

# **HRD Climate and Work Culture of Bank Employees in Selected Public Sector Banks**

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## **ABSTRACT**

This study primarily focuses on human resource development climate and work culture among the bank employees in the selected private sector banks in Chennai city. The researcher has adopted survey method to gather information from the banking employees and the primary data collected were subjected to data analysis to draw the meaningful findings for the research questions. The results show that the HRD climate in the public sector banks is at good level and there are so many scopes for development in the HRD climate. There is no difference in the perception of the employees on the basis of their qualification, gender, and designation but the perception of the employees varies on the basis of the age of the employees. The management should improve the HRD climate by making suitable changes in the HR policies and practices.

Key Words: HRD, Climate, Work Culture, Bank Employees and Private Sector Banks

## **INTRODUCTION**

The liberalization in banking activities is bound to make a good climate for the development of the banking and economy. Bank's may relieve the traditional banking procedures and make themselves match to face the technological explosion living into the banking industry. The method of dealing with customer has moderated the patterns of working time and even offices are working from home in the innovative strategy and policy being planned information technology and support system. Organization become dynamic and growth orientated if their people are dynamic and proactive. All the organizations can do much to make their people becoming active and proactive by good selection of such people and cultivate their dynamisms and other capabilities. Organization cannot go beyond a point unless they are simultaneously alert to the changing environment and continuously make their employees to face the challenges and have an effect on the environment.

## **HUMAN RESOURCES (HR)**

Management is contained with the accomplishment of organizational goals by utilizing physical and fiscal resources through the effectiveness of human resources. The globalization and liberalization of the economy, there is an emerge for effective management of the human resources, specially in the banking industry. The Human Resource Development (HRD) Departments have to act a more positive role in shaping the workforce to compete the challenges. The success of any bank broadly depends on efficient human resource management, apart from the activities, marketing and sales. The HR department manages all the efficient people working in operations and marketing divisions in any organization.

### **HRD in Banks**

The main problems faced by Banks in our nation are the role played by financial instrumentation in various phases of business series, the emerging compulsions of the creative sensible norms and bench marking the financial system of India against global standards and best practices. There is a need for introduction of innovative technology, skill building and logical capital formation.

### **HRD Climate**

Human Resource Development is connected with the provision of erudition and creating opportunities that help the achievement of business tactics and development of organizational, team and individual performance. Climate is total feeling that is conveyed by the material layout, the way workers work together and the way individuals of the organization behave themselves with outsiders.

## **REVIEW OF LITERATURE**

**Dipak Kumar Gupta et al., (2019)** explored in their paper as employee perception towards HRD climate in public sector banks was studied where measurement of HRD climate divided into OCTAPACE culture, General climate, & HRD mechanism. Data were collected from 100 employees through well-defined and structured questionnaire comprising of 38 items. Findings revealed that HRD climate in is good and the perception towards the climate is not deferring significantly towards gender, qualification and designation except age.

**Adeep Sohal** and **M. Venkatesan (2016)** were designed to analyze the relationship between the HRD climate and job satisfaction and to found the difference in HRD climate and job satisfaction between public and private banking employees. They have taken 80 Bank employees as sample. HRD climate and job satisfaction in both public and private banking professionals through Positive Correlation.

**Karunesh Saxena** and **Pankaj Tiwari (2009)** were attempted to find out the nature of HRD climate that is existing in public sector banks in Ahmedabad. They tried to find out the difference in the perception of bank employees concerning HRD climate on the basis of their profile. Using mean, standard deviation, percentiles, Z test, the data were analysed. Their result expressed that the HRD climate in public sector banks is good and the perception of employees related HRD climate do not differs significantly on the basis of gender, qualification and designation but it differs significantly on the basis of age. They concluded by offering useful suggestions to the management concerned in the operations.

### **OBJECTIVES OF THE STUDY**

1. To study the nature of HRD climate existing in selected Public Sector Banks.
2. To study the differences in the opinion of employees on the basis of demographic profiles.
3. To study the association between the HRD climate and work performance.
4. To suggest the ways to improve the HRD climate in Banks.

### **METHODOLOGY**

The Primary and Secondary data are used to analyse the study. The study primary data collected through a structured questionnaire to bring out the opinions of the respondents. Principal Component Analysis, KMO and Bartlett's test and Chi-Square test is adopted to analyse the perceptions of the employees working in select public sector banks in Chennai.

### **Analysis of Data**

The primary data collected from the managers of select PSBs are analyzed by using the SPSS tools to obtain gush of results:

1. KMO and Bartlett's test.
2. Factor Analysis by Principal Component Method

### Limitations of the study

1. The study is limited to only Public Sector Banks.
2. The study was taken in selected Public Sector Banks.
3. The study covers only two taluks located in Chennai District. Due to time constraint, the study is restricted only to two taluks.

## ANALYSIS AND INTERPRETATION:

### Personal and Organisational Profile of the Respondents

**Table - 1**

#### Demographic details of the sample respondents

Variable	Classification	Percentage
<b>Gender</b>	a. Male	59.0
	b. Female	41.0
<b>Age</b>	a. Less than 30	14.1
	b. 30-40 Years	37.7
	c. 40-50 Years	36.4
	d. More than 50	11.8
<b>Designation</b>	a. Assistant Manager	21.0
	b. Deputy Manager	12.0
	c. Senior Manager	1.0
	c. Senior Special Assistant	6.0
	d. Special Assistant	14.0
	e. Senior Assistant	13.0
	f. Assistant	33.0

<b>Experience</b>	a. Less than 10 years	18.9
	b. 10 to 15 years	25.6
	c. 15 to 20 years	27.5
	d. 20 to 25 years	19.3
	e. More than 25 years	8.7

The above table 1 showed that the overall dependent variables classification, based on the dependent variables the independent variables are analyzed to know the HRD climate in the selected Public Sector Banks in Thiruvannamalai. From the tool used for the primary data collection, 38 components were identified for analysis.

**Factor Analysis** was used to describe variability among the observed variables in terms of a potentially lower number of unobserved variables from the 38 components used. Factor analysis was used, since there were observed variables mainly which reflected similar variations.

**Principal Component Analysis (PCA)** method was followed to extract the factors for further analysis, which was initially extracted from the Eigen Values. This extraction method is explained well in the table 8 titled Total Variance Explained.

Table 2 shows the **KMO and Bartlett's Test** results, proving the partial correlations among variables are small. The KMO measured the sampling adequacy as 0.568 which is greater than 0.5, which is satisfactory to proceed with the factor analysis. From the same table, we can see that the Bartlett's test of sphericity is significant. That is, its associated probability is less than 0.05. In fact, it is actually 0.000. This means that the correlation matrix is not an identity matrix. Therefore, we can conclude that the strength of the relationship among variables is strong. It is good idea to precede a factor analysis for the data.

**Table 2**  
**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.675
Bartlett's Test of Sphericity	Approx. Chi-Square	1337.236
	Df	701
	Sig.	.000

### Extraction Method: Principal Component Analysis.

The table 3 below explains how the derivation of final 14 components for further analysis. Since, the data set is more than thirty components Principal Component analysis is used to study, it is also appropriate for this study since the components are based on psychology. From the table it is derived as the eigenvalues greater than 1.00 are considered practically significant, that is, as explaining the important amount of the variability in the data, while the other twenty four eigen values are less than 1.00 which are considered practically insignificant which is only a negligible portion of the data variability.

**Table 3**  
**Factor Analysis by Principal Component Method**

Component	Initial Eigen values		Extraction Sums of Squared Loadings	
	Total	% of Variance	Total	% of Variance
1	5.486	14.436	5.486	14.436
2	3.574	9.405	3.574	9.405
3	2.181	5.739	2.181	5.739
4	2.085	5.486	2.085	5.486
5	1.789	4.708	1.789	4.708
6	1.708	4.494	1.708	4.494
7	1.605	4.223	1.605	4.223
8	1.470	3.869	1.470	3.869
9	1.299	3.417	1.299	3.417
10	1.255	3.302	1.255	3.302
11	1.141	3.003	1.141	3.003
12	1.093	2.877	1.093	2.877
13	1.059	2.788	1.059	2.788
14	1.024	2.696	1.024	2.696
15	.951	2.504		
16	.909	2.391		
17	.887	2.334		
18	.838	2.207		

19	.775	2.040		
20	.712	1.873		

**Table 4 Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	994.761(a)	44	.000
Likelihood Ratio	929.761	44	.000
Linear-by-Linear Association	.157	1	.692

In table 4, 23 cells (38.3%) have expected count less than 5. The minimum expected count is .11

## RECOMMENDATIONS AND CONCLUSION

1. The management should take necessary steps to bridge the communication gap among the employees.
2. The employees may be motivated to express their feelings.
3. The management encourage the employees to study their strength and weakness.
4. Proper authority should be given to the employees to take right decisions .
5. It is suggested that the management should treat the employees equally.
6. The necessary steps may be taken to develop harmony between the employers and employees.
7. Grievance Redressal measures should be taken to encourage the employees in order to detect their problems.

## CONCLUSION

HRD climate acts a very dominant role in the success of any institutions, because it directly affects the performance of the workers. If the HRD climate is good, then the employees will contribute their maximum for the achievement of the organizational goals.

The results show that the HRD climate in the public sector banks is at good level and there are so many scopes for development in the HRD climate. There is no difference in the perception of the employees on the basis of their qualification, gender, and designation but the perception of the employees varies on the basis of the age of the employees. The management should improve the HRD climate by making suitable changes in the HR policies and practices.

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