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“A STUDY ON ROLE OF HUMAN RESOURCE DEVELOPMENT PRACTICES: IN SUSTAINABLE DEVELOPMENT OF COMMERCIAL BANKS WITH SPECIAL REFERENCE TO DAVANAGERE AND SHIVAMOGGA”.

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Abstract

Human resource development is associated with human resource management; broader component of Management hence human resource development is not only associated with human resource department but also significance to various departments in organization. More work has examined management practices from a critical stance and this paper provides a brief review. The role of Human resource development practices in sustainable development in banking sector. Organization directly deals with the people or customers through its employees that is why more attention is required towards HRD in all types of organization for growth, diversification, improvement, renewal and stabilization (Megginson, 1982). However HRD is a modern concept in contemporary period. This paper contributes the role of human resource development practices how much significance to sustain in market by the different levels of employees in banking sector.

Keywords: HRD, Sustainable Development, Policy, Practice, Banking, State Bank of India.

INTRODUCTION

Comprehensively, the 21st century economic background has become expulsive and unstable. Thus, organization must continue to discover them in order to sustain the competitive edge. The current rise in knowledge work, as well as reduced product life cycle time, workforce diversity, flatter, leaner and more participative organizations have put priority on human capital as the key strategic asset of organizations that attempt for sustainable competitive advantage (Akinyemi, 2007; Becker, Huselid, & Ulrich, 2001; Kearns, 2004; Mercer, 2003; Pfeffer, 1998; Torraco & Swanson, 1996; Ulrich, 1998; Wright, 1999). It is in the significance of organizations to constantly look for opportunities to acquire and apply actionable knowledge, expertise, and imagination to satisfy constantly changing customer needs and demands. Role of human resource development is relevant to growth, maintain and sustain the employees in the organization. Inkson (2007) added that a person has only one career, reinforcement of jobs contributes to the same career path. Clearly, a career is not just a job, but revolves around a process, an attitude, behavior and a situation in a person's work life to achieve set career goals. The changing career scope has become a wild, impulsive and challenging. Such disorder changed how career development is perceived.

In view of the above mention, study the major role of human resource development practices essential to sustainable development in banking sector "plays the important role of employee engagement, employee commitment, today scenario banks get merger and acquisitions. This leads to drastic changes in workforce and reduction in the number of employees in the commercial banks. The dynamic nature of the banking industry has challenge of attracting, engaging, developing and retaining talents.

The results of the study promise to be of ultimate benefit to banks' management as they reveal the prevailing attitude of banks' employees towards organizational developmental. Management is, therefore, able to understand the perceptions of employees and resolve any form of existing or approaching problems that are capable of decline the overall goals or objectives of change.

REVIEW OF LITERATURE:

Researchers have recognized that certain proportion of organizational functions as relating to organization commitment and sustainability. For this proportions such as freedom (Wallace et al.1996), manager support (Benson, 1996) and cohesiveness (Buchana, 11974) relate positively to organization commitment. In another study conducted by Iverson, et al. (1995:12) it was found "that organizational development, commitment and trust appeared to be significant determinants of performance". Sustainable of Organizational commitment has also been found to relate to human resource development functions. Focusing on the relationship between formal workplace training and organizational commitment, Bartlett, 2001; Dereli (2006) found no significant

relationship between normative commitment and human resource development programs. Granrose and Baccili (2006) also found that violation of perceived training obligations result in reduced organizational commitment and increased intentions to leave the organization. Empirical studies have confirmed the fact that an open culture, a learning climate and provision of training and development opportunities are important for today's workforce; Arun Mankidy(1996) found on developing potential system like considering critical skills need for senior management positions, identifying developing appropriate measurement tools in banking sector. Prakash R Pillai(2008), learning orientation of the employees to day diverse challenges faced by the contemporary organization. Key concerned of HRD professionals like talent management, employee engagement and employee retention this kind of proactive approaches can be generate opportunity and motivations quality of learning and development climate has become more determining factor to the growth and survival of the organization. Siladityo Ghosh (1999) the study aims that today commercial banks have crucial challenges facing in competitive era to maintain the human resources in commercial banks today's banks have multi product service sector with pricing oriented to social objectives barrier of technology infusion banks have highly regulated both the social value system and monetary regulatory system. Gardener (2011) stated that career development processes are highly beneficial while recognizing the expertise and skill of employees and allocating those jobs keeping in mind these qualities. Today's ambitious younger generation prefer to work in those organizations where they can ensure the presence of sufficient opportunities which will aid them in expanding their career and career goals and utilize their potential.

Research Gap

The study of Literature Review shows that role of Human Resource Development on sustainability development in banking sector, they need to develop. Hence development is a strategy and continuous system transformation from existing state into a new state of large efficiency. This means sustainable growth and indication onward in progressive direction. As based on competitive and congenial world modern banking systems, create flexibility and adoptability have their foundation in human resources, which is the need of dynamic banking sector. Hence dynamics of human resources is achieved through their continuous development, thus they become basic intellectual capital, and source of strength and success of any organization. Human resource development is an authoritative for any organization that plans to be successful. The above issues are very much true especially in case of service sectors like banking sector.

NEED FOR THE STUDY

Developing economy like India, banks have come to be known as an device of social and economic change. Banks themselves have also realized the importance of their role as managers of social change and economic growth. Later, banks are predictable to act in bringing about the desired social change. HRD policies and practices of the banks are developing their workforce and there by the organizational productivity. This helps to further study the factors influencing adoption of HRD practices in banks. Hence

the present study is conducted by keeping in view of the influence of the HRD practices adopted by the banks on improving employee productivity and organization productivity.

STATEMENT OF THE PROBLEM:

Banking industry is the backbone of any countries economic system. The sound banking structure ensures economic growth and sustainability of countries economic development. The pace of growth of banks has stimulated the banking sector as one of the most vibrant sector of economy. In the recent period it has been observed that there has been increasing pressure on employees to deliver best of services to the employees. In recent period of time, the employees skills, knowledge and abilities have been given due significance as it will ensure success of banks in long run. In this regard role HRD becomes very significant as the employees skills and abilities are tried to keep as per market needs. HRD ensures quality enhancement of employees. Though there have been frequent emphasis on HRD in various sectors and banks conducting frequent development programs still the performance of the employees are not up to the requisite mark. This has created greater challenge on the part of the firms to over check there development programs and viability of those programs in creating employee performance. Commercial banks are putting too much emphasis on demand side of the market, but the biggest significance is related to supply side of the issue. The reward provided by the banks caters the employee interest in the organization for a longer period of time.

OBJECTIVES OF THE STUDY

1. To study the impact of employee career planning on Organization Development in Commercial Banks.

2. SCOPE OF THE STUDY:

The present work, in fact is a descriptive investigation in the on-going HRD policies and practices in commercial banks (SBI, Canara Bank, Bank of Baroda, Corporation Bank, Syndicate Bank) in two major cities namely Shivamogga and Davanagere in Karnataka. Its geographical scope is confined to the boundaries of selected two major cities in Karnataka. Career planning organizational development covers in commercial banks in Shivamogga and Davanagere in Karnataka. Hence the research would focus on describing the HR dynamics covering employees, managers and administrators associated with bank.

3. Research Design

Research design is a plan for conducting the research and analyzing the research data for proper interpretation. The contemporary study is both fact-finding and descriptive in character.

Exploratory study will be used in the initial stage of the research, to understand the research problem and the variables responsible for it. A descriptive study will be used to describe the characteristics and relationships among the research variables.

Types of Data collection: Data collection is a systematic approach for gathering essential information from a various sources to get a complete and accurate picture of an area of interest. The study requires collect both primary and secondary data

Primary Data: Data collected directly from first-hand experience. In this study, primary data is expected to be collected through surveying, personal observation, questionnaire and structured interview.

Secondary Data: Published and readily available data and the data collected in the past will be called secondary data. In this study, the secondary data will be collected from the bank's internal and external resources. While the internal sources include the bank's literature and the external sources could be independent magazines, journals, websites, etc.

EMPLOYEE CAREER PLANNING ON ORGANIZATION DEVELOPMENT IN COMMERCIAL BANKS

Human resource development is advanced concept to become an authoritative division in banking sector as well as management policies and practices. Human resource management is fundamental idea was mainly derived from the concept of personnel/people management. In the current scenario of high competition in every aspect of the business, experts and professionals realized the significance of people in attaining organizational success. Thus, the success achieved by an organization through sound human resource development policies and practices. Employee career development is about development of both organization and individual, career development is one of the energetic process of employees, requires re-enactment and adaption to respond to the new era of career expectations that is beneficial to both the individual and organization. Individuals identify their career goals backed by the organization's support. Career development is a challenge that an organization faces. Every organization should focus on the various activities that impart the career growth of individuals as well as organizational growth. Effective career development practice is necessary to bring competitive advantage by retaining, attracting, and developing the employees.

Career development comprises both individuals and organizations. Career planning is the process through which individuals identify their personal skills, knowledge, and abilities and execute steps to attain their career goals. There are five basic steps in the career planning process: (1) self- assessment, (2) investigating career opportunities, (3) goal setting, (4) action planning, and (5) evaluation. Career management is an ongoing process of preparing, developing, implementing, and monitoring career plans

and strategies undertaken by the individual alone or in concert with the organization's career system (Hall and Associates 1986, Greenhaus, et al. 2000). Career management involves an organization's efforts to manage the flow of individuals through positions over time in ways that will best meet both organizational and individual goals.

Research Method

It is a cross-sectional study in which the research type is quantitative data. The Survey was conducted in five private and five public commercial banks in Davanagere and Shivamogga District to analyze the relationship of one independent factor that is a career development and one dependent factor that is organization development.

DATA ANALYSIS

Quantitative approach was used to analyze the data using bar chart were used to show the respondent's in percent.

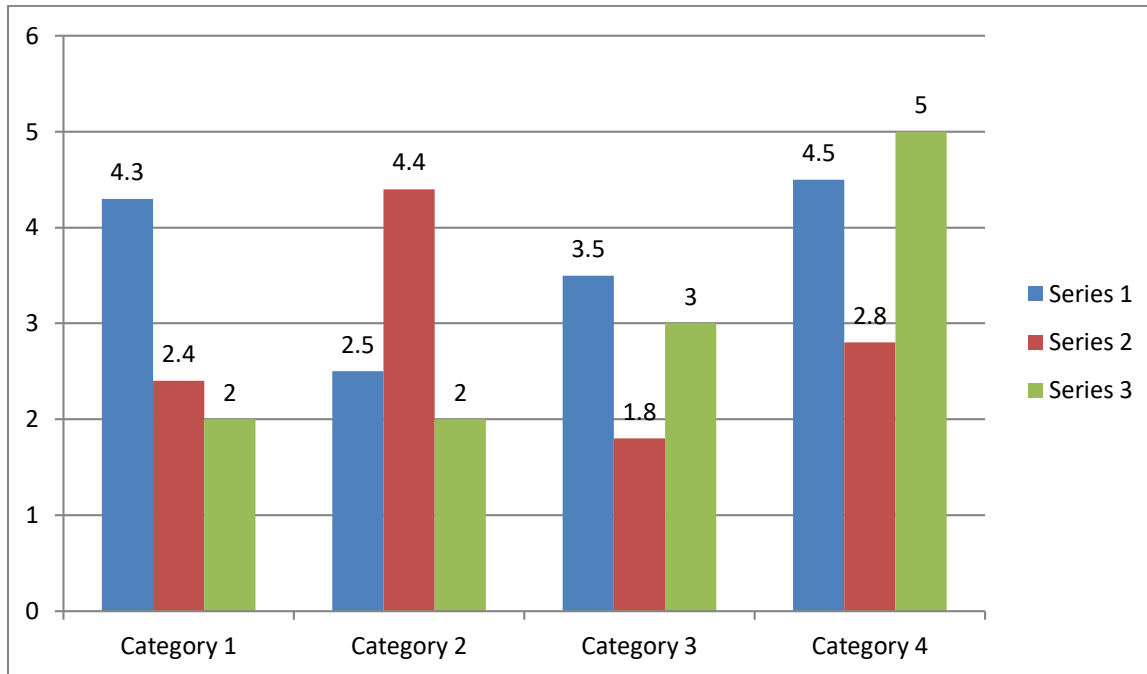
Table 1: Supervisors in the banks discuss career development plan with employees

Particular	Percentage
Strongly agree	23
Agree	50
Neutral	13
Disagree	11
Total	97

Source; Primary data

With the help of the table made an effort to find out the opinion of employees working in commercial banks regarding importance of career planning in the banks. In other words, we can say that commercial banks considers the career planning is necessary part of employee sustainably and organization development. Majority of responded fifty percent agree that supervisors in the banks discuss career development plan with employees.

Chart 1: supervisors in the banks discuss career development plan with employees.



FINDINGS

The result are shown with availability of career development programs to their employees is completely associated with organizational sustainability, because effective human resource development practices will only be done when employees will be satisfied with their job, according to employees' perspective, when they are being given chances to develop their career then their commitment with that organization would be higher.

The finding denies that employees do not receive support from supervisors for career development planning and it is not being practiced in their organization, which is having autocratic style of management. But even though respondents rated these human resource development practices is most important like style of leadership, organization culture, openness, and trust and career development program.

CONCLUSION

It is understood that role of human resource development practices is most important to sustain in their respective organizations in the banking sector. It can be generally conclude that banking sector in davanagere and shivamogga city is providing career development opportunities. Employee responded that they leave their organization when they feel lack of career development activities. Under this study

we conclude that human resource development practices in banking sector is moderate. So there should be career development programs in management should discuss employee's career plans with them.

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