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EMPLOYEES' ATTITUDE TOWARDS HUMAN RESOURCE PRACTICES IN PRIVATE SECTOR BANKS

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Introduction

Private Sector Banks play a pivotal role in Indian Banking System. Liberalization, Privatization and Globalization Policy in 1990s paved the way for the re-emergence of old and new private sector banks. These banks have grown rapidly due to the application of latest technology, contemporary innovations, monetary tools and techniques with the help of highly motivated and perfectly committed work force.

The significance of Human Resource Management in private sector banks has been gaining much momentum in recent years due to enhancement in the quality of service, business transactions and number of branches. Procurement, development and maintenance of such employees would necessitate an efficient and capable human resource administration. Better Human Resource Management would lead to high level commitment of workers and high level of job satisfaction. The high level of job satisfaction would drop out the stress and strain among the employees thereby health would become wealth, not only for them but also for the organization to which they belonged to. Therefore, it is pertinent to undertake the present research to build a knowledge-base about the employees' attitude towards Human Resource practices of private sector banks in Tamil Nadu.

To be able to survive and grow in the competitive environment, the private sector banks will have to manage and master the change effectively lest they will be left in the lurch. These banks will have to consider their employees as human resources important for the sound development. The need of the hour is to continuously improve their competencies to equip them to face the challenges. The only option before them is to perform or perish and considering the noble cause for which they were carved out, the former alternative has to be taken to its logical conclusion through better human resource practices.

Review of Literature

Many studies have been conducted on various Human Resource Management perspectives of the banking sector. A few studies have also been made on job satisfaction in banking sector. Some of the important studies would be reviewed here:

Spector (1997) has reviewed the most popular job satisfaction instruments and summarized the following facets of job satisfaction: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the nature of the organization itself, an organization's policies and procedures, pay, personal growth, promo promotion opportunities, recognition, security and supervision, Job satisfaction and its relating factors. He also felt that, the above approach has become less popular with increasing emphasis on cognitive processes rather than on underlying needs so that the attitudinal perspective has become predominant in the study of job satisfaction.

Bajpai and Srivastava (2004) studied the satisfaction levels of employees of two public sector and two private sector banks in India. The results indicated that layoff threats, quick turnover, less welfare schemes, and less scope for vertical growth increased job dissatisfaction. In contrast, secure job environment, welfare policies, and job stability increased the degree of job satisfaction.

Kumudha and Abraham (2008) compared 100 managers from 13 public and private sector banks and found that the programs related to self-development, information about job openings, opportunities to learn new skills and retirement preparation programs greatly influence the feelings of career satisfaction.

Arunima Shrivastava and Pooja Purang (2009), study found that 80% of private sector bank employees find good pay and benefits to be one of the greatest satisfiers, whereas 75% public sector employees regard low pay as one of the main dissatisfies. In general, the average pay of the public sector bank employees is lower than the private sector bank employees. Apart from that, private sector banks incorporate a differential pay structure (performance-related pay) and continue to reward employees time to time through several mechanisms, such as giving a holiday package as a gift, giving a week off or simply giving a star as a token of achievement. High pay and a differential wage structure is satisfying for private bank employees, as they feel that their efforts and abilities are recognized, evaluated, valued and aptly rewarded.

Jegan. P. and Edwin Gnanadhas M. (2011) conducted a study found that highly associating profile variables with their job satisfaction are age, designation and experience in e-banking services. Other profile variables like sex, monthly income, education level, nature of employment have insignificant association with their job satisfaction towards e-banking services.

Majumder (2012), focused on HRM practices used in the private banking sector in Bangladesh and its impact on employee's satisfaction.. He analysed the data collected from 88 employees and reveals that various HRM practices do not satisfied the employees equally. He gain an insight of various activities and found that there is a need of improvisation in the current HRM practices followed in private banks of Bangladesh. Most of the employees are dissatisfied with compensation package followed by perks and incentives, career growth, training and development, supervision style, and job design and responsibilities.

Annammal J., Indirajith R. (2016), study concluded that public sector banks provide good job security to their employees plus many other benefits – medical, pension, gratuity, etc.., on the other hand, private sector banks are providing good working condition atmosphere and attractive salary package to retain its efficient employees. Both the sectors are doing their best to increase the job satisfaction level of their employees. Employees working in these banks were mostly satisfied with the salaries, amenities, nature of the work and other allowances.

Though the past literatures highlighted the various Human Resource Practices and level of satisfaction of employees, still there exists a gap to frame the suitable human resource practices in banks.

Objectives of the study

The following are the main objectives of the present study:
1. To measure the employees' attitude towards HRM practices
2. To identify the factors determining the job satisfaction of employees

Methodology

Survey Method has been followed for the present study. Both primary and secondary sources of data were used. Well structured interview schedule was designed and pre-tested to elicit necessary data and details from the Manager, Assistant manager and others which includes assistants and sub staff members. Five point Likert's scale has been used to find out the satisfaction of employees with Human Resource practices.

Sampling Technique

Multi stage random sampling technique has been followed to select the sample. Coimbatore District has been purposively selected because of its unique characteristics in the first stage. There are 174 private sector bank branches functioning in Coimbatore District, in which 08 of them have above 10 branches within the District constituting 135 branches. 50 percent of these branches have been randomly selected in the second stage (68 branches). By following census sampling method, all the employees have been interviewed with the help of structured interview schedule in the third stage. The range of employees varied from 6 to 8 in each branch. The sample size constituted to 520 employees.

Results and Discussion

The major findings of the study are as follows:

Employees' attitude towards Human Resource Management Practices

Table- 1 Employees' attitude towards Human Resource Management Practices

HRM Factors	N	Mean	Standard Deviation	Mean Rank	Chi-Square	Sig
Recruitment & Selection	520	2.78	1.106	6.32		
Training	520	2.77	1.091	6.23		
Performance Appraisal	520	2.43	1.071	5.34		
Promotion	520	2.72	1.155	6.16	332.53	<0.001
Transfer	520	2.78	0.999	6.45		
Salary Structure	520	2.77	1.185	6.27		
Welfare measures	520	2.75	1.056	6.34		
Working Condition	520	3.52	0.862	6.13		
Employee Motivation	520	2.33	1.058	4.95		
Employees Participation in Management	520	2.18	1.107	4.68		
Grievance Handling	520	2.62	1.137	5.75		
Employer-Employee Relationship	520	3.22	1.154	7.52		

Source   : Primary data

The results of Friedman Chi-Square Test showed that there was significant difference in the employees' satisfaction with HRM practices followed in TNSTC ($2\underline{C}$=332.52, P<0.05). The mean ranks revealed the fact that the employees had more satisfied with employer-employee relationship (7.52) than other HRM practices. Further, least mean rank value to Employee Participation in Management (4.68) and Employee Motivation (4.95) indicated the high level of dissatisfaction found among the employees.

FACTORS DETERMINING EMPLOYEES' JOB SATISFACTION

Various studies have identified the factors determining the job satisfaction. With this in mind, an effort had been made to identify some of the variables, which contributed job satisfaction. For this purpose, Stepwise Regression Analysis (Multi-Collinear Method) was applied to find the effect among the independent variables namely Age, Educational qualification, Marital status (Coded as 1=Married; 0=Unmarried), Number of dependents, Family income, Span of service, Number of trainings attended, Number of times of promotion given, Number of transfers given, Job Stress, and Health Problems. Job satisfaction score was taken as dependent variable. The step-wise analysis included the variables one by one in the equation removing the variables which had multi-collinear effect on other independent variables. Finally, a reduced set of variables were identified and included in the model. Further, t-test was used to find out the significant effect of all independent variables included in the model.

Table - 2 Factors Determining Job Satisfaction of Employees

Variables	Regression Coefficients (B)	Standard Error	t	Sig.
Constant	49.609	3.414		
Age	-0.906	0.136	-1.663	<0.001
Marital Status	0.441	1.810	1.743	<0.001
Family Income	1.021	0.641	0.372	0.007
Number of dependents	-0.281	0.342	-0.018	<0.001
Number of Transfers given	-1.052	0.305	-1.732	<0.001
Health Problems	-0.201	0.709	-0.306	0.012
Job Stress	-4.383	1.101	-4.129	<0.001
Education	0.445	0.121	0.106	0.003
Number of promotions given	-1.484	-0.357	-1.484	<0.001
Number of trainings attended	0.941	0.253	0.941	<0.001

Source: Primary data

R	R Square	F	Sig.
0.616	0.381	16.084	<0.001

The multiple correlation coefficient (R=0.616) between the set of independent variables and job satisfaction was found significant at 5 percent level (F=16.084, P<0.001). It indicated that there was good correlation found between the set of independent variables and job satisfaction. The R2 value (0.381) indicated that 38.1 percent of variation in the job satisfaction was caused by the set of all the independent variables included in the model.

Individually, the regression coefficients indicated that Marital status, Family Income, Educational Qualification, Number of Trainings Attended had caused a positive effect on job satisfaction i.e., it increased the level of job satisfaction of employees at Corporation level. On the other hand, Age, Number of Dependents, Number of Transfers Given, Job Stress, Health problems and Number of Promotions obtained had found to cause negative effect on job satisfaction, i.e., these variables were decreased the job satisfaction of the employees.

All the independent variables included in the model had significant effect on job satisfaction at 5 percent level, when the regression coefficients were tested with the help of t-test.

Table - 3 Factors Determining Job Satisfaction of Managers

Factors	Regression Coefficients (B)	Standard Error	t	Sig.
Constant	62.002	2.698		
Marital Status	3.756	1.522	2.467	0.017
Number of dependents	2.194	0.929	2.361	0.022
Job Stress	-4.487	1.274	-3.523	0.001
Health problems	-1.433	0.067	-2.134	0.002

Source: Primary data

R	R Square	F	Sig.
0.582	0.338	9.369	<0.001

The multiple correlation coefficient (0.582) between the set of independent variables and job satisfaction was found significant at 5 percent level (F=9.369, P<0.001). It indicated that there was good correlation found between the set of independent variables and the job satisfaction. The R2 value (0.338) indicated that 33.8

percent of variation in the job satisfaction was caused by the set of all the independent variables included in the model.

Individually, the regression coefficients indicated that marital status and number of dependents had caused a positive effect on job satisfaction i.e., it increased the level of satisfaction of Managers. On the other hand, Job Stress and Health Problems had been found to have caused a negative effect on job satisfaction, i.e., these variables decreased job satisfaction of the Managers.

All the independent variables included in the model had significant effect on job satisfaction at 5 percent level when the regression coefficients were tested with t-test.

Table - 4 Factors Determining Job Satisfaction of Assistant Managers

Factors	Regression Coefficients (B)	Standard Error	t	Sig.
Constant	64.847	2.734		
Education	1.781	0.487	3.658	<0.001
Marital status	6.370	1.462	4.358	<0.001
Number of Transfers given	-2.649	0.772	-3.433	0.001
Job Stress	-2.567	0.712	-3.978	0.012
Heath problems	-1.327	0.558	-2.379	0.019

Source : Primary data

R	R Square	F	Sig.
0.626	0.392	24.620	<0.001

The multiple correlation coefficient (0.626) between the set of independent variables and job satisfaction was found significant at 5 percent level (F=24.620, P<0.001). It indicated that there was good correlation found between the set of independent variables and the job satisfaction. The R2 value (0.392) indicated that 39.2 percent of variation in the job satisfaction was caused by the set of all the independent variables included in the model.

Individually, the regression coefficients indicated that Education and Marital Status created positive effect on job satisfaction i.e., it increased the level of satisfaction among the Assistant Managers. On the other hand, the Number of Transfers Given, Job Stress and Health Problems had caused a negative effect on job satisfaction, i.e., these variables decreased the job satisfaction of the Assistant Managers.

All the independent variables included in the model had significant effect on job satisfaction at 5 percent level when the regression coefficients were tested with t-test.

Table - 5 Factors Determining Job Satisfaction of Assistants

Variables	Regression Coefficients (B)	Standard Error	t	Sig.
Constant	66.530	3.168		
Age	-3.623	0.545	-6.650	<0.001
Marital Status	-6.136	1.170	-5.243	<0.001
Family Income	4.087	1.100	3.714	<0.001
Number of dependents	-1.069	0.439	-2.434	<0.001
Number of Transfers given	-1.560	0.446	-3.495	0.001
Health Problems	-1.180	0.358	-3.291	0.016
Job Stress	-3.868	0.773	-5.003	0.001

Source: Primary data

R	R Square	F	Sig.
0.585	0.342	14.265	<0.001

The multiple correlation coefficient (R=0.585) between the set of independent variables and job satisfaction was found significant at 5 percent level (F=14.265, P<0.001). It indicated that there was

good correlation found between the set of independent variables and the job satisfaction. The R2 value (0.342) indicated that 34.2 percent of variation in the job satisfaction was caused by the set of all the independent variables included in the model.

Individually, the regression coefficients indicated that Family Inco me had created positive effect on job satisfaction i.e., it increa sed the level of job satisfaction among the Assistants. On the other hand, Age, Marital Status, Job Stress, Number of Transfers Given, Health Problems and Number of Dependents had found to produce negative effect on job satisfaction, i.e., these variables decreased the job satisfaction of the Assistants.

All the independent variables included in the model had significant effect on job satisfaction at 5 percent level, when the regression coefficients were tested with t-test.

Table - 6 Factors Determining Job Satisfaction of Sub Staff Employees

Factors	Regression Coefficients (B)	Standard Error	t	Sig.
Constant	33.217	5.057		
Marital status	16.606	3.087	5.379	<0.001
Family Income	-3.259	1.465	-2.224	0.028
Number of promotions given	8.497	1.431	5.939	<0.001
Number of trainings attended	3.813	1.013	3.765	<0.001
Job Stress	-6.609	1.647	-4.012	<0.001
Heath Problems	-1.879	0.649	-3.234	0.014

Source: Primary data

R	R Square	F	Sig.
0.673	0.453	16.082	<0.001

The multiple correlation coefficient (0.673) between the set of independent variables and job satisfaction was found significant at 5 percent level (F=16.082, P<0.001). This indicated that there was good correlation found between the set of independent variables and the job satisfaction. The R^2 value (0.453) indicates that 45.3 percent of variation in the job satisfaction was caused by the set of all the independent variables included in the model.

Individually, the regression coefficients indicated that Marital Status, Number of Promotions Given and Number of Trainings Attended was caused a positive effect on job satisfaction i.e., it increased the job satisfaction among the Sub Staff employees. On the other hand, Family Income, Job Stress and Health Problems had been found to have a negative effect on job satisfaction, i.e., these variables decreased the job satisfaction of the Sub Staff employees. All the independent variables included in the model had significant effect on job satisfaction at 5 percent level when the regression coefficients were tested with t-test.

CONCLUSION

Job satisfaction has been an important contributor to many attitudes and outcomes, since happiness, would be the goal of life. A 'satisfied' or 'happy' employee might begin to develop an approach of self-complacency, and an overall sense of well-being. Level of job satisfaction and stress would affect both individuals and organization. At the individual level, low level of job satisfaction may affect mental and physical health, quality of life, goal achievement and personal development whereas these conditions lead to increased absenteeism, conflict and turnover, and reduced quality and quantity of work in the workplace. Thus, identification of factors responsible for low level of job satisfaction at its primary level has long term benefits both for employee and employer.

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