

# EMPLOYEE WELLNESS IN BANKING SECTOR: An Insight

Dr.Shamsi Sukumaran<sup>1</sup>, Dr.Ranjith Somasundaran Chakkambath<sup>2</sup>, Deepika Varma<sup>3</sup>

<sup>1,2</sup> Asst. Professor, AMITY Global Business School Kochi, Ernakulam, Kerala, India

<sup>3</sup> MBA student, AMITY Global Business School Kochi, Ernakulam, Kerala, India

## ABSTRACT

The Indian banking sector has witnessed significant growth and development, with both public and private sector banks playing crucial roles in the economy. Employee strength is a vital component in the success of banks, impacting productivity, profitability, and overall performance. A cross-sectional design was employed, utilizing a structured questionnaire distributed through social media platforms and email, garnering responses from 145 participants who are working across different domains in Kerala, India. Demographically, the majority of respondents young females and were married while they also had less than one year of banking experience, suggesting potential turnover challenges. The exploratory factor analysis (EFA) executed using IBM SPSS gave an outcome of two variables- "Employee wellness" and "Employee satisfaction". as part of the analysis.

**Keyword:** Banking sector, Wellness, Well-being, Work-life balance, EFA.

## 1. INTRODUCTION

In the dynamic and ever-evolving realm of the banking sector, where transactions unfold in milliseconds, financial landscapes shift swiftly, and client expectations demand nothing less than perfection, the well-being and work-life balance of employees have become pivotal determinants of both organizational prosperity and individual success. The banking industry is renowned for its demanding work culture, characterized by arduous hours, relentless pressure, and unforgiving performance metrics. The banking sector is a vital component of the financial services industry in India, contributing significantly to economic growth (Dhamija et al., 2019). As such, it is crucial for the well-being and work-life balance of employees in the banking sector to be prioritized. Employee wellness within the banking sector entails a comprehensive approach that goes beyond physical health. It encompasses the holistic health of employees, encompassing not only their physical well-being but also their mental and emotional states.

Employees who have a higher level of work-life balance tend to experience lower levels of stress, higher job satisfaction, and increased productivity (Anand & Vohra, 2019). Additionally, organizations that prioritize employee wellness and work-life balance often experience reduced turnover rates and increased employee loyalty. Work-life balance, on the other hand, represents the equilibrium that individuals seek between their professional obligations and their personal lives. In the context of the banking sector, it encompasses aspects such as flexible working hours, provisions for family support, opportunities for leisure, and the ability to fully engage in activities outside of work without compromising one's professional standing or advancement.

In a sector where 24/7 operations are commonplace, the stressors and challenges placed upon employees are unique and formidable. This includes the demands for long working hours, the relentless pressure of financial markets, and the disruptive influence of rapid technological advancements. Consequently, employee burnout, decreased job satisfaction, and high turnover rates have become recurrent concerns within the banking industry. This study endeavours to navigate the complex tapestry of employee wellness and work-life balance in the banking sector, with a resolute focus on understanding the underlying factors that contribute to these issues.

### 1.2 Scope

this study, encompasses a comprehensive analysis of the various initiatives and strategies employed by banks to promote employee well-being and work-life balance. It includes an examination of their impact on

employee satisfaction, stress reduction, and overall job performance. By gathering insights and data, it seeks to provide a holistic view of the current state of wellness initiatives in the banking sector.

### 1.3 Objectives

To identify the key factors that influence employee wellness and work-life balance.

## 2. LITERATURE REVIEW

Employee well-being is a crucial factor in organizational success, with implications for individual health and happiness, as well as organizational performance and productivity (Sahai, 2020; Kowalski, 2017; Aryanti, 2020). The presence of workplace well-being programs has been linked to positive business outcomes, including increased employee retention and productivity (Aryanti, 2020). As per the literature, high levels of individual well-being, such as job satisfaction, have been associated with improved organizational performance (Taris, 2009).

Work-life balance is crucial for both organizational success and individual well-being. Research indicates that achieving work-life balance positively impacts organizational outcomes like loyalty, job performance, and employee morale ("Why Is Work-Life Balance Important?," 2023). It is recognized that balancing work and personal life enhances job satisfaction, while conflicts between the two can lead to negative effects on well-being (Gomathy, 2022). Poor work-life balance can result in health issues, psychological distress, and decreased performance, affecting both employees and organizations negatively (Chinvala & Battur, 2022). Implementing work-life balance initiatives not only benefits employees by improving morale and reducing absenteeism but also enhances overall organizational performance, retention rates, and employee engagement (. & Verma, 2022).

Research in the banking sector consistently demonstrates the significant impact of work-life balance on employee health, wellbeing, and job performance. Okeya (2020) and Gadzali (2023) both found a positive relationship between work-life balance and employee health and wellbeing, with Okeya specifically highlighting the need for improved working conditions. Khan (2022) further emphasized the importance of work-life balance for working women in the banking industry, with a good balance having a beneficial impact on their personal lives. S. (2017) also underscored the role of work-life balance in affecting work-related activities, indicating its potential to influence organizational performance. These findings collectively highlight the importance of work-life balance in the banking sector for both employees and the organizations they work for.

## 3. RESEARCH METHODOLOGY

*Research Design:* The study aimed to investigate the employee well-being and work-life balance in the banking sector from respondents in Kerala, India. We use a cross-sectional design was used in this study with the help of a structured questionnaire. The study uses convenience sampling to select the respondents from across the State of Kerala, India.

*Population Of the Study:* The target group is from different regions across Kerala. The data was gathered from the responses of 145 candidates who received an online questionnaire.

*Data Collection:* Data for this study included both primary and secondary sources. A self-administered questionnaire was used to collect the essential information that was distributed to respondents via social media channels like Instagram, WhatsApp, and E-mail. Google Forms were used for data collection. The first part of the questionnaire focused on demographic and general information related to social media influencer marketing. The second part focused on the investigation related to the impact on purchase decisions on different subscales which included participants' similarity in value, influencer credibility and participants' benefits. This part featured 10 items in construct used with a 5-point LIKERT scale.

*Statistical Tools and Techniques Used for Analysis:* The statistical techniques and tools employed in this study's analysis consist of Google Forms. The software used was SPSS (Statistical Package for The Social Sciences). Proportionate analysis and Exploratory factor analysis were done as part of the analysis of data collected.

## 4. RESULTS AND DISCUSSION

The survey was conducted using a structured questionnaire among the target group. The demographic characteristics are summarized in Table 1.

**4.1 Demographic characteristics:**

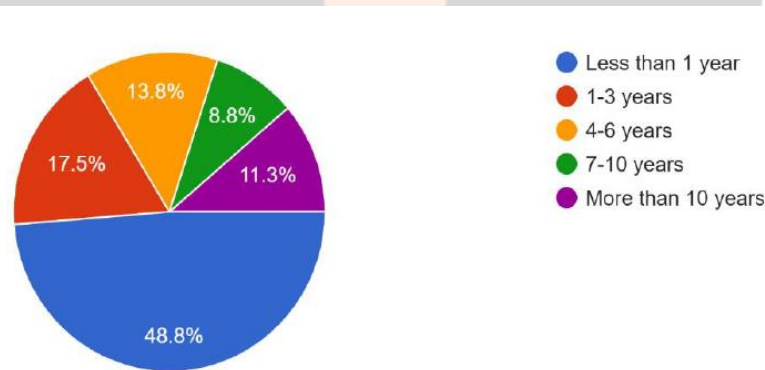
**Table 1:** Demographic characteristics

Demographic characteristic	Percentage of Respondents (%)
<b>Age Group(Years)</b>	
20-30	65.0
30-40	22.5
40-50	5.0
Above 50 years	7.5
<b>Gender</b>	
Male	57.5
Female	42.5
<b>Marital Status</b>	
Single	41.3
Married	58.7

*Note:* Sample size 145.

The demographic results showed that majority of respondents, 65%, fall within the 20-30 year old age group. Another 22.5% are between 30 and 40 years old. There is a smaller percentage of respondents in the 40-50 year old (5%) and above 50 year old (7.5%) categories. There are slightly more female respondents (42.5%) than male respondents (57.5%). A little over half (58.7%) of the respondents are married, while 41.3% are single.

**4.2 Experience of working in banking sector**



**Fig 1:** Years of Experience in Banking

The data revealed a distribution of experience levels within the banking sector, with a majority (48.8%) having less than one year of experience. This finding suggests either high turnover or a significant influx of new employees.

**4.3 Employee Awareness of Bank Wellness Programs**

Wellness Program	Level of Awareness (%)
Flexible working hours	77.5
Health check-ups	77.5
Retirement Plans	82.5
Employee Health/Medical insurance	83.8
Alternate Saturday Off	68.8
Regular Training for Emergencies	65
Online Yoga sessions	62.5
Financial Well-Being Programs	73.8
Employee Rewards and Recognitions	75
Vacation/Leave Policies	73.8

*Note:* Sample size 145.

**Table 2:** Employee Awareness of Wellness Programs

A substantial proportion of respondents reported awareness of various initiatives: health checkups (77.5%), retirement plans (82.5%), health insurance (83.8%), and financial well-being programs (73.8%). While awareness levels differed slightly between programs, the overall findings suggest effective communication by banks regarding these wellness programs.

**4.4 Factor analysis on the satisfaction levels of employees on different wellness programs offered by banks**

**Table 3:** KMO and Bartlett’s Test

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>	<b>0.822</b>
	Approx. Chi-Square 572.187
Bartlett's Test of Sphericity	df 145
	Sig <.05

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.822, indicating good sampling adequacy for factor analysis. Bartlett's test of sphericity was significant,  $\chi^2(145) = 572.187, p < .001$ , rejecting the null hypothesis of sphericity. This suggests that the variables were not independent, thus violating the assumption of sphericity but appropriate for further analysis with factor analysis (Tabachnick & Fidell, 2007). Principal axis factor analysis with varimax rotation was conducted to assess the underlying structure for the 10 items of the factors influencing employee satisfaction in banks. Two factors were generated as part of the result with eigenvalues 5.433 and 1.601 respectively. After rotation, the first factor accounted for 45.94 % of the variance and the second factor accounted for 24.401%. Table 2 displays the factor loadings for rotated factors where loadings less than 0.35 have been omitted.

**Table 4 :** Rotated Component Matrix, Eigen Values, and Total Variance Percentage for Components obtained by Principal Component Analysis with Varimax Rotation Method

Component

	1	2
Flexible Working Hours		0.919
Health Checkups	0.546	0.47
Retirement Plans	0.821	
Employee Health Medical Insurance	0.821	
Alternate Sat Off	0.566	0.455
Regular Training Emergency Drills		0.888
Online Yoga Sessions	0.566	0.465
Financial Well-Being Programs	0.887	
Employee Rewards Recognition	0.899	
Vacation Leave Policies	0.813	
Eigenvalues	5.433	1.601
Percentage of total variance	45.94	24.401

**Note:** Loadings <0.35 have been omitted.

The first component has a positive correlation with all the employee benefits variables except for vacation leave and recognition policies. This suggests that the first component is related to "Employee wellness". The variables that are most strongly correlated with the first component are flexible working hours, health check-ups, retirement plans, employee health, medical insurance, alternate Saturdays off, regular training, emergency drills, online yoga sessions, and financial well-being programs. These variables all contribute to the overall well-being of employees by providing them with opportunities to maintain their health, financial security, and work-life balance. The second component has a positive correlation with vacation leave and recognition policies. This suggests that the second component is related to "Employee satisfaction". The variables that are most strongly correlated with the second component are vacation leave and recognition policies. These variables contribute to the overall satisfaction of employees by providing them with opportunities to relax and de-stress, and to be recognized for their contributions to the organization. Factors such as work-life balance, work stress, and employee engagement have been found to significantly impact employee well-being, with the working environment playing a moderating role (Gulzar, 2020). Research in the banking sector has highlighted the importance of employee wellbeing for organizational performance (Kurdi, 2020).

## 5. CONCLUSION

The study on employee well-being and work-life balance in banks reveals a demographic profile dominated by young employees, with the majority falling between 20-30 years old and a slightly higher representation of females. A significant portion of employees have less than one year of experience, indicating potential turnover challenges or a consistent influx of new hires. However, there is a high level of awareness among respondents regarding wellness initiatives offered by banks, including health check-ups, retirement plans, and financial well-being programs. Exploratory factor analysis was done to generate two factors. The analysis identifies two key components of employee well-being: "Employee wellness" and "Employee satisfaction." Further research would help to develop strategies to enhance retention and foster a positive work environment could further contribute to employee well-being and satisfaction in the banking sector.

## REFERENCES

- [1] Dhamija, P., Gupta, S., & Bag, S. (2019, January 28). Measuring of job satisfaction: the use of quality of work life factors. <https://doi.org/10.1108/bij-06-2018-0155>
- [2] Anand, A., & Vohra, V. (2019, December 12). Alleviating employee work-family conflict: role of organizations. <https://doi.org/10.1108/ijoa-06-2019-1792>



- [3] Sahai, A., & Mahapatra, M. (2020). Subjective well-being at workplace: a review on its implications. *Journal of Critical Reviews*, 7(11), 807-810.
- [4] Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *The International Journal of Human Resource Management*, 28(16), 2229-2255.
- [5] Aryanti, R. D., Sari, E. Y. D., & Widiana, H. S. (2020, October). A literature review of workplace well-being. In *International Conference on Community Development (ICCD 2020)* (pp. 605-609). Atlantis Press.
- [6] Taris, T. W., & Schreurs, P. J. (2009). Well-being and organizational performance: An organizational-level test of the happy-productive worker hypothesis. *Work & Stress*, 23(2), 120-136.
- [7] Why is Work-Life Balance Important? (2023, January 31). *Work-Life Balance*, 16–24. <https://doi.org/10.1017/9781009281782.003>
- [8] Dr.C., Gomathy. (2022). A Review Paper on Work-Balance Life in Large Organization. *Indian Scientific Journal Of Research In Engineering And Management*, doi: 10.55041/ijsrem11594
- [9] Nikita, Chinvala., Aruna, Battur. (2022). A Study on Work-Life Balance of Employees at Apple Paints, Hubli. doi: 10.58419/gbs.v8i1.812210
- [10] OP, Verma. (2022). The impact of poor work life balance on employees health, organisation and society. *International journal of research in finance and management*, doi: 10.33545/26175754.2022.v5.i2a.143
- [11] Okeya, O. E., Ajayi, O. S., & Owoniyi, M. O. (2020). Effects of work-life balance on health and wellbeing of employees in the Nigeria banking industry. *International Journal of Research and Review*, 7(7), 472-479.
- [12] Gadzali, S. S. (2023). Application of work-life balance in banking: A study of its impact on employee well-being. *Return: Study of Management, Economic and Bussines*, 2(8), 814-820.
- [13] Khan, S., Thomas, G., Kunbhar, B. A., & Mohamed, N. H. M. (2022). Impact of Work–Life Balance on Working Women in the Banking Sector. *Administrative Sciences*, 13(1), 7.
- [14] Mano Raj, D. S. J. (2017). Work Life Balance of Employees and Its Effect on Work Related Factors in Nationalized Banks.
- [15] Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics* (5th ed.). New York: Allyn and Bacon.
- [16] Kurdi, B. A., Alshurideh, M., & afaishat, T. A. (2020). Employee retention and organizational performance: Evidence from banking industry. *Management Science Letters*, 3981–3990. <https://doi.org/10.5267/j.msl.2020.7.011>
- [17] Gulzar, S., Ghauri, S., Abbas, Z., Hussain, K., & Bashiru Jibril, A. (2020, December 22). Antecedents of employee wellbeing in the banking sector: the moderating role of working environment. *Problems and Perspectives in Management*, 18(4), 448–460. [https://doi.org/10.21511/ppm.18\(4\).2020.36](https://doi.org/10.21511/ppm.18(4).2020.36)