

HUMAN RESOURCES DEVELOPMENT POLICIES: A COMPARATIVE STUDY OF ICICI BANK AND PUNJAB NATIONAL BANK

Subhash Chander, Dr. Suresh Dhaka

Business Administration Department, Faculty of Commerce, Govt. P.G. College Neem Ka Thana (Sikar), India

Abstract: HRD in banking sector is a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in systematic and planned manner. HRD is helpful in development of employee's physical capacities, relationships attitudes, values, knowledge and skills. The study is aimed at assessing the extent of HRD Policies in ICICI Bank and Punjab National Bank and also comparative Analysis. For the purpose of the study, primary data is collected from 200 officer cadre employees of ICICI Bank and Punjab National Bank through a structured questionnaire. The study revealed that the Performance appraisal, Training and Development and Organizational development are better in ICICI Bank compared to Punjab National Bank.

Keywords: Human Resource Development Policies.

1. INTRODUCTION

Human resource development is the frame work for employees to develop their personal and organizational skills, knowledge and abilities. According to Mclean and Mclean(2001): "HRD is any process or activity to develop adults" Work based knowledge, expertise, productivity and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation or ultimately, the whole of humanity. In his own definition, Rao(1986) states that, "Human resource development in the organizational context is the process by which employees of an organization are helped in continuous planned way to: (I) acquire or sharpen capabilities required to perform various functions associated with their present and future expected roles. (II) Develop their general capabilities as individuals and discover their own inner potential for own and organizational development purposes. (III) Develop an organizational culture in which superior- subordinate relationships, teamwork and collaboration among sub units are strong and contribute to the professional well being, motivation and pride of employees."

So it is clear that "Human resource development aims at providing opportunities to individuals for fuel expression of their potential and focuses on the creation of values and culture conducive to individual growth in the organizational context." Today, most of the larger public and private sector organizations in India are using the techniques and approaches of HRD to develop their employees for the achievement of organizational goals with individual satisfaction and growth. HRD has now become a national issue and the ministry of HRD is expected to mobilize the Human potential of the country. These phenomena clearly reflect the increasing importance of HRD.

2. LITERATURE

A.Shrivastava and P.Purang (2011) studied the differences between public and private sector banks with respect to perception of fairness of the performance appraisal system and performance appraisal satisfaction. Perception of fairness of the performance appraisal system has been studied through nine factors. The study used independent samples t-test and

qualitative analysis to study the mean differences between the two banks. Results indicated that private sector bank employees perceive greater fairness and satisfaction with their performance appraisal system as compared to public sector bank employees.

Ekta Bhatia (2010) The performance appraisal or review is essentially an opportunity for the individual and those concerned with their performance in the bank, most usually their line manager-to get together to engage in a dialogue about the individual's performance, development and the support required from the manager. It should be a top down process or an opportunity for one person to ask questions and the other to reply. It should be a free flowing conversation in which a range of reviews are exchanged.

Saxena and Tiwari(2009) did an empirical study of HRDC in selected public sector banks. Their study showed that the HRDC in the public sector bank is average. They also found no difference in the perception of the employees on the basis of gender, qualification, designation but the perception of the employees differs on the basis of change. A survey of HRDC in Nigerian commercial banks (Akinyemi and Iornem,2009) revealed a congenial HRDC. In another study of HRDC with a focus on commercial banks (Rinayee,2002)found that the overall level of OCTAPAC values in the banks was perceived to be moderate.

Banu (2007) conducted study in public sector Cement Corporation in Tamil Nadu and found that sound HRD Climate is necessary for the success of the public sector undertakings.

Mufeed SA, (2006) examined the HRD climate in major hospitals. The result indicated the existence of poor HRD climate in the hospitals. Based on responses from 71 junior and middle level executives from various departments of public sector undertaking Solkhe and Chaudhary (2010) finds the existence of good HRD. According to the findings, the managers in general showed a favourable attitude towards HRD Policies and practices of the organization. They were satisfied with the developmental policies of the top management. Solkhe and Chaudhary(2011) conducted another empirical investigation examining the three components of HRDC. The result from their study shows a reasonable level of development orientation, trust and freedom of expression, healthy interpersonal relationship and openness. However, employees are not satisfied with promotions decisions within the company.

Saraswathi(2010) assessed the extent of developmental climate prevailing in manufacturing and software organizations in India. He found that the three variables: General Climate, HRD Mechanisms and OCTAPAC culture are better in software organizations compared to manufacturing. The findings also indicate significant difference in the developmental climate prevailing in software and manufacturing organizations.

3. NEED FOR THE STUDY

HRD is a basic requirement of any dynamic organization. Success of any organization depends on development of its human resources. In an ever changing environment, needs of the HRD is felt. HRD is a new and emerging area of knowledge that has fascinated the researchers in social sciences. Various studies are conducted on HRM in public sector. The present study shall fill this research gap and hope to contribute to the existing pool of knowledge.

Objective of the Study

The study has been carried out with the following main objectives

- *To study the existing system and practices of HRD in ICICI Bank and Punjab National Bank.
- *To compare the contribution of various HRD mechanisms in the development of human resources.
- *To compare the various dimensions of organizational climate and role of management in building HRD climate.
- *To identify the problems in the existing HRD systems in ICICI Bank and Punjab National Bank suggesting suitable remedial measures.
- *To compare extent of job satisfaction among officers to HRD system in ICICI Bank and Punjab National Bank.

4. METHODOLOGY

Officers belonging to the ICICI Bank and PNB constituted the respondents of the study. The Questionnaire was administered to 200 respondents of each bank taking in to consideration and their interest to give responses to the

questionnaires. The researcher used average, percentage, weighted rank, wilcoxon's Test, Sandler's. A Test and for hypothesis testing chi square test was used at 5% level of significance.

5. COMPARATIVE ANALYSIS

The analysis is done on the responses of the sampled employees working in ICICI Bank and PNB. The data was analyzed on the basis of age, qualification and work experience of the respondents.

HRD Mechanisms

Implementation of HRD Mechanisms such as performance appraisal, Training and organizational development has been examined in the ICICI Bank and PNB. A set of 26 questions was given to the respondents. In this questionnaire 8 questions were related to general information of the employee, 9 questions were related to performance appraisal, 4 questions were related to training and development and 5 questions were related to organizational development.

Data was analyzed on the basis of age, qualification and work experience. Chi-square test is under study has presented in Table-1

Table-1 (Performance Appraisal)

Item No.	Age		Qualification		Work experience	
	Exact Sig.(2-sided)		Exact Sig.(2-sided)		Exact Sig.(2-sided)	
	Below 45	Above45	Graduate	Post Graduate	Less than 10years	More than 10years
9.	.139	.131	.731	.654	.345	.662
10.	.140	.131	.181	.336	.235	.387
11.	.027	.499	.004	.000	.083	.789
12.	.053	.327	.650	1.000	.096	1.000
13.	.223	.696	.003	.000	.791	1.000
16.	.172	.298	.000	.189	.041	.082

In comparison, it was observed that there is no significant difference in the opinion of the respondents of ICICI Bank and PNB about performance appraisal system except in item no. 11 how far appraisal system help in identifying training needs, there is significant difference in the opinion of the respondents of ICICI Bank and PNB below the age of 45 years and graduate and post graduate qualification. In item no. 13 kind of appraisal preferred there is also a significant difference in the opinion of the respondents of graduate and a postgraduate qualification and in item no.16 about placement decision, graduate respondents and work experience less than 10 years. In comparison it was found that performance appraisal system of ICICI Bank is better than PNB.

Table-2 (Training and Development)

Item No.	Age		Qualification		Work experience	
	Exact Sig.(2-sided)		Exact Sig.(2-sided)		Exact Sig.(2-sided)	
	Below 45	Above45	Graduate	Post Graduate	Less than 10years	More than 10years
18.	.197	.222	.002	.002	.039	.027
19.	.005	1.000	.234	1.000	.004	.193
20.	1.000	.003	1.000	.887	.466	.186
21.	.016	.170	.066	.005	.043	.092

In comparison, it was observed that there is significant different in the opinion of the respondents of ICICI Bank and PNB of graduate and postgraduate qualification and work experience less than 10 years and more than 10 years about question no. 18satisfaction with training activities, and below the age of 45 years and less than 10 years experience in question no. 19preference of training, and above the age of 45 years in question no. 20training helps in job enrichment, and below the age of 45 years, postgraduate qualification and less than 10 years experience in question no.21usefulness of training programmed. In comparison it was found that training system in ICICI Bank is better than PNB.

Table -3 (Organizational Development)

Item No.	Age		Qualification		Work experience	
	Exact Sig.(2-sided)		Exact Sig.(2-sided)		Exact Sig.(2-sided)	
	Below 45	Above45	Graduate	Post Graduate	Less than 10years	More than 10years
22(1)	.016	.133	.007	.000	.053	.003
22(2)	.000	.000	.000	.000	.000	.000
22(3)	.455	.013	.044	.000	.691	.000
22(4)	.000	.122	.558	.635	.001	.002
23(2)	.000	.607	.000	.000	.000	.125
23(3)	.007	.013	.001	.000	.001	.000
23(4)	.536	.476	.010	.000	.533	.020
23(5)	.000	.367	.000	.000	.000	.075
23(6)	.000	.077	.001	.000	.000	.004
23(7)	.000	.001	.000	.000	.000	.000
23(8)	.025	.044	.000	.000	.006	.001
24	.000	.003	.001	.000	.000	.000

In comparison, it was observed that there is significant difference in the opinion of the respondents of ICICI Bank and PNB about question no. 22(1)Human being like work and get satisfaction out of it , below the age of 45 years, qualification and work experience more than 10 years, Question 22(2) human being learn in proper environment and seek responsibility, age, qualification and work experience, question 22(3) human being work for extrinsic reward ,age above 45 ,qualification and experience more than 10 years, question22(4) human being work for intrinsic reward, age and work experience, question23(2) the management is interested to invest time and money to develop HR, age below 45,qualification and work experience ,question23(3) development of employee is consider as most important manager's role ,age, qualification and work experience,question23(4) management believes that employees can be developed at any stage of their work life , age above45,qualification and experience more than 10 years, question23(5) management makes efforts to identify and utilize the potential of employee, Employees are encouraged to take initiative, Employees are encouraged to use creative and innovative method in work situation, to 23(8) The organization future plans are made known to manager to help them to develop their staff, and question 24, age, qualification and work experience. The overall organizational development of ICICI Bank is better than PNB.

6. CONCLUSION

Employees are the valuable assets of any organization. The present study is an attempt to a better understanding of HRD Policies in ICICI Bank and PNB and to make a comparative analysis to under whether they have same degree or not. The performance appraisal system, Training activities and organizational development are better in ICICI Bank compared to PNB. From the comparative analysis, it is concluded that there is significant difference in the HRD Policies of ICICI Bank and PNB. Based on the overall analysis it can be concluded that the good HRD Policies was prevalent in the organizations surveyed. For organizations and employees performance it is important to focus on various aspects of the HRD policies prevalent in the organization.

REFERENCES

- [1] Shoaf, C.Genaigy, A. , Karwowski, W., & Huang, S.H.,2004 “ Improving performance and quality of work life : A model for ational health assessment in emerging enterprises”, Human factors and ergonomics in manufacturing, 14(1), 81-95
- [2] Kuldeep Singh, "Strategic HR Orientation and Firm Performance in India", International Journal of HRM, June, 2003.
- [3] S. M. Gangadhar and Madhav Keswami, "Payouts for the Team",Human Capital, February, 2003.
- [4] P.Subba Rao and G.Neelima Alfred 2003 Quality of work life and organizational excellence, GITAM Journal of managementvol.1 No.1 pp51-60
- [5] Saxena, K.and P.Tiwari, 2009.” HRD Climate in selected public sector banks ; An empirical study , 9th global conference on business and economics. October 16-17 2009. Cambridge university , UK.
- [6] Islam, MZ & Siengthai, S 2009 Quality of work life and organizational performance.
- [7] Cumming , T.G.& WORLEYSaxena, K.and P.Tiwari, 2009.” HRD Climate in selected public sector banks ; An empirical study , 9th global conference on business and economics. October 16-17 2009. Cambridge university , UK.
- [8] Dr. Y. Venugopal Reddy, Governor, RBI, "Banking Sector in Global Perspective", Central Bank of India Economic Bulletin,
- [9] December 2003 and November 2004 Khan, Nawab Ali and Tarab, Sheema (2012) “An Empirical Presentation of HRD Climate and Employee Development in Telecommunication Industry: A Case Study of Indian Private Sector” Int. J. of Trade and Commerce- IIARTC, Vol. 1, No. 1, pp. 1–10