



A Study of HRD mechanism in Nationalize bank (A case study of PNB bank)

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Abstract

Human Resource Development plays vital role in every organization because it is now considered as a part of modern management system. HRD is helpful in development of employee's physical capacities, relationships attitudes, values, knowledge and skills. The success of the Banks depends not only on the satisfaction of their customers but also the satisfaction level of the employees working in the banks. The level of satisfaction of the bank employees can be ensured and enhanced by effective HR-practices adopted by the Banks. The study is aimed at assessing the extent of HRD Practices in Punjab National Bank. For the purpose of the study, primary data is collected from 300 employees of Punjab National Bank from Bilaspur district through a structured questionnaire. The study revealed that the Performance appraisal, Training and Development, career planning, motivation, compensation management and grievance redressal are better in Punjab National Bank.

Keywords: HRD Practices, Punjab national bank, Satisfaction of the Bank Employees

I Introduction

In India, the origin of human resource management can be traced in the 1970s, concern for welfare shifted towards higher efficiency, a change in professional values of human resource managers was visible. During the 1980s due to new technology and other environmental changes, Human Resource Development (HRD) became a major issue. During the 1990s, the overwhelming role of human factor in industry has been realized. Growing awareness about the significance of human side of organisation has led to the development of human resource management as a distinct discipline. Focus on human values and a philosophical approach, are likely to provide this discipline the status of a profession.

Human Resource Development (HRD) is a process of developing skills, competencies, knowledge and attitudes of people in an organization. The people become human resource only when they are competent to perform organizational activities. Therefore, HRD ensures that the organization has such competent human resource to achieve its desired goals and objectives. HRD imparts the required knowledge and skill in them through effective arrangement of training and development programs. HRD is an integral part of Human Resource Management (HRM) which is more concerned with training and development, career planning and development and the organization development. The organization has to understand the dynamics of HR and attempt to cope with changing situation in order to deploy its HR effectively and efficiently. According to **Leonard Nadler**, "Human resource development is a series of organised activities, conducted within a specialised time and designed to produce behavioural changes."

Banks have to understand that the capital and technology-considered to be the most important pillars of banking are replicable, but not human capital, which needs to be viewed as a valuable resource for the achievement of competitive advantage. The long-term vision for India's banking system is to transform itself from being a domestic one to the global level may sound far-fetched at present. To take up this industry to the heights of international excellence requires combination of new technologies, better processes of credit and risk appraisal, treasury management, product diversification, internal control, external regulations and human resources at the most. The satisfaction of the employees working in the bank is predominant condition for the success of any bank. The satisfaction of the bank employees can be ensured and enhanced by effective HR-practices adopted by the Banks. An attempt to verify the HR-practices of one among the Punjab National Bank situated in Bilaspur District of Himachal Pradesh.

II Brief History of Punjab National Bank

PNB is an Indian banking and financial services company .The Head office of PNB in New Delhi, India. It serves over 80 million customer having 6968 across 764 cities. It has 9935 ATM's across branches over the world. PNB India's first Swadeshi bank commenced its operation on April 12, 1895 from Lahore. Lala laj Path Rai played a key role in PNB's birth. When the first branch opened the Rai was its account holder with 2 lakh capital and 20000 its working capital. India's first Prime Minister Jawaharlal Nehru and Gandhi included the other customers of PNB's over the years. After the partition PNB its register its office Lahore to New Delhi. Today, PNB has nearly 7000 branches in India and this bank listed on world's biggest public companies.

III. REVIEW OF LITERATURE

Sirca et.al.(2012) The aim of the paper is to theoretically and empirically describe the role of HR practices in the area of HR development: training and education, career development, performance management and reward management, on job satisfaction. The study has been conducted on a sample of Slovenian employees (N = 824), from medium size private and public sector organisations. Cluster analysis of participant responses on the HRM

practices questionnaire shows four different groups of organisational approaches to HR development that are moderately related to job satisfaction. The results are discussed from four perspectives: individual attitudes, HRM theory, social exchange theory and the psychological climate theory.

Kesti (2012) the article suggests that the employee quality of working life can be measured by working unit collective competencies consisting leadership, team culture and processes. However, these competencies and attributes should be first validated for each organization environment, situation and strategy. This is essential because effective HRD process has to focus on the development of organization specific human drivers of performance. This seems to be vital for generating optimal workplace innovations.

Maier et. al. (2014) this paper proposes a framework for HR development for innovation, to reach the actual performance of an organization. The purpose of this framework is to offer, to all managers, a clear picture of existing HR capacity to innovate and possibilities to develop this capacity in order to improve the organization's capacity for innovation, thus increasing their chances of success in today's highly dynamic and competitive business environment.

Rakesh (2016) in his article highlighted banking sector implement the latest ideas on management regarding development of human resources. Developing the individual or human capacity is an integral element of building capacity and, in fact, capacity building initiatives are now increasingly becoming necessary. Taking the banking industry to the heights of excellence, especially in the present competitive environment, requires a combination of new technologies, better processes of credit and risk appraisal, treasury management, product diversification, internal control and external regulations and, not the least, human resources. Skilled and efficient manpower inventory is now becoming the need of the hour. So banks must start proper HRD practices to their future growth.

IV HRD PRACTICES IN INDIAN BANKS

In the booming economy and the continuing expansion most of the banks facing challenges to do well and it outlines the fact that, contrary to public perception it is not just the new private sector banks that are doing well. There are few public sector banks are also doing well and got the place in top 10 best performing Indian banks. And it's worth mentioning that these public sector banks have performed so admirably in spite of the fact that they operate with many handicaps, such as strong unions and the inability to offer market salaries and incentives and burdened with extravagant workforce. The secret of success of any company depends on how they treat employees and keep them satisfied. For that they have to design their human resource processes like recruitment, selection, training and development, performance appraisal and other based on employee perspective in order to benefit them.

In India the banking industry is becoming more competitive than ever with private and public sector banking competing each other to perform well. The executives of the bank are now modifying their traditional human resources practice in to innovative human resource practices in order to meet the challenges from other competitive banks. Effective human resource practices relate to Bank's performance by contributing to employee and customer satisfaction, innovation, productivity and development of a favourable organizational working climate in the Banks. In order to verify HR practices adopted by the chosen public sector bank in Bilaspur District,

the following functions have been chosen by the author as attributes of HRD practices. Recruitment and selection, Training and development, Performance appraisal, Career development, Motivation, Compensation management, Grievance Handling

V. OBJECTIVES OF THE STUDY

- To explore the HRD practices in Punjab National Bank of Bilaspur District.
- To find out the satisfaction level of bank officers on HRD practices of their banks.
- To measure the relationship between the demographic characteristics of bank officers and their level of satisfaction on HRD practices.

VI. METHODOLOGY

Research Design

The methodology of the study is based on the primary data as well as secondary data. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents.

Targeted Population & Sample

Punjab National Bank operating in Bilaspur District has been chosen for the study. In Bilaspur District 21 Punjab National Banks are functioning. 300 officers & non officers of different age group, different gender, different designation and different length of work experience have been chosen as respondents for this study by using simple random sampling technique

Source of Data

Data was collected from staff members of PNB through primary & secondary source of data. Questionnaire & interviews were used.

Data Collection Tool

Required data had been enumerated from the chosen respondents by using structured schedule. The schedule contained the items related to the demographic variables of the employees and important attributes of HR-practices namely recruitment and selection, training and development, performance appraisal, career development, motivation, compensation management and grievance handling. Descriptive, t test and one way ANOVA were used as a statistical tool for the study.

VII Hypotheses of the Study

- Gender of the Punjab National bank officers does not influence their satisfaction level on HR-practices.
- There is no significant relationship between the age of the Punjab National Bank officers and their satisfaction level on HR-practices.
- The level of satisfaction of the PNB officers based HR-practices does not differ with respect to their work experience.
- Designation of the Punjab National Bank officers does not have any influence on the satisfaction level on HR-practices.

VIII ANALYSIS AND INTERPRETATIONS

It is found from the analysis of the data that offices of PNB functioning in Bilaspur district in Himachal Pradesh follow HR-practices. The study has been tested by using the statistical tools 't' test and One-Way ANOVA.

TABLE 1

Table 1: Profile of the sample units

S.no.	Name of Branches	Number of respondents		
		Male	Female	Total
1	Hatwar	12	03	15
2	Talyana	14	02	16
3	Barmana	12	03	15
4	Deoth	12	02	14
5	Mehri Kaithla	11	01	12
6	Chhakoh	12	01	13
7	Harlog	11	01	12
8	Jadukuljjar	10	01	11
9	Dabatmatari	11	02	13
10	Rani Kotla	11	02	13
11	Panjgain	12	02	14
12	Bilaspur	25	02	27
13	Ghumarwin	12	02	14
14	Jhandutta	13	02	15
15	Maloh	11	02	13
16	Chandpur	11	02	13
17	Kuthera	13	02	15
18	Majhwar	12	02	14
19	Samoh	11	03	14
20	Namhol	11	03	14

21	Dhamli	11	02	13
	Total	258	42	300

Gender wise classifications

S.no.	Particular	No. of respondents	% age
1	Male	258	86.0
2	Female	42	14.0
	Total	300	100

It is clear from the table that majority of respondents i.e. 86% belongs to the total sample of male category and 14 % under the category of female employees in PNB bank.

Designation

S.no	Particular	No. of Respondents	% age
1	Officers	142	47.33
2	Non-officers	158	52.67
	Total	300	100

It is clear from the table that majority of respondents i.e. 52.67% belongs to the total sample of non-officers category and 47.33% under the category of officers' employees in PNB bank.

Age wise classification

S.no.	Particular	No. of respondents	Percentage
1	20-30	110	36.7
2	31-40	134	44.7
3	41-50	45	15.0
4	51-60	11	3.7
	Total	300	100

It is clear from the table that majority of respondents i.e.44.7% belongs in the age group between 31-40, followed by 36.7% that is in the age group of 20-30 .very few respondents i.e.3.7% belongs to the age group of 51-60 years.

Work experience

S.no.	Particular	No. of respondents	Percentage
1	Up to 5 years	167	55.7
2	6-10 years	89	29.7
3	11-15 years	21	7.0
4	More 15 years	23	7.7
	Total	300	100

It is clear from the table that majority of employees 55.7% having up to 5 years of work experience whereas very few respondents i.e. 7% having up to 11-15 years of work experience.

Hypothesis –I

Ho: Gender & designation of PNB employees does not influence their satisfaction level on HR practices.

HR Practices	Gender				't' value	'p' value
	Male		Female			
	Mean	SD	Mean	SD		
	59.77	7.765	60.55	10.098	-0.57	0.57

The Table 2 indicates that the calculated p value (0. 57) for the variables Gender and HR practices in Punjab National Bank is found to be greater than 0.05 at 5% level of significance. Since the calculated p value for the variables Gender and HR practices is greater than 0.05, the null hypothesis H₀ is accepted. Hence, it was concluded that Gender of the Punjab National Bank does not influence their satisfaction level on the HR practices followed in their banks.

HR practices	Designation				t value	p value
	officer		Non-officer			
	Mean	SD	Mean	SD		
	14.27	2.54	14.03	2.17	0.89	0.38

The Table 2 indicates that the calculated p value (0.38) for the Designation and HR practices in Punjab National Bank is found to be greater than 0.05 at 5% level of significance. Since the calculated p value for the designation and HR practices is greater than 0.05, the null hypothesis H₀ is accepted. Hence, it was concluded that designation of the Punjab National Bank does not influence their satisfaction level on the HR practices followed in their banks.

Hypothesis – II

Results of One-Way ANOVA for Demographic Characteristics and HR Practices

Age Group	Mean
Below 25	11.58
25-35	11.91
35-45	11.40
Above 45	11.27
'F' value	0.75
'p' value	0.52

Work experience	Mean
Up to 5 years	25.26
6-10 years	25.76
11-15 years	26.62
More 15 years	25.65
'F' value	1.07
'p' value	0.36

Table 3 shows that the calculated 'p' value for the variables 'Age' and HR-practices is 0.52 which is greater than the value 0.05. So, it is needless to say that H₀ is accepted. Results of the One-Way ANOVA reveal that there is no significant difference between the Punjab National Bank of different age group towards their satisfaction on HR practices adopted by their Banks.

Table 3 depicts that the calculated 'p' value (0.36), for the variables "Work Experience and HR practices" is greater than 0.05 at 5% level of significance. Since, the "p" value is greater than 0.05, the H₀ is not rejected for the variables work experience and HR practices. Hence, it is concluded that the work experience of the Punjab National Bank does not influence their level of satisfaction on the HR practices adopted in their banks.

IX. CONCLUSION

The Study carried out in Punjab National Bank branches, Bilaspur District adopt HRD practices discloses various facts. However, the efficiency and the performance of HRD practices differ among banks. Though the bank officers insignificantly differ themselves in the level of satisfaction on HR practices on different functional areas of HRM of their banks, yet all respondents have same level of satisfaction over the HR practices adopted in the banks. Moreover the demographic characteristics Gender, Age, Designation and Work Experience do not influence the level of satisfaction of the Punjab National Bank on the HRD Practices.

6.5 Suggestions

On the basis of the findings of the study, it can be concluded that since the employees are assumed as the inherent force to make the progress of the banks, the managements of these banks should make a concerted effort to provide greater satisfaction that boost the morale of the employees.

Bank to create more awareness among the employees that the knowledge and skill acquired through training to apply on the job.

- PNB Bank to activate HR department which, in turn, takes initiative and interest in organizing training and development programs.
- PNB Bank to organize adequate number of training programs.
- Bank needs to motivate the superiors in developing their subordinates.
- Banks are suggested to make the existing system of evaluation of superiors by subordinates more effective.
- Bank makes the use of the existing performance appraisal system for effective utilization of employees.
- PNB Bank suggested the existing performance appraisal system strong in order to identify the strengths and weaknesses relating the employees' performance.
- The Study suggested giving more importance in giving an opportunity to employees for linking their growth to the future of the organization.

- The study suggested enhancing its efforts to motivate supervisors to guide their subordinates for improved performance.
- It is proposed by the researcher to PNB to strengthen the existing feedback on positive aspects of performance appraisal.

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