

A Study on Human Resource Development Climate Survey in Selected Public Sector Banks in Special Reference to Thiruvannamalai District

K. Indira¹, M. Vetrivel¹, P. Jagatheesan²

¹Assistant Professor, ²Head, Department of Commerce, School of Management Studies & Commerce, VELS University, Chennai

Abstract

In the present scenario of globalization and liberalization of the economy, there is an need for efficient management of the human resources, particularly in the banking sector. The study depends mainly on primary data collected through a well-framed and structured questionnaire to obtain the well-considered opinions of the respondents. If the HRD climate is good, then the employees will contribute their maximum for the achievement of the organizational goals. The results of the present study show that the HRD climate in the public sector banks is at average level and there are lot of scopes for improvement in the HRD climate. The result also shows that there is no difference in the perception of the employees on the basis of their gender, qualification and designation but the perception of the employees differs on the basis of their age. The researcher has taken four Public Sector Banks from two taluks located in Thiruvannamalai District.

Keywords: Human Resources, Human Resource Development Climent, HRD Mechanisms.

Introduction

Management is concerned with the execution of organizational objectives by utilizing physical and monetary resources through the efforts of human resources.¹The Human Resource Development (HRD) Departments have to play a more important role in shaping the workforce to face the challenges.²Human Resource Development (HRD) is concerned with the provision of learning and developing opportunities that support the success of business strategies and improvement of organizational, team and individual performance (Armstrong and Baron, 2002).Climate is an overall feeling that is conveyed by the physical layout, the way thehuman employees interact and the way members of the organization conduct themselves with outsiders.³

Objectives of the Study

- To study the type of HRD climate prevailing in some selected Public Sector Banks.
- To study the relationship between the HRD climate and work performance.

- To suggest ways and means of improving the HRD climate in Banks.

Hypotheses

- HRD Climate in Public Sector Banks is positive and optimistic.
- Factors of HRD Climate do not differ significantly.

Methodology: The methodology of the study is based on both primary as well as secondary data. The study depends mainly on primary data collected through a well-framed and structured questionnaire to obtain the well-considered opinions of the respondents. Principal Component Analysis, KMO and Bartlett's test and Chi-Square test is adopted to analyse the responses from supervising staff and clerical staff of select Public Sector Banks in Cheyyar and Vandavasi taluks in Thiruvannamalai District.

Study Area: The study is confined to a few selected Public Sector Banks and for this purpose, the following 4 Public Sector Banks in Cheyyar and Vandavasi Taluks in Thiruvannamalai District were considered as the sample domain:

Table 1: Sample Domain

S.No.	Public Sector Banks
1.	State Bank of India(SBI)
2.	Indian Bank (IB)
3.	Indian Overseas Bank (IOB)
4 .	Union Bank (UB)

Source: Secountary data

The researcher has taken four Public Sector Banks from two taluks located in Thiruvannamalai District. Out of 134 questionnaires distributed, only 106 responses were received. Out of which 6 incomplete questionnaires were rejected. 100 questionnaires were used for the present study.

Analysis of Data: The primary data collected from the managers of select PSBs are analyzed by using the following statistical tools (Statistical Package for Social Sciences – SPSS) to obtain torrent of results regarding the objectives of the study:

1. Percentage Analysis.
2. KMO and Bartlett’s test.
3. Factor Analysis by Principal Component Method will be used to identify the factors of HRD climate.

Limitations of the Study

- The study is limited to only Public Sector Banks. Private Sector Banks were not considered because HRD Climate in these banks may not be the same.
- The study was conducted in selected Public Sector Banks, which may not give the global picture of the situation.
- The study covers only two taluks located in Thiruvannamalai District. Due to time constraint, the study is restricted only to two taluks

Table 2: Name of the Bank

Name of the Bank	Percentage %
SBI, Cheyyar	18.0
Indian Bank, Vakkadai	4.0
Indian Bank, Senkadu	4.0
Indian Bank, Perunkattur	4.0
Indian Bank, Cheyyar	20.0
Union Bank, Anakkavoor	5.0
IOB, Cheyyar	8.0
SBI, Alathoor	4.0

Cont... Table 2: Name of the Bank

Name of the Bank	Percentage %
SBI, Korkai	4.0
SBI, Vandavasi	17.0
Indian Bank, Mamandur	4.0
Indian Bank, Vandavasi	8.0
Total	100.0

Source: Primary data

From the table 2, State Bank of India employees are almost covered for the data collection. Four branches of the State Bank have been taken for the study which ensures that the largest player of the country is utilized sufficiently for the study. Almost 43% of the respondents are working in State Bank of India. The next important player is Indian Bank, the respondents participated in the data collection form one percent greater than the State Bank employees’ i.e. 44%.

Table 3: Tests of Equality of Group Means

Regression Factor Score	Wilks’ Lambda	F
Employees Enjoy their Work	.974	.410
Should be treated humanity	.888	1.953
Subordinate Development is important	.966	.552
Personnel Policies facilitate Employee Development	.952	.775
Top Management willing to invest Time & Other Resources	.947	.863
Senior Officers/Executives Help	.950	.811
Competency Lacking Employees are helped	.844	2.867
Employee Behavior Can be Changed	.831	3.156
People are Helpful to Each Other	.942	.960
Very Informal and Don’t Hesitate to Discuss their Personal Problems	.948	.850
Psychological Climate is very conductive	.951	.799
Guides for Future Responsibilities/ Roles	.873	2.251
Makes Effort to Identify and Utilize the Potential	.972	.439
Promotion is Based on Suitability	.971	.457

Source: Primary data

From the table 3, it is very clear that the Wilks’ Lambda values are very near to 1, it means insignificant, therefore it is clear that the grouped means are appropriate with all other components. A 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 16.2.

H₀ 1: The psychological climate in the organization is not conducive.

H₁ 1: The psychological climate in the organization is conducive.

Based on the name of the bank, hypothesis is

tested to know the Psychological Climate among the various banks, and it is revealed that there is conducive psychological climate in the organization. The minimum expected cell frequency is 16.2, but the expected frequency is less than 5, i.e. 0.000, therefore the null hypothesis is rejected.

Table 4: Employees Enjoy their Work

Name of the Bank	Employees Enjoy their Work				
	Not at All True	Rarely True	Sometimes True	Mostly True	Almost Always True
SBI, Cheyyar	3	62	59	92	18
Indian Bank, Vakkadai	0	8	32	11	20
Indian Bank, Senkadu	0	0	0	38	30
Indian Bank, Perunkattur	0	0	0	63	0
Indian Bank, Cheyyar	0	0	202	104	37
Union Bank, Anakkavoor	0	0	22	83	0
IOB, Cheyyar	0	0	73	29	10
SBI, Alathoor	0	0	29	30	0
SBI, Korkai	0	0	76	0	0
SBI, Vandavasi	0	0	163	120	0
Indian Bank, Mamandur	0	0	49	22	0
Indian Bank, Vandavasi	0	0	22	108	0
Total	3	70	727	700	115

Source: Primary data

After allotting the weight age to the factors it was cross tabulated with the weights as shown in the table 4, and it reveals that the employees enjoy their work. Based on the cross table hypothesis is framed below to test the significance level.

H₀2: Employees do not enjoy their work in public sector banks.

H₁2: Employees enjoy their work in public sector banks.

From the table 5 below of the chi-square tests, it is found that only 38.3% have less than 5, the expected count is .11 and the observed is .000, therefore the

null hypothesis is rejected with the conclusion that the employees working in the public sector banks enjoy their work.

Table 5: 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

a 23 cells (38.3%) have expected count less than 5. The minimum expected count is .11

Table 6: Opinion Statement of Employees

Statement	1	2	3	4	5	Total
Employees enjoy their work	1	5	43	46	5	100
Should be Treated Humanly	1	8	8	55	28	100
Subordinate Development is Important	1	10	62	25	2	100
Personnel Policies Facilitate Employee Development	1	9	37	48	5	100
Top Management Willing to Invest Time & Other Resources	5	31	51	13	-	100

Statement	1	2	3	4	5	Total
Senior Officers/Executives Help	1	3	57	36	3	100
Competency Lacking Employees are Helped	1	2	53	40	4	100
Employee Behaviour Can be Changed	3	6	66	24	1	100
People are Helpful to Each Other	1	2	14	55	28	100
Very Informal and Don't Hesitate to Discuss their Personal Problems	4	6	49	39	2	100
Psychological Climate is Very Conducive	2	3	29	61	5	100
Guide for Future Responsibilities/Roles	1	7	63	23	6	100
Makes Effort to Identify and Utilize the Potential	1	9	41	46	3	100
Promotion is based on Suitability	-	12	44	35	9	100
Reward for Good Work	3	13	34	36	14	100
Special Care to Appreciate	1	11	40	44	4	100
Performance Appraisal Reports	1	11	35	44	9	100
Do not have any Fixed Mental Impressions	-	12	48	34	6	100
Encouraged to Experiment new ideas and creativity	4	16	38	39	3	100
Help to Learn from Mistakes	2	16	40	37	5	100
Weakness are communicated	7	13	43	33	4	100
Behaviour Feedback is taken seriously	3	5	45	41	6	100
Take pain to know Strength and Weakness	4	18	36	36	6	100
Sponsor for Training taken Seriously	1	7	44	45	3	100
Allowed to Try Out from Training	2	9	44	41	4	100
Sponsored based on Genuine Training Needs	1	7	47	49	6	100
Not Afraid to express or discuss with Supervisors	1	10	56	27	6	100
Not Afraid to Express or Discuss with Subordinates	-	7	51	37	5	100
Encouraged to Take Initiative	2	9	38	50	1	100
Delegation is Quite Common	1	10	31	35	3	100
Delegation is Opportunity	3	12	43	36	6	100
Team Spirit is of High Order	2	16	43	31	8	100
Discuss without Accusing Behind	1	6	49	38	6	100
Career opportunities are Pointed	1	8	35	53	3	100
Future Plans are Made Known	1	8	44	44	3	100
Ensure Welfare	4	7	41	43	5	100
Job-rotation facilitates	3	9	59	27	2	100

Sources: primary data

From the table 6 exhibited that the different opinions of employees for the different statements. Early identification of human resource potential and development of their skill represent two major tasks of human resource development. This can only be achieved when conducive HRD Climate prevails. Thus on the whole, the researcher finds the existence of good HRD Climate in the organization according to the perceptions of employees sought through the scale constructed for measuring the same. 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 as well as contented with their work and the organization as a whole i.e. level of job satisfaction was also good.

Suggestions

- The management may take steps to bridge the communication gap among the employees.
- The employees may be encouraged to express their feelings without any fear.
- The management is to motivate the employees to know their strength and weakness with enthusiasm.

- Proper authority may be given to the employees to take suitable decisions within the notified banking policy.
- HR policies of the organization can be designed suitably to encourage the employees to contribute their best.
- Grievance Redressal measures may be taken to satisfy the employees in order to minimize their problems.
- Attention may be given to meet the basic requirements of the employees, so that the employees will concentrate on their work.

Conclusion

HRD climate plays a very important role in the success of any organization, because directly or indirectly it affects the performance of the employees.⁴ If the HRD climate is good, then the employees will contribute their maximum for the achievement of the organizational goals. The results of the present study show that the HRD climate in the public sector banks is at average level and there are lot of scopes for improvement in the HRD climate.⁵ The result also shows that there is no difference in the perception of the employees on the basis of their gender, qualification and designation but the perception of the employees differs on the basis of their age. The management can improve the HRD climate by introducing suitable changes in the HR policies and practices.⁶

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