

WROCLAW UNIVERSITY OF ECONOMICS
FACULTY OF MANAGEMENT, COMPUTER SCIENCE AND FINANCE

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**Shaping work- life balance in the context of
corporate social responsibility in banking sector**

SUMMARY OF DOCTORAL DISSERTATION

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Introduction

The beginning of the 21st Century is a time of dynamic changes, which consequences affect every company in the world. Globalization and development of technology lead to modification of organization and management methods. These changes are accompanied by the evolution of the importance of work and other aspects in the life of a human being, including the family. These circumstances mean that employers have faced unprecedented challenges related to the management of human capital. The transformations taking place in the social and business spheres determine the possibility of a harmonious combination of work and non-professional life.

Issues related to the balance between work and non-professional life (WLB- work life balance) gained importance in the 90s of the last Century, when research in this area was given a lot of attention. In particular periods it contained the necessary context for the required solutions in realm of new management and social challenges. Research projects were undertaken in academic centers around the world to show issues related to the reconciliation of employee's professional and private life in the context of the quality of life and productivity of the organizations, and at the later stages of its impact on the health of employees.

This issue has got a great importance for the practice of management, especially in the current conditions of the functioning of enterprises, when the image of a very active professionally person is desired¹. In this context, the activity of large corporations has a serious influence on the shaping of specific social attitudes on a large scale. Voices in the discussion, current reports indicating a significant problem of extending working hours, as well as own experience and observation of everyday reality provoke to initiate research in realm of balance between work and personal life among employees, also raised the need to determine the responsibility of enterprises for this situation.

The increasing requirement in recent years for companies to analyze the impact of their activities on society is an argument for researching the issue of a balance between work and

¹ Kopertyńska W., *Równowaga praca zawodowa a życie prywatne pracowników- doświadczenia badawcze z przedsiębiorstw*, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu 2011, nr 223, s. 184.

non-business life in the context of corporate social responsibility. Sustainable development has become a global trend, business models based on it play an increasingly important role in management. Almost every modern organization has developed corporate social responsibility policies. Therefore, the social expectation to concentrate their actions on social problems important from the point of view of their organization becomes justified. Enterprises should eliminate negative consequences resulting from their own actions.

Intensification of work and its dynamic, characterizes a large part of modern organizations. However, this situation has its consequences. Regular violations of balance between work and other spheres of employees' lives has a serious impact on society and the economy. Numerous examples from current foreign literature², as well as own pilot research, indicate sector that can dysfunctionally affect the harmonization of work and non-business life of employees is banking, which is why the work focuses on such research perspective.

The issue of work life balance is a relatively new research area in Poland. While foreign scientific centers carry out extensive research in this scope, few similar research projects can be found on the national level. This issue is particularly important here, because Poles are one of the European nations that devotes the most time to work³. The concept still requires cognitive efforts and updates of the observations made in view of the dynamically changing environment. Despite the fact that the literature provides a lot of studies it is still difficult to presume that all topics have been worked out and the practice has regulated the necessary solutions.

The concept of work life balance in this dissertation has been presented from a social and managerial perspective. The combination of these perspectives in the considerations allows to present a broad view on the issues of combining the sphere of work with other aspects of employees' lives. The dissertation emphasizes the negative consequences of disharmony between professional and personal life of employees, impacting on the big picture of the socio-economic situation in which companies are operating.

Following the development of trends in economics and referring key assumptions of individual scientists to the concept of corporate social responsibility, it should be noted that ethical issues not always were the priority direction of their attention. Efficiency, profit maximization, cost optimization, securing competitive advantage are the company's leading objectives over the past years. As a result of the changing conditions of the environment, in

² Dias F.S., Angelico A.P., *Burnout Syndrome in Bank Employees: A Review of Literature*, Trends in Psychology 2018, t.26, nr 1, s. 31-46.

³ Interactive data base of OECD (<https://data.oecd.org/emp/hours-worked.htm>;2018-10-29)

which enterprises operate and the growing awareness shaping society's expectations, the key challenges, which business is facing have changed⁴.

Purpose

Analyzing and discussing the issue of work life balance, the previous literature- both domestic and foreign- has been considered. The new information has been delivered regarding the determining factors resulting from the own research undertaken. Companies that continue to base their organizational culture on intensifying work, promoting pathological attitudes towards important aspects of individual life and the functioning of society will face serious ethical and managerial challenges. The dissertation has got application nature.

The above considerations lead directly to the definition of the main objective of dissertation, which is to identify, analyze and diagnose the work-life balance of employees in the banking sector and to recognize instruments that shape this balance in the aspect of corporate social responsibility.

The literature studies, bibliographic analyzes and empirical research undertaken in connection with the subject of dissertation are part of the stream enriching knowledge about concepts and solutions supporting the reconciliation of professional and non-professional roles. At the same time, they may initiate new directions of exploration, aimed at preparing solutions for business. This implies the possibility to indicate the following specific objectives, which include:

1. Based on theory – to present the meaning and basis of development of work life balance concept in the context of changes taking place in the sphere of economy and human life; demonstration of WLB relation with corporate social responsibility idea resulting from the new economic conditions and the development of management science.
2. To conduct a bibliographic analysis of WLB conceptual framework; describing how its dynamics has changed over the years and what major trends can be identified, also in connection with corporate social responsibility.
3. To conduct an empirical diagnosis of work life balance of bank employees in order to better know and understand the WLB problem and its specific aspects in the banking sector; determining whether banks' employees actually experience difficulties in combining work with non-professional life; which solutions facilitate the work life

⁴ Rojek- Nowosielska M., *Spoleczna odpowiedzialność przedsiębiorstw. Model- diagnoza- ocena*, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2017, s. 11.

balance and what is their significance for employees in the professional and non-professional life; how they understand the social responsibility of business in the context of the bank's obligations to employees.

4. To indicate the areas of study in which concept of work life balance in the aspect of corporate social responsibility is particularly important and the directions of its development, as well as to provide recommendations for management practice.

Research conducted over last years has revealed many existing cognitive gaps, which should become an area for further research in this scope. These analyzes should be treated as a certain stage on a way to understand complex, but more and more important, WLB issues in the area of management science.

The cognitive goals of dissertation refer to:

- 1) literature research on work life balance issue, also in the context of corporate social responsibility;
- 2) providing information on shaping work life balance of bank employees, as well as forms of implementation of this concept as part of corporate social responsibility by the employers from the banking sector and its significance.

Utilitarian goals are aimed at:

- 1) providing information for the management in the scope of importance of WLB concept in the banking sector;
- 2) elaborating useful for the practice of management recommendations in terms of using the potential resulting from taking social responsibility actions aimed on employees, defining the critical areas of this responsibility in the field of work life balance.

Application goal was to indicate the possibility of using in practice the results of research as the direction of activities aimed at providing work life balance to employees as an element of corporate social responsibility.

Research questions

In order to achieve the main objective of dissertation, the author will answer the following research questions that will guarantee its implementation:

Q1. How does literature, both domestic and foreign, presents the work life balance issue in relation to changes taking place in the sphere of the economy and business social responsibility?

Q2. How has dynamics of work life balance changed over the years and what development trends in the literature can be identified in this area?

Q3. How work life balance has been shaped in the banking sector, what is the importance of work and other activities in banking sector employees' lives, and how do they perceive employer's social responsibility supporting WLB?

Q4. What are the needs and expectations of employees in the banking sector regarding forms of support that facilitate reconciliation of work and non-professional life, what solutions do they use and what is their significance for them in the professional and non-professional sphere?

Q5. What is new about the concept of creating conditions for combining work and non-professional life in the aspect of corporate social responsibility, and what are the areas of development in this scope, as well as important from utilitarian point of view recommendations for management practice?

Dissertation structure

The dissertation was divided into the theoretical and empirical part. In the theoretical scope, a descriptive analysis method was used on the basis of literature studies, where the theoretical achievements of foreign and Polish literature were used. In addition to the theoretical exploration, a bibliometric analysis was performed basing on set of data containing scientific publications in the field of work life balance in order to describe changes in the dynamics of the concept development and main trends.

An extensive literature layer represents theoretical base for undertaking own empirical research, to better know and understand the problem of WLB and its specific aspects in the banking sector. They fit into the trend of enriching knowledge about shaping work life balance and conditions of using WLB tools in the context of corporate social responsibility.

The first chapter introduces meaning and foundations of work life balance concept development in the theoretical approach, starting from the transformations taking place in the area of economy, human life and labor market. This chapter shows the essence of the concept, as well as the causes and consequences of the imbalance between work and non-professional life, presenting the tools used to measure it. The literature on the subject does not yet drain all the affairs relevant to the concept of harmonious combination of work with other important aspects of human life, but when analyzing bibliographic databases, there has been an increase in the dynamics of research undertaken in the discussed area. The results of the bibliometric analysis presented at the end of the first chapter form the basis for further considerations.

The second chapter presents and discusses the perspectives of development of the concept of work life balance. Introduction to considerations is placing the concept in economic sciences, which lead to reflection in the area of New Economy conditions and corporate social responsibility in the management system. Next, a place has been devoted for discussion on other important research- in the subjective assessment of the author- developing work life balance concept of employees such as: work intensification, extreme work and burnout. The research conducted in the area of work life balance on the local ground was also discussed.

The first two chapters contain the answer to research-related questions, indicating how contemporary literature presents the work life balance subject in relation to changes taking place in the sphere of the economy and corporate social responsibility, as well as how over the years has the dynamics of concept development changed, presenting identified trends.

The literature section is an important introduction to further, more detailed deliberations on the question regarding shaping the balance between work and non-business life of employees deepened by the context of corporate social responsibility of the banking sector. Therefore, in the next chapters, the results of empirical research carried out on a representative sample of banking sector employees are presented. Introduction to practical considerations is followed in the third chapter, which move toward the research methodology and the research context.

The fourth chapter answers the research question about work life balance of banking sector employees, what is the importance of work and other activities in their lives, and how they perceive the employer's social responsibility in respect of supporting the reconciliation of professional roles with others. This chapter discusses the specifics of concept revealed in the study, as well as deliver proof of its significance in the context of currently the most evolving trend in management - corporate social responsibility.

The next chapter (fifth) presents the needs and expectations of employees from the banking sector regarding forms of support that facilitate reconciliation of work and non-

professional life, which solutions they use and what is their significance for them. This part of the study indicates instruments used by employers from the banking sector to reconcile professional roles with other important aspects of human activity by dividing them according to the individual needs of particular employee groups, at a specific time of their lives.

The empirical part closes the sixth chapter of an application nature, defining important for management practice recommendations from the utilitarian perspective. It also shows the importance of concept of creating conditions for combining work and non-professional life in the aspect of corporate social responsibility, which is an extremely important and recent challenge for management science with significant consequences in the individual, social and business profile.

Methodology and approach

In the course of the work undertaken in order to achieve research objective, qualitative methods were used - analysis of literature of the subject and quantitative methods - a diagnostic survey using a questionnaire as a research tool. The obtained results fulfill the assumed utilitarian goals of scientific work, providing information for the management in terms of broad meaning and consequences - both positive and negative of work life balance concept. The work contains suggestions on the desired directions of scientific projects in the discussed area. It is concluded with a summary of the empirical study and general conclusions formulated on the basis of the literature on the subject.

There is a lack of current research in Poland in the field of work life balance, and its relationship with corporate social responsibility has not been well recognized. This situation became an inspiration for an author to undertake own research in this area. Previously the research results obtained in years 2008-2011 by other local scientists were examined. Due to the lack of available current secondary data, the study depended on the primary data that was collected specifically for this study.

By analyzing the methods and tools used to study work-life balance⁵, it was considered that an adequate method to answer the questions posed would be a questionnaire. The tool established on the national academic ground was considered the most appropriate. After making

⁵ Chang A., McDonald P., Burton P., *Methodological choices in work-life balance research 1987 to 2006: a critical review*, The International Journal of Human Resource Management 2010, nr 13, t.21, s. 2381-2413.

the author's modifications to the tool, a questionnaire containing 45 questions was obtained. The research in the form of an anonymous electronic survey placed on an independent server was launched in June 2018 and completed at the end of September 2018, gaining 491 responses, of which 402 were full.

Research context

The problem of WLB disorders concerns employees of many professions and affects employees of various business sectors. It often results from the economic situation of a given country, as well as the dominant social attitudes towards work. The dissertation presents the perspective of employees of the banking sector in Poland. Due to its inconsistent nature, only commercial bank employees were invited to the study as potentially the most exposed to the problem of work-life imbalance. This assumption was in line with the author's experience and supported by several foreign scientific publications emerging in the recent period⁶.

Since the crisis in 2008, the banking sector has been undergoing constant transformation processes. It operates under the pressure of high competition and the associated dynamics of changes in the environment. A strong trend of concentration often forces the takeover smaller entities in favor of larger entities. This complexity is intensified by the increasing number of regulations. Not easy situation of the sector's translates into the level of employment in banking, where since 2008 it has decreased by over 15 000 employees. This is due to the development of technology and remote sales channels, but independent research also indicates that bank employees feel overloaded with tasks. The pressure on work efficiency has increased and time devoted to work has extended⁷.

At the same time, banking institutions gladly presents their organizational values, expressing declarations in the area of corporate social responsibility. However, although there are operational documents in the banks, these issues are not reflected in the mission of their activity, which usually focuses on economic aspects, or narrowing stakeholders' group to clients. The outlined research context guided the sample selection procedure necessary to solve research problems.

⁶ Dias F.S., Burnout Syndrome in Bank Employees: A Literature Review, Trends in Psychology 2018, nr 1 (26), s. 31-46; Al-Kahtani N. S., Allam Z., The influence of job burnout, involvement and locus of control on job satisfaction: Some explorations from banking sector in Saudi Arabia, New York Science Journal 2014, nr 7(2), s. 93-101; Khan Khattak J. i in., Occupational stress and burnout in Pakistan's banking sector, African Journal of Business Management 2011, nr 3 (5), s. 810-817.

⁷ Report „*Jak się pracuje w bankach?*”, Bankier 2018 (<https://www.bankier.pl/wiadomosc/Jak-pracuje-sie-w-bankach-Edycja-III-2018-r-Raport-Bankier-pl-7585750.html>; 2018-09-24)

Conclusions

The obtained results indicate the occurrence of a significant problem in the area of work-life balance. It is both on the side of employees and employers. Every second respondent determines his / her actual average weekly working time over 40 hours, and every tenth even above 50 hours. The surveyed employees of the banking sector regularly work after hours at home, as well as in the evening and at night. The most common reason for this is an excess of work. During the survey, it was revealed that more than half of the respondents sacrifice their life to work, but in the vast majority they are satisfied with their lives in general.

An important observation resulting from the conducted study is confirmation that the concept of work life balance is a complex construct. Asking directly about the perceived balance is not enough. After analyzing the responses of respondents to indirect questions generalizations can be made and conclusions can be drawn regarding significant dependencies. This complexity translates into practical aspects- employees are not able to determine their sense of equilibrium in life, or they do not do it properly - making evaluations mutually exclusive. In this perspective, it is necessary to continue research on WLB measurement tool, which will be comprehensive but accessible to the general community.

Another challenge is to raise awareness about the importance of the work life balance concept among employees and business representatives. The analysis of bibliographic databases indicates that the interest of researchers in WLB has increased in recent years, but it is still not represented in literature at a level corresponding to imbalance significance and scale of negative economic and social consequences. Future projects developing the concept of work life balance should consider its interdisciplinary character, finding foundations in management sciences. The WLB issue is linked to the biggest current challenges in front of labor and human resources management (including workaholism, occupational burnout, a crisis of employee engagement, a decline in work efficiency, new generations in the labor market).

Lack of proper attention to the issue of balance between work and non-professional life, combined with a lack of job security, led to situation of losing life priorities, devoting life to work and extending its hours by employees. For many years, Poles have been in the second position on the list of European nationalities, who devote the most time to work, and employers use this situation paradoxically, exposing their enterprise to the risk of losing efficiency. The pressure to increase employee involvement in work means an increase in the cost of mental and

physical work. Employees work longer, but it has consequences in the form of extreme fatigue and even burnout.

An important value of cognitive aspect of research was to show the relationship between work life balance and corporate social responsibility. The analyzes made have confirmed the hypothesis regarding dependence of employees' opinions on the social responsibility of their employer with their work life balance. In addition, research among employees of the banking sector has shown that over half of respondents believe that a socially responsible bank is the one that primarily cares for employees. The bank's clients were only in the second place. This is a very important observation of a practical nature. It indicates that if employers do not direct proper CSR activities on their employees as a priority- in accordance with their expectations and beliefs - then the efforts focused on customers good will not be effective.

However unfortunately the surveyed bank employees indicated that their employers rarely use advanced and well-chosen tools that support the reconciliation of work with other spheres of employees' life. They focus their attention on solutions that align their position with other employers competing for valuable employees (including co-financing and organization of private medical care or health insurance, as well as sports activities). However, they rarely support young parents finding no business interest in such activities. In this context, considerations were made about the nature of corporate social responsibility and the obligations arising from its adoption. The dissertation presents the dependencies of both concepts - work life balance and corporate social responsibility - resulting from the own research undertaken.

Key words

work life balance, corporate social responsibility, work intensification, human sustainability, long working hours, work demands, life quality

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