

Human Resource Policy in Relation to Organisational Commitment, Job Involvement and Work-Life Balance

Siddharth Chandel
Ph. D Research Scholar,
Department of Management Studies
MAU Baddi Solan

Dr Kiran Chanda
Assistant Professor,
Department of Management Studies
MAU Baddi, Solan

Abstract

Human resource development policies help the organisations in finding right person for the job, giving them proper training and developing them in their career. This is helpful to develop organisational commitment among employees, job involvement and establishing a balance in between working life and personal life of the employees working in an organisation. Although, there are various perceptions regarding human resource development policies of the banks in relation to organisational commitment, job involvement and work-life balance among employees in banking industry in Himachal Pradesh. It is commonly associated with all human resource management activities and to maintain an overall balance in various aspects of life. In this regard, an attempt has been made to categorise the respondent's opinions and their perception with regard to human resource development policy of the organisations they serve and consequently for developing organisational commitment among employees, job involvement and maintaining work-life balance. Herein, an analysis of variance (ANOVA) has been applied to evaluate the perceptions of the respondents with regards to various human resource development policies of the banks under study.

The data for this study were obtained from 500 employees from various banks in Himachal Pradesh. Findings of the study concluded that standard and rational human resource policies in banking industry motivates the employees both within and outside of the workplace for developing organisational commitment among employees, job involvement and maintaining work-life balance.

Keywords: *Human Resource Policies, Organisational Commitment, Job Involvement and Work-Life Balance.*

Introduction

The modern economy is undergoing massive transformations. This has led to changes in the business environment, technological know-how, work forces and many other areas. The high level of competition, diverse responsibilities at work and in personal life forced employees to face numerous challenges in maintaining work-life balance. This has led to an increase in work-life stress. The increased pressure on employees compelled organisations to care for their employees. It is also in the interest of organisations to

assist employees in retaining employees by maintaining their work-life balance.

Human Resource Policies and Practices

HR policies are the over-all guidelines and help HR managers in decisions regarding personnel recruitment, selection, training, elevation compensation and benefits. Thus, these policies reflect commitment of the organisation to act in a quantified way while dealing with its employees and are generally influenced by philosophy of management, type of workforce employed, bargaining capacity of the union and financial position of the concern. Policies facilitate prompt action and help HR managers in their working. To ensure actual implementation of HR policies, it is necessary that these HR policies are clear, consistent, fair and in writing. Further it is necessary that these policies are unchanging throughout the organisation and should be responsive to the prevailing situation HRM practices reflect the ways by which various HR policies are being carried out or put in action. Better HRM practices develop the confidence of employees while joining or working in the organisation. These act as attractive force to attract and retain the personnel. Employees enjoy harmony of mind and better work life balance when organisation, in which they work, follow sound. HRM practices and

fulfils their physiological, social and ego needs.

Organisational Commitment

Organisational commitment is the degree to which employees believe in and accept organisational goals and desire to remain with the organisation. It is evident from various research that people who are relatively more satisfied with their jobs are more committed to their organisations. Therefore, organisational commitment focuses specifically on sustained commitment factors which suggests that decisions to remain with the organisation ultimately are reflected in employee absenteeism and turnover. The employees who are not satisfied with their respective jobs or who are not as committed to the organisation are more likely to withdraw from the organisation, either through absenteeism or permanently leaving the job.

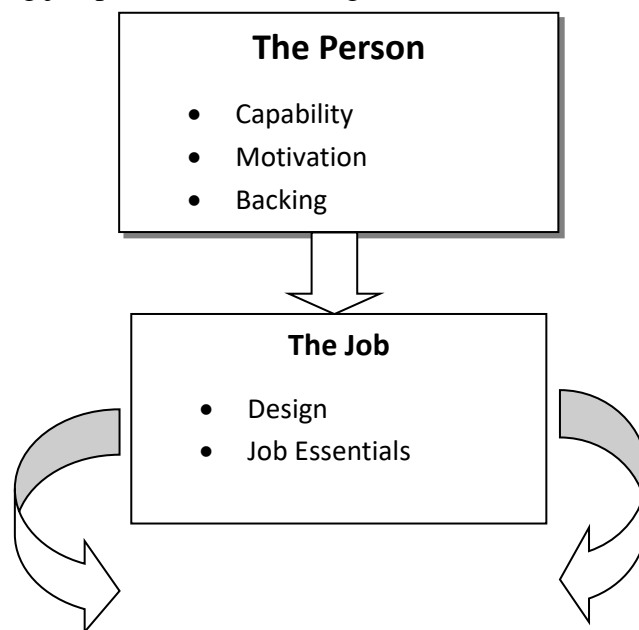
Job satisfaction is a positive emotional state which results from evaluating one's job experiences. Job dissatisfaction prevails when one's expectations are not met out. For example, if an employee expects good and safe working conditions on the job, then he is likely to be dissatisfied if the working environment on the workplace is not proper. The bottom line in the job

satisfaction is an organisational commitment which affects the employee turnover and thereafter organisational performance.

Few researchers have considered that organisational policies are a source of work life conflicts. It has also been argued

that a corporate culture does play an important role in maintaining work-life balance. Some findings suggested that the organisational policies do affects both the employee performance in the organisational and their organisational commitment and resultantly work-life balance.

Factors affecting job performance and organisational commitment:



Job Involvement

Job involvement is becoming a critical discussion especially when the organization is faced with issues regarding the current economic slowdown. It has prompted many researchers to examine how job involvement is developed in a business organization. An involved employee usually shows high involvement and enthusiasm about their job and organization. They are passionate about their work, more motivated and willing to make a greater contribution to helping the organization. Job involvement is a concept that describes the employee's effort to act according to their

organization's interests. Involvement is also defined as a form of emotional and logical motivation, where individuals strongly focus on their job which leads to the achievement of ultimate goals. However, involvement as an inspiration to be united and immersed, striving to work hard, showing perseverance, focus, and involvement. In short, strongly engaged employees will bring about a positive outcome for the organization. Scholars need to identify important factors which can be applied in a business organization in boosting job involvement.

Work-Life Balance

Work-life balance may be defined as the satisfaction level of a person with regards to the multiple roles of life. It can be attained by attaining satisfaction with regards to the personal life of an individual and the occupation. It is about the people when, where and how they work and tends to vary accordingly. The concept of work-life balance can be explained as achievement with satisfaction and enjoyment. It also leads to healthy synergy in the working environment of an organisation and its employees. A work-life balance helps to attain personal goals of the employee. Moreover, it also helps in striking a balance between workplace, family and society. The changing environment have changed the nature of the work. Today, the work is viewed as a source of personal satisfaction. Therefore, a good work-life balance can help in achieving the personal as well as professional goals.

It is pertinent to explain that achieving the work-life balance more or less depends upon the organisational climate and job-related factors. Sound organisational climate and better job prospects may be the source of job satisfaction of employees. If so then it may also be helpful in reducing the job stress and making employees more active to undertake his commitments properly. The need to pleasant conditions in which employees can balance work with

their personal needs has become a factor of main concern now a days for the companies and they must take note of both to retain them as well as to improve the level of productivity.

Review of Literature

Organisational commitment, job involvement and work-life balance have gained a great significance in recent past in our country. The review of literature acts as a guide to carry out the prospective research activities. Several studies have been conducted on different facets of organisational commitment, job involvement and work-life balance. Keeping this in view, an attempt has been made to review the various research studies conducted by various researchers in India and abroad.

Yadav et al. (2013)¹ made an attempt to study on “Work Life Balance amongst the Working Women in Public Sector Banks- a case study of State Banks of India”. They concluded that Work life balance of employees is an important input in designing appropriate policies for employees to address work life balance issues. Therefore, work-life balance initiatives should be designed to help employees to balance their work and personal life.

Nazish et al. (2013)² made an attempt to study on “Job & Career Influences on Career Commitment among the Employees of Banking Sector: The Mediating Effect of Job Satisfaction & Organisational Commitment”. They concluded that the job satisfaction and organisational commitment mediated the influences of both current working situations and career experiences on career commitments.

Jeet and Sayeeduzzafar (2014)³ attempted to study on “A Study of HRM Practices and its Impact on Employees Job Satisfaction in Private Sector Banks: A Case Study of HDFC Bank”. It indicated that the HRM practices like training, performance appraisal, team work and compensation have significant impact on job satisfaction. Moreover, the organization has to build new policies to improve employee’s participation at middle level and senior level management.

Khaliq et al. (2016)⁴ studied on “A Study of Factors Affecting organisational Commitment among Bank Officers in Pakistan”. They concluded that the monetary rewards, non- monetary rewards, support of supervisor, career development opportunities, work-family support and job conditions were noted the major factors

influencing the organisational commitment. They suggested for the formulation of proper policies to reduce employee turnover.

Dey and Sahu (2018)⁵ made an attempt to study on “HRM practices in the Indian Banking Sector: A comparative study of Public and Private sector banks in Odisha”. They revealed that the employees of the public sector employees were satisfied more as compared to the employees of the private sector banks. The employees of the private sector banks were satisfied more with the retention policy of the bank. The Public sector banks employees were in favour of training practices more as compared to the employees of private sector banks.

Gragnano et al. (2020)⁶ attempted to study on “Work Life Balance: Weighing the Importance of Work – Family and Work –Health Balance”. The health factor was equally important as considered by the workers in the family domain of work life balance. The work health balance affected the level of job satisfaction of the employees at high level as compared to work family balance.

Research Gap

It has been observed that a substantial work has been done on

organisational commitment, job involvement and work-life balance. But there is a need to be researched in the human resource policies of the various banks. The following research gap has been observed in the light of literature surveyed:

- There is lack of collaborative studies on organisational commitment, job involvement and work-life balance.
- There is need to study the career issues pertaining to employees due to which they change their career.
- There is a need to study in depth, the human resource policy of banks for maintaining organisational commitment, job involvement and work-life balance among employees of the banks.

Keeping in view the above research gaps, there is a need to study the various dimensions of the organisational commitment, job involvement and work-life balance in the light of human resource policy of the banks. Therefore, an attempt has been made to study the human resource policy of the banks in the light of organisational commitment, job involvement and work-life balance.

Research Methodology

A research methodology is a methodical and scientific approach to solving an investigation's research problem. An effective study design is necessary to

draw conclusions that are pertinent to the issue at hand and to propose workable solutions. The validity of any research is based on the systematic method of data collection and analysis. Both primary and secondary data have been used for the accomplishment of the objectives of the present study.

Sampling Technique

The 500 sample respondents have been divided on the basis of proportionate employees working in each bank. A due representation has given to different employees on the basis of their age groups, gender, educational qualification, income, background, position held, family structure etc.

Need and Scope of the Study

Today's world is undergoing massive economic and societal changes. The rapidly changing world and the faces of various economies have added to the complexities of the business environment. The key factors that govern the success of a modern organisation are stiff competition, innovation, and research. Organizations must create a favourable organisational climate for developing and retaining intellectual assets, as well as meeting the striving expectations of today's youth, so that employees can be satisfied and

effective in their jobs. Employees are more likely to be motivated when they believe their employer is making an extra effort to provide a healthy work-life balance. Furthermore, various studies on the current topic have been reviewed, and it has been found that there is a gap between the studies conducted thus far.

After reviewing the available literature in India and elsewhere, it was revealed that significant work has been done on career transition, antecedents of organisational commitment, job involvement, and work-life balance. It was also found that employees' commitment levels were greatly influenced by their feelings of affiliation and loyalty to the organisation. Nowadays, there is a widespread perception that employees are dissatisfied with their jobs. Employees appear to be growing dissatisfied with their jobs, and as a result, performance standards appear to be slipping. However, no authoritative and comprehensive study has been conducted to date on career transition, organisational commitment, job involvement in general, and work-life balance in particular. As a result, the study focuses on the factors that influence career transition, organisational commitment, job involvement, and work-life balance among Himachal Pradesh banking employees. The study is important for policymakers,

researchers, business owners, and other stakeholders.

Objectives of the Study

- To study the perception regarding human resource development policies of selected banks
- To determine perception regarding human resource policies in relation to recruitment, selection and training & development

Hypothesis of the Study

The hypothesis is the underlying assumption of the study. Hypotheses are generated based on the significant aspects of the subject being studied. The following hypotheses have been developed for empirical validation in accordance with the study's objectives:

- H₀₁: There is no significant impact of human resource development policies on selected banks.
- H₀₂: There is no relationship between different human resource development policies and the process of recruitment, selection and training & development.

Analysis and Interpretation of the Data

Types of Banks and Perception Regarding Human Resource Development Policies of The Banks:

Human resource development policies help the organisations in finding right person for the job, giving them proper training and developing them in their career. This will also develop organisational commitment among employees, job involvement and maintaining work-life balance among employees working in an organisation. Although, there are various perceptions regarding human resource development policies of the banks under this study in banking industry in Himachal Pradesh. It is commonly associated with all human resource management activities and to maintain an overall balance in various aspects of life. In this regard, an attempt has been made to categorise the respondents' opinions based on the basis of their post held and their perception with regard to human resource development policy of the organisations. They serve and consequently for developing organisational commitment among employees, job involvement and maintaining work-life balance. Herein, an analysis of variance (ANOVA) has been applied to evaluate the perceptions of the respondents with regards to various human resource development policies of the banks under study. Table 1 shows a detailed analysis of the above-mentioned facets as under.

Human resource development policies of the banks help the employees in finding the right balance between a person's various facets and their roles in life. In this regards an attempt has

been made to analyse the respondents' opinions based on their type of banks, they are serving and their perception regarding organization have standard and rational human resource policies in banking industry for developing organisational commitment among employees, job involvement and maintaining work-life balance. The researcher explored that how respondents of various types of banks perceived about organization. The standards and rational human resource policies in banking industry, which may influence their both professional as well as personal lives, based on their type of bank they serve. It produced slightly insignificant results at five percent level of significance, indicating that based on type of bank they serve, the respondents' perceptions about organization have standard and rational human resource policies in banking industry. It shows that the opinion of the respondents is distributed almost similarly in all types of banks they serve. Thus, it can be concluded that standard and rational human resource policies in banking industry motivates the employees both within and outside of the workplace. However, this type of feelings has been noted more in HDFC bank, which is followed by PNB, ICICI and SBI bank under study respectively.

Correspondingly, the researcher introspected into the perceptions of the respondents, based on their different type of banks they serve, regarding whether the employees are aware about the company's goals, visions and missions or not. The ANOVA shows a significant difference in the perception of the

employees of different banks under study, which reflects that the relative variability in means within the sample is reported to be significant ($P < 0.05$). This rejects the null hypothesis and leads to the conclusion that there is a significant mean difference in the perceptions, based on different type of banks they serve, for developing organisational commitment among employees, job involvement and maintaining work -life balance. Thus, it can be concluded that

employees are aware about the company's goals, visions and missions, which is a critical factor for developing organisational commitment among employees, job involvement and maintaining work-life balance among employees in banking industry in Himachal Pradesh. However, this significant mean difference is noted more in SBI which followed by PNB, ICICI and HDFC bank respectively.

Table 1 Types of Banks and Perception Regarding Human Resource Development Policies of the Banks: An ANOVA

Items	Name of the Banks	N	Mean	Std. Deviation	Std. Error	Description of variables	Sum of squares	Df	Mean square	F- value	Sig.
Does your organization have standard and rational human resource policies?	SBI	224	2.6205	.73584	.04917	Between Groups	3.211	3	1.070	2.412	.066
	PNB	93	2.7634	.64938	.06734						
	HDFC	107	2.8037	.52196	.05046	Within Groups	220.157	496	.444		
	ICICI	76	2.7632	.65051	.07462						
	Total	500	2.7080	.66905	.02992	Total	223.368	499			
Do you know your company's goals, visions and missions?	SBI	224	2.7723	.42027	.02808	Between Groups	7.392	3	2.464	11.733	.000
	PNB	93	2.7097	.45637	.04732						
	HDFC	107	2.4860	.50216	.04855	Within Groups	104.160	496	.210		
	ICICI	76	2.5395	.50175	.05755						
	Total	500	2.6640	.47281	.02114	Total	111.552	499			
Do you think that the HRD policies of your organization are enough for the improvement and satisfaction of your work?	SBI	224	2.3750	.69753	.04661	Between Groups	5.345	3	1.782	4.121	.007
	PNB	93	2.6559	.47764	.04953						
	HDFC	107	2.4579	.67685	.06543	Within Groups	214.405	496	.432		
	ICICI	76	2.4079	.69623	.07986						
	Total	500	2.4500	.66361	.02968	Total	219.750	499			

Source: Data compiled through questionnaire.

In the same context, the researcher mulled over a further aspect that is the HRD policies of organization are enough for the improvement and satisfaction of their work, under the impression of type of the bank of the respondents and also as an essential component for developing organisational commitment among employees, job involvement and maintaining work-life balance. The outcome defines the degree of agreement of responses in different group of the respondents in the banks under study. The ANOVA shows significant difference in the perception of different

employees of the banks under study, which reflects that the relative variability in means within the sample is reported to be significant.

Thus, it can be concluded that there is a significant mean difference in the perceptions concerning that the HRD policies of organization are enough for the improvement and satisfaction of their work. It has been an essential component of maintaining work-life balance. However, the mean difference revealed that variation is more in PNB which is followed by HDFC and ICICI respectively.

1.2 Types of Banks and Perception Regarding Human Resource Policies in relation to Recruitment, Selection and Training & Development

Human resource development policies help the organisations in finding right person for the job, giving them proper training and developing them in their career. This further may be helpful in developing organisational commitment among employees, job involvement and

maintaining work-life balance among the employees working in an organisation. The perceptions regarding human resource development policies in relation to recruitment, selection and training & development in banking industry in Himachal Pradesh have been evaluated with the help of ANOVA. In this regard, an attempt has been made to categorise the respondent's opinions based on the basis of the types of banks and their perception with regard to human resource development policy in relation to proper recruitment, selection and training. Consequently, it may be helpful in developing organisational commitment among employees, job involvement and maintaining work-life balance in the banks under this study. Table 2 shows a detailed analysis of the above-mentioned facets as under.

Human resource development policies of the banks in relation to recruitment, selection and training & development helps the employees in finding out the right balance between a person's various facets and their roles in working life. In this regard, an attempt has been made to analyse the respondent's opinions based on perception regarding whether, suitable persons are recruited and selected in different types of banks under study. The researcher explored that how respondents working in banking industry perceived about whether organization, manages recruitment and selection of suitable persons in banking industry. It produced significant results at five percent level of significance, indicating that based on type of bank they serve, the respondents' perceptions show significant

results in the banks, they serve. Thus, it can be concluded that standard and rational human resource policies in relation to recruitment, selection and training & development are followed in banking industry. However, this type of feelings has been noted more in SBI bank which is followed by PNB, HDFC and ICICI bank under study respectively.

Correspondingly, the researcher introspected into the perceptions of respondents, regarding whether the employees emphasize on personal and organizational goals and empower them through training. The ANOVA shows a significant difference in the perception of the employees of different banks under study. This reflects that the relative variability in means within the sample is reported to be significant ($P < 0.05$). This rejects the null hypothesis and leads to the conclusion that there exists a significant mean difference in the perceptions, for developing organisational commitment among employees, job involvement and maintaining work-life balance. Thus, it can be concluded that employees are made aware of personal and organizational goals and empowered through training. This has also been a critical factor for developing organisational commitment among employees, job involvement and maintaining work-life balance in banking industry in Himachal Pradesh. However, this significant mean difference is noted more in ICICI bank, which is followed by PNB, SBI and HDFC bank under study respectively.

In the same context, the researcher examined further aspect that, the HRD policies of

organization encourage the employees to take proper training for their career development and for the improvement and satisfaction of their working life. The outcome defines the degree of agreement of responses in different group of the respondents in the banks under study. The ANOVA shows significant difference in the perception of different employees of the banks under study, which reflects that the relative variability in means within the sample is reported to be significant. Thus, it can be concluded that there is a significant mean difference in the perception of the employees. Hence, it has been considered as an essential component for developing organisational commitment among employees, job involvement and maintaining work-life balance. However, the mean difference revealed that variation is more in SBI, which is followed by PNB, ICICI and HDFC respectively.

Table 2 Types of Banks and Perception Regarding Human Resource Policies in relation to Recruitment, Selection and Training & Development: An ANOVA

Items	Name of the Banks	N	Mean	Std. Deviation	Std. Error	Description of variables	Sum of squares	Df	Mean square	F	Sig.
Only suitable persons are recruited and selected.	SBI	224	3.6830	.91450	.06110	Between Groups	51.245	3	17.082	15.137	.000
	PNB	93	3.6667	1.01439	.10519						
	HDFC	107	3.0561	1.33057	.12863	Within Groups	559.707	496	1.128		
	ICICI	76	2.9605	1.10080	.12627						
	Total	500	3.4360	1.10650	.04948	Total	610.952	499			
Organization emphasize on personal and organizational goals and empower them through training.	SBI	224	3.6830	1.23567	.08256	Between Groups	61.291	3	20.430	14.624	.000
	PNB	93	4.1720	.82914	.08598						
	HDFC	107	3.2336	1.40471	.13580	Within Groups	692.941	496	1.397		
	ICICI	76	4.1974	1.03305	.11850						
	Total	500	3.7560	1.22943	.05498	Total	754.232	499			
Employees are encouraged to take proper training for their career development.	SBI	224	3.6518	.97695	.06528	Between Groups	116.455	3	38.818	35.475	.000
	PNB	93	3.4624	1.03797	.10763						
	HDFC	107	2.4953	1.24668	.12052	Within Groups	542.745	496	1.094		
	ICICI	76	2.8026	.93836	.10764						
	Total	500	3.2400	1.14937	.05140	Total	659.200	499			

Source: Data compiled through questionnaire

Findings and Conclusion

Moreover, it has been concluded that standard and rational human resource policies in banking industry motivates the employees both within and outside of the workplace for developing organisational commitment among employees, job involvement and maintaining work-life balance. However, this type of feelings has been noted more in HDFC bank, which is followed by PNB, ICICI and SBI bank under study respectively. Correspondingly, the

researcher introspected into the perceptions of respondents, based on their different banks under study, regarding whether, the employees are aware about the company's goals, visions and missions. The study revealed that employees are aware about the company's goals, visions and missions which is a critical factor for developing organisational commitment among employees, job involvement and maintaining work-life balance

in banking industry in Himachal Pradesh. However, this significant mean difference is noted more in SBI which followed by PNB, ICICI and HDFC bank respectively. It has been revealed that HRD policies of the organization are enough for the improvement and satisfaction of their work, under the impression of type of the bank they serve. This has also been considered as an essential component for developing organisational commitment among employees, job involvement and maintaining work-life balance. The study concluded that HRD policies of organization are enough for the improvement and satisfaction of their work, under the impression of type of the banks and also as an essential component for developing organisational commitment among employees, job involvement and maintaining work-life balance.

The study concluded further on the basis of the perceptions of the employees working in different banks under study exhibited that only suitable persons are recruited and selected in banking industry which also motivates the employees both within and outside of the workplace. However, this type of feelings has been noted more in SBI bank, which is followed by PNB, HDFC and ICICI bank under study respectively. Correspondingly, the researcher introspected into the perception of respondents, based on their different banks under study, regarding the employees emphasize on personal and organizational goals and are empowered through training. It has also been exhibited that the employees are made aware of personal and organizational goals and empowered through

training, which is also a critical factor for developing organisational commitment among employees, job involvement and maintaining work-life balance in banking industry in Himachal Pradesh. However, this significant mean difference is noted more in ICICI bank, which is followed by PNB, SBI and HDFC bank under study respectively.

It has also been revealed that HRD policies of the organization are enough for the improvement and satisfaction of their work, and also termed as an essential component for developing organisational commitment among employees, job involvement and maintaining work-life balance. The study concluded that through HRD policies of organization, employees are encouraged to take proper training for their career development under the impression of type of the banks. This has also been considered as an essential component for developing organisational commitment among employees, job involvement and maintaining work-life balance. However, there is a significant difference in the perception of the employees, which is noted more in SBI, PNB, ICICI and HDFC bank respectively.

FUTURE IMPLICATION OF THE STUDY:

The main emphasis of the study area remained on to analyse the perception of the employees regarding HR policies of the banks in Himachal Pradesh. Hence, the study will be significant for the policy makers, researchers, banks, industrialists

and other stakeholders who are directly or indirectly associated with the present research work.

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