



Employees' Perception Towards Hrd Practices Among Select Public Sector Banks in Puducherry

KEYWORDS

HRD Practices, Public Sector Banks, Human Resource, Employees, Perception.

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ABSTRACT Human resources are the key tools for the effectiveness of any organization. Banking industry cannot discharge its obligations unless its employees are reoriented in terms of new attitudes and skills. Human Resource Development (HRD) practices are established in every kind of organizations but the proper use and management of these practices are absolutely lacking in the workforce of any public sector bank. The top level executives are passionate in implementing HRD practices for the overall performance of the organization. The public sector banks in India have witnessed a transition from traditional banking to technology driven banking. This article has enlightened whether the employees of select public sector banks are satisfied with the HRD practices followed to develop organizational climate in their undertakings. The research in this nature has significant impact on the efficiency and productivity of the organization.

INTRODUCTION

A vital role was assigned to public sectors in the process of economic development. It covers a wide variety of enterprises undertaking a myriad of activities. Public sector banks are dominant part of the public enterprise system in India. Sound and evolved banking system is essential for sustained economic development. It is the key indicator for analyzing the level of development of any country. HRD practice is an outstanding predictor of these banks in addition to the performance of its employees. The key to successful management in banking industry lies in effective utilization of human resources they recruit from time to time. Development of human capital is the most important challenge before banks and HRM systems in banks need to gear itself to face up to this task.

STATEMENT OF THE PROBLEM

Banking industry is a service industry. Hence, the ranges of services and facilities offered are increasing day-by-day, thereby signifying more intense competition. Accordingly, these banks are measured up in terms of efficiency for their survival in an intensely competitive market. One of the crucial factors that make immense disparity to competitive efficiency for any bank is the human resource factor. Today the major challenges faced by these banks are continuously changing work environments and creating a climate in which employees can prove their creativity and expertise. Uncertainty about marketability has made important for banking sectors to be aware of the HRD practices. The public sector banks in the study area also neces-

sitate significant transform in the basic grounds for HRD. Thus, the researcher has made an effort to undertake the study. The literature review has also carried out to find the research gap.

OBJECTIVES

1. To review HRD practices of sample banks in Puducherry.
2. To study the satisfaction level of the employees towards HRD practices of sample banks.

METHODOLOGY

This study is an exploratory study carried out to identify employees' satisfaction with relation to HRD practices and based on primary and secondary data. The first-hand information was collected from the respondents (employees) of select branches of the sample banks through personal visits by filled in questionnaire. Statistical tools like analysis of variance, student 't' test, coefficient of variation and multiple regression analysis have been employed.

SAMPLING

Geographical Area	: Puducherry
Sample Banks	: Public Sectors
Target Population	: Employees working in 22 Public Sector Banks and its branches.
Sample Size	: 328 respondents
Sampling Technique	: Multi-stage Sampling
Tools for Data Collection	: Pretested Structured Questionnaire

ANALYSIS AND INTERPRETATION

TABLE 1: Respondents' Level of Satisfaction towards HRD Philosophy and Liaisons with Top Management

Statement	Level of Satisfaction					Total	Mean Score
	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied		
Developing and articulating HR philosophy for the bank	177 (53.96)	1 (0.30)	0 (0.00)	42 (12.80)	108 (32.93)	328 (100.00)	3.30

Statement	Level of Satisfaction					Total	Mean Score
	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied		
Getting top management commitment to HRD	0 (0.00)	129 (39.30)	55 (16.77)	144 (43.90)	0 (0.00)	328 (100.00)	2.95
Communicating HR philosophy to bank employees	83 (25.30)	15 (4.57)	81 (24.70)	64 (19.51)	85 (25.91)	328 (100.00)	2.84
Periodically reminding employees about HR philosophy	33 (10.06)	132 (40.24)	31 (9.45)	98 (29.88)	34 (10.37)	328 (100.00)	3.10
Clarifying organizational values with the help of top management	98 (29.88)	82 (25.00)	69 (21.04)	34 (10.37)	45 (13.72)	328 (100.00)	3.47
Communicating values to bank employees	92 (28.05)	103 (31.40)	52 (15.85)	36 (10.98)	45 (13.72)	328 (100.00)	3.49
Monitoring the organizational values	126 (38.41)	26 (7.93)	99 (30.18)	26 (7.93)	51 (15.54)	328 (100.00)	3.46
Periodic discussions on HRD practices and implementation	0 (0.00)	171 (52.13)	84 (25.61)	49 (14.94)	24 (7.32)	328 (100.00)	3.23
Bringing to the notice to bank management about HRD practices of other banks	132 (40.24)	46 (14.02)	102 (31.10)	23 (7.01)	25 (7.62)	328 (100.00)	3.72
Encouraging to attend seminars, workshops and programmes relating to HRD and related topics	0 (0.00)	157 (47.87)	72 (21.95)	50 (15.24)	49 (14.94)	328 (100.00)	3.03
Overall	74 (22.56)	86 (26.22)	64 (19.51)	57 (17.38)	47 (14.33)	328 (100.00)	3.25

Source: Primary Data, Figures in parenthesis refer to percentage

The majority of the respondents are satisfied (26.22%), followed by highly satisfied (22.56%) and neither satisfied nor dissatisfied (19.51%). 17.38% and 14.33% of the respondents are dissatisfied and highly dissatisfied respectively with the HRD philosophy and liaisons with top management. The mean satisfaction score shows that the respondents have a higher satisfaction level (3.72) towards bringing to the notice to bank management about HRD practices of other banks, followed by communicating values to employees in the select public sector banks (3.49). In case of communicating HR philosophy to bank employees, the respondents have a lower satisfaction score (2.84).

TABLE 2: Respondents' Level of Satisfaction towards Strengthening HRD Climate Through HRD System

Statement	Level of Satisfaction					Total	Mean Score
	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied		
Designing the development oriented appraisals systems	51 (15.55)	99 (30.18)	59 (17.99)	96 (29.27)	23 (7.01)	328 (100.00)	3.18
Periodical review of the implementation of appraisal systems	104 (31.71)	71 (21.65)	33 (10.06)	90 (27.44)	30 (9.15)	328 (100.00)	3.39
Conduct of orientation workshops to bank employees on development oriented appraisals	62 (18.90)	101 (30.79)	109 (33.23)	43 (13.11)	13 (3.96)	328 (100.00)	3.48
Undertaking renewal exercises on performance appraisal through task forces or consultants	117 (35.67)	0 (0.00)	83 (25.30)	128 (39.02)	0 (0.00)	328 (100.00)	3.32
Identification of training needs	0 (0.00)	160 (48.78)	84 (25.61)	84 (25.61)	0 (0.00)	328 (100.00)	3.23
Analyzing appraisal data to identify biases in ratings	32 (9.76)	75 (22.87)	146 (44.51)	75 (22.87)	0 (0.00)	328 (100.00)	3.20
Communicating the appraisal ratings to bank employees	26 (7.93)	72 (21.95)	110 (33.54)	66 (20.12)	54 (16.46)	328 (100.00)	2.85
Discussion with employees about training needs, emerging from job appraisal	58 (17.68)	98 (29.88)	37 (11.28)	101 (30.79)	34 (10.37)	328 (100.00)	3.14

Statement	Level of Satisfaction					Total	Mean Score
	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied		
Analyzing the facilitating and inhibiting factors affecting employee performance	70 (21.34)	27 (8.23)	156 (47.56)	75 (22.87)	0 (0.00)	328 (100.00)	3.28
Communicating performance appraisal results to respective heads to initiate corrective action	0 (0.00)	66 (20.12)	171 (52.13)	91 (27.74)	0 (0.00)	328 (100.00)	2.92
Providing assistance to bank employees in identifying KPAs as a part of performance planning	83 (25.30)	111 (33.84)	103 (31.40)	0 (0.00)	31 (9.45)	328 (100.00)	3.66
Training bank employees in the art of conducting performance review discussions	36 (10.98)	61 (18.60)	0 (0.00)	111 (33.84)	120 (36.59)	328 (100.00)	2.34
Establishing counseling services for bank employees	59 (17.99)	64 (19.51)	37 (11.28)	80 (24.39)	88 (26.83)	328 (100.00)	2.77
Preparing training policy and periodical reviewing	86 (26.22)	100 (30.49)	20 (6.10)	61 (18.60)	61 (18.60)	328 (100.00)	3.27
Conducting in-house training programs	64 (19.51)	96 (29.27)	21 (6.40)	69 (21.04)	78 (23.78)	328 (100.00)	3.00
Improving the effectiveness of in-house programmes through review with participants and faculty	98 (29.88)	68 (20.73)	47 (14.33)	59 (17.99)	56 (17.07)	328 (100.00)	3.28
Identifying potential faculty among bank employees	64 (19.51)	124 (37.80)	51 (15.55)	46 (14.02)	43 (13.11)	328 (100.00)	3.37
Keeping track of the innovative and outstanding work done by employees and using it for spreading the learning	85 (25.91)	103 (31.40)	29 (8.84)	60 (18.29)	51 (15.55)	328 (100.00)	3.34
Asking participants returning from training program to assess the quality of programs, learning and follow-up support they need for implementation	34 (10.37)	139 (42.38)	32 (9.76)	71 (21.65)	52 (15.85)	328 (100.00)	3.10
Post training follow-up by presentations by the participants	82 (25.00)	95 (28.96)	25 (7.62)	55 (16.77)	71 (21.65)	328 (100.00)	3.19
Circulating reading materials for bank employees	64 (19.51)	130 (39.63)	12 (3.66)	45 (13.72)	77 (23.48)	328 (100.00)	3.18
Prevailing job-rotation policies and job rotation exercises	74 (22.56)	129 (39.33)	0 (0.00)	39 (11.89)	86 (26.22)	328 (100.00)	3.20
Existence of role analysis exercises	76 (23.17)	108 (32.93)	21 (6.40)	39 (11.89)	84 (25.61)	328 (100.00)	3.16
Preparation of career paths and career development plans	81 (24.70)	82 (25.00)	3 (0.91)	107 (32.62)	55 (16.77)	328 (100.00)	3.08
Potential appraisal and development exercises	120 (36.59)	91 (27.74)	13 (3.96)	28 (8.54)	76 (23.17)	328 (100.00)	3.46
Improving the communications within bank through newsletters and other media	68 (20.73)	107 (32.62)	0 (0.00)	68 (20.73)	85 (25.91)	328 (100.00)	3.02
Existence of OD and self-renewal exercises	53 (16.16)	122 (37.20)	0 (0.00)	82 (25.00)	71 (21.65)	328 (100.00)	3.01
Overall	65 (19.82)	93 (28.35)	52 (15.85)	69 (21.04)	49 (14.94)	328 (100.00)	3.17

Source: Primary Data, Figures in parenthesis refer to percentage

The majority of respondents are satisfied (28.35%), followed by dissatisfied (21.04%) and highly satisfied (19.82%) towards strengthening HRD climate through HRD system. 15.85% and 14.94% of the respondents are neither satisfied nor satisfied and highly dissatisfied respectively towards strengthening HRD climate through HRD system. The mean satisfaction score reveals that the respondents have a higher satisfaction level (3.66) towards providing assistance to bank employees in identifying KPAs as a part of

performance planning, followed by potential appraisal and development exercises (3.46). However, the respondents have a lower satisfaction score towards training the bank employees in the art of conducting performance review discussions (2.34).

MAJOR FINDINGS

The mean satisfaction score shows that the respondents have a higher satisfaction level (3.72) towards bringing to

the notice to bank management about HRD practices of other banks, followed by communicating values to employees in the select public sector banks (3.49). In the case of communicating HR philosophy to bank employees, the respondents have a lower satisfaction score (2.84).

The mean satisfaction score reveals that the respondents have a higher satisfaction level (3.66) towards providing assistance to bank employees in identifying KPA's as a part of performance planning, followed by potential appraisal and development exercises (3.46). The respondents have a lower satisfaction score towards training the bank employees in the art of conducting performance review discussions (2.34).

SUGGESTIONS

1. Awareness regarding HRD practices must be created among the different cadres in the organisation.
2. Active HRM Committee must be set up at corporate level for implementing HRD practices at various levels of workforce.
3. Banks must take effort to develop overall HRD climate in the organization.

CONCLUSION

The study has been contributed to find out the satisfaction level of employees towards HRD practices in the select public sector banks in Puducherry. HRD practices play vital role for the success of any organization and the public sector banks are not exceptional as it has the direct impact on the performance of the employees in the particular organization.

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