



## CAREER DEVELOPMENT POLICIES AND PRACTICES IN BANKS – A STUDY WITH SPECIAL REFERENCE TO SELECTED PRIVATE AND PUBLIC SECTOR BANKS

**Dr. B. Shiva Kumar**

Assistant professor Dept., of Commerce and Management Government Arts College (Autonomous) Chitradurga - 577501 Karnataka

### ABSTRACT

The business organization are attaching great importance to human resource because human resources are the biggest source of competitive advantage and has the capability of converting all the other resources into product/service. The effective performance of this human resource depends on the type of Career Development policies and Practices that prevails in the banking sector, if it is good than the employee's performance will be high but if it is average or poor then the performance will be low. The study of Career Development policies and Practices is very important for all the organization and the banking sector is not an exception, especially in the present situation of financial recession. The present study is an attempt to find out the type of Career Development policies and Practices that is prevailing in public sector banks in Chitradurga and Davanagere districts. The researcher has also tried to find out the difference in the perception of employees regarding Career Development policies and Practices on the basis of age, gender, designation, qualification. The researcher collected the data from the employees of selected public sector banks using structured Career Development policies and Practices questionnaire. The data were analyzed using several statistical tools such as mean, standard deviation, percentiles, T test. The result shown that the Career Development policies and Practices in public sector banks is average and the perception of employees regarding the Career Development policies and Practices do not differs significantly on the basis of gender, qualification and designation but it differs significantly on the basis of age. The paper ends by offering useful suggestions to the management involved in the operations of the banks.

**KEYWORDS :** Career Development policies and Practices, Public sector Banks, Performance

### 1.1 INTRODUCTION

Human Resource, in twenty first century, is emerging to uniquely combine activities and processes of Human Resource Management, Human Resource Development, and Career Development, three fields that "grew up" distinct from each other.

The main challenges faced by banks in India are the role played by financial instrumentation in different phases of business cycle, the emerging compulsions of the new prudential norms and bench marking the Indian financial system against international standards and best practices. There is a need for introduction of new technology, skill building and intellectual capital formation. The most important need in this service industry is naturally the HRD. During the early phase of banking development in India after independence, opportunities for employment of the educated man-power were relatively limited. This sector was the preferred employer for the educated persons in the country in addition to civil services. In recent years, this position has changed dramatically. Certain rigidities have also developed in HRD within the banking system as this system is public sector. Its hierarchical structure gives preference to seniority over performance, and it is not the best environment for attracting the best talent among the young generation. How well challenges are met will mainly depend on the extent to which the bank's leverage their primary assets i.e., HR in the context of the changing economic & business environment.

Continuous changes in the economic scenario and intense competition is causing public sector and private sector to undergo radical changes in the approach to business. In this era of increased competition, in order to prosper, it will be imperative for the departments to develop long-term relationships with the employees. Developing long-term relations with the employees depends primarily on the superior quality of facilities delivered to the internal customers (employees); they play a major role in the service delivery process to external customers. The present study aims to analyse the "Career Development Policies and Practices in Banks – A Study with Special Reference to Selected Private and Public Sector Banks"

### 1.2 Review of Literature

Review of literature for a better understanding of the topic "Career Development Policies and Practices in Banks – A Study with Special Reference to Selected Private and Public Sector Banks". It is planned to study the review of existing literature under two groups. The first and foremost is the literature pertaining to the Career development, and the literature relating to HR policies and practices in the banks. Review of literature plays an important role in the research field to build the theory to construct concepts and constructs in the research. It also reveals the gap of research in the specified area which has not been covered by the earlier studies. This leads to select an

appropriate area to the study which gives academic relevance to add the existing area of knowledge.

### Review of literature pertaining to Career Development

With reference to the above statement and main objectives of the study, I have made an attempt to cite the literature published in books, journals, magazines, internet, websites, and annual reports on the topic related to "Career development Policies and practices". Career planning is a slow process and should become a natural part of the organisational culture. Career planning is linked with the corporate plans, man power plans, Career paths, potential appraisal, promotion policies, performance appraisal and development opportunities. This literature review is related to Job satisfaction, Career development, Career counseling, Training courses, and Mentoring etc.

**According to Chen et al., (2004).** organization needs to realize and determine that not every career development programmes suits certain group of employees. It may not be inappropriate or irrelevant to some group of employees. Therefore the career development programs that are developed for these employees must be flexible enough to accommodate the diversity in an organization.

**C.T. Sam Luther et al., (2005).** in their survey on Career planning and development stated that, every employee aspires for advancement in his Career and better opportunities to use his talents. In fact, for most managers, Career advancement is the most motivating factor. From the organisation's point of view, it is necessary to develop among managers some expectation of opportunities for the future in order to keep their high motivation.

Another research study of the "Four practical approaches to supervisors" on Career development programs by **Mirabile R.J.(2006).** stated that, organisations are increasingly focusing their attention on providing vision with formal Career development programmes and Career planning assistance. The programmes include these approaches they are:

- Career resource centres.
- Individual development plan.
- Career paths or ladders.
- Career counselling.

In a research study of "Challenges for organisation" in the career development by **Jackson T, et al., (2007).** have pointed out that in a fast changing economy, there will be ever increasing demand for employees who can handle change, changes will come without notice and employees have to adopt new strategies/ processes immediately to meet them. Organisations have to constantly modify and upgrade their career management practices to develop and maintain, a workforce that is committed and can adapt to this new way of working.

Yet in another study of “Role of post education training in placement and Career development” by **Arun Monappa, et al.,(2008)**, has pointed out that, The Career development involves the mobility of personnel either horizontally or vertically from one sector to another sector. In the Indian context, the mobility is extremely difficult since jobs are few and the demand is very high.

**Udai Pareek et al., (2009)**, in their survey on career planning and development stated that, every employee aspires for advancement in his career and better opportunities to use his talents, in fact for most managers, career advancement is the most important motivating factor from the organisations point of view, some expectation of opportunities for the future in order to keep high motivation.

**B.L. Mathur. (2010)**, pointed out that, the placement of the careerists in the career development programmes are designed and implemented of its executives with a view to increase the executives. Chances of achieving personal growth and fulfilment and ensuring that the organisation places “the right man in the right job at right place.” These programmes do help in improving the overall performance of individual executives by making the organisation more interesting and satisfying to them.

**1.3 Statement of the problems**

The main focus of the present study is to assess the career development policies and practices in selected private and public sector banks, as bank executives and non- executives join as employees and retire as employees without any changes in their career promotion and development. In this regard wastage of human resources is felt. If the executives and non executives provide timely career development activities, they can be converted into the valuable resource of the organisation.

Career development services are designed to provide individuals with career awareness, self-development and career decision making skills. Career development has become primary activity of organisation in order to create a talented pool of employees and enhancing a employees career satisfaction, a better HRD is one which strikes a better balance between organisational work force requirements and individual career needs. It is true that employees have their own personal desires and aspirations and need to effectively utilise their personal skills to attain their career goals and objectives.

At this juncture the study is taken to explore the possibility of development and change in the position of the bank employees to make them reliable to the present challenging situations. If the bank authority, corporate body require pin pointed and up to date information about these in the banking sectors, the study about the career development fulfil the above mentioned need. Hence, the present study is focussed on “**Career Development Policies and Practices in Banks –A Study with Special Reference to Selected Private and Public Sector Banks**”.

**1.4 Objectives of the study**

The main objective of the present study is to assess the career development policies and practices in selected private and public sector banks, as bank executives and non- executives join as employees and retire as employees without any changes in their career promotion and development. And the other objectives of the study are as follows:

1. To know the career development policies and practices in banks

and also highlights the components and impact on career development.

2. To study the career development in public and private sector banks and identify the factors which influence the career development.
3. To highlight the roles and stages in career planning and development in the banking sector.
4. To elucidate the challenges faced by the banking sector to cope with the changing present scenario.
5. To explore the performances of public and private sector banks and profile of the study area.
6. To suggest remedial measures to the problems of career development policies and Practices in the banking sector.

**1.5 Hypotheses of the study**

The term hypotheses can be defined as a proposition or tentative solutions or answers of research questions which are yet to be tested. Keeping in view the objectives of the study, the researcher proposes to have the following hypotheses.

1. There is a significant relation between fair promotion policy and motivation of employees.
2. Potentiality and capability may be associated with mis-management in banks
3. There exists a significant relation between incentives and increased efficiency in banks
4. It is likely that, Banks do explore the importance of efficiency and effectiveness of career development

**1.6 Research Methodology**

In order to attain the objectives of the study, the following research methodology has been adopted. The present study is an explorative in HR and both primary and secondary data were used to come to valid conclusions. The primary data is collected through a well drafted questionnaire in English which was pre-tested through a pilot study and suitable arrangements were incorporated in the final questionnaire. The data collection programme covering 530 different respondents of both private and public sector banks.

The secondary data is compiled from various reliable sources like, Bank Annual Reports, Bulletins, Magazines, Newspapers, E- Sources, and Research articles. To arrive at valid conclusion judgement sampling technique was used to collect the required data. Percentages, Chi-square, Anova, and Table ranking statistical tools are extensively used in order to give a scientific touch to the data and to analyse and interpret the data. The method of analysis followed in the present study is purely analytical to know public sector and private sector bank employees, their practices in their career and employee performance and policies.

**1.6.1 Sample design**

The Researcher has selected public sector banks like Canara banks, State Bank group and private sector banks like HDFC, AXIS and ICICI of Chitradurga and Davanagere districts. Public sector banks have 29 branches in Chitradurga and 46 branches in Davanagere district. Private sector banks have 09 branches in Chitradurga and 13 branches in Davanagere district, 1393 employees are working in 97 branches of public and private sector banks. Out of 1393 employees 843 are from Davanagere district and 550 are from Chitradurga district. Out of 1393 employees, data is selected from 530 (38.04%) respondents out of which 351 (31.90%) are from public sector banks and 179 (61.09%) are from private sector banks.

**Table – 1.1: Sample design for the group of public and private sector banks**

Sample design for the group of public and private sector banks														
Sl. No	Name of the District	Area wise total number of branches							Total Employees			Sample respondents		
		Public sector			Private sector				Public sector	Private sector	Total	Public sector	Private sector	Total
		Urban	Semi-urban	Rural	Urban	Semi-urban	Rural	Total						
1	Chitradurga	5	12	12	3	6	0	9	452	98	550	122	64	186
2	Davanagere	15	9	22	5	8	0	13	648	195	843	229	115	344
Grand Total		20	21	34	8	14	0	22	1100	293	1393	351	179	530

Sources: Chitradurga and Davanagere District credit plan; 2012-13 and field survey

**1.7 Scope and limitations of the study**

Today's competitive business environment has forced organisations to restructure and downsize resulting in fewer hierarchical levels and promotional opportunities for employees. Hence, Career development Policies and practices are designed and implemented by an organisation for the development of its employees with a view to

increase the employee's chances for achieving personal growth and ensuring the organisation places, “**Right Man for the Right Job at the Right Place**”.

The career development policies and practices have to bring about a match between the individual executives' ability and job requirements

on one hand, and individual employee's needs and job awards on the other. These programs do help in improving the over-all performances of individual executives by making the organisation more interesting and satisfying to them. The rationale of the present study is to analyse the career development Policies and Practices at two levels namely, individual level and organisational level.

The coverage area of the study confines to the selected private and public sector banks. It includes both the male and female employees of the banks for the period covering 5 years from 2008 to 2013.

The study is limited to the branches of private and public sector banks of Chitradurga and Davanagere districts only. Because, these private and public sector banks have more branches in these two districts. The researcher is familiar with these two districts. Personal bias of researchers may creep in when questionnaires are administered. Discrepancies in published materials and the researchers personal constraints may also to some extent, affect the study. However, every effort will be made to minimise limitations.

### 1.8 Findings

1. During the course of research study it was found that, majority of respondents were male employees with 77.36% as compared to female employees with 22.64%. Where in the public sector the number of male employees was 76.35% as compared to 79.33% in private sector, the female respondents were in public sector is 23.65% as compared to 20.67% in private sector.
2. The study concludes that 264 or 50% are graduated, 224 or 42% are post graduates and the remaining is either SSLC or PUC. Sector wise analysis reveals that 196 respondents are graduated and belong to public sector and 68 respondents belong to private sector banks, and similarly 120 post graduates belong to public sector banks and 104 belong to private sector banks. Combined data on qualification reveals that 264 graduates are serving in the banking sector.
3. It was found in the study that 329 employees were employed in the clerical category by the public sector banks at the entry level and whereas only 19 clerks found to be employed at the entry level in private sector banks. Very surprisingly 99 officers and 45 Asst. managers were recruited by the private sector banks at the entry level and whereas only 18 and 4 recruited at the entry level by the public sector banks.
4. It was found in the study that, the present designation of employees is variable and there exists more number of clerks and officers than any other category in the public sector banks when compared to the private sector banks. It was found in the study lesser number of clerks and more number of officers, Assistant managers and senior managers in the private sector banks. A balanced HR policy is followed by public sector banks than the private sector banks.
5. It was found in the study while highlighting the purpose and objectives of HR department in the public sector banks which gave maximum preference as an objective to increase effectiveness efficiency and second objective to maintain and manage HR department. On comparison, it was found similar trend in the case of private sector banks and wide significance is given to all the variables. The chi-square analyses support the data that there exists multiple set of purposes and objectives of HR department in the banks.
6. It was found in the study that, private sector banks are more concerned in Career development planning. Further, the public sector banks preferred the variable working atmosphere and more harmonious than the private sector banks. Relatively we find less proportion of percentage in the public sector banks than the private sector banks, as far as the other variables are concerned. The career development planning includes making better atmosphere for work, keeping proper person at proper place, provide an environment that builds leadership and achieving the organisational goals. The chi-square analysis reveals that career planning and development is necessary.
7. The present research study finds that, a good existence of supervisory system in the both categories of banks. The chi-square analysis also supports this data.
8. Training is an important factor as far as for promotion is concerned, the study found the mixture of response between both the categories of banks. Supporting training gets the effective results 81 respondents or 23% belongs to public sector and 101 respondents or 19% belongs to private sector banks. As far as the variable that training improves services is concerned that the

private bank emphasizes this variable very much than that of the public sector banks. The chi-square analysis reveals that training is important at all levels to obtain promotion.

9. It was found in the study; four variables influence purpose of training and re-training. There exists differences only in the variable 'Improve customer relationship' between the public and private sector banks and the remaining three other variables as stated in the table are found to be similar.
10. It was found in the study expression of different opinion as far as the deriving variables of assessing training programme is concerned 39 and 46 respondents from public and private sector banks viewed that checking outcomes of training programme is essential. As far as evaluation is concerned, a minor difference exists between public and private sector banks. The study through chi-square analysis finds that assessment programme decides whether or not training and development was worthwhile and comes to conclusion all the banks are regularly assessing the training programme.
11. The study finds here that bank employee's different motivational technique. 65 respondents or 19% belonging to public sector banks said that, 'no such technique is used' and where as no respondents in the private sector category have said no such techniques used. This stipulates creation of awareness is introduction of new variety of motivational techniques is necessary in the public sector banks. 80% of the private sector respondents viewed that performance appraisal should be used as a technique of motivation and where as only 50% respondents in the public sector banks felt the use of performance appraisal as a technique of motivation. Monetary incentives should be used as a technique of motivation is well expressed by public sector banks than the private sector banks. The chi-square analysis reveals that, banks motivate the employees.
12. It was found in the study too much hierarchy exists in private sector banks than the public sector banks. 76 respondents or 42% out of 179 and 102 respondents or 29% out of 351 respondents viewed too much hierarchy in private and public sector banks respectively. The study also finds 89 respondents or 25% in the public sector banks, 31 respondents or 17% private sector have clearly said existence of outside influence is too much. The study also finds better existence of supervision in private sector banks than public sector banks.
13. It was found in the present research that, bank always motivates employees. Sector wise analysis reveals that 296 or 84% from public sector banks and 152 or 85% viewed that banks always motivate the employees. The remaining 82 respondents have viewed motivating the employees in sometimes or Never. The study concludes here that only 12 respondents have responded negatively towards motivating the employees. The chi-square data high lights that banks always motivate the employees.
14. It was found in the study that, 179 respondents or 51% and 80 respondents or 45% belong to public sector and private sector banks respectively expressing 'always' banks provide beneficial incentive schemes to the employees. The study also finds the existence of marked difference between the banks as far as 'sometimes' providing beneficial incentives to the employees. 89 respondents or 50% from private sector and 147 respondents or 42% from public sector banks expressed 'sometimes' the banks provide incentive schemes to the employees is concerned.
15. The study found that, 173 respondents or 49% viewed that 'always' bank employees attract the job by revised salary structure and only '34 respondents or 19% from the private sector banks concerned'. The study further finds that 119 respondents or 66% when compared to 129 respondents or 37% viewing that 'sometimes' bank employee attract job by revised present salary structure. The chi-square analysis expresses that banks attract the employees by revising pay scales.
16. The study found here, similar opinion expressed by private sector and public sector banks as far as utilisation of HRM effectively leading to increased efficiency.
17. The research it was found that, similar responses expressed by both public sector and private sector banks as far as employees becoming more empowered through re- designing the practices. Therefore, banks must re-design its practices in order to empower employees.
18. It was found in the study that, 147 respondents or 82% when compare to public sector banks, 192 respondents or 55% expressing the employees pay based on their performance. Surprisingly, 159 respondents or 45% said 'no' in case of public

- sector banks and 32 respondents or 18% in case of private sector banks.
19. The results it was found that, incentives tend to be more effective motivational than increased salary. 135 respondents or 75% in case of private sector banks and only 167 respondents or 48% in case of public sector banks viewed 'yes' as far as incentives tend to be more effective motivational than increased salary.
  20. It was found similar expression of views both in the case of public sector and private sector banks as far as participating management is not successful in banks.
  21. The study found here that, respondents expressing similar opinion with a lesser degree of variation as far as not managing safety effective as some other financial institutions.
  22. It was found in the present research study 166 respondents or 93% in the private sector banks and 294 respondents or 84% from the public sector banks said 'yes' as far as banking policies provide quality services into their services is concerned.
  23. The research it was found that, 152 respondents or 85% from private sector banks and 207 respondents or 59% from public sector banks expressing 'yes' to the implementation of new technology which reduces number of jobs.
  24. Effective communication system reduces many hurdles and it was found that, almost similar opinion expressed by the public and private sector banks.
  25. The present study explores that, 67 respondents or 37% in case of private sector banks and 84 respondents or 24% in case of public sector banks expressing banks do not provide satisfactory working conditions.

### 1.9 Suggestions

1. Public and private sector banks should follow rules strictly framed by RBI towards rural and regional development. Private sector banks must open branches in rural areas.
2. A balanced HR recruitment policy must be followed by both the category of banks.
3. Awareness should be created educating the employees towards working atmosphere and career development.
4. There is lesser number of clerks in private sector banks and therefore more number of required clerks should be appointed.
5. The purpose and objectives of HR department in the private sector banks should be made clear.
6. Working in a harmonious clearer atmosphere is an important issue. Therefore private sector employees should be made clear about this parameters importance.
7. In the public sector banks right persons are not placed in the proper places. Therefore in the public sector banks proper persons should find a proper place.
8. Monetary benefit type of incentives should be introduced more than the existing by the private sector banks.
9. There exists too much hierarchy in private sector banks and this should be modified in the interest of employees.
10. In order to improve the HR quality the private sector banks should conduct frequent training and updating knowledge of employees.
11. The private sector banks should also introduce rewards for hard working workers in order to improve the quality of HR.
12. Private sector banks should also introduce regular promotion and encouragement to the employees in order to improve the quality of HR.
13. Private sector banks should select proper persons based on the ability at the time of recruitment.
14. Private sector banks should try to use the HR to the best extent effectively.
15. Awareness should be created amongst the private bank employees that lack of potentiality and capability creates mismanagement. Therefore an awareness should be created amongst the private bank employees about the possible ill effects of lack of potentiality and capability.
16. There is a wrong notion amongst the employees of private banks that lack of potentiality and capability creates mismanagement. This should be wiped out by treating a proper awareness amongst private employees.
17. Public sector bank employees should be enlightened about the importance of exploring the importance of efficiency of HRM.
18. Banks always encourage suggestions by the employees for further development. But 45% of the employees of both the banks revealed that sometimes banks encourage the suggestions from employees. The concerned management of the bank should in future encourage the suggestion by the employees.

19. Both the categories of banks should provide beneficial incentives to the employees always and not occasionally.
20. Both public and private sector banks should try their best to use HRM effectively in order to increase effectiveness and efficiency.
21. Re designing of bank practice leads to employee empowerment. Therefore both the categories of banks must redesign its practices regularly.
22. Since both the employees of public and private sector felt that incentives tend to be effective motional from increased salary more incentives often and often should be declared by the bank.
23. Safety of the employees in the bank is most important which reduces labour turn over. It is the organisation which is responsible to protect the employees. Employees felt that, there is no safety. Hence, the organisation must provide safety.
24. There is a conception in the mind of both public and private sector banks implementation of new technology reduces the number of jobs. This misconception has to be erased out of the minds of the employees since introduction of new technology in the banking sector provides valuable services to the customers. The bank managements have to take suitable steps to improvise communication system effectively and efficiently in order to be more competitive.
25. All bank managements should provide satisfactory working conditions to the employees it include provision of potable water, general lighting, first aid and safety.

### 1.10 CONCLUSION

Career development is seen as the process of managing life, learning and work over the lifespan. It encompasses the provision of services in many different jurisdictions and delivery settings to assist people to gain the knowledge, skills, attitudes and behaviours that help them to manage their career more effectively. Career development is a lifelong process. Individuals continue to build and draw on their dispositions and capabilities in order to live, learn and work creatively, innovatively and collaboratively, while managing life's future possibilities. The process is unique to each individual and is to be understood in relation to each person's environment and the many factors affecting life, such as family, society, school, social policy and the labour market.

A career development involves making decisions about an occupation or Profession and engages in activities to attain career goals. Career development has been defined as the interaction of psychological, sociological, economic, and physical change factors that shape the sequence of jobs, occupations or careers that a person may engage in throughout a lifetime. Career development is a major aspect of human development. It includes one's entire life span and concerns the whole person. Career development involves a person's past, present, and future work roles. It is linked to a person's self-concept, family life, and all aspects of one's environmental and cultural conditions.

It has been seen that career development policies and practices in banks, however they need to be improved in order to enhance their effective performance. Further, for making these policies and practices excellent, The rationale is to understand Career development policies and practices at two levels that is individual and organisational levels.. Further, it is preferred the variable working atmosphere and more harmonious in banks.. The career development planning includes making better atmosphere for work, keeping proper person at proper place, provide an environment that builds leadership and achieving the organisational goals. As far as the deriving variables of assessing training programme is concerned it is viewed that checking outcomes of training programme is essential.

Bank use different motivational technique to its employees such techniques that stipulates creation of awareness in introduction of new variety of motivational techniques and also it is essential that performance appraisal should be used as a technique of motivation and they seek better rewards for hard workers in banks as regular promotion and encouragement improvises department but lack of potentiality and capability creates mismanagement. Lastly, emphasise was for becoming more empowered through re- designing the practices. Therefore, banks must re-design its practices in order to empower employees. If the measures suggested in the research implemented properly it simultaneously can improve the career development practices in the banking sectors at the large extent.

### 1.11 Scope for further Research

The present study covers only two districts out of 30 districts in

Karnataka. The rationale behind of the study is to understand Career development policies and practices at two levels that is individual and organisational levels. The present research contributes to understand both the levels of Career development policies and practices in the limited manner, since the operational areas confine only two districts. Any kind of generalisation requires further deep study covering a wider area.

As far as the future scope for the study is concerned it will be influenced by drivers like technology, changing living styles of people, migration, increase in the double income in the society and readiness to spend personal income. Banking industry is evergreen and growing and tries its best to provide better innovative facilities to the customers and therefore the banking industry should equip better personnel to provide competitive services to the customers.

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