and maintain equilibrium state of work and work commitments and responsibilities. Work-life balance is generally refers to an equilibrium between the amount of time and effort allocated to work and personal activities for maintaining an overall sense of harmony in life.

Work life balance is one of the emerging issues in the environment of Indian employment. In the olden days, men were the breadwinners and women were taking care of all types of household works. Now-a-days, the financial commitments, society norms have made women to enter into paid employment. The male as well as female are having two domains in their lifetime. They are organisational work and personal life domain. Both domains are equally important and they are inter related and also inter dependent. Each domain requires the duties and responsibilities to be fulfilled. Men perform lesser amount of life activities than women and hence balancing of two domains is more significant for women than men. Research has found, not surprisingly, that women spend more time working in the household than men (Brough & Kelling, 2002; Hochschild, 1997; Skitmore & Ahmad, 2003). Women are still largely responsible for maintaining the household, through tasks which include

doing the laundry, shopping, food preparation and paying bills while spending 40 hours a week in the workplace (O'Kelly 2002). According to Hochschild (1997), men accomplish one-third of daily home activities; women perform two-thirds. The work itself is demanding by nature comprised of high commitment deadlines or stipulated time schedules, sincerity, dedications. On the other hand, personal life requires elder care, children care, spouse care, fulfillment of household responsibilities. In this scenario, women are facing more conflicts of work and life than men. Moreover, women are the primary caretakers of the family.

Work Life Balance concept was first introduced in America in the year 1986. The reasons for the introduction of the concept was the American employees were working towards the achievements of corporate goals and could not able to concentrate their time on their life activities such as family, self-care, social get together, etc. In general, organisational work for getting salary and relaxing at home alone do not fulfill one's life. In general, every man has two types of activities. They are work activity and life activity. Work activity consists of performing work itself and career growth. On the other hand, life activity consists of self-care, family care, participating in religious/spiritual and community activities. Self-care includes doing exercise, yoga and meditations, engaging in hobbies. Family care comprises of spouse care, children care, elder/dependent care, maintaining good relationship with friends and relatives and also among the members of the family. However, a few women engage themselves in self-employment to manage their work and

family needs. This happens for married woman following their child/children birth. In the present scenario, the organisations have started caring about the well-being of the employees which insists in the implementation of work life balance policies. In this research, work life balance of married women employees of Private and Public sector Banks is measured. Then, their satisfactory and stress levels are examined.

1.2 Need for the Study

The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. It is important for employers to support work-life balance to comply with legal requirements that afford working parents the right to request to work flexibly, to promote equality of opportunities by ensuring that staffs with caring responsibilities are not disadvantaged in the workplace, and to widen access to paid work and career opportunities. There is also a strong business case in support of work-life balance. It has been evidence from the independent research as well as from employer's own assessments of flexible working practices showed that helping staff to strike a balance between paid work and personal life improved recruitment and retention, reduced absenteeism, and improved staff commitment and productivity. In current practice the corporate employees and employers believe that it is important to achieve a balance between paid work and personal life. The employees and the employers have commitments and responsibilities outside of work and thus it becomes difficult to manage these

along with a job. So it has become a necessity to find out the particular areas that cause problems and if so, then finding out the factors which will help in making life easier. Everyone faces the issue of time management at one point or another, but as more and more people deal with working at one or more jobs, fighting long commutes, managing a household, attending school or other training, raising one or more children, responding to increasing work and time pressures of the shrinking workplace. This will increase the stress level in the life whereby causing the physical and mental hazards. Thus to manage the time is more important in managing work-life balance. Hence, the present study made an attempt to study the Work Life Balance among Married Women Employees of Private and Public Sector Banks in Mumbai City.

1.3 Statement of the Problem

In the banking community, there is growing concern that the quality of life is fast deteriorating. Sparks, Cooper, Fried and Shirom, (1997) in their study provide some indication that when people spend too many hours at work, and spend less with their families, their health and role performance in work, begin to deteriorate. Unfortunately, the employee compensation package, skill sets, skewed age profile, restrictive deployment, performance management system are the major issues placing the manpower of Indian banks today, somewhat at a disadvantage. The massive growth that the Indian banking sector is poised for will need a large number of people and considering that there are retirements in lakhs, a defining moment is being presented, before the nationalized banks to transform. Are the banks ready to handle the new bunch

of employees who will be culturally so different from their predecessors of the post-nationalization era? Globalization is constantly unlocking new markets, presenting companies with a veritable ocean of emerging business opportunities. Initiatives like innovation camps that synthesize talent development and business innovation goals can be the key to ensuring a bank's sustainable growth in the sink or swim world of modern banking world.

As time passes, the banks will have many more tricky situations to handle while simultaneously the common stress will affect many more. Those who learn how to cope with stress will be the winners, as organizations and societies look for leadership, from those, who are more balanced, than others. The banks may shape up in place far better from the current ones and many banks may resort to allow employees to work from home, or anywhere else, as against the current fixed location. A study by Greenhaus, Collins and Shaw, (2003), confirms that 'Work family balance' reflects an individual's orientation across different life roles, an inter role phenomenon', proving that every 'Role' an individual plays in her life would clearly impact her 'Balance' in life. However, in the current scenario, in-spite of HR measures, the bank employees fail to enjoy the benefits of work life balance in totality. The HR departments have been grappling for a solution but have not been able to arrive at some conclusive approach to face the issues, mainly due to the sheer nature of the business of banking. Therefore, the present study aims to investigate an empirical study of Work Life Balance among Married Women Employees of Private and Public Sector Banks in Mumbai City.

1.4 Scope of the Study

The study on Work Life Balance among Married women employees of Private and Public Sector Banks in Mumbai City attempts to find out its impact on factors like Work Life Balance, Job Satisfaction, and Job Satisfaction and also reviews the Work Life Balance in cross comparison with each other. The scope of the present study is limited to the Work Life Balance among Married women employees of Private and Public Sector Banks in Mumbai City.

1.5 Objectives of the Study

The confined objectives of the present study are:

- i. To analyze the demographic profile of the married women employees.
- ii. To find the factors responsible for Work Life Balance, Job Satisfaction and Job Stress.
- iii. To analyze the differences between demographic profile of married women employees with regard to various dimensions of Work Life Balance, Job Satisfaction and Job Stress.
- iv. To analyze the relationship among various dimensions of Work Life Balance.
- v. To study the impact of various dimensions of Work Life Balance on Job Satisfaction.

- vi. To offer suitable suggestions for improving the work life balance among married women employees and to enhance the job satisfaction on the basis of findings of the study.

1.6 Hypotheses

Ho – There is no significant difference between demographic profiles of the married women employees with respect to Work Life Balance.

Ho – There is no significant difference between demographic profiles of the married women employees with respect to Job Satisfaction.

Ho – There is no significant difference between demographic profiles of the married women employees with respect to Job Stress.

Ho – There is no association between demographic profiles of the married women employees with respect to Level of Job Satisfaction.

Ho – There is no significant relationship among various dimensions of Work Life Balance.

1.7 Operational Definitions

1.7.1 Work Life Balance

Work-life balance (2002) defines Work Life Balance as “A state of equilibrium in which the demands of both a person’s job and personal life are equal”. According to Work foundation, work-life balance is about people having a measure of control over when, where and how they work. It is

achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.

1.7.2 Co-workers Support

Co-worker support refers to co-workers assisting one another in their tasks when needed by sharing knowledge and expertise as well as providing encouragement and support (Zhou and George, 2001¹). Colleagues may share their knowledge and expertise when an employee is faced with a difficult and novel task for which a solution is not readily available (Scott and Bruce, 1994²).

1.7.3 Positive Parenting

Positive parenting is focused on developing a strong, deeply committed relationship between parent and child based on communication and mutual respect. Positive Parenting focuses on teaching children not just what but also why. Positive parenting means training children toward self-control.

¹ Zhou, J. and George, J.M. (2001). When job dissatisfaction leads to creativity: encouraging the expression of voice. *Academy of Management Journal*, Vol. 44 No. 4, pp. 683-696.

² Scott, S. and Bruce, R. (1994). Determinants of innovative behaviour: a path model of individual innovation in the workplace, *Academy of Management Journal*, Vol. 37, pp. 580-607.

1.7.4 Role Overload

In any organizational setting, a role represents a set of behavioral expectations that are assigned to one organizational member. In typical organizations, it is rarely the case that each employee has one clearly defined role that is recognizable and distinct from the roles of other organizational members. Rather, in most organizations, employees may hold multiple roles, the roles of different employees may overlap and occasionally conflict, and roles may change from time to time.

1.7.5 Job Satisfaction

Job Satisfaction is the most studied variable in organizational research (Spector, 1997³). Basically, Job Satisfaction describes how much content employee's are with their present job. The most used definition of Job Satisfaction in research is given by Locke (1976)⁴, who defined it as 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'.

1.7.6 Job Stress

Job stress is the harmful physical and emotional responses that occur. When the requirements of the job do not match the capabilities, resources, or needs of the worker.

³ Spector, P. E. (1997), Job satisfaction: Application, assessment, causes and consequences, p.3, Thousand Oaks. Sage Publications.

⁴ Locke, E.A. (1976) The nature and causes of job satisfaction In . Handbook of industrial and organizational psychology (Edited by M.D. Dunnette), pp. 1297-1343, Rand McNally, Chicago.

1.8 Research Methodology

Research methodology is a scientific and systematic way to solve research problems. The research methodology deals with research methods and taken into consideration the logic behind the methods. In total, the research methodology of the study includes research design, sampling framework, data collection, framework of analysis and limitations.

1.8.1 Research Design of the Study

Research design is the conceptual structure within which the research is conducted. It is a blue print for the collection, management and analysis of the data. The research design in the present study is descriptive in nature since it describes the phenomena of Work Life Balance among Married Women Employees of Private and Public Sector Banks in Mumbai City. Apart from this, the present study has its own objectives and pre-determined methodology. It is purely descriptive in nature.

1.8.2 Profile of the study area

Mumbai also known as Bombay, the official name until 1995 is the capital city of the Indian state of Maharashtra. According to United Nations, as of 2018, Mumbai was the second most populous city in India after Delhi and the seventh most populous city in the world with a population of 19.98 million. As per Indian government population census of 2011, Mumbai was the most

populous city in India with an estimated city proper population of 12.5 million living under Municipal Corporation of Greater Mumbai. Mumbai is the centre of the Mumbai Metropolitan Region, the sixth most populous metropolitan area in the world with a population of over 23.64 million. Mumbai lies on the Konkan coast on the west coast of India and has a deep natural harbour. In 2008, Mumbai was named an alpha world city. It is also the wealthiest city in India, and has the highest number of millionaires and billionaires among all cities in India. Mumbai is home to three UNESCO World Heritage Sites: the Elephanta Caves, Chhatrapati Shivaji Maharaj Terminus, and the city's distinctive ensemble of Victorian and Art Deco buildings.

The seven islands that constitute Mumbai were originally home to communities of Marathi language speaking Koli people, who originated in Gujarat in prehistoric times. For centuries, the islands were under the control of successive indigenous empires before being ceded to the Portuguese Empire and subsequently to the East India Company when in 1661 Charles II of England married Catherine of Braganza and as part of her dowry Charles received the ports of Tangier and Seven Islands of Bombay. During the mid-18th century, Bombay was reshaped by the Hornby Vellard project, which undertook reclamation of the area between the seven islands from the sea. Along with construction of major roads and railways, the reclamation project, completed in 1845, transformed Bombay into a major seaport on the Arabian Sea. Bombay in the 19th century was characterised by economic and educational development. During the early 20th century it became a strong base

for the Indian independence movement. Upon India's independence in 1947 the city was incorporated into Bombay State. In 1960, following the Samyukta Maharashtra Movement, a new state of Maharashtra was created with Bombay as the capital.

Mumbai is the financial, commercial and entertainment capital of India. It is also one of the world's top ten centres of commerce in terms of global financial flow, generating 6.16% of India's GDP and accounting for 25% of industrial output, 70% of maritime trade in India (Mumbai Port Trust and JNPT), and 70% of capital transactions to India's economy. Mumbai's billionaires had the highest average wealth of any city in the world in 2008. The city houses important financial institutions such as the Reserve Bank of India, the Bombay Stock Exchange, the National Stock Exchange of India, the SEBI and the corporate headquarters of numerous Indian companies and multinational corporations. It is also home to some of India's premier scientific and nuclear institutes like Bhabha Atomic Research Centre, Nuclear Power Corporation of India, Indian Rare Earths, Tata Institute of Fundamental Research, Atomic Energy Regulatory Board, Atomic Energy Commission of India, Department of Atomic Energy and the Indian Institute of Technology Bombay. The city also houses India's Hindi (Bollywood) and Marathi cinema industries. Mumbai's business opportunities, as well as its potential to offer a higher standard of living, attract migrants from all over India, making the city a melting pot of many communities and cultures.⁵

⁵ <https://en.wikipedia.org/wiki/Mumbai>

1.9 Sampling Framework of the Study

The sampling framework of the study consists of determination of sample size and sampling procedure of the study.

1.9.1 Determination of Sample Size (For unknown population)

The determination of sample size is a very important issue, because samples that are too large may waste time, resources and money. While samples that are too small may lead to inaccurate results. According to (Saunders et al., 2000) researchers normally work to a 95 percent level of certainty. This means that if sample are selected 100 times, at least 95 of these samples would be certain to represent the characteristics of the population. The margin of errors describes the precision of the estimation of the population. For most business and management researches, a researcher estimates the population's characteristics by plus or minus 3 to 5 percent of its true values.

The researcher has applied the following formula to determine the sample size.

$$\text{Sample size } n = (ZS/E)^2$$

where

Z = Standardized value corresponding to a confidence level of 95% = 1.96

S = Sample SD from Pilot study of 100 samples

E = Acceptable Error = 5% = 0.05

$$n = (1.96 * 0.6114 / 0.05)^2$$

Sample size = 574.41

In this present study, the researcher took 574 samples among the married women employees of private and public sector banks⁶.

1.9.2 Sampling Procedure of the Study

There are 574 respondents are taken as a sample for the present study. Eight hundred Questionnaires were distributed equally among the four Private Sector banks and four Public Sector banks in Mumbai City as shown in the table 1.1.

⁶ Robert V. Krejcie and Daryle W. Morgan. (1970), Determining Sample Size for Research Activities, Educational and Psychological Measurement, Volume 30, p. 607-610.

Table 1.1**Distribution of Sampling**

S.No	Name of the Banks		Number of Questionnaires Distributed		Number of filled Questionnaires Received	
	Private Sector Banks	Public Sector Banks	Private Sector Banks	Public Sector Banks	Private Sector Banks	Public Sector Banks
1	Axis	Bank of India	100	100	62	77
2	HDFC	Indian Bank	100	100	67	68
3	ICICI	Punjab National Bank	100	100	73	76
4	IndusInd Bank	State Bank of India	100	100	64	87
	Total		400	400	266	308

The total number of questionnaires distributed in the self-administered survey was 800 married women employees of four private sector banks and four public sector banks. Purposive sampling method is applied in this research for selecting the sample. A form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher, based upon a variety of criteria which may include specialist knowledge of the research issue, capacity and willingness to participate in the

research. Some types of research design necessitate researchers taking a decision about the individual participants who would be most likely to contribute appropriate data, both in terms of relevance and depth. For example, in life history research, some potential participants may be willing to be interviewed, but may not be able to provide sufficient data. Researchers may have to select the samples carefully. Based on the collected questionnaires, 129 sets of questionnaire were incomplete and 97 sets of questionnaires were not returned. Assumption was made that the respondents were either reluctant to collaborate or did not want to answer the questionnaire seriously. As a result, only 574 valid sets of questionnaires (71.75 percent) were available and then used for further analysis using SPSS software version 21. The data analysis methods carried out for this research was descriptive analysis, scale measurement analysis and inferential analysis.

1.9.3 Sources of Data

The present study is completely based on the primary data. The primary data was collected personally with the help of structured questionnaire. The secondary data collected from the books, journals, magazines and websites were used to form the theoretical framework of the study and the review of literature.

1.9.4 Construct Development of the Study

The present study is completely based on the primary data collected from the married women employees of Private and Public Sector Banks in

Mumbai City. A special care was taken to draft the questionnaire. The questionnaire was divided into four parts. The first part of questionnaire includes the demographic profile of the married women employees. They are nature of bank, age, educational qualification, marital status, family size, type of family, monthly income, number of earning members and family income. The second part of the questionnaire consists of thirty nine variables of work life balance. The variables are measured with five point Likert scale. The third part of the questionnaire includes of twelve variables of job satisfaction. The variables are measured with the five point Likert Scale (SA-Strongly agree, A-Agree, N-Neutral, DA-disagree, SDA-strongly disagree). The fourth and final part of the questionnaire includes eighteen variables of job stress. The relevant variables of the above said concepts were drawn from the review of previous studies. A pilot study was conducted among 100 married women employees of Private and Public Sector Banks in Mumbai City. Based on the feedback from the pretest, certain modifications, additions, deletions and simplifications were carried out. The draft of the questionnaire was prepared to collect the data from married women employees of Private and Public Sector Banks in Mumbai City.

1.10 Framework of Analysis

The analysis of data in a research plays a pivotal role in the sense that it interprets, justifies and proves the hypothesis and the proposals. The judicious blend of analytical tools used has its own impact on the findings of the research, thereby making it highly objective and scientific. In this context, the tools for analysis have been rightly chosen as follows.

1.10.1 Descriptive Analysis

Descriptive analysis is an important tool used to assess the work life balance among married women employees of Private and Public Sector Banks. As it is expressed in percentage, it facilitates comparison. This analysis is carried out various dimensions of work life balance, job satisfaction and job stress separately and suitable charts were also drawn for selected tables to facilitate the understanding of the reader.

1.10.2 Correlation Coefficient

The most familiar measure of dependence between two quantities is the Pearson product-moment correlation coefficient, or "Pearson's Correlation." It is obtained by dividing the covariance of the two variables by the product of their standard deviations. Karl Pearson developed the coefficient from a similar but slightly different idea by Francis Galton.

The population correlation coefficient $\rho_{X,Y}$ between two random variables X and Y with expected values μ_X and μ_Y and standard deviations σ_X and σ_Y is defined as:

$$\rho_{X,Y} = \text{corr}(X, Y) = \frac{\text{cov}(X, Y)}{\sigma_X \sigma_Y} = \frac{E[(X - \mu_X)(Y - \mu_Y)]}{\sigma_X \sigma_Y},$$

Where E is the expected value operator, cov means covariance, and, $corr$ a widely used alternative notation for Pearson's correlation.

The Correlation Co-efficient has been applied on relationship among various dimensions of work life balance.

1.10.3 t – Test

The ‘t’ test is used to find out the significant difference among the two group of samples regarding any intention variable which is internal scale. The ‘t’ statistics is calculated by

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{(n_1 - 1)\sigma_1^2 + (n_2 - 1)\sigma_2^2}{n_1 + n_2 - 2}}} \times \sqrt{\frac{1}{n_1} + \frac{1}{n_2}}$$

Degree of freedom of $(n_1 + n_2 - 2)$

Whereas t – ‘t’ statistics

\bar{X}_1 – Mean of the first sample

\bar{X}_2 – Mean of the second sample

σ_1^2 – Variance in the first sample

σ_2^2 – Variance in the second sample

n_1 – Number of samples in first group

n_2 – Number of samples in second group

In the study, the ‘t’ test has been used to find out the significant difference between nature of bank, marital status, type of family and number of

earning members with respect to various dimensions of work life balance, job satisfaction and job stress.

1.10.4 Analysis of Variance (ANOVA)

Analysis of variance is used for examining the differences in the mean values of the dependent variable associated with the effect of the controlled independent variables, after taking into account the influence of the uncontrolled independent variables. One-way analysis of variance involves only one dependent variable or a single factor. The null hypothesis may be tested by the F statistic based on the ratio between these two estimates:

$$F = \frac{SS_x / (c - 1)}{SS_{\text{error}} / (N - c)} = \frac{MS_x}{MS_{\text{error}}}$$

$$\text{Where } SS_x = \sum_{j=1}^c n (\bar{Y}_j - \bar{Y})^2$$

$$\text{Where } SS_{\text{error}} = \sum_{j=1}^c \sum_{i=1}^n (\bar{Y}_j - \bar{Y})^2$$

Y_i = Individual observation

Y_j = Mean for category (j)

Y = Mean over the whole sample, or grand mean

Y_{ij} = i^{th} observation in the j^{th} category

C = Number of independent variables or groups

N = Total sample size (nxc)

The 'F' statistic follows the F distribution, with (c-1) and (N-c) degree of freedom. The ANOVA tool has been deployed to find the difference among demographic profile of respondents age, educational qualification, monthly income, family income and family size with regard to various dimensions of work life balance, job satisfaction and job stress.

1.10.5 One Sample t Test

The one sample t test compares the mean of your sample data to a known value. For example, you might want to know how your sample mean compares to the population mean.

$$t = \frac{\bar{x} - \Delta}{\frac{s}{\sqrt{n}}}$$

where \bar{x} is the sample mean, Δ is a specified value to be tested, s is the sample standard deviation, and n is the size of the sample.

In the study, the one sample 't' test has been used to find out the opinion regarding various dimensions of work life balance, job satisfaction and job stress are equal to average level.

1.10.6 Multiple Regression Analysis

When there is a variable which is dependent on more than one independent variable, then no one analysis will reveal the relationship. For this purpose, the multiple regression analysis was administered. The cause and

effect relationship between dependent and independent variables are carried out by the Multiple Regression Analysis.

The general form of the regression model is:

$$Y = a + b_1 X_1 + b_2 X_2 + \dots + b_n X_n + e$$

Where

Y= Dependable Variable

X_1, X_2, \dots, X_n = Independent Variables

b_1, b_2, \dots, b_n = Regression Coefficient of Independent variables

a = Constant; and

e= Error Term

In this study, the multiple regression analysis has been used to find out the impact of various dimensions of Work Life Balance on Job Satisfaction.

1.10.7 Chi Square Test

In order to examine the relation between the degree of consultation and profile variables, the Chi-Square test of the following formula was applied:

$$\text{Chi Square} = \sum \frac{(O - E)^2}{E} \sim X^2(n-1) \text{ degrees of freedom.}$$

Where,

O = Observed Frequency,

E = Expected Frequency,

r = Number of Rows,

c = Number of Columns

Chi-Square test has been administered to test the association between the demographic profiles of the married women employees with respect to level of job satisfaction.

1.11 Limitations of the Study

The present study is subjected with the following limitations:

- i. The present study includes the married women employees of Private and Public Sector Banks in Mumbai City.
- ii. The answers given by the married women employees of Private and Public Sector Banks towards work life balance, job satisfaction and job stress may be affected by the personal value judgment.
- iii. The various aspects of work life balance, job satisfaction and job stress among married women employees of Private and Public Sector Banks have been measured with the help of the variables drawn from previous studies.
- iv. All the descriptive variables are measured by likert five point's scale.

1.12 Chapter Plan

The present study is classified into five chapters for neat and clear presentation.

The first chapter includes the introduction, need for the study, statement of the problem, scope of the study, objectives of the study, hypotheses of the study, operational definitions, research methodology, sampling framework of the study, framework of analysis, limitations of the study and chapter plan.

The second chapter deals with the review of relevant literature.

The third chapter reveals the conceptual framework of the study.

The fourth chapter analyses the demographic profile of the married women employees and their opinion towards various dimensions of work life balance, job satisfaction, and job stress towards private and public sector banks. And find the differences between demographic profile of the married women employees with regard to the dimensions of work life balance, job satisfaction, and job stress towards private and public sector banks. To study the relationship among various dimensions of work life balance.

The fifth chapter summarizes the findings of the study, suggestions, conclusion and scope for future research.