Chapter VI

Suggestions
# SUGGESTIONS

<table>
<thead>
<tr>
<th>No.</th>
<th>Title of the Contents</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Backdrop</td>
<td>225</td>
</tr>
<tr>
<td>6.1</td>
<td>Introduction</td>
<td>225</td>
</tr>
<tr>
<td></td>
<td>6.1.1 Suggestions for Work-Life Balance</td>
<td>225</td>
</tr>
<tr>
<td></td>
<td>6.1.2 Suggestions for improvement of working environment</td>
<td>227</td>
</tr>
<tr>
<td></td>
<td>6.1.3 Suggestions to individual employees for coping the Work-Life imbalance</td>
<td>229</td>
</tr>
<tr>
<td>6.2</td>
<td>Future Scope for the Study</td>
<td>231</td>
</tr>
<tr>
<td>6.3</td>
<td>Conclusion</td>
<td>232</td>
</tr>
</tbody>
</table>
CHAPTER-VI

SUGGESTIONS

6. BACKDROP:
The present chapter presents the suggestions with the aim and efforts to solve the problems in the study. These suggestions involve the course of action and are prescriptive in nature. These suggestions even involve reasoning and are purely based on findings and observations made by the researcher. They are pointing out what were factually learned from the inquiry. These will be surely beneficial to the banks in long run, though there is cost of administering.

6.1 INTRODUCTION:
With the view to present the suggestions systematically they are divided into following categories:

1) Suggestions for Work-Life Balance
2) Suggestions for improvement of working environment
3) Suggestions to individual employees for coping the Work-Life imbalance

6.1.1 Suggestions For Work-Life Balance:
It was found that presently banks do not possess any systematic plan for work-life balance.

1) Conducting surveys on work-life balance annually for understanding the present status of awareness of the employees and their attitude towards the importance of the concept will help the organizations to gauge and administer the work-life balance policies.

2) Designing Work-life Balance policies – Presently it is found that, none of bank may it be the public sector, private, foreign and co-operative
bank do not have work-life balance policies to provide to their employees. The banks must prepare proper policies to ensure work-life balance among the employees and raise the awareness about work-life policies available by different methods of training and different ways of communication - oral and written mode.

3) Different approaches to work-life balance: Presently many of the banks have leave arrangements for emergency situation to provide. But there should be more approaches to work-life balance with which banks can include in their work-life balance policy. They are as follows:

a. **Flexi-time** – The basic challenge in banking is that the bank cannot adopt the complete flexi time working system. But this option has been recently adopted by RBI, which has introduced the term called ‘crucial four hours’ during which every employee should be present in office, remaining four hours according to their own choice they can choose. This can very well be implemented in other banks as well.

b. **Job-sharing** – instead of having one full time employee, the same job can be shared by two people on a part-time basis. Such arrangement is really possible in marketing department of the job.

c. **Sponsoring family friendly activities like picnics/outing etc.** – arranging the family picnic and outing trips twice a year, will also enhance the friendly relations among the employees which would certainly benefit the development of inter-personal relationships.

d. **Time management workshops** - Arranging work-shops on time management once in year will also help these employees to understand and prioritize different activities on and off the job.

e. **Arranging Stress** - Management and Meditation work-shop frequently will help the over-stressed employees to cope up with the present health related issues.
Suggestions

f. **Sponsoring yoga/meditation/gym facilities** - as yoga/meditation/workout in gym have proven remedies in improving mental and physical health of the employee. Sponsoring such facilities will help the employees to cope with work and life stress.

g. **Convenient transportation facilities** – one of the major issues which is faced by the employees is commuting from home to bank. A lot of stress will be reduced and time will be saved by providing the convenient transportation facilities.

h. **Providing counseling and consultation facilities** – in case employees need some help related to solve their personal problems, providing counseling and consultation facilities will be good scheme.

6.1.2 **Suggestions for Improvement of Working Environment:**

1) Workload analysis: presently it is found that there is improper workload distribution. This can be addressed by proper analysis of time and motion studies. Jobs have to be properly analyzed and on the basis of job description the work-load can be distributed with realistic deadlines.

2) Planning and implementing Structural Interventions: These are also called techno-structural interventions, a broad class of interventions which can improve the organizational effectiveness through changes in the task, structural, technological and goal processes in the organization. These should be implemented with the help of management consultants at zonal, regional and branch level.

a. Under such interventions we can plan self-managed teams. These SMTs (Self-Managed-Teams) will group of core tasks of the banking so that the total units ie branch of bank’s work to be accomplished by multiple skilling, systematic delegation of the work. The theory suggests that effectiveness, efficiency and morale will be enhanced through such intervention.
b. **Work-redesign intervention** – banks have to analyze the jobs using the five job characteristics such as skill variety, task identity, task significance, autonomy and feedback from the job. The first 3 are related to “experienced meaningfulness of the work”. Job autonomy is related to the psychological state of “knowledge of the results of the work activities”. The expected outcomes, in turn are high work motivation, high satisfaction with the job and with one’s growth on the job and high work effectiveness.

c. **MBO** – Management by Objectives- this intervention can be successfully implemented to overcome the accomplishment of banks goals and objectives. This helps managers and officers to evolve a collaborative performance where they can jointly set the targets and review the performance.

d. **Job rotation** - system of job rotation where staff periodically changes roles to avoid monotony and enhance their skills. There must be mechanisms to identify and reward outstanding performance as well.

3. Arranging team interventions like Role Analysis Technique (RAT) in the induction and once in a year, will help to clarify role expectations and obligations of the bank employees to improve the team effectiveness. Most of the bank employees are stressed due to role ambiguity as they may not have a clear idea of the behaviors expected of him or her and by others. Such interventions help the incumbent fulfill the role expectations. The Interdependency Exercise is a useful intervention to improve cooperation among themselves and among the unit. This exercise is also useful for assisting people in getting better acquainted, in surfacing problems that may be latent and not previously examined and in providing useful information about current challenges.
being faced in others areas of responsibility. These Individual interventions can be:

a. Behavioral modeling technique which helps to improve interpersonal competence. This is an effective tool to improve the relationships between senior-subordinate because problems which arise out of senior-subordinate relations are common in marketing unit of the banks.

b. Life and career planning- one of the important aspect being building the successful career path in bank employees, we can suggest the intervention for life and career planning.

4. Job-related training - Frequent job oriented training programs will enable them the intricacies of the job and improve the employee’s skill in handling the work and customers.

6.1.3 Suggestions To Individual Employees For Coping The Work-Life Imbalance:

It was noted from the findings that most of the employees are able to balance the work-life, but essentially bank employees find it moderately difficult to balance their work-life.

Though demographic factor age was influencing factor, however gender, family type, dependent care issues, inadequate time for personal demands and family are few issues needs to be given attention. and hence following suggestions are made:

Implementing PDCA (Plan – Do – Check- Action) - Personally employees have to analyze their career and homely priorities. Once they will analyze their
Suggestions

career goals, they can explore the possible alternative, and they have to organize and implement the decided alternative.

Exploring solutions for children/elderly care issues- At home front they can think of possible solutions for taking care of their children and elderly care. Taking the help of paid maid servant or some professional nurses can possibly solve the problem of dependent care. For small kids can be kept in modern day-care centers. They provide good care facilities for growing kids. Suggestions can also be provided to these day-care-centers to upgrade their facilities.

Regular exercise and healthy eating habits – The banking job is a seat job, having continuous exposure to computer and customers. Employees can also adapt to healthy eating habits and do moderate physical exercise like walking and meditation. They should take care of their eye-sight and posture. They should avoid junk-food and take the low-calorie diet.

Time management – To enjoy stress free life and excellent health we must schedule the time. One must spread the time on the basis of priority of work. There should be proper distribution of time for work and family, friends, relatives and for self. This will help to schedule and manage the time adequately. The list of activities to accomplish within a given time or in a day, can be scheduled on ABC criteria. The most urgent and important can be given A tag, then of moderately important and required to completed can be give B tag and finally not so important type of work can be tagged as C. Thus, one can prepare to do list on everyday basis and do them accordingly.

Attending social and family gatherings- Social and family gathering proves to be a great stress busters. As man is social animal, if one keeps himself in the company of loved ones increase the confidence to cope with the challenges of the work and excessive worrying of the problems.
Engaging in hobbies and sports – enjoying completely different activities than that of a routine nature, gives the mind a great relief. Thus having hobbies and enjoying favourite time-pass would make individual more relaxed and confident. Engaging in sport activities keeps our heart healthy and gives more oxygen to the body and helps reduce the stress hormones and increase the stamina of the body.

6.2 **FUTURE SCOPE FOR THE STUDY:**

The present study of Work-Life balance in banking sector covers the employees from public, private, foreign and co-operative banks having their branches in Pune City in Maharashtra. It covers employees at each hierarchical level of the branches like – branch managers, officers from various departments and clerks and sub staff employed.

**It did not cover**

1) Unscheduled Banks
2) NABARD (National Bank for Agriculture and Rural Development)
3) Rural co-operative banks like state, district and primary co-operative banks
4) SCARBDs (State-Level Co-operative Agriculture and Rural Development Banks, PCARDBs (Primary Co-operative Agriculture and Rural Development Banks)
5) Regional Rural Banks

**Further, it did not cover**

1) Wholesale banking branches (serving to industrial clients)
2) Treasury
3) Para-banking activity branches such as leasing business, merchant banking etc.
It even did not cover hierarchy level like

1) Senior Management Grade – Scale IV: Chief Manager
2) Senior Management Grade Scale V: Assistant General Manager
3) Top Management Grade Scale VI: Deputy General Manager
4) Top Management Grade Scale VII: General Manager

It covered only personal, organizational and family variables (refer Chapter 3, Part 3.15 for details of the variables) and explored the relation between Work-Life Balance and Job Satisfaction. Further the study can be undertaken to study in detail covering all hierarchy level, other banking branches and comprehensively include other employee performance and behavioural dimensions such as Employee commitment, Organizational Citizenship Behaviour, Employee performance, Employee engagement etc.

6.3 **CONCLUSION:**

To conclude the overall the study provided understanding of the concept of Work-Life Balance and Banking Sector, various personal, organizational and family variables their influence on the Work-Life Balance and its relation with Job satisfaction. It provided the answers with the view to improve the situation of banking employees in detail.