

**EMPLOYEE PERCEPTION ABOUT ORGANISATIONAL HR
POLICIES AND PRACTICES: A COMPARATIVE STUDY OF
PUBLIC AND PRIVATE SECTOR BANKS**

Project Report

by

ADITYA SHARMA
(H-2020-02-MBA)

submitted to



**Dr. YASHWANT SINGH PARMAR UNIVERSITY OF
HORTICULTURE & FORESTRY
SOLAN (NAUNI) HP – 173 230 INDIA**

in

partial fulfilment of the requirements for the degree

of

**MASTER OF BUSINESS ADMINISTRATION
DEPARTMENT OF BUSINESS MANAGEMENT
COLLEGE OF HORTICULTURE**

2022

Dr Nisha Kumari
Assistant Professor

Department of Business Management
College of Horticulture
Dr YS Parmar University of
Horticulture and Forestry
(Nauni) Solan (HP)-173230 India

CERTIFICATE-I

This is to certify that the project report titled, “**Employee Perception About Organisational HR Policies And Practices: A Comparative Study Of Public and Private Sector Banks**” submitted in partial fulfillment of the requirements for the award of degree of Master of Business Administration in the discipline of **Business Management** to Dr. Yashwant Singh Parmar University of Horticulture & Forestry, (Nauni) Solan (HP)-173230 is a bonafide research work carried out by **Mr. Aditya Sharma (H-2020-02-MBA)** son of Shri Anil Sharma under my supervision and that no part of this project has been submitted for any other degree or diploma.

The assistance and help received during the course of this investigation have been fully acknowledged.

Place: Nauni (Solan)
Date:

Dr. Nisha Kumari
Major Advisor

ACKNOWLEDGEMENTS

This project was completed with the help and support of a lot of people therefore I would like express gratitude to everyone that helped me practically and morally throughout the project.

This project and the research behind it would not have been successful without the guidance of my supervisor **Dr. Nisha Kumari (Assistant Professor)** Department of Business Management, Dr. Y.S. Parmar University of Horticulture & Forestry, Nauni, Solan (H.P). Her knowledge, positive attitude, and encouragement were huge advantages and made the project easier. I express my gratitude for the continuous support and extraordinary cooperation provided to her.

I sincerely extend my heartiest thanks to the worthy teachers **Dr. Krishan Kumar (Professor and Head), Dr. Kapil Kathuria (Professor), Dr. Piyush Mehta (Associate Professor), Dr. Yasmin Jhanjua (Associate Professor), Dr. Rashmi Chaudhary (Associate Professor), Dr. Rahul Dhiman (Assistant Professor)**, the entire staff of Department of Business Management, and member of advisory committee **Dr. Chandresh Guleria (Assistant Professor)** Department of Social Science Dr. Y.S. Parmar university of horticulture and forestry, Nauni (Solan) for their moral support extended to me from time to time.

I also want to thank my parents, friends, peers, and seniors for their extraordinary support in making this project successful. Their encouragement and good advice were of great importance and a huge plus to me.

I am sincerely thankful to my respondents who spared their valuable time to provide me with the pertinent information.

I owe entire responsibility for all the errors and omissions.

Solan (Nauni)

Date:

(Aditya Sharma)

TABLE OF CONTENTS

Chapter	Title	Page(s)
1.	INTRODUCTION	1-7
2.	REVIEW OF LITERATURE	8-12
3.	MATERIALS AND METHODS	13-14
4.	RESULTS AND DISCUSSION	15-46
5.	SUMMARY AND CONCLUSION	47-49
	LITERATURE CITED	50-51
	APPENDIX	i-vi
	ABSTRACT	vii
	BREIF BIO-DATA	viii

LIST OF ABBREVIATIONS

HR	:	Human Resource
%	:	Per cent
&	:	And
Et al	:	Et alii (Co-Worker)
EOR	:	Employee- Organization Relation
Etc.	:	Many more
Fig.	:	Figure
Govt.	:	Government
HRM	:	Human Resource Management

LIST OF TABLES

Table	Title	Page(s)
4.1	Age of the Respondents	15
4.2	Gender of the Respondents	16
4.3	Marital Status of the Respondents	17
4.4	Sector of Work of the Respondents	18
4.5	Educational Qualification of the Respondents	19
4.6	Working Experience of the Respondents	20
4.7	Clear Understanding of HR Policies in the Organisation	21
4.8	Employer and Employee's Relationship in the Organisation	22
4.9	HR Practices of the Organisation Makes Tasks Easier and Comfortable	23
4.10	HR Practices of the Organisation are Implemented with Utmost Transparency	24
4.11	HR Practices of the Organisation are Flexible	25
4.12	The Factors Impact Employee's Performance the Most	26
4.13	Types of Training Provided by the Organisation	27
4.14	Performance appraisal is Extended to All Members of the Organisation	29
4.15	Distinct Career Paths and Internal Promotion Norms are Present Within the Organization	30
4.16	The Organisation Conducts Exit Interviews	31
4.17	The Organisation has Provision for Employee Recognition and Awards	32
4.18	The Wages and Salary System is Satisfactory in The Organisation.	33
4.19	Reward Should Be Given on The Basis of Better Performance	34
4.20	Providing Reward and Recognition to The Employees Increases the Productivity of The Organisation	35
4.21	Performance Standards are Carefully Developed Based on Employee's Opinion	36
4.22	The Organisation Encourages Employees to Suggest Product/Process Improvement	37
4.23	The Organisation Manages Changes by Integrating HR Issues with Business Strategies.	38
4.24	Adequate Growth Opportunities are Available in the Organisation	39
4.25	Factors Important for Job Satisfaction Among Employees	40
4.26	Internal Factors That Affect the Organisation	41
4.27	External Factors Affecting the Organisation	42
4.28	Description of Working Environment	43
4.29	Maintaining Good Relations Promotes Growth of the Organisation	44
4.30	Reason for Low or Poor Performance in the Organisation	45
4.31	Which Program Needs to be Launched in the Organisation	46

LIST OF FIGURES

Figure	Title	Page(s)
4.1	Age of the Respondents	15
4.2	Gender of the Respondents	16
4.3	Marital Status of the Respondents	17
4.4	Sector of Work of the Respondents	18
4.5	Educational Qualification of the Respondents	19
4.6	Working Experience of the Respondents	20
4.7	Clear Understanding of HR Policies in the Organisation	21
4.8	Employer and Employee's Relationship in the Organisation	22
4.9	HR Practices of the Organisation Makes Tasks Easier and Comfortable	23
4.10	HR Practices of the Organisation are Implemented with Utmost Transparency	24
4.11	HR Practices of the Organisation are Flexible	25
4.12	The Factors Impact Employee's Performance the Most	26
4.13	Types of Training Provided by the Organisation	28
4.14	Performance appraisal is Extended to All Members of the Organisation	29
4.15	Distinct Career Paths and Internal Promotion Norms are Present Within the Organization	30
4.16	The Organisation Conducts Exit Interviews	31
4.17	The Organisation has Provision for Employee Recognition and Awards	32
4.18	The Wages and Salary System is Satisfactory in The Organisation.	33
4.19	Reward Should Be Given on The Basis of Better Performance	34
4.20	Providing Reward and Recognition to The Employees Increases the Productivity of The Organisation	35
4.21	Performance Standards are Carefully Developed Based on Employee's Opinion	36
4.22	The Organisation Encourages Employees to Suggest Product/Process Improvement	37
4.23	The Organisation Manages Changes by Integrating HR Issues with Business Strategies.	38
4.24	Adequate Growth Opportunities are Available in the Organisation	39
4.25	Factors Important for Job Satisfaction Among Employees	40
4.26	Internal Factors That Affect the Organisation	41
4.27	External Factors Affecting the Organisation	42
4.28	Description of Working Environment	43
4.29	Maintaining Good Relations Promotes Growth of the Organisation	44
4.30	Reason for Low or Poor Performance in the Organisation	45
4.31	Which Program Needs to be Launched in the Organisation	46

Chapter-1

INTRODUCTION

Human Resource Management indicates the policies, practices, and procedures that persuade the behaviour, attitude, and also performance of employees. HR practices are involved in recognizing HR needs, getting pools of applicants, screening them, and then giving them training, compensating, evaluating, and further being involved in labour relations, health, and safety programs, and also concerned with fairness (De Cieri *et al.*, 2008).

Human resources or employees are the capital of every organization. Human capital is essentially the building block of an organization that directly contributes to the survival and growth of any organization. A well-managed human resource can become a supply of competitive benefits that can't be imitated by competitors.

"Employee-organization relationship" is a broad term that describes the relationship between the worker and the organization. It surrounds the psychological contracts perceived organization support and the employment relationship.

It is vital to develop mutual trust as the relationship between an employer and an employee is a determining factor. This trust issue helps in building a relationship among them. Moreover, trust helps each of the parties to know one another well in order so that each will contribute to the event of the organization and overall development. It helps to maintain the satisfaction level among the parties which is incredibly essential for the employer and an employee as a result if any of the parties isn't happy the expansion and productivity of the organization suffer.

1.1 Human Resource Policies

Policies are wide-ranging guidelines that provide insight into how the objectives of a business are to be achieved, while objectives provide the goals which a manager should try to achieve. Policies also provide the guidelines which an employer should keep in view while achieving those objectives.

Human resource policies lay down the decision-making criteria in line with the overall purpose of the organisation in the area of Human Resource Management. They are developed by the HR Manager in consultation with the top management to assist the managers at various levels to deal with the people at work. Thus, personnel policies can be interpreted as the recognised intentions of top management concerning efficient management of the workforce.

HR policies may be defined as guidelines, procedures, codes, and regulations adopted by management to guide work activities within acceptable limits, which are communicated through a summarised statement called a policy statement and implemented through instructions referred to as policy directives.

The formulation of HR policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics, and training as well as its commitments to regulation and corporate governance of its employees. They provide frameworks within which consistent decisions are made and promote equity in the way in which people are treated. HR policies can also be very effective at supporting and building the desired organizational culture.

1.2 Categories of HR Policies

Originated Policies – These policies are set up by top management to guide executive thinking over various levels of management.

Appealed Policies – These policies are formulated to fulfil the requirements of certain unusual situations which are not covered by the earlier policies. Such requests usually come from subordinates who fail to handle the cases based on the guidance offered by the existing policies.

Imposed Policies – As it is evident from the name of these policies these are formed under imposition or pressure from external agencies like government, trade associations, and unions.

General Policies – These policies manifest the philosophies and priorities of the top management in formulating the broad plan for mapping out the organisation’s growth chart.

Specific Policies – As the name suggests, these policies cover specific issues such as hiring, rewarding, and bargaining. These policies, however, should be matching with the basic framework which is offered by the general policies.

Written and Implied Policies – Implied policies as evident from the behaviour of members like dress code, gentle tone while interacting with customers, not getting angry while at work, etc. On the other hand written policies, spell out managerial thinking on paper so that there is very little room for loose interpretation.

1.3 Human Resource Practices

Human resource practices are concerned with policies taken off by a company regarding managing, attracting, and holding qualified individuals. Such policies vary from trade to trade because they must match the character and requirements of every trade. Practices set by the human resource department of a company have a big impact on employees' motivation and their need to serve effectively in the organization. Practices that are perceived by workers as an address to their wants have a positive impact on organization performance. On the opposite hand, practices that don't take into account employee concerns not solely damage structural performance but the conjoint prospect of the organization.

Within each organization, HR practices play an important role in the development of the organization and it keeps the workers pleased and proud of their work. Organizational culture describes the worker's perception of the organization and HR practices adopted within the organization. Currently, several organizations target to form friendly settings and operating conditions for the staff, because as a result of unhealthy culture and unfriendly HR practices employee turnover increases and they switch their workplace from one organization to another and it becomes the trend for the employees.

Good HR culture and practices in an organization develop the smart operating culture of the organization. This study brings the organisational culture and HR aspect of the employees within the organization. The culture of the organization consists of the values and beliefs of

the individuals in an organization that focuses on the structure and accomplishment of the goals of the organization. This aspect has a control on workers' satisfaction. This conjointly describes completely different dimensions of structural performance.

Human resource management in organisations provides the opportunity for the effective use of available skilled workers (Bayiz Ahmad *et al.*, 2019). Human Resource Management (HRM) is a relatively new approach to managing individuals in any organization. Individuals are believed to be key resources in the management of the corporation. An organization is considered as a body of individuals, the important activities falling under the domain of HRM are their learning, development of skills, motivation for higher levels of attainments, and further guarantee maintenance in their level of commitment.

HRM consists of four principal activities that are: Acquisition, Development, Motivation, and Maintenance of human resources. HRM is accountable to keep up healthy human relations within the organization. It is conjointly concerned with the development of people and achieving integrated goals of organisations and individuals.

1.4 Employee Perception of HR Policies & Practices

An organisation is a place where all of the employees work collaboratively. In most organisations, the perception of employees towards work culture and HR practices plays an important role in determining their attitude towards their jobs and the organisation.

Employee perception of organizational HR practices is a feature to understand the level of satisfaction, the efficiency of the employees, and the view of the organisation from the employee's eye. It is known that the human resource of an organization is important capital. It plays a significant role and largely determines the success and failure of a company in a particular industry. A satisfied employee puts maximum effort into the work and is truly efficient which a must for the organisation. Providing better working conditions, salaries, equipment, technology, and infrastructure drives the employees towards an organisation and helps in bringing out the best in them hence, it is crucial for an organisation to provide the best to their employees for success, increased productivity, and low employee turnover in the organisation.

One of the pioneer scientists in motivation studies, Elton Mayo, put forward that human is a key factor in organisations and administrators should find prolific ways to increase their motivation (Saefullah, 2012), whereas empowerment, rewarding, training, and communication could be some of the triggers of performance in this respect and in turn their job satisfaction (Demir & Bulut, 2018; Demir & Budur, 2019; Tajeddini, 2015).

1.5 Human Resource Management in Banking Sector

Finance and banking are the lifelines of trade, commerce, and industry. Nowadays, the banking sector acts as the backbone of modern business. The development of any country mainly depends upon the banking system. Banking is one of the most essential parts of human life. The banking sector of a country plays a critical role in the development and progress of the economy and it is a vital pillar of the Indian economy as well. A bank is a financial institution that accepts deposits from the public and provides credit facilities to them.

Every organisation needs effective human resource management to ensure smooth operations. A banking firm has always been and will continue to be a people-serving organisation. Efficient and effective management of human resources

The importance of human resource management has grown manifold because of the nature of the banking industry, which is mainly service based. The management of people in the organization along with handling the financial and economic risks at the wider level is the most potent challenge in front of the banking industry in any given time frame. Efficient and skilled manpower in the sector can only manage the financial risks that the banks need to take regularly. The Human Resource department is responsible for finding such talented manpower and placing them in the right jobs in the banks.

The role of HR policies and practices in banks is to create the best suitable climate and conditions in which management throughout the bank will be enabled to obtain the individual as well as the collective contribution of bank employees to the short and long-term success of the bank.

The responsibilities of HR in banks include monitoring the bank's strategies to ensure that HR policies are appropriate and employees agree with and are fully supportive of such

strategies, also support line management in the day-to-day management of the workforce by providing advice and consultancy on personnel and performance management issues. Apart from the above responsibilities HR practices help in planning the selection and hiring of skilled and appropriate employees, performance management, and talent spotting and help in keeping a tab on resignations and retirements of employees too.

1.6 Scope of the Study

The study aims to understand the HR practices and policies of financial institutions. The main purpose of this study is to learn and compare the HR practices and policies of public as well as private sector banks. This study examines the perspective of bank employees on their organisation's HR policies and practices and also understands the impact of these policies and practices on the employees. This study will help in knowing what factors and situations affect the working efficiency and increase the overall productivity of the organisation.

1.7 Need for the Study

- Good organizational HR practices and work culture are essential to understanding the employee's perception of the organization.
- Understanding the employee's perception in the organization to maintain a healthy relationship between employer and employees.
- HR Practices and Culture are different from organization to organization, so improving organizational culture is necessary to enhance the efficiency and productivity of employees.
- The Perception of employees about the working culture will show what makes the employees satisfied and happy.
- Identification of situations and practices of the banking firms that make the employees unsatisfied and also lead to employee turnover.

1.8 Objectives of the Study

- To study the HR practices and policies in banking organizations and compare the HR practices and policies of both public and private sector banks.

- To study the nature and perspective of public and private sector bank employees towards their respective organizations.
- To analyse the existing culture of the organization and its effect on the employees.

Chapter-2

REVIEW OF LITERATURE

Ying and Sunghoon (2020) conducted a study on Employee Perceptions of HR Practices: A Critical Review and Future Directions. The data had been collected from 105 employees in an organisation. The Descriptive statistics Research has been used. The tools used to analyse the data are multiple regression, Hierarchical linear modelling, and Structural equation modelling, One-way between groups MANOVA. The study explained Empirical studies confirm that HR perceptions vary across the organizational hierarchy.

Raina and Kalse (2019) studied Employee's Perception of Human Resource Practices and Work Engagement in Hospitality Industry (Mumbai). The study was performed on 419 employees in hospital industry in Mumbai. The empirical research has been used. The tools used to analyse the data are Standardized Regression. The study explained that Selection and Staffing, Employee Training Opportunities, Promotional Opportunities, Employee benefits and Communication & Coordination with HR all have significant relationship with Work engagement.

Shaoheng Li et al., (2019) studied about Employees' Perceptions of Human Resource Management Practices and Employee Outcomes. The data was collected from 229 employees working in small and medium enterprises. The descriptive research has been used. The tools used to analyse the data are Multiple Regression with Discrete Dependent Descriptive statistics, correlations. The study explained that there is a relationship between employees' perceptions about the use of HRM practices and employee outcomes at the individual level. The findings are useful for SME owners and HR practitioners.

Bala and Sharma (2018) studied the HRM practices in public and private sector banks highlighting the importance, roles and responsibilities of HR department in banks and also the challenges and issues faced by HRM in banking sector. The research was based on secondary sources; nature of study was conceptual and had an analytical approach.

Mehmood (2017) performed the analysis to know the Impact of human resource development (HRD) practices on employee's performance in textile industry. The descriptive research design has been used for this study. The data has been collected 149 employees

working in Textile Company. Convince sampling method has been used. The tools used to analyse the data are linear regression, Regression Analysis, Pearson Correlation, ANOVA, T-test. The findings highlighted that there is a significant impact of HR policies and practices on the performance of employees in selected textile companies.

Sami & Khan (2016) in their research entitled, “HRD Practices in Indian software Companies” investigated the differences in HRD practices in software industry in India. The sample size of the study was 134 employees working in four selected software companies within the territory of India. Data have been collected through questionnaires designed on a five-point Likert scale. The author has applied one way Analysis of Variance (ANOVA) to measure the differences in HRD practices on the variables like quality of work life, organizational development, training and development, performance appraisal, participative management among the employees in selected software companies. The research revealed that there is a significant difference in quality of work life, performance appraisal, participative management but no significant difference exists on the variable training and development among employees in selected software companies.

Khan (2015) in the paper titled, “An Empirical Analysis of HR policies on the Performance of Employees in Banking Industry: A Case Study of State Bank of India (SBI)” probed the influence of human resource policies on the performance of employees in State Bank of India (SBI). The author used multiple regressions as the statistical tool to measure the impact of HR policies like recruitment and selection policy, training and development policy and incentive policy on the performance of employees. The study found that there is a significant impact of HR policies on the performance of employees in SBI.

Kennedy and Kariuki (2015) examined Human Resource Management Practices, Employee Outcome and Performance of Coffee Research Foundation, Kenya. The data had been collected from 78 employees of a government organization. The design for this study has been descriptive. Stratified sampling method was used for collecting the data. The tools used to analyse the data are multiple regression analysis and correlation. The study established that employee outcome fully mediates the influence of HRM practices on organizational performance.

Kannan (2014) studied the perception of employees towards human resource management policies and practices of the select co-operative sugar mills in Tamil Nadu,

where 513 employees were selected from 4 co-operative sugar mills. Male respondents, respondents in the age group above 55 years, respondents having PG and above qualifications, respondents belonging to monthly salary of above Rs.35000, officers, respondents belonging to length of experience above 30 years, permanent employees. The objectives of the present study are as follows to study the perception of the employees towards human resource management policies and practices of the select co-operative sugar mills. The primary data were collected from 513 employees with the help of questionnaire. Pre-testing of questionnaire was done.

Gonçalves (2012) Stated that trust in management defines the perspective of staff towards management choices and numerous practices adopted by them. This perspective additionally impacts the extent of satisfaction among the workers. If staff has trust on the management, then undoubtedly it influences their behaviour in organizations. Perception of input behaviour of an individual, worker perception towards human resource management practices and well-being at work is another space of analysis. The result depicts a major positive correlation, between HRM practices comfort, enthusiasm, emotional well-being at work.

Boon (2011) observed that identifying the proper match for the work is extremely necessary for the organizations. Human resource practices like work force designing, achievement and choice, performance management etc. play vital orienting the job with the organization demand. Hr practices determine and develop the talent as per the requirement of the organization; therefore, they get to have a nice impact on worker satisfaction. It additionally aims at checking out role of private organizational work and person -job work has any impact on employee's perception of HRM practices. It's ascertained that person organization work and person- job fit have an effect on relationship between perceived HRM practices and worker outcomes.

Solkhe& Chaudhary (2011) critically reviewed the relationship of HRD Climate and job satisfaction on 71 executives from various departments of a public sector undertaking. The findings of the study found that HRD climate has an impact over job satisfaction.

Gupta (2010) explained the consequences of the challenges faced by the Human resource management in context with the current economic status and the challenges faced should be taken in consideration. This article insists on the challenges in the short fall of

talented employees. This also emphasis on how Human resources Management tackles the problems handled on a day-to-day basis. It also suggested some important points to handle things better.

Saini R.R. (2010) in this article explains Management in United Commercial Bank which is a case study of Chandigarh State which elaborates HRD rules and regulations. Basically, this study explains the hurdles in the process of framing the rules and process of executing it. This analytical study contains a sample size of 100 people and analysed their opinion about HRD rules and regulations. As a result of this study is qualification plays an important role in recruitment in top, middle and low-level management. The practice of selecting right candidate for the level of management helps the organization to achieve more and retain employees in the organization.

Wiley and Brooks (2010) studied that human resource policy utilized by a corporation is incredibly necessary. As organizational performance may be improved if happy and impressed worker produces happy client.

Peluso (2010) stated that Employee relations are crucial for structure success. Trust within the management is very important. The study on impact of trust within the management on worker perspective reveals that trust is that the moderator within the relationship between HRM practices and worker perspective. The study adopted structural equation modelling to understand the connection with hr system and additionally specialize in whether or not this relationship varies according specific apply.

Medlin & Green (2009) has pondered that goal setting, employee engagement and high level of workplace optimism collectively improves the performance of an individual of an organization.

Mellacheruvu and Krishnamacharyulu (2008) explained that recruitment was not adequate in public sector banks and there was a shortage of employees as per requirement of the banks. Training had been a neglected function in these banks. In their opinion appraisal system of the employees had been in vogue and it needed to be reformed by making it more objective and linked to the bank objectives. They further found that rigidity in the system of rewards and promotion had no linkage with the performance of employees and banks were providing less compensation to their employees as compared to other organizations. It had

created the problems of retention and succession planning in the banks. They also suggested that banks should be given autonomy to recruit and provide faster promotions for meritorious employees. Performance-based promotion and reward system should be followed to build a service culture through HRD programs.

Singh (2003) revealed that the strategic alignment of HR planning, selection, performance evaluation, compensation, development, staffing policies plays a significant role in increasing the efficiency of human resource and helps an organization to prosper and generate better results.

Mishra & Bhardwaj (2002) examined the nature of HRD climate on managers in private sector organizations located in eastern parts of India. A sample of 107 managers has been taken for the study. The author applied t-test to verify the results and found that the HRD climate prevailing in private sector organizations was good and satisfactory.

Pattanayak (2001) in his study highlighted that human resource plays a very significant role in strategic planning and the success of corporate organizations depends largely on entrepreneurial behaviour.

Gupta (1997) in his research paper highlighted the multi-dimensional concept of HRD. He found that HRD has three dimensions i.e., the human aspect, resource aspect and the development aspect. The author further discussed the mechanism of Training and Development, Performance Appraisal and Career advancement in the working of HRD system in the Banking sector of India.

Jain (1996) in his paper entitled “HRD Practices in Indian Industries” highlighted the impact of HRD policies and practices on organizational effectiveness. The author studied the conceptual framework of HRD by undertaking the past and present patterns of HRD practices in two public undertakings namely BHEL and NFI and also studied the relationship between HRD variables, personal history factors and effectiveness variables.

Chapter-3

MATERIALS AND METHODS

3.1 Area of Study

This analysis emphasises on finding out the major differences between the HR policies and practices of private and public sector banks of the country. The study also aims to know the perception of bank employees of both sectors about the HR practices and policies of their respective organisations. This study provides insight on what factors play major roles in happiness and satisfaction of the employees also what changes the employees want to see in the HR practices of their organisation.

3.2 Population of the Study

The employees of various public and private sector banks have been the population of the study.

3.3 Sampling and Sample Size

Sampling is to choose some elements of an aggregate or totality on the premise of that a judgement regarding the mixture and totality is formed. The study has been conducted on a total of one hundred and five employees from various branches of private and public sector banks.

3.4 Data Collection

Data assortment/collection is a method of collecting knowledge and data for the analysis purpose exploring all the sources of the information. Primary data has been employed in the current study.

3.4.1 Primary sources

Primary information is collected for the first time through sources such as questionnaires, surveys, experimentation or even through observation. The first-hand information for this study has been collected through the means of questionnaire as well as survey.

3.4.2 Secondary sources

Secondary sources are the ones which are already in existence and have been collected earlier for the purpose of studies on similar topics; the secondary sources of data include internet, journals, books, magazines, and newspapers, annual reports of organisations, articles and research papers.

3.5 Data Analysis

According to (Jain, 2012), data analysis is the science of examining raw data with the purpose of drawing conclusions about that information. It is the process of systematically applying statistical and/or logical techniques to evaluate data. Percentage analysis is used in this study to analyse and interpret the information.

3.5.1 Percentage analysis

One of the foremost frequent methods to represent statics is by proportion. Percent merely means that "per hundred" and image used is $\%^$ 1- Percentage represents raw streams as a locality in 0-100 to understand and review the collected knowledge in a very higher and a straightforward means. Formula for proportion analysis is

$$P = \frac{X}{Y} \times 100$$

Where:

P-Percentage

X - Total respondents falling in a certain class (a particular response)

Y- Total number of respondents.

Chapter-4

RESULTS AND DISCUSSION

Table 4.1: Age of the Respondents

Age	No. of Respondents	Percentage (%)
20 – 30	34	32.38
31– 40	37	35.23
41– 50	24	22.87
51– 60	10	9.52
Total	105	100

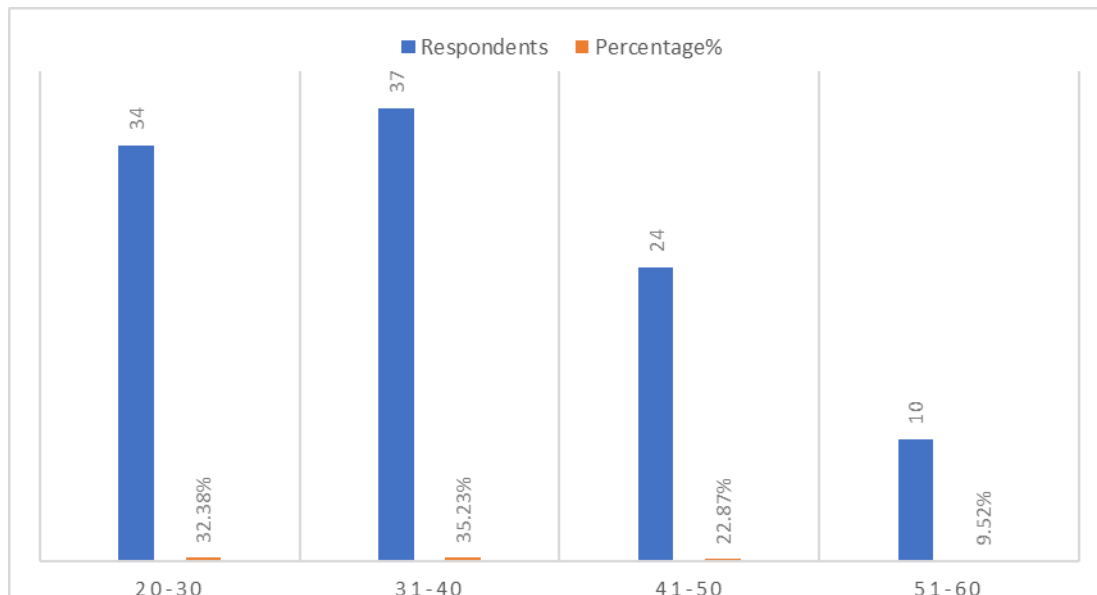


Figure 1

Analysis: The Table 4.1 and Figure 1 show the age group of the respondents. It can be seen that the respondents belonging to the age group 31 – 40 are maximum i.e., 35.23% of the total sample size. 32.38% of the respondents belong to the age group 20 – 30, 22.87% and 9.52% belong to the age groups 41 - 50 and 51 – 60 respectively.

Interpretation: The maximum number of employees belong to the 25 – 40 age group in both public and private sector banks however private sector employees were more interactive and affable hence more of the respondents were from private sector banks. The older aged employees were hard to persuade to get responses.

Table 4.2: Gender of the Respondents

Gender	No. of Respondents	Percentage (%)
Male	65	62
Female	40	38
Total	105	100

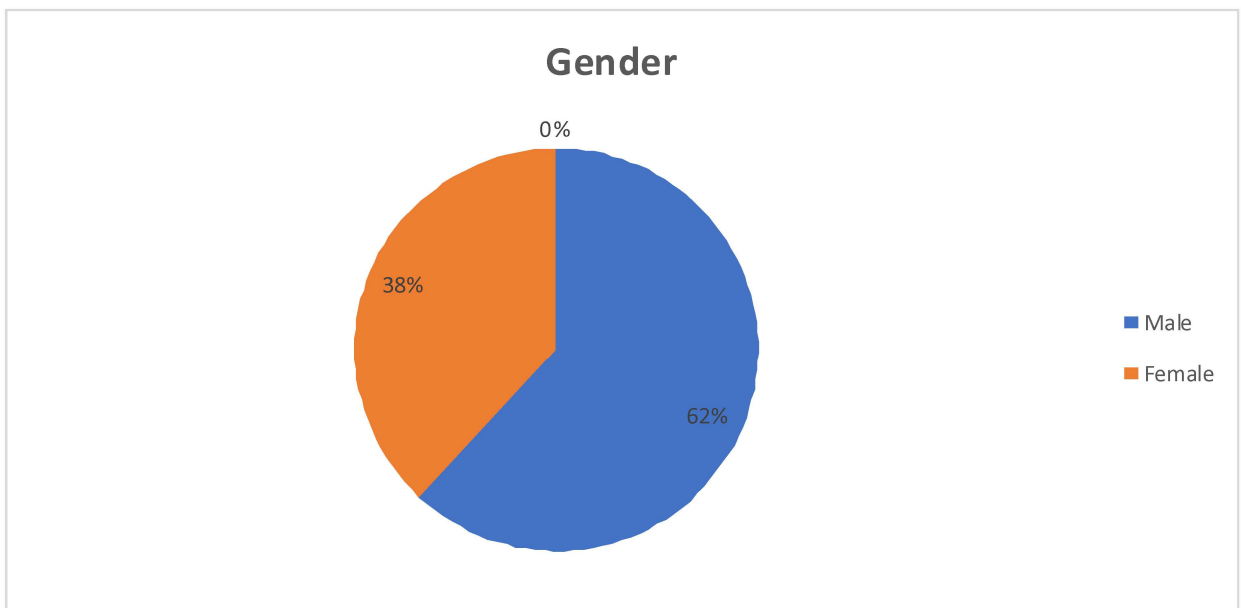


Figure 2

Analysis: The Table 4.2 and Figure 2 show the Gender of the respondents. The sample size of the study is 105 out of which the total male employees were 65 (62%) and the female employees were 40 (38%).

Interpretation: It can be clearly seen that the banking sector is male dominant but this scenario is changing at a fast rate more female employees are being hired by banks.

Table 4.3: Marital Status of the Respondents

Gender	No. of Respondents	Percentage (%)
Married	73	70
Unmarried	32	30
Total	105	100

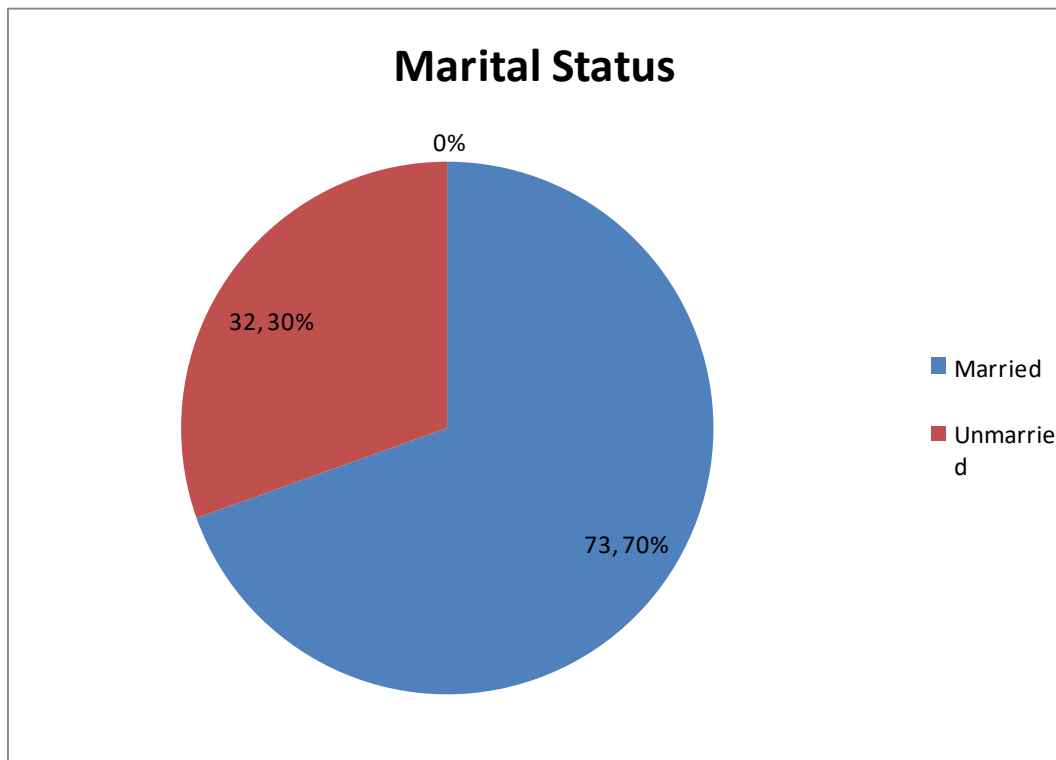


Figure 3

Analysis: The Table 4.3 and Figure 3 represent the marital status of the employees and it shows that 70% of the employees out of the total sample size are married.

Interpretation: The majority of employees are above the age of 30 therefore maximum number of respondents are married i.e., 73 out of 105 people.

Table 4.4: Sector of Work of the Respondents

Sector	No. of Respondents	Percentage (%)
Private	70	66.7
Public/Govt.	35	33.3
Total	105	100

Sector of Work

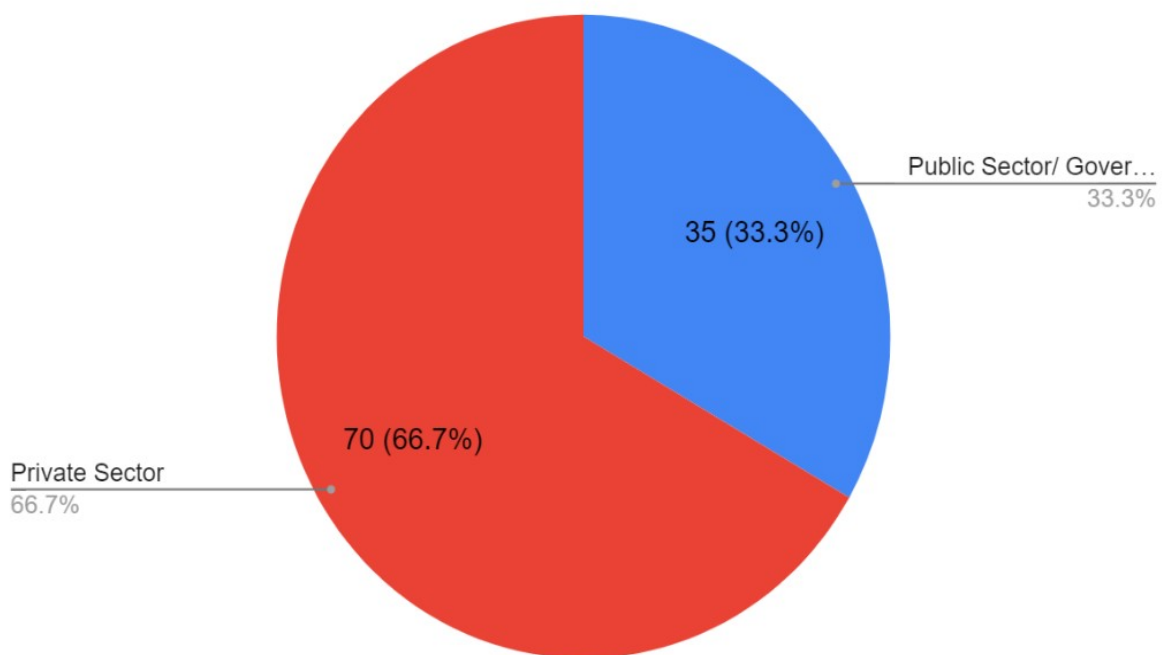


Figure 4

Analysis: The Table 4.4 and Figure 4 show the sector of work of the respondents and it can be seen that out of the sample size 70 (66.7%) of the respondents work at private sector and 35 (33.3%) of the respondents are from the public sector.

Interpretation: The respondents from private sector banks are more than those working in public/government sector as the private sector employees were more cooperative and understanding on the other hand public sector employees were hard to persuade and non-cooperative hence less public sector employees responded to the survey.

Table 4.5: Educational Qualification of the Respondents

Education	No. of Respondents	Percentage (%)
Higher Education	2	1.9
Graduation	34	32.4
Post-Graduation	64	61.0
Above	5	4.8
Total	105	100

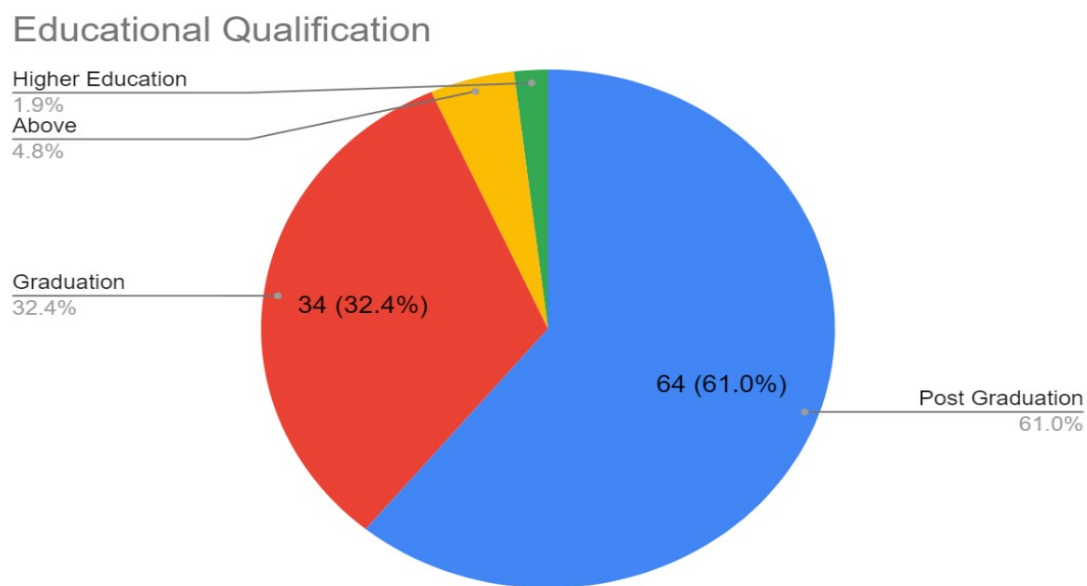


Figure 5

Analysis: The Table 4.5 and Figure 5 exhibit the educational qualification of the respondents; it can be seen that maximum number of employees are post graduates and constitute 61% of the total sample size. 32.4% of the employees are under graduates, 4.8% people have a doctorate degree or equivalent and 1.9% of the employees have higher education as their qualification.

Interpretation: The overall result is that majority of employees who responded to the questionnaire have post-graduation degrees followed by under graduate degrees. Only 4.8% have a higher degree than post-graduation. Some of the employees have only completed their higher education. Therefore, the sample collected is a mixture of literate and differently qualified people working together for attaining organisational goals and objectives.

Table 4.6: Working Experience of the Respondents

Sector	No. of Respondents	Percentage (%)
1-5 Years	18	17
5-10 Years	24	23
10-15 Years	29	28
15-20 Years	34	32
Total	105	100

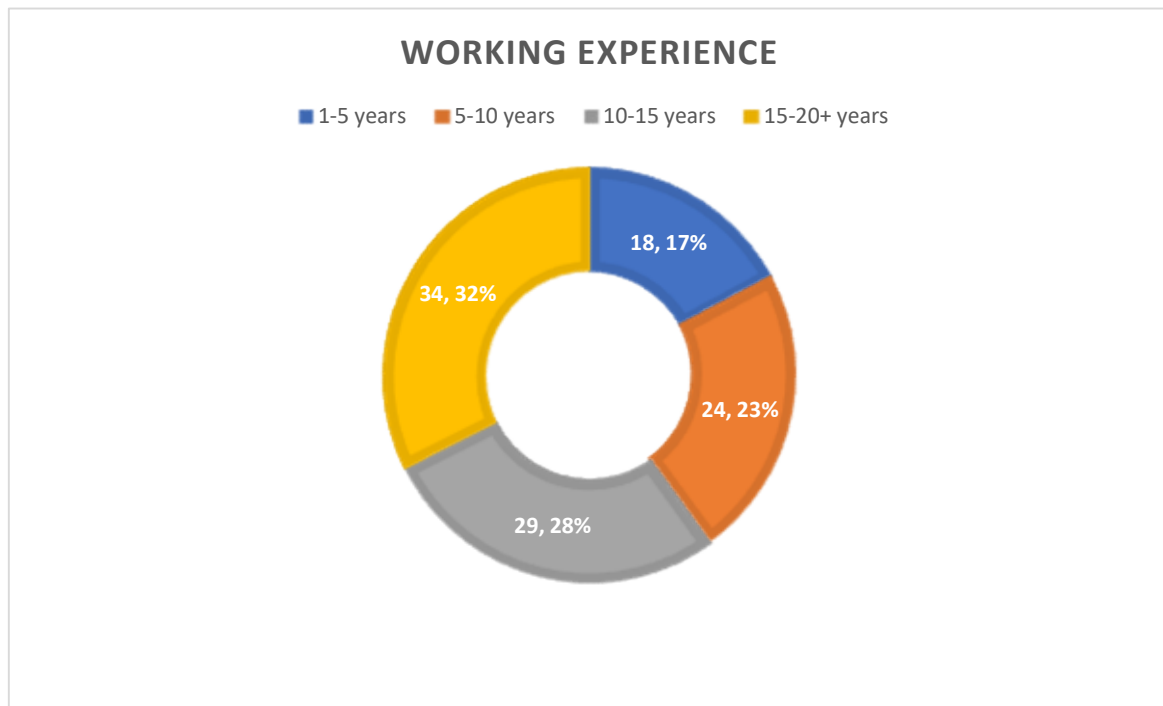


Figure 6

Analysis: The Table 4.6 and Figure 6 show the working experience of the employees of the banks. 32% of the employees are older and highly experienced having working experience of 15-20 years; followed by 28% of the employees having 10-15 years of experience, rest of the employees have working experience of 5-10 years and 1-5 years and constitute 23% and 17% of the sample size respectively.

Interpretation: As maximum number of respondents belong to the older age groups of 31-40 years and 41-50 years these employees have a greater working experience of 15-20+ years. The overall Sample collected is highly experienced and are loyal employees of their organisations. The collected sample is ideal for the research study as the employees know all about the HR policies, practices and culture of the organisation and know where their respective organisation leads and where it lacks.

Table 4.7: Clear Understanding of HR Policies in the Organisation

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	18	17.1
Agree	60	57.1
Neutral	24	22.9
Disagree	1	1
Strongly Disagree	2	1.9
Total	105	100

There is a clear understanding of HR policies & procedures in your organization?

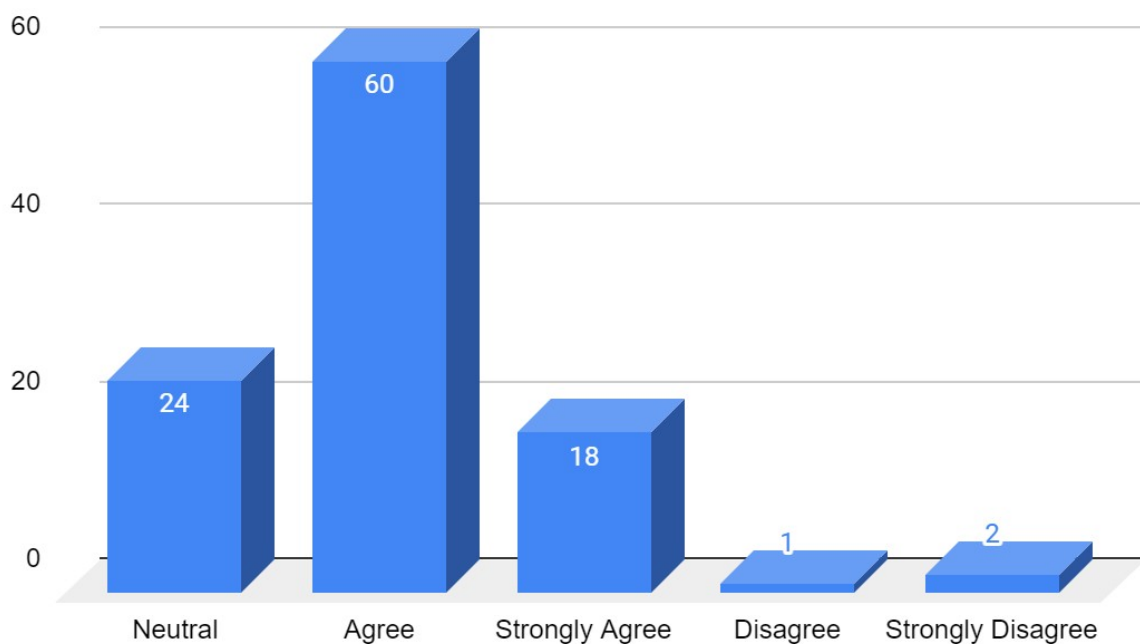


Figure 7

Analysis: The Table 4.7 and Figure 7 represent employees' opinion of clear understanding of HR policies and procedures in their organisations. 57.1% of the employees agree and 17.1% strongly agree with the statement above.

Interpretation: The overall result is that most of the employees agree that their organisation whether public or private has a clear understanding of HR policies and procedures, it shows that the managers of the organisations enforce HR policies efficiently for the growth and welfare of the organisation.

Table 4.8: Employer and Employee's Relationship in the Organisation

Particulars	No. of Respondents	Percentage (%)
Average	34	32.4
Good	61	58.1
Excellent	8	7.6
Poor	2	1.9
Total	105	100

How is the employer and employee's relation in the organization?

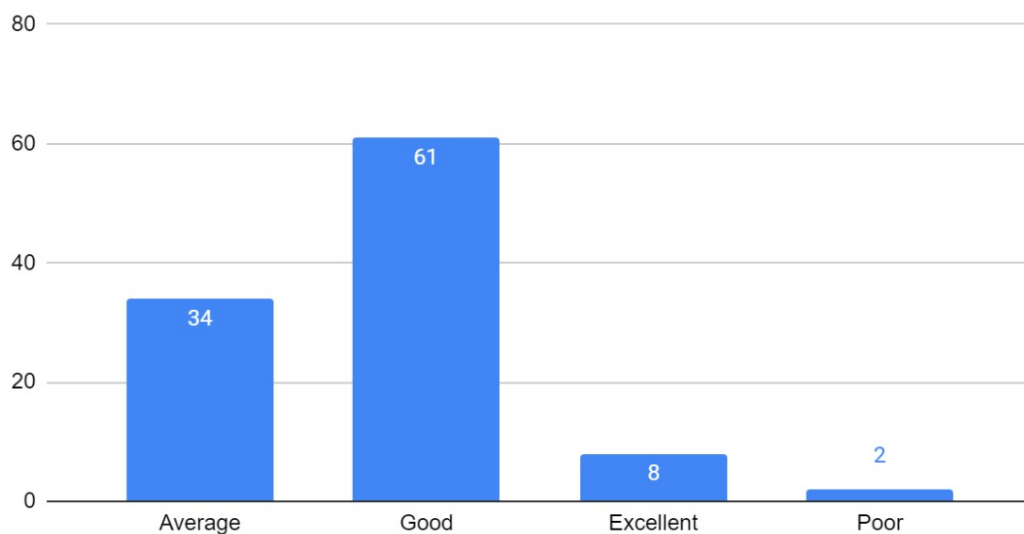


Figure 8

Analysis: The Table 4.8 and Figure 8 display the employer and employee's relations in the organisation. 58.1% and 7.6% of the respondents believe that their relation with the employers is good and excellent; 32.4% of the employees believe that it is average.

Interpretation: Good organisational relations are essential for productivity and growth of the organisation. The majority of respondents from the sample collected from both public and private sectors believe that they have good employer - employee relations this promotes good working environment and transparency in the organisation.

Table 4.9: HR Practices of the Organisation Makes Tasks Easier and Comfortable

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	19	18.1
Agree	62	59
Neutral	17	16.2
Disagree	5	4.8
Strongly Disagree	2	1.9
Total	105	100

HR practices of your organization make your task easier & more comfortable?

105 responses

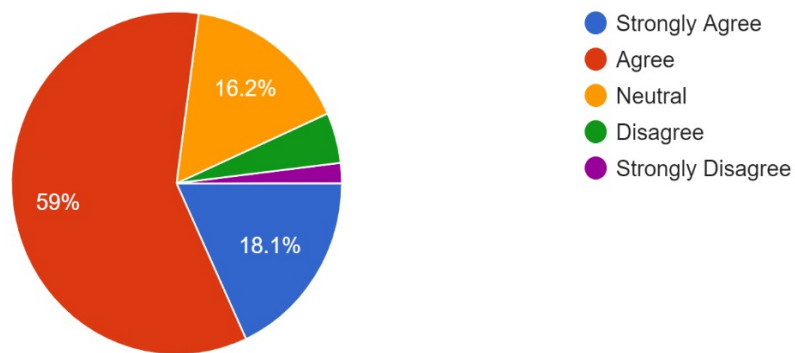


Figure 9

Analysis: The Table 4.9 and Figure 9 denote if the HR practices of the organisation make the employee's tasks easier and comfortable. 59% of the employees agree with the statement and merely 4.8% people disagree.

Interpretation: The feedback received from the respondents is that they are positive that the HR practices of their organisation make their tasks easier and more comfortable. The implementation of substantial HR practices in an organisation leads to less work stress and higher efficiency in the employees and overall working environment is also elevated.

Table 4.10: HR Practices of the Organisation are implemented with Utmost Transparency

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	9	8.6
Agree	47	44.8
Neutral	40	38.1
Disagree	7	6.7
Strongly Disagree	2	1.9
Total	105	100

HR practices are implemented with utmost transparency in your organization?

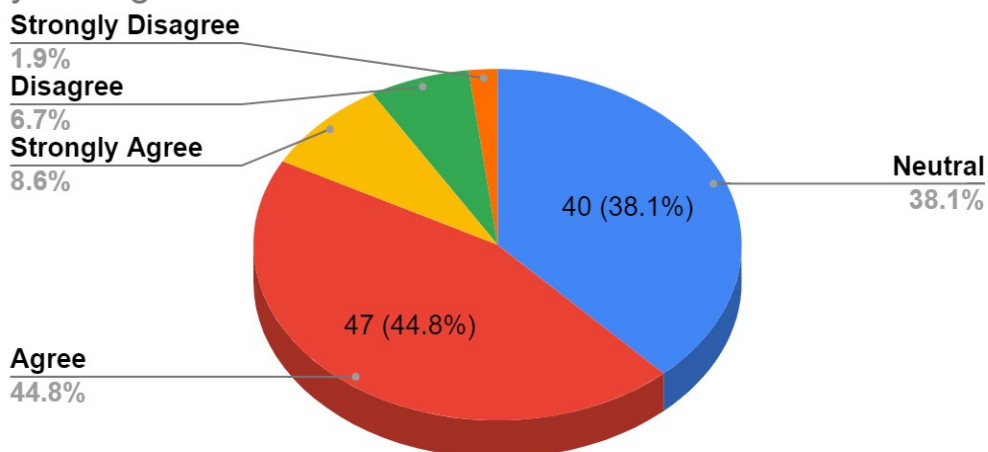


Figure 10

Analysis: The Table 4.10 and Figure 10 exhibit the employee’s opinion on transparency in HR policies and practices in the organisation; 44.8% of the employees agree with the statement above and 38.1% of the people had neutral opinion on the statement.

Interpretation: The overall feedback received from the employees was positive as most of them agreed to HR policies being transparent in their firms also a large portion of the sample collected remained neutral about the question. Transparency in HR practices leads to clear understanding of aims of the organisation and improves communication in the organisation.

Table 4.11: HR Practices of the Organisation are Flexible

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	15	14.3
Agree	53	50.5
Neutral	27	25.7
Disagree	9	8.6
Strongly Disagree	1	1
Total	105	100

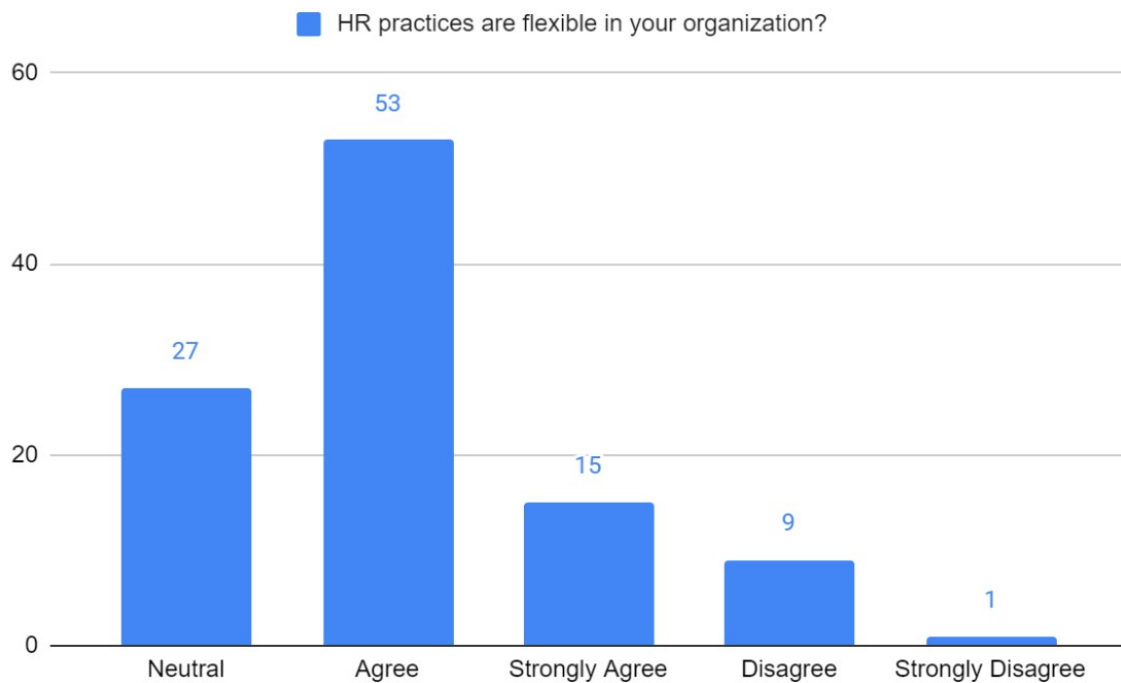


Figure 11

Analysis: The Table 4.11 and Figure 11 reveal the flexibility in the HR policies of the firms. Maximum number of employees from both private and public firms agreed that the HR policies are flexible and dynamic.

Interpretation: Dynamism in HR policies is a must for any organisation as flexible HR policies ensure the firms adaptability to changes in the environment both external and internal, the positive reply of the employees shows that the firms adapt to changes easily and makes proper and required changes in their policies.

Table 4.12: The Factors Impact Employee’s Performance the Most

Particulars	No. of Respondents	Percentage (%)
HR Practices	22	21
Organisational Culture	53	50.5
Relationships	21	20
External Factors	4	3.8
Internal Factors	5	4.8
Total	105	100

Which one of the following factors impact the employee's performance?

105 responses

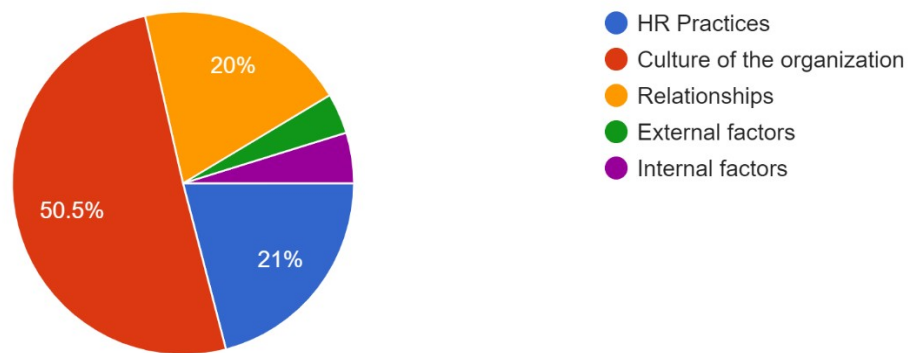


Figure 12

Analysis: The Table 4.12 and Figure 12 show the factors that impact the employee’s performance. Out of the given options maximum number of respondents i.e., 50.5% confirmed that the culture of the organisation plays the most vital role in employee performance followed by HR practices and relations in the organisation.

Interpretation: It can be concluded from the responses of the employees that organisational culture is the most influential factor in the performance of employees. Work culture drives the people to work efficiently and effectively and therefore results in easier management and higher productivity.

Table 4.13: Types of Training Provided by the Organisation

Particulars	No. of Responses out of 105	No. of Responses (in %)
Supervisory & Management Skills	54	51.4
Communication Skills	64	61.0
Technical Skills	71	67.6
New Equipment/Methods	37	35.2
Safety	48	45.7
Productivity Enhancement	42	40.0
Customer Service	49	46.7
Product Knowledge	48	45.7
Organisational Development/Career Planning	35	33.3
Employee Motivation	48	45.7
Data Processing	38	36.2
Team Building	55	52.4
Time Management	42	40.0
Health Promotion	35	33.3

Please tick the types of employee training provided by the organization?

105 responses

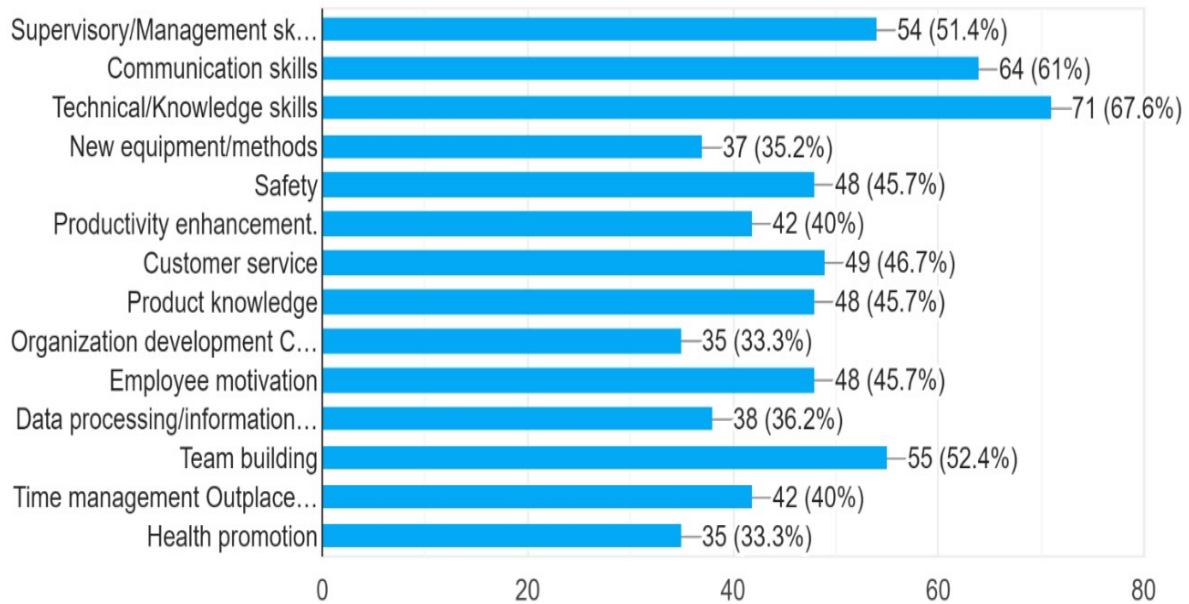


Figure 13

Analysis: The Table 4.13 and Figure 13 exhibit the types of training programs conducted by the organisations for their employees. The following are the most commonly provided training types according to the employees of the organisations, 67.6% of the employees chose technical skills, 51.4% selected supervisory & management skills, 61% picked communication skills, 46.7% selected customer service, 52.4% team building and 45.7% selected employee motivation.

Interpretation: The responses from the employees suggest that the banking organisations provide various types of trainings to the employees who are essential for the growth of both the employees and the organisation. Employee training is vital for the efficiency and effectiveness of employees also it leads to greater productivity and job satisfaction in the entire firm.

Table 4.14: Performance Appraisal is Extended to all Members of the Organisation

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	22	22.2
Agree	58	55.8
Neutral	20	19.2
Disagree	9	8.6
Strongly Disagree	1	1
Total	105	100

Performance appraisal system is extended to all members of the organization?

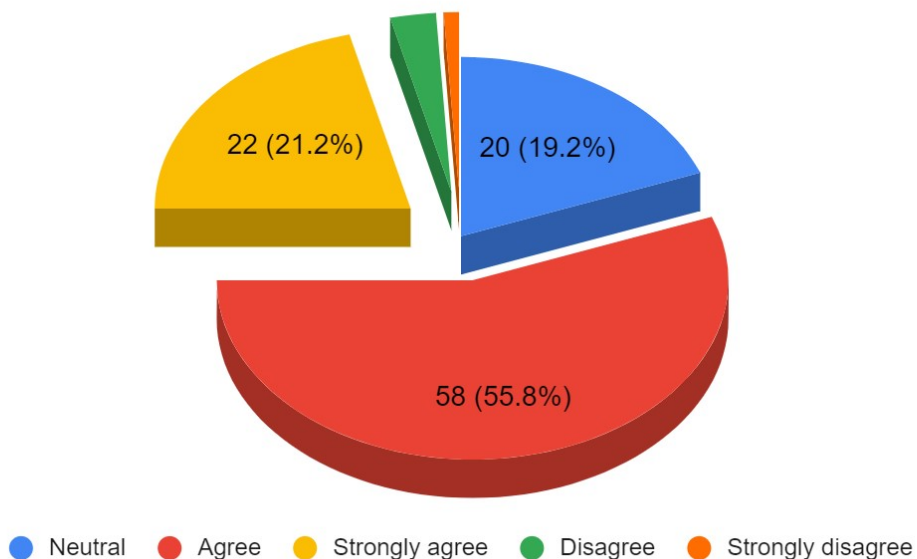


Figure 14

Analysis: The Table 4.14 and Figure 14 whether the performance appraisal system in the organisation is extended to everyone in the organisation, 21.2% employees strongly agree and 55.8% agree with the statement.

Interpretation: Performance appraisal or evaluation is vital for enhancing the performance of the employees and leads to promotions and transfers. Both public and private sector ban employees answered positively when asked about performance appraisal being extended to everyone in their firms.

Table 4.15: Distinct Career Paths and Internal Promotion Norms are Present within the Organization

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	19	18.1
Agree	59	56.2
Neutral	20	19.0
Disagree	6	5.7
Strongly Disagree	1	1
Total	105	100

There are distinct career paths and internal promotion norms within the organization?

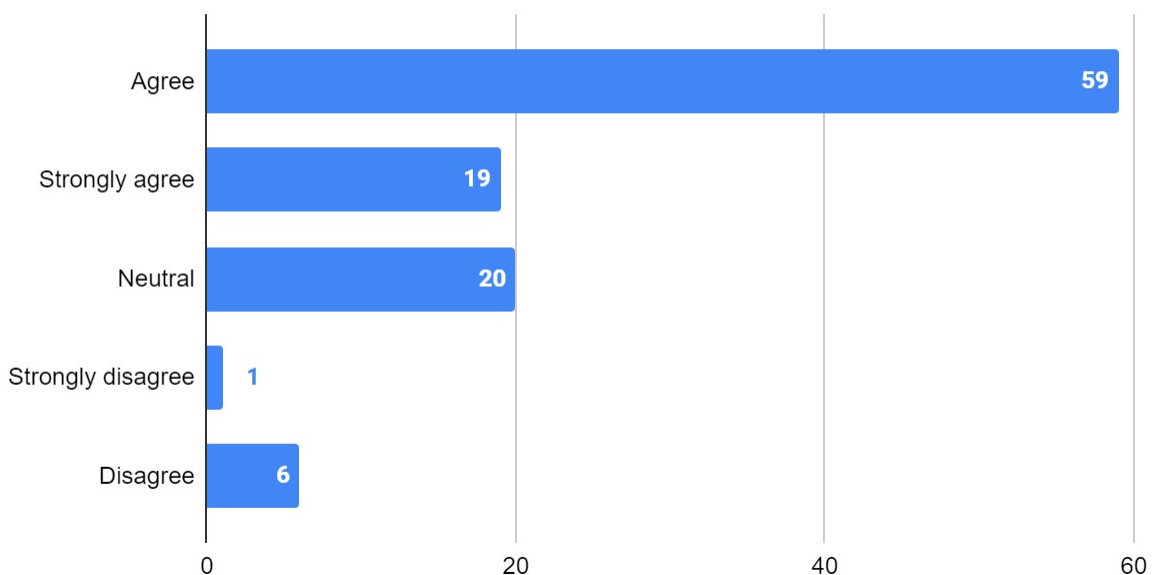


Figure 15

Analysis: The Table 4.15 and Figure 15 display distinct career paths and internal promotion norms within the organisation 56.2% of the employees agree with the statement. 19% of the people remained neutral about the statement.

Interpretation: The feedback received from the respondents was affirmative that their respective organisations have proper norms for promotions and also have distinct career paths.

Table 4.16: The Organisation Conducts Exit Interviews

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	8	7.6
Agree	29	27.6
Neutral	30	28.6
Disagree	31	29.5
Strongly Disagree	7	6.7
Total	105	100

The organization conducts exit interviews?

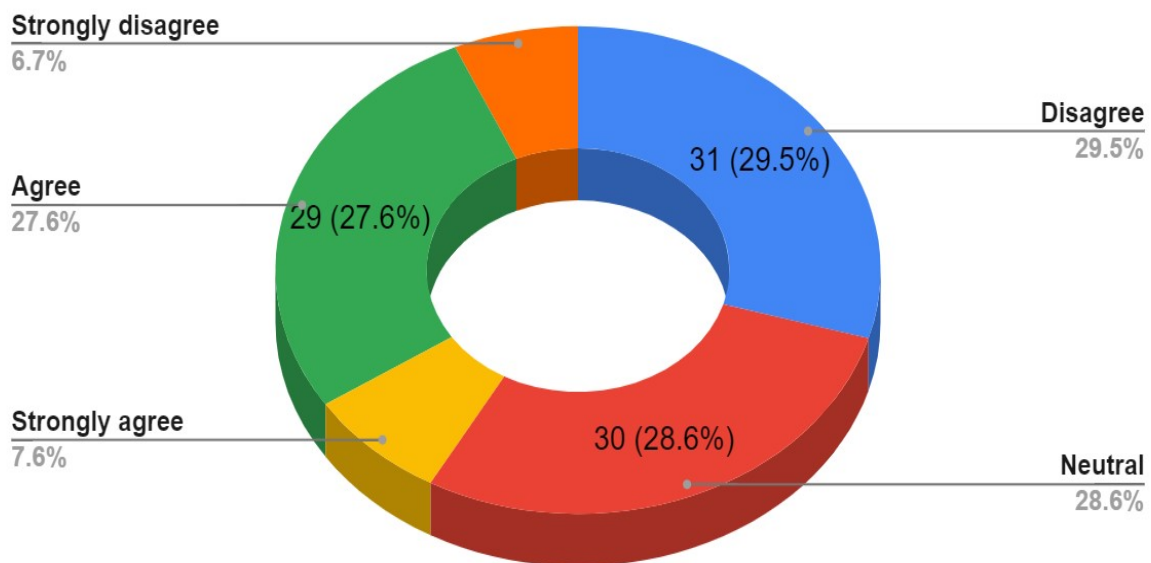


Figure 16

Analysis: The Table 4.16 and Figure 16 shows whether the firms conduct exit interviews of the employees, although the overall answer is positive, a majority of people also disagree and/or are neutral about the question.

Interpretation: Greater positive feedback is received from private sector employees than that of public sector employees. This shows that private sector is more concerned about their employees.

Table 4.17: The Organisation has Provision for Employee Recognition and Awards

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	21	20
Agree	50	47.6
Neutral	21	20
Disagree	11	10.5
Strongly Disagree	2	1.9
Total	105	100

The organization has provision for employee recognition and awards?

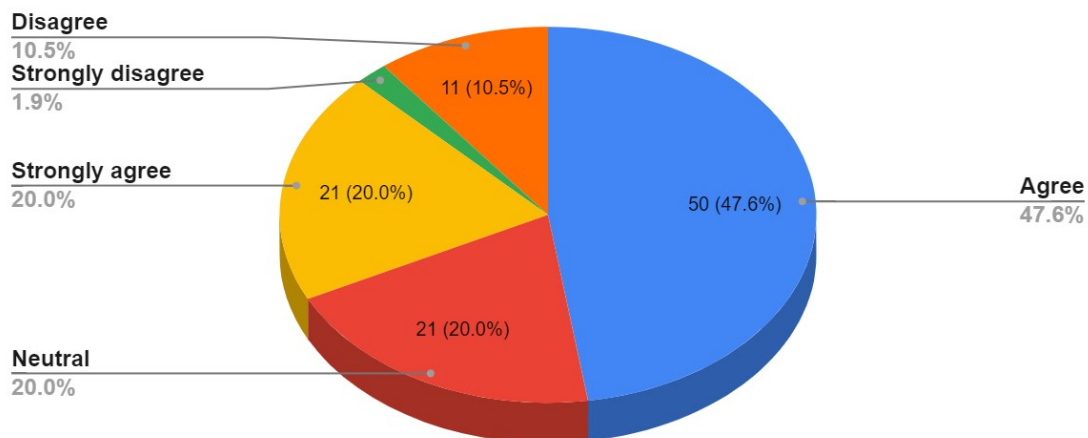


Figure 17

Analysis: The Table 4.17 and Figure 17 display the state of employee recognition and awards in the organisation. 47.6% of the people agreed and 20% of the people strongly agreed to the statement.

Interpretation: The feedback received is very positive as nearly 70% of the employees from both sectors agreed that they have provisions for employee recognition and awards in the organisations.

Table 4.18: The Wages and Salary System is Satisfactory in the Organisation

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	15	14.28
Agree	39	37.14
Neutral	45	43
Disagree	5	4.7
Strongly Disagree	1	1.00
Total	105	100

The wages and salary system in the organization is satisfactory?

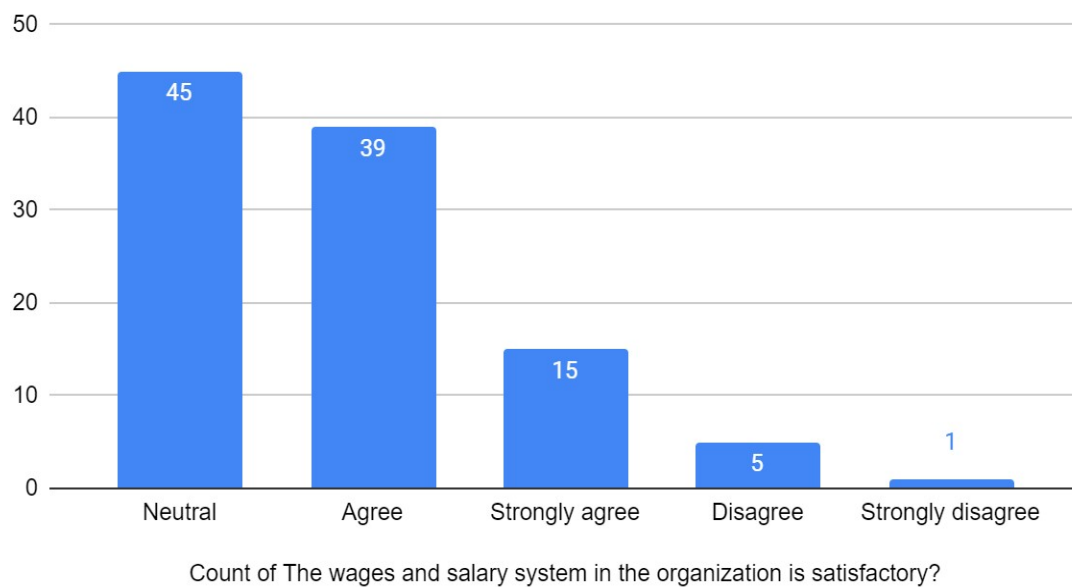


Figure 18

Analysis: The Table 4.18 and Figure 18 exhibit the satisfaction of employees from wages and salary in their organisation, majority of the respondents (43%) remained neutral regarding the question.

Interpretation: The feedback received shows that most of the employees remained neutral when asked about the satisfaction from their wages and salaries and other than that most employees had a positive response to the statement.

Table 4.19: Reward Should Be Given on The Basis of Better Performance

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	44	41.9
Agree	41	39
Neutral	15	14.3
Disagree	4	3.8
Strongly Disagree	1	1
Total	105	100

Count of Reward should be given on the basis of better performance?

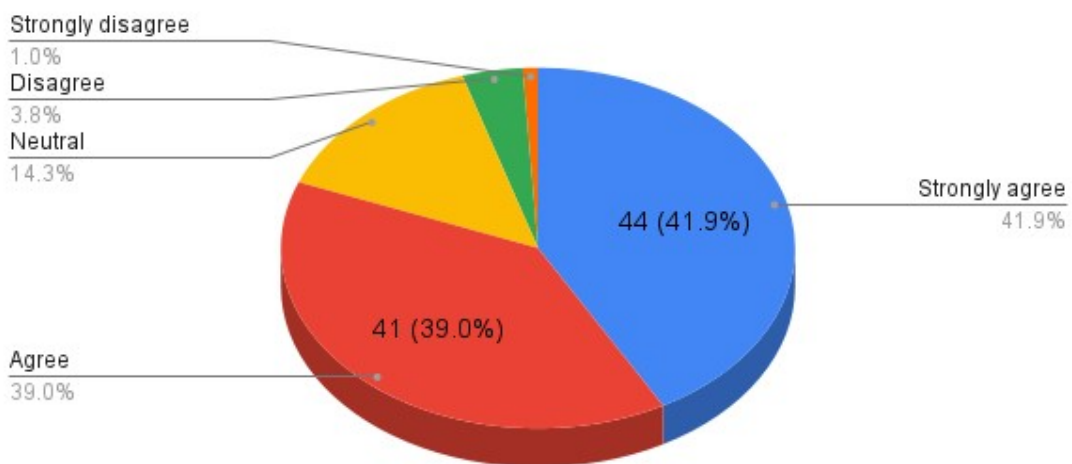


Figure 19

Analysis: The Table 4.19 and Figure 19 express that 80% of the sample size agrees that reward should be given on the basis of performance of the employees.

Interpretation: The overall result is positive that the employees want rewards to be given on the basis of performance as it makes the process unbiased and transparent.

Table 4.20: Providing Reward and Recognition to The Employees Increases the Productivity of The Organisation

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	46	43.8
Agree	41	39
Neutral	16	15.2
Disagree	1	1
Strongly Disagree	1	1
Total	105	100

Count of Do you feel that providing reward and recognition to the employees increases the productivity of the organization?

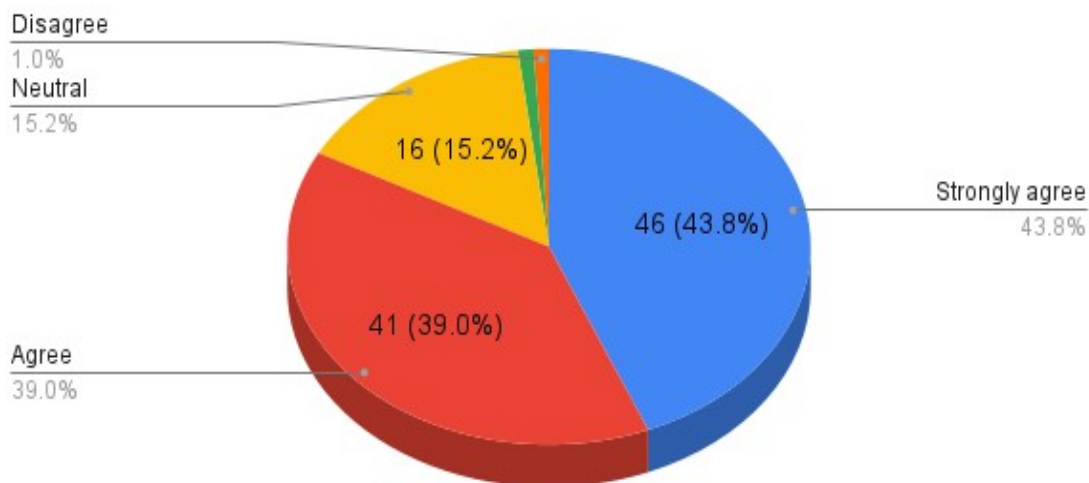


Figure 20

Analysis: The Table 4.20 and Figure 20 represent that 87% of the employees of both sectors agree that productivity of the employees is increased by providing proper rewards and recognition to the employees.

Interpretation: The conclusion can be made that maximum employees from both types of firms know and agree that the productivity of employees is increased through provision of good rewards and recognitions to the employees.

Table 4.21: Performance Standards are Carefully Developed Based on Employee’s Opinion

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	12	11.4
Agree	41	39
Neutral	41	39
Disagree	8	7.6
Strongly Disagree	3	2.9
Total	105	100

Count of Performance standards are carefully developed on the basis of employee's opinion?

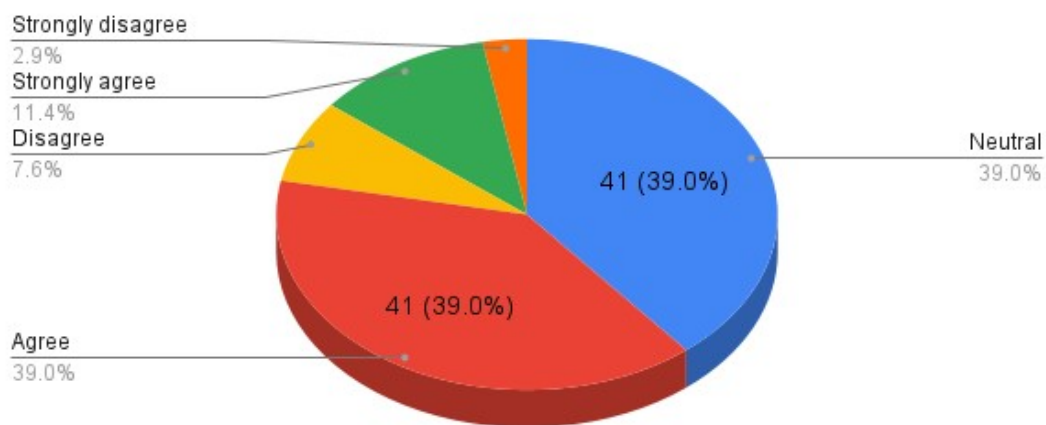


Figure 21

Analysis: The Table 4.21 and Figure 21 exhibit whether the performance standards are developed according to the employees. Equal number of employees constituting 78% of the total sample collected agreed and remained neutral about the statement.

Interpretation: While most of the employees remained neutral when asked about the performance standards a greater number of employees agreed that their firm considers employees suggestions and opinions, which promotes good organisational relations.

Table 4.22: The Organisation Encourages Employees to Suggest Product/Process Improvement

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	21	20
Agree	52	49.5
Neutral	22	21
Disagree	8	7.6
Strongly Disagree	2	1.9
Total	105	100

Count of The organization encourages employees to suggest product/process improvement?

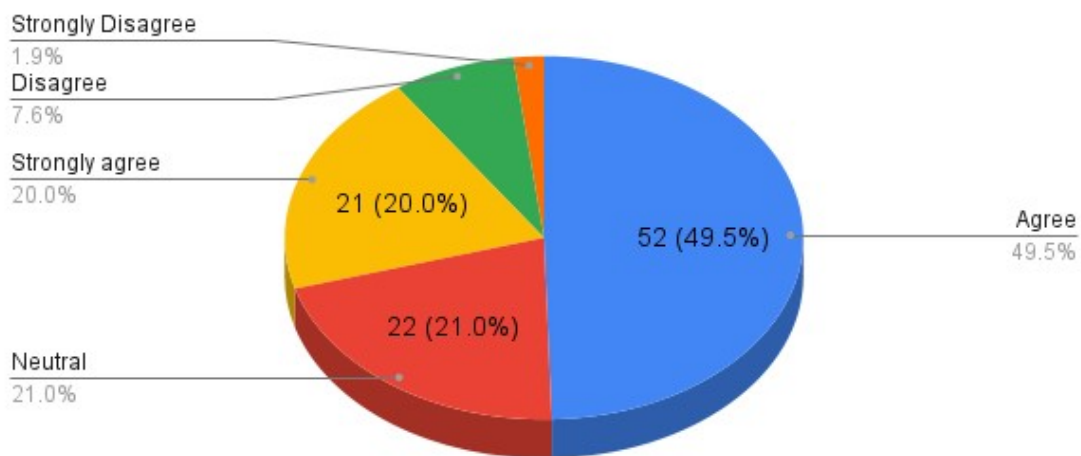


Figure 22

Analysis: The Table 4.22 and Figure 22 demonstrate if the organisation considers employee's suggestions for improvement of products or processes of the organisation, maximum number of employees had a positive response to the question approximately 70% of the employees agreed to the statement.

Interpretation: The respondents had a very positive response when asked about the organisational situation of employee participation in product development, this shows the firms want their employees to feel included in the decision making of the organisations.

Table 4.23: The Organisation Manages Changes by Integrating HR Issues with Business Strategies

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	9	8.6
Agree	51	48.6
Neutral	38	36.2
Disagree	6	5.7
Strongly Disagree	1	1
Total	105	100

Count of The organization has been managing changes by integrating the HR issues with the business strategies and the

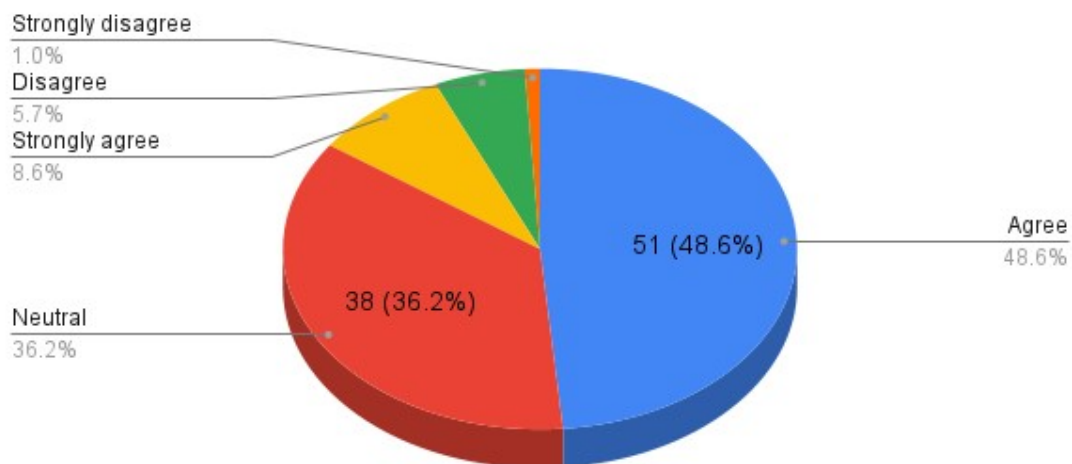


Figure 23

Analysis: The Table 4.23 and Figure 23 display that 48.6% of the employees agree and 8.6% of them strongly agree that their organisation manages changes by integrating HR issues with the business strategies.

Interpretation: Integrating HR issues with business strategies to manage organisational change helps the firms to be flexible and dynamic. The feedback received from the employees was positive.

Table 4.24: Adequate Growth Opportunities are Available in the Organisation

Particulars	No. of Respondents	Percentage (%)
Strongly Agree	15	14.3
Agree	51	48.6
Neutral	18	17.1
Disagree	16	15.2
Strongly Disagree	5	4.8
Total	105	100

Count of Adequate growth opportunities are available in the organization?

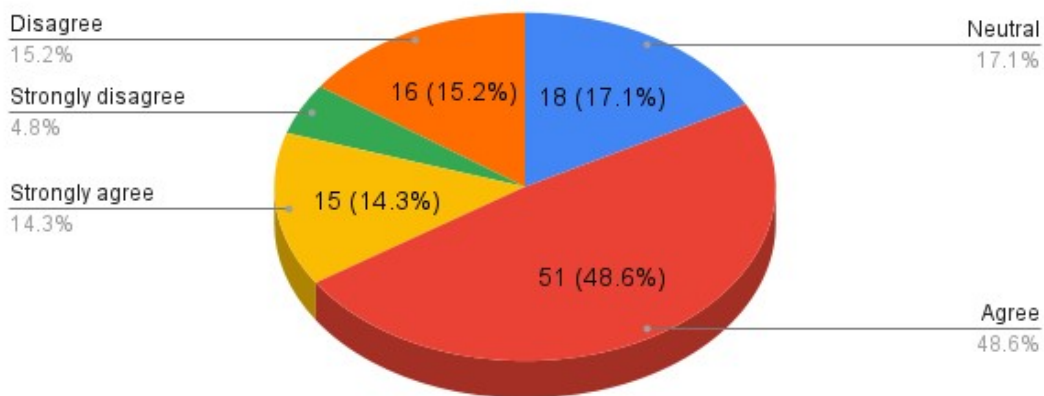


Figure 24

Analysis: The Table 4.24 and Figure 24 represent if there are adequate growth opportunities available in the organisation. 48.6% of the people agree with the statement and as low as 15.2% of the employees disagree with the statement.

Interpretation: Growth opportunities are sought by every employee as everyone wants personal growth. It is the responsibility of an organisation to provide growth opportunities to the employees so that their full potential can be tapped. The feedback received after talking to the employees was that the private banks provided more growth opportunities to the employees.

Table 4.25: Factors Important for Job Satisfaction Among Employees

Particulars	No. of Respondents	Percentage (%)
Working Conditions	25	23.8
Welfare Benefits	13	12.4
Participation in Mgmt.	14	13.3
Organisational Culture	17	16.2
Salary	36	34.3
Total	105	100

Count of Which of these are important for the job satisfaction?

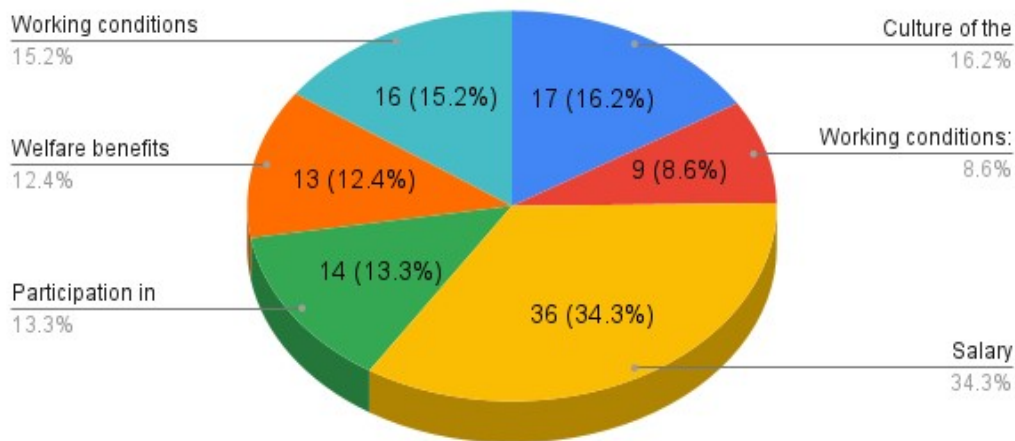


Figure 25

Analysis: The Table 4.25 and Figure 25 exhibit the various factors that employees think are important for job satisfaction, among the various factors, salary provided by the firm and working conditions of the organisation were the most selected by the employees.

Interpretation: The conclusion can be drawn from the above analysis that salary and working conditions of the firm has the most effect on efficiency and job satisfaction of the employees.

Table 4.26: Internal Factors That Affect the Organisation

Particulars	No. of Respondents	Percentage (%)
Time Horizon	5	4.8
Company's Policies & Strategies	53	50.5
Production/Operational Policies	16	15.2
Trade Unions	11	10.5
Organisational Growth Cycle	20	19
Total	105	100

Count of Which internal factor affects the organization the most?

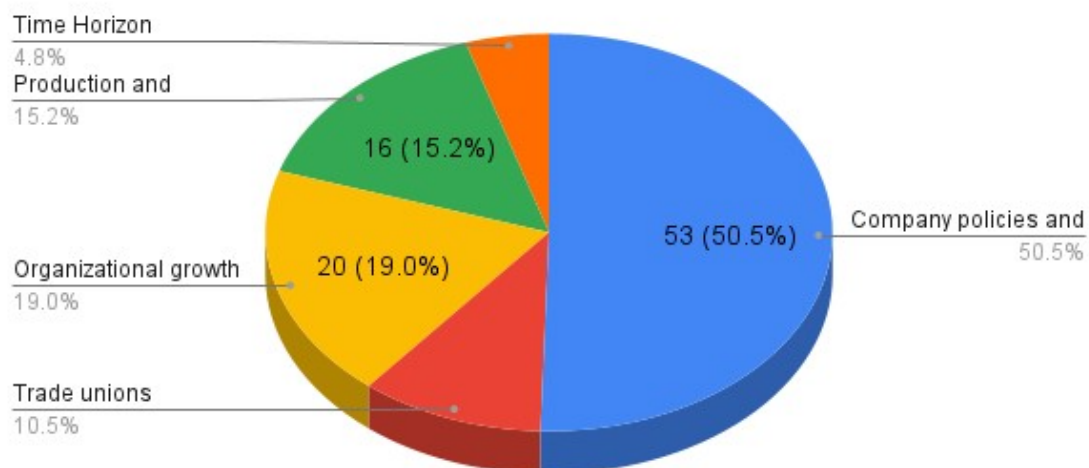


Figure 26

Analysis: The Table 4.26 and Figure 26 display the internal factors that affect the organisation, 50.5% of the employees believe that company policies and strategies have the greatest impact on the firm.

Interpretation: Internal Factors are the drivers that control the organisation's decisions and functions from within the organisation, from the responses collected from the employees it can be summed up that the company policies and strategies are the key internal factors.

Table 4.27: External Factors Affecting the Organisation

Particulars	No. of Respondents	Percentage (%)
Govt. Policies	34	32.4
Level of Economic Development	14	13.3
Business Environment	38	36.2
Technological Factors	11	10.5
Other Factors	8	7.6
Total	105	100

Count of Which external factor affects the organization the most?

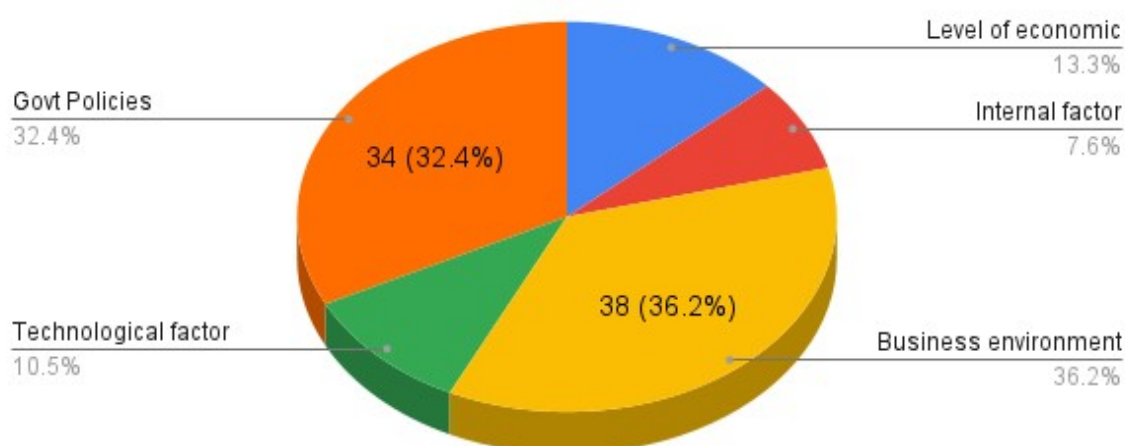


Figure 27

Analysis: The Table 4.27 and Figure 27 show which external factors affect the organisation the most, according to 68.6% of the respondents, business environment and government policies are the major external factors that affect the firms.

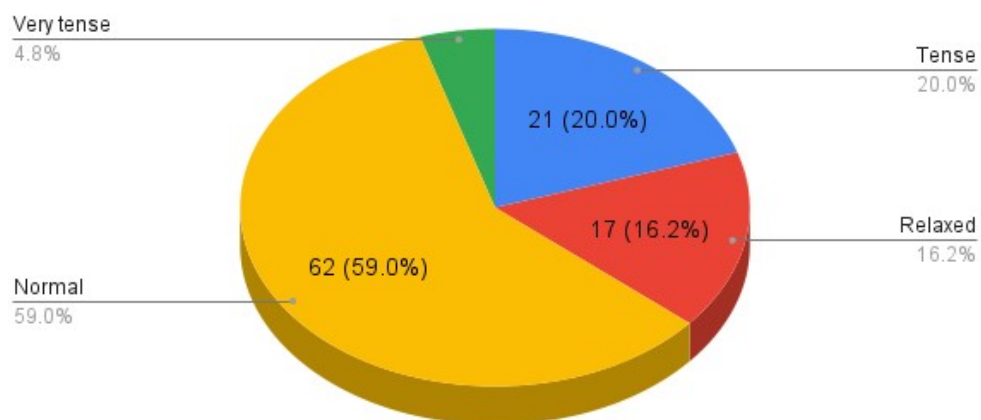
Interpretation: External factors are the drivers that affect the functioning of the organisation from the outside; the employees of the banks believe that business environment and government policies affect the functioning of the firm the most.

Table 4.28: Description of Working Environment

Particulars	No. of Respondents	Percentage (%)
Very Tense	5	4.8
Tense	21	20
Normal	62	59
Relaxed	17	16.2
Total	105	100

Figure 28

Count of How would you describe your working environment?



Analysis: The Table 4.28 and Figure 28 depict the working environment of the organisation according to the employees, 59.0% of them believe the working environment is normal followed by 20% of the employees who believe that the environment is tense.

Interpretation: The employees of both public and private banks had mixed responses to the question and most of them believe that the working environment is normal. Working environment plays an essential role in productivity, profitability and growth of the organisation.

Table 4.29: Maintaining Good Relations Promotes Growth of the Organisation

Particulars	No. of Respondents	Percentage (%)
Yes	77	73.3
No	1	1
Maybe	17	16.2
Somewhat	10	9.5
Total	105	100

Count of Maintaining the good relationship in the organization promotes the growth of organization?

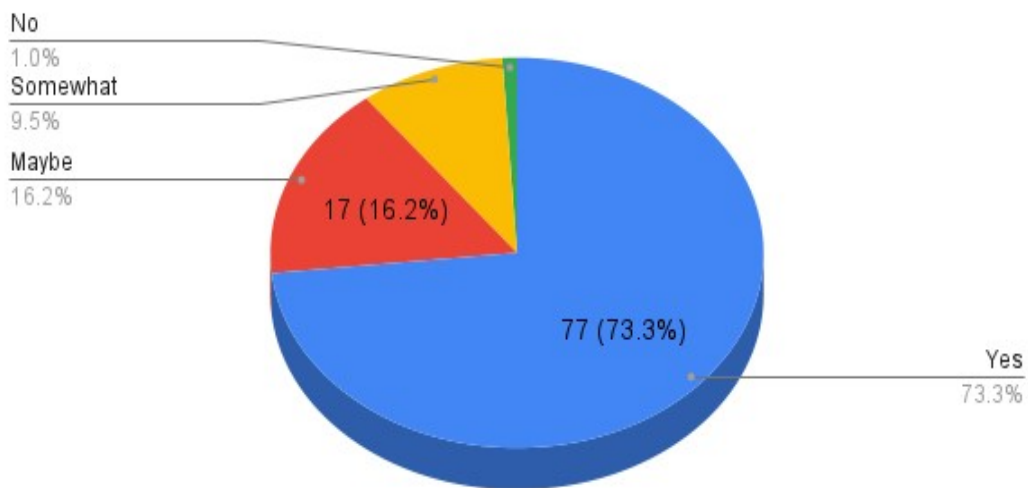


Figure 29

Analysis: The Table 4.29 and Figure 29 display if the employees agree or not that good industrial relations lead to organisational growth, 73.3% of the respondents had a positive response to the statement.

Interpretation: Organisational relations play a vital role in overall growth of the firm and the maximum number of employees from both public and private sector banks agree to the statement.

Table 4.30: Reason for Low or Poor Performance in the Organisation

Particulars	No. of Respondents	Percentage (%)
Lack of Skill	25	23.8
Lack of Knowledge	10	9.5
Lack of Training	32	30.5
Lack of Experience	16	15.2
Other	22	21
Total	105	100

Count of What is the reason for the low or poor performance in the organization?

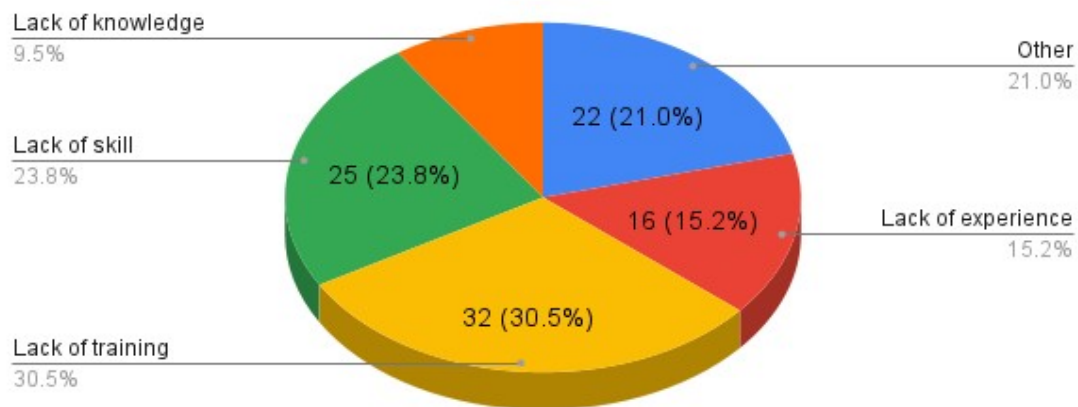


Figure 30

Analysis: The Table 4.30 and Figure 30 provide insight on what the employees believe lacks in their organisation and causes poor performance and the most common answer was lack of training of employees agreed by 30% of the employees out of the total sample size.

Interpretation: The feedback received from the employees is that the most dominant cause of low performance in their organisation is lack of training of the employees followed by the lack of skill of the employees. Both of these major causes can be sorted out by providing good training and launching skill development programs for the employees of the organisation.

Table 4.31: Which Program Needs to be Launched in the Organisation

Particulars	No. of Respondents	Percentage (%)
Cultural Program	9	8.6
Leadership Program	14	13.3
Personality Development	19	18.1
Skill Development	38	36.2
T&D Program	25	23.8
Total	105	100

Count of Which of the following employee program needs to be launched?

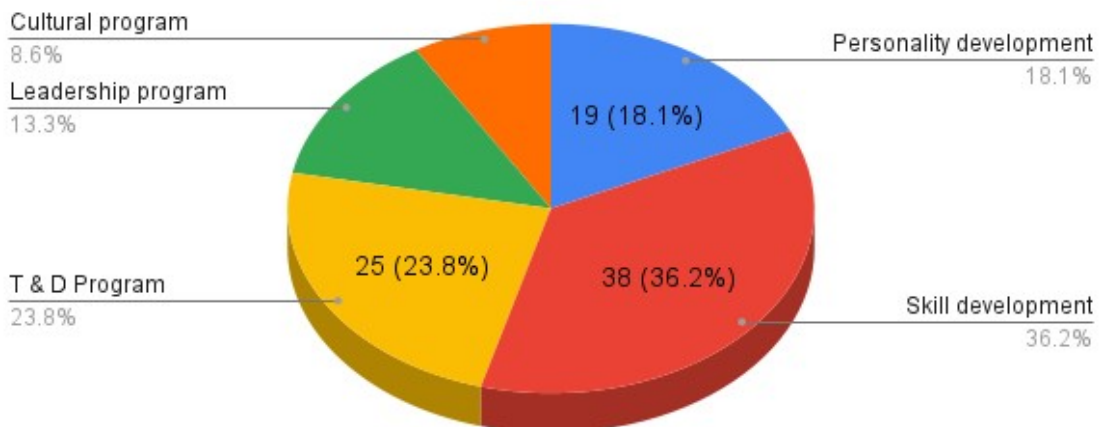


Figure 31

Analysis: The Table 4.31 and figure 31 represent the opinions of employees regarding the type of training program needed in the organisation. 36.2% of the respondents believe that their organisation needs skill development program, 23.8% think training and development program needs to be launched, 18.1% want personality development program in their organisations.

Interpretation: The conclusion can be drawn from the above analysis that out of various kinds of training programs the most selected type was skill development program followed by T&D and personality development programs.

Chapter-5

SUMMARY AND CONCLUSION

Employees' perception of organizational HR policies and practices is the topic of this study. The main objective of the study was to identify and compare the prevailing HR practices in the banking sector, also to study the dimensions of existing organizational culture in public and private sector banks and know the perception of employees about the work culture and HR policies & practices of their organization. The study was entirely based on the primary data. The study is based on the responses of the employees working in an organization. The data is interpreted and analysed through percentage analysis and represented with the help of different pie charts and bar charts.

The report brings the following points forward:

1. Both public and private sector banks have a clear understanding of HRM policies and culture in their organisation. The employer-employee relations in the organisations are also good.
2. The private sector banks had more respondents than the public sector banks, the employees of the private sector banks were more cooperative and empathetic, and on the other hand, public sector employees were non-cooperative and less interactive.
3. The study shows that financial institutions have flexible and transparent HRM policies and practices.
4. It was noted that organisational culture has the most impact on an employee's performance and HRM policies of the organisation reduce the work pressure and make tasks easier for the employees.
5. Although the analysis shows that both private and public firms provide adequate growth opportunities private sector banks tend to provide more growth opportunities than public sector banks.
6. The employers make sure to consider employee's opinions and suggestions in decision making
7. The productivity and efficiency of the employees can be increased through the provision of rewards and recognition to employees.

8. The financial institutions take proper measures for the job satisfaction and motivation of the employees.
9. Various types of employee training and development programs are provided by the banks for enhancing the performance and productivity of the employees.
10. The firms have provisions for employee recognition and awards as well as internal promotion norms, better performance of employee's leads to promotion and rewards to the employees, and the private sector banks provide more of these facilities than that public sector banks.

Conclusion

Banking Industry is a high human involvement sector; therefore, it needs to integrate human resource management strategies with the business strategy. HRM practices include managing the workforce by creating commitment, better quality of services to consumers, and improving teamwork. The other practices of HRM are recruitment, placement, and performance management effective HR practices play an important role in gaining a competitive edge in business. The employees of the banking sector seem to be satisfied with the functioning and management of human resources in their organisations but improvement is needed in both public and private sectors of the industry to continue the smooth functioning and also improve productivity and organisational relations.

Suggestions and Recommendations

Suggestions for Improvement in HRM in Public Sector Banks:

- Awareness must be created at all levels that HRM is everyone's business and systems for creating such awareness should also be developed.
- The scope of schemes related to employee suggestions needs to be expanded to make it more participative and effective practice and useful suggestions must be encouraged.
- A new manual for computer audit should be prepared and the access to software, the type of access, and the risks involved are required to be assessed periodically so that computerized branches serve the purpose of an audit and do not become a routine.

- A thorough and scientific screening of the participants should be done before selecting employees for training so that the right types of personnel can be selected for the right type of training.
- The establishment of a powerful HRM committee at the corporate level should be done by the banks. Also, the form and the scope of the Training Committee should be checked by conducting meetings at least once in 3 months.

Suggestions for Improvement in HRM in Private Sector Banks:

- Commitment towards work and HRM should be shown by the officers of private banks.
- Need Analysis Workshops in Training and Development need to be conducted by the HRM department for those employees as well as officers, whose performances are below the standard, training will help to improve the performance as per standards of the organisation
- Timely feedback from the employees should be taken so that it helps in motivating them.
- Recreational facilities like organizing events, games, planting trees, wishing their employees on birthdays, etc. that help them lead an efficient and stress-free life must be introduced and inculcated in the culture.

LITERATURE CITED

- Bande, A. 2017. Employee perception about organizational hr practices & culture. *Laxmi Publication*.
- Budhwar S. and Boyne G. 2004. Human resource management in the Indian public and private sectors: an empirical comparison. *International Journal of Human Resource Management***15**: 346-370.
- Gibbons M. "What are hr policies? + 7 main types to have in place." *People Managing People*, peoplemanagingpeople.com, 1 Mar. 2021.
- Jain V K. 1996. HRD practices in Indian industries. Anmol Publications Pvt. Ltd. New Delhi.
- Jaskiene. and Jolanta. 2015. HRM practices enhancing research performance. *Procedia - Social and Behavioural Sciences* **213**:775-780.
- Khan A. 2015. An empirical analysis of hr policies on the performance of employees in banking industry: a case study of state bank of India (SBI). *International Journal of Multidisciplinary Research and Development***2**:308-312.
- Lamaan S. 2017. Human resource policies in banking sector in India: an empirical exploration of selected banks. *Int. J. of Inov. and App. Res.* **5**:16-21.
- Limboore N. 2014. A study of banking sector in India and overview of performance of Indian banks with reference to net interest margin and market capitalization of banks. review of research. **679**:1-11.
- Mishra P. and Bhardwaj G. 2002. HRD climate: an empirical study among private sector managers. *IJIR*, **38**:48-54.
- Nagpal T. and Mishra M. Analysing Human Resource Practices for Decision Making in Banking Sector using HR analytics, *Materials Today: Proceedings, 2021*, ISSN 2214-7853.
- Pattanayak, B. 2001. Human resource perspective in corporate excellence: a proposed model. *IJIR***36**:98-102.
- Pillai P R, 2008. Influence of HRD climate on the learning orientation of bank employees. *Indian journal of Industrial relations* **43**:406-418.
- Raina B. and Kalse A. 2019. A study of employee's perception of human resource practices and work engagement in hospitality industry (Mumbai). *International Journal of Scientific & Technology Research* **25**:306-13.
- Ray, Shimul, Bagchi, Sraboni, Alam, Shahbub, Luna. and Salma U. 2021. Human resource management practices in banking sector of Bangladesh: a critical review. **23**:1-07.
- Sami L. & Khan A. 2016. HRD Practices in Indian Software Companies. *International Research Journal of India***2**:1-9.

- Sandhya M. "HR policies: meaning, factors, types, steps, guidelines, procedures, advantages." *Economics Discussion*, www.economicsdiscussion.net, 19 May 2020.
- Saraswathi. 2010. Human Resources Development Climate: An Empirical Study. *International Journal of Innovation, Management and Technology* **1**:174-180.
- Singh, K., 2003. Strategic HR orientation and firm performance in India. *International journal of human resource management* **14**:530-543.
- Solkhe A. and Chaudhary N. 2011. HRD climate and job satisfaction: an empirical investigation. *International Journal of Computing and Business Research*, **2**:1-20
- Ying W, Sunghoon K, Alannah R. and Karin S. (2020) Employee perceptions of hr practices: A critical review and future directions, *The International Journal of Human Resource Management*, **31**:128-173.
- Zardasht P, Omed S. & Taha S. (2020). Importance of HRM policies on employee job satisfaction. *Black Sea Journal of Management and Marketing***1**: 49-57.

APPENDIX

Questionnaire

Dear sir/madam

I am working on the project titled “Employee Perception about Organizational HR Policies & Practices” as a part of MBA curriculum. Please read the following statements carefully and give your response. I assure you that information provided by you will be used for academic and research purposes and will not be divulged. I shall be highly thankful to you for your co-operation.

- 1) Name: _____
- 2) Gender:
 - a) Male
 - b) Female
 - c) Other: _____
- 3) Age: _____
- 4) Marital Status:
 - a) Married
 - b) Unmarried
- 5) Sector of Work:
 - a) Public/Government Sector
 - b) Private Sector
- 6) Educational Qualification:
 - a) Higher Education
 - b) Graduation
 - c) Post-Graduation
 - d) Above
- 7) Working Experience:
 - a) 1-5 Years
 - b) 5-10 Years
 - c) 10-15 Years
 - d) 15-20+ Years
- 8) There is a clear understanding of HR policies & procedures in your organization?
 - a) Strongly Agree
 - b) Agree

- c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 9) How is the employer and employee's relation in the organization?
- a) Good
 - b) Average
 - c) Poor
 - d) Excellent
- 10) HR practices of your organization make your task easier & more comfortable?
- a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 11) HR practices are implemented with utmost transparency in your organization?
- a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 12) HR practices are flexible in your organization?
- a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 13) Which one of the following factors impact the employee's performance?
- a) HR Practices
 - b) Culture of the Organisation
 - c) Relationships
 - d) External Factors
 - e) Internal Factors

14) Please tick the types of employee training provided by the organization?

- a) Supervisory/Management Skills
- b) Communication skills
- c) Technical Skills
- d) New Equipment/Methods
- e) Safety
- f) Productivity Enhancement
- g) Customer Service
- h) Product Knowledge
- i) Career Planning/Personal Growth
- j) Employee Motivation
- k) Data Processing/Information Management
- l) Team Building
- m) Time Management Outplacement/Retirement
- n) Health Promotion

15) Performance appraisal system is extended to all members of the organization?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

16) There are distinct career paths and internal promotion norms within the organization?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

17) The organization conducts exit interviews?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree

- e) Strongly Disagree
- 18)** The organization has provision for employee recognition and awards?
- a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 19)** The wages and salary system in the organization is satisfactory?
- a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 20)** Reward should be given on the basis of better performance?
- a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 21)** Do you feel that providing reward and recognition to the employees increases the productivity of the organization?
- a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 22)** The organization encourages employees to suggest product/process improvement?
- a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 23)** Performance standards are carefully developed on the basis of employee's opinion?
- a) Strongly Agree

- b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 24)** The organization has been managing changes by integrating the HR issues with the business strategies and the strategic change process?
- a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 25)** Adequate growth opportunities are available in the organization?
- a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
- 26)** Which of these are important for the job satisfaction?
- a) Salary
 - b) Participation in Management
 - c) Welfare Benefits
 - d) Working Conditions
 - e) Organisational Culture
- 27)** Which internal factor affects the organization the most?
- a) Company's Policies and Strategies
 - b) Trade Unions
 - c) Organisational Growth Cycle
 - d) Production and Operational Policies
 - e) Time Horizon
- 28)** Which external factor affects the organization the most?
- a) Govt Policies
 - b) Level of economic development
 - c) Business environment
 - d) Technological factor

e) Other factors

29) How would you describe your working environment?

a) Relaxed

b) Normal

c) Tense

d) Very tense

30) Maintaining the good relationship in the organization promotes the growth of organization?

a) Yes

b) No

c) Maybe

d) Somewhat

31) What is the reason for the low or poor performance in the organization?

a) Lack of knowledge

b) Lack of skill

c) Lack of experience

d) Lack of training

e) Other

32) Which of the following employee program needs to be launched?

a) Leadership program

b) T & D Program

c) Cultural program

d) Personality development program

e) Skill development program

Department of Business Management
Dr. Y S Parmar University of Horticulture and Forestry
Nauni, Solan – 173 230 India

Title of the Project : **Employee Perception about Organizational HR Policies and Practices: A Comparative Study Between Public and Private Sector Banks**

Name of the Student : Aditya Sharma

Admission Number : H-2020-02-MBA

Major Discipline 1 : Financial Management

Major Discipline 2 : Human Resource Management

Date of project submission :

No. of Pages in Report : 51+viii

Major Advisor : Dr. Nisha Kumari

Abstract

Employees are the lifeline of any organisation; they are the ones who keep the organisation functioning smoothly. The employees being the most important part of a firm must be taken care of, this is where human resource management comes into action. Human resource management as the name suggests involves the management of the most vital resource of an organisation which is its employees. This study aims to comprehend the opinion of employees of various public and private sector banks about their organisation's HR policies and practices. This study helps in knowing the important factors that affect the satisfaction, productivity, and happiness of employees of an organisation and also, the reasons that make the employees dejected and aggrieved. The prevailing HR policies, practices, and dimensions of work culture of public and private sector banks have also been studied. The data for the study has been collected through convenient sampling from 105 employees of various public and private sector banks. Primary data for the study was collected through a pre-structured questionnaire. The data analysis and interpretation are carried out by applying percentage analysis and representing them in various bar and pie charts. The findings show that rewards, remuneration, work culture, and employer-employee relations are the key players responsible for employee satisfaction and productivity. The results of the study show that public sector banks need to provide more training and development programs to the employees, on the other hand, private sector banks need to focus on work-life balance and the happiness of the employees. Performance appraisal and promotion policies of the banks also need to be updated for the satisfaction of employees, this study highlights that both internal and external organisational factors play a major role in affecting the work environment of the firms. To conclude this study the suggestions received from the employees to elevate the work culture and productivity level of their respective organisations have also been included.

Signature of the student
Aditya Sharma
Date

Signature of Major Advisor
(Dr. Nisha Kumari)

Head of the Department

BRIEF BIO-DATA

Name : Aditya Sharma
Father's Name : Anil Sharma
Mother's Name : Yogita Sharma
Gmail : sharma52aditya@gmail.com
Contact Number : 8219049265
Permanent address : Sharma Niwas Khalini, Shimla, Himachal Pradesh, Pincode-171009

Academic Qualifications:

Degree	University/Board	Percentage (%)	Year of Passing
10 th	D.A.V. Public School, New Shimla	66%	2015
12 th	St. Thomas's School Shimla	58.4%	2017
B. Com	Himachal Pradesh University	61.9%	2020
MBA	Dr. YSPUHF Nauni, Solan	Awaited	

Fellowships/ Scholarships: Stipend during post-graduation
Year: 2020 – 2022

Work Experience:

SJVN Ltd. Shimla

Internship (HR) [2021]

- Attained knowledge of formation and implementation of HR policies in the organisation.
- Contacted and gathered data from consultancy firms on behalf of the organisation and compiled reports on excel.
- Arranged a document containing details of the employees for their trainings, volunteered to help in the filing of ACR of the employees.

The HPSCB Ltd. Shimla

Internship (Finance) [2020]

- Performed comparative financial statement analysis between two branches of the bank, calculated financial ratios of the branches and conveyed the results to the bank.
- Resolved problems of customers, Prepared vouchers, Recorded Remittances and opened savings accounts.

Strengths:

- Quick adaptability to new environment.
- Good Communication.
- Decision making under pressure.
- Management Skills.
- Analytical Skills.
- Interpersonal Skills.

Aditya Sharma