

**"ASCETIC ROLE & TWIN CHALLENGES OF HUMAN RESOURCE MANAGEMENT – FOR
MANAGING PROFESSIONAL AND PERSONAL LIFE OF EMPLOYEES IN BANKING INDUSTRY"**

Gaurangi Munje

Assistant Professor, Dr. Ambedkar Institute of Management Studies and Research,
Deeksha Bhoomi, Nagpur, India.

Dr. Barna A Naidu

Assistant Professor, Ajeenkya D Y Patil University,
Pune, India.

Ayushi Choudhary

Assistant Professor, Ajeenkya D. Y. Patil University,
Lohegaon, Pune.

Abstract

Purpose - Banking sector is such a sector that contributes to the economy of India and therefore it is necessary to run it properly. No matter how difficult it may be, the services in this area are very important. Appropriate services are given in this sector by employees. In this field only a good employee can give value services to consumers if he puts in his best efforts. But due to these increasing efforts, the work pressure is also increasing tremendously that employee cannot manage his personal and professional life properly. And because of this, his work performance gradually gets affected. This research paper attempts to discuss how HR department improves employee's job performance through ascetic efforts, also Human Resource Management -related issues with Professional and personal lives of employees in the banking sector, and additionally ascetic endeavours to discover the demanding situations related to Work – life balance or stability of personnel of the banking sector. Objective is to discover the ascetic role of human resource management to enhance the professional and personal life and attempts to find out the challenging issues related with managing professional and personal life of employees in banking industry. **Design/Methodology/Approach** - The overall study is taken based on quantitative analysis wherein the sample size of 100 employees from various banking industries is gathered & t test is used to analyse the data. SPSS Ver 20 is used to analyse the data. **Originality/Value** - The study contributes HR practices used by the banking industries to the heighten employees' performance and brings the balance between the Professional and Personal life.

Keywords: *Banking industry, Ascetic role, Endeavours, Work – life balance, HR practices*

INTRODUCTION

Nowadays organisations are growing very fast with diversified functions and to handle these various department functions organisations need a good foundation. With the help of that foundation organisation not only handle the diversified functions but also game systematic results as per the objectives of the organisation. That foundation is known as management. The term management means getting all the things activities and jobs done with the help of all resources. The various resources are men machinery material methods and money. The major one resource which

is actually responsible to manage all the other non-human resources is men. and the human resource with different understanding with different prospectus with different thoughtfulness with different energy with different skills are working together for the upliftment of the organisation and here comes the role of human resource Management. Technically the elaborated meaning of management is managing men tactfully. Why any organisation needs human resource management? Because this is one of the major functions and departments that is responsible for creating and controlling the policies which takes care of human resources and their relationship with the organisation and design various HR practices to handle the employees within the workplace and achieve all the core strategies of the organisation as per the mission, vision and objective in a systematic way.

Human resource Management is a function of management which can be different in size in structure and in the Nature as per the various organisation but the main function is to deal with individual employees with specific functions or specialised activities it is always concerned with people it provides direction to perform some actions it is comprehensive in nature also Human resource Management aim towards to the cultural growth of the organisation which design some policies specifically for employees to motivate them to engage them and to develop quality conscious culture it also ensures that HRM select efficient human resource for effective output and it will lead towards to the organisational development. HRM consistently monitor procedural and progressive administration by composing best practices and various policies which will benefiting the employees to balance professional life. HRM also focuses on the personal development of individual employees by providing various facilities for handling their personal things and their career development.

Nowadays organisations are working hard to enter and develop a unique position in the globalisation era and this is the reason for increased work pressure, competitiveness and requirement of skilled full human resource with the desire commitment and loyalty towards to the organisation. And here human resource Management is responsible to design various policies initiative and strategies to balance the twin challenge of personal life and professional life and improves organisational performances Employees who have a good work-life balance feel their lives are fulfilled both inside and outside of work, minimize conflicts between work and personal roles and life in general, and reducing stress in Until now, work-life balance issues have been treated as personal issues, with employees only catering to their needs by offering additional benefits such as childcare facility or paid maternity leave at work. However, as the environment changes, Along with the changes in attitudes and values, employees are becoming more motivated to achieve a work-life balance, and organisations are now more proactive in helping them achieve their goals. Therefore, the efforts of organizations to ensure work-life balance for their employees are needed and valued more than ever

WORK LIFE BALANCE

Quality of work Life (QWL) measures job satisfaction or dissatisfaction. People with good careers have a long work life, and people who are not happy with job or unfulfilled aims have a short work life. The quality of being painted is seen as an opportunity to responsibly deal with people. The Great-of-Work-Existence approach views people as an asset to the business rather than a cost. She believes that people perform better when they are allowed to participate in work processes and

decision making. This method motivates people by satisfying not only their current financial needs, but also their social and spiritual needs. To accommodate a whole new generation of workers, agencies need to pay attention to work design and work structure. In addition, today's employees understand the importance of relationships and strive for stability in their work and personal lives.

Work-life stability means controlling work-life balance, ensuring sufficient free time to maintain a happy and healthy family life, while also controlling professional-life effectively and effectively. It is the ability to live a competitive life.

For every individual it is important to maintain a good stability between the personal life and professional life, because this stability will help every individual employee to develop a good productive and qualitative work culture due to which chances of burdens and stress between the professional life and the various aspects of personal can be reduced. Which means here the effective human resource Management plays the ascetic role to design various provisions for the policy of work life management with the help of organisational support which will lead employees to perform in a very effective and efficient manner to achieve organisational objectives. All the provisions and initiative designed by human resource management is helpful to increase employee's performances, productivity and also aid to retain the skillfull employees.

All the provisions designed by the HRM for work life balance policy is vary from employee to employee because every employee tries to explain the most important priority according to the role and responsibility of their work position. And all the provisions are not necessary equally applicable to each employee.

For Every employee it is very important to maintain a good balance between personal life and professional life. Personal life and professional life are treated as the two sides of the coin but increase in workload and advancement is responsible for affecting this balance.

We want to move forward in the race of the world so much that we cannot maintain a balance between our personal life and professional life. Our work and our will to succeed come first and foremost, but so is our well-being. This kind of thing is called work-life balance for achieving success in professional life, mostly everyone tries to keep it work life before everything else then because of that our attention may be less towards our health & wellbeing or our personal life may get affected. Achieving work-life balance is difficult given the nature, demand and intense competition of today's jobs. People struggle to achieve both goals by working overtime and exercising in order to achieve an ideal work-life balance.

Banking Sector

Banking Industry operations and the work environment and how it relates to personal life & professional life have undergone rapid change as a result of the social, political, and economic environment. It might be difficult to balance work and personal life. With the changing responsibility, accountability & positions of in every field, today's generation priorities work-life balance when choosing any job. The banking sector has long been a popular place to work because it is a growing sector which is so important to both for personal and professional lives. The advancement of the financial sector and its cooperation and collaboration activities with other banking systems as well as the diversification of banks and their entry into new products, have led to more opportunities in the banking industry as a result increasing work load of current employees.

STATEMENT OF THE PROBLEM

To keep everyone working at their best capacity and without tension or strain, the work-life equilibrium must be carefully managed. The work life management may have an impact on an employee's scheduling, productivity, manage absenteeism and other factors. The environment in which the workers work is responsible to makes them feel safe, appreciated, and look after is what we called quality of work life. The banking industry is in charge of managing the working conditions for its employees. Given that this is the case and that bank staff don't seem to be very happy with their jobs, The results of the current research should be valuable in helping to provide light on how employees view the management of personal life and professional life and the outcome of the research acts as a valuable management learning opportunity. Additionally, it gives a chance for staff to voice their opinions and in front of banking system to develop an appropriate strategy for work life and personal life enhancement.

ROLE OF HUMAN RESOURCE MANAGEMENT

Ascetic Role of HR

The HR policy is crucial in striking a balance between work and life. Since every business adheres to its own set of rules in accordance with governmental requirements, HR policies vary from one organisation to the next.

How Human Resources Can Encourage a Better Work-Life Balance to Enhance Productivity, efficiency, involvement

1. Make Your Workplace a Place That Encourages Work-Life Balance
2. Supporting Healthy Work-Life Balance in the Workplace for Managers
3. Redefining how employees think about performance and work-life balance
4. Create Mindfulness Opportunities for Better Work-Life Balance
5. Apply an employee mental health program to promote employee health.

Ascetic endeavors to discover the demanding situations related to Work – life balance or stability of personnel of the banking sector by HR.



A THEORETICAL ANALYSIS THROUGH THE REVIEW OF LITERATURE

According to researcher: -The "right" balance is very personal and will change for each individual at different points in their lives. For some, it's more important to be able to get or find good quantity of work than to have too many options.

Organisation should allow employees to work from home. Employees are a little stressed when it comes to work-life balance management, but they manage to balance their dual responsibility. Work sharing among employees really promotes a good balance to manage twin challenge. The annual counselling session is very well received by the staff. **(Dr. Srinibash Dash June 2018)**

The organization's 'Work life Management' policies directs workers in reconciliation their personal and professional life responsibilities and gives a sign on it that the provisions of policies might be enhanced as per individual requirement and these provisions once implemented to all or any staff, that staff is able to become the core skill full and balanced human resource which can push to make a better human resource for organizational performance and systematic structural performance. **(Prof. Pooja Ainapur, July 2016)**

Both men and women choose to join the companies that support work-life balance. Men are considered to earn more than women. Men are happier making more money in the process, even at the expense of ignoring their own circle of relative. Women, on the other hand, consider their Professional life and personal life equally important and each is an asset & Reason to their satisfaction. When professional life no longer allows women to care for their loved ones, they feel self-pity, disillusionment and disappointment. They draw strict lines between their own Professional life and personal life. The function of organizational tradition to improve task performance to facilitate integration between work life and personal life and the characteristics of cultures that support this process. **(Burke, R. J. (2006).**

The four elements that might be used to categories the job satisfaction of private banks in Myanmar are supervisor, co-workers, compensation, and job satisfaction. According to the study, job satisfaction peaked after 15 years of employment and hasn't changed much from the initial stage of one's employment. Employees in lower positions who have worked for their employers for a prolong period of time and who have higher education are less satisfied with their pay. The 364 workers of 12 banks in Myanmar's Kagon and Mandalay who provided the raw data. The test was employed in the study's main the study was analysed using component analysis, ANOVA, and independent sample t-test. **(Myint, S.S. & Leamprecha, N. & Pooncharoen, Nattachet & Rurkwararuk, Warawude. (2016))**

The survey aims to expand knowledge on work-life balance and job satisfaction among bankers. This research focuses on provisions of Work life balance policy of a private bank offers and level of satisfaction of bank workers with provisions and employee's job satisfaction. The research analysed that the most of workers who were truly happy with provisions and also had a positive impact on their job satisfaction. Research Results should be introduce using graphs table and charts and analysis of variance (Anova) is also used. The surveys found that majority of employees are satisfied with the work-life balance provided by private banks. **(Aggarwal, Kavita. (2022)).**

OBJECTIVE

1. To identify the various benefits of Work Life Management policy
2. To understand the HR initiative to improve Personal Life and Professional Life
3. To identify employee's opinion towards the efforts taken by Human Resource Management.
4. To study the impact of Work Life Management policy on organisational growth and employee's productivity

HYPOTHESIS

H0: - HR initiated Work Life Management policy has not an important relationship in giving various benefits to the employees.

H1: - HR initiated Work Life Management policy has an important relationship in giving various benefits to the employees.

H0: - The respondents are not supportive towards work life balance management policy

H2: - The respondents are supportive towards work life balance management policy

RESEARCH METHODOLOGY

Type of Research

A study of bank employees is done in the form of descriptive study to analyse the ascetic role of Human resource management in handling personal life and professional life of employees

Source of Data

For this study both primary and secondary data are collected. Primary data relating to the attitude towards QWL were collected from the employees of different sector of different banks. Secondary Data were collected from the journals, magazines and different website.

Data collection method

Secondary data are collected from the books, journals, magazines and different web sites. Primary data have been collected through sample method. Data are collected through a questionnaire designed with the help of google form. The questionnaire is framed using five point Likert Scale.

Sampling Size

The sample size for the study is taken as 100 employees.

Sampling technique

Sampling techniques for the study was simple random sampling. Bank employees are selected at random from different sectors and different banks employees.

Method of Data analysis

T test is used to analyse the collected data with SPSS software also graphical representation is used to interpret & analyse the data.

DATA ANALYSIS & INTERPRETATION

| One-Sample Test | | | | |
|--|----------------|----|-----------------|-----------------|
| | Test Value = 0 | | | |
| | t | df | Sig. (2-tailed) | Mean Difference |
| After working hours you get enough time for your family? | 23.347 | 99 | .000 | 2.320 |
| You are able to balance between work life and professional life? | 18.815 | 99 | .000 | 2.010 |
| Work life balance policy in the organization should be customized to individual needs? | 20.188 | 99 | .000 | 1.860 |
| Policy for work Life Management helps to increase productivity of the employees? | 25.853 | 99 | .000 | 1.570 |
| If employees have good work-life balance the organization will be more effective and successful? | 29.850 | 99 | .000 | 1.500 |
| Provisions of work life balance policy designed by HRM provides positive benefits for employee's growth? | 26.843 | 99 | .000 | 1.880 |
| Problems at work make you irritable at home. | 28.723 | 99 | .000 | 2.500 |
| Your work involves a lot of time away from home | 28.985 | 99 | .000 | 2.650 |
| Your job takes up so much energy you don't feel up to doing things that need attention at home | 24.757 | 99 | .000 | 2.180 |
| Provisions Related to Time , Leaves, will help you to balance your work and family commitments | 19.208 | 99 | .000 | 1.740 |

The above analysis is exercised with the help of SPSS software where a one sample t-test was performed to compare & to analyse the collected data. According to the analysis it defines that where the mean values are higher for a given variables & since the significant value is 0.000 which is less than the standard value of 0.05 the null hypothesis is rejected and the research hypothesis is accepted

The given hypothesis is that work time affects work-life balance because of not getting enough time after work life and the balance of family time is declining. This indicates that the relationship between these two variables are not significant, negative. As working time increase, work-life balance will decrease. This is the most significant area where HR needs to design specific provisions which will help employees to spend enough time with family.

Many employees' tries to manage the work life and personal life. As per data analysis the the value of mean difference is less than 2 because employees face difficulty to handle work life balance. This area also needs more attention where HR needs to design more specific provisions. Employees think that Work life balance policy in the organization should be customized according to individual needs because employees needs change person to person and requires different kinds of provisions to manage the professional life and personal life in a very effective way.

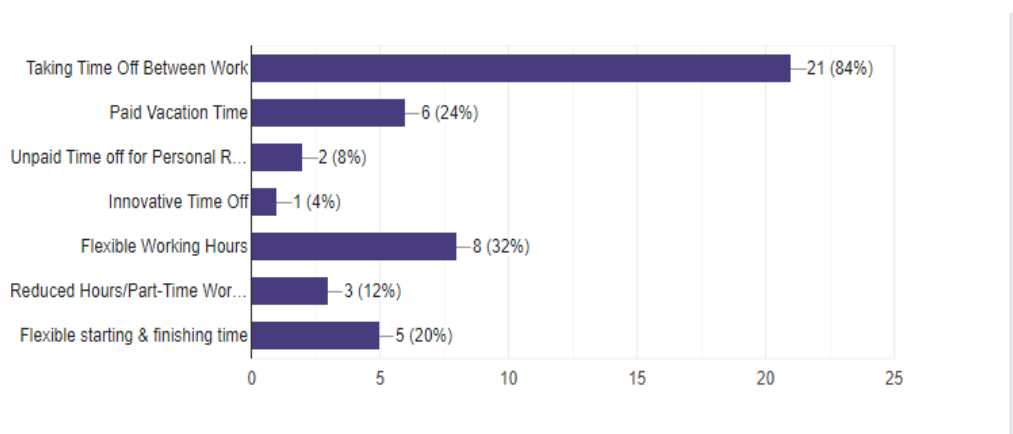
By ensuring good work life management policy implementation, HR manages the twin challenge of employees that to maintain the balance between personal life and professional life and according to the employee's opinion the Policy for work Life Management helps to increase productivity of the employees and also work-life balance will increase. This is in line with the research. The results of data analysis of the implementation of work life balance policy are not only responsible for the increasing the productivity of employees but also accountable to increase the efficiency and effectiveness of the organisational operations. From this data, it was found that those employees have good work-life balance the organization will be more effective and successful in nature.

As per the study the various Provisions of work life balance policy designed by HRM provide positive benefits for employee growth but if the policy is not design or implemented properly it will increase the work pressure and work life problems which will take away more time of employees in managing the work life and will make employees irritable at home. Job takes up so much energy so Time for family and activities in the community decreases & employees don't feel to do things that need more attention at home. As per response, it is interpreted that work involves a lot of time away from home. However, this is completely employee's opinion towards work life and personal life but as per above data analysis the value of mean difference is the highest in the table so this is the most crucial factor where HR needs to give more attention to discover provisions.

In addition, the provisions of work life management policy are triggering employees to give their best efforts to achieve company goals, and also Provisions Related to Time, Leaves, will help employees to balance your work and family commitments. As per the above table where the mean difference values are higher than 2 those are the specific area where HR needs to give more attention & focus to balance the work life and personal life of employees here are some graphical presentations of few questions which are asked during data collection to analyse

Question

What are the provisions related to time given under the policy of work life management?



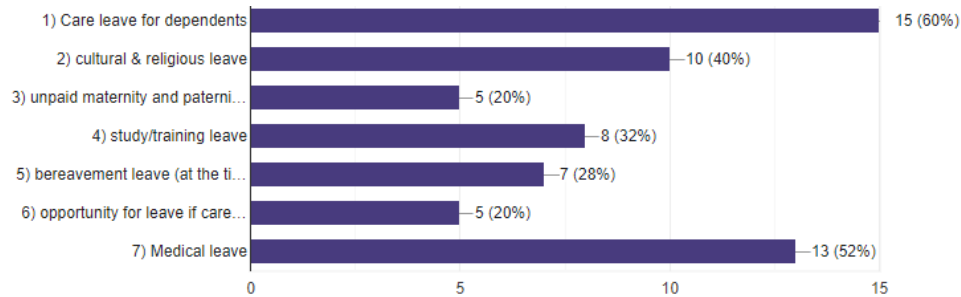
INTERPRETATION

From the above analysis, we have illustrated that, the organization had provisions which are related to time as told by the employees

- 1) From the graph it can be seen that majority of the employees of the organization said that they had a policy which are related to taking time off between work time, Flexible working hours.
- 2) Few employees said that they have provisions related to paid vacation time & flexible starting & finishing time also reduced working hours or part time work from home provisions.
- 3) It can be seen that from the employee survey very few employees say that they have innovative time off provisions and unpaid time off for personal reasons

Question

What are the provisions related to leave given under the policy of Work Life Management?



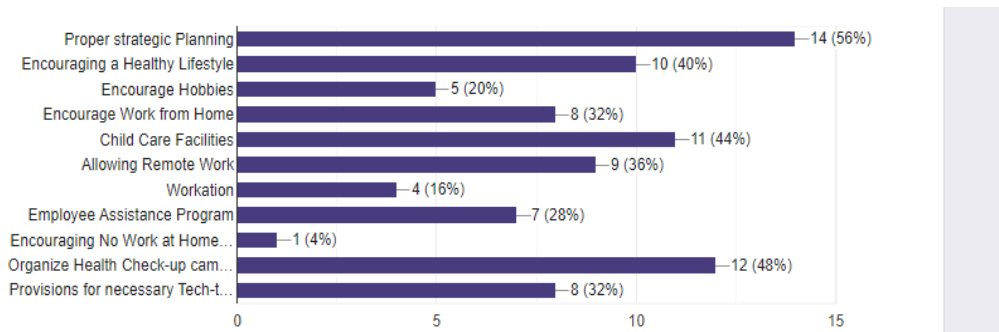
INTERPRETATION

From the above analysis, we have illustrated that, the organization had provisions which are related to leave as told by the employees

- 1) From the graph it can be seen that majority of the employees of the organization said that they had a policy which are related to care leave for dependents and medical leave
- 2) Few of the employees said that they have provisions related to cultural and religious leaves, stydu and training leaves & also have bereavement leave (at the time of death of someone in family/friends)
- 3) 3. It can be seen that from the employee survey some employees say that they have provisions under this policy are unpaid maternity and paternity leave & opportunity for leave if care arrangement for children or other arrangements breakdown.

Question

What are the additional provisions given under the policy of Work Life Management?



INTERPRETATION

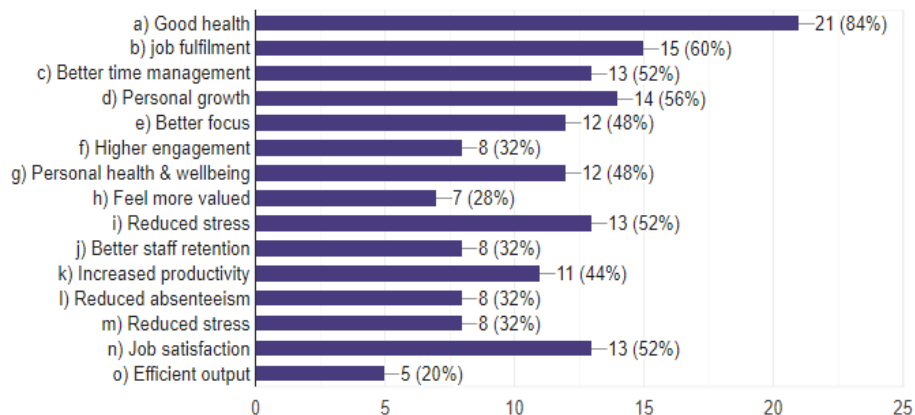
From the above analysis, we have illustrated that, the organization had additional provisions which as told by the employees which includes following provisions to balance personal life and professional life: -

Proper strategic Planning, encouraging a Healthy Lifestyle, Encourage Hobbies, Encourage Work from Home, Child Care Facilities, Allowing Remote Work, Workation, Employee Assistance

Program, Encouraging No Work at Home Policy Post Work Hours, Organize Health Check-up camps, Provisions for necessary Tech-tools for smooth work

Question

Please select as per your experience Work Life Management policy lead to which of the following benefits for employee?



INTERPRETATION

From the above analysis, we have illustrated that, the organization provides work life management policy and various provisions for employees and when this policy is implemented and employees experience and when employees experience those facilities form the provisions, then they get many benefits and advantages of that policy. Majority of employees receives good health benefit along with job fulfilment personal growth, reduced stress and job satisfaction followed by benefits like better focus, personal health & wellbeing, increased productivity.

FINDINGS

- 1) Employees' lives are negatively impacted by their jobs.
- 2) The quality time of the employees is wasted due to overtime working and workload expectations & pressure.
- 3) The employee's personal life is impacted by their work.
- 4) Work-life balance is negatively impacted by factors such as long hours because of office meetings, task and work commitments, and more.
- 5) The majority of workers believe that the work-life management strategy has a beneficial impact on workers' productivity in the workplace.
- 6) The work life management strategy provides benefits to workers.

Hence the given alternate hypothesis is successfully accepted that **“HR initiated Work Life Management policy has an important relationship in giving various benefits to the employees.”** And **“The respondents are supportive towards work life balance management policy”** and the Null hypothesis is rejected.

RECOMENDATIONS

- 1) It is advised that suitable programmes must be communicated & highlighted in order to encourage awareness of the choices for obtaining benefit of work-life balance techniques.
- 2) The work-life balance requirements that employee may have in relation to his or her unique life and circumstances must be taken into consideration when reviewing the policies and programmes.
- 3) The companies must advertise and promote success stories that demonstrate the advantages of implementing work-life balance policies and initiatives.
- 4) The company need to support a healthy work-life balance to manage twin challenge.
- 5) The concerned top level and middle managers ought to promote team discussion about how to match needs for work-life balance

SUGGESTIONS

- 1) Work life balance policy in the organization should be customized as per individual needs
- 2) The adoption and implementation of provisions of work life management policy must be done with the extreme care because they have an effective impact on both the employees and the organizational efficiency.
- 3) The organizations of work life management policy must to be made known to the staff.
- 4) The organization should add some more provisions regarding leave and time policy to encourage retention of employees.

CONCLUSUION

Work-life balance is a crucial topic in the field of human resource management since it affects both the employee and the organization's productivity and growth. The achievement of work-life balance by employees is facilitated by a variety of circumstances.

To ensure that employees' professional and personal lives are highly balanced, various factors, such as employee individual needs should be considered while formulating policies and making important choices, can be reinforced.

To conclude it can be visualised with all analysis and interpretations that the balance between personal life and professional life is very important because it always gives a good outcome to achieve success and also to spend quality time on the fulfilment of all the commitments from personal life.

It's a twin challenge in front of the human resource department of banking sector HR needs to design various provisions and policies to handle work life and personal life

The research Study basically briefs us about the various practices implemented in the banking sector which help to increase the productivity of the employees and also guide the importance of work life balance management policy. Work like management policies are very important to enhance the efficiency and effectiveness of employee's performance which will directly increase the

organisation success and also it will help to handle the family situations and matters. Well the research study also highlights some events and situations which need more focus and attention to improve the work life balance because human resource is one of the most important resources of banking sector, as per modern thinking HR is an asset for the organisation

Reference

1. (Burke, R. J. (2006). Organizational culture: A key to the success of work-life integration. In F. Jones, R. J. Burke, & M. Westman (Eds.), *Work-life balance: A psychological perspective* (pp. 235–260). Psychology Press.
2. (Myint, S.S. & Leamprecha, N. & Pooncharoen, Nattachet & Rurkwararuk, Warawude. (2016). An analysis of employee satisfaction of private banks in Myanmar. *International Business Management*. 10. 101-114. 10.3923/ibm.2016.101.114.)
3. .(Aggarwal, Kavita. (2022). WORK LIFE BALANCE-A STUDY AMONG PRIVATE SECTOR BANK EMPLOYEES IN MOHALI (PUNJAB).)
4. Dechawatanapaisal, Decha. (2017). the mediating role of organizational embeddedness on the relationship between quality of work life and turnover: Perspectives from healthcare professionals. *International Journal of Manpower*. 38. 00-00. 10.1108/IJM-12-2015-0205.
5. Prof. Pooja Ainapur , Prof. B. Vidyavathi , Prof. Keerti Kulkarni , (2016)Work Life Balance Policies, Practices and Its Impact on Organizational Performance *International Journal of Latest Technology in Engineering, Management & Applied Science (IJLTEMAS)* Volume V, Issue VII, July 2016 | ISSN 2278-2540
6. Neera Kundnani ,Dr. Pallavi Mehta,(2015), Identifying the Factors Affecting Work-Life Balance of Employees in Banking Sector,*INDIAN JOURNAL OF RESEARCH*, Volume : 4 | Issue : 6 | June2015 ISSN - 2250-1991
7. JENCY S JENICA S(2016), Quality of Work Life of Bank Employees With Reference To State Bank of India, *INDIAN JOURNAL OF APPLIED RESEARCH*,Volume : 6 | Issue : 6 | June 2016 | ISSN - 2249-555X
8. Dr. K.A. Goyal ,Arpita Agrawal Babel(2015), Issues and Challenges of Work Life Balance in Banking Industry of India, *Pacific Business Review International* Volume : 8, Issue : 5, November 2015
9. Crystal Magotra(2015), Work Life Balance in Employees of Private and Public Sector Banks, *The International Journal of Indian Psychology* ISSN 2348-5396 (e) | ISSN: 2349-3429 (p) Volume 7, Issue 1
10. Mrs. Sunitha Evelyn Christy, Dr. A. Sebastian Mahimairaj(2020), WORK LIFE BALANCE: A STUDY ON WOMEN WORKING IN BANKING SECTORS, *A JOURNAL OF COMPOSITION THEORY* Volume XIII, Issue VI, JUNE 2020 ISSN : 0731-6755