

## Long Working Hours, On-Call Expectations, and Work Spillover: Evidence from Employees in the BFSI Sector

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### Abstract :

Banking, Financial Services & Insurance is an important sector that contribute significantly to overall growth of the economy. The sector is registering overall growth emerged as the single-largest contributor to the country's corporate profit-to-GDP ratio in financial year 2025. While it is surging so are the challenges around the dynamic work environment of this sector. Long working hours and on call expectations which are part of 'Work Spillover' are two such mainstream challenges faced by employees of this sector, which has become part and parcel of every day's organizational work culture. Rarely it has been observed that such practices are criticized by the Human Resource department or by the top management of the private sector companies in BFSI Domain. This paper is an attempt to reveal the underlying reasons, key challenges, associated direct, indirect and socio-psychological costs, tangible and intangible benefits arising due to these two practices. An attempt is made to understand the viewpoint of the employees how these practices impacts them and their employer, also is it a sustainable practice for companies in long run. An overall data of 125 working employees in private sector banks and insurance companies is collected from selected Metro cities through a survey and telephonic interviews during January 2025 to May 2025 and data is analysed with help of independent sample t-test.

### Introduction :

There have been recent cases where the top management have been asking the employees in IT and Manufacturing segment to stay back late, work beyond the work hours, work on weekends and be available on calls 24\*7 to attend office and client issues. Moreover, the stress is on making this work culture normalized in India. A death of EY employee Anna Sebastian raised many concerns regarding physical and mental health of employees who have excess workload and are pushed to their limits in toxic work environment. In India according to Factories Act 1948, the working hours for both skilled and unskilled labour is fixed for maximum of 9 hours a day and maximum upto 48 hours a week.

Banking and Financial Services industry is a critical sector that plays an important role in economy, at the same time it is a high-pressure, target oriented work industry heavily regulated as well as prone to high scale market dynamics. It is often seen that the employees report managing high pressure job infested with heavy workload, where they have to work late and often are seen working for 10-11 hours on daily bases and often even on weekends. They even at times hold client meetings on Sundays / holidays as per convenience of the customer's availability. The situation becomes worst in the last days and for a week of month end where they are made to push for target completion till midnights. And this is true for mostly all the private sector banks and insurance companies in India. More than this, the scheduled and random business or review conference calls often lasts for 1-2 hours after official working hours which is seen as a regular practice. The problem is that all these practices are considered pretty normal and somewhat accepted by both the supervisors/ managers and the employees/subordinates of the Private sector Banking & Insurance (BI) sector. Often the Human Resource department fail to acknowledge this as any odd practice and does little to contain the same. All of these practices leads to work exhaustion at the end of employees with low morale, work and personal life balance crisis, even physical and psychological distress and health complications. Mostly it is seen that the average turnover rate within one company at entry level is 1-2 years and employees look for a better job with reduced workload or better compensation policies.

Work Spill Over : for the purpose of our paper and better understanding we have used this 'Construct' which comprises of both the Long working hours i.e; tendency to stay back in the office due to official purpose beyond the designated work hours and secondly the On call requirement, which means engagement of the employees into various work / office related video/voice/conference phone calls beyond the designated work hours. These two phenomenas are quite common in today's dynamic and demanding work environment.

Long Working Hours : The Banking, Financial Services, and Insurance (BFSI) industry is known for its demanding work culture, often requiring long hours due to tight deadlines, regulatory requirements, and client expectations. While extended work hours can enhance productivity in the short term, they may lead to burnout, stress, and work-life imbalance. Organizations should focus on fostering a sustainable work environment by promoting flexible schedules, efficient workload distribution, and mental well-being initiatives. Striking a balance between efficiency and employee well-being is key to long-term success in the industry.

On Call Requirements : The BFSI industry often requires professionals to be on call, especially in roles related to IT support, risk management, and customer service. Given the industry's 24/7 nature, critical incidents, security threats, and market fluctuations demand immediate attention. While on-call duties ensure seamless operations, they can contribute to stress and fatigue. Organizations should implement fair scheduling, adequate backup support, and wellness initiatives to mitigate burnout and maintain efficiency. A structured approach to on-call responsibilities helps balance operational needs with employee well-being.

This paper is an attempt to identify the specific and key reasons behind such a work culture and to understand if the employees of these sectors really think that extended work hours and on call expectations positively contributes to productivity and positive cash inflows for the company. Also, an attempt is made to assess if such a practice is truly sustainable for the organizations that promote such work culture.

### **Objectives :**

O1 : To identify the reasons behind the Work Spillover (long work hours and on call requirements)work culture in Banking and Insurance industry.

O2 : To identify costs & benefits associated with Work Spillover culture in the two sectors.

O3 : To understand if organizations offer adequate compensation for Work Spillover in these two industries.

O4 : To understand the employee perception towards 'Work Spillover' as a sustainable corporate practice in Banking & Insurance industry.

### **Hypothesis for Objective 3 and Objective 4:**

Null Hypothesis : H10: There is no significant difference between employees in the banking sector and the insurance sector in terms of 'Work Spillover'.

H20: There is no significant mean difference between the monetary & non monetary overtime compensation pay for 'Work Spillover' in the two sectors.

H30: There is no significant mean difference in overall employee perception towards 'Work Spillover' Culture in the two sectors.

### **Research Methodology:**

This research is based on analysis and evaluation and data collected by primary and secondary data in Mumbai, Pune, Delhi and Indore City which have been collected through questionnaire, telephonic and online survey from employees of Banking & Insurance Sector(BI sector) (Decided 150 but actual tab in response was 133) , schedule questions and answers by sales, operations, customer care employees.

**Data Analysis tools:** Descriptive Statistics and Independent Sample t Test for response analysis using SPSS 24

**Limitations:** 1) This study is conducted in limited geographic area with cities of Mumbai, Pune Delhi NCR and Indore. 2) The Period of this study is between January 2025 to March 2025. 3) The study's focuses on organizations pertaining to Banking & Insurance sector only.

**Review of Literature :**

Sangwan, S. (2015)<sup>1</sup>. The paper tries to explore the common compensation practices in banking industry in India with special focus on private sector banks. Also, the challenges faced in implementing the better compensation policies is addressed in the paper. The research emphasizes that fair and well-structured compensation plans contribute to employee motivation, job satisfaction, and organizational performance. However, there is wide range of wage disparity amongst the employees leading to dissatisfaction. Also non-monetary benefits are unclear to the employees leading to dissonance. There is no policy for the overtime or long stay.

Giorgi, G., Arcangeli, G., Perminiene, M., Lorini, C., Ariza-Montes, A., Fiz-Perez, J., ... & Mucci, N. (2017)<sup>2</sup>. Authors have suggested that due to major strategic changes, restructuring, consolidation and merger and acquisition in the banking sector has resulted into the reduction in job positions within the sector, as workload has risen on the remaining employees in the banking sector. Occupational stress as a result of it is rising leading to several physical and mental diseases and health risks, just not this but leads to employee burnout, absenteeism, staff turnover and even distorted and unpleasant work environment at workplace. Authors suggest that there is widespread need to cut down these phenomena to reduce health risks and work associated stress. The study has conducted reviews of existing literature that focuses on organizational stress and health hazards through MOOSE (Meta-analyses Of Observational Studies in Epidemiology) group's guidelines and data was searched through MEDLINE in July 2017. The previous studies chosen for quality analysis have longitudinal data as well as cross sectional data, the results of 600 studies those were used for this study could be categorized in to two scales one as Meaninglessness of the work and Uncertainty of the job leading to job dissatisfaction and job related anxiety which generally leads to health complaints as well as the absenteeism of the employees. Several risk factors have been identified through the study like Working conditions, Job security, over commitment, tasks related stress, sector (private or public), efforts v/s rewards where as these risk factors result into health outcomes such as depressive symptoms, cognitive anxiety, burnout, psychological complaints, health complaints psychiatric disorders, work family conflict and visual discomfort.

Garg, P., & Yajurvedi, N. (2017)<sup>3</sup> the authors have tried to assess the major factors that have contributed to work stress, also how the occupational stress impacts the productivity and job satisfaction level of the employees. The factors such as long working hours, lack of job autonomy, organizational culture, technological changes and the deficit management support leads to rise in employee stress levels, job satisfaction productivity and work life balance. In this empirical study, 150 employees from banks such as HDFC, ICICI and Axis bank were consulted and the data was analyzed through Chi square methods. The results of the study reveals that major reason identified for work stress comes from long working hours, managerial support and stances of job insecurity. All these ultimately negatively impacts the employees. Organizations thus should strive to make the work environment much healthier and should be one that promotes healthy work life balance to be sustainable in long run.

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<sup>1</sup> Sangwan, S. (2015). impact of compensation management practices on employee's performance in Private Sector banks. *International Journal of Management Research and Business Strategy*, 4(3), 270-273.

<sup>2</sup> Giorgi, G., Arcangeli, G., Perminiene, M., Lorini, C., Ariza-Montes, A., Fiz-Perez, J., ... & Mucci, N. (2017). Work-related stress in the banking sector: a review of incidence, correlated factors, and major consequences. *Frontiers in psychology*, 8, 2166.

<sup>3</sup> Garg, P., & Yajurvedi, N. (2017). Assessing the impact of stress on the work-life of bank employees-A case study of Meerut Region. *ITIHAS The Journal of Indian Management*, 7(1), 13-18.

Yadav, R. (2017)<sup>4</sup>. This paper identifies the major symptoms, reasons and impact of workplace stress on the bank employees in Delhi NCR region. Also the ways by which the same can be managed are suggested. The data is collected through convenient and snowball sampling method from 200 employees of several public sector banks, regional rural banks through a google survey form. The results convey that almost 84.5% of employees are working long hours and mostly feel dissatisfied and thinks of quitting the job for more reasonable work environment. The important factors that add to the workplace stress include excessive workload, insufficient staff, lack of management support, poor incentives and recognition and unclear job roles and responsibilities. All these result in increased high turnover absenteeism, work place conflicts, poor job performance and negative impact on physical and mental health of employees. Organizations should in fact strive for providing balanced work life conditions for better productivity.

Dahake, P. S. (2018)<sup>5</sup>. The author has made an attempt to study different methods of compensation provided to salesmen in BFSI industry and tried to assess if the remuneration has any influence over performance of sales persons. Data gathers from 130 respondents in Nagpur city, the results are analysed through ANOVA method. the results reveal that effective remuneration and compensation helps in recruit, retain and motivate. The rewards must be linked with the employee performance. The four types of compensation strategies discussed in the paper include straight salary or fixed salary method, straight commission on sales, salary and commission combination, salary plus profit share and lastly special task remuneration. However, there is no mention of overtime pay or long hours compensation.

Agarwal, N., Pandey, P. K., & Pandey, P. K. (2019)<sup>6</sup>. Study aims to explore and understand the trends in the compensation structure in different industries. The study is based on secondary data sources and reveals that the average annual increment in BFSI sector was 9.8% during 2016-2019 where average variable pay is 19.9%. the data is collected from the reports such as of KPMG, Deloitte and PWC. The emerging trends in HR practices include Digital HR, introduction to automation etc.

Priya, J., Machani, P., Agyei, I. T., Suryanarayana, N. V. S., Thandayuthapani, S., & Lourens, M. (2023)<sup>7</sup>. Authors have tried to identify the sources of the pressure of targets, along with the impact of work stress on overall mental health of the employees. Further the study explores the effectiveness of the organizational support in reducing the deterioration of mental health as a result of target pressures. It is generally presumed the a desire for the higher monetary gains or recognition leads to the employees striving for achieving the targets or meet specific deadlines. Increased workload, time constraints, lack of social support, open communication and meaningful cooperation at workplace adds to the stress levels. This results in employees drifting towards negative work behaviour like Lack of interest, difficulty focusing on work tasks, distress issues and also decline in ethics and morale paralyzing the harmony and positive work environment. Authors have conducted mixed method study, and concluded that maintaining a healthy work-life balance is crucial for handling pressure. For example, workers with a positive attitude on their jobs and a flexible lifestyle to manage work-life balance are more likely to be in good psychological health.

Sandeep, K. S. (2024)<sup>8</sup>. The study seeks to explore the role and impact of compensation practices and mechanism that could motivate employees in the selected banks, the data collection is through mixed method approach where

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<sup>4</sup> Yadav, R. (2017). A study on stress among employees in banking industry. *International Journal of Research in Humanities & Soc. Sciences*, 5(7), 8-13.

<sup>5</sup> Dahake, P. S. (2018). Role of fair reward, incentives and remuneration system for motivating sales people of Banking, Financial Services and Insurance (BFSI) sector.

<sup>6</sup> Agarwal, N., Pandey, P. K., & Pandey, P. K. (2019). Trend Related To Compensation among Different Industries. *Agarwal, Nimmi*, 1441-1448.

<sup>7</sup> Priya, J., Machani, P., Agyei, I. T., Suryanarayana, N. V. S., Thandayuthapani, S., & Lourens, M. (2023). Effects of performance and target pressure on the psychological well-being of corporate employees. *Journal for ReAttach Therapy and Developmental Diversities*, 6(8s), 218-227.

<sup>8</sup> Sandeep, K. S. (2024). Impact Of Compensation Management On Employee Motivation And Engagement With Reference To Selected Banks. *Educational Administration: Theory and Practice*, 30(4), 2073-2081.

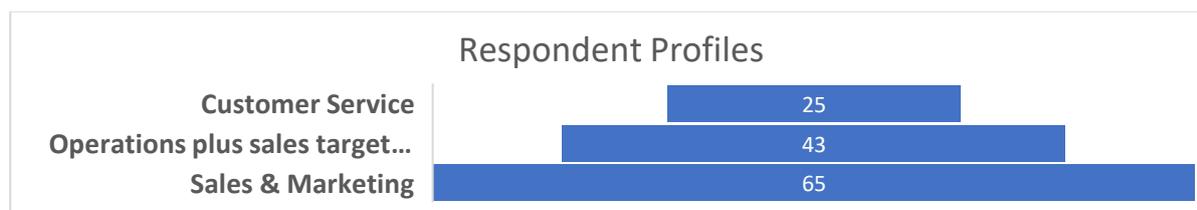
both the survey method and personal interviews are conducted to collect the data. Banks operate in highly regulated environment but equally are under stringent market pressure to innovate and offer better customer services hence they need to rely on the talented and skilled professionals. The data is collected from 300 working professionals where several factors such as salary structure, promotion, benefits and perquisites, organizational culture and environment and lastly the employee assistance programs have positive impact on motivation level and work performance.

**Data Analysis :**

Below is the Descriptive Statistics of the Data so gathered for analysis. Approximately 45% were Female respondents while remaining 55% were Male respondents. Out of 133, 36 belong to Delhi, 33 to Indore, 40 respondents are from Mumbai and remaining 24 are from Pune City.

City	Gender	Banking			Insurance			Grand Total
		Customer Service	Operations plus sales target profile	Sales & Marketing	Customer Service	Operations plus sales target profile	Sales & Marketing	
Delhi	Female	4	3	7	5	2	1	22
	Male	1	1	3	3	4	2	14
Indore	Female		4	6	1		2	13
	Male		7	4	2	2	5	20
Mumbai	Female	3		2	2	4	4	15
	Male			8	1	5	11	25
Pune	Female	1	2	1	1	5		10
	Male		1	2	1	3	7	14
<b>Grand Total</b>		<b>9</b>	<b>18</b>	<b>33</b>	<b>16</b>	<b>25</b>	<b>32</b>	<b>133</b>

Profiles that were provided for survey included Customer Service, Operations plus sales target based and third was purely the Sales and Marketing profile.



**Reasons behind the Work Spillover (long work hours and on call requirements)work culture in Banking and Insurance industry**

With responses coming in from 133 employees across banking and insurance services sector, data reveals some very interesting facts. Respondents were asked to give scoring to 8 factors or reasons between a score of 1-8 where they considered 8 as a weight was given to the factor they considered most significant factor of work Spillover vis a vee 1 to be given to the factor they considered least significant that add up to their staying back/on call requirement beyong official work hours.

**1.)High Work load / ta00rgets with lesser staff :** Major banks and insurance companies rely on cost cutting strategies, they believe and thus have a tendency to pressurize their employees with excessive work and that too with stringent timelines(TAT) thus making it stressful for employees. Also, these both sectors are prone to high rate of employee turnover and absenteeism leading to concentrated work distribution and targets. The cumulative score of 133 respondents for this parameter came out to be 890, with total of 52 respondents giving it the highest score of 8 whereas only 3 considered it as the least significant factor.

**2.)Stressful and Stringent Timelines :** this factor is closely related to high workload and high targets, the employees in these two sectors are heavily pressurized for target completion within the timelines of Month End/Quarter end and at year end more so there are various kinds of contests which are running on regular basis

where they are required to pump in more business within limited time frame. Also, these days are heavily lased with extended review calls/conference calls/ status updation calls and late-night meetings from segments of sales/operations and customer support making employees to have work spillover. In our data we can clearly see that total of 44 respondents ranked this as highest factor adding to their work spillover.

**3.)Last minute work distribution by superiors :** this problem is widely seen in the areas of operations and customer support making the back office staff also to stay back late. This issue however is less problematic for employees in sales and marketing. Total of 23 respondents highlighting this as a major issue, majorly this factor has been ranked 6<sup>th</sup> in the 8 pointer scale.

**4.)Late evening Client Calls & meetings :** sales team and customer service profile employees are widely affected by this parameter. Generally the clients are busy and occupied in the working hours and since the decisions are of financial nature they are all the more sensitive. The Client thus purposefully ask the sales and customer service staff to meet/call in the late evening hours which add to the other factors of work spillover. This factor on an average has received 4 as a rank on 8 pointer scale.

**5.)Work Culture :** it has been observed that though the working hours get over by 6.00 or 6.30 pm for banks and insurance companies both regularly the employees leave at around 8.00 to 8.30 pm. The condition deteriorates in case on month ends or year ends. But despite these the employees have assumed that they are expected to stay back and are generally not discouraged from the superiors or the HR department. Also a lot of peer pressure gets built up and employees fear of being negatively judged by the colleagues or superior if they leave on time. This in turn becomes a fear factor at the time of performance appraisal. In our study we found that almost 76% respondent gave it a rating of 4 and 5 on a 8 pointer scale.

**6.)Other factors :** apart from the above personal factors, official emergency and expectation of some overtime compensation pay also motivates the employees to be in office beyond the office hours. However these factors are not given considerable weightage by the employees of both the sector.

#### **Overtime Compensation clause for the long work hours and on call work tasks in BFSI industry :**

“Many white-collar private sector employees say they regularly work up to 12-14 hours a day. According to the Factories Act of 1948, which dictates overtime rules in India, if someone works for more than 8-9 hours a day, or 48 hours a week, they are entitled to double payment for the extra hours. But the language of the act specifies that this is for “factory workers” or “workers”. Since employees of banking and insurance sector are not “factory workers” as per the legal definition, the overtime compensation does not apply to them. A survey conducted by global job platform Indeed found that 88% of Indian employees are contacted by their employers outside of regular working hours, with 85% stating that communication continues even during public holidays or sick leave. Among these workers, 79% expressed concerns that not responding after hours could affect their career progression, including potential missed promotions and damaged reputations. This highlights the deeply ingrained culture of overwork, where employees are expected to be available round-the-clock, often without receiving additional pay. India ranks among the highest countries for deaths linked to overtime, according to a joint study by the International Labour Organisation (ILO) and the World Health Organization.<sup>9</sup>” (ET Online: Jan 20, 2025)

**Costs associated with Work Spill Over :** Generally it has been seen that Work spillover includes long work hours that leads to stress and reduced motivational levels amongst the employees. However, several researchers have been propagating that it leads to unwarranted results and ultimately either adds to the direct and indirect financial costs along with socio-psychological costs occurring to both the employees as well as organizations, following are the perception of employees with respect to financial costs that the organization has to bear for the extended work hours. Majorly approximately 42.8% employees feel that companies only have to bear costs related to electricity expenses and the expenses related to Tea/Vending machine expenses which are included in regular operations cost and thus company pushed their employees to work overtime. Further 18 % employees think that

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[https://economictimes.indiatimes.com/news/india/is-90-hours-a-week-legal-heres-what-indian-labour-laws-say-about-working-overtime/articleshow/117209883.cms?utm\\_source=contentofinterest&utm\\_medium=text&utm\\_campaign=cppst](https://economictimes.indiatimes.com/news/india/is-90-hours-a-week-legal-heres-what-indian-labour-laws-say-about-working-overtime/articleshow/117209883.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst)



**2.)Lead Closure and customer conversion :** Usually sales and marketing team is busy during the day attending client meetings and other associated work, they are engaged in procuring the required documents for case/file/business logins through the day, it is usually at the evening hours that they are able to login and punch their files/new business/leads for business bookings. Operations team provide essential backend support for sales closure or conversion, thus extending the working hours for both the sales as well as operations staff members.

**3.) Cold calling, lead generation happens after official work hours :** It has been seen that the sales team from banking and insurance sector gets time only in the evening hours to work upon fresh leads and do cold calling to the prospective clients.

**4.)Better strategizing for better productivity :** Seniors keep review meetings/ status update conference calls usually in the late hours, this is done in order to have better focus and prioritize the business needs for the upcoming days thus adding to better productivity and focused target achievement plans.

**Overall Perception for Work Spillover by the Employees :** overall work spillover is identified from the response data with the help of hypothesis testing, we have used independent t test to draw comparison between the samples of banking and insurance sector.

The first Null Hypothesis : H10: There is no significant difference between employees in the banking sector and the insurance sector in terms of ‘Work Spillover’, the authors applied Independent t test with SPSS 24 which gave following results :

**T-Test**

Group Statistics				
	Sector	N	Mean	Std. Deviation
Total extra hours put at work after the working hours	Banking Sector	60	6.80	1.388
	Insurance Sector	73	6.12	1.509
			Std. Error Mean	
				.179
				.177

Independent Samples Test										
Levene's Test for Equality of Variances					t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Total extra hours put at work after the working hours	Equal variances assumed	.119	.731	2.668	131	.009	.677	.254	.175	1.178
	Equal variances not assumed			2.690	129.315	.008	.677	.252	.179	1.174

Group Statistics (Descriptive Statistics) Banking Sector: Mean = 6.80, Std. Deviation = 1.388, Sample Size (N) = 60 ; Insurance Sector: Mean = 6.12, Std. Deviation = 1.509, Sample Size (N) = 73. The Mean Difference suggests that the Employees in the banking sector reported higher extra work hours after official hours compared to the insurance sector.

Independent Samples t-Test Results :  $t(131) = 2.668, p = 0.009$  (Equal variances assumed);  $t(129.315) = 2.690, p = 0.008$  (Equal variances not assumed); Since  $p < 0.05$ , the result is statistically significant, meaning there is a significant difference in extra work hours between banking and insurance employees. Mean Difference = 0.677 hours; 95% Confidence Interval: [0.175, 1.178]; The confidence interval does not contain zero, reinforcing that the difference is significant.

**Result for H01 :** Since the p-value is below 0.05, we reject the null hypothesis and conclude that work spillover is higher in banking compared to insurance sector. Thus, concluding that employees in the banking sector stay back significantly more after official hours than those in the insurance sector.

To analyze the second hypothesis H20: There is no significant mean difference between the monetary & non monetary overtime compensation pay for ‘Work Spillover’ in the two sectors we used the data set and obtained following results

→ T-Test

Group Statistics					
	Sector	N	Mean	Std. Deviation	Std. Error Mean
Workspillover compensation	Banking Sector	60	3.72	.846	.109
	Insurance Sector	73	3.88	1.166	.136

Independent Samples Test										
Levene's Test for Equality of Variances					t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Workspillover compensation	Equal variances assumed	7.060	.009	-.888	131	.376	-.160	.180	-.517	.196
	Equal variances not assumed			-.916	129.109	.361	-.160	.175	-.506	.186

Group Statistics (Descriptive Statistics) : Banking Sector: Mean = 3.72, Std. Deviation = 0.846, Sample Size (N) = 60 Insurance Sector: Mean = 3.88, Std. Deviation = 1.166, Sample Size (N) = 73. Employees in the insurance sector report slightly higher compensation for work spillover compared to banking employees. However, the difference appears small. Mean Difference = -0.160, 95% Confidence Interval: [-0.506, 0.186]. Since the confidence interval includes zero, this confirms that the difference is not significant.

**Result for H<sub>02</sub>:**  $t(129.109) = -0.916, p = 0.361$  (Equal variances not assumed). Since  $p > 0.05$ , the result is not statistically significant, meaning there is no significant difference in the perception of work spillover compensation between banking and insurance employees. We can thus conclude that employees in both banking and insurance sectors perceive their compensation for work spillover similarly.

H30: There is no significant mean difference in overall employee perception towards ‘Work Spillover’ Culture in the two sectors.

→ T-Test

Group Statistics					
	Sector	N	Mean	Std. Deviation	Std. Error Mean
Overall Employee Perception towards WorkSpill over	Banking Sector	60	8.37	1.390	.179
	Insurance Sector	73	8.48	1.345	.157

Independent Samples Test										
Levene's Test for Equality of Variances					t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Overall Employee Perception towards WorkSpill over	Equal variances assumed	.428	.514	-.474	131	.636	-.113	.238	-.583	.358
	Equal variances not assumed			-.473	124.394	.637	-.113	.239	-.585	.360

Group Statistics (Descriptive Statistics) : Banking Sector: Mean = 8.37, Std. Deviation = 1.390, Insurance Sector: Mean = 8.48, Std. Deviation = 1.345. There is a small difference in mean perception scores between the two sectors, with insurance employees (8.48) perceiving work spillover slightly higher than banking employees (8.37). However, the standard deviation suggests some variability in responses.

**Results of H<sub>03</sub>:**  $t = -0.474, df = 131, Sig. (2-tailed) = 0.636, Mean Difference = -0.113$  at 95% Confidence Interval: (-0.583, 0.358). Since  $p$ -value (0.636)  $> 0.05$ , the difference in perception towards work spillover is not statistically significant. This suggests that employees from both sectors do not significantly differ in their perception of how work spillover affects them.

**Conclusion & Recommendation:**

Banking and Insurance are two most highly regulated, rapidly growing and dynamic sectors, recently the two sectors have witnessed major consolidations to meet the market demand. The employees of these two sector are crucial resource who are at the centre of the operations. The study we conducted was to explore dimensions regarding the work spillover culture, the underlying reasons behind the same, more importantly authors have explored the perception of the employees who face the brunt of the Work Spillover. The study concludes that banking employees have slightly higher extended hours at work as compared to insurance sector, however employees of both the sector feel they are not compensated for the Work spill over and there is major need to

incorporate the policies to curb this culture at the top line and HR Department. Employees from both the sector feel the pressure to be in the office or be available for the phone calls late in the evening, they have similar perception when it comes to the socio-psychological costs like low motivation, absenteeism, compromised physical and mental health as a result of regular Work Spillover routine. Major set of employees also complaint that the Work life balance and family time is greatly hampered as they contribute almost 10-12 hours at work place giving exposing them to a greater risk of stress and related issues.

The results of our study show that work spillover is a significant challenge in both the banking and insurance sectors, but banking employees experience more extended work hours. Moreover despite putting in extra hours, employees in both sectors do not perceive their compensation for work spillover as transparent and sufficient. Employees in both the sector have similar negative perception towards Work Spillover as they struggle to maintain health Work Life Balance and family time get crippled.

Thus, we conclude that this Work Spill Over culture is not sustainable practice in long run as it leads to bad organizational reputation, employee attrition, negative employee wellbeing and other operational direct and indirect costs. It is high time that the companies should bring stringent HR policies and employee friendly practices within the organization.

**Recommendation:**

1. Implimentation of clear work boundaries so that the unwarranted Work spillover can be minimized.
2. In case the work really needs attention in late working hours then the flexible work time policies must be initiated to help employees manage their personal as well as professional commitments
3. Companies should introduce employee assistance programs to address their physical as well as mental wellbeing.
4. Inclusion of transparent and adequate compensation and reward system for employees who actually add productive hours to their existing 8 hours work.
5. Companies to adopt HR analytics to measure and ascertain which set of employees are regularly made to work for late hours and ensure fair treatment to them.
6. Industry wide regulations needs to be developed so that better talent pool can find the sector mutually profitable to join.

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