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Effect of HRD Climate in Private Sectors Banks at Bhavnagar District

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Abstract: The business organizations are attaching great importance to human resource because human resources are the biggest source of competitive advantage and have the capability of converting all the other resources in to product/service. The effective performance of this human resource depends on the type of HRD climate that prevails in the organization, if it is good than the employee's performance will be high but if it is average or poor then the performance will be low.

The study of HRD climate is very important for all the organization and the banking sector is not an exception, especially in the present situation of financial recession. The present study is an attempt to find out the type of HRD climate that is prevailing in public sector banks in Bhavnagar. The researcher have also tried to find out the difference in the perception of employees regarding HRD climate on the basis of age, gender, designation, qualification. The researcher collected the data from the employees of selected public sector banks using structured HRD climate questionnaire .The data were analyzed using several statistical tools such as mean, standard deviation, percentiles, Z test. The result shown that the HRD climate in public sector banks is average and the perception of employees regarding the HRD climate do not differs significantly on the basis of gender, qualification and designation but it differs significantly on the basis of age .

This paper tries to study about the HRD climate in Privet Sector Banks at Bhavnagar district and offering useful suggestions to the management involved in the operations of the banks.

Keyword: HRD climate, Privet Sector Banks, employee satisfaction.

I. INTRODUCTION

Human resource development (HRD) is concerned with the provision of learning and development opportunities that support the achievement of business strategies and improvement of organizational, team and individual performance (Armstrong and Baron, 2002).

Climate, this is an overall feeling that is conveyed by the physical layout, the way employees interact and the way members of the organization conduct themselves with outsiders. (It is provided by an organization.)

1. A tendency at all levels starting from the top management to the lowest level to treat the people as the most important resources.
2. A perception that developing the competencies in the employees is the job of every manager.
3. Faith in capability of employees to change and acquire new competencies at any stage of life.
4. A tendency to be open in communication and discussion rather than being secretive

5. Encouraging risk taking and experimentation
6. Making efforts to help employees recognize their strengths and weaknesses through feedback
7. A general climate of trust
8. Team spirit
9. Tendency to discourage stereotypes and favoritism
10. Supportive personnel policies
11. Supportive HRD practices include performance appraisal, reward management, potential development, job rotation and career planning.

II. REVIEW OF LITERATURE

According to SHAILLY KHANNA MITRA [The thesis is under review for publication in a leading journal of HRD in association with Prof. Himanshu Rai, Faculty at IIM-Luckno] “STUDY OF ORGANIZATIONAL CLIMATE, ROLE STRESS, LEARNED HELPLESSNESS (LH) AND INTERPERSONAL NEEDS AND THEIR IMPACT ON PERFORMANCE OF THE INDIAN BANKING INDUSTRY”.

“VALUE INSTITUTIONALISATION AND HRD CLIMATE: A CASE STUDY OF A NAVRATNA PUBLIC SECTOR ORGANISATION” that given by the Anuradha Sharma [Professor, Department of Humanities and Social Sciences, IIT, New Delhi.] and Pooja Purang [Research Scholar, Department of Humanities and Social Sciences, IIT, New Delhi.]

According to S. A. Mufeed and S. N. Rafai “NEED FOR OCTAPACE CULTURE IN TOURISM SECTOR: AN INSTRUMENT FOR ORGANIZATIONAL DYNAMICS”

Sally Sambrook [School for Business and Regional Development, University of Wales, Bangor, United Kingdom] “HRD AS AN EMERGENT AND NEGOTIATED EVOLUTION: AN ETHNOGRAPHIC CASE STUDY IN THE BRITISH NATIONAL HEALTH SERVICE”

III. RESEARCH OBJECTIVE

- To study the nature of HRD Climate in the Privet Sector Banks.
- To know the impact of HRD processes on employee satisfaction.
- To identify various problems regarding HRD processes and to find its solution.
- To examine factors of HRD that provides effect to quality of work.
- To examine impact of HRD climate on HRD processes, HR practices and policies in Privet Sector Banks.

IV. RESEARCH METHODOLOGY

The present study is focusing on HRD climate in Privet Sector Banks. This is an exploratory study carried out to identify various Privet Sector Banks and employees work satisfaction. The present study is based on primary data collected from the correct 100 employee’s respondent of Bhavnagar district by a close ended questionnaire and observation method.

The collected data is duly edited, classified, and analyzed by using Hypothesis technique

V. DATA COLLECTION

No.	Questions	Strongly Agree	Agree	Can't Say	Disagree
1	My organization is providing me feedback after my Performance Appraisal.	51	46	3	0
2	My senior always provides me counseling and coaching for my work.	49	49	2	0
3	How often does your organization rotate your job?	11	54	28	7
4	Does your organization ever increase your job responsibility at same level?	15	59	22	4
5	Does your organization ever increase your job responsibility at different level?	12	55	31	2
6	Do you often absent from your job?	15	10	29	46
7	I feeling stress for my work.	5	41	26	28
8	My company encourages me to help in developing improve work processes.	34	56	3	7
9	Promotions at my company are handled fairly.	24	48	26	2
10	I have the opportunity to develop my skills and abilities.	46	52	2	0
11	I plan to spend my entire career at my company.	6	40	45	9
12	I am satisfied with the opportunities for my development in the organization.	21	64	15	0
13	My work area is a safe working environment.	28	43	29	0
14	Management takes employee suggestions seriously.	29	69	2	0
15	"I am proud to work for my organization".	55	45	0	0

FINDINGS FROM THE DATA ANALYSIS**TRAINING AND DEVELOPMENT**

We can say that 100% of the employees have received the training to perform their job effectively, so it is very good sign for the organization for having well trained Human Resources.

We can say that 55% of the employee received both the types of training like on-the-job and off-the-job, while 39% employees only received on-the-job training and 6% of employees received off-the-job training. So we can say that it is easy task for trained employees work effectively.

PERFORMANCE APPRAISAL

Always provides them feedback on their performance appraisal so they can try to improve it.

MOTIVATION AND REWARDS

We can say that more than 50% of employees from them strongly agreed that their seniors always provides them counseling and coaching for their work, so it mean there is good communication between them.

We can say that majority of employees getting both the types of rewards financial and non-financial but very few are only get financial rewards only, it may be according to their designation.

JOB ENLARGEMENT, JOB ENRICHMENT AND JOB ROTATION

We can say that 99% of the employees said that there is job rotation practice is there, so we can say that according to need of organization employees may be rotated.

We can say that many employees sometimes have to be a part of job enlargement and it may be according to the work loaded or other responsibilities.

We can say that sometimes organization increase employee job responsibility at different level and it may be for good purpose of them, so they can learn something new from others.

WORK STRESS AND ABSENTEISM

We can say that majority of employees are strongly disagreed that they often remain absent from their job, so it shows dedication of employees to the work.

We can say that from 40% to 50% of employees sometimes feeling work stress while rest are rarely, so it may be because of work load, responsibilities, personal problems whatsoever reason.

CAREER MANAGEMENT AND CAREER DEVELOPMENT

Employee agreed that their organization encourages them to help in developing work processes. So there is more chance of work improvement processes.

Employees strongly agreed that their organization helps them to develop their self and career.

We can say that 30 to 40% employees from all the banks employees can't say that promotions are handled fairly, it means there may be sometimes found biasness or favoritism.

We can say that 60 to 70% of employees are strongly agreed while rest are agreed that they having opportunity to develop their skills and abilities.

JOB SATISFACTION

We can say that 25 to 50% of employees are highly satisfied, 50 to 60% are satisfied while rest are the partially satisfied with the opportunities for their development in the organization. It mean there is good job satisfaction found from the employees.

We can say that 50% of employees are strongly agreed and agreed while 50% of can't say that their working area is safe working environment. It means they may be having fear of loss their job.

Employees' suggestions are taken by management seriously. And it means there is having respect of employee's ideas from management.

We can say that more than 50% of employees are feeling for their organization, so it means there is good HRD climate and job satisfaction from the side of organization.

VI. LIMITATION OF THE STUDY

Any research have some limitations by which certain unavoidable circumstances for example time factor, respondent's attitude, their interest, cost, give the data confidently etc. these all factor affect the research study. Different research has their own limitations in my research the limitations are as follow;

- The time I taken for the research is not adequate. So the depths analysis is not done.
- Some respondents not provide some information due to what's over reason.
- The study was conducted in Bhavnagar in selected private sector banks, which may not give the exact picture of the situation.
- The study was completed within limited time period.
- The sample size was very small.

VII. RECOMMENDATIONS

To improve the HRD climate in the private sector banks the following steps should be taken immediately.

- Necessary changes should be introduced in HR policies and practices.
- There should be also arrangement of off-the-job training for employees.
- Performance appraisal held more than two times at least and constant giving feedback process, so the employee will try to improve their performance.
- There should be providing more motivation through various ways.
- The management should take necessary action to bridge the communication gap with employees and try to develop the trust among the employees. Clear communication process will help to establish the HRD Climate.
- If there is need of job enlargement, job enrichment and job rotation then and then put it in practice.
- For overcoming work stress there should be some relaxation provide by the organization.
- Promotions should be handled fairly rather than biasness or favoritism.
- The employees should be encouraged to express their feelings without any fear.
- Feedback should be taken at fixed intervals to know the drawbacks in the system.
- HR policies of the organization should be such that which encourages the employees to contribute their best.
- Management should discourage the stereotypes and favoritism. They should treat with all employees on equitable basis.
- Team Spirit should be encouraged among the employees.
- Management should encourage more for their entire career plan.

VIII. 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. If the HRD climate is good than the employees will contribute their maximum for the achievement of the organizational objectives.

The result of the present study shown that the HRD climate in the private sector bank is average and there is lot of scope for improvement in the HRD climate. The management can improve the HRD climate by introducing the changes HR policies and practices.

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