### CHAPTER V
DATA ANALYSIS – QUALITATIVE

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CHAPTER V
DATA ANALYSIS – QUALITATIVE

5.1. Preview:

The quantitative as well as qualitative data was collected for the present research. Quantitative data analyzed has been presented in Chapter IV. This chapter presents the data analysis of qualitative data. This is further divided into 4 sections viz. Section 1 which deals with quantitative and qualitative data collected from Employees, Section 2 which deals with data collected from HR Heads of banking and non-banking sectors and Section 3 which deals with data collected from Top Management of select banks and Section 4 which deals with the inputs given by Dr. A. K. Khandelwal – Former CMD, Bank of Baroda. Dr. Khandelwal has also been the pioneer to recommend HR banking reforms to the Government of India through a Committee formed in 2010 along with Dr. T. V Rao, Mr. M. V Nair, Mr. D. B Phatak and Mr. H. N Sinor regarding ‘HR Issues of Public Sector Banks’.

5.2. Section 1 - Analysis of data-Employees:

The qualitative data from the employees was collected along with the quantitative data. The employees were asked to mention the current initiatives/programs they like in their jobs which aid to bring work life balance. They were also asked to mention the current initiatives and programs they dislike in their jobs which do not aid work life balance.

Table 5.1 below gives the initiatives/programs aiding work life balance from the employee’s perspective.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Particulars</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Work Culture</td>
<td>19</td>
<td>3.3%</td>
</tr>
<tr>
<td>2.</td>
<td>Good bank/Core Values/ Prestige/ Association</td>
<td>81</td>
<td>13.9%</td>
</tr>
<tr>
<td></td>
<td>with Bank</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>My Work Style/ Work Profile</td>
<td>70</td>
<td>12.0%</td>
</tr>
</tbody>
</table>
The top five things from the above Table 5.1 that employees liked about their jobs are shown in the Table 5.2 below.

TABLE 5.2: TOP FIVE PROGRAMS/INITIATIVES AIDING WLB

<table>
<thead>
<tr>
<th>My association with the bank &amp; a sense of pride in its core…</th>
<th>13.9%</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Individual work style</td>
<td>12%</td>
</tr>
<tr>
<td>The sense of job security and permanence of employment</td>
<td>10.2%</td>
</tr>
<tr>
<td>Occasional posting as per personal preferences</td>
<td>4.8%</td>
</tr>
<tr>
<td>The behaviour/treatment of my colleagues/teams towards me</td>
<td>4%</td>
</tr>
</tbody>
</table>

As observed in the above Tables 5.1 and 5.2, majority of the employees have appreciated the brand name of their particular banks. They strongly believe in the core values of the bank and experience a good emotional connect to the same. This gives
them a high sense of role satisfaction. Many of the employees were also confident of their individual style of working and attributed that trait of theirs to be aiding their efforts to balance work life. However, it was also observed that 22% of employees did not comment. This may imply that they are contented with the current work life balance in the banks.

Employees were asked to state their preferences of those current initiatives and programs that demotivate them or do not aid work life balance. They were asked to list those things about their jobs which they would like to change. The initiatives and programs thus expressed are shown in the table below.

Table 5.3 gives the initiatives/programs not aiding work life balance from the employee’s perspective.

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Particulars</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Transfer policy / Frequent transfers</td>
<td>46</td>
<td>7.9%</td>
</tr>
<tr>
<td>2.</td>
<td>Current salary package</td>
<td>24</td>
<td>4.1%</td>
</tr>
<tr>
<td>3.</td>
<td>No comments</td>
<td>126</td>
<td>21.6%</td>
</tr>
<tr>
<td>4.</td>
<td>My Boss</td>
<td>11</td>
<td>1.9%</td>
</tr>
<tr>
<td>5.</td>
<td>Role not matching capabilities</td>
<td>18</td>
<td>3.1%</td>
</tr>
<tr>
<td>6.</td>
<td>HR Policy of Promotion</td>
<td>7</td>
<td>1.2%</td>
</tr>
<tr>
<td>7.</td>
<td>Unethical practices of the bank</td>
<td>3</td>
<td>0.5%</td>
</tr>
<tr>
<td>8.</td>
<td>Need for professional environment/Non office political environment</td>
<td>31</td>
<td>5.3%</td>
</tr>
<tr>
<td>9.</td>
<td>Need permanent residence posting/workplace near residence</td>
<td>21</td>
<td>3.6%</td>
</tr>
<tr>
<td>10.</td>
<td>Frequent Transfers in different Departments</td>
<td>11</td>
<td>1.9%</td>
</tr>
<tr>
<td>11.</td>
<td>Bank office timings/hours</td>
<td>78</td>
<td>13.4%</td>
</tr>
<tr>
<td>12.</td>
<td>No performance based incentive</td>
<td>8</td>
<td>1.4%</td>
</tr>
<tr>
<td>13.</td>
<td>Need for Financial &amp; Non-Financial Motivation</td>
<td>9</td>
<td>1.5%</td>
</tr>
<tr>
<td>14.</td>
<td>Colleagues Behaviour/Treatment</td>
<td>4</td>
<td>0.7%</td>
</tr>
<tr>
<td>15.</td>
<td>Need for Quick Decision making in all problems/grievances</td>
<td>6</td>
<td>1.0%</td>
</tr>
<tr>
<td>16.</td>
<td>Need time with Family &amp; Colleagues</td>
<td>14</td>
<td>2.4%</td>
</tr>
<tr>
<td>17.</td>
<td>Dislike for Job Profile / Work Style</td>
<td>42</td>
<td>7.2%</td>
</tr>
<tr>
<td>18.</td>
<td>Lots of Mental Pressure/Stress due to Workload</td>
<td>32</td>
<td>5.5%</td>
</tr>
<tr>
<td>19.</td>
<td>Need for Five Day Working</td>
<td>35</td>
<td>6.0%</td>
</tr>
</tbody>
</table>
20. Unrealistic Customer Expectations  
21. Failure in attending Social Responsibility  
22. Need for strict and effective audit like private banks  
23. Need for Flexi-timings  
24. Need for techno-savvy work culture  
25. Travel Time to Office to be reduced  
26. Work from Home  
27. Branch Location/Department/Verticals  
28. Need Training  
29. Self-Personality Issues like short temper/in effective time management etc.  
30. Nearing Retirement/Too late by age to change jobs  

The top five things from the above Table 5.3 that employees liked about their jobs are shown in the Table5.4 below.

**TABLE 5.4: TOP FIVE PROGRAMS/INITIATIVES NOT AIDING WLB**

<table>
<thead>
<tr>
<th>Program/Initiative</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce excess Timings/Work Hours</td>
<td>13.4%</td>
</tr>
<tr>
<td>Stop frequent transfers</td>
<td>7.9%</td>
</tr>
<tr>
<td>Need detailed and clear job description/responsibilities/tasks</td>
<td>7.2%</td>
</tr>
<tr>
<td>Working days to change from 6 day week to 5 day week</td>
<td>6%</td>
</tr>
<tr>
<td>Reduce work related mental pressure/workload stress</td>
<td>5.5%</td>
</tr>
</tbody>
</table>

As observed in the above Tables 5.3 and 5.4, majority of the employees are not happy with the work timings of the banks. They are also equally vocal about their dislike for frequent transfers by the banks. However, 21% have not commented maybe indicating that they believed that their voice may not bring a difference to the issue, however demotivated they are.
5.3. Section 2- Analysis of data - HR Heads:

This phase of data collection comprised meeting the HR Heads to interview them to find out their views on work life balance and the initiatives/programs that can be implemented in banks.

Data was collected from 33 HR Heads out of which 17 were from banking and 16 were from non-banking sector. The non-banking HR Heads were included to get a holistic view of the WLB perspectives and programs from Heads of other service sectors.

The initiatives/programs suggested by all the HR Heads were clubbed together. The duplicate suggestions were removed to avoid repetition. The ones which were similar in nature, were categorized under the same heading in order to bring in clarity and focus, for the understanding and execution of the same. The duplicate suggestions were removed to avoid repetition.

The following Table 5.5 shows the organizations visited for data collection classified into banking and non-banking sectors.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Banks</th>
<th>No. of HR Heads</th>
<th>Non-Banking Sector</th>
<th>No. of HR Heads</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>ABHYUDAYA BANK</td>
<td>1</td>
<td>ABBOT CHEMICALS</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>AXIS BANK</td>
<td>1</td>
<td>BRAUN LIMITED</td>
<td>1</td>
</tr>
<tr>
<td>3.</td>
<td>BANK OF BARODA</td>
<td>1</td>
<td>CRESCO CONSULTING LTD</td>
<td>1</td>
</tr>
<tr>
<td>4.</td>
<td>BANK OF INDIA</td>
<td>1</td>
<td>DOW CHEMICALS</td>
<td>1</td>
</tr>
<tr>
<td>5.</td>
<td>DCB BANK</td>
<td>1</td>
<td>GALAXY SURFACTANTS LTD</td>
<td>1</td>
</tr>
<tr>
<td>6.</td>
<td>HDFC</td>
<td>1</td>
<td>GRP LIMITED</td>
<td>1</td>
</tr>
<tr>
<td>7.</td>
<td>ICICI BANK</td>
<td>1</td>
<td>GVK TRANSPORT</td>
<td>1</td>
</tr>
<tr>
<td>8.</td>
<td>IDBI BANK</td>
<td>1</td>
<td>HR ENTERPRISES LTD</td>
<td>1</td>
</tr>
<tr>
<td>9.</td>
<td>INDIAN BANK</td>
<td>2</td>
<td>KPMG LIMITED</td>
<td>1</td>
</tr>
<tr>
<td>10.</td>
<td>INDUSIND BANK</td>
<td>1</td>
<td>PRIME FOCUS</td>
<td>1</td>
</tr>
<tr>
<td>11.</td>
<td>KOTAK BANK</td>
<td>1</td>
<td>RAYMOND LIMITED</td>
<td>1</td>
</tr>
</tbody>
</table>
The HR Heads were unanimous in voicing their concerns for the Bank Managements to be more aware to the needs of the employees. The HR Heads across both sectors felt that Managements should take the interest and initiatives to invest time, money and efforts to de-stress the employees of their work pressures and promote a peaceful and happy work environment. As majority of the initiatives/programs suggested by Heads weighed heavily towards the actions to be taken at the ‘Top Management’ level it was observed that even HR Heads feel that organizations can play e most important role in helping employees bring in balance in work life.

The initiatives/programs suggested by the HR Heads are being listed below.

**5.3.1. Organizational Culture:**

- Promote an ethical work culture where daily transactions, communication and interpersonal dealings are kept transparent and open. HR policies should not favor the powerful but be standardized in implementation across all verticals. Office politics should be discouraged and kept out of regular interactions amongst employees.
- Develop a tradition of practicing ‘daily silence’ as a routine work practice. Make a mandatory 10 minutes silence/meditation time daily for introspection, before beginning the day’s work of operations and transactions. This will help de-clutter negative thoughts clouding an employee’s mind at the beginning of the day.
- Build a culture of timely entry and exit. Working beyond office hours should be discouraged as a practice.
• Targets set for the branches should be feasible to be attained within time limits and not put pressure of impossible targets. Deadlines should be practical and achievable.

• SBI wins Golden Peacock since the last three years due to excellence in HR practices. So other banks too can benchmark best practices and follow the SBI model, wherever possible.

• ‘Practice what you preach’. Top Managements should ensure that a mature and responsible leadership prevails in the banks; so that both business and employee work life is taken good care of.

5.3.2. Buddy System:

• Develop a system to regularly help employees re-orient work priorities. The superiors should facilitate healthy decision making in their subordinates.

• Superiors and colleagues should take up business targets as joint targets instead of holding only one person responsible for the achievement of targets.

5.3.3. Work Norms:

• Make working days of banks to 5 day week. Alternatively it was also suggested that a five day week for the operations staff / staff at the branches can do and Saturday as half days for HO staff can be considered.

• Employees should be provided facilities and approvals to work from home during emergencies. Banks should facilitate working from home especially for those female employees into many additional roles at the personal level to help them multi-task their lives easily.

• Bank working hours can be cut down by online and camera driven interactions with customers. Employees should be allowed to work on ‘virtual’ office concept to reduce physical and mental stress of traveling.

• Rotate jobs to remove monotony and encourage novelty in work schedules and learning. Introduce rotational shifts to ease workload within departments and increase interpersonal bonding.
• Home posting should be encouraged amongst bank employees to keep them acquainted to local flavor. Inter branch transfers should be limited to hometown zones and not beyond. Alternatively transfers as per spouse’s job should also be encouraged. Bank transfers should be thus minimalized and restricted to ‘most unavoidable’.

• Core banking services should be enhanced to reduce physical work load. Increasing core banking services and online business shall lead to lesser traffic at banking hours and lesser work load on the employees during regular working hours during the day.

• Employees should be granted day offs to meet family emergency needs.

• The number of bank holidays in a year should be increased.

• The HR departments should clarify that role and job profile to the employees is made clear on joining, to avoid duplication of efforts and ambiguity of role responsibilities.

• Banks should outsource all those functions where they fall short of skilled manpower and expertise within themselves.

• Grievance Cells should be put up and the complaints and grievances should be addressed dot on the spot and not postponed or shoved under the carpet. Managements should take immediate action on defaulters.

• Banks should create independent teams and decentralize processes in order to facilitate smooth working and encourage second layer leaderships.

• The Management should improve and enhance their own services to help their employees face competition from other banks.
5.3.4. Infrastructure and Ambience:

- Banks should have well equipped meditation rooms and activities to de-stress and bond up on weekends.
- Canteen facility at branches to be provided for employees to have their food peacefully as most of them have it on their work stations or cubicles during lunch breaks.
- The infrastructure and ambience of nationalized and public sector banks should be improved.
- On-site child care and day care facilities should be provided for children of employees.
- They should also be provided with restrooms and in-house medical facilities for them to relax and get treatment during emergencies.

5.3.5. Learning & Development:

- The HR of banks should train the employees on prioritization techniques and time management. Bankers at both officer and staff levels need to be trained to meet new business challenges of current times.
- Employee should be trained to achieve personal goals through bank goals. Banks should respect culture change and the HR should teach both generations to respect each other and work towards mutual gain. Educate and qualify old employees to match new age expectations and online banking needs. Young entrants should be encouraged to build his/her career with support from the Management on his/her future studies or next level promotions. Encourage team work and instill skills of delegation and joint team vision. Roll out periodical training programs & stress management programs for bankers. Training should be ongoing throughout the year to develop new skills and competencies in bankers. Train and equip old generation staff on net banking challenges and equip these senior staff to face new age technological challenges.
5.3.6. Reaching out to the society:

- Employees should be encouraged for social work in Non-Government Organizations or get associated with the CSR activities of the bank. For e.g. The Kotak Group (Education Initiative) especially for the female employees.
- Employees actively participating in the bank’s CSR will also cut down costs on employment of external volunteers.
- This will also help build the social image of the bank in the society.

5.3.7. Financial Support:

- Banks should provide for healthcare facilities for the senior citizens in the family. Medical insurance for whole immediate family should be taken up by Managements.
- Roll out educational loans for employees and the children of their families.
- Banks should invest in employee health activities which in turn will motivate the bankers to a better performance and sense of belongingness towards the bank.
- Banks should tie up with holistic wellness centers and mandate employees to undertake this program every quarter.

5.3.8. Work Family Engagement:

- Arrange monthly get-togethers and town halls to encourage internal talent. Banks should sponsor family outings once a year. Introduce fun Fridays and family days on a monthly basis. While distributing awards or long service awards, the family should also be invited.
- Programs on child care and parenting should be a regular feature. Employees should be trained on techniques to give quality time to kids and families.
- Spouses and families should be regular feature at all cultural events of the bank. Arranging family get-togethers and parties may help de-stress and relax the employees. Bank should sponsor yearly family outings based on grades, so that families of colleagues unite amongst themselves. Moreover, the employees should be encouraged to go on vacations with family.
As it is observed above, most of the actions suggested by the banking and non-banking sector HR Heads were those to be taken at the Top Management level. Moreover many suggestions prove too flamboyant for implementation as the nature of banking business limits the execution of such initiatives and programs. In order to further confirm the actual HR scenario in the banks and study the programs and initiatives banks have actually implemented, in order to facilitate the balance of work life of their employees, the researcher met a few Top Management personnel of some banks. This has been explained in the next section.

5.4 Section 3-Analysis of data-Top Management:

Today Managements have clearly realized that the importance of supportive work-life policies and practices, when implemented can bring employees to exhibit more positive work outcomes, such as job satisfaction, commitment to employer, and retention, as well as more positive life outcomes, such as less interference between job and family life, less negative spillover from job to home, greater life satisfaction, and better mental health.

The banking sector is witnessing a sea-change, which is both exciting and challenging. The productivity of the banking industry is associated with the efficiency of the employees. Banking is essentially a person-to-person business. In a service industry like banking, the quality of human resources assumes vital importance due to the sensitive nature of banking business.

At the same time, most of the banks are bereft of employee friendly programs that take place in other service sector companies like Fun Fridays, Management Development programs, Picnics, Talent Shows, Flexi-timings, Work from Home, On site family get-togethers, Corporate Social Responsibility activities, On site Health Camps etc. as the nature of banking as business, cannot risk employees to work beyond certain limitations of banking work practices.

In-spite of all such odds, banks in India have attempted to introduce and implement some employee friendly practices in order to facilitate work life balance of employees and provide them a work environment which improves the overall quality of work life. Open communications, mentoring programs, and fostering more amicable
relationships among workers are some of the ways banks are attempting to improve the quality of work life of bank employees.

This phase comprised meeting select Top Management personnel of the banks to study the various Work Life Balance initiatives and programs currently implemented in the banks and to understand its overall impact on the employees. A brief interview was conducted individually with each of the respondents, with prior permission. This was further supported by the researcher personally meeting the respondents to confirm the secondary sources of information gathered from the bank reports and bank websites.

As private sector banks are autonomous and are outside the periphery of Government interferences it is observed that these banks are more prominent in displaying work life balance measures than the public sector banks.

The following Table 5.6 below shows the banks represented by the Top Managements who have shared the information of initiatives and programs implemented in their banks to bring in balance in the work life of the banking work force in India.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Banks</th>
<th>No. of Top Management Heads</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>AXIS BANK</td>
<td>3</td>
</tr>
<tr>
<td>2.</td>
<td>BANK OF INDIA</td>
<td>2</td>
</tr>
<tr>
<td>3.</td>
<td>IDBI BANK</td>
<td>2</td>
</tr>
<tr>
<td>4.</td>
<td>HDFC BANK</td>
<td>2</td>
</tr>
<tr>
<td>5.</td>
<td>SBI BANK</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>11</td>
</tr>
</tbody>
</table>

Following are some of the work life initiatives/practices/programs implemented by banks in India and its impact on the employees. Permission was obtained from the Top Managements of the following banks to discuss their banks as cases for the thesis. The information is presented here in the form of individual bank cases broadly classified under ‘Bank Orientation’ and ‘Human Resource Orientation’, wherein the first half is sourced from the secondary sources of websites, journals and literature.
available. This is followed by the primary data sourced through the semi structured interview schedules held with the different Top Management respondents of the respective banks.

5.4.1. CASE I-AXIS BANK

Bank Orientation:

Information on the background of the bank, its vision and values is given below, followed by the Human Resource Orientation and Initiatives aiding work life balance at AXIS bank:-

About AXIS:

AXIS Bank is the third largest private sector bank in India. AXIS Bank offers the entire spectrum of financial services to customer segments covering Large and Mid-Corporates, MSME, Agriculture and Retail Businesses. The Bank has a large footprint of 2402 domestic branches (including extension counters) and 12,922 ATMs spread across the country as on 31st March 2014. The overseas operations of the Bank are spread over its seven international offices with branches at Singapore, Hong Kong, DIFC (Dubai International Financial Centre), Colombo and Shanghai and representative offices at Dubai and Abu Dhabi. During the year, the Bank has upgraded its representative office in Shanghai, China to a branch to become the first Indian private sector bank to set up a branch in China. During the year, the Bank’s overseas subsidiary namely AXIS Bank UK Ltd. commenced banking operations.

AXIS Bank is one of the first new generation private sector banks to have begun operations in 1994. The Bank was promoted in 1993, jointly by Specified Undertaking of Unit Trust of India (SUUTI) (then known as Unit Trust of India), Life Insurance Corporation of India (LIC), General Insurance Corporation of India (GIC), National Insurance Company Ltd., The New India Assurance Company Ltd., The Oriental Insurance Company Ltd. and United India Insurance Company Ltd. The
shareholding of Unit Trust of India was subsequently transferred to SUUTI, an entity established in 2003.

With a balance sheet size of Rs.3, 83,245 cores as on 31st March 2014, AXIS Bank has achieved consistent growth and stable asset quality with a 5 year CAGR (2010-14) of 21% in Total Assets, 19% in Total Deposits, 23% in Total Advances and 28% in Net Profit.

AXIS Bank prides itself as a young and vibrant organization and recognizes its employees as its greatest assets. Consequently, the employee satisfaction level in the Bank is, possibly, amongst the highest in the industry, and does not stem from the compensation package alone.

The Table 5.7 given below shows the relative index of different factors including ‘work life balance’ of 2013-14 BFSI sector, on which AXIS scores the best compared to other top banks in India.

**TABLE 5.7: RELATIVE INDEX OF BEST COMPANIES TO WORK FOR 2013-14**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Name</th>
<th>Relative Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Axis Bank</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>State Bank of India</td>
<td>84.06</td>
</tr>
<tr>
<td>3</td>
<td>HDFC Bank</td>
<td>80.76</td>
</tr>
<tr>
<td>4</td>
<td>ICICI Bank</td>
<td>70.9</td>
</tr>
<tr>
<td>5</td>
<td>Citi Bank</td>
<td>35.6</td>
</tr>
</tbody>
</table>

As it is observed in the Table 5.7 above, AXIS Bank is ranked at number 1 position company to work for in BSFI sector (Banking, Financial Services, and Insurance) as of 2013. "The Best Companies to work for" is an annual survey conducted by Business Today and People Strong HR Services wherein ‘Work Life Balance’ happens to be one of the parameters to be ranked for best company.
**Vision 2015**

To be the preferred financial solutions provider excelling in customer delivery through insight, empowered employees and smart use of technology.

**Core Values:**
* Customer Centricity * Ethics * Transparency * Teamwork * Ownership

AXIS Bank prides itself as a young and vibrant organization and recognizes its employees as its greatest assets. Consequently, the employee satisfaction level in the Bank is, possibly, amongst the highest in the industry, and does not stem from the compensation package alone. As on 31st March 2014, the total work force of AXIS was 42,420 employees, out of which the female employee count was at 8667 and disabled employees were 107.

AXIS has people drawn from different specializations and divergent backgrounds, with employees merging into a highly homogeneous working group, catalyzed by the informal and transparent HRD policies pursued by the bank. In addition to an attractive compensation structure, the bank also offers leased housing facilities, medical and health insurance and loan options.

**Human Resource Orientation:**

There are a wide variety of practices currently being used to help employees achieve work-life balance. It is important to note that some work-life balance programs help employees handle stress and otherwise cope more effectively while other programs help to reduce the absolute stress levels by rebalancing work life.

Following are the employee friendly initiatives/ programs implanted at AXIS

**Aiding Work Life Balance at AXIS:** Interview Excerpts

- Respondent Details:
  - Respondent No. 1: Senior Vice President
  - Respondent No. 2: Chief Officer – Risk
  - Respondent No. 3: Deputy Vice President – Human Resources

If people don't have time to relax and recharge their ability to do their job decreases and their performance level suffers. These programs have led improvements in people
management practices, especially work time and work location flexibility, and the development of supportive managers, contributes to increased work-life balance. Work-life balance programs have been demonstrated to have an impact on employees in terms of recruitment, retention/turnover, commitment and satisfaction, absenteeism, productivity and accident rates.

1. Employee Well Being

The bank employees form the core of its organizational growth and success. The bank provides an inspiring work environment which helps to realize the potential of its employees and ensure they have good career opportunities for professional growth, and a safe and secure workplace.

2. Equal Opportunity Employment

A diverse and dedicated workforce is essential in building a successful organization that continuously creates value for its stakeholders. The bank seeks to maintain inclusiveness by adopting non-discriminatory ways as a part of its organizational culture and is committed to hiring, developing and promoting individuals based on meritocracy. The recruitment strategies of the bank are aimed to providing career opportunities irrespective of race, religion or gender. The bank, in collaboration with AXIS Bank Foundation runs an initiative of hiring differently-abled people and integrating them into the mainstream business in its branches through its program called “Embrace”. In addition to this, through the normal hiring process, some more differently-abled recruits have been hired in the bank. The bank has also initiated workshops and training programs that specifically focus on building sensitivity towards diversity and coping with issues that arise within a diverse workforce. The conscious attempts of the company to encourage female workforce incumbency is pretty visible from the fact that, the ratio of 81: 19 % Men: Women in 2012-13 was brought down to 80:20 % Men: Women in 2013-14.

3. Employee Health:

The bank promotes workplace health and safety by providing guidelines related to safe work environment practices and launching creative campaigns like ‘Awareness for Life’ which is an initiative in partnership with Dr. Reddy’s Laboratories under which various talks, seminars health camps etc. are organized for employees to create
awareness on lifestyle and wellness issues. During the financial year, five Thalassemia detection camps held and 706 employees benefited from the camp. Similarly, two Cancer detection camps were held and 378 employees availed the screening.

4. Employee Satisfaction
The bank has conducted an employee satisfaction study, ‘AXIS Voice Dil Se’ in 2013. 80% of the employees participated in the survey to voice their opinion on management, their job, and workplace. The outcome of the survey has promoted the strengthening of three broad areas - communication, collaboration, and training and development. Some of the key initiatives taken include revamping AXIS Academy, the bank’s learning management system, launching of talent development initiatives like Branch Head Leadership Program, AXIS Aspire etc. Details on some of these initiatives are given in the following sections.

5. Learning and Development
The learning and development initiatives at the bank continuously aim to align individual development needs with the organizational talent development framework. The initiatives facilitate the inclusion of the right skills and knowledge through cost-effective and time-efficient processes. The bank is geared towards creating a comprehensive learning framework across all levels through a blended learning approach of classroom programs, external programs, certification programs and e-learning modules. To promote a culture of ‘learning at your desk’ and self-learning, the bank has built user-friendly learning infrastructure, AXIS Academy, for easy access to training. The bank has created alternate talent pipelines by entering into agreements with reputed training and education institutes and tailoring the programs as per role requirements and competencies. During the financial year of 2013-14, a total of 27,960 male permanent employees and a total of 6842 female permanent employees underwent the skill up-gradation program under the initiative of ‘Learning and Development’
6. Leadership and Young Talent Development

As a part of its leadership development initiatives, the bank has partnered with best-in-class leadership institutes to coach key position holders and unit heads in the bank on the fundamentals of leadership, self-development and high performance through a series of workshops with a focus on sensitizing and enriching the leadership capabilities within the organization. The bank has recently launched an Executive Leadership Program (ELP) for senior management, in partnership with Duke Corporate Education, the corporate learning arm of Duke University, USA, aimed towards building multi-tiered people development architecture. The ‘We Lead: AXIS Bank-ISB Women Leadership Program’, run in partnership with Indian School of Business (ISB), was launched with the objective of building a diversified leadership talent pipeline within the bank. ‘AXIS Bank Young Bankers’ (ABYB) Program is an endeavor by the bank in association with ManipalGlobal Education to nurture industry leaders of the future by imparting domain expertise and skill set in the field of banking with the objective of creating a talent pool of young bankers by equipping graduates with necessary banking knowledge and skills. ‘AXIS Ahead’, the Management Trainee program is designed to provide training across departments and locations for holistic learning experience to the young managers who join B-schools across India. With the aim of creating talent management initiatives for mid-level employees, the bank has launched ‘AXIS Aspire’ which aims at building leadership edge, and accelerating employee performance and potential for future roles.

7. Safe, Secure and Harassment-Free Workplace

The collaborative style of working in the bank focuses on effective employee communication, encouraging and facilitating resolution of complaints and grievances. The bank takes all necessary measures to ensure a harassment-free workplace and has instituted an internal complaints committee for redressed of complaints and to prevent sexual harassment. The bank promotes workplace health and safety by providing guidelines related to safe work environment practices and launching creative campaigns like ‘Awareness for Life’ which is an initiative in partnership with Dr. Reddy’s Laboratories under which various talks, seminars health camps etc. are organized for employees to create awareness on life style and wellness issues. During the financial year, five Thalassemia detection camps held and 706 employees
benefited from the camp. Similarly two Cancer detection camps were held and 378 employees availed the screening. These camps were held in the bank’s corporate office-AXIS house and some of its branches/circle office in Mumbai. ‘Be Safe’ is another initiative specifically launched for women employees to seek assistance through a quick information and action call centre when commuting or travelling outside office premises. A series on ‘Fire and Road Safety’ was launched during the year for enhancing awareness on safe driving and upkeep of facilities to ensure safety from fire. Medical facilities are available at the corporate office to ensure that any health concerns are adequately addressed. The bank conducts training interventions for safety and security measures like emergency evacuation drills, fire and life safety training, first-aid training at corporate office and other locations. Similar sessions are also arranged at the branch level through security service providers.

8. Employee Associations

While the bank respects the right of ‘Freedom of Association’ and collective bargaining, there is at present no employees’ union. The bank ensures that employee grievances are received and addressed through various mean such as the Whistleblower portal and H-Response (a virtual help desk for addressing employee’s queries). The bank has also provided various disclosure options for employees in the form of Ethics Officer, Chief Compliance Officer, Chief of Internal Vigilance and other such designated authorities for timely escalations.

9. Fostering a Culture of Excellence

To encourage a culture of excellence towards customer service, compliance towards processes, and innovation at workplace, the bank celebrated its first ever annual awards-AXIS Champions Awards and felicitated employees for their achievement beyond performance. The award aims at employees for living the values of the Bank’s Customer Credo. AXIS Bank Best Idea (ABBI) awards aims to recognize employees who have contributed new ideas or new solutions which have built successful work practices. ABHIYAAN is another such endeavor with the objective of building solutions on the basis of customer feedback and recognizing service excellence.
Additional Noteworthy Work Life Balance Initiatives:

- The ‘Mandatory One Week’ leave policy per annum is there to ensure employees take leave one week at a stretch once, mandatorily during the year, to facilitate work life balance. This leave cannot be carried forward to the next accounting year and if not availed it gets lapsed.

- The bank is planning to introduce 5 day week soon.

- REHIRE program for female employees. This program entails hiring back female employees with good past track record who would have left the bank earlier due to family compulsions and responsibilities. 2014-15 had 20 previous female employees rejoining AXIS bank under this scheme.

- A dedicated 24 hour Helpline for female employees is constituted for all round counseling including personal and professional counseling.

- Sabbatical Leave for a maximum period of two years is granted for both male and female employees who would like to go for higher education or on medical grounds, on grounds of taking care of children etc. This leave is also applicable in parts and transit form also.

- The Employee Welfare Trust is constituted for all general benefits of the employees.

- The Young Managers Program is executed at a 3 tier level to motivate and encourage future leadership.

- Of the many sport Initiatives, the main ones includes the AXIS Premier League, a series of cricket matches played by dividing the employees into four zones and total 24 circles with each zone having an average of 7 to 8 circles. Every alternate year these Cricket matches are held.

- Every alternate year Cultural Programs are held. All major festivals are celebrated like Diwali, Christmas, Holi etc. at AXIS. Special competitions like Rangoli, Painting, Cooking etc. are organized amongst female employees and children of employees.
• For a fee of approximately Rs. 6000 to 8000 per month, a state of the art crèche facility is provided to employees having children below 5 years. It is professionally managed and has all the facilities of a modern crèche.

• Major Employee Engagement Programs are held every quarter to help employees unwind and be stress free from work pressures.

• The Whistle Blower’s Portal facilitates a whistle blower to voice his concerns to the Management.

• Tie-up with Dr. Reddy’s Labs helps in providing a clinic within the bank premises with medical consultation and services free and only medicines being charged at nominal rates. Regular medical camps on awareness for Diabetes, Heart Ailments, etc. are held.

• The AXIS Foundation holds a lot of CSR activities which includes activities with the underprivileged, poor etc. wherein occupational training towards preparing items like Diwali Lanterns, Lamps, Candles, Gift items etc. are taught to the beneficiaries so that they become economically independent and later on, these items are sold to the AXIS employees themselves.

• ‘Embrace’ is a program for Freshers with a tie up with Manipal University wherein the new joinees are trained to take up their roles in a professional manner.

• Attrition has been capped at 9% since 2012. The notable point here is that attrition is almost nil at the middle and senior level and hence the major contributor to the 9% attrition is at the lower level.
Summary:

AXIS happens to be one of the few banks in the private sector where attrition has been capped at 9% unlike 15% and above in the other private sector banks. A noteworthy observation is that the attrition is not at the middle level or senior level, meaning once the employee spends a fairly good time in the bank, he gets to like the culture and his chances of leaving start diminishing. Therefore, the various work life balance initiatives and programs the bank has introduced for the employees, do seem to contribute to the employee’s motivation and satisfaction of his/her employment with AXIS.
5.4.2. CASE II-BANK OF INDIA

Bank Orientation:

Information on the background of the bank, its vision, mission, values is given below, followed by the Human Resource Orientation and Initiatives aiding work life balance at BOI:-

About Bank of India:

Founded on 7th Sept 1906 and nationalized in July 1969, the Bank of India’s Quality Policy is committed to become the bank of choice by providing Superior, Pro-Active, Innovative, State Of The Art Banking Services with an attitude of care and concern for the customers and patrons. Bank of India was founded on 7th September, 1906 by a group of eminent businessmen from Mumbai. The Bank was under private ownership and control till July 1969 when it was nationalised along with 13 other banks. Beginning with one office in Mumbai, with a paid-up capital of Rs. 50 lakh and 50 employees, the Bank has made a rapid growth over the years and blossomed into a mighty institution with a strong national presence and sizable international operations. In business volume, the Bank occupies a premier position among the nationalised banks. The Bank has 4828 branches in India spread over all states/union territories including specialized branches. These branches are controlled through 50 Zonal Offices. There are 56 branches/offices and five subsidiaries and one joint venture abroad.

The logo of BOI symbolizes through its Star that BOI has branches spread over the world in 5 continents with Bharat Mata in the centre representing Patriotism and meaning, “The Sun never sets on BOI”. With 4646 domestic branches and 56 overseas branches the net worth of Bank of India for 2013-14 is Rs. 24, 543 crores and the net profit for 2013-14 is at 2729 crores. BOI developed its tagline ‘Relationship Beyond Banking’ was kept with the customer in focus.
Vision:

To become the bank of choice for Corporates, Medium Business and Up market retail customers and Developmental banking for small business, mass market and rural markets.

Mission:

To provide superior, proactive banking service to niche markets globally, while providing cost effective responsive service to others in our role as a development bank, and in doing so, meet the requirements of our stakeholders.

Human Resource Orientation:

The Bank Management initiates the following listed HRD endeavours in not only bringing in work life balance but also developing and nurturing an organization culture in which employees are enthused and motivated to perform their best in accomplishment of corporate goals through the loyalty towards the bank and focus on culture, ethics, values like honesty and integrity.

Aiding Work Life Balance at Bank Of India: Interview Excerpts

- Respondent Details:
  - Respondent No. 1: General Manager – Human Resources
  - Respondent No. 2: Deputy General Manager – Human Resources

In conversation with DGM-HR

Background: Hailing from Coimbatore, have been serving BOI since the last 40 years. She has been willingly transferred to several places including Bihar and Mumbai. Being the only lady employee in the entire organization at times, she looks back with pride on her contribution to the bank. Earlier, there were less than 5% ladies in the banks, today female staff form 1/3rd of the total employees. She prefers to place work as a priority to family.
Views on the Concept of WLB:

“Work and Life are distinct. The onus is on the individual employee how he prioritizes things and maintains a balance between work and life. The individual has to understand that if he wants to rise in the ladder, that with authority comes responsibility and hence he should not expect the organization to support him towards work-life balance”. Deputy General Manager – HR.

All the Welfare Schemes/ Measures mentioned below play a major part in Work Life Balance.

1. Renovation of Branches:
A new look to the interiors of the branches which involves a huge capital expenditure plays a very important role in creating a good working environment for the employees. This makes the employees happy.

2. Employee Bus Service:
Employees are provided bus service from the nearest railway station to the workplace. For those who have own vehicles like two wheelers in small towns, they are paid Conveyance Allowance.

3. Facility of Staff quarters:
Furnished staff quarters are given to the employees in case of relocation, along with Furniture loan

4. Numerous Employee Allowances:
Facilities like Phone, Petrol reimbursement, Subsidized food at Mumbai Head Office, Newspaper allowance so that they are well read and aware about the current happenings, Entertainment allowance, Cleaning allowance so that they dress well and come to the office and feel confident and motivated.

5. Special Facilities to Senior People:
AGM level above are given Drivers, LFC, Leave (-Maternity, -Sabbatical, -Adoption), Educational and Vehicle Loans at concessional rates, Transfers convenient to the ladies base on marriage grounds or health issues, Rotational transfers to break the monotony; both department as well as location, Health check-up camps on annual basis, Corporate tie-ups with Hospitals and Compassionate Appointment of family member in case of death of an employee below the age of 55 years.
6. Taarangan:
The in-house magazine: ‘Taarangan’ facilitates employees and their families to be creative and publish their work in the magazine. Taarangan was awarded this year for its creativity.

7. Grievance Redressal Cell for Employees:
Star Nivaran is a Grievance Redressal Cell

8. Promotion:
Fast track promotion with less years of experience

9. E-learning Modules:
Many in house E-learning modules introduced to young employees are easily adopted by the tech-savvy young generation.

Current Challenges at BOI for WLB:

1. No Flexi-timings:
It is not possible to have Flexible hours working system in the Banking Industry since Cash hours are fixed. However, flexi-timings have been worked out for the Data centre and Back office operations.

2. Forced Adaptability to Technology:
When the Banking Industry went through the Computerization phase, BOI provided the necessary training to the employees. Though reluctant to get trained at a senior age, the employees accepted the change without much reluctance. They did not have enough choice and had to accept because of the increase in the work-load.

3. Decade of Retirement:
2020 is considered to be the retirement decade in the banking sector in India. A lot of employees are retiring on account of super-annuation and the organization has made necessary arrangements in terms of Manpower Planning and have started recruiting youngsters, but meeting the current need from millennial bankers, may bring in culture shocks to the new age bankers.

4. Need For 5 Day Week:
In this technological era, where there is ATM, Mobile banking and online banking, there is no need to have Saturdays working and there could be all Saturdays off instead of only 2nd & 4th.
5. Government Interferences:
PSBs have to most of the times follow government mandates and hence we cannot roll out any policies according to our whims and fancies.

Summary:
“Our Employees are satisfied and this is displayed through the Business Results. BOI is one of the 1st PSBs to have Biometric Systems, Instant Money Transfer, Withdraw cash without Card, Fully computerized branch & ATM facility, opened a branch outside of India. Because of all the above welfare measures, it makes BOI the Employer of Choice”. General Manager – Human Resources.

For its part, Bank of India has assessment centres where high-potential candidates are re-skilled. As part of the new initiatives, succession planning is priority because "the vacuum is felt more at the higher level," said an HR official who did not wish to be named. For every critical role, the bank plans to have three successors. It brought in Aon Hewitt two years ago for the entire HR transformation process which includes various HR policies, and new performance management systems. "We also have a manpower planning model on the basis of which review and recruitment is done," said the official. Public sector banks in the country face a tremendous challenge with respect to talent and leadership skill availability. Being a PSB, the HR department at Bank of India, does not have the flexibility to roll out any initiatives. The organization provides welfare measures to its employees and this is what keeps the employees happy and satisfied and wanting to work for BOI.
5.4.3. CASE III-IDBI BANK

Bank Orientation:

Information on the background of the bank, its vision, mission, values is given below, followed by the Human Resource Orientation and Initiatives aiding work life balance at IDBI bank:-

About IDBI: Founded in: 1964 and head quartered in Mumbai, the tagline of IDBI is ‘bank aisa dost jaisa’. With 1388 branches across pan India and a total team strength of 16, 438 employees, the total business of IDBI as on March 31, 2014 was Rs. 4.3 lakh crores. IDBI has won in the human capital development category for ‘leveraging human capital to deliver customer delight and impact overall growth’ at ADFIAP Development Awards 2013.

IDBI Vision:

To be the most preferred and trusted bank enhancing value for all stakeholders.

IDBI Mission:

- Delighting customers with our excellent service and comprehensive suite of best-in-class financial solutions;
- Touching more people's lives with our expanding retail footprint while maintaining our excellence on corporate and infrastructure financing;
- Continuing to act in an ethical, transparent and responsible manner, becoming the role model for corporate governance;
- Deploying world class technology, systems and processes to improve business efficiency and exceed customer’s expectations;
- Encouraging a positive, dynamic and performance-driven work culture to nurture employees grow them and build a passionate and committed work force;
- Expanding our global presence;
- Relentlessly striving to become a greener bank.
Human Resource Orientation:
The HR strategy of the Bank has been framed to effectively align HR policies with business requirement in the areas of recruitment, deployment, training, talent retention and motivational initiatives/ strategies to seamlessly support the Bank’s Mission.

Aiding Work-Life Balance At IDBI: Interview Excerpts

- Respondent Details:
  - Respondent No. 1: Executive Director
  - Respondent No. 2: Chief General Manager

The Bank has taken several new initiatives during the year to motivate its employees by recognising and incentivising high performers. Some of the major initiatives introduced towards enhancing work life balance and a sense of role satisfaction include the following:

1. Management Development Programs:
Amongst the other prominent programs, Leadership grooming is crucial to IDBI. These initiatives have been prioritised. For the first time this year, IDBI motivated employees to come forward and lead its expansion into semi-urban and rural areas. The initiative, ‘Project First Mile’, has groomed 159 officers till date to take up the role of Branch Heads. A series of intensive such leadership programs have also been launched for existing Regional/ Branch Heads.

2. Identifying Managers/ Leaders of the Future:
Assessment Development Centre (ADC) leader roles, is a program to identify ‘high potential officers’ and systematically groom them for critical/ leadership roles of future.

3. Incentive Plans:
Various motivational programs to boost employee morale and provide continued support to business verticals/other departments were actively pursued during the year. Some of the major initiatives under its aegis are namely; i) Performance-linked Cash Incentives Scheme: The scheme was introduced with effect from Appraisal Year 2013-14, in line with the Government of India (GoI) guidelines. ii) Incentive Scheme for Retail Branch Heads: The scheme rewards the top five performing Branch Heads
in each zone with training programmes abroad/in reputed institutes of India. These officers are groomed as the future leaders of your Bank. iii) Reward/Recognition for Exemplary Customer Service: In line with the recommendations of the Damodaran Committee on Customer Service, IDBI has introduced a reward program to recognise two employees per zone as the ‘Most Customer Friendly Employee of the Zone for the Quarter’. iv) Rewards/Recognitions for prevention of Frauds/Malpractices: The bank has introduced a reward program to recognise employees who have taken proactive steps in detecting and minimising fraud. Five employees are selected in each quarter and awarded cash rewards and other benefits.

4. Succession Planning:
The Succession Planning exercise is to ensure that there is a talent pool to take up key/critical positions in the Bank. The first phase of identifying critical positions has been completed and an elaborate development programme has been devised to groom potential successors for these critical positions.

5. Recruitment and Staffing:
IDBI has been recruiting employees across officers and staff in a diverse manner. This diversity in recruitment is visible during 2013-14, when the bank recruited 2,456 employees (1,933 Officers and 523 Executives), of which 408 belong to Scheduled Castes (SCs), 87 belong to Scheduled Tribes (STs), 690 belong to Other Backward Classes (OBCs) and 109 were Persons with Disabilities (PWDs). As on March 31, 2014, the Bank had 16,438 employees on its rolls, comprising 13,071 Officers, 1,165 Executives (on contract), 1,199 clerical (Class-III) and 1,003 sub-staff (Class-IV) employees.

6. Training and Development:
A competent workforce is the foundation for every successful organisation. To achieve excellence, IDBI has put training and development initiatives at the forefront. During the year, it trained 14,431 employees through 583 in-house training programmes. A total of 540 officers attended external training programmes in some of the best training institutes of India and abroad to keep abreast of domestic and global developments that impact the Bank’s performance. Further, the Bank inducted 1,438 new Grade ‘A’ recruits through a robust 90-day induction programme that includes classroom training and intensive on-the-job training, covering all the major business
verticals followed by inputs on soft skills. ‘i-varsity’, the online learning portal of the bank ensures that each employee has access to their learning needs at their desktop. This has given an impetus to the learning environment in the Bank. Regular programs on Priority Sector Lending (PSL) training for RBG have been incorporated in the training schedule, given the mission-mode focus on ramping up PSL business to targeted levels, including PSL workshops for Regional Heads, RBG Branch Heads and Asset Officers. The bank endeavours to live up to its mission statement of “Customer Delight” by continuously undertaking customer-centric skill development programmes viz., Programme on “Customer Experience Management”.

During the year under review, IDBI achieved an important milestone with its Jawaharlal Nehru Institute of Banking and Finance (JNIBF), the premier staff training college, being awarded the ISO 9001:2008 Certification in January 2014.

7. Industrial Relations:

The industrial relations climate in the Bank has been largely cordial during the year with no major disruption in work, and most issues raised have been amicably resolved.

Summary:

Since 2012, IDBI bank tapped into retail banking and decided to improve its rewards programme to boost performance. The top performers are sent on a 3-4 day holiday to destinations like Singapore and Malaysia. The bank seeks ideas from the employees. The ideas that get implemented are rewarded. IDBI also changed its appraisal system. While earlier, group targets were given to a team, under the new appraisal cycle for FY 2014, each employee will now have individual targets. Specialised teams like treasury and finance have been created to hasten the promotion process and stress on individual growth. Thus, the bank is attempting to overhaul some of its HR processes to bring in a better and peaceful work environment for its employees.
5.4.4. CASE IV - HDFC BANK

Bank Orientation:

Information on the background of the bank, its vision, mission, values is given below, followed by the Human Resource Orientation and Initiatives aiding work life balance at HDFC bank:-

About HDFC:

The Housing Development Finance Corporation Limited (HDFC), founded in 1977, is India’s largest mortgage company. It was amongst the first companies to receive an ‘in-principle’ approval from the Reserve Bank of India (RBI) to set up a private sector bank, thus leading to the establishment of HDFC Bank Limited in August 1994. Headquartered in Mumbai, it began operations as a Scheduled Commercial Bank in January 1995 and has today become India’s second largest private bank by balance sheet. From being a Scheduled Commercial Bank in 1995 to being merged with the Times Bank in 2000, the journey of the commercial growth of HDFC Banks continued till 2008 when HDFC Bank amalgamated with the Centurion Bank of Punjab.

At HDFC Bank, their mission is to be “a World Class Indian Bank” in terms of product offerings, technology, service levels, risk management and compliance. They are committed to contribute towards inclusive growth, reaching out to the bottom-of-the pyramid segments by offering developmental and financial support. Their objective is to build sound customer franchises across distinct businesses, to be the preferred provider of banking services for customers, and to achieve healthy growth in profitability, consistent with their risk appetite. Coupled with efforts towards social responsibility and environmental preservation, they are driven by the highest levels of ethical standards, professional integrity, corporate governance and regulatory compliance.
Objective Statement:

"To build sound customer franchises across distinct businesses so as to be the preferred provider of banking services for target retail and wholesale customer segments and to achieve healthy growth in profitability consistent with the bank’s risk appetite’.

Mission Statement:

✓ To be a world class Indian bank.

Core Values:

* People * Customer Focus * Operational Excellence and Product Leadership.

In FY 2012-13, they adopted and established ‘Sustainability’ as the fifth core value that defines their business.

Human Resource Orientation:

Stated below are some of the unique standalone initiatives/programs that HDFC has implemented for its employees. With the help of these initiatives, the bank has been able to arrest employee attrition, build a work culture of corporate citizenship amongst its employees, aid a goal driven environment and promoting female employment in the bank. Information on the various HR initiatives and programs that are introduced in the bank with respect to aiding the work life balance of employees is given below:

Aiding Work-Life Balance At HDFC: Interview Excerpts

- Respondent Details:
  ✓ Respondent No. 1: Senior Vice President – Human Resources
  ✓ Respondent No. 2: Deputy Vice President & Regional Head – Human Resources
At HDFC Bank, employees are encouraged to maintain a healthy work-life balance for physical and mental wellbeing. The bank advices employees and branches to not work past 7:30 pm. Instances of employees working after the regular hours of operation are analyzed and studied to identify the reasons for employees overworking themselves. The employees are then provided personalized assistance and advice to avoid future occurrences.

Some of the best practices and various initiatives/programs that the Management of HDFC has introduced to help its employees de-stress and bring in a sense of balance in their lives are listed below:

1. **Employees as Assets:**

Employees are biggest assets of the bank. They boast of a 68,165 strong workforce community who contribute significantly to their growth and sustenance. The role of employees in building their reputation has been critical – be it in sales, customer services, or technical support. At HDFC Bank, they constantly aim to maintain a healthy and spirited workplace and to empower employees with opportunities and resources. This would help generate among employees the positivity that can trickle down to business and in turn to the customers.

Chart 5.1 below gives the breakup of the permanent employees of different levels placed across different regions in India in 2012-13.

**CHART 5.1: LEVEL AND LOCATION PLACEMENT OF HDFC 2013-14**
The workforce at HDFC (2014) comprises 50,906 permanent employees (as shown in the Table No. 5.6 above), 324 employees (of the erstwhile Lord Krishna Bank who are now on the Bank’s payrolls) and 16,935 contract employees who are also on the Bank’s payrolls with their contracts renewed periodically when not terminated.

2. Code of Conduct for all:

One of the robust attempts of this drive has been building a strong organizational culture. The bank has a Code of Conduct and Ethics Manual that all their employees conform to. The Code of Conduct details the principles abiding by which they work and enables their employees to maintain the highest levels of ethics, accountability and corporate governance. All employees are required to abide by the Code of Conduct.

3. Managers as Buddies:

Addressing employee queries and issues have been another one HDFC organizational goals. All the employees are assigned Regional HR Managers, whom they frequently interact with for any issues or concerns. HDFC have several policies and measures to cater to the needs of the employees. In order to orient them with these policies, communication to employees is ensured through channels of: a) An Employee Portal; b) Joining Kit and Induction process; c) Annual online confirmations of compliance to Code of Conduct; d) On-going awareness campaigns; e) Reiteration during employee forums and meetings; One of the key steps towards ensuring redressal of employee issues is to allow for greater addressing employee queries and issues empowerment of the Middle Management so as to ease gaps in communication between the employees and the Top Management. Additionally, they have also devised systematic processes to address key issues and employee concerns in the Bank. The employee grievance policy deals with varied employee concerns including sexual harassment. This encourages employees to raise any doubts or fears to the management of the Bank while also helping in enhancing their sense of belonging.
4. Whistle Blower Policy:

Whenever an employee raises a genuine concern under the Whistle Blower Policy, the bank ensures that the employee in question is neither at a risk of losing employment nor is subjected to any form of retribution. Employees are given the right to ask for protection or anonymity and their identities are not disclosed without their consent.

5. Fringe Benefits:

HDFC provide their on-roll staff with benefits such as health care, disability/invalidity coverage, fringe benefits such as concessional loan, higher medical cover, superannuation, grant of ESOPS and stock ownership and have taken measures to ensure that their needs are met.

6. Ensuring Employee Health:

The bank considers it their responsibility to ensure that they help those who work for them lead healthy lives. In select locations such as Kanjurmarg office, they have an onsite doctor and fully equipped medical rooms to cater to immediate medical needs and emergencies. Global mailers are periodically circulated to all employees to create awareness on issues relating to well-being and discounted health offerings are passed on. The bank also provides health insurance to employees above forty years of age.

7. Supporting Women Employees:

HDFC takes pride in the fact that close to 18% of their employees are women. Ensuring their professional growth and well-being as well as providing equal opportunity to them is high on the bank’s list of priorities. The bank ensures that all cases of harassment are treated with great sensitivity and are escalated in time for resolution. The bank’s policy and redressal process is governed by the Prevention of Sexual Harassment for Women and Workplace Act, 2013. The Sexual Harassment Committee investigates complaints/instances that are reported.

The bank’s policies on sabbaticals and extended maternity leaves have encouraged women employees to continue working after maternity and/or critical junctures in their lives. This has resulted in a majority of women employees resuming work after their leave period. The bank also provides female employees insurances with women-specific benefits. In order to encourage women performers, they have instituted
rewards and recognition schemes. The bank organizes programs and pan India conferences in which there is immense scope provided to women employees to display their potential. The factual figures to support their claim of progressive count in the recruitment of female employment is obvious from the male female ratio over the last three years wherein in 2011-12 the male versus female employees of 36078 men and 8820 women went up to 39458 in men and 9062 in women which further increased to 42155 men and 9075 women in 2013-14.

8. Ensuring Employee Retention:

The bank values each of their employees for their intellectual potential, knowledge and skill. While taking measures to retain existing employees, they also ensure that new employees blend within the organizational culture and fit in smoothly. To facilitate this, new employees are inducted into the workings of the Bank at the training center instead of at the branches. This system better enables them to imbibe the work culture and business ethics, before moving on to assume their respective roles at the branches and hence ensures smoother entry, reducing the scope of a cultural mismatch.

The Chart 5.2 given below shows the hiring versus attrition at HDFC across all regions in 2013-14.
As observed in the Chart above HDFC has attempted to increase the recruitment drive to meet the attrition of permanent employees in their bank.

9. Maintaining Equality and Non Discrimination:

The bank follows a non-discrimination policy with regards to employment and has policies to ensure that equal opportunities for growth within the organization are presented to all employees. Uniformity in salaries at the entry level is maintained for all employees, irrespective of gender. Subsequently, the remuneration depends on factors against which employee performance is measured through a Performance Management System, based on several parameters. As a part of an on-going initiative to build synergy, the bank has embarked upon the adoption of a cloud platform that allows for greater connectivity among employees. The permanent staff also includes employees who were part of the erstwhile Lord Krishna Bank Trust, Kerala. They are covered by collective bargaining agreements and form the only Employee Association in the bank comprising 324 employees.

The non-permanent staff is trained to ensure that they embrace the organizational culture and reflect values in their work. In order to ensure inclusion, they have dedicated personnel assigned to each of the contract employees to address their concerns and requirements. In case of any significant operational changes, the contract staff is given a prior notice of thirty days. They are also given access to MediClaim benefits and a proper escalation matrix for issues.
10. Employee Training:

At HDFC Bank, they realize that imparting knowledge to employees on all aspects that impact, business provides them with an ability to think holistically. With a view to enhance the skill set of employees, they provide them with training support. They have an annual training calendar that addresses the technical and behavioral skill development requirements of employees. This integrated training approach with specific modules for planning and organization, business communication, presentation skills, business writing, managing teams, etc. aids in grooming employees into well rounded professionals. In the reporting period, the average duration of training imparted to each employee was 39 hours. Cross Functional Training is also provided in order to hone the versatility of employees that can contribute to their holistic development.

The Chart 5.3 below give the chart of the number of hours invested by HDFC to train its employees in technical, functional and behavioral skills in the year 2013-14.

CHART5.3: NUMBER OF HOURS INVESTED IN TRAINING IN 2013-14
11. Other Employee Engagement Channels:

A motivated workforce is the key to achieving important business goals. Some of the employee engagement programs at HDFC are namely; Josh Unlimited: An in-house series of multi-city, multi-discipline sports events held in over 15 cities in 2013-14; Stepathlon: An international pedometer-based team event that encourages activity in a simple, inclusive, fun and relevant manner to complement hectic lifestyles; The HDFC Bank Voice Hunt Contest: In association with Shankar Mahadevan Academy, a platform for all the employees of the bank who are passionate about singing, to showcase their talent at national level; Sensations: An in-house musical band contest wherein the employees across locations and functions come together to share their passion for music and form bands; The Corporate Photography Contest: A pan-India Corporate Photography contest in which 21 photographs clicked by the employees of the Bank were selected out of over 1300 entries. These photographs were displayed at the Prince of Wales Museum; The Online music classes: In collaboration with Shankar Mahadevan Academy, for all employees; The ‘Communication Efforts: Happy Bankers! Wellness messages sent across in the Bank; The Stepathlete’s page sharing inspiring experiences of ‘Stepathlete’s with the Bank’; Other Wellness/Diversity Initiatives: Complete health check-up packages for our employees in SRL Diagnostics (Pan India) and the celebrations of Diwali/Christmas to create forums for employee connect.

Summary:

As its being observed above, HDFC being a private sector bank has a lot of autonomy in introduction employee friendly initiatives and programs without much of Government’s interventions. From arts, music, sports to health, the bank is attempting to nurture a work life for its employees, which can not only be valued by them but also aid them in bridging the gap between work and life.
5.4.5. CASE V – STATE BANK OF INDIA

Bank Orientation:

Information on the background of the bank, its vision, mission, values is given below, followed by the Human Resource Orientation and Initiatives aiding work life balance at SBI:-

About SBI: Formed in 1955, and currently chaired by Mrs. Arundhati Bhattacharya, SBI happens to a regional banking behemoth and has 20% market share in deposits and loans among Indian commercial banks. With a net profit of Rs. 10, 891 crores for year ended 31/03/2014, the employee strength stands at a total of 2,22,033 employees, of which 20% are women. The number of branches are 15, 869 with 190 foreign offices.

Vision:

- My SBI
- My Customer first
- My SBI: First in customer satisfaction

Mission:

- We will be prompt, polite and proactive with our customers.
- We will speak the language of young India.
- We will create products and services that help our customers achieve their goals.
- We will go beyond the call of duty to make our customers feel valued.
- We will be of service even in the remotest part of our country.
- We will offer excellence in services to those abroad as much as we do to those in India.
- We will imbibe state of the art technology to drive excellence.
Core Values:
*We will always be honest, transparent and ethical * We will respect our customers and fellow associates* We will be knowledge driven * We will learn and we will share our learning * We will never take the easy way out * We will do everything we can to contribute to the community we work in * We will nurture pride in India.

Human Resource Orientation:
SBI is one of the most sought after employers in the domain of public sector banks. It is well known for the various Human Resource initiatives and programs it has introduced for its employees. The bank has become an ‘Employer of Choice’ in India and is one of the most employee-friendly organisations today. Some of the initiatives/programs aiding work life balance of SBI employees are given below.

Aiding Work Life Balance at SBI: Interview Excerpts

- Respondent Details:
  - Respondent No. 1: Senior General Manager – Corporate Relations
  - Respondent No. 2: Deputy General Manager – Human Resources

SBI has been winning the Golden Peacock Award for HR Excellence for three consecutive years. SBI also boasts of winning the World HRD Congress Award for organization with innovative HR Practices and for innovation in recruitment.

1. Multiple Benefit Schemes for Employees:
Employee has the facility of PF, gratuity, pension, medical benefits for individual and immediate family, group insurance, petrol allowance, concessionary interest rates on advances (housing loans, car loans, etc.), higher interest rates on deposits, scholarship to employees’ children etc.

2. Holiday Homes:
The employees can avail the facility of holiday homes located in different parts of India, during their annual holidays.
3. Reservation in schools:
SBI pays donation to schools and reserves seats for the children of its employees.

4. Leave Policy:
The provision of Sabbatical leave for women and single men is for a maximum period of 2 years. A sick leave of 9 months can be availed for entire working period. Study leave is granted on valid grounds to the employees interested in further studies. The female employees can avail a maximum of 6 months of maternity leave. 30 days of privilege leave and casual leave of 12 days can be availed every year.

5. Health Check-ups:
Executives in SBI can avail the annual health check-up facility which is sponsored by the bank for its employees.

6. Leased accommodation & residential quarters:
Employees are provided accommodation facilities and family quarters to stay during the times of numerous transfers during the tenure of their work lives.

8. Reimbursement of monthly expenses:
Those expenses related to conveyance, newspaper/magazine, cleansing material are reimbursed on a monthly basis to the employees.

9. Promotion policy:
Employees having a proven track record of performance can look forward to very fast Promotion prospects.

10. Foreign postings:
SBI also encourages opportunities for employees to take up foreign postings and accentuate their growth prospects.
11. Job rotation and transfers:

The bank has the policy to rotate jobs and transfers, thus encouraging employees to be well versed in all the different functions of the various departments and supporting a varied work experience.

Additional Noteworthy Work Life Balance Initiatives:

- The bank exhibits Zero tolerance towards Sexual harassment at Workplace.
- The Bank refrains from any discrimination on the basis of caste, creed, gender or religion and strives to ensure a healthy work life balance for its employees.
- The bank is a caring and considerate employee.
- ‘JAGRITI’, a leadership program for branch managers and unit heads of CPCs has been a huge success amongst grooming potential branch managers.
- ‘Gyanodaya’ the E-learning portal meets all the online learning essentials of the employees.
- SBI has 5 Apex Training Institutes & 47 Learning Centres which work round the clock to equip its employees with the skill and talent required to run the bank efficiently.
- ‘CITIZEN’ program has been constituted for empowering the Employees
- The ‘Whistle Blower Policy’ is implemented for employees to voice out their concerns against Unethical Practices taking place in the bank.

“The new policy on having 2nd & 4th Saturday offs has been a much awaited move for all of us. Actually, we will be working half a day more as there will be a 5th Saturday also in most months. All Saturdays should have been an off. Nevertheless, this is also good and will play a huge role in Work Life Balance. WLB is mainly an issue for females. In this office, even on Saturdays we stay up till 6 or 7 pm so for us it doesn’t make a difference. There is no WLB for officers. We are here from morning to night. There is rural posting also compulsory for women employees. Even the recently concluded Women’s Day revolved around the topic of Work Life Balance for Women wherein we were told how to overcome our individual anxieties and be emotionally intelligent in managing time and priorities of life”. Deputy General Manager – Human Resources.
Summary:

SBI has executed a complete overhaul of its talent assessment and engagement programs. The new appraisal system has senior managers to take a performance review twice a year. The bank has tied up with Harvard Business School for online training programmes for its senior management. "We are now recruiting aggressively. These engagement methods will help us retain our employees and get more to join us," said a senior SBI HR executive who did not wish to be named. With many good initiatives and programs to support its employees, SBI retains its rank of being the number one employer in the public banks sector.

5.5. Section 4 - Analysis of data - Dr. Anil K Khandelwal:

Dr. Khandelwal was asked to present his views/comments with respect to two objectives namely: The Human Resources scenario in banks in India with respect to the current challenges and opportunities two objectives, namely: the current challenges and opportunities the banks face today and his views on WLB in Indian banks.

*HR Scenario in Banks today:*

He opined that there is a need to professionalize HR in the public sector banks in India. He felt that the sector follows standardized wages and service conditions for the entire industry with little consideration of capacity to pay by individual banks, issues of productivity etc. In competitive banking scenario such a system obviously restricts development of innovations in HR at individual bank level.

According to him HR has indeed become the biggest risk in the system, considering the new challenges and opportunities of new age banking. He and his Committee were convinced that human resource transformation has now become most critical for PSBs and the present HR dispensation needs a thorough overhaul and a 360º change. Without proactive measures in the realm of HR and significantly changing the methodology and content of various HR systems, PSBs are likely to lose the present stature and be a drag on the efficiency of the financial system in India.
WLB in Banks in India:

When asked about his suggestions and recommendations to bring in effective work life balance in the lives of bank employees in India, he expressed that work life balance system in Indian banks have a long way to go. WLB has problems of implementation because of the very nature of banking needs wherein a high degree of mental concentration and meticulous working of customers’ accounts is required besides the risks in credit sanctions and monitoring of accounts. He feels that this requires long hours of work and entails mental pressures and tensions given the current business development in a competitive scenario. Thus, according to Dr. Khandelwal, innovations in deployment, flexi HR policies and gender supporting policies to meet specific needs of women employees, are required to be implemented, in order to support work life balance in the banks in India.

5.6. Conclusion:

From the above cases, it is obvious that banks in India are trying to implement employee friendly programs and initiatives to help employees balance work life. In spite of all these efforts, banks seem to have a short term vision of business. They prefer not go beyond quarter profits. They need to treat humans as assets. It was observed that just like the other technical staffs of the bank, the HR personnel in banks undergo a transfer every three years. HR being a transformative function, the frequent transfers make it difficult to implement a long term HR vision in the banks.

Quotes Mr. K. C. Chakrabarty (Deputy Governor of the Reserve Bank of India), in his keynote address at the Conference of HR Heads of Banks and Financial Institutions, held at College of Agricultural Banking, Pune, on 6 February 2014, “The purpose of “Future Proofing” is to prepare the employees against adverse developments in future. Undoubtedly, the rapidly changing business environment and the impending entry of new banks are posing new challenges for the banks in terms of recruiting skilled personnel and retaining the existing talent, but the larger issue is whether the existing crop of Human Resources is geared to perform optimally in the existing environment?”
Human Resource Management is all about the intensity of interplay of those catalysts in the respective work organizations that trigger not only day to day effectiveness of employee performance, but also encourage employees for self-development and organizational self-renewal practices. This in turn helps in attaining greater competitive advantage and higher sustainability. It is more about building a climate which is personnel-oriented than technology-oriented. HR believes that participation and communication beginning from the top most level and spilling down to the lowermost rungs, would bring about greater commitment, efficiency, and growth of individuals, which in turn will result into the growth of the organization (Litwin and Stringer -1968).

The Top Management of Banks need to believe in the transformative power of the Human Resource function and thus committedly contribute, towards cultivating a climate which is congenial and conducive, for the growth and development of HR in the banking sector in India.

Based on the information of quantitative and qualitative data analysis presented in the Chapters IV and V, the researcher has presented the discussions of results and conclusions drawn thereby, in Chapter VI respectively.