

Report On

Work-life Balance of Bank Employees in Krishi Bank Limited

By

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An internship report submitted to the Brac Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

Brac Business School
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Declaration

It is hereby declared that,

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

Feihan Ahsan
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Subject: Submission of report on “Work-Life Balance of Bank Employees in Krishi Bank Limited”

Dear Sir,

With due respect and honor, I am submitting my internship report in “Work-life Balance of Bank Employees in Krishi Bank Limited” as a part of my Bachelor of Business Administration (BBA) program.

It was a great opportunity for me to acquire practical knowledge on the general idea about work family balance of Krishi Bank Limited, consequences of work family balance and various models used for it.

I have concentrated my best effort to achieve the objectives of the report and hope that my endeavors will serve the purpose.

I believe that the knowledge and experience i have gathered during my report preparation will immensely help me in my professional life. I will be obliged if you kindly approve this effort.

Sincerely yours,

Joy Chandra Malaker

ID: 16304096

BRAC Business School

BRAC University

Date: February 17, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between Bangladesh Krishi Bank and the undersigned student at BRAC University.

I understand that during my internship experience I may have access to and be involved in the operation of the business, processing of verbal, computer accessed, written information related to the Organization. I certify that I acknowledge being informed of the confidentiality policy concerning confidentiality and do not disclose any confidential data or information regarding the company in my internship report which may affect the company.

Acknowledgement

At first I present our due regards to almighty God, who provided me the opportunity to build and complete the report on “work life Balance of Bank employees in Bangladesh Krishi bank”. I am deeply indebted to our faculty member and supervisor, Feihan Ahsan, Lecturer of BRAC Business School, for her whole hearted supervision during the time of preparing the report. His suggestion and comments were really a great source of sprite to make the report a good one. My heartfelt gratitude goes to Muhammad Ruhul Amin, official of khamarbari branch of Krishi bank and Rafiqul Islam, 2nd officer of khamarbari office branch and other employees who helped us a lot fulfil our questionnaire provided by our course teacher.

Lastly, I am deeply indebted to the various websites from which I have collected information in order to complete the report on work life balance of Bank employees in Bangladesh Krishi bank.

Executive Summary

Working for a firm and establishing a career may be a time-consuming task for any individual. Employees are busy at their workplaces all day, and on sometimes, even on weekends. They have very little time to engage with their family as a result of this. Family members are frequently overlooked as a result of severe job pressure. This is where the concept of work-life balance comes into play. A report titled "Work-life Balance of Bank Employees in Krishi Bank Limited" is being prepared to present the current state of work-life balance at Krishi Bank Limited, its implications for employees' personal and professional lives, and various models described using the examples provided in the questionnaire.

I tried to highlight the aspects of work-life balance like involvement balance, satisfaction balance etc. besides I also focused on the main purposes or objectives of work-life balance like organization goals, personal goals.

I attempted to build a continuum of work life balance in order to show in which stage or continuum the employees of Krishi Bank are currently staying and also provided some models to show which types of models they prefer like some employees prefer to be dependent while others prefer to be independent.

I also tried my best to give appropriate solutions according to the answer of the questionnaire filled up by the employees of Krishi Bank in order to reduce any negative consequences of the employees.

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Chapter 1

Introduction

Work-life balance is about building and sustaining supportive and healthy job environments that allow workers to maintain a healthy balance between their work and personal duties, hence increasing employee loyalty and productivity and reducing employee turnover. By helping people to find the perfect balance between work and home, the **engagement levels** of employees can be increased. Moreover, with a balance between work and home, comes greater control of where employees' **focus and attention** remain. If a balance between work and life exists then employees will **experience fewer health problem** because it is no secret that when we are not run down, tired or stressed; our immune system is the one to enjoy. Balance between work and life also maintains employees' mental health and makes an employee more **rounded individual**. Besides it gives employees **a chance to enjoy the work and life** which is more important to make a balance between them.

1.1 Roadmap

In my report I have provided some basic theory on the basis of the result of the survey of Bangladesh Krishi bank's work-life balance. I also described the present condition of work-life balance of Bangladesh Krishi bank and achievement of goals of organization and employees through various initiatives or programs in findings. Moreover, I also provided recommendations to reduce lacking through initiatives in order to enhance the goals of both the organization and employees. The roadmap of our report is given below-

- 4
 - Objectives of work-life balance
- 5
 - Work-life balance initiative
- 6
 - Work-life balance as a progressive strategy for organization
- 7
 - Advantages of work-life balance
- 8
 - consequences of work-life imbalance
- 9
 - Balance/imbalance continuum
- 10
 - Models of work-life balance
- 11
 - Findings
- 12
 - Recommendation

1.2 Research Objective:

1. To gain practical knowledge on work-life family balance.
2. To find out the possible solutions to make a balance between work and life.
3. To understand the purposes of this report.
4. To plan a report.
5. To organize the information.
6. To present data effectively.
7. To understand the structure of a report.
8. To use an appropriate style of writing.
9. To understand how to layout information in an appropriate way.
10. To practice, prepare and analyze the contents of the report.

1.3 Origin of the Report

The four-year Bachelor of Business Administration (BBA) program emphasizes both academic and practical components. A BBA student's last year of school is spent working in a company to get the practical experience necessary to earn the BBA degree.

The time Frame is referred to as an internship. During the four (four) years of school, an intern helps a student make connections between his or her classroom learning and the real world. In order to graduate from Brac University's Department of Brac Business School with a degree in Business Administration I decided to complete my internship is with Bangladesh Krishi Bank.

Under the guidance of an instructor, students must complete an internship report on a predetermined subject. 'Work-Life Balance of Bank Employees in Krishi Bank Limited,' is the title of my internship report. Using the assistance of my supervisor and the staff of the company, I attempted to produce a report that would effectively convey the practical information I gained during my internship.

1.4 Limitations of the Study

Almost no research project can be completed without encountering certain obstacles. A study's limitations are those topics that, if examined further, may be of greater assistance to the investigation. This report about my internship isn't exempt either. I had to deal with the following restrictions when collecting data for this report:

- ❖ There was a very short window of opportunity for the study.
- ❖ Proper information about ethical issues aren't available yet.
- ❖ The inability to get the necessary written materials to conduct a comprehensive study.
- ❖ Lack of supportive materials i.e. concrete data, ethical standards etc. also a big constrain during the completion of my report.

Chapter 2

Organization profile

"Krishi" is the primary source of income for the people of Bangladesh. This term "Agriculture" in Bengali is known as Krishi. About 85% of the population relies on agriculture, which accounts for a large amount of GDP. Order No. 27 of 1973 (President's Order No. 27 of 1973) created the Bangladesh Krishi Bank, or BKB. BKB's principal goal is to offer loan facilities to farmers and entrepreneurs involved in the development of agro-based and cottage industries. The Bangladesh People's Republic governs the Bank in line with its policies and ideals. BKB has an authorized capital of Tk. 15,000 Million (Taka Fifteen thousand Million) and a paid-up capital of Tk. 9000 Million (Taka Nine thousand Million) that is completely paid by the government... For the benefit of our economy, the Bank has been operating commercially since 1977, generating more loanable funds from the idle rural and urban deposits. For every country's economic growth, banking is absolutely essential and plays a major role in that growth. As one of the most important components of the financial system, this sector is regarded as the "lifeblood" of the economy and a critical component of the money market, which in turn contributes to economic growth. 47 banks (four SCBs, four DFIDs, 30 PCBs and nine FCBS) now operate in the nation, which has 7246 branches. One-fourth of its 1,48,393-square-kilometer landmass, or 57,294 square miles, is rural. 2 In Bangladesh, there are 85,650 villages and 4,472 unions, and 90 percent of the country's rural workers are directly engaged in agriculture, and the sector employs 48 percent of the country's overall labor force.

The BKB order, 1973 (Presidential order No. 27, 1973) stated that the Board of Directors was responsible for the BKB's entire business operations and administration. As of the beginning, there were seven directors on the Board of Directors of the BKB, including the Managing Director as Chairman, four officials, one each from the Ministry of Agriculture and Forestry and the Bangladesh.

The BKB has adopted a three-tier organization for channeling credit at the rural area. The general outline of the system is described below.

- Top level management (Head Office)
- Mid-level management (Divisional) and
- Operative level management (Branch Offices)

2.1 Top Level Management (Head Office)

The Board of Directors, led by a Chairman, is responsible for overseeing the company's top-level management. According to national policy defined by the Ministry of Finance, the Government of Bangladesh, and Bangladesh Bank, Board of Directors create policy and issue guidance (BB). The Bank's Board of Directors delegated day-to-day management to the bank's CEO. In addition to the Managing Director, the DMD and the General Managers help the DMD. DMD secretariat, Planning and Operation divisions have been established to ensure the smooth running of the Head Office's functions. Divisions of administration and accounts and auditing. A General Manager oversees each division.

2.2 Mid-Level Management (Divisional, Chief Regional and Regional offices)

Regional and Divisional managers lead these mid-level departments: Divisional and Chief Regional Managers lead their respective divisional and regional departments. The General Manager, Deputy General Manager, and Assistant General Manager are all employed by these offices. They coordinate and oversee the operations of the branches under their control while serving as a connection between the Head Office and the officials of the Branches.

2.3 Operative Level Management (Branch Offices)

The Branches are where the action is taking place. A Branch Manager, whose title changes depending on the size of the branch, is in charge of overseeing the operation. Branch sizes, significance, deposit amounts, and advances all go into the classification system. Deposit collection, loan disbursement, and loan recovery are all handled by the branches in accordance with rules and decisions established at the corporate level.

2.4 History of Establishment of Bangladesh Krishi Bank

The BKB order was issued in 1973, establishing the BKB (Presidential order no. 27 of 1973). It was formed in 1961 by the merger of the ADFC (Agricultural Development Finance Corporation) and ABP (Agricultural Development Bank of Pakistan) (Agricultural Bank of Pakistan). Following Bangladesh's declaration of independence on December 16, 1972, the Agricultural Development Bank of Bangladesh (ADBB) and the Bangladesh Kush Bharati Bank (BKB) were renamed in April 1973. A few of the more notable provisions in the BKB order include: The organization is known as the BKB.

In order to offer credit facilities to farmers and others involved in cottage industries, a Krishi Bank should be

established in 1973, and the ADBB's undertakings should be vested in that bank, as well as other things related to or incidental to the establishment of the Krishi Bank. This is consequently an order made according to paragraph three of schedule four of the PRC constitution, as well as all other authorities granted to him in this regard, by the president.

A)

You may refer to this order by its original name: "The Krishi Bank Order, 1973."

As a second point, it encompasses all of Bangladesh.

Third, it will take effect immediately and be assumed to have done so on December 16th, 1971, as previously said.

I The Bangladesh Krishi Bank will be founded as soon as this order takes effect, and it will serve the goals of this order.

As a result of this, the Bangladesh Krishi Bank will be a legal entity with the authority to possess and dispose of property, as well as the ability to sue and be sued.

Banking Companies (Inspection) Ordinance, 1946 (Order No. IV), Banking Companies Act, 1948, and Bangladesh Bank order 1972 (P.O. No. 127, 1972) and any other law relating to banking Companies shall be interpreted as if the bank were a banking company for the purposes of these laws and any other law in force at the time.

As stated in clause three, notwithstanding anything stated in any of those laws, if the Bangladesh Bank issues directives under those laws, the Bank may refer those directives to the Bangladesh Bank for consideration; if there is a disagreement between the Bangladesh Bank and bank, it will be referred to the Government and its decision will be binding.

B) The authorized capital of the Bank shall be twenty crore taka to be subscribed by the Government from time to time according to the requirements of the Bank and in such form and manner as may be prescribed. Provided that the Government may increase the authorized capital of the Bank from time to time.

C)

i. The Head Office of the Bank shall be at Dhaka and may be shifted to such other places as The Government may direct.

ii. The Bank may open such other offices and branches at such places as it may consider necessary.

2.5 Bangladesh Krishi Bank in Different Angles

Bangladesh lends money to farmers, horticulturists, foresters, fishers, as well as to people and businesses. Financial and technical assistance is also available for agribusinesses as well as small companies. Due attention is required under its charter for the expansion of agricultural, agro-based, and other related industries in rural and urban areas. BKB is required by its charter to focus on lending to small farmers and other neglected groups.. Consequently, BKB has to balance both social and business objectives. Also, a scheduled bank takes deposits in various accounts, does foreign exchange transactions, and provides other financial services.

Regional agricultural bank BKB's Rajshahi division branches were broken off in March 1985. Rajshahi Krishi Unnayan Bank is the name of the financial organization that serves the people of Bangladesh. A deputy or assistant general manager serves as the head of each regional BKB office, which in turn is overseen by a divisional office. The bank has implemented a regional auditing system in order to better manage credit and supervise its branches. Regional office inspection teams visit branches to verify operations and make on-the-spot modifications if necessary under the system. Refinance from Bangladesh Bank was an important source of financing for BKB in the early years of its existence. Increasing the amount of money in the bank's accounts helped minimize the bank's reliance on Bangladesh Bank.

However, the bank prefers to fund agricultural output via other means. It offers short, medium, and long-term financing for the production, processing, storage, and marketing of agricultural and agro-based industrial products. It is important to consider the loan's purpose, gestation period, and potential to create income when determining the conditions of a loan. The bank offers short-term loans for seasonal agricultural operations. Medium-term loans are available for a wide range of agricultural equipment, including low lift pumps, hand pumps, agricultural tools, bulls, carts, goats, dairy and poultry animals, and draft animals, as well as infrastructure for transporting agricultural products. Long-term loans from banks are available for capital expenditures such as the purchase of tractors, power tillers, and shallow tube wells; the construction of ice plants; the establishment of agricultural industries; the expansion of tea gardens; or the investment in horticulture, forestry, and fishery. Short-term loans amortize in 18 months; medium-term loans amortize in up to 5 years; and long-term loans amortize in more than 5 years.

2.6 Objective of BKB:

The primary goal of BKB is to assist farmers in the growth of agriculture, including animal husbandry, crop production, and fish culture, as well as cottage industry entrepreneurs. They are always working to help the country's agriculture industry grow and prosper.

First and foremost, they're encouraging individuals in the middle and lower classes to save money by offering them with micro-loans.

They also encourage investment in various agricultural, industrial, and commercial sectors by either investing directly or loaning advance money to potential investors.

Up to 30 June 2019, Krishi Bank advanced Tk 25.785 billion to agriculture, hunting, forestry, and fishing (AHFF), Tk 7.483 billion to industries of all kinds, Tk 1.262 billion to wholesale and retail trades, Tk 1.617 billion to insurance, real estate, and business services, Tk 613 million to transportation, storage, and communication (TMC), and Tk 2.633 billion to special credit programs, including poverty alleviation (3.763 billion).

2.7 Credit Programs of BKB

BKB finances the following 7(seven) priority sectors, namely:

- (1) Crop
- (2) Fisheries
- (3) Live Stock
- (4) Agro-equipment and farm machineries
- (5) Agro-processing industries
- (6) Continuous Loan
- (7) Poverty Alleviation and Agricultural Credit Programs

Crop Loan

Crop finance accounts for 60% of the overall yearly allocation of the Loan portfolio. All seasonal crops in the nation are covered by the Credit scheme. Bangladesh Bank regulations dictate how the loan is distributed. This industry's interest rate is 8%. However, the interest rate might change.

Occasionally. In most cases, this loan is aimed at both the landowner and the sharecroppers. The loan is open to marginal farmers as well.

Annually, a crop loan is approved.

Each borrower receives a credit passbook.

Paddy, Wheat, Maize, Potato, Mustard, etc. are all types of grains that may be used as a source of food. Tea, Jute, Sugarcane, Bettle Leaf, Cotton, etc. are examples of cash crops. Beans, Vegetables, Carrots, Cauliflower, Cabbage, Tomato, etc. are some of the winter crops. Kumquats, ladies' fingers, korolas, and other summer crops are all good examples of this.

Horticulture & Fruit Production

1. The growth of the child in the nanny's (fruits, useful trees, flower, urbary culture, spices etc production & marketing)

There are many different kinds of fruit that may be found in the tropical regions of the world.

The cultivation of mushrooms as a food source

Aromatic rice with a smooth texture

5. Promotion of the export market for lettuce, capsicum, broccoli, French beans, and other vegetables

6. Herbs, spices, and condiments (onion, garlic, ginger, turmeric etc)

7. Baby corn

The cultivation of fruit (mango, jackfruit, litchis, lemon, guava, pineapple, banana etc)

Floriculture is number nine (import substitutes & exportable rajanigandha, ganda, rose, glandules, orchid, christmas tree, bonsai etc)

Extend the use of foreign fruits in the United States (orange, grapes etc)

Tea

Exporting tea is a big part of the country's economy. BKB is the only financial institution that lends to this industry. Tea production loans and tea development loans are the most common forms of loans offered by the bank.

1. A short-term production loan is available. The interest rate is 9%.

Development loans are long-term loans. The interest rate is 10%.

A short-term borrowing for trading purposes. Currently, the rate of interest is 12.5%.

Rubber plantation

BKB is the premier financial institution for rubber plantation. This is one of the import substitute products.

Fisheries Loan

In order to boost fish output, BKB lends money for pond excavation, marshland reclamation, and the construction of fish hatcheries.

White Fish

a. Fish farming in an existing pond or tank

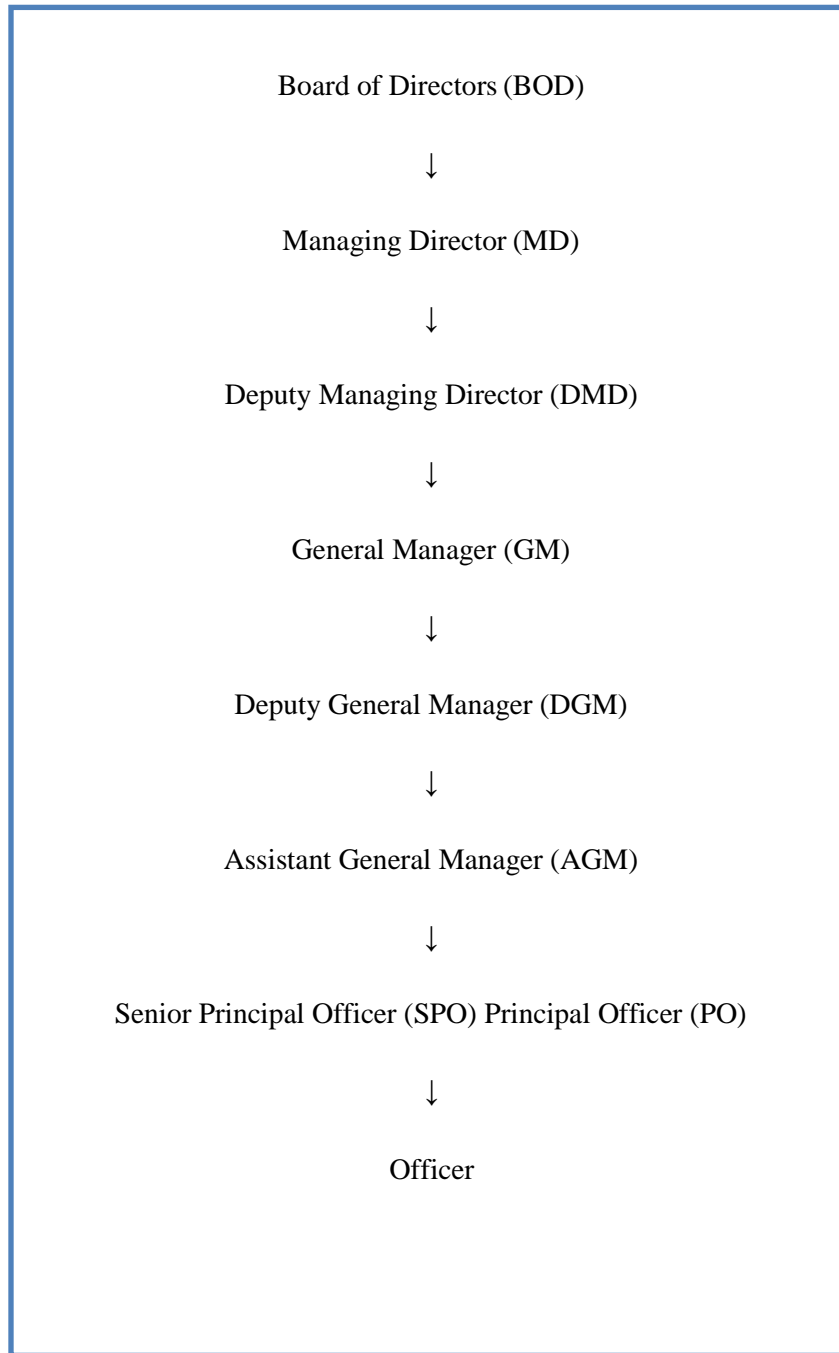
Re-use of abandoned tanks for fish farming Excavation of a new tank/tank for fish cultivation.

2.8 Management Information System of the BKB

There must be a thorough identification, collection, analysis, and presentation of information that can be used for decision-making and performance assessment at all levels of management. The objective of the management information system is to support the various levels of the company. It may be described as the whole process of gathering, summarizing, processing, and reporting raw data to higher levels of management. MIS is a system that provides feedback to management. The decision-makers and controllers first establish what information is needed to accomplish the specified goals, objectives, and policies. In order to address the needs of lower-level management, the operational track of the management information system is being fed with data and information from the operational level of management.

A management information system (MIS) is an integrated user-machine system that provides information to support the operations, management analysis, and decision-making tasks of an enterprise. It has been defined as a pyramid structure in which the lowest layer consists of transaction processing information, status inquiries, etc.; the next level comprises of information resources to support day-to-day activities. The Bangladesh Bank's Nationalization Order 1972 established the Bangladesh Bank's Board of Directors. Management hierarchy of Krishi Bank is given blow:

Figure 1 Management Hierarchy



Source: Annual Publication of BKB

In order to come up with an overarching strategy and make it work, management will need to connect the many sections of the business.

The management requires information feedback to integrate several areas of the organization into one, and this has led to the development and expansion of the management information system. A definition of "management information system" has not been agreed upon. Alternatives are preferred by some writers "An organization's computer-based information processing systems are referred to as "information processing systems"; "information and decision systems," "organizational information systems," or simply "information systems" are used to refer to these systems.

Despite the agriculture sector's significant contribution to the economy, rural areas in underdeveloped nations have little resources to carry out their responsibilities. Financial assistance for agricultural production, marketing, capacity building, environmental protection, and risk management should be incorporated into an overall development strategy that supports agricultural production, marketing, and capacity building in agriculture.

People in Bangladesh spend the most of their time working in "krishi". This term "Agriculture" in Bengali is

Chapter 3

Research Methodology

Mainly qualitative research method was used in conducting the study. Data regarding the completion of this research has been collected from both primary and secondary sources.

3.1 Research Design

In sample designing, I have been chosen as sample units for the study considering the judgmental sampling method and the sample is Bangladesh Krishi Bank. Other necessary secondary data have been collected by consulting various documents such as journals, articles, reports, website of BKB. Furthermore, various publications of the BKB are available. Besides that, various publications of the various writers home and abroad were used where felt necessary. The data collected from the secondary sources were required to fulfill one of the objectives of the study. Secondary data regarding organizational set-up of the Bangladesh Krishi Bank have been collected from different offices records.

3.2 Sampling Procedure

For conducting this research, I used judgmental sampling method. Judgmental sampling is a non-probability sampling technique. Mainly its focuses on a survey which I conduct to do the research.

3.3 Data Collection & Analysis Technique

Judgmental sampling method was used to collect data. After collecting the data, then these were organized and summarized through scrutiny, then precede it into a presentable form and interpreting the result. Data were collected personally through face to face interactions and thorough survey of the employees at the time of internship period. I tried to make all possible efforts to collect accurate and authentic information.

3.3.1 Collection of Primary Data

Data were collected from a carefully designed way.

- Face to face conversation with the employees of BKB.
- Personal experience gained by observation.
- A structured questioner survey paper.
- In-depth interviews of the employees of the Organization.

3.3.2 Collection of Secondary Data

Along with the primary data I also have elaborated different types of secondary data in my research from various external sources, which are given below. Data are collected mainly from secondary sources such as:

- Website of BKB
- Different publication,
- Various journals,
- Published articles and
- Seminar paper.
- Online newspaper
- Human Resource Management magazine published an article titled Work-life balance as a best practice model of human resource management: a win-win scenario tool for employees and firms by Amber Tariq, Hassan Danial Aslam, Anam Siddique, and Asif Tanveer in 2012.

Chapter 4

Data Analysis and Findings

4.0 Work-family balance: When we talk about work-family balance, we are referring to the degree to which people are equally invested in, and equally happy with, both their job and family roles.

- ♠ Dual responsibilities for the upkeep of the house and family, as well as for the performance of paid labor.

4.1 Features/Aspects of work-family balance: Every professional must juggle a number of responsibilities in both their career and personal lives. There are three sides to this notion that may be explained, as follows:

- **Involvement balance:** The term "involvement balance" refers to the degree to which an individual is psychologically committed to both work and non-work responsibilities. Work-family balance emphasizes not just the employee's physical presence, but also his or her psychological participation at work. If a person is physically there but does not give his or her all at work, it is pointless. **As an example**, according to Bangladesh Krishi bank workers, the bank does not provide part-time employment, flexi time, work from home, or informal flexibility choices. As a result, they will be unable to manage their career and family well. Without which, they will be unable to offer their all at work. Thus, it is critical for every firm to provide flexible working arrangements, which boost workers' participation at work.
- **Time balance:** The term "time balance" refers to the ability to maintain a healthy balance between time spent at work and time spent doing other things. **As an example**, according to our poll, workers of the Bangladesh Krishi bank are now required to work not just conventional banking hours, but also up to two extra hours or more. On the other hand, some of them must spend an average of 2/2.5 hours each workday traveling from house to workplace and then back again. Which leaves little time for unpaid activities. They will thus be unable to maintain balance between work and non-work duties, resulting in decreased productivity at work.
- **Satisfaction balance:** A person's degree of contentment with their job and non-work duties is referred to as their satisfaction balance. **As an example**, the employees of Bangladesh Krishi bank are neutral with the satisfaction level of their working hours. They are also dissatisfied with their workloads, for which they face difficulties in making proper balance between their work and family. On the other hand they are also neutral with their immediate supervisor or manager and also with their colleagues and if a person is content in both his personal and professional life, he will be more efficient in carrying out his job and non-work tasks. If someone is dissatisfied with his or her work life, it will inevitably affect personal life and vice versa.

4.2 Work V/S Non-work roles: Each individual must fulfill a variety of duties in his or her personal and professional lives. Both work and non-work responsibilities are important, and an individual's personal and professional lives must be balanced. If this balance is not maintained appropriately, it will have an effect on both his personal and professional lives.

Work roles, including, general duties towards profession, working responsibilities, coming office on time etc.

Non-work responsibilities such as caring for children and completing domestic tasks, time commitments and psychological commitments to one's family, marital stress, and so on.

Relationship between work and non-work roles: Work-life balance initiatives that are properly executed boost productivity, growth, and the return on investment. Balance between work and family life helps workers become more dedicated to the business and its core objectives and goals. As a result, they become more devoted, completely immersed, and engaged in order to serve the needs of the firm's consumers. Businesses that successfully manage work-life balance issues and support employees in sustaining their employment have a more engaged and loyal workforce, which may aid the company in gaining a competitive advantage.

4.3 Objective of work-family balance: It's challenging to maintain a feeling of work-family balance in today's fast-paced society. Work seems to seep into after-hours and weekend activities, leading in feelings of overload, tension, and a general lack of zest for life. The primary purpose of the work life balance idea is to help an individual accomplish both corporate and personal objectives. If an employer prioritizes an employee's job objectives in addition to his personal goals, this results in an employee's enhanced participation and dedication at work. It would increase staff happiness and efficiency. If workers are content with their employers, the organization's objectives may be readily accomplished. As from our survey we found that, Bangladesh Krishi bank doesn't provide any flexi time, part-time opportunity, working from home opportunity, and any informal flexibility options which in turn make the employees of the bank much dissatisfied as well as frustrated. For these reasons they can't be able to make proper balance between their office and family. If the bank gives more attention to fulfill the personal needs of the employees, then ultimately the bank will be benefited in return.

4.4 Work-life balance programs/initiatives

Work-life balance is crucial for firms to achieve their primary goals. Organizations are becoming more cognizant of the value employees put on their work-family life. Organizations are worried about work-life balance difficulties due to the negative effect they have on employees. –

- I. Growth and profits
- II. Complete involvement and services to the customers
- III. Competitive advantage
- IV. Solution to health-care cost

These tactics may be utilized to assist workers in creating balance and equilibrium between their work and non-work life.

- ♦ **Working part-time:** Workers are permitted to work fewer than standard, basic, or full-time hours. Employees utilize part-time job to spend time with their families, learning, or chasing their particular interests.
- ♦ **Flexi-time working:** Flexi-time is a work arrangement in which a company provides its workers with the freedom to choose their own work hours. Under this structure, each day has a core period during which workers must be present, and the remainder is flexi-time.
- ♦ **Staggered hours:** a system in which employees have different start, lunch, and finish times known as 'Rota working' (Business link, 2011). Employees have set working hours under this structure, but each employee has unique beginning, finishing, and lunch/break timings.
- ♦ **Job sharing and job splitting:** Jobs are shared by two people with agreed-upon hours of work, according to Business link (2011). When two workers share a full-time employment, a job-sharing agreement is said to have occurred.
- ♦ **Term-time working/contracting:** Workers are employed on a long-term basis and are permitted to take paid or unpaid leave during school vacations under this arrangement (Business link, 2011). This arrangement is advantageous for working parents with school-aged children since it allows them to spend time with their children at home.
- ♦ **Tele commuting/tele working:** Working from home is a means to accomplish some or all of one's job from one's own place of residence, away from the workplace of the employer (Business link, 2011). People may work from home utilizing a computer system outside of usual business hours via the use of teleworking.

- ♦ **Parental leave:** Those companies who engage in this work-life balance program allow parents to take time off work to care for a small child or to implement action plans for his well-being. As a result of this training, employees are better able to strike a good balance between their personal and professional lives.
- ♦ **Dependent care initiatives:** Elder and child care difficulties are addressed in this training. Eldercare has become the most pressing problem in balancing work and family. Workers' compassion for their elderly relatives necessitates emergency eldercare since the employees themselves are unable to care for them (if they have to work overtime).

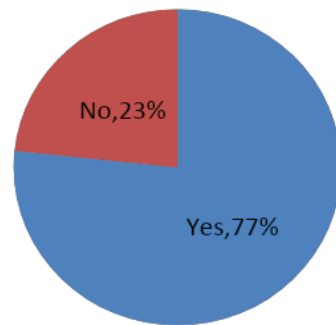
These work-life balance programs/initiatives have a favorable effect on staff productivity and retention, sales, and profitability as well as job satisfaction and dedication. As a result of their ease of implementation, integration, and management, work-life balance programs and initiatives may be beneficial to businesses.

Now, in the following table, we will see the work-life balance facilities Bangladesh Krishi bank has

Does your bank have these WFB policies for you?	Yes	No
Maternity leave	100%	
Child-care center in bank- premises	100%	
Option to work part-time		100%
Option of Flexi-time		100%
Option of working from home		100%
Informal flexibility options	76.67%	23.33%

From the above table, we can see the employees avail maternity leave and child-care center facility. But they lack the option to work part-time, flexi-time and working from home. In the case of “Informal flexibility options”, employees gave different opinions-

Informal flexibility options



We can see from the pie chart above that 77% of workers are in favor of having informal flexibility choices, while 23% of employees are against it.

4.5 Work Family Balance as a Progressive Strategy for Organization

The "Two Legs of the Work Life Strategy" is a two-dimensional strategy to achieving work-life balance. Individual and systemic techniques are available.

- 2 legs of work life strategy
 - System approach (the left leg)
 - Individual approach (the right leg)

- 1. System Approach:** Additionally, it's called the "organizational strategy." The classic definition of work-life balance within the context of a company is what the organization does for the person, which is how the organization helps to create a better working environment for the workers. Employee Assistance Programs, flexible work schedules, and health insurance plans are all examples of an organization's left leg. Bangladesh Krishi bank is not so much efficient in applying the system approach because it does not put emphasizes on part time, flexible hours, health insurance policies etc.
- 2. Individual Approach:** That which people accomplish for themselves is emphasized. It refers to the way in which the workers themselves manage their time between work and personal obligations. As a result of their job situation, each employee has a unique work-life balance. When it comes to work-life balance, a person who is just starting out in their profession will have a different attitude than someone who is retiring. As there are no systems in place to help employees balance their professional and personal lives, this technique is particularly useful at Bangladesh Krishi Bank.

4.6 Advantages of Work Family Balance:

From the Employer's point of view:

- **Growth and profits-** Productivity, growth, and return on investment are all enhanced when work-life initiatives are properly implemented.

- **Complete involvement and services to the customers-** Employees that have a healthy work-life balance are more dedicated to the company's mission and goals, and as a result, the company's consumers are more satisfied.

- **Competitive advantage-** As a result, workers are demanding more from their employers in terms of both work and family obligations. An organization's ability to generate a competitive edge is bolstered when it addresses problems of work-life balance and retention in a proactive manner.

- **Cost reduction:** from decreased downtime or lower overheads (workers working from home) to recruiting more competent talents, work-life balance improves the efficiency and cost effectiveness of the company (because the company is able to retain experienced and talented employees, as well as lower the expense of recruiting new employees.).

From the employer's point of view: Benefits of work-life balance to the employees are

- o more contentment at work,
- o more control over one's destiny
- o Have a say in how your working week unfolds
- o improved individual relationships
- o stress reduction and staff empowerment
- o increased motivation, more passion to work
- o placing balance between the work and family
- o a choice of working hours to maximize productivity

4.7 Consequences of work life imbalance

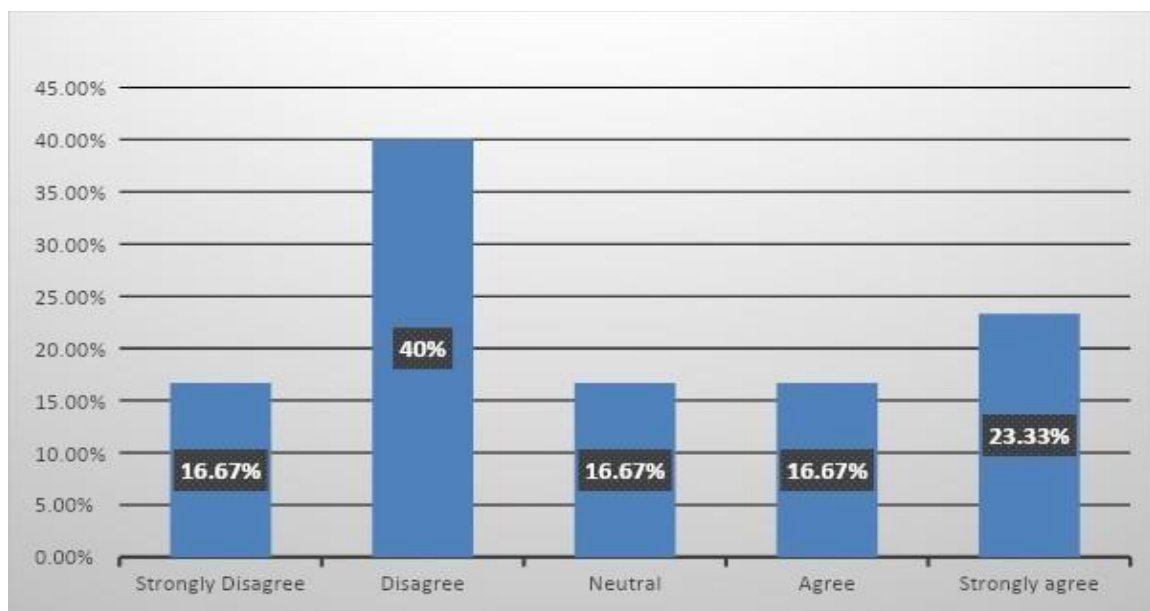
Work-life balance refers to ensuring that your personal and professional lives are in balance. Work-life balance is the polar opposite of this, since it creates a barrier between your professional and personal lives. The term "work-life imbalance" refers to a situation in which a person's professional and personal obligations aren't balanced.

Some issues arise as a result of having a work-life balance that is off. From both the employee and the employer's perspective, the following issues are addressed:

1) From employee's point of view:

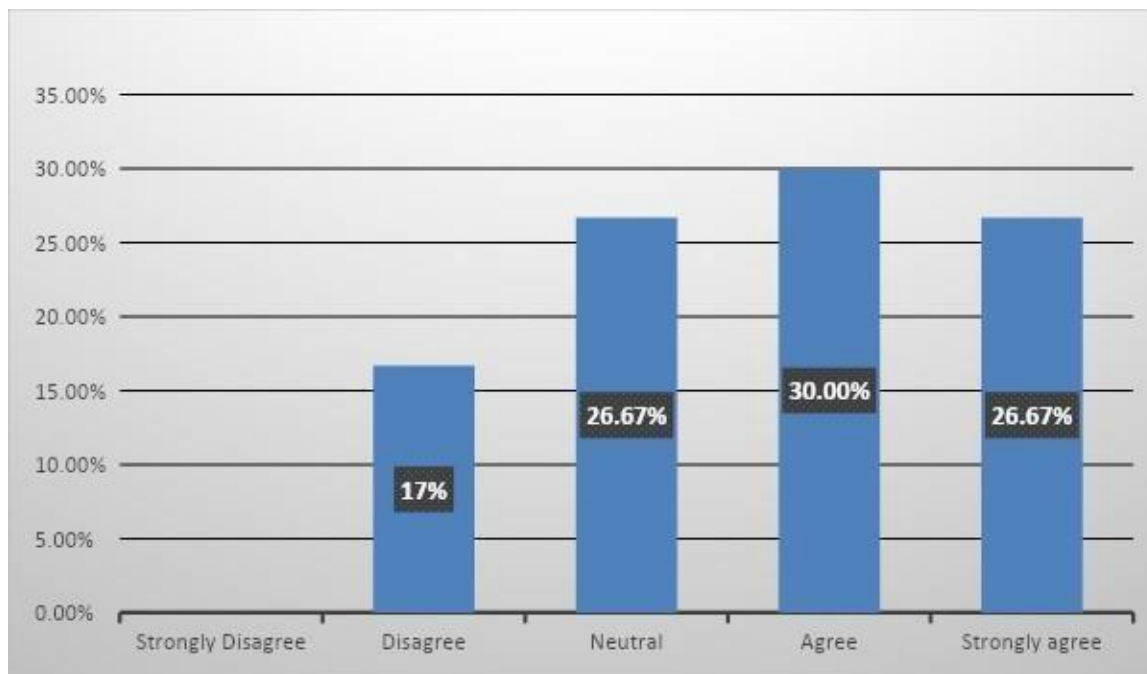
The consequences of work life imbalance from the point of view of an employee of the Bangladesh Krishi bank Ltd. are described as follows:

a) Personal problems: Maintaining a balance between one's personal and professional lives is essential for everyone. His personal and professional lives will be affected if this balance is not maintained. As a consequence, he'd be less engaged to his job and less satisfied with it. Non-work jobs may cause stress if the individual does not meet their obligations. Poor mental health, poor physical health, stress, and a lack of work satisfaction are just a few of the side effects of a lack of job satisfaction. Nearly 40% of Bangladesh Krishi Bank Ltd. staff were found to be struggling with these issues, according to our poll. According to the findings of the survey, they were asked whether they were content with their working hours at the bank:



b) Family Problems: If the employee fails to balance between his/her work and regular life, he also faces some problems related to family. Such as- s/he can't give proper or enough time to his/her family members. They can't attend many family programs or gatherings. Also they may not have enough time for friends and other social contacts.

Almost 30% of our surveyed employees of Bangladesh Krishi bank Ltd. are facing the family problems and we asked them if the work life imbalance creates family problems and the result we got are shown in the following chart



c) Official problems: When the employees face work life imbalance situation, they may work in an inefficient way, may face stress situation on the work, they may provide improper services to the customers, their performance may decrease, an intention to leave the organization may grow in the mind of the employees etc.

Almost 26.67% of the surveyed employees of Bangladesh Krishi bank Ltd., spend standard hours plus more than 2 additional hours each day in week days. This extra workload may cause the problems just described such as- low performance, intention to leave the bank etc.

2) From employer's point of view:

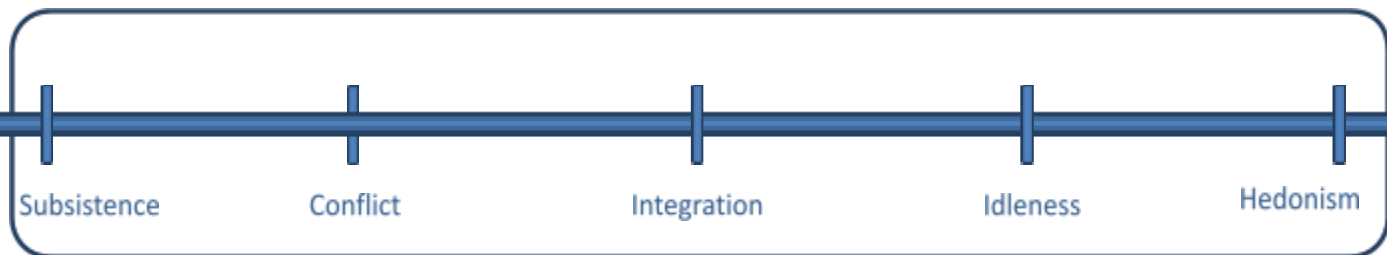
Not only the employees face the consequences of work life imbalance but also the employers face those consequences. The consequences of work life imbalance from the point of view of an employer are described as follows:

Absenteeism: When the employees face imbalance between their work and life, they may become reluctant to go to the workplace. Thus the absenteeism rate increases in the organization and the employers lack the people to do the necessary works.

Employee turnover: Due to the work life imbalance, an intention of leaving the job may grow in the employees mind and many employees leave their job due to this reason. Because of the imbalance situation, the employees leave the jobs and the employer faces various problems like- insufficient number of employees, late in providing goods or services, customer dissatisfaction as they don't get proper goods or services due to the insufficient number of employees etc.

Slow growth rate: When workers are facing imbalance between their work and life, they may become less devoted to work, demoralized, dissatisfied, slow in providing goods and services to the customers etc.

Because of these, the growth rate of the organization may decrease or become slower.



4.8 Balance/imbalance continuum

Working life may be seen as a continuum, where the worker's condition of balance is depressed extended to unbalanced work life. The extremes of sustenance and hedonism were explained in detail. Here are some examples of the continuum:

Figure 1. Balance/imbalance continuum the figure refers:

✓ Working long hours and having little left over for other elements of one's life is the extreme form of subsistence.

✓ then there's the condition of conflict, in which individuals go to tremendous lengths to settle incompatible.

✓In the third and final stage, known as integration, people find themselves either more or less satisfied with their life in general.

✓Inability or reluctance to labor characterizes idleness, the continuum's fourth condition.

✓there are two extremes of hedonism, when the person does not feel a need to work and instead spends his time engaging in non-work or non-productive activity.

All the employees surveyed of the Bangladesh Krishi bank Ltd. don't fall under the same state of the continuum. The reasons behind this are as follows:

Some employees fall under Subsistence state. The reason behind this is- 10% of the surveyed employees work for the standard working hours, 56.67% work for standard working hours plus up to 2 additional hours, 3.33% work for the standard working hours plus more than 2 additional hours, 26.67% work for standard working hours plus more than 2 hours at some week days and 3.33% work for the standard working hours plus up to 2 additional hours at some week-ends.

Some employees fall under conflict state. Because- most of the new workers are trying to resolve the contradictory demands.

Some employees fall under integration state. Because- some employees who are married and have children and also facing the work life imbalance are mostly less satisfied in their workplace. Again many of the employees are satisfied with the situation of their workplace like supportive colleagues, family support etc.

But the employees don't fall under idleness and hedonism state. Because, instead of having various problems in their work life, they are not unable or unwilling to do their work and also they need to work and don't spend time in unproductive/non-work activities. Because they have families for which they have been working.

4.9 Models of work-family balance:

Five illustrative models may be used to visualize a healthy work-family balance. They are outlined in the following paragraphs:

- **Segmentation model:** Using a segmentation model, it is emphasized that the workplace and the work-life outside of it are two distinct entities with no ties to one another.
- **Spillover model:** The spillover concept, the polar opposite of the segmentation paradigm, holds that work and personal life are inextricably linked.
- **Compensation model:** According to the compensation model, both sectors make up for each other's shortcomings.

- **Instrumental model:** Using an instrumental approach, it is made clear that one section is more important than the other.
- **Conflict model:** The conflict model emphasizes the reality that each group has its own set of wants, which leads to conflict, which shapes individual choices.

Different employees of **Bangladesh Krishi bank** face different models in their work and non-work or family roles.

4.10 Findings:

- 1) **Family status:** Most of the employees are married. The numbers of children of the employees are given below:

No. of children	No	One	Two	More than two
Percentage	30%	26.67%	40%	3.33%

As a result, they must take care of their loved ones and children, but they are unable to do so due to the fact that 30% of workers agree and 26.67% strongly agree that their workload makes it impossible for them to maintain a suitable balance between work and home life.

- 2)

States of agreement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am satisfied with my working-hours in this bank	16.67%	40%	16.67%	23.33%	3.33%
My workload makes it difficult for me to have a reasonable balance between my work and family life	0%	16.67%	26.66%	30%	26.67%
My immediate manager/supervisor, colleagues, and senior management are supportive to my family responsibilities	0%	3.33%	36.67%	43.33%	16.67%

My family responsibilities make it difficult for me to advance in this bank	20%	36.67%	20%	23.33%	0%
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- 3) By analyzing this table, we can easily understand that most of the employees of Bangladesh Krishi bank Limited are not satisfied with their working hours because they have to work more than standard working hours.

Working hours of employees	1. Standard working hours(10 am-6 pm) in week days only	2.Standard hours+ Up to 2 additional hours each day in week days	3. Standard hours+ More than 2 additional hours each day in week days	4.Standard hours+ More than 2 additional hours each day in week days + Some week-ends	5.Standard hours+ Up to 2 additional hours each day in week days+ some week-ends
Percentage	10%	56.67%	3.33%	26.67%	3.33%

- 3) Employees' managers, colleagues and family are supportive to their work
- 4) Bangladesh Krishi bank provides maternity leave and they have child-care center for each branch.
- 5) Because of excessive workloads and the lack of part-time working, flexi-time, and telecommuting options, 53.33 percent of the employees have a servant at home, despite the fact that 80 percent of employees have informal flexibility options (such as adjusting with colleagues in the same department in the case of family needs, for example)..

So, it can be said that in context of work-family balance initiatives, the level of Bangladesh Krishi bank is **Somewhat below average** and so the employees are not entirely satisfied.

Chapter 5

Recommendations & Conclusion

5.1 Recommendation

- Reduction of workloads on employees
- Chance to let them work within standard working hours from the organization.
- Providing facility of part-time working
- Providing facility of flexi-time
- Providing facility of telecommuting

5.2 Conclusion

In order to meet both corporate and individual objectives, maintaining a healthy work-life balance is essential for all businesses. In spite of Bangladesh Krishi bank's work-family efforts, the bank's overall performance in this area is not exceptional. Employee happiness and productivity may be improved via the use of flexible work schedules and remote access. These amenities will aid in reducing the workloads of the staff.

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Appendix:

I am a student of “BRAC University” & for my internship report I am surveying on the Work-Family Balance (WFB) policies (the policies which help employees of an organization in combining the needs of their ‘work life’ and ‘family life’ effectively for mutual benefits) and practices in the banking sector of Bangladesh. **Your participation in this survey is voluntary and may take only 10 minutes to complete.** All information collected will be treated in confidence.

SECTION A: ABOUT YOUR JOB

The following statements are about your experiences while working in this bank. **Please circle the option in each question that best fits your own experience:**

i. At present, approximately how many hours do you work in the bank?

1. Standard working hours (10 am – 6 pm) in week days only	2. Standard hours + Up to 2 additional hours each day in week days	3. Standard hours + More than 2 additional hours each day in week days	4. Standard hours + More than 2 additional hours each day in week days+ Some week-ends
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ii. Approximately how many hours do you need to travel altogether from home to office and then from office to home each day? hours (please specify)

To what extent do you agree/disagree with the following statements:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
iii. I am satisfied with my working-hours in this bank	1	2	3	4	5
iv. My workload makes it difficult for me to have a reasonable balance between my work and family life	1	2	3	4	5
v. My immediate manager/supervisor, colleagues, and senior management are supportive to my family responsibilities	1	2	3	4	5
vi. My family responsibilities make it difficult for me to advance in this bank	1	2	3	4	5

vii. Does your bank have these WFB policies for you?

a. Maternity leave	1. Yes	2. No
b. Child-care center in bank-premises	1. Yes	2. No

c. Option to work part-time	1. Yes	2. No
d. Option of Flexi-time	1. Yes	2. No

e. Option of working from home	1. Yes	2. No
f. Informal flexibility options (e.g. adjusting with colleagues in the same department in case of family requirements etc.)	1. Yes	2. No

Name of your Bank (Pls write name of the bank & Branch)

Section B: ABOUT YOU & YOUR FAMILY

Your Gender: 1. Female 2. Male
Your marital condition: 1. Single 2. Married
Your number of children: 1. No 2. One 3. Two 4. More than two
family-structure? 1. Single family 2. Joint family
Any servant at home? 1. No 2. Yes

Many thanks for your support in the research.