

**PERCEIVED SOCIAL SUPPORT AND WORK-
LIFE BALANCE AMONG WOMEN AT THE
COMMERCIAL BANKS IN BANGLADESH: THE
MODERATING IMPACT OF WORK-LIFE
POLICIES**

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UNIVERSITI SAINS ISLAM MALAYSIA

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AMONG WOMEN AT THE COMMERCIAL BANKS IN
BANGLADESH: THE MODERATING IMPACT OF WORK-
LIFE POLICIES**

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AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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ABSTRAK

Sokongan Sosial yang dilihat adalah sumber kritis bagi individu untuk keseimbangan kerja-kehidupan yang lebih baik. Walaupun mendapat sokongan social dan keseimbangan kerja-kehidupan secara luas telah menarik perhatian ahli akademik dan pengamal akademik, hubungan antara dua konsep ini masih belum dikaji secara meluas, meluas, khususnya dalam sektor perkhidmatan perbankan negara yang sedang membangun. Tambahan pula, dapatan kajian lepas berkenaan sumber sokongan sosial dilihat memudahkan kerja dilihat berbeza-beza. Oleh itu, kajian ini meneliti impak sumber sokongan social yang dirasakan terhadap keseimbangan kerja-kehidupan dalam industry perbankan, untuk mengkaji sumber sokongan social yang dilihat memudahkan keseimbangan kehidupan. Berdasarkan kajian literature menyeluruh mengenai sokongan sosial dan keseimbangan kerja-kehidupan, definisi yang sah telah dirumuskan untuk kedua-dua konsep, dan kemudian, kerangka konseptual telah dibangunkan untuk mengkaji hubungan antara pembolehubah. Data yang diperolehi bagi kajian ini adalah daripada pekerja bank wanita yang bekerja di 39 bank perdagangan yang terletak di Dhaka dan Chittagong digunakan untuk menguji kesan sumber sokongan sosial yang dilihat daripada keseimbangan kerja-kehidupan. Sejumlah 588 jawapan dikumpulkan menggunakan teknik pensampelan bertujuan. 29 soal selidik yang tidak lengkap telah dihapuskan, meninggalkan 559 maklumbalas akhir yang diwakili oleh 91%. Data dianalisis dengan menggunakan statistik deskriptif, analisis faktor, dan regresi berganda dan model regresi hierarki. Hasil analisis deskriptif menunjukkan bahawa skor pembolehubah adalah di antara 3.26 hingga 3.94 dan skor kebolehppercayaan bervariasi daripada 0.737 hingga 0.851 yang menunjukkan berlakunya konsistensi dalaman. Hasil analisa faktor menunjukkan statistik yang jelas tentang kepelbagaian dimensi dari segi sokongan sosial yang dibina selari dengan kajian terdahulu. Hasil regresi berganda menegaskan bahawa sumber sokongan sosial yang dirasakan seperti sokongan tempat kerja, sokongan penyeliaan, sokongan emosi penyelia, sokongan emosi rakan sekerja, dan sokongan keluarga dapat memperbaiki keseimbangan kerja-kehidupan namun sokongan instrumental rakan sekerja tidak. Walau bagaimanapun, keputusan regresi hierarki menunjukkan bahawa dasar kehidupan kerja hanya menunjukkan kesan yang sederhana antara sokongan keluarga yang dirasakan dan keseimbangan kerja-kehidupan tetapi tidak bagi hubungan antara sokongan tempat kerja yang dirasakan dengan keseimbangan kerja-kehidupan, sokongan emosi penyelia-dengan keseimbangan kerja-kehidupan, sokongan penyelia dengan keseimbangan kerja-kehidupan, sokongan emosi rakan sekerja dengan keseimbangan kerja-kehidupan, sokongan pekerja dan keseimbangan kerja-kehidupan. Oleh itu, keputusan ini membantu pengurusan bank bagi memperuntukkan sumber dalam menyediakan sokongan sosial yang diperlukan dalam membantu keseimbangan pekerja serta merangka dasar untuk meningkatkan ketersediaan sokongan untuk keseimbangan yang lebih baik. Akhirnya, kajian ini akan lebih bermakna sekiranya ia diuji dengan satu set data alternatif yang selari berbanding yang.

ABSTRACT

Perceived social support is a critical resource for individuals for a greater work-life balance. Although perceived social support and work-life balance have widely attracted the attention of both academics and practitioners, the link between these two concepts has not been widely studied yet in literature, especially in banking service sector in developing country perspective. Additionally, there is contradictory evidence on which perceived social support sources facilitate work-life balance. Thus, this study examines the impact of perceived social support sources on work-life balance in the banking industry, in order to examine which perceived social support sources facilitate work-life balance. Based on the extensive review of the literature on perceived social support and work-life balance, valid and reliable definitions were formulated for both concepts, and then, a conceptual framework was developed to investigate the links between the research variables of interest. Specifically, on this study, data was obtained from female bank employees employed in the 39 commercial banks located in Dhaka and Chittagong in order to test the impact of perceived social support sources on work-life balance. A total of 588 responses were collected employing purposive sampling technique. 29 incomplete questionnaires were eliminated, leaving 559 useable responses and yielding a response rate of 91%. Data were analyzed using descriptive statistics, exploratory factor analysis, and multiple regression and hierarchical regression modeling. The results of descriptive analysis indicate that mean scores of all the variables range from 3.26 to 3.94 and reliability scores varied from 0.737 to 0.851 indicating internal consistency of dimensions. The results of exploratory factor analysis provide solid statistical evidence on the multidimensionality of the perceived social support construct in line with previous studies. The multiple regression result affirms that perceived social support sources such as perceived workplace support, perceived supervisory instrumental support, perceived supervisory emotional support, perceived coworker emotional support, and perceived family support directly improve the work-life balance but the perceived coworker instrumental support does not. However, the hierarchical regression result indicates that work-life policies only moderate the relationship between perceived family support and work-life balance but not the relationships between perceived workplace support and work-life balance, perceived supervisory emotional support and work-life balance, perceived supervisory instrumental support and work-life balance, perceived co-worker emotional support and work-life balance, perceived co-worker instrumental support and work-life balance. Therefore, these results help bank management to allocate resources to provide necessary social supports that facilitate employee work-life balance as well as to formulate policies to increase the availability of supports for a greater balance. Finally, this study would benefit if the relationships are tested with an alternative data set than cross-sectional ones. This study suffered from a limitation common to survey research.

الملخص

يعتبر الدعم الاجتماعي المدرك لدى الباحثين مصدراهما للموارد للأفراد لتحقيق توازن أكبر بين العمل والحياة. ولو أن هذا الدعم الاجتماعي المدرك والتوازن بين العمل والحياة قد اجتذب انتباه كثير من الأكاديميين والممارسين على نطاق واسع، فإن العلاقة بين هذين المفهومين لم تتم دراستها على حظ موفورأديا حتى الآن، وخاصة في مجال الخدمات المصرفية في منظور الدول النامية . إضافة إلى ذلك، هناك أدلة متناقضة على أي من مصادر الدعم الاجتماعي المدركة تسهلا لتوازن بين العمل والحياة. هكذا، تبحث هذه الدراسة تأثير مصادر الدعم الاجتماعي المدركة على التوازن بين العمل والحياة في الصناعة المصرفية، من أجل دراسة أي مصادر الدعم الاجتماعي المتصورة تسهلا لتوازن بين الحياة والعمل واستناداً إلى المراجعة الواسعة للأدبيات حول الدعم الاجتماعي المتوازن والتوازن بين العمل والحياة، تم صياغة تعريفات صحيحة وموثوق بها لكل من المفهومين، ثم تم تطوير إطار مفاهيمي للتحقيق في الروابط بين متغيرات البحث ذاتا لأهمية . واستخدمت البيانات التي تم الحصول عليها من الموظفين المواظبات في ٣٩ مصرفاً تجارياً في دكا وشيتاغونغ لاختبارت أثر مصادر نظام الدعم الاجتماعي المدرك على التوازن بين العمل والحياة . تم جمع ما مجموعه ٥٨٨ ردا باستخدام تقنية أخذ العين المطلوب. تم استبعاد ٢٩ استبيانات غير مكتمل، تاركا ٥٩٩ استجابات قابلة للاستخدام ونتج عنها معدل استجابة ٩١% . وتم تحليل البيانات باستخدام الإحصاء الوصفي، تحليلا لعوامل الاستطلاعية عامل تحليل استكشافي، والانحدار المتعدد والنمذجة الهرمية الانحدار. تشير نتائج التحليل الوصفي إلى أن متوسط الدرجات لجميع المتغيرات يتراوح بين ٣.٢٦ و ٣.٩٤ وتباين درجات الموثوقية من ٠.٧٣٧ إلى ٠.٨٥١ مما يشير إلى الاتساق الداخلي للأبعاد. وتوفر نتائج تحليل العوامل الاستطلاعية دليلاً إحصائياً قوياً على الأبعاد المتعددة لبناء الدعم الاجتماعي المتصور مسايرا مع الدراسات السابقة. تؤكد نتيجة الانحدار المتعدد على أن مصادر الدعم الاجتماعي المدركة مثل الدعم المدرك لمكان العمل والدعم المدرك الإشرافي الملموس والدعم العاطفي الإشرافي الواضح والدعم العاطفي المتصور لزميل العمل والدعم المدرك للعائلة يحسن بشكل مباشر من التوازن بين العمل والحياة، ولكن الدعم المفيد لزميل العمل لا. أثر له ومع ذلك، تشير نتائج الانحدار الهرمي إلى أن سياسات الحياة العملية لاتؤدي إلا إلى إضعاف العلاقة بين دعم الأسرة المدرك والتوازن بين العمل والحياة، ولكن ليس العلاقات بين الدعم المدرك في مكان العمل، والتوازن بين العمل والحياة، والدعم العاطفي المدرك الإشرافي، والتوازن بين العمل والحياة. والدعم الاداري الاشعاعي والتوازن بين العمل والحياة، والدعم العاطفي لزميل العمل والتوازن بين العمل والحياة، ويدعم الزميل الداعم والتوازن بين العمل والحياة . ولذلك، تساعد هذه النتائج إدارة البنك على تخصيص الموارد لتوفير الدعم الاجتماعي الضروري الذي

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LIST OF ABBREVIATIONS

WLB	Work-life Balance
ILO	International Labor Organization
MDG	Millennium Development Goals
UN	The United Nations
BBS	Bangladesh Bureau of Statistics
PCB	Private Commercial Banks
PLS	Profit-Loss Sharing
FCB	Foreign Commercial Banks
EU	European Union
UNDP	United Nations Development Program
UK	The United Kingdom
IBM	International Business Machines
EEP	European Employment Policy
OECD	Organization for Economic Cooperation and Development
PSS	Perceived Social Support
PWS	Perceived Workplace Support
PCS	Perceived Co-worker Support
PFS	Perceived Family Support
WLP	Work-life Policy
WFB	Work-family Balance
SET	Social Exchange Theory
SST	Social Support Theory
COR	Conservation of Resource
PSES	Perceived Supervisory Emotional Support
PSIS	Perceived Supervisory Instrumental Support
PCES	Perceived Coworker Emotional Support
PCIS	Perceived Coworker Instrumental Support
SPSS	Statistical Package for Social Sciences
VIF	Variance Inflation Factor
EFA	Exploratory Factor Analysis
H	Hypothesis
BDT	Bangladeshi Taka

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