



Impact of Human Resource Management on work life effectiveness among bank employees

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ABSTRACT

Companies should make investment on managing the human resources by substituting the favorable conditions and emphasize majorly on training in deficit areas as per the employees feedback. Even for employees the study been divided into three sections. On agreement scale, First section dealt with strategic objectives and second with fundamentals of training and last section would be various ways and procedures for providing training and their benefits. This study will provide relationship between HRM activities and its impact on work life effectiveness. To meet the challenge and identify various opportunities the workforce should be equipped. Hence HRM increases efficiency and growth of an organization. Training should be on going exposure for individuals for complete fulfillment.

KEYWORDS : HRM, WORK LIFE EFFECTIVENESS

Introduction

Human resources management can improve quality of life by not only focusing on monetary benefits but effecting employment engagement, removing work life conflict and further adjust in the challenging environment. The concept of work life effectiveness has been identified as a strategic human resource management issue. In today's world of cut throat competition good employees are hard to find and retain. Hence work life effectiveness can be linked to HRM to promote employee satisfaction to increase job security and growth opportunities. Then the employees need training to supplement knowledge, skills and attitude. On the other side it increases the effectiveness and profitability of an organization.

Human resource management is must to achieve smooth functioning in the organization advancement at all levels should be an ongoing process. Every organization should understand the roles and advantages attached to training and to position impact for growth of both employees to employer. There should be cell which should recognize the potential to have constructive development of officers by not only improving in work behavior but the looks ahead for a desirable attitude change.

Human capital is one of the most critical components of strategic success for many organizations. Researchers have argued that human resources may be seen as a source of sustained competitive advantage for organizations. If an organization wishes better productivity and more committed employees, then they have to be more happy and satisfied. The balance is achieved when an individual's right to a fulfilled life inside and outside the paid work is accepted and respected as a room, to the mutual benefit of the individual, business and society. **Narenderanath¹ (2007)**

Objective:

To analyze the impact of human resource management on work life effectiveness of public, private and foreign sector employees.

Review of literature:

Oribabor (2000) aim at developing competencies such as technical, human, conceptual and managerial skills of an individual and organization growth by training and development programs.

The key determinant that captive overall satisfaction with training are perceived by training efficiency and usefulness of training Giangreco et al(2009).

In their research **Mc Carthy Alma & Cleveland Jeanette N. (2013)** studied employee perceptions of supervisory support for work life balance. Available work life balance programmes, predictions of work life balance outcomes and HR Managers' attitudes towards work life balance programmes have been studied. It also suggested that perceptions of work life supportiveness affected employee uptake of work life balance programme outcomes and turnover intentions. It was done showing a hierarchical linear model. It was concluded that if utilized, the supervisory support for work life balance programmes in practice is an important ingredient.

Research methodology:

Those employees working in bank were selected who were not only aware of the work culture but also experienced work related issues.. The universe of study consists of bank employees working in public banks in northern region. The universe of study consists of bank employees working in public, private and foreign banks in northern region. Overall ten commercial banks were taken for the purpose of study. Among public sector various banks like PNB, SBI, Bank of Baroda and Canara Bank were covered while private sector banks covered HDFC, AXIS, ICICI AND Yes Bank where as Foreign sector banks covered only two. These were STANDARD Chartered bank and Citi bank. The cities of PUNJAB and Chandigarh were selected. As sample of 300 employees were selected with 30 employees from each selected bank. Pretested, structured and non disguised questionnaire was used as instrument for good response. Filtering was done during pre and post testing. After scrutiny of filled questionnaires all these were found to be fit for analysis. Others were incomplete or lacked seriousness in response and hence weeded out. Summarized forms of 21 items of WLE were applied on banking organization. It came out to be highly reliable as value of Cranach's Alpha was 0.705. A summated score of all WLE was developed to determine the relationship with HRM activities followed in banking organizations. Section of HRM was divided into three factors objectives of training and ways of T and D programs. Further sub factors were designed as the statements under objectives, 9 statements under fundamentals and 8 statements under ways on a 5-point scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

Results and discussion:

The designed scale on human resource management showed agreement by taking an average for different objectives under HRM for three different sectors. In public sector the mean and SD was worked out. The employees agreed to these statements as mentioned below. Employees believed that they should be introduced to new products, problem and product orientation (m.s-4.016). By this there increase the quality and magnitude of work (m.s-4.08) and further equip staff with more skills (m.s-4.08). Higher F-values meant higher importance of that factor. Public sector employs desire to equip staff with more skills (F-value 1.826 Sig 0.014) and to identify and develop the inner potential of the staff developing people. (F-value 1.694 Sig..028), Rest of statements were found to be insignificant as their was similarity in opinion for banking organizations for Public sector officers. For Private sector, the employees gave more weight age additional knowledge that meet the needs of redeployment (m.s.3.87) to increase the quality and magnitude of (m.s.3.97) and introduce organizational culture and enhance it (m.s.3.87). Higher significant F-values depicted the importance towards additional knowledge and introduce new products and product orientation. There were similar conditions observed for foreign sector. Foreign sector employees gave more weight age to additional knowledge (m.s-4.11) and introduce new products (m.s.4.011). Employees meet future challenges by inducing more skills hence increasing quality and magnitude of work (m.s-4.20). Higher F-values were found in above statements that meant foreign employees required additional knowledge about new products and product orientation.

Level of agreement or disagreement regarding the objectives of providing training among Public,Private and Foreign bank employees

Objectives										
	Public			Private			Foreign			Reliability
Sr.No	Mean \pm SD	F-value	sig	Mean \pm SD	F-Value	Sig	Mean \pm SD	F-value	sig	Cronbach alpha 0.838 Mean 39.77 Variance 33.37
1	3.99 \pm 0.783	1.311	.161	3.87 \pm 0.88	1.875	.021	4.11 \pm 0.85	1.859	.02	
2	4.016 \pm 0.819	1.508	.068	3.68 \pm 0.78	1.934	.017	4.011 \pm 0.88	1.630	.05	
3	3.09750 \pm 0.804	0.871	.665	3.77 \pm 0.804	1.187	0.284	3.96 \pm 0.89	1.564	.075	
4	4.0833 \pm 0.805	2.859	.000	3.977 \pm 0.923	1.335	0.174	4.20 \pm 0.81	1.189	.282	
5	4.08 \pm 0.762	1.826	.014	3.76 \pm 0.848	1.223	.253	4.15 \pm 0.70	1.163	.306	
6	3.95 \pm 0.828	1.183	0.266	3.75 \pm 0.903	0.997	.486	1.0111 \pm 0.82	1.297	.198	
7	3.7917 \pm 0.87	0.808	0.751	3.82 \pm 0.78	0.891	.620	3.900 \pm 0.98	0.897	.613	
8	3.082 \pm 0.913	1.468	.081	3.87 \pm 0.84	1.011	.470	3.87 \pm 0.84	1.688	.046	
9	3.0825 \pm 0.86	1.209	.241	3.73 \pm 0.88	1.270	.217	3.82 \pm 0.906	2.843	.000	
10	3.85 \pm 0.84	1.694	.028	3.70 \pm 0.954	1.258	0.226	3.92 \pm 0.98	1.453	.114	

In fundamentals/basics of training it was observed that in Public sector certain training activities should be carried out to increase efficiency. Maximum weight age was given to the statements. Banking training can not only improve Quality of performance but also improve customer satisfaction. It will also improve working environment to perform better in job. Quality of performance of employees will improve the training (F-value-1.764 Sig.019) as per employees.

Level of agreement or disagreement regarding the fundamentals / basics of the training among Public,Private and Foreign bank employees

undamentals										
	Public			Private			Foreign			Reliability
Sr. No	Mean \pm SD	F-value	sig	Mean \pm SD	F-Value	Sig	Mean \pm SD	F-value	sig	Govbach alpha 0.765 Mean 35.36 Variance 23.03
1	3.95 \pm 0.844	1.273	0.1858	3.088 \pm .094	1.846	.024	4.08 \pm 0.97	1.176	.294	
2	3.18 \pm 1.05	0.915	0.603	3.31 \pm 1.01	.86	.652	3.42 \pm 1.08	1.216	.259	
3	3.95 \pm 0.83	1.182	.266	3.83 \pm 0.180	1.680	.047	3.911 \pm 0.88	1.165	.304	
4	4.10 \pm 0.80	1.466	0.82	3.86 \pm 0.86	2.154	.007	4.0667 \pm 0.76	1.803	.022	
5	4.07 \pm 0.89	1.764	.019	3.98 \pm 0.89	.771	.769	3.093 \pm 0.98	2.562	.001	
6	3.95 \pm 0.906	1.126	.325	3.73 \pm 0.96	1.803	.029	4.11 \pm 0.79	1.374	.151	
7	4.06 \pm 0.85	.925	0.617	3.74 \pm 0.96	1.007	.474	4.022 \pm 0.873	2.095	.009	
8	4.16 \pm 0.91	.897	0.628	3.88 \pm 0.75	1.220	.256	4.111 \pm 0.86	1.728	.039	
9	4.05 \pm .096	0.761	.809	3.82 \pm 0.81	1.108	0.360	3.90 \pm 0.81	1.589	.068	

While in foreign sector more significant through F-values were observed. Amongst foreign sector they stressed on quality of performance (f-value 1.863 sig .022) hence improved customer satisfaction.(F-value 2.562 sig.001) even they felt that staff will be able to use the skills (F-value 2.095 sig.009) and training would be helpful for employees to perform better(F-value -1.728 sig 0.039)

In public sector employees gave more importance to additional knowledge the meets the needs of redeployment (m.s-4.10) they wish to know all new products their problems and product orientation.

Ways the training & development programmes benefitted the respondents among Public,Private and Foreign bank employees

Ways										
	Public			Private			Foreign			
Sr.No	Mean \pm SD	F-value	sig	Mean \pm SD	F-Value	Sig	Mean \pm SD	F-value	sig	Reliability
1	4010 \pm 0.86	1.32	.150	4.17 \pm 0.86	1.412	0.132	4.17 \pm 0.89	1.341	.110	Govbach alpha 0.801 Mean 32.17 Variance 22.64
2	4.0 \pm 1.0	1.10	.355	309 \pm 0.91	1.444	0.118	4.08 \pm 0.74	1.180	.290	
3	3.91 \pm 0.94	1.10	.351	3.92 \pm 0.82	0.678	0.867	4.02 \pm 0.86	1.90	.019	
4	3.80 \pm 1.10	1.17	0.270	3.71 \pm 1.03	1.018	0.461	4.10 \pm 0.73	1.491	.099	
5	4.04 \pm 0.97	1.13	.311	3.87 \pm 0.85	1.083	.387	4.11 \pm 0.81	3.699	.000	
6	3.95 \pm 0.87	1.18	.262	3.81 \pm 0.85	1.505	.094	4.12 \pm .81	1.431	.123	
7	4.06 \pm 0.74	0.910	0.610	3.80 \pm 1.05	1.393	.142	3.96 \pm 1.01	1.981	.014	
8	3.79 \pm 1.06	1.192	.256	3.56 \pm 1.01	0.84	.721	3.58 \pm 1.06	1.059	.414	

So in this relation they requires that their needs to be increase in awareness in regard to practical banking by motivation and creating positive attitude. They believed more that increase in theoretical knowledge can increase the promotional opportunities.

In private sector all the statements had average were well above 3.8 which meant higher relative importance was given to all statements. They felt that the increased motivation and creative positive attitude can lead to more better human resource management. in foreign sector all values were positive opinion. Foreign sector employees felt interpersonal relationship (F-value 1.90 sig .019). Training helped in improving quality of life by theoretical knowledge (F-value 3.699 sig0.000) Hence improvement in promotional opportunities (F-value 1.981 sig 0.011).

Impact of Human research management on work life effectiveness. Multiple Regression analysis was used. First the summated scores from the principle components of WLE was calculated taking this as dependent variable and **objectives of providing training , the fundamentals / basics of the training and Ways the training & development programmes benefitted the respondents acted as** potential predictors. The relationship b/w training & development and WLE was worked out. The multicollinearity was checked by co linearity statistics. The study provided insights that employees gave prior importance to objectives and fundamentals. By the results it can be extraced that unit increase in objective in lead to 25.2 percent increases in work life effectiveness which was statistically significant at one percent level.

	Mean	SD	Unstandarized coefficients	Sig	Collenearly Status
WLE	69.64	7.39			Total VIF
Objectives	39.15	5.98	.252	.010	.429 2.328
Fundamental	35.09	5.19	.326	.010	342 2.928
Ways constant	31.58	5.12	.124 44.43	.304 .000	.374 -

R² - 0.223 F Value 28.35
WLE - Dependent Sig. 000

Objectives & Fundamentals were found to explain WLE significantly whereas way component does not predict WLE. One unit increase in fundamentals can lead to 32.6 percent variation in work effectiveness. HRM has positive impact on work life effectiveness. Its overall model depicted 22.3 percent of variation in WLE with F-value 28.35 One percent level significant at Regression Model .

Conclusion:

In Public sector for up gradation in WLE there is need to provide additional knowledge and to increase the quality and magnitude is to introduce the staff with organizational culture and enhance it to suitable extent under Fundamentals Public sector employees desire to increase the training which would revamp the work environment and hence improve drastically the quality of life.

Amongst the Private sector employees they gave are opinion that WLE can be refined by increased quality and magnified work and equip the staff to sustain more skills. They felt that training even can improve customer satisfaction but improvement in theoretical knowledge is required by employees.

In foreign sector they had an opinion about enhancement of WLE can be done by introducing the staff to organization culture and enhancing it by not only giving more weight age to theoretical knowledge and awareness of all promotional opportunities.

Appendix**Impact of HRM related determinant on work life effectiveness.**

Objectives of providing training	Public	Private	Foreign
To provide additional knowledge and meets the needs of redeployment.	45.820	44.823	47.379
To introduce new products, programs, product orientation.	+2.601	1.484	1.476
To familiarize with the new work practices e.g. computerization.	.353	.321	.683
To increase the quality and magnitude of work.	-.790	.283	-2.512
To equip staff with more skills.	3.730**	-2.212**	-.577
To meet future challenges and development plans.	-1129	2.067**	-2.628
To equip the staff for promotion.	-.056	-1.416	1.858
To introduce the staff to the organizational culture and enhancing it.	-1.654	1.186	.599
To ensure better job adjustment and to have high morale.	3.439**	-.223	2.833
To identify and develop the inner potential of the staff – developing people.	-.466	.927	1.650
To provide additional knowledge and meets the needs of redeployment.	2.233	.128	-1.252
fundamentals / basics of the training			
The goals (vision, mission and objectives) of the organization are sufficiently integrated in the training activities	2.178	-.454	-0.252
The Training frequency in the bank is inadequate	-.451	1.039	.146
In general, the training in your bank equips you to meet the competition in the market	-.371	.570	-.151
Training will result in improving customer satisfaction	1.215	.758	-.151
Quality of performance of the employees will improve due to bank training	.219	2.158**	1.204
The training will improve profitability of the bank	1.006	-1.593	1.124
The staff will be able to use the skills gained through training in the work place	3.179	-.941	.333
The training given to you will help you to perform better in the job	-2.056	-0.310	-.324
Training to the staff would help in improving the working environment in the bank	-2.933*	.416	.914
Ways the training & development programmes			
Increased motivation and creative positive attitude.	-.547	.482	-1.776
Increase of awareness in practical banking	-.088	1.096	2.281
Improved interpersonal relationship	-2.589	-.577	.046
Training has helped in improving the quality of your life.	2.543*	.366	-.718
Increase in theoretical knowledge.	-.190	1.564*	4.755**
Better sense of personal fulfillment and growth.	-.246	-.840	-1.098
Able to make use of the promotion opportunities	2.017	.264	3.555*
Got a chance to be away from the regular job	.461	-.651	-1.959

Significant at 5 percent

Significant at 1 percent

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