



HRD In Financial Sector with Reference To KSFC

KEYWORDS

Training and Development, Performance Appraisal, Career Advancement and HRD climate.

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ABSTRACT *The aspects of HR like knowledge, skills, creative abilities and talents play important role in deciding the efficiency and effectiveness of an organization's workforce. It is based on the belief that an investment in human beings is necessary and will invariably bring in substantial benefit to the organization in the long run. "The success of the business depends mainly on the effective performance of the employees of the organization". HRD improves the utilization value of human resource of an organization. So it is necessary to link the achievements of the organization and the effective performance of the employees. Employees of an organization are helped motivated, acquire, develop and mould various aspects of human resource, contribute to the organizational, group, individual and social goals. For the present study which focuses exclusively on the dimensions of HRD a total of 300 employees were selected from KSFC. The study reveals some important dimensions of HRD Mechanisms (Training and Development, Performance Appraisal, Career Advancement and others).*

INTRODUCTION

Financial sector is reckoned as a hub and barometer of the financial system in a country. As a pillar of the economy, this sector plays a predominant role in the economic development of the country. Karnataka State Financial Corporation (KSFC) is a state level financial institution established by the State Government in the year of 1956 under the State Financial Corporation Act 1951. It is playing a vital role in Industrial growth to meet mainly long term financial needs of Small and Medium Entrepreneurs (SME's) in the state of Karnataka.

The people in the organization are the integral part and they are the asset of the organization. The HR initiatives have taken a strategic role in the developmental path of the organizational success in the long run. KSFC is fine tuned to fulfil the plans and aspirations of entrepreneurs by extending all possible assistance. KSFC to encourage everyone in the organization to upgrade and enhance their skill and knowledge with appropriate training for improving quality of service to the entrepreneur. The current study focuses on the employees of KSFC with regard to HRD prevailing in the organisation.

HRD Mechanisms in KSFC:

HRD mechanism is one of the sub-systems of HRD climate. The designed HRD mechanisms includes training and development, performance appraisal, feedback and counselling, potential appraisal, career advancement, career planning, rewards and employee welfare, Manpower planning, quality work life, job rotation prevailing in the KSFC has been examined under the light of research study.

KSFC is a financial super market. It extends all types of financial assistance in the form of long-term loans, short-term loans (in the form of working capital term loans and corporate loans) and other financial services. KSFC s assistance covers almost all types of industrial and service sectors. KSFC employees are the assets of the corporation. Identifying the training needs of employees and based on their designated role and individual skill / capacities, the Corporation provided training to the employees of the Corporation.

REVIEW OF EARLIER LITERATURE:

A lot of work is done on HRD in general and in particularly in financial sector i.e Banks, financial institutions to determine and analyse the factors affecting the HRD mechanisms in organisations, following are some pertinent works.

Dorren Tan Syed Akhter (1998) in their study on HRD in Banking Sector. Concluded that while monetary rewards may be patents for influencin employees. Turnover intention, the extent of its impact depends on its interaction with a contribution of their HRD practices.

Ramesh B Agadi, Paramashivaiah and Arvind Kulkarni, 2002. Published a paper in "HRD for women employees in Banking sector". Study paper reveals that unless banks cultivate a development concern for their women employees and act now, they will have problems, which will worsen with time as more women enter banks.

M.M Soni(1997) under taken a study on "Human Resource Functions". He said that, HRD is essentially a management function. The techniques of this functions and pre-requisites for its success should include the HRD functions

Training and Development prevailing in NEKRTC a study presenting on the methods of training provided to employees in KSRTC and its importance regarding Gulbarga division. (Harish D.N, 2002).

A study on HRD in cement industry with reference to Units working in North Karnataka which mainly focuses on HRD climate, training and development, performance appraisal pertaining to employees perceived from (Renuka S Rathod, 2010).

Thus, it could be reasonable to infer from the above reviewed literature discussion relating to HRD study.

OBJECTIVE OF THE STUDY:

To emphasize on evaluate the prevailing HRD Mechanism & climate in the KSFC as per the opinions of the personnel.

To study the tools, techniques and methods adopted for providing training and for the performance appraisal of the employees in KSFC.

RESEARCH METHODOLOGY:

A Total of 300 employees' i.e. Class A, B & C in KSFC Karnataka were chosen randomly. On the base of questionnaire, a study undertaken for the perception of the employees. All those questionnaires distributed to different class of employees of KSFC, were in they received completed in all respects at 100 percent satisfactory response rate.

For studying the HRD prevailing in the KSFC to perceive from employees of KSFC the questionnaire was developed by using 5 points Likert scale to measure the respondents' perception like training performance appraisal, career advancement, incentives HRD climate prevailing in the organization.

Sample Size: For studying HRD in KSFC with reference to Karnataka state, 300 employees were chosen on the basis of stratified random sampling as shown in Table.1.

Table-1: Database of Respondents.

Gender	Employees Classifications			Total
	Class A	Class B	Class C	
Female	26	30	01	57
Male	145	70	28	243
Total	171	100	29	300

[Source: Field Investigation]

Analysis & Discussion:

Table-2: Values of Training & Development Perceptions of Employees at KSFC.

SL. NO	Years	External Training			In-House Training		
		A	B	Total	A	B	Total
		1	2009-10	6	2	8	5
2	2010-11	11	4	15	39	13	52
3	2011-12	9	3	12	78	26	104
4	2012-13	21	4	25	0	0	0
5	2013-14	33	28	60	0	0	0

[Source: Field Investigation]

From the above table-2 out of total employees in the cor-

poration during 2009-10 the training has been given only to 15 employees, during 2010-11 the training has been given to only 67 employees, during 2011-12 the training has been given to 117 employees, during 2012-13 the training has been given to only 25 employees and during 2013-14 the training has been given to only 60 employee, these shows that only 10% of the employees are given training during the year. It indicates that there is poor training in the corporation it leads to low efficiency of the employees.

Findings:

The above study reveals the HRD prevailing in the KSFC Karnataka.

Training and development in the organisation is at the lower level which it shows that organisation gives less importance to its employees. There is much need to improve training patterns to increase their efficiency, acquisition of skills, concepts and attitudes in order to increase the effectiveness of employees in doing particular jobs.

Performance appraisal is at lower level among the HRD mechanisms which shows that there is need for identification of qualities and deficiencies observed in an employee in relation to his job performance.

Recommendations:

The employees at the KSFC should need to be identify the qualities and deficiencies observed in employees in relation to their job performance. Performance appraisal should be designed in such a way that it motivates the employees in order to accomplish the goals of the corporation. Manning the right person for the right job should be taken seriously by the Management of KSFC. In order to increase the level of efficiency and effectiveness of employee, there is the need of effective training and development programs are to be increased periodically to the employees at KSFC.

Ending Remarks:

Karnataka is one of the top five industrialized states in the country. KSFC is a State level financial institution established by the State Government to meet mainly the long term financial needs of Micro, Small and Medium Enterprises. This paper deals with the "Human Resource Development in KSFC". KSFC need to focus more on Human resource to increase its importance in assisting finance to develop the industrial sector of the state. Thus overall HRD has to be improved so that the country industrial sector beats the global competitors and meet the challenges of customers, quality, cost and its excellences.

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