



Level of Satisfaction and Motivation in Public Sector Banks in Rajasthan with special reference to Human Resource Management Practices

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Abstract

The banking industry is critical to the economy. The success of the banks is heavily reliant on energetic, knowledgeable, and talented people. Human resource management, when applied and practised effectively and efficiently, ensures a dynamic, competent, and talented workforce capable of achieving an organization's ultimate goal. The study's primary goal is to investigate human resource management techniques in India's nationalised banks. This research assesses and analyses the present human resource management operations of all nationalised banks working in Rajasthan. Study focuses on level of satisfaction and motivation in Public Sector Banks in Rajasthan with special reference to Human Resource Management practices. This study relies on both primary and secondary data. The usage of periodicals, books, approved papers, yearly reports, and online material made this study feasible.

Keywords: *HRM, Job Analysis, Employee Relations, Job Security, nationalised banks.*

Introduction

Human resources are regarded as an organization's most valuable asset, yet relatively few firms are able to fully realise their potential. A human resources system is a collection of different but interconnected activities, functions, and processes aimed at recruiting, developing, and retaining or disposing of a company's human resources. Banks, like any other organisation, must convert inputs into outputs at an efficient rate in order to optimise profitability and survive in competitive environments. As a result, if a bank uses more resources in the process than is theoretically necessary, it is functioning below the "border" of efficiency.

Labour or human resources are the most important resources needed to create output, accounting for between one-third and one-half of operating expenditures. Human resources operate in conjunction with other resources. As a result, appropriate nurturing of them secures the commercial bank's prosperity. Human resources, or a well-informed and knowledgeable populace, may increase the overall capability of a business, a community, a government agency, and even a country or nation. Banking businesses throughout the world are undergoing tremendous transformations, owing in part to the quick speed of technology progress. The use of automated teller machines (ATM), advanced statistical models for risk management, and Advance Ledger Posting Machines (ALPM) has changed traditional banking operations. The nature of banks' requirement for employees to undertake banking tasks has evolved as a result of technological innovation. Computer savvy, skilled professionals are in high demand, with greater pay and benefits than low-wage clerical and subordinate workers had just a few years ago. The banking sector is a knowledge-based industry. A knowledgeable and well-equipped staff is required to run the firm. People may be converted into human resources if they have the necessary knowledge, skills, and competences.

From a people standpoint, the banking business has its quirks. It is a labour-intensive business, and staff efficiency has an impact on the quality of services provided. This being the case, it should have been natural for professionalisation of personnel management to have taken precedence, but regrettably, personnel management has taken precedence, but sadly, personnel has been the most neglected component of bank administration. The normal functioning of banks as such does not require any professional training, and this is an industry where it is strongly thought that everyone can do anything, and as one knows, no one contributes much to the organization's profitability. This feature is emphasised further by the fact that banks operate in a seller's market with no competition, and the rates of deposits accepted are established not by the banks, but by an external entity such as the RBI and the GOI. In such a shielded atmosphere, the necessity for professionalisation of bank administration was never felt. Personnel were handled by a non-expert, generally a medicore officer who could not otherwise thrive on banking operations. With the execution of the Pillai Committee's recommendations, a debate erupted among bankers about whether or not Personnel Management is a specialist role. In the absence of the development of scientific personnel practises in the banking business, a dissatisfied workforce formed, which strengthened the trade union movement in banking industry.

Human resource management in Banks

Human resource management strategies in banks are gradually improving. Within a decade of operation, the majority of banks have established distinct HRD Departments (Human Resource Development Departments). Human Resource Development Departments at several banks have achieved notable results. The dismissal of current HRM functions as "Ornamental Appendages" cannot be supported. However, it is clear that the bulk of banks' operations are far from satisfying. In certain banks, the Human Resource Development Department handles personnel administrative responsibilities such as recruiting, placement, transfer, promotion, and training. The operation of the Human Resource Development Department at several other banks demonstrates a shift toward HRD functions. Along with training, certain other activities such

as manpower planning and performance appraisal have been introduced in these banks. However, a few other banks have made rapid strides in the introduction of new HRM activities and sub-systems such as systematic induction, quality circles, and staff meetings. In addition to introducing these systems, some banks have made significant efforts in perfecting certain systems such as training and performance appraisal. Nonetheless, there is a general perception in the banking business that there are insufficient payoffs from HRM tasks, and the system is demoted to the level of rituals. The connections between HRD systems and other related systems in HRM are also not obvious.

Significance of the Study

HRM is a developing idea. It is extremely relevant to the service industry, such as banking. Human input is the single most important input in the banking business. The efficiency/production level of this input is reflected in the quality of service provided by banks to their clients, as well as their overall growth, productivity, and profitability. As a result, banks now place a high value on human resource management tasks.

Review of literature

Kurnaz. & Salim. (2021). Studied the topic “Human Resources Management Policies and Practices” and concluded that Employees who work for a company or organisation on a paid basis have been characterised in a variety of ways throughout history. The events that occurred during this time period, as well as their perceptions of the world, inevitably influenced the definitions and terminology utilised. However, in today's business environment, when giving a competitive advantage is becoming increasingly important, the achievement of an enterprise's strategic goals is dependent on its people and their performance. In this environment, HRM plays a key role in ensuring that existing human resources are more productive and efficient, as well as motivated and happy at work. As a result, the number of studies on human and human resource management is growing every day.

Mahfouz et al., (2021). Studied the topic “The impact of human resource management practices on employee performance and the mediating role of employee commitment” and concluded that Employee commitment has a mediating effect on the impact of HRM strategies on employee performance. From the standpoint of the construction business, the study found that HRM practises and employee commitment are highly related to employee performance. The findings have a number of intriguing practical and theoretical ramifications. HRM approaches can initially aid in the development of new obligations (e.g., employee commitment) that have an impact on employee performance. Employee commitment has been identified as a perspective that can improve employee performance. The findings have contributed to new findings in the literature on employee commitment as a mediating variable. HRM techniques should be used decisively to improve employee commitment and performance. The organisation will not be able to improve employee performance if it is unable to implement HRM practises.

Terng, et al., (2021). Studied the topic “The Relationship Between Human Resource Management Practices and Employee Performance” and concluded that Employee performance has a favourable substantial link with HRM practises. All areas of employee performance and HRM practises, such as training and development, remuneration and benefits, performance reviews, and work-life policies, were determined to be at a high level, according to the study. Employee performance is also favourably associated to HRM activities like as training and development, remuneration and benefits, performance appraisals, and work-life policies, according to the study. As a result, the study's findings have met the research objectives of determining employee performance, determining HRM practises, and investigating the relationship between HRM practises and employee performance. Employers or human resource departments can use current data to assist them develop the best solutions.

Kapur. & Radhika. (2020). Studied the topic “Human Resources Policies and Procedures” and concluded that HR policies and procedures are considered formal commitments that address how firms interact with their employees. Members are assigned varied work assignments within the organisational structure based on their educational qualifications, abilities, and aptitude. It is obvious that they must generate sufficient information in order to perform work obligations properly. Apart from that, it is critical for them to obtain information about HR rules and processes. HR rules and procedures provide suitable advice and direction to the organization's members. Changes in HR rules and processes occur over time. At-will employment, anti-harassment and non-discrimination, employment classifications, leave and time off benefits, meals and breaks, timekeeping and pay, safety and health, employee conduct, attendance and punctuality, hiring forms, use of technologies and materials, handbook acknowledgements, performance and discipline, resource management, conflict resolution methods, and organisational expenses are all examples of human resource policies.

Osama & Malik. (2020). Studied the topic “HR policies” and concluded that There is no evidence that training and development has a major impact on staff retention. This has also been demonstrated in previous study. Employees do not understand the value of training if it is not linked to other rewards, particularly job advancement, according to many studies. According to the findings of this study, training and development paired with or linked to career advancement chances will keep people in the firm.

Research Methodology

In India, there are now 12 nationalised banks in operation. The analysis includes all nationalised banks working in Rajasthan. Thus, the sample units represent around 120 workers working in public sector banks.

Employees from 12 nationalised banks

S. No	Bank	Male	Female	Total
1	State Bank of India	6	4	10
2	Punjab National Bank	8	2	10
3	Bank of Baroda	7	2	9
4	Bank of India	4	4	8
5	Central Bank of India	7	5	12
6	Canara Bank	8	3	11
7	Union Bank of India	4	3	7
8	Indian Overseas Bank	7	2	9
9	Punjab, and Sind Bank	8	5	13
10	Indian Bank	8	3	11
11	UCO Bank	6	4	10
12	Bank of Maharashtra	4	6	10

Source: Primary Data

Level of Satisfaction

The association between Age and level of satisfaction on over all services

Particulars		Level of satisfaction					Total
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	
Age	20-30	2	1	4	8	7	22
	30-40	1	3	3	9	8	24
	40-50	2	5	11	7	13	38
	50-60	5	4	3	13	11	36
Total		10	13	21	37	39	120

Source: Primary Data

A chi-square test was performed to determine the link between the respondents' age and their level of satisfaction with all services, and the results are given.

Age	Value	df	p-value	Concluding remark
Chi-Square	6.138	8	0.743	Not Significant

The above table shows that the "p" value is greater than 0.05, indicating that the result is not significant at the 5% level. As a result, the hypothesis "Age of respondents and degree of satisfaction with overall services are not connected" holds true. It is inferred from the study that there is no close association between the age of the respondents and their level of satisfaction with the services.

Level of Motivation

The association between Age and level of Motivation on over all services

Particulars		Level of Motivation			Total
		Low	Medium	High	
Age	20-30	1	7	14	22
	30-40	2	9	13	24
	40-50	1	13	24	38
	50-60	3	17	16	36
Total		7	46	67	120

Source: Primary Data

A chi-square test was conducted to determine the link between Age and Level of Motivation across all services, and the results are displayed below.

Chi-Square test for Level of Motivation

Age	Value	df	p-value	Concluding remark
Chi-Square	5.648	7	0.697	No close relationship

The above table shows that the "p" value is greater than 0.05, indicating that the result is not significant at the 5% level. As a result, the hypothesis "Age of respondents and level of motivation with overall services are not connected" holds true. It is inferred from the study that there is no close association between the age of the respondents and their level of motivation with the services.

Level of satisfaction over Income

Particulars		Level of satisfaction over Income					Total
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	
Income	Below-30,000	4	5	2	7	4	22
	30,000-40,000	1	5	2	9	7	24

	40,000-50,000	4	5	1	11	17	38
	50,000-above	3	5	0	7	21	36
Total		12	20	5	34	49	120

Source: Primary Data

A chi-square test was conducted to determine the link between Age and Level of satisfaction over income and the results are displayed below.

Chi-Square test for Level of satisfaction over Income

Age	Value	df	p-value	Concluding remark
Chi-Square	6.548	7	0.384	No close relationship

The above table shows that the "p" value is greater than 0.05, indicating that the result is not significant at the 5% level. As a result, the hypothesis "Age of respondents and level of motivation with overall services are not connected" holds true. It is inferred from the study that there is no close association between the income of the respondents and their level of satisfaction with the services.

ANOVA Test

The ANOVA test technique is used to compare the mean scores of opinions on degree of motivation for more than two groups. The approach is based on the assumption that the variances of the groups are equal, and it was tested using Levene's test statistics. The significance of the difference in mean scores of opinion on degree of motivation is examined in relation to several personal profile parameters such as age, employment, bank name, educational qualification, and income.

Mean scores of opinions on level of motivation

ANOVA was used to examine the mean scores of respondents' opinions on their degree of motivation and age group.

Age	N	Mean	Std. Dev.	Std. Error	F	Sig.
20-30	22	24.27	4.271	0.856	0.438	0.715
30-40	24	25.01	4.817	0.546		
40-50	38	25.31	4.581	0.516		
50-60	36	25.37	5.285	0.537		
Total	120	25.87	4.948	0.210		

Source: Primary Data

The descriptive statistics of the sample size, mean, standard deviation, and standard error are shown in the table above. The table also displays the F statistics, which are derived as the variance ratio. The probability value from the F distribution is shown in the column P value. We accept the hypothesis since the P value is larger than 0.05. As a result, there is no significant difference in the mean scores of the age groups in terms of level of motivation.

Individual Development

particulars	N	Mean	Std. Dev.	Mean Rank	Chi-Sqaure	P Value
Promotion	120	3.89	2.491	3.89	45.824	0.001
Nomination	120	4.65	2.347	4.65		
Organisational	120	4.51	2.584	4.51		
Personal	120	3.76	2.518	3.76		
Total	120	3.65	2.387	3.65		

Source: Primary Data

To find the component that has the most influence on HRM in public sector banks in order to achieve the desired bank Individual development, Friedman's test analysis was used, and the results are shown in the table above. The elements impacting individual growth are listed in ascending order of mean rank.

Other Factors

particulars	N	Mean	Std. Dev.	Mean Rank	Chi-Sqaure	P Value
HR department	120	3.63	2.297	3.63	111.72	0.000
Communication	120	3.18	2.319	3.18		
Team work	120	4.43	2.592	4.43		
Role clarity	120	4.63	2.318	4.63		
Total	120	4.68	2.398	4.68		

Source: Primary Data

To find the element that has the greatest influence on HRM in public sector banks in order to achieve the desired results, Friedman's test analysis was used, and the results are shown in the table above. The factors impacting the other elements are listed in increasing order of mean rank.

Conclusion

The following conclusions from the current research study have been inferred based on data obtained from the published annual reports of the public sector banks for the study period as well as duly filled questionnaires from their officials.

47% of respondents are developing for future jobs, while 34% are keeping a high level of employee motivation and developing the individual to the fullest degree possible. There is no consistency in the order of the HRM objectives. Previous research studies and literature have clearly demonstrated that the primary difficulty for top management and HRM functionaries in banks today is to shape their workers' ideas and values in favour of HRM Policy.

Suggestions

- Banks must make constant efforts to build an overall HRM culture and climate at all levels. It is critical that line managers and other officials view employee assessments as an integral element of their portfolio and do not regard them as the sole responsibility of personnel or HRM at the corporate level.
- HRM surveys should be conducted in banks every three years, and the results of these surveys should be assessed and appropriate HRM interventions implemented. These surveys' recommendations must be carefully considered and implemented.
- More essential personnel policy, such as transfer and promotion, should be reviewed on a regular basis. Transfer placement regulations should be applied fairly, with no ad hocism or undue favouritism on either side. This will inspire trust in everyone.
- The system of reward and punishment should be made clearer and more transparent, and there should be an institutionalised system for calling periodic information, good work done by staff for prompt appreciation of their deeds, and punishment for erring employees should be swift and appropriate in order to serve as a deterrent to others.
- Before choosing workers for training, a comprehensive and scientific screening of the participants should be performed to ensure that the proper sort of persons is picked for the right type of training.

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