<table>
<thead>
<tr>
<th>Section Nos.</th>
<th>Particulars</th>
<th>Page Nos.</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1</td>
<td>Preview</td>
<td>219</td>
</tr>
<tr>
<td>7.2</td>
<td>Work Family Enrichment’ model of WLB</td>
<td>219</td>
</tr>
<tr>
<td>7.3</td>
<td>Recommendations</td>
<td>220</td>
</tr>
<tr>
<td>7.3.1</td>
<td>Recruitment</td>
<td>221</td>
</tr>
<tr>
<td>7.3.2</td>
<td>Training</td>
<td>223</td>
</tr>
<tr>
<td>7.3.3</td>
<td>Compensation</td>
<td>225</td>
</tr>
<tr>
<td>7.3.4</td>
<td>Employee Engagement</td>
<td>226</td>
</tr>
<tr>
<td>7.3.5</td>
<td>Performance Management Systems</td>
<td>227</td>
</tr>
<tr>
<td>7.3.6</td>
<td>Counseling</td>
<td>228</td>
</tr>
<tr>
<td>7.3.7</td>
<td>Health Investment</td>
<td>229</td>
</tr>
<tr>
<td>7.3.8</td>
<td>Infrastructure and Physical set-up</td>
<td>230</td>
</tr>
<tr>
<td>7.3.9</td>
<td>Employee Facilities</td>
<td>231</td>
</tr>
<tr>
<td>7.3.10</td>
<td>Work Life Balance Programs</td>
<td>232</td>
</tr>
<tr>
<td>7.4</td>
<td>Work Life Balance Design</td>
<td>233</td>
</tr>
<tr>
<td>7.5</td>
<td>Suggestions for further research</td>
<td>235</td>
</tr>
<tr>
<td>7.6</td>
<td>Conclusion</td>
<td>237</td>
</tr>
</tbody>
</table>
CHAPTER VII
RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

7.1. Preview:

The study proved to be real time experience to know the actual Human Resource scenario existing in the banks today in India. It helped understand not only the challenges and the opportunities faced by the Human Resources department but also the gaps existing between the actual scenario in the banks and what was desirable to meet the millennium business goals of the banks. The research was useful to study the scope of implementing WLB initiatives/programs in one of the crucial finance sector of the Indian economy. Based on the findings, analysis of employee data and the initiatives and programs suggested by the Employees, HR Heads and the Top Management, this chapter thereby comprises the recommendations, a suggestive WLB design for bank employees by the researcher and the suggestions for further research.

7.2. Work Family Enrichment’ model of WLB:

The below recommendations have been made on the belief that the improvement of life in the professional role will positively enhance or impact the personal role as per the model by Greenhaus and Powell (2006), who proposed a ‘work family enrichment’ model which was theoretical in nature. Work family enrichment was defined as the extent to which experiences in one role improve the quality of life in the other role. It was proposed that resources generated in Role A (Bank) can promote high performance and positive affect in Role B (Family) and that the extent to which a resource heightens performance and positive affect is moderated by the salience of Role B (Family), the perceived relevance of the resource to Role B (Family) and the consistency of the resource with the requirements and norms of Role B (Family). The model specifies two mechanisms or paths by which a resource generated in the Role of Bank can promote high performance and positive affect in the Role of Family. First mechanism is the
instrumental path, by which a resource can be transferred directly from Bank Role to Family Role, thereby enhancing performance in Family Role. Second, is the affective path, in which a resource generated in Bank Role can promote positive affect within Bank Role, which in turn, produces high performance and positive affect in Family Role.

The study was able to validate the ‘Work Family Enrichment’ model of WLB, introduced by Greehaus and Powell in 2006. Thus the recommendations mentioned by the researcher below has been suggested on the lines of ‘work family enrichment’ model, wherein enhanced work life of the employee can be ‘instrumental’ to enrich family life and an enriched family life will lead to ‘affect’ an enhanced work life.

7.3. Recommendations:

All major activities in the work life of an employee – from the time of entry into an organization till exit, come under the purview of HRM. A recent analysis of Hay Group’s employee opinion database conducted in 2013, covering 5.5 m employees worldwide, threw up the most consistent predictors of employee engagement and commitment namely: confidence in leadership; an opportunity for career development; autonomy; supportive work environment; and appropriate compensation. All these predictors have the ‘human’ element largely imprinted in them. Dessler (2008) defines HRM as ‘the policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising comprises of HRM’. Thus, it is the onus of the HRM department to ensure that the quality of working hours that an employee invests in the bank to achieve the bank’s goal, is not only challenge free and motivational but also good and conducive to the physical, psychological and social wellbeing of the employee. Under the current scenario of a global 24/7 work culture ruthlessly corroding into the lives of working executives of all sectors and industries, under the garb of technological advancements, business excellence, competition, growth etc., the prerogative of the HR department to provide a peaceful and congenial ‘work life package’ enabling a positive impact, not only restricts to the employee’s work hours, but also extends into the employee’s non-
work hours. Work life balance management happens to be one of the most lucrative initiatives to negate the ill effects of work stress, role discontentment and employee disengagement at both the work place and family level. This in turn, helps banks to retain focused efficient and successful bankers who are high in productivity and output, thus contributing to higher business profits.

A recent March 2014 HBR article ‘Manage your work, manage your life’, cites a survey of 4,000 executives worldwide, wherein it was observed that, senior executives discovered through hard experience that prospering at their level is a matter of carefully combining work and home so as not to lose themselves, their loved ones, or their foothold on success. Keeping the above relationship of Human Resources and Work Life Balance in mind and governed by the model of ‘work family enrichment’, the following recommendations have been made so that bank employees are able to augment, improve and manage their work life balance.

7.3.1. Recruitment:

An emphasis on the banker’s work life quality can bring down the attrition, the sector is facing currently. (2012 Towers Watson Report - Attrition is at all levels, more in junior customer-facing jobs. Attrition in the banking, financial and insurance sectors were 30%, in IT services 28%, retail and consumer goods 16%, retail store-level 30%, healthcare 10% and hi-tech 14%). By following the below stated recruitment practices, it may contribute to balancing work life.

1. The historical rule of thumb for HR staffing requirements is one full-time professional HR person should be hired for every 100 employees. I.e. 1: 100. The actual ratio for a business can vary depending upon factors such as the degree of HR centralization, the geographic distribution of the employees served, the sophistication level of the employees, and the relative complexity of the organization. Finding enough people in one of the most populous nations in the world cannot be a challenge. So, what it actually means is that they are saddled with too many non-performers. It is necessary to professionalize the recruitment
needs by first implementing the 1: 100 ratio, then by drawing a detailed analysis of roles and responsibilities of each employee to help bring in role clarity and enhancement.

2. Defining job role of each desk would also enable an assessment of the skill sets required to man that desk. Thus, it would also help the HR in mapping each desk function to the available manpower by imparting training to the existing staff or by recruiting appropriate the exact profile in demand. Role clarity will aid a congenial work environment which in turn will contribute towards lesser role stress.

3. Banks should make it a policy to recruit only graduates and postgraduates on merit. The present entry level qualification for clerical cadre, fixed several decades back, is totally out of tune with the current day requirements. It is a profession requiring financial proficiency and hence compromised merit in recruitment may mean long term damage to the business. This will foster healthy competition and keep unpleasant competition and job stress at bay.

4. 2020 being declared as a retirement decade in the banking sector, it’s a boon time to recruit the best in the industry as per existing standards of quality. Bank Managements should take this opportunity to encash on the possibility of recruiting the best from the market so that the millennium bankers meet the current deficit of unskilled manpower in the banking sector.

**Influence on Work Life Balance:**

With the above measures in place, the banks will have an up-graded work force in terms of education and experience, clarity in roles and responsibilities, personalized and dedicated HR services on a one to one basis and managers who are best in the market, thus facilitating better decision making in the larger interest of the bank. These decisions shall lead towards making the work place, an attractive peaceful one to work in.
7.3.2. Training:

The below mentioned training practices may impact work life balance.

1. Banks need to have tie-ups with examining and certifying body of bankers like the IIBF, wherein the training function can be outsourced professionally and certificates issued on merit basis as the trainees complete their training. This could largely benefit to bring in a robust evaluation system.

2. Buddies and mentors from the senior level managers should be appointed to ventilate work grievances and facilitate an environment of trust and respect. For e.g. Boss as mentors like SBI model can be followed. Buddy system should be more prevalent to absorb shocks that new entrants face as a culture change. This will help in sharing grievances and reduce pent up negative feelings in an employee thus aiding better psychological health.

3. The current training trends in the banking sector weigh heavily towards technical training. The training of soft skills to be given as much weightage as training in technical skills. The culture in the banks till now has been wherein individuals have been promoted based on tenure seniority. One cannot say they supervised in the current sense of the word, i.e. they usually did not delegate, support career counseling, conduct performance reviews, etc. Rather, they told the subordinates what to do and the subordinates did it. These work directors have little training about supervision, e.g., about delegating, interpersonal skills, stress management, career developments, etc. Hence training should be provided on all core management areas of mentoring, coaching, counseling, stress management, career guidance, communication, emotional intelligence along with technical skills training etc. This kind of training can go a long way to build up emotionally intelligent managers who can not only devise initiatives and policies that aid work life balance but also are self-equipped to handle the pressure and stress of banking jobs.

4. Besides written test, group discussions and other psychometric testing tools will have to be introduced to measure marketing and relational skills.
5. Specialized institutions like NIBM and State Universities can be encouraged to offer courses on pre-entry skills. Online education courses could also be introduced.

6. Training interventions before the officer enters the executive cadre can include a systematic job rotation of the officer in the formative stages of his career. The later part of his career could be dedicated to his gaining functional expertise in one or two areas of banking. Initiation into management, control functions, decision making, etc. at this stage could be achieved by placing the officer as a departmental head, branch head. Training in Credit, Treasury, Forex, Marketing, Branch Management, etc. would help the officer in honing his skills effectively for the executive cadre.

7. Technology tools like Intranet, interactive portals, on line quizzes, etc. can be used to both educate and engage the employees with some creativity and fun.

Influence on Work Life Balance:

The SBI model of Boss as the Buddy has been successful to develop a climate of trust and team oneness in the bank. Having immediate seniors or bosses help ventilation of grievances at the personal and professional level. In such an arrangement, the seniors who play the role of buddies are compelled to sideline the grade differences between the two and guide and handhold the junior to live a productive and efficient work life. Online interactive portals and courses will keep the employees not only trained but also technically sound to face challenges of the ever changing IT processes that affect the business of banking. Regular learning and development activities will help keep the employees updated of market trends thus boosting their confidence to face daily work issues. A well trained and updated employee shall thus experience lesser work stress enabling him to be faster and efficient to leave his bank on time to meet his family needs.
7.3.3. Compensation:

One of the main reasons for a majority of people to work today is salary as directly helps meet their personal goals of life. The below mentioned compensation practices may influence work life balance.

1. Equity model of compensation can be implemented in banks to avoid Feb 2014 type of strikes. Salaries of public and private sector banks should be at par with other multinational banks.

2. Banks should discourage late working or pay overtime for additional hours, if necessary. Working extra hours is a yearly practice across all banks during the financial year close time. Hence, overtime should be provided to Head Office staff especially during accounting year end closure work. This will garner better commitments from the employees towards their work as they would feel that their extra hours are paid and reduce the guilt of keeping away from the family for too long.

3. Fair and equitable compensation policy based on performance and efforts should be implemented instead of promotions and transfers based on tenure of the employee.

Influence on Work Life Balance:

Though compensation in the banks has been fairly appreciated by the employees, there are instances wherein work load has been unevenly distributed or exceeded the salary packages, thus bringing in issues of inequitable pay packages across the sector. A performance based compensation plan based on the foundation of equity can reduce these differences. Overtime wages paid for extra hours worked can help retain the interest of the employees to contribute wholeheartedly during the peak times when their services are required by the bank. This in turn may, to some extent, bring down their frustration to share their time meant for the family, in office.
7.3.4. Employee Engagement:

Employee engagement programs aim at giving the employee a ‘work life’ which is meaningful and contributive in nature. The following engagement programs may influence the work life balance efforts of bank employees.

1. Banks should provide holistic wellness programs, health checkups, medical counseling and on-site yoga sessions regularly to all its employees. Internal Counseling rooms and massage centers/chambers should be set up for bank employees to take occasional breaks from work to release stress.

2. Bank should make workplace employee friendly by providing relaxing ambience and facilities to unwind and rest when stressed. For e.g. Setting up a 24/7 stress release massage center in the bank premises.

3. Some novel ways of engaging the staff – e.g; ‘Citizen SBI’ of State Bank of India, ‘Spandan’ of Canara Bank, ‘Baroda Manthan’ of Bank of Baroda and ‘Jagruti’ of Allahabad Bank. Some other banks have introduced ‘Hotline’ for the staff to directly communicate with CMD. A well-designed and operationalized ‘Suggestions Scheme’ is also in vogue in some banks.

Influence on Work Life Balance:

Engaged employees are far more productive than dis-engaged or semi-engaged employees. A certain part of the engagement programs also extends into involving family members and helping employees live their dreams of extending their ‘charity’ selves to social causes. This kind of activities help increase bond amongst team members and family members. When family members get acquainted to the work nuances of the banker, it becomes easy for them to relate to the work pressures and stress the banker goes through. This in turn, makes the banker comfortable meeting extra work hour demands of the bank. The times spent in family bonding through bank organized functions contribute to work life balance.
7.3.5. Performance Management Systems:

Often a well-established and fair performance management system proves to motivate employees to give their best shot at work, as they are aware of its positive consequences of monetary and non-monetary awards and recognitions. The below mentioned steps may contribute to work life balance.

1. Performance should be appreciated and rewarded through proper performance management systems and professional tools. Incentives should be strictly performance based for all. Banks should create transparent appraisal systems with effective performance tools to ensure no conflicts and biasness. Timely appraisals and justified performance appreciation will help motivate good work and sincere employees.

2. A credible performance appraisal system should be introduced for all categories of staff in the banks, with this having proper linkages to promotions, placements, rewards, etc. In case of managerial appraisal, the focus of the new appraisal system should be on the key elements of the process – performance planning, performance review and its linkage with rewards.

3. Appraising authorities will have to devote good amount of quality time and attention to make the Performance Management System credible and effective.

**Influence on Work Life Balance:**

Banks should solely and strictly follow rigorous performance management systems which justifies the educational backgrounds and contribution levels of each employee. Banks should get rid of tenure based promotions. Merit based appreciation should form the basis of the performance management systems in the banks. With justice being displayed in reward and recognitions, employees will be motivated and this will help bring down work stress, thus contributing to work life balance.
7.3.6. Counseling:

Counseling has become a worldwide tool today to resort to, during stress times that a human being faces, during his personal or professional life. Be it schools, colleges or work places, counseling is gaining importance in its role to help regain a peaceful state of mind. Implementing some of the counseling practices mentioned below may aid work life balance of bank employees.

1. As ‘headache’ seems to be one of the ailments prominently present in many employees, bank managements need to be precautious about the oncoming psychological deterioration of the mental framework of employees. The appointment of clinical psychologists or psychiatrists within the premises can help the employees being checked for psychological ailments or symptoms before further damage.

2. Similarly ‘backache’ is another ailment troubling many bankers. This could be likely because of long hours of work at the same work station. If ignored or untreated backache can spurt many other orthopedic problems in the persons. Medical science relates mental pressure as one of the reasons for backaches. Hence along with the appointment of psychiatrists and psychologists, it’s also important that employees have easy access to general physicians within the bank premises. So banks should make available both physicians and psychiatrists within the bank premises. Alternatively banks can also open a 24 hours helpline service on counseling as is the case with AXIS bank female employees.

3. Career counseling regarding growth opportunities within the bank should be shared and guided with the employees. Banks should process these interventions through professionally generated competency mapping reports which portray the accurate skill sets of the employees so that employees can be precisely guided on their future career paths in the banking sector.
Influence on Work Life Balance:

Counseling helps reduce work stress thus bringing down the intensity of work related frustration or depression in the employee. Work stress affects the psychological and physical well-being of an employee. As psychosomatic ailments like backache and headache are seen on the rise in the bankers, counseling can guide the employees to de-stress and voice out their concerns regarding work.

7.3.7. Health Investment:

1. It was observed that bank employees were under tremendous psychological and physical pressure to perform and meet the expectations of the Management which in turn was affecting the general status of their health. Regular mandated free checkups and health awareness camps should be held to bring in self-awareness on status of health and help the employees take corrective action on before the general health reaches a deterioration stage of non-reverse.

2. Bank Managements should take preventive measures on health of their employees by means of providing free online health counseling to the employees.

3. Mandatory investment in health insurance policies should be encouraged by the banks.

Influence on Work Life Balance:

A preventive approach rather than a treatment approach on health issues will help bankers live a healthy work life. Regular health check-ups and counseling will help them be informed on a prior basis about any oncoming ailment in their body thus helping them make the necessary changes in their job profiles/physical infrastructure/lifestyle, to avoid further damage to their physical and psychological health. When an employee is in good health he is stress free and thus can spend quality time at his work place and home without being sick or ill.
7.3.8. Infrastructure and Physical set-up:

A new report from Ball State University in Nov 2012 has linked poor office conditions with increased incidence of migraines. “Sick building syndrome” causes frequent headaches due to unhealthy or uncomfortable indoor conditions. Results from the study found that employees who work for long periods in uncomfortable indoor settings often become sick due to unhealthy balances of light, humidity, temperature, carbon monoxide, carbon dioxide, and sound. In this case, 38-percent of the 4,326 office workers monitored across 100 randomly-selected office buildings, suffered headaches one to three days a month; while 8-percent suffered daily headaches. The below mentioned changes or modifications in the overall infrastructure of the banks may usher in better work life for the employees.

1. The study findings on health show a spurt in backaches of employees. Long hours on the desk can be attributed to this trend. Most of the employees in the banks do not have much choice than to spend long hours on the desk. Thus the furniture of the banks, especially the chairs should be designed in a manner which supports the backbone and eases the pressure on the back so that employees do not experience backaches.

2. The interiors of the banks need to spacious, airy and designed with pleasant colors to give visual and mental relaxation to the employees during the working hours.

3. Often front desk employees experience lack of privacy to meet their personal needs of food, personal calls etc. during working hours. In house meditation rooms, relaxation chambers, food foyers can help the employees with their privacy and also de-stress during work hours.

Influence on Work Life Balance:

Organizations are shaping and designing their interiors to suit the physical and psychological needs of their employees today. Banks too need to implement the same. A physical ambience can help de-stress physical stress. For e.g. Says Jagdish Khubchandani, a community health education professor in Ball State’s Department of Physiology and Health Science and Faculty Fellow with the university’s Global Health Institute (2013)
“Millions of people are affected by migraines and headaches on a global basis. Migraines and headaches lead to significant decline in quality of life, productivity and daily functioning.” Thus, it becomes evident for Bank Managements to review operation and maintenance of heating, ventilation and air conditioning systems to reduce sick building syndrome. Visits to in house facilities like meditation, central trans-dental music etc. can help the employees to feel relaxed and rejuvenated to work more efficiently thus contributing to balance work life.

7.3.9. Employee Facilities:

The 2013 survey conducted by Glassdoor for Top 25 companies for work life balance, on a 5-point scale reported that often employees report flexible schedules, the option to work from home, and having managers that understand life outside of work as benefits contributing to a healthy work-life balance. Such has been the outcry for work life balance that Facebook which ranked in the top 25 every year till 2012 was missing in the Glassdoor’s third annual report of Top 25 Companies for Work-Life Balance. The following facilities for bank employees can go a long way to ease work stress and help bring in balance.

1. Bus facilities for to and fro transportation needs to the work place can be introduced by the banks in order to facilitate easy travel.

2. Regular mandated two hourly breaks of 10 minutes from work can help rejuvenate the employees.

3. It is fundamental to track star performers as well as high potential employees whether in clerical cadre, officer cadre or executive cadre. HR should develop mechanisms for tracking down such employees and provide opportunities supported by right training. A sound mechanism for monitoring of performance of these star performers can prove to be critical for career planning to succeed in the banks.

4. Only performance linked incentive schemes should be given to the employees. This should also aim at performance differentiation and reward the pivotal
employees. This is with a view to retain employees in critical areas, build future leadership pipeline and support succession planning.

**Influence on Work Life Balance:**

Employee friendly facilities and amenities add on to the feel good factor of employees. They keep the employee motivated and inspired to contribute. These facilities help meet their professional as well as personal goals. For e.g. A bus facility may help employee save time on engaging in public or private transport facilities and thus save time for personal work or family commitments, thus influencing work life balance.

**7.3.10. Work Life Balance Programs:**

Banks need to introduce programs labeled as ‘Work Life Balance’ programs. These should essentially aim to build a bank culture of disciplined office timings and justifiable role responsibilities. Work and life is unified today. In the end, what matters is the joy one gets out of the work he does, be it at home or in the office. Work life programs should run on the philosophy of developing the ‘spirituality quotient’ in the employees which help them distinguish the priorities of their lives and help gain control their life’s choices and challenges. These programs should aim at the overall and holistic development of the banker’s personality which will churn out employees who are educated, mature, responsible, focused, development oriented and who have high levels of integrity and value systems. Developing ‘self’ should be the primary concern of work life balance programs. WLB programs/workshops/seminars/sessions should be tailor developed and implemented to individual competencies and personalities so that employees become self-equipped to handle work stress and learn task prioritization. They should know how to build downtime into their schedules and draw a clear line between work and home. The WLB programs should aim at building the self-esteem and actualization needs of the individual employees so that they become acquainted with the ‘rhythm’ of their lives. For e.g. little habits like un-plugging the unnecessary calls and email filtrations, telecommuting, practicing mindful blissfulness etc. can go a long way to help them manage work life balance.
7.4. Work Life Balance Design:

Taking into consideration the background of the study and the way its shaped up till now, a ‘WLB design’ for the bank employees in India is suggested as follows:-

More than one in four employees at organizations not perceived to support work/life balance, plan to leave their employers within the next two years, compared to 17 percent of employees who feel supported, according to a study by the Philadelphia-based global management consulting firm Hay Group in May 2013. The ill effects of work life imbalance vary from attrition, role dissatisfaction, job stress, low productivity, business loss etc.

The term “balance” suggests that work and life are opposite forces that have nothing in common. It has been plentifully researched and unanimously proved that both worlds are strongly interdependent and linked to each other. The perception till now is that different set of skills are required for the management of both worlds namely; Work and Family. This can be changed. Ultimately, the employee is yearning to give his best to both the worlds which require common skills of goal clarity, time management, prioritization, emotional connect and communication to manage both worlds. A blend of the two worlds of ‘Work’ and ‘Life’ can give a new lease of life to the term ‘Balance’. Instead of struggling to bring in ‘Balance’ if one brings in ‘Synchrony’, then it takes on a complete new meaning of ‘Work Life Synchronization’. With this perspective the resistance and the struggle, to maintain a line between the two worlds, diminish. A mindset change of viewing ‘work life balance’ as ‘work life synchronization’ may help unify work and life leading to dramatic results that promote innovative, efficient and socially conscious individuals. Employees thus are less stressed and burnt out, which means they’re better able to solve problems and to really think about what they’re doing. And they and their families are happier, too. This mindset can give a unique feeling of ‘liberation’ to the employees and they don’t have to be somebody different at work or family to use the “on-off” switch. They will feel ‘lighter’ inside. This mindset also helps deals with the pressures of getting everything done. It allows the employees to make a difference in the
lives of their teammates and family members too. And when the bank employee’s job is better, his life is better and vice versa as mentioned in the work family enrichment model (Greenhaus and Powell-2006).

Companies like Google Inc. have been consistently bagging the Fortune’s great places to work award every year (2015 inclusive) and that too being at number one position. Apart from the number one evaluation parameter of ‘Trust Index’ which collects data about the levels of pride and camaraderie the employee feels in his environment, the number two index is the ‘Culture Audit’ of a company which collects data on about the variety, originality, all-inclusiveness, integration and most importantly ‘human touch’ the company has, in its HR policies and in its business strategies.

This design can be successfully implemented in the Indian banking sector considering the statistics of its current workforce, calling this decade as a ‘retirement decade’. Many of the current bank employees belong to the boomers generation i.e. People born from mid-forties to mid-sixties (51-69 years age group). They may find it difficult to mentally adopt this perspective as technology has changed faster than their age and their capabilities. They shall retire soon. But the new generation of bank employees, especially Millennials i.e. People born between the years of 1997 to 1981 (28-34 years age group), who is going to be the next largest population in the banks of India, have started to adapt this reality. They are on social media networks like Facebook, Twitter, Watsapp etc. talking to their friends at work and answering business emails when they leave the work places. So the good news is that, work life synchronization has naturally and effortlessly seeped into the current generation and their work styles, to a reasonable extent.

With the philosophy of work life synchronization, the banks can initiate policies/programs that are designed to support employees (and, sometimes, their families) as they adopt and sustain behaviors that reduce health risks, improve quality of life, enhance personal effectiveness, and benefit the bank’s bottom line. This Work Life design thus achieves a full continuum of emotional and physical wellness for bank employees, which finally lead to corporate wellness. The holistic approach ensures each
bank employee to have the tools and resources, necessary to achieve their personal health and overall wellness goals.

Banks in India thus need to incorporate ‘Work Life Synchronization’ into the vision statement of their banks and make inroads to sincerely achieve it through their mission statements.

7.5. Suggestions for further research:

Every study leaves scope for further research. Based on the findings of the study certain areas for further research were identified. They are suggested as follows.

1. It was observed that employees were not scoring well in meeting their motivational analysis of organizational role satisfaction needs. There is a gap existing between the ‘present’ and ‘desired’ roles. Further research can be undertaken to find out the reasons behind the gaps as the results of this can indicate HR to take appropriate measures to bridge the gap.

2. The findings where employees score good on work life balance and poor on role satisfaction needs, leaves the scope of further research to find out the reasons behind the same, so that the relationship between work life balance and role can be further established.

3. The study revealed that there is a lot of scope of relating work life balance with health. The relationship between the two can not only be further established but also such studies can help Managements plan out HR policies aiding the good health of its employees.

4. Work life balance as a concept is often found to be neglected or given a subsidiary place in the HR policies. The researcher could not come along a single HR policy labeled under the title of work life balance in the banks. Studies can be taken up to explore the scope of how to align work life balance as a standalone
HR policy so that companies across all sectors benefit from the findings as these can be included in the mainstream HR policies and practices of companies.

5. The recently concluded international conference by IIBF and APABI in September 2014, states ‘Work Life Balance’ as the top priority of bank employees from India, Brazil, Russia and China. Life for a working employee is turning out to be a 24/7 stress ride of expectations from bosses and dear ones, impractical deadlines, depleting health, a polluted environment of toxic water, oxygen, food and materials topped by a survival struggle. There is scope for more in-depth studies for research in the area of work life balance to make life largely peaceful and healthy.

6. Work life balance studies can also be taken up on individual banks on a pan India basis so that tailor made solutions/best HR practices can be suggested for the banks.

7. Officers and staff in banks have different role responsibilities and tasks to do. Their job descriptions vary on many grounds from each other. In order to come up with specific solutions for role dissatisfaction separately amongst officers and staff, studies can be conducted separately at both these levels in the banks, as results here will be more valid and having higher credentials.
7.6. Conclusion:

As the IIBF International conference of 2014 rightly states ‘Work Life Balance’ as the top priority of bank employees from the BRIC (Brazil, Russia, India and China) countries, it is high time work life balance of the bank employees in India, gets its due credit and importance in the banking business.

Thus it may be observed that this study has highlighted the work life balance status as it exists today and its relationship with organizational role and health, of bank employees in India.

The insights gained out of the study in the form of the researcher’s learnings and the contributions of the study are mentioned in Chapter VIII.