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THAKUR COLLEGE OF SCIENCE & COMMERCE
AUTONOMOUS COLLEGE, PERMANENTLY AFFILIATED TO UNIVERSITY OF MUMBAI
NAAC Accredited Grade 'A' (3rd Cycle) & ISO 9001: 2015 (Certified)
Best College Award by University of Mumbai for the Year 2018-2019



**TO STUDY HUMAN RESOURCE MANAGEMENT IN STATE BANK
OF INDIA (MIRA BHAYANDER REGION)**

A Project Submitted to

University of Mumbai for partial completion of the degree of

Bachelor in Commerce (BANKING & INSURANCE)

Under the Faculty of Commerce

By

RIYA VAIBHAV CHOUDHARY

Under the Guidance of

MR. NIRAV GODA

THAKUR COLLEGE OF SCIENCE AND COMMERCE

Thakur Village, Kandivali (E), Mumbai 400101

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CERTIFICATE

This is to certify that Mr./Ms. RIYA VAIBHAV CHOUDHARY has worked and duly completed his Project Work for the degree of Bachelor in Commerce (Banking & Insurance) under the Faculty of Commerce and his/her project is entitled, "TO STUDY HUMAN RESOURCE MANAGEMENT IN STATE BANK OF INDIA (MIRA BHAYANDER REGION)" under my supervision.

I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University.

It is his own work and facts reported by his personal findings and investigations.

PRINCIPAL



Chhatrabarti
Nirav R Wada

NAME &

SIGNATURE OF GUIDE

[Signature]
10/03/2023

NAME &

SIGNATURE OF EXTERNAL

Date of submission:

Declaration by Learner

I the undersigned Ms./Mr. RIYA VAIBHAV CHOUDHARY hereby, declare that the work embodied in this project work titled "TO STUDY HUMAN RESOURCE MANAGEMENT IN STATE BANK OF INDIA (MIRA BHAYANDER REGION)" forms my own contribution to the research work carried out under the guidance of Mr. NIRAV GODA, result of my own research work and has not been previously submitted to any other University for any other Degree/ Diploma to this or any other University.

Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography.

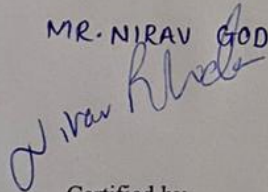
I hereby further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

RIYA CHOUDHARY



Name and Signature of the learner

MR. NIRAV GODA



Certified by

Name and signature of the Guiding Teacher

Acknowledgment

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CHAPTER 1: EXECUTIVE SUMMARY

Human resource management (HRM) is the practice of recruiting, hiring, deploying, and managing an organization's employees. HRM is often referred to simply as human resource. (HR). A company or organization's HR department is usually responsible for creating, putting into effect, and overseeing policies governing workers and the relationship of the organization

with its employees. Human resource management, HRM, is the department of a business organization that looks after the hiring, management and firing of staff. HRM focuses on the function of people within the business, ensuring best work practices are always in place.

Human Resource Management is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for several activities, including employee recruitment, training and development, performance appraisal, and rewarding. HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws.

For banking, the importance of human resource management has grown manifold because the nature of 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 challenges 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 on regular basis. The Human Resource department is responsible for finding such talented manpower and placing them in right jobs in the banks.

Apart from the risks in the banking sector, the people handling the day-to-day affairs in the banks need to keep the customer satisfaction in mind. The people working at the front office become the face of the bank and thus it is the responsibility of the HR to make sure there are eligible people working up front. They need to make sure that the candidates selected in the banks go through necessary training before they begin their work, so that they are aware of the nuances of the core banking industry and customer relationship, better. The HR management needs to think both about the quantity and quality requirement in the banking sector and deal with the shortage in the skilled manpower supply in the sector efficiently.

CHAPTER 2: INTRODUCTION:

Human resources are the most valuable and unique assets of an organization. The successful management of an organization's human resources is an exciting, dynamic, and challenging task, especially at a time when the world has become a global village and economies are in a state of flux. The scarcity of talented resources and the growing expectations of the modern

day worker have further increased the complexity of the human resource function. Even though specific human resource functions/activities are the responsibility of the human resource department, the actual management of human resources is the responsibility of all the managers in an organization.

Human Resource Management or Personnel management is the activity of managing personnel, usually employees. In any organization, managing personnel is the process of making sure the employees (not the customers) are as productive as they can be. This can include hiring, firing, or transferring people to/from jobs they can do most productively.

This subject is a major at many universities, or a minor in the business school. It is also known as personnel administration, which is functionally an equivalent term.

It is therefore necessary for all managers to understand and give due importance to the different human resource policies and activities in the organization. Human Resource Management outlines the importance of HRM and its different functions in an organization. It examines the various HR processes that are concerned with attracting, managing, motivating, and developing employees for the benefit of the organization.

What do all businesses have in common regardless of the product or service? Employees! Unless you are a sole proprietorship, you will have to navigate the process of planning for, recruiting, hiring, training, managing, and possibly firing employees. These responsibilities all fall under the heading of human resource management. Human resource management (HRM or HR) is essentially the management of human resources. It is a function in organizations designed to maximize employee performance in service of an employer's strategic objectives. HR is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments in organizations typically undertake several activities, including employee benefits design, employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR also concerns itself with organizational change and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

HR is a product of the human relations movement of the early twentieth century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work,

such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR today includes strategic initiatives like talent management, industrial and labor relations, and diversity and inclusion.

Most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of a newcomer not being able to replace the person who worked in a position before. HR departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing corporate knowledge. Businesses are moving globally and forming more diverse teams. It is the role of human resources to make sure that these teams can function, and people are able to communicate cross-culturally and across borders. Due to changes in business, current topics in human resources are diversity and inclusion as well as using technology to advance employee engagement.

In short, HR involves maximizing employee productivity. HR managers may also focus on a particular aspect of HRM, such as recruiting, training, employee relations, or benefits.

Recruiting specialists oversee finding and hiring top talent. Training and development professionals ensure that employees are trained and receive ongoing professional development. This takes place through training programs, performance evaluations, and reward programs. Employee relations deals with employee concerns and incidents such as policy violations, sexual harassment, and discrimination. Benefit managers develop compensation structures, family-leave programs, discounts, and other benefits available to employees. At the other end of the spectrum are HR generalists who work in all areas or as labor relations representatives for unionized employees.

2.1: MEANING

✦ Meaning of Human Resource Management:

A business unit needs employees to look after different activities. This is called manpower or human resource. Such human resource needs to be developed fully so that it will make positive contribution for the progress and prosperity of a business unit. For this systematic

development and management of human resources is necessary. Human Resource Management (HRM) deals with:

- (a) Training
- (b) Self-development
- (c) Promotions
- (d) Performance appraisal of manpower recruited in an organization.

HRM is an organized learning experience aimed at matching the organizational need for career growth and development. It is a process involving series of learning activities designed to acquire desired level of competence among employees. HRM is a continuous process, and it needs money. Such investment creates a team of efficient, skilled, and trained manpower which brings success and stability to a business unit. HRM programmed offer long term benefits to an organization.

2.2: CONCEPT OF HUMAN RESOURCE MANAGEMENT

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate heroes. The name of the game today in business is personnel. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order.

Over the years, highly skilled and knowledge-based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives.

Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM is becoming more important.

Some of the recent trends that are being observed are as follows:

The recent quality management standards ISO 9001 and ISO 9004 of 2000 focus more on people centric organizations. Organizations now need to prepare themselves to address people centered issues with commitment from the top management, with renewed thrust on HR issues, more particularly on training.

Human resource management was previously known as personnel management which was concerned with the activities of a single department. It was typically concerned with the administration of human. The functions carried out by the department were recruitment and selection, reward, appraisal, development, grievance handling, retirement, registration and so forth. It was introduced and developed in the bureaucratic set up in which importance was given on organization and administration of manpower.

Now, human resource management may be defined as a process in which human resources are recruited and mobilized in such a way that it helps in achieving the objective of the organization. HRM is concerned with the people dimension in management under which the consideration is given towards recruitment and selection, development, motivation, and maintenance of human resources in an organization. It is one of the main functions of management, which is related with the management of human energies and competencies.

Human resource management helps to ensure the right man, for the right position and at the right time in a changing environment. The organizational performance depends on the efficiency of human resource working in the organization. Hence, a proper set up should be taken for manpower planning, recruitment, motivation, training and development, performance evaluation, remuneration management and industrial relation.

Moreover, human resource management is concerned with the development of human skill, knowledge, and ability to perform the organizational tasks effectively and efficiently. It is a field of study consisting of four functions- acquisition, development, motivation, and maintenance of human resources. The acquisition is related with getting people, development

is with preparing them for work, motivation refers to activating them and finally maintenance refers to keeping them retained in the organization.

Therefore, human resource management is an art of managing and mobilizing people in the organization. It is done through the application of different practices and policies which ultimately values human resources as major asset of an organization. It integrates personnel function into strategic management.

2.3: CHARACTERISTICS OF HUMAN RESOURCE MANAGEMENT:

(1) Upgrading Manpower:

HRM is basically concerned with the upgrading of manpower working in an organization. This leads to improvement in the individual performance of an employee and also corresponding improvement in the organizational performance.

(2) Stress on Training:

HRM includes various schemes arranged for providing education, guidance, training, and opportunities to learn and develop employees of all categories and working in different departments. There is an integrated use of sub-systems (training, career developments, organizational development) in the HRM programme.

(3) Attention to learning and career development:

Learning, self-development, career developments are possible through HRM programmes. These are the core areas of HRM. Career development is possible through joining training courses, reading books and periodicals. Learning and career development raise the capacity of employees to work at highest levels. They are given higher positions with monetary benefits.

(4) Organizational Development:

HRM includes organizational development, which includes effective communication within the organization, coordination of different activities elimination of conflicts of different types and creation of orderly atmosphere in the whole organization.

(5) Team Spirit:

HRM is basically for developing team spirit in the whole organization. For this, departments and levels of management are properly integrated. Team spirit facilitates orderly growth of the organization in the right direction.

(6) Huge spending by Management:

All companies invest huge money on HRM activities, but such expenditure is absolutely essential for survival in the present competitive business world. HRM programmes create matured, skilled, and efficient manpower, which is a valuable asset of a business unit.

(7) Termination of Employment:

Termination is an unpleasant part of any manager 's job. Employees occasionally must be terminated for breaking rules of failing to perform adequately.

(8) Continuous Activity:

HRM is rightly treated as a continuous activity due to new developments taking place regularly in the business world. For this, on the job and off the job training programmes are introduced from time-to-time.

(9) Wide Scope:

The scope of HRM programmes is very vast. It is multi-disciplinary in character. Training and guidance are given on different aspects of business management to enable managers to deal with complex managerial problems and challenges.

2.4: NEED AND IMPORTANCE OF HUMAN RESOURCE

MANAGEMENT:

(1) To create stable labour force:

HRM programmes are needed in order to create stable, efficient, skilled, and matured manpower required by an enterprise for the present and future period.

(2) To update the quality of manpower:

HRM activities are needed for updating the quality of manpower as per the growing and changing needs of an enterprise. This avoids managerial obsolescence. Even the vacancies at higher levels can be filled in internally due to HRM programmes as they provide training and opportunities of self-development to employees working at lower levels.

(3) To develop strength for survival:

HRM programmes are necessary for survival in the present competitive marketing environment. An enterprise can face market competition only by improving quality, reducing costs, and avoiding wastages. All this is possible through HRM.

(4) To face challenges of technological changes:

Technological changes are taking place rapidly in every area of business. HRM programmes are needed in order to absorb technological changes taking place with speed. In fact, introduction of new technology, computers, automation, etc. will not be possible unless training is provided to the manpower.

(5) To satisfy the demand of self-development of employees:

HRM is needed to meet the needs of employees in regard to self-development and career development aspirations. Employee's demand, training facilities, refresher courses, promotions and transfers, career guidance, etc. for their self-development. HRM programmes are needed to fulfil self-development and career development of employees.

(6) To meet future manpower needs:

HRM is needed to meet the future manpower needs of the organization. Executives, managers, supervisors leave the job or retire due to age factor. Competent juniors must take their positions. HRM is needed in order to keep ready a team of competent managers as a second line of defence.

(7) To facilitate expansion and diversification:

HRM activities are needed to meet the manpower requirements resulting from expansion and diversification programmes undertaken at the enterprise level. Attention should be given to HRM much before the introduction of expansion programme.

(8) To utilize production capacity fully:

HRM is needed in order to use the available production capacity to the optimum level. It provides skilled manpower for this purpose.

The HRM is a growing concept. It has tremendous relevance to service sector like banking. Human input is the single largest input that goes in the banking industry. The level of efficiency/production of this input gets reflected in the quality of service offered by banks to its customers, as also in its ultimate growth, productivity and profitability. Hence, the banks today lay great stress on HRM functions.

2.5: NEW TRENDS IN INTERNATIONAL HRM

International HRM places greater emphasis on several responsibilities and functions such as relocation, orientation, and translation services to help employees adapt to a new and different environment outside their own country.

Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.

Training and development extend beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand cultural differences better. Managers need to be protected from career development risks, re-entry problems and culture shock.

To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.

Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.

In many European countries - Germany for one, law establishes representation. Organizations typically negotiate the agreement with the unions at a national level. In Europe it is more likely for salaried employees and managers to be unionized.

Use workforce skills and abilities in order to exploit environmental opportunities and neutralize threats. Employ innovative reward plans that recognize employee contributions and grant enhancements.

HR Managers today are focusing attention on the following-

- Policies- HR policies based on trust, openness, equity, and consensus.
- Motivation- Create conditions in which people are willing to work with zeal, initiative, and enthusiasm; make people feel like winners.
- Relations- Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relation.

- Change agent- Prepare workers to accept technological changes by clarifying doubts.
- Quality Consciousness- Commitment to quality in all aspects of personnel administration will ensure success.

Due to the new trends in HR, in a nutshell the HR manager should treat people as resources, reward them equitably, and integrate their aspirations with corporate goals through suitable HR policies.

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2.6: CONCEPTUAL FRAMEWORK ON HUMAN RESOURCES MANAGEMENT.

In order to achieve the company objectives, Human Resource Management undertakes the following activities:

- Recruitment, selection and placement of personnel.
- Training and development of employees.
- Appraisal of performance of employees.
- Remuneration of employees.
- Social security and welfare of employees.

2.7: RECRUITMENT, SELECTION AND PLACEMENT OF PERSONNEL.

✦ Mode of Appointment

The appointment to various points shall be made in the following manner: -

↳ By Direct Recruitment: -

- a. The qualifications for direct recruitment shall be such as specified in the staffing pattern.
- b. The appointment shall be made according to the merit list drawn at the time of selection.
- c. All appointments except to class-IV services shall be made on the recommendations of the selection Committee consisting of the following:

↳ By Promotion

Appointment by promotion to the next higher post in the respective discipline in any category shall be made on the basis of 'Seniority-cum-Merit' from amongst the employees working in the lower category having at least five years' service on the said post in the steel Industry.

↳ By Transfer:

- a. By permanent transfer of services of surplus staff of company, the terms & conditions as Prescribed by company and adopted by the Board from time to time subject to the approval of Register.

- b. By permanent transfer of an employee on his own request and upon the terms & conditions as prescribed by the company and adopted by the board from time to time subject to the approval of Registrar.

↳ COMMENCEMENT OF SERVICE:

Services shall be deemed to have commenced from the working day on which the employee reports for duty. If he reports for the duty in the afternoon' the services shall be deemed to have commenced from the following day.

↳ ATTENDANCE AND LATE COMING: -

- a. No employee shall enter or leave the premises of the Establishment except by the gate or gates meant for this purpose.
- b. An employee who is off his duty or has resigned or has been discharged or declared by the competent Medical Authority to be suffering from any contagious or infectious disease, shall immediately leave the premises of the Established and shall not enter any part of it, except with the express permission of the competent authority.
- c. All employees shall be liable to be searched both at the time of entry and exit at the main entrance of the Establishment by an authorized person of the same sex with due dignity.
- d. If more than one shift is working, the employee shall be liable to be transferred from one shift to another.

↳ SENIORITY:

The seniority of an employee under these rules shall be determined in a particular category of post on the basis of the length of service on that post provided that in the case of employees appointment by the direct recruitment which join within the period specified in the order of appointment or within such period specified by direct recruitment who join with in the period

specified in the order of appointment or within such period as may from time to time be extended by the appointing authority, subject to a maximum of one month from the date of order of appointment, the order of merit determined, shall not be disturbed. Provided further that in the case a candidate is permitted to join the service after the expiry of the said period of one month, his seniority shall be determined from the date he joins the service.

↳ POSTING AND TRANSFERES:

Managing Director shall be competent to post/ transfer any employee within the establishment. He shall also be competent to transfer an employee against any equivalent post or along with post.

2.8: TRAINING AND DEVELOPMENT OF EMPLOYEES.

"Employee Development" was seen as too evocative of the master-slave relationship between employer and employee for those who refer to their employees as "partners" or "associates" to be comfortable with. "Human Resource Development" was rejected by academics, who objected to the idea that people were "resources" —an idea that they felt to be demeaning to the individual. Eventually, the CIPD settled upon "Learning and Development", although that was itself not free from problems, "learning" being an over general and ambiguous name.

Moreover, the field is still widely known by the other names. Training and development (T&D) encompass three main activities: training, education, and development. Graven, Costin, and Hearty, of the Irish Institute of Training and Development, note that these ideas are often considered to be synonymous. However, to practitioners, they encompass three separate, although interrelated, activities:

- **Training:** This activity is both focused upon, and evaluated against, the job that an individual currently holds.
- **Education:** This activity focuses upon the jobs that an individual may potentially hold in the future and is evaluated against those jobs.
- **Development:** This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

The "stakeholders" in training and development are categorized into several classes. The sponsors of training and development are senior managers. The clients of training and development are business planners. Line managers are responsible for coaching, resources, and performance. The participants are those who actually undergo the processes. The facilitators are Human Resource Management staff. And the providers are specialists in the field. Each of these groups has its own agenda and motivations, which sometimes conflict with the agendas and motivations of the others.

The conflicts are the best part of career consequences are those that take place between employees and their bosses. The number one reason people leave their jobs is conflict with their bosses. And yet, as author, workplace relationship authority, and executive coach, Dr. John Hoover points out, "Tempting as it is, nobody ever enhanced his or her career by making the boss look stupid." Training an employee to get along well with authority and with people who entertain diverse points of view is one of the best guarantees of long-term success. Talent, knowledge, and skill alone won't compensate for a sour relationship with a superior, peer, or customer.

★ **APPRAISAL OF PERFORMANCE OF EMPLOYEES**

An employee performance appraisal is a process—often combining both written and oral elements—whereby management evaluates and provides feedback on employee job performance, including steps to improve or redirect activities as needed. Documenting performance provides a basis for pay increases and promotions. Appraisals are also important to help staff members improve their performance and as an avenue by which they can be rewarded or recognized for a job well done. In addition, they can serve a host of other functions, providing a launching point from which companies can clarify and shape responsibilities in accordance with business trends, clear lines of management-employee communication, and spur re-examinations of potentially hoary business practices.

An employee performance appraisal can act as motivation for an employee to improve his productivity. When an employee sees his goals clearly defined, his performance challenges identified and career development solutions in place to help advance his career, the effect is to motivate the employee to achieve those goals.

✦ **Clarity**

Employees perform their job duties to the best of their abilities throughout the year based on guidance from management. Part of a performance appraisal is when a manager and employee review the job description and compare the employee's performance with expectations. This gives the employee a feeling of clarity and understanding that will help him better perform his job duties.

✦ **Take Responsibility**

To prepare for the annual review, a manager should keep notes of all of the employee's accomplishments and challenges throughout the year. When these are presented to the employee during the appraisal, it gives the employee the opportunity to benefit from her accomplishments and accept responsibility for the performance challenges. By claiming ownership of performance issues, the employee makes the process of career development a more personal commitment.

✦ **Teamwork**

During a performance appraisal, a manager needs to take time to show the employee how his performance affects the productivity of the entire organization. When employees understand how their performance affects the ability of others to do their jobs, it helps put his own job duties into an overall company context. It helps improve the notion of teamwork among the staff and can also encourage cooperation to achieve corporate goals

2.9: PERFORMANCE APPRAISAL AND DEVELOPMENT

While the term performance appraisal has meaning for most small business owners, it might be helpful to consider the goals of an appraisal system. They are as follows:

1. To improve the company's productivity
2. To make informed personnel decisions regarding promotion, job changes, and termination
3. To identify what is required to perform a job (goals and responsibilities of the job)
4. To assess an employee's performance against these goals
5. To work to improve the employee's performance by naming specific areas for improvement, developing a plan aimed at improving these areas, supporting the employee's efforts at improvement via feedback and assistance, and ensuring the employee's involvement and commitment to improving his or her performance.

All of these goals can be more easily realized if the employer tries to establish the performance appraisal process as a dialogue in which the ultimate purpose is the betterment of all parties. To create and maintain this framework, employers need to inform workers of their value, praise them for their accomplishments, establish a track record of fair and honest feedback, be consistent in their treatment of all employees, and canvass workers for their own insights into the company's processes and operations.

A small business with few employees or one that is just starting to appraise its staff may choose to use a pre-packaged appraisal system, consisting of either printed forms or software. Software packages can be customized either by using a firm's existing appraisal methods or by selecting elements from a list of attributes that describe a successful employee's work habits such as effective communication, timeliness, and ability to perform work requested. Eventually, however, many companies choose to develop their own appraisal form and system in order to accurately reflect an employee's performance in light of the business's own unique goals and culture. In developing an appraisal system for a small business, an entrepreneur needs to consider the following:

1. Size of staff
2. Employees on an alternative work schedule
3. Goals of company and desired employee behaviours to help achieve goals.
4. Measuring performance/work
5. Pay increases and promotions.
6. Communication of appraisal system and individual performance

2.10: REMUNERATION OF EMPLOYEES

Employee Remuneration refers to the reward or compensation given to the employees for their work performances. Remuneration provides basic attraction to an employee to perform job efficiently and effectively. Remuneration leads to employee motivation. Salaries constitute an important source of income for employees and determine their standard of living. Salaries affect the employee's productivity and work performance. Thus, the amount and method of remuneration are very important for both management and employees.

There are mainly two types of Employee Remuneration.

• Time Rate Method •

Piece Rate Method

✦ Time Rate Method:

Under time rate system, remuneration is directly linked with the time spent or devoted by an employee on the job. The employees are paid a fixed redecided amount hourly, daily, weekly, or monthly irrespective of their output. It is a very simple method of remuneration. It leads to minimum wastage of resources and lesser chances of accidents. Time Rate method leads to quality output and this method is very beneficial to new employees as they can learn their work without any reduction in their salaries. This method encourages employee's unity as employees of a particular group/cadre get equal salaries.

There are some drawbacks of Time Rate Method, such as, it leads to tight supervision, indefinite employee cost, lesser efficiency of employees as there is no distinction made between efficient and inefficient employees, and lesser morale of employees.

Time rate system is more suitable where the work is non-repetitive in nature and emphasis is more on quality output rather than quantity output.

✦ Piece Rate Method:

It is a method of compensation in which remuneration is paid on the basis of units or pieces produced by an employee. In this system emphasis is more on quantity output rather than quality output. Under this system the determination of employee cost per unit is not difficult because salaries differ with output. There is less supervision required under this method and

hence the per unit cost of production is low. This system improves the morale of the employees as the salaries are directly related with their work efforts. There is greater work- efficiency in this method.

There are some drawbacks of this method, such as it is not easily computable, leads to deterioration in work quality, wastage of resources, lesser unity of employees, higher cost of production and insecurity among the employees.

Piece rate system is more suitable where the nature of work is repetitive, and quantity is emphasized more than quality.

2.11: SOCIAL SECURITY AND WELFARE OF EMPLOYEES

✦ PROVIDENT FUNDS:

Employees shall be entitled to the membership of the Employees Provident Fund and other schemes under the employees Provident Fund and Misc. Provisions Act' 1952 irrespective of the pay drawn b him re-employed persons shall be governed by the terms of their appointment.

✦ **BONUS:**

Employees shall be entitled to payment of the Bonus under the payment of Bonus Act, 1965 as amended or re-enacted from time to time.

✦ **MEDICAL BENEFITS:**

An employee, as and when covered under the PSI Act/Scheme, shall get medical benefits as provided there in. An employee not covered under the PSI Act/Scheme shall be entitled to medical benefits as may be decided by the board from time to time with the concurrence of the company.

✦ **ALLOWANCE:**

Dearness Allowance, Additional Dearness Allowance, House Rent Allowance, City Compensatory Allowance, Rural Allowance and Other Compensatory Allowance Shall be Admissible to the Employees of the Life Insurance as per the Decision of the Board with the concurrence of the company.

**2.12: BENEFITS ADMISSIBLE IN THE EVENT OF DEATH OF
AN EMPLOYEE DURING SERVICE:**

In case of death of an employee while in the service of company his family members shall be entitled to the following benefits/ facilities at the rates/scales and on the teams & conditions as approved by the board.

- House Rent Allowance.
- Encashment of P. leaves.
- Priority for employment of window/dependent of deceased employee.
- Special Ex-gratia grant to the family members of an employee of the company Killed by terrorist action.

All the employees shall be entitled to the following kinds of leave: -

✦ **PRIVILEGE LEAVE (LEAVE WITH WAGES)**

One day for every 18 days of service (for the purpose of calculation of days of services, the period of Privilege Leave availed and leave without wages/ absence shall not be counted).

✦ **CASUAL LEAVE:** 12 days per annum. Ex-gratia grant

✦ **RESIGNATION:**

If a regular/permanent employee intends to leave the service of tendering resignation, he shall have to give one month's notice in writing, otherwise, he shall have to deposit one month's notice in writing, otherwise, he shall have to deposit one month's salary or salary for the period by which the notice falls short of one month (for this purpose salary will include basic pay +all other allowance admissible thereon, experts House Rent/Rural allowance, Conveyance Allowance and Medical Allowance.)24 hours' notice shall be required for tendering resignation during probation period. The resignation tendered by the employee may be accepted by the appointing authority

✦ **SUPERANNUATION / RETIREMENT**

Every employee shall be superannuated on the afternoon of the last day of the month in which he attains the age of 58 years.

Not with standing anything contained in Rule 17.1 above, an employee may be permitted at his own request to retire from the service attaining the age of 50 years or after 20 years of service at any time by the appointing authority provided three months' notice.

A thing contained in rule 17.1 and 17.2 above, the appointing authority shall, if it is of the opinion after reviewing the entire service record of an employee that he is not fit to be retained in the service and that it is in the interest of the Life Insurance.

Major misconducts:

Without prejudice to the generality of the term, "misconduct", the following acts of commission or omission shall, interlaid, constitute specific acts of Major Misconduct on the part of the employee:

1. Breach or habitual breach of any standing instructions or rules regulations, conditions of the appointment letter or orders issued by the establishment from time to time.

2. Acting in any manner prejudicial to the interest or reputation of the establishment, disregard of any operation & maintenance.

3. Negligence or habitual negligence of duty or laziness or in efficiency or incompetence or malingering or neglect of work or carelessness in work, poor or unsatisfactory performance intentionally. Bring narcotic, liquor, or other intoxicating things in Doing private or personal work during working hours, engaging in any other trade, business profession, service of the

Establishment without while in the competent authority

2.13: PUNISHMENTS FOR MAJOR MISCONDUCTS:

One or more of the following punishments may be imposed on an employee who is found guilty of a major misconduct, namely: -

- a) Stoppage of one or more annual grade increments of pay with or without cumulative effect.
- b) Recovery of damages or the amount of loss suffered by the Establishment on account of misconduct of the employee.
- c) Demotion to the Lower post.
- d) Termination of service.
- e) Dismissal from service.

2.14: PUNISHMENTS FOR MINOR MISCONDUCTS: -

- a) Warning or Censure.
- b) Making an adverse entry in his service record.
- c) Stoppage of one annual grade increment of pay with or without cumulative effect for a period of six months.

- d) Recovery of loss of goods expressly entrusted to the employee or more for which he is accountable.
- e) Recovery from his pay of the he is accountable, pecuniary loss caused by him to the establishment by negligence or breach of orders.
- f) Suspension without pay or subsistence for a period not exceeding 15 days.

2.15: PROCEDURE OF ENQUIRY AND PUNISHMENT FOR MAJOR MISCONDUCTS.

An employee against whom a major misconduct is alleged shall be served with a charge Sheet by the competent authority clearly setting forth the imputation of mis conduct and calling upon the employee to submit his explanation within a period of 7 days, provided that such time may be extended for a maximum period of 7 days , after the expiry of initial period of 7 days if sufficient reasons are advised by the employee for seeking an extension, for which purpose a written request will have to be made him.

In case where the employee admits in writing the charge(s) levelled against him, it shall be open to the competent authority to award one or more of the punishments provided in these rules without holding any enquiry.

In the case of the explanation submitted by the employee is found to be satisfactory, the matter will be dropped.

In case the employee fails to submit his explanation within the prescribed time or extended time allowed to him or where the extended time allowed to him or where the explanation submitted by him is not found satisfactory, the competent authority shall appoint a person to hold an enquiry and issue ordered in this regard specifying there in the names of the Enquiry officers and the Presenting officers.

The accused employee shall be entitled to the reimbursement of actual rail/bus fare only besides conveyances undertaken by him for inspection of relevant records and attending the enquiry proceedings at a station other than his HQs.

The enquiry officer shall on the conclusion of the enquiry, submit his report in writing giving his findings with the reasons therefore to the authority.

2.16: APPEAL AGAINST PUNISHMENT:

- An appeal against the orders of the competent authority imposing punishment, under rules 29 and 30 of these rules shall lie to the board of directors of the company. The board shall constitute a committee consisting of chairman, nominee of the company, nominee of RCs and nominee of NDDDB to examine the appeal on the basis of records.
- An appeal shall be filed within a period of 30 days from the date on which the appellant receives a copy of the order appealed against or is deemed to have received.
- The appellate authority may after consideration of the case and on recording sufficient reasons set aside, reduce, confirm, or enhance the punishment and if it decides to enhance the punishment, the accused employee shall be given an opportunity to show cause against such enhancement.

2.17: SUSPENSION:

In a case where it is considered that the employee be suspended pending enquiry, the competent authority may suspend the employee pending issues of a charge sheet or subsequent domestic enquiry or till the final orders are passed on the enquiry case. Where criminal proceeding against an employee in respect of any offence involving moral turpitude is pending and the competent authority is satisfied that it is necessary/desirable to place the employee under suspension, the competent.

✦ SUBSISTENCE ALLOWANCE DURING SUSPENSION:

- ↳ An employee shall be paid during the period of suspension subsistence Allowance @ 50 % of the wages to which the employee was entitled to immediately preceding the

date of such suspension for the first 90 days of suspension and 75% of such wages for the remaining period of suspension.

- ↳ The payment of subsistence Allowance to the suspended employee shall be subject to his processing a certificate every month about his having not taken up any other employment and his having remained at the headquarters.

2.18: HUMAN RESOURCE MANAGEMENT IN BANKING

★ What is a Bank?

The word bank is derived from the Italian banca, which is derived from German language and means bench. The terms bankrupt and "broke" are similarly derived from banca rotta, which refers to an out of business bank, having its bench physically broken. Money lenders in Northern Italy originally did business in open areas, or big open rooms, with each lender working from his own bench or table.

The essential function of a bank is to provide services related to the storing of deposits and the extending of credit. The evolution of banking dates back to the earliest writing and continues in the present where a bank is a financial institution that provides banking and other financial services. Currently the term bank is generally understood as an institution that holds a banking license. Banking licenses are granted by financial supervision authorities and provide rights to conduct the most fundamental banking services such as accepting deposits and making loans. There are also financial institutions that provide certain banking services without meeting the legal definition of a bank, a so-called non-bank. Banks are a subset of the financial services industry.

Human resource management (HRM) has long been overlooked in the corporate sector in the country where a small section, comprising mostly the multi-national companies was practicing the same. With the growing realization of proper HRM in the corporate sector, it has grown into an important activity. Now the head of HRM is an important member of the senior teams of any thriving business.

Although the idea is new for many local businesses where entrepreneurs are at the beginning of the learning curve yet in reality the theme is getting support from the organized entrepreneurs.

The banking sector has grown from a few institutions primarily involved in deposit acceptance and trade finance into a complex multi-player markets where large number of commercial banks, financial institutions and specialized banks are operating with various products and activities.

2.19: HRM BACKGROUND AND PRACTICES

The banking has become a complex activity within the financial market linked directly and indirectly with an over-all national growth and its impact as an integral part of regional segment of a global banking environment. Almost every bank and financial institution is involved in various functions in a day's job and thus requires a highly effective team and appropriate manpower to run the show. Corporate goals are translated into viable realities and profits only with human element that play their due role in achieving the desired results.

Thus, even the high automation would require proper man behind the machine to make things happen. This idea has been realized by top management in progressive banks. Like many other organized sectors, banking requires multi-layer manpower for its various requirements of professionals and support staff. The range may require reasonably educated security guards on the one end and a highly educated and trained professional as head of corporate finance at the other. With liberalization of activities within the banking sector, for example, more emphasis on consumer and house finance and personal loans, etc. banking has turned itself into a more market-based business where banks have expanded their reach more to customers' doorsteps in a big way making banking more practical. This has further highlighted the need for proper deployment of manpower to run banks efficiently. For many years, HRM banks like other institutions have been handling this sensitive activity through respective personnel departments. This means human resources were managed like other physical assets e.g., pieces of furniture, calculators, equipment, and appliances.

Personnel departments were primarily engaged in approval of leaves, handling of staff loans, issuance of show cause, conducting disciplinary enquiries and termination from service. Recruitment was a routine function and was done in a mechanical way to hire people with specific educational background irrespective of their real value to the institution.

Success stories of large banking companies have been evident of the fact that HRM is quite different from management of physical assets. Human brain has its own peculiar chemistry.

Its strong sensory and decision-making capacity has to be greatly emphasized by the employers. The work force constituting all levels of employees is constantly thinking in many dimensions.

On the one hand it is the assigned duty and task they are to perform and for which they are paid by their employer, on the other they think of their long run goals and objectives.

By no means, their brains can be controlled to think beyond the current situation of employment. Managing this educated, skilful and trustworthy work force is not an easy job. A few of the current challenges faced by the banking industry in terms of human resource management may be the following:

To make the Indian Banking System stronger, efficient, and low-cost, the creation of fundamentals must include in the bank 's operations, strategies and processes: strengthening the prudential norms and market discipline; adoption of international benchmarks; management of organizational change and consolidation within the financial system; upgrading the technological infrastructure of the financial system; and human resource development as the catalyst of the transformation (2002).

The Human Resource field in the Banking Industry is considered as one of the process of discovery and transformation. The field of Human Resource can be described as emergent and dynamic within the cultural business aspect in a Banking Industry. The success of today 's banking business will sparsely depend on the human resources of the organization, in which plays a crucial role in providing the services needed.

The evolution of banking system in India affected the human resource practices, recruitment and selection practices, and training system. It is very important that the details of human resource are discussed along with the employees, to build their own career planning, perceptions, and development.

The primary strength of the industry is the human resource that is why the efforts to develop the skills and management are the main subject placed before the human resource. A major challenge for many banks will be to develop the special competencies and skills for credit appraisal and risk management. Putting the information technology is a key contributed to human resource development. Therefore, the HR model of the future will require professionals

to be both driving and anticipating change, understanding the complexities of the new business environment and forces shaping it.

2.20: HR PRACTICES AND METHODS

A key focus of the human resource management is highlighted in the role of staffing, performance management, training and development, and compensation that plays indifferent types of business strategies. With the acquisition and preparation of human resources, including planning, recruitment, selection, and training can affect the whole organizational performance.

The HR planning, the start of the strategy, illustrates the process of developing human resource plan. The strengths and weaknesses of staffing options such as outsourcing, use of contingent workers, and downsizing are involved in planning.

The recruitment process is done strategically to determine the talented employee fit for the position. The selection process emphasizes the ways in minimizing errors in employee selection and placement to improve the company's competitive position. The selection method standards such as validity and reliability are utilized.

An effective training system of the manager 's role in determining employees 'readiness for training, creating a positive learning environment, and ensuring the training is used on the job.

Beyond the human resource strategies are the rewarding and compensating that can strengthen or weaken the employee effectiveness. In order to give recognition and increase motivational levels amongst the employees, some Banks linked the individual performance in an incentive scheme – or for some rewards that may come into any form. In summary, all of the HRM strategies and function should be aligned to help the company meet its objectives – as well as focusing on their customers.

The best practice approach assert that certain HR practices are found to consistently lead to higher organizational performance, independent of an organization 's stated strategy. The high-performance HR practices foster innovation through the development of innovation values, encouraging of information sharing, goal setting and appropriate training and development.

2.21: HUMAN RESOURCE PLANNING

This is the process which assures the organization that it will have adequate number of qualified persons, at requisite times, performing in a way to satisfy the needs of the organization & also provide satisfaction to the individual employee, so employed.

The process involves:

- a) Estimating the present & future requirements of human resources based on objectives & long-range plans of the organization.
- b) Calculation of net human resource requirements based on the present availability of human resources.
- c) Taking suitable steps to identify, mould, change & develop the strength of existing employees so as to meet the future requirements.
- d) Preparation of action plans to acquire the balance human resources from outside the organization & to develop the existing employees.

✦ Recruitment:

It is the process of searching for future employees (requirement) & ensuring they apply for jobs in the organization.

It involves:

- a) Identification of existing sources of candidates & developing them.
- b) Seeking out & identifying new sources of applicants.
- c) Motivating the right type of candidates to apply for jobs in the organization.
- d) Ensuring a healthy balance between internal & external sources.

✦ Selection:

It is the process of ascertaining the qualifications, experience, skill, Knowledge, etc. of an applicant to ascertain his/her suitability for the job applied.

This includes:

- a) Developing application blanks.
- b) Creating & developing valid & reliable testing techniques.
- c) Formulating interviewing techniques.
- d) Checking of references.
- e) Setting up for medical examination policy & procedure.
- f) Line Managers to be involved in the decision making.
- g) Sending letters of appointment.
- h) Employing the selected candidates when he reports for duty.

✦ **Placement:**

It is a process of allotting to the selected candidate the most suitable job, as per the job requirements & employee specifications.

This function includes:

- a) Counselling the concerned managers regarding the placements.
- b) Overseeing the follow-up studies, employee performance appraisal to monitor employee adjustment to the job, in the coming days.
- c) Correcting wrong/misjudged placements, if any.

2.22: INDUCTION & ORIENTATION:

These are procedures by which a new employee is rehabilitated in the new surroundings & introduced to the practices, procedures, policies, people, etc. of the organization.

It includes:

- a) Familiarizing the employee with company philosophy, objectives, policies, career planning & development, company product, market share, history, culture, etc.
- b) Introduce new employee to the people—his colleagues, supervisors & subordinates.
- c) Mould the employees by orientation methods to the new working conditions.

2.23: HUMAN RESOURCE DEVELOPMENT

This process involves improving, moulding, & developing the skills, knowledge, creativity, attitude, aptitude, values, commitment, etc. based on the present & future job & company requirements.

(1) Performance Appraisal:

It is the continuous & systematic evaluation of individual employees with respect to their performance & their potential for future development.

It includes:

- a) Enunciating policies, procedures & techniques.
- b) Assisting functional managers.
- c) Reviewing & summarizing reports.
- d) Evaluating the effectiveness of various programmes.

(2) Training:

It is the process of transmitting the employees the technical & operating skills and knowledge.

It includes.

- a) Identification of training needs of the individuals & for the organization.
- b) Developing appropriate training programmers.
- c) Assisting & advising the management in the conduct of training programmes.
- d) Transmitting requisite job skills & job knowledge to the employees.
- e) Asses the effectiveness of the training programmers.

2.24: MANAGEMENT DEVELOPMENT:

It is the process of designing & conducting appropriate executive development programmes so as to develop the managerial & human relations skills of the employees.

It includes:

- a) Identification of the areas in which management development is needed.
- b) Conducting development programmers.
- c) Motivating executives/managers.

- d) Designing special development programmers/ assessment procedures for promotions.
- e) Utilizing the services of specialists-both internal & external for development &/or Institutional (external) development programmes.
- f) Evaluating the effectiveness of executive development programmes.

2.25: CAREER PLANNING & DEVELOPMENT:

It is the planning of one 's career & implementation of career plans by means of education, training, job search & acquiring of work experience.

It includes:

A. Internal mobility-

Vertical, horizontal transfers, promotions, and demotion.

B. Transfer-

Process of placing employees in the same level jobs where they can be utilized more effectively as per the needs of the organization. This also means developing transfer policies, offering assistance & guidance to employees under transfer orders & evaluating transfer policy periodically.

C. Promotion-

It deals with the upward assignment of employees to occupy higher positions (with better status & pay) in consonance with resources of employees & job requirement. The department must ensure that:

- Equitable, fair & consistent promotions are formulated & administered.
- Managers & employees are given assistance & guidance on the subject of promotion.
- Executions of promotional policies are as per policies & procedures.

D. Demotion-

It is the downward assignment of an employee in an organization. The department must ensure that:

- Equitable, fair & consistent demotion policies are drawn up.
- Assisting & advising employees regarding demotions.
- Ensure fair implementation of demotion Policies & Procedures.

2.26: ORGANIZATIONAL DEVELOPMENT:

The planned process drawn up to improve organizational effectiveness through changes in individual & group behaviour, culture & systems of the organization—drawing models from applied behavioural science.

2.27: COMPENSATION

★ *Compensations Management*

Compensation includes all the extrinsic rewards that an employee receives during and after the course of his job. For his contributions to the organization. The principles of compensation payment are that it has to be adequate, equitable and fair to the employees. Compensation encompasses base salary, incentives, bonus, and benefits and is based on job evaluation.

Job evaluation- It is a systematic determination of the value of each job in relation to other jobs in the organization, in the industry and in the market. In other words, job evaluation involves classifying a job based on its importance and its contribution to the organization and its requirements.

It involves.

- Identifying/designing suitable job evaluation techniques.

- Evaluating various jobs.
- Ascertaining the relative worth of jobs in various categories.

✦ **Wage and salary administration**

The process of formulating and operating a suitable wage and salary program is known as wage and salary administration.

It includes:

- Conducting wage and salary survey in the market and in the industry.
- Determining wage and salary rates on the basis of various factors like law, equity, fairness, and performance.
- Implementing wage and salary administration programs.

✦ **Incentives**

Incentives are the rewards an employee earns in addition to regular wages or salary based on the performance of the individual, the team, or the organization.

✦ **Bonus**

Bonus is primarily a share in the surplus or bounty and is directly related to the organization's performance. In India, the payment of bonus is a very popular means of rewarding employees and is governed by The Payment of Bonus Act 1965. Fringe benefits — Fringe benefits are those monetary and non-monetary benefits given to employees during their employment, and sometimes, in the post-employment period also. These benefits are connected to employment with the organization and are not related to the employee's performance.

These benefits provide a sense of security to the employee and keep them committed to the organization. Some of the marginal benefits include.

- Disablement benefits
- Housing facilities
- Canteen facilities
- Conveyance facilities
- Educational facilities for employees and their children
- Credit facilities
- Recreational facilities
- Medical and welfare facilities
- Post-retirement benefits
- Company stores
-

2.28: COMPENSATIONS AND BENEFITS:

Banks provide compensations to its employees in shape of Cost of any medical Treatment, Cancelled Holidays fees, repair of vehicle, any injury while doing job tasks and some other. Employees can claim their compensation if any above case occurs. Benefits which are provided by Banks are Paid time off, Retirement, Disability Insurance, Education, and training programs.

In Paid time off benefits the employee is paid for the time he doesn't worked due to vacation, holiday pay and sick pay. Retirement benefits are in shape of pension, gratuity, provident fund, and superannuation fund. In disability insurance bank provides financial support when an employee becomes injured or ill and is unable to do his/her job and in education & training programs bank provide different education & training to their employees to furbish their skill.

2.29: HUMAN RELATIONS

Administering various human resources policies like employment development & compensation & interactions among the employees on one hand & employees & the management on the other, create a sense of working relationships between workers & management & trade unions.

Basically, they are all interactions between human beings. Human relations, is therefore, is an important area in management which integrates people into work situations in a way that motivates people to work together with economic, psychological & social satisfaction thereby increasing their productivity. Hence Human Resources Management functions will center on:

1. Understanding perception, personality, learning, intra & interpersonal relations, inter & intra group relations.
2. Motivating all employees.
3. Promoting employee morale.
4. Developing communication skills.
5. Developing leadership skills.
6. Redressing satisfactorily through a well-defined grievance procedure.
7. Handling disciplinary cases by established disciplinary procedures & in all fairness.

8. Providing adequate counselling to solve employees 'personal, work & family problems, thereby releasing their stress & strain.

2.30: HUMAN RESOURCE MANAGEMENT IN BANKS

The classification of the Indian banks into broad groups such as public sector, old private sector, new private sector, foreign, regional rural banks & cooperatives are largely on the basis of ownership pattern. It is also well known that the business mix, delivery channels & IT strategies of these organizations vary substantially. What is little known but of greater importance is that each of these banks follows very distinct HR practices which have contributed, substantially, to the business processes.

✦ **HRM in Cooperative Banks**

It is sad that the HR policies of cooperative banks are totally dominated by the Registrar of Cooperatives. This is, perhaps, one reason why the cooperatives are unable to improve themselves.

✦ **HRM in Regional Rural Banks (RRBs)**

As regards RRBs, most of them adopt the HR policies of sponsor banks, which are not appropriate for their special nature.

✦ **HRM in Public Sector Banks**

In the recent times, the contours of HR function in public sector banks are slowly but definitely changing. One could say that these banks are discovering the HR function & it is hoped that these banks will fast catch up with others. It may be recalled that, in a controlled environment & to meet with the rapid branch expansion- since 70s- Public Sector Banks (PSBs) have adopted.

HRM practices similar to that of Government departments. Herein HRM did not have a direct role in business development but was more concerned with centralized recruitment to staff & providing them across the country.

✦ **HRM in Private Banks & Foreign Banks**

The HR function as practiced by private & foreign banks is effectively involved in the identification of specific skills that each job warrants & recruiting suitable staff by every way possible. In these banks, recruitment is a continuous process with a strong focus on getting the right person for the right job by offering appropriate compensation, incentives & designations. There is a great energy spent in keeping the turnover low & offering appropriate training inputs. Possibly there are as many pay structures as there are employees. More importantly, HRM has a role in monitoring & mentoring the employee. There are no routine transfers. Rather people are recruited in different geographical locations & different levels. Technology has helped in centralizing the back office & other functions such that service can be provided from a distance. These institutions adopt a proactive performance appraisal system but still short of 360 Degree appraisals. Their training process is concerned with both skills building & motivating. It should, however, be said that the demand for professionals on account of growth of Indian Business is such that the efforts of HRM have not helped it from completely staving off staff turnover in the ranks.

✦ **HRM in Public Sector Unit Banks (PSU Banks)**

In the case⁴ of PSU Banks the recruitment process is annual & large scale. People are recruited at the lowest grade & promoted I due course. This makes the career path of each employee the responsibility of the organization. This also underlies a belief that anyone can occupy any desk. In such a system specialization is the loser. Recruitment at higher levels is a recent phenomenon & more an exception than rule. Pay packets are uniform for a grade/level with annual increments & uniform perquisites. Increments are earned automatically. Transfers are not driven by business requirements but a matter of routine. Vacancies get created as & when people move up. It is not uncommon to see new departments' spring up just to allow promotions. In a way such a move is justified as salary is linked to grades & not performance. The concept of job rotation is practiced with great conviction. As regard leave it is seen that modern business organizations, driven by work life balance issues & operational risk 'ensure that certain annual leave is mandatory. In the case of PSU Banks, the compulsory leave system

has not yet taken root. In the circumstances an important task at hand is training the staff member, who, on account of age profile is not comfortable working in an IT environment. HRM should also take immediate steps to improve productivity. There is a simultaneous need to balance the demand of IT savvy youngsters joining the organization who ask for high salaries.

PSU Banks are not able to offer market driven salary. Given that banking business & the business of Government are distinct, there is, in the case of PSU Banks, an urgent need that salaries are not limited by what is paid in the ministry but unshackled. Till that happens, HRM should, innovatively tackle the issue.

2.31: Responsibilities of the Human Resource Management Department in Banks

✦ Role:

The role of the Human Resource Department is to create the climate & conditions in which management throughout the Bank will be enabled to optimize the individual & collective contribution of all employees to the short & long-term success of the Bank.

✦ Responsibilities:

- To be the principal sponsor & —guardian of HR policies in the Bank.
- To propose & obtain agreement on changes to these policies from time to time & to ensure that policies which have been agreed are being implemented throughout the Bank.
- To contribute fully to the task of meeting the business challenges which the bank has to face by supporting Branch/Unit Managers in continuously developing the potential of employees & in creating conditions in which all the employees are motivated to meet the objectives of the Bank.
- To continuously monitor the Bank 's strategies to ensure that HR policies are appropriate & that employee numbers & skills are fully supportive of such strategies.
- To deliver a full range of personnel services in support of line management. These services include manpower planning, recruitment/transfer, remuneration, and training & employee welfare.

□ To support line management in their day-to-day management of the workforce by providing advice & consultancy on personnel & performance management issues.

2.32: EMPLOYEE RELATIONS IN BANKS

The banking sector has been characterized by apparently harmonious industrial relations & has not suffered from the —British Diseases of industrial action & demarcation issues associated with parts of manufacturing industry (e.g., Batstone, 1984). Banks have promoted unitarize (Fox, 1966) encouraging an ethos of teamwork, shared interest & loyalty, wanting commitment beyond the cash nexus. While banks are generally seen as having a passive approach to employee relations, paternalism did underpin the system & particularly important was the system of internal promotion supported by an unwritten agreement between the major UK Banks on no poaching. The internal labour market created two categories of employees: career & non-career which equated to a male/female divide. Retail banking is a highly labour-intensive industry with labour costs forming 70% of total operating expenditure & —involvement in fund transmissions meant that a majority of clerical staff have not been used as a means of marketing the bank 's products nor directly for increasing business but to process existing accounts. They have been regarded as an overhead rather than a resource.

Until the 1980s, competition between the Banks has been limited, banks operating as an oligopoly & Government 's concern with maintaining economic stability with limits to lending, & control over interest rates facilitated this. The oligopoly fed through to the management of staff as national wage bargaining minimized competition for labor. However, deregulation led to the collapse of the national system & a questioning of the old employment practices.

2.33: CURRENT CHALLENGES FACED BY BANKS IN HRM

✦ Effective work force:

A time-consuming & hectic job is to hunt the right talent. Higher the professional value of the vacancy, tougher is the search. Identifying the right stuff followed by negotiation is the element which makes the job tough for the employer. Banks are keenly interested to fill up two types of breeds of professionals. Ones who are outstanding professionals with high job hopping attitude—these are those who come in-work for some time & then leave for better prospects. Others are those who are keenly picked-up, trained & are somehow retained to be developed as future management within the bank.

Management trainees are a growing popular phenomenon where freshly qualified business graduates are engaged by banks & a certain percentage of these well-equipped professionals stay back within the organization to grow into the footsteps of senior managers.

Banking jobs being apparently lucrative for many attract a large number of candidates against advertised vacancies in media creating a large database management problem.

This has been facilitated by specialized hiring agencies who may take up the job of hiring in case of large number of vacancies.

✦ Right People:

The most difficult agenda of HRM across the banking sector is to retain the right people. Sudden growth of retail banking & other services has put pressure on HR Managers in banks to engage more professionals within shorter span of time thereby attracting manpower in other banks on attractive packages has made the job market very competing. A bank in a normal course invests time & money to hire & train the appropriate workforce for its own operations. This readymade force is often identified & subsequently picked-up on better terms by others.

✦ Compensation:

How much to pay the right employee & how much to the outstanding performer. Banks have traditionally followed pay scales with predetermined increments, salary slabs, bonuses &

time-based fringe benefits like car & house advance, gratuity, pensions, etc. The situation is not the same anymore. An increment of Rs.500-800 per annum is no more a source of attraction for a professional anymore. A basic pay with traditional formulas of linkage with medical & other facilities has no soothing today.

A promise of future growth, learning culture & corporate loyalty is out of dictionary & does not mean anything to this energetic & competent performer today. A waiting period of 3-4 years in each cadre haunts the incumbents who strongly believe in immediate compensation. A freshly hired professional requires a brand-new car or car loan n resuming office quite contrary to his previous breed of bankers who would wait for the job seniority to qualify for a car loan.

✦ **Job Satisfaction:**

Everybody in the bank wants to work in the preferential department, preferential location, city of his own choice & boss of his liking. An administrative deviation from any of these results in lowered job satisfaction. Although hiring is normally based on regional requirement matching the area of activity with that of employee 's nativity yet other elements like appointment in the department of choice & preference makes the job of HR manager quite challenging.

What the HR manager cannot afford is the dissatisfied employee who not only disrupts the smooth working him, but also spreads the negativity to others by his de-motivated attitude.

✦ **Morale Boosting:**

What has long been overlooked is the morale boosting of the employees by the organizations. Human beings even if satisfied of material wellbeing need to be appraised & encouraged constantly. Smart banks have realized this need & have taken steps to keep their work force motivated through proper encouragement like man of the mouth awards, repeat get-togethers, conferences, sports events, dinners, company sponsored travel, reunions, etc. This is the way employees create a feeling of belongingness.

2.34: DEVELOPMENT IN BANKS

The banks must emphasis on human resource development as one of the critical areas of its operations. It should redraw its training & development schedules to suit the requirements of

the current emerging scenario. Requisite training should be imparted to various branch level functionaries as also administrative staff. Besides in-house training the reputed external agencies should be utilized for human resource development with a view to updating their knowledge & to keep them abreast of the current banking scenario for meeting the challenges ahead. The concept of segment specialization may be resorted to in respect of the personnel selected, therefore. It is now thought expedient to plan & strengthen the squad of skilled officers in various segments as IT, marketing management, risk management, risk-based supervisors, law, security, etc. The lead bank must play an effective role in improving the work environment & pursuing staff welfare measures in the form of whole range of financial assistance with reference to various loans of sorts.

Human resource skills are other areas of challenge. Because of modernization & technological advancement rigorous training & manpower planning are required. In the market scenario characterized by heightened competition, growing customer needs & technological up gradation, the bank fine tunes its HT policy to meet its corporate objectives.

New training systems have been developed to impart competencies & a broad range of skills among the employees to deliver faster & superior service that can delight the customers. The Industrial Relations in the banks have been harmonious & cordial.



2.35: TRAINING & DEVELOPMENT

Training:

Organization & individual should develop & progress simultaneously for their survival & attainment of mutual goals. So, every modern management has to develop the organization through human resource development. Employee training is the important sub system of human resource management. Employee training is a specialized function & is one of the fundamental operative functions for human resources management.

After an employee is selected, placed & introduced he or she must be provided with training facilities. Training is the act of increasing the knowledge & skill of an employee for doing a particular job. Dale S. Beach defines the training as —the organized procedure by which people learn knowledge & skill for a definite purpose. | The training system in the banking industry has a strong structural base.

However, in the past the training activities have been more ritualistic due to absence of a strategic link between training & human resources development. Today, it is important that the training function is made an effective organizational intervention by establishing a clear policy of training & development within the framework of total human resource development. The training establishments need to be actively involved in the total training process starting from the identification of the training needs, evaluation of training effectiveness & the benefits of training to the end users viz. the internal & external customers. The need for training & development is determined by the employee 's performance deficiency, computed as follows:
Training & Development Need = Standard Performance – Actual Performance.

We can make a distinction among training, education & development. Training, as was started earlier, refers to the process of imparting specific skills. Education, on the other hand, is confined to theoretical learning in the classrooms.

Development:

—Give a man a fish, & you give him meal. Teach man to fish, & you give him a livelihood.



This ancient Chinese proverb seems to describe the underlying rationale of all training & development programs. No banking organization can long ignore the training & development needs of its employees without seriously inhibiting the performance. Even the most careful selection does not eliminate the needs for training since people are not moulded to specifications & rarely meet the demands of their jobs adequately.

This HRM function deals with the overall development of the employees. This includes their professional & well as their personal development. It is a part of HRM function to identify opportunities for enhancing the skills of the resources. Promotion is regarded as one of the ways of recognizing development undertaken by an employee. Development is also largely dependent on training. Generally, people think that training & development are one & the same, but there are many differences between them.

★ **Training Process**



CHAPTER 2.36: RECRUITMENTS

Meaning and definition:



The human resources are the most important assets of an organization. The success or failure of an organization is largely dependent on the calibre of the people working therein. Without positive and creative contributions from people, organizations cannot progress and prosper. In order to achieve the goals or the activities of an organization, therefore, they need to recruit people with requisite skills, qualifications, and experience. While doing so, they have to keep the present as well as future requirements of the organization in mind. Once the required number and kind of human resources are determined, the management has to find places where the required human resources are/will be available and also find means of attracting them towards the organization before selecting suitable candidates for jobs.

Recruitment is defined as, — A process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient work force.

✦ **Objectives of recruitment**

Some of the objectives of recruitment are:

- To attract people with multi-dimensional skills and experiences that suits the present and future organizational strategies.
- To induct outsiders with a new perspective to lead the company.
- To infuse fresh blood at all levels of the organization.
- To devise methodologies for assessing psychological traits.

Process of Recruitment:

Recruitment refers the process of identifying and attracting job seekers so as to build a pool of qualified applicants. This process comprises of five interrelated stages, viz,

- Planning



- Strategy development
- Searching
- Evaluation and control

The ideal recruitment process is the one which attracts relatively larger number of qualified applicants who will survive the screening process and accept positions with the organization, when offered to approach the ideal people, individuals responsible for recruitment process must know how many types of employees are needed, where and how to look for individuals with appropriate qualifications and interests, what inducements to use for various types of applicants group, how to distinguish applicants who are unqualified from those who have a reasonable chance of success, and how to evaluate their work.

CHAPTER 2.37: SELECTION

Definition

Selection is defined as the process of differentiating applicants in order to identify and hire those with a greater likelihood of success in a job. The objective of selection decision is basically picking an applicant from a pool of applicants who has the appropriate qualifications and competency to do the job. The selection procedure cannot be effective until and unless- Requirements of the job to be filled have been clearly specified.



Employee specifications (physical, mental, social, behavioural etc.) have been clearly specified.

Candidates for screening have been attracted.

Selection process is preferable because:

It is easier for applicant as they can send their applications to a single centralized department/agency.

It facilitates contacts with applicants because issues pertaining to employment can be cleared through one central location.

It helps operating managers to concentrate on their operating responsibilities. This is helpful during peak operating period.

It can provide for better selection because hiring is done by specialist trained in staffing techniques.

The applicant is better assured of consideration for a greater variety of jobs.

Hiring cost may be cut because duplication of efforts is minimized.

Selection Process:

The selection process consists of the following steps:

(1) Application form:

Many companies formulate their own style of application form depending upon the size and nature of business carried on, type and level of the job etc. Information is generally required on the following items in the form: personal background, educational attainments, work experience references etc.

(2) Written test:



Written test is conducted for the qualified candidates after they are screened on the basis of application form to measure the candidate's ability towards the job, his aptitude reasoning, knowledge in various disciplines, English language etc.

(3) Preliminary Interview:

The next step that tags along the selection procedure is a preliminary interview wherein the applications are scrutinized so as to eliminate unqualified applications. Preliminary Interviews are short. This interview thus provides information about the candidate related to the job or personal specifications.

(4) Selection Test:

After passing through the interview the next stage that applicant has to prove himself on are the selection tests. There are different types of selection tests for different levels of the organization and that too is further differentiated within different types of organizations. Some of the most common and well-known tests that an applicant has to go through are:

- a) Aptitude test
- b) Personality tests: This is common mostly for the higher levels of management are given to measure a prospective employee 's motivation to function in a particular working environment.
- c) Internal test: To measure an individual 's activity preferences.

- d) Graphology Test: is an art wherein the individual 's handwriting is seen and accordingly his personality traits are derived by the way he writes.
- e) Polygraph Test: Are designed to ensure accuracy of the information given in the applications.
- f) Medical Tests: Reveal physical fitness of the candidate.
- g) Drug test: Help to ensure the presence of illegal or Performance- affecting drugs.

(5) References and background checks:

Many employer requests names, address, and telephone numbers or references for the purpose of verifying information and, perhaps, gaining additional background information on an applicant.

(6) Selection Decision:

After collecting data from all the preceding steps, this is the most crucial step in the entire selection process. The main difference between the preceding stages and this is that former is used to short list the number of candidates and later one is to make a final decision from the pool of individuals who pass the tests, interviews, and reference checks. The view of line manager will be generally considered in the final selection because it is, he/she who is responsible for the performance of the new employee. The HR manager plays a crucial role in the final decision.

(7) Physical Examination:

After the selection decision and before the job offer is made, the candidate is required to undergo a physical fitness test. The result of the medical fitness test is recorded in a statement and is preserved in the personal records. The main objectives of this test are as follows:

- To detect if the individual carries any infectious diseases.
- To determine whether an applicant is physically fit to perform the work.
- It helps to determine if there are any physical capabilities which differentiate successful and less successful employees.

☐ Medical check-ups protect applicants with health defects from undertaking work that could be detrimental to them or might otherwise endanger the employer's property.

☐ Last, but not the least such examination will protect the employer from workers compensation claims that are not valid because the injuries or illness was present when the employee was hired.

(8) **Job offers:**

The next step in the selection process is Job offer for those applicants who had passed the previous stage. Job offer is made through a letter of appointment. Such a letter usually contains the date by which the appointee must report on duty.

Appointee must be given a reasonable time for reporting because it may be quite possible that the appointee is employed in some other company or must be residing in some other city and for such other reasons. Company may also want the appointee to delay in joining the job because the job may require undergoing some training program. Decency demands that rejected applicants must be informed about their non-selection. These applicants' data must be used for future references.

(9) **Contract of employment:**

After the job offer is made and the candidates accept the offer, certain documents need to be executed by the employer and the candidate. One such document is Attestation form. This form contains vital details about the candidate, which are authenticated and attested by him/her, which could be used for future reference. Another document is contract of employment. This document contains the terms and conditions of employment like designation, perks, term of job and so on. The information written in the contract may vary according to the level of the job. The main drawback of the contract is that it is difficult to enforce them.

(10) **Concluding the selection process:**

The selection process will not end with executing the employment contract. The step is reassuring the candidates who have not been selected. Such candidates must be told that they were not selected, not because of any serious deficiencies in their personalities, but because their profiles did not match the requirements of the organization.

(11) Evaluation of selection process:

The broad test of the effectiveness of the selection process is the quality of the personnel hired. An organization must have competent and committed personnel. The selection process, if properly done, will ensure availability of such employees. Audit must be conducted by the people who work independent of the HR department.

✦ New methods of selection:

1. 360-degree selection or participative selection:

Normally supervisors administer the selection test and interview. They judge the fit between the job and the candidate. But the employee skills, knowledge and performance affect not only superiors but also subordinates and the employees of the same level. Hence the organization started involving the subordinates and the employees of the same level in administering the employment tests and interviews. This type of selection program is called 360-degree program.

2. Employee leasing:

The client company leases employees from a third party, not on temporary basis but on a fulltime basis and for long help. An interesting feature is that the client company need not perform personnel activities such as hiring compensation or record keeping. Employees working elsewhere are leased. They are not directly employed by the company where they are working.

Employees not recruited by one client are sent to another.

3. Election by invitation:

Management observes the performance of the key executives of competitors. If the performance of the key executives is excellent or the key executives are the change agents, the management invites them to join the organization by offering attractive salary and benefits. Thus, the significant performance of the executive's forms basis for selecting them by invitation.

2.38: HRM ISSUES IN PUBLIC SECTOR BANKS

✦ Background:

Among the 12 services classified under the services definition of GATS, banking is one of the prominent one. Banking industry in India is one of the most diversified and heterogeneous in terms of ownership; co-existence of private and public sector is one of the best examples of peaceful co-existence of two entirely different cultural systems in the services sector. Coupled with that, the country has a large number of foreign banks with altogether a different work culture and climate. The simultaneous existence of so many types of work ethos, systems and processes are truly symbolic of the great Indian unity amongst diversity. Notwithstanding the fact that lots of efforts have gone into bringing technological & process congruence, it is really unfortunate that very little has been done on the human resource front in this regard.

Unfortunately, public sector banking has been the biggest victim, being governed by outdated & prohibitive sets of government guidelines. The Management often complains lack of adequate power and flexibility; the Trade Unions often look at any directional change with a sense of suspicion; majority of the workforce remains in dream-world of the pre-liberalized scenario of work security. The result is that public sector banks are least concerned about human resource management and reforms thereto and consequently remain under-productive.

Though renaming of Personnel departments to HR departments took place quite a few years ago in some of the public sector banks, the work processes & culture in many of them till today remain outdated and are not in a position to meet changing expectations of the human talent within.

The scope of this is limited to address some of the fundamental issues in areas of human resource management front in the public sector banking in India.

2.39: ORGANIZATIONAL PROFILE OF STATE BANK OF INDIA

State Bank of India is the largest and one of the oldest commercial banks in India, in existence for more than 200 years. The bank provides a full range of corporate, commercial, and retail banking services in India. Indian central bank namely Reserve Bank of India (RBI) is the major shareholder of the bank with 59.7% stake. The bank Total is capitalized to the 359.237 billion with the public holding (other than promoters) at 40.3%. SBI has the largest branch and ATM Network spread across every corner of India.

The bank has a branch network of over 15004 branches (including subsidiaries). including 157 foreign offices in 41 countries around the world making it The Largest Banking and Financial Services Company in India, correspondent relationship with 520 International banks in 123 countries. In recent past, SBI has acquired banks in Mauritius, Kenya, and Indonesia. The bank had total staff strength of 292,215 as on 31st January 2013. Of this, 29.51% are officers, 45.19% clerical staff and the remaining 25.30% were sub-staff. The bank is listed on the Bombay Stock Exchange, National Stock Exchange, Kolkata Stock Exchange, Chennai Stock Exchange, and Ahmedabad Stock Exchange while its GDRs are listed on the London Stock Exchange. SBI group accounts for around 25% of the total business of the banking industry while it accounts for 35% of the total foreign exchange in India. With this type of strong base, SBI has displayed a continued performance in the last few years in scaling up its efficiency levels. Net Interest Income of the bank has witnessed a CAGR of 13.3% during the last five years. During the same period, net interest margin (NIM) of the bank has gone up from as low as 2.9% in FY02 to 3.40% in FY06 and currently is at 3.32%.

State Bank of India		
Year	Imperial Bank of India	Mumbai, Maharashtra, India
	1900	1 July 1995
Workers	19000 in 2006	292215 in 2012
Branch	12000 in 2006	15004 in 2012
Asset	274 billion	359.237 billion
Establishments	2 June 1806	1969 nationalized
Government of India		

2.40: State Bank of India

★ Overview

State Bank of India is a largest commercial Bank in India entity on the corporate scene having diversified business interests that include Financial Institution. The Bank is ranked 232nd on

the fortune Global 500 list of the world's biggest corporation as of 2016. In addition to that, the largest bank in India having presence across the country even in remote areas. More than two-third of the Bank's total branches is in rural and semi-urban areas, demonstrating the Bank's intent of serving all strata of the society. According to this, the study focused to analyse the Human Resource Management Practices in State Bank of India.

The State Bank of India, the largest public sector bank of India, offered voluntary scheme (VRS) to trim its workforce as recommended that the banking industry was overstaffed. SBI implemented a VRS or the —Golden Handshake system. The vast workforce that was once regarded as one of SBI 's strongest assets became a liability following the computerization of the bank. The introduction of this scheme leads to strong protests and SBI faced with a prospect of losing its talented employees and be left with less efficient employees (2012). Quality is our essence and we, at State Bank of India, have always stressed on the Qualitative aspect. Consequently, in this run for quality, quantity has always pursued us. We look forward to reaching the zenith and reaffirm our commitment to the process of sound nation-building.

✦ **CORE COMMITMENTS - OUR STRENGTH**

o Emotion o Discipline o
Duty o No
discrimination o Quality
o Give respect o Self-
respect o Truth o
Collective Materialism o
Religion o Absolute
Honesty

✦ **What?**

A commitment of State Bank of India to the genuine needs and rights of anybody & everybody - Be it to a depositor, Share Holder, consumer. all business associates and Sahara India Family Members.

✦ **Need**

India needs effective consumer protection and protection of workers' genuine rights. There are various agencies, promising protection & action. But no external body can provide justice

unless the company becomes 'QUALITY CONSCIOUS' WITH STRICTLY NO DISCRIMINATION POLICY AND JUSTICE CONSCIOUSNESS as its very dominating nature.

✦ Motto

We not only believe but practice NO DISCRIMINATION, JUSTICE & HIGH QUALITY - means enthusiastic, productive performance of duty "KARTAVYA' towards the consumer', workers' genuine satisfaction.

✦ Aim

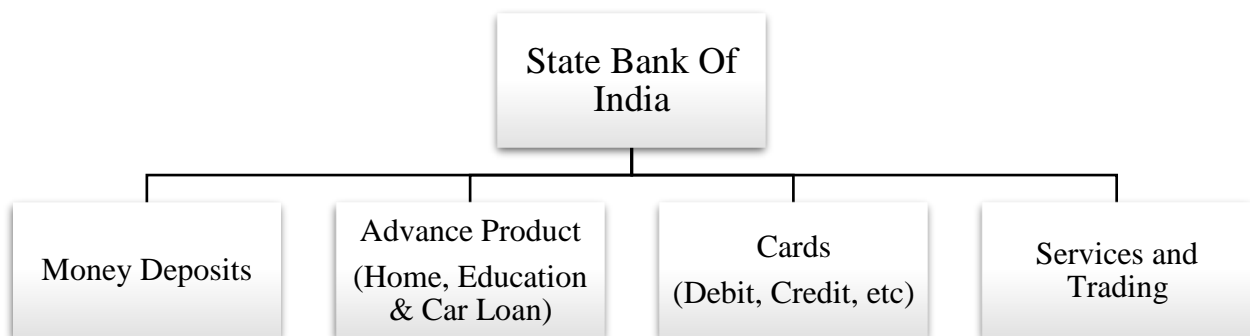
To provide justice - be it a matter of the tiniest imperfection or injustice in our COMMITMENT - products or services. Direct or indirect, short term or long term.

✦ Where?

Kindly rush your grievances/suggestions or any queries related to State Bank of India Services to the nearest S.B.I Branch establishment and/or to:

—Response Will Never Be Delayed and Justice Will Never Be Denied

✦ BUSINESS ENTITIES



CHAPTER 3: Research Methodology

Research Methodology of a research describes research methods, approaches and designs in detail highlighting those used throughout the study, justifying my choice through describing advantages and disadvantages of each approach and design considering their practical applicability to our research. Research Methodology is a systematic approach in research to achieve pre-defined objectives. It helps as a guide through the course of research work. Rules and techniques stated in research methodology save time as it helps to know how to proceed

and conduct the study as per the objectives. Research methodology is the path through which one need to conduct the research.

Research methodology is the specific procedures or techniques used to identify, select, process, and analyse information about a topic. Research methodology allows the reader to critically evaluate a study's overall validity and reliability. The methodology section basically answers two main questions: How was the data collected or generated? How was it analysed? Research methodology should meet the following two criteria: Firstly, the methodology should be the most appropriate to achieve objectives of the research. Secondly, it should be made possible to replicate the methodology used in other research of the same nature.

Methodology is the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. A methodology does not set out to provide solutions—it is therefore, not the same as a method. Instead, a methodology offers the theoretical underpinning for understanding which method, set of methods, or best practices can be applied to a specific case. The methodology is the general research strategy that outlines the way in which research is to be undertaken and, among other things, identifies the methods to be used in it. These methods, described in the methodology, define the means or modes of data collection or, sometimes, how a specific result is to be calculated. Methodology does not define specific methods, even though much attention is given to the nature and kinds of processes to be followed in a particular procedure or to attain an objective. This chapter hence discusses the research methods that were used during the research process, aims and objectives, need, scope, research design, sources of data, data collection method, limitation of study. This research used both qualitative and quantitative methods and combination of primary and secondary sources. The qualitative data supports the quantitative data analysis and results.

3.1: RESEARCH OBJECTIVES

The current research will be aimed at determining the Human Resources Management at SBI Banks in Mira Bhayander Branch. The research will be focused on the following major issues.

- a) To study the significance of Human Resources Management at SBI Bank in Mira Bhayander Branch.
- b) To shed light on Human Resources Practices in Banking Sector.

- c) To study the system development at SBI Bank
- d) To measure the factors related to Human Resources Management at SBI Bank in Mira Bhayander Branch.
- e) To study the employee relation and executive response for Human Resources Management in SBI Banks.
- f) To make people aware about the Human Resource Practice in SBI Bank at Mira Bhayander Branch.
- g) To find out the awareness of people related to Human Resource Management.
- h) To understand Steps taken by SBI to implement Human Resource Management in Mira Bhayander Branch.
- i) To put lines on the changes required for successful practice of Human Resource Management.
- j) To understand the views of employees regarding Human Resource Development in SBI Bank.

3.2: SCOPE OF THE STUDY:

The topic selected for the study is “Human Resources Management” in SBI Bank in Mira Bhayander Branch. The main theme of the project is the analysis and interpretation of practices of the employees using Human Resources as a tool.

It is prepared to know whether the bank is preparing well or not, performance of the bank and about its competitiveness by the analysis and interpretation of the Human Resources Management Process.

A critical study of the effectiveness of Human Resources Management system and suggest ways for improvement.

The problem lies in identifying relationship, mutual understanding between the management and the employees.

The Human Resources Management system provides detailed information about person so that the management can take appropriate steps to improve and achieve the goals and help to maintain the smooth relationship between them.

3.3: RESEARCH DESIGN

Research design means a specified framework for controlling the data collection. The research is of descriptive in nature, which could provide an accurate picture of induction procedure conducted in the organization. Descriptive research includes surveys and fact- finding inquiries of different kinds. The research is of Ex post facto nature in which researcher no control over the variables has. Statistical method lay stress on objectivity rather than rely on intuition and judgment and average & percentages can easily be calculated.

3.4: Source of Data

Sources of data includes primary and secondary data collections focusing on both qualitative and quantitative data. The data collection mechanisms are devised and prepared with their proper procedure.

↳ PRIMARY DATA

The primary data are those, which are collected afresh and for the first time, and thus happen to be original in character. The data on the required information is collected from actual persons using the product/ services. This data is more suited for the objectives of the project.

Primary data means when data does not exist, and researcher collects data on its own through various method. The data in this research is collected by conducting a survey by personal communication by questionnaire method.

↳ **SECONDARY DATA**

The secondary data refers to data that was collected by someone other than the user. This secondary data sources could be internal and external data sources of information that may cover a wide range of areas. The data in this research is collected through various articles, reports, websites, journal, books, newspaper, etc.

The data which have already been collected by someone else or taken from published or unpublished sources and which have already been passed through the statistical process.

↳ **TOOLS AND TECHNIQUES**

Tools and techniques mean use of some smart tools. These tools are simpler and easier to understand as compared to the theoretical data. Various tools and techniques used in this research is tables, graphs, chart.

3.5: LIMITATION OF THE STUDY

- The study is limited to the State Bank of India. So, the study is subject to the limitation of area.
- The study is limited to the Mira Bhayander Branch. So, the study is subject to the limitation of area.
- The time period of the study was very few which may provide a deceptive picture in comparison of the study based on long run.
- Sampling size was of only 50.

- State Bank of India only provides soft skill development training, not skill based (product/process) training. So how can one evaluate the skill-based training is still unresolved.
- The study is based only on secondary & primary data, so lack of keen observations and interactions were also the limiting factors in the proper conclusion of the study.
- The study cannot be Generalized.
- The response can vary from Branch to Branch.
- The responses may vary from Bank to Bank.

CHAPTER 4: LITERATURE REVIEW 4.1

REVIEW OF BOOKS:

★ **HR from the Outside In: Six Competencies for the Future of Human Resources.**

By Dave Ulrich, Jon Younger, Wayne Brockbank and Mike Ulrich New York: McGraw Hill, 2012

As the research, teaching and practice of HRM continues to respond to and be shaped by contemporary business advances, Ulrich, Younger, Brockbank and Ulrich propose that a competency approach provides a ‘leading logic for diagnosing, framing and improving’ the resulting HR challenges (p. 30). Commencing in 1987, ‘HR from the Outside In’ is the result of the sixth round of the authors’ Human Resource Competency Study; a global survey of HR

Professionals, Line Managers, Academics and Consultants. Though the authors note many previous contributions to competency research, they believe this study's unique 360° view will enable HR professionals to significantly increase their levels of competence and contribution. The authors' ability to distil complex findings through years of experience and translate compelling evidence into practical guidelines, usable tools and common-sense advice is what makes this book both relevant and impactful.

Six core competencies have been identified; Strategic Positioner, Credible Activist, Change Champion, HR Innovator and Integrator, Capability Builder and Technology Proponent. Some competencies have carried through directly from previous models and others have evolved or been reshaped. The central message however, as reflected in the book's title, is that all six are now strongly underpinned by an 'Outside-In' ethos. HRM has moved through three waves from 'Administrative Excellence' to 'Innovative and Integrated Practice' to the more contemporary view of 'Strategic HRM' whereby direct contribution to organizational performance is achieved through developing business acumen, enabling business strategy and aligning HRM activities with the resulting strategic choices (p.19). Today, the authors argue, HRM must move through a fourth wave - strengthening strategic contribution through more direct and active engagement with external elements; customers, investors, communities and other stakeholders. As the book progresses through an exploration of each competency, it provides ideas as to how this 'outside' might be brought 'in'. How these ideas are interpreted will likely depend on the perspective and experience of the reader; some appear very valuable, some quite manageable, some hugely aspirational, some questionable. But all are interesting and thought-provoking.

The body of the book devotes a chapter to each competency following a clear and very readable formula. Firstly, a story or two demonstrating the competency at work in an organization is shared, secondly, the factors behind each competency and their impact on individual effectiveness and business performance are explained in full, and finally, some practical tools to initiate and develop ability in the competency are recommended. Common among all chapters is the spectrum of potential activities in which HRM may engage. These activities range from the simple, resource-effective and overtly valuable through to the complex, time-consuming, expensive and potentially distracting. As they are now summarized, the reader can consider: How much might be too much?

↳ **The Strategic Positioner**

No longer is it sufficient to initiate, steer and engage in strategic discussion, HRM should be proactively positioning the organization to win by; interpreting the global context, decoding the customer experience and co-crafting the strategic agenda. This can be achieved through simple efforts such as ensuring financial reports, customer performance data and board meeting presentations are distributed across the team, HR Business Partners master and share ‘the logic’ of their division, and HR is represented on cross-functional teams.

↪ **The Credible Activist**

Having evolved from Personal Credibility to Activism, the view is that HR professionals need to take greater personal initiative across the organization. HRM must earn trust through business results, display integrity as a role model for the organization’s values, be more self-aware regarding skills, approaches and feedback, and strengthen the HR profession. Furthermore, HR professionals need to be influencers and relate to others by understanding, anticipating and planning for stakeholder interests.

↪ **The Capability Builder**

In this chapter, HRM is presented with a basic outline and practical framework for tackling their greatest task – ‘creating the right organization’. The authors refer to previous waves in organizational effectiveness; efficiencies, bureaucracy, systems thinking and more recently capabilities.

↪ **The Change Champion**

As organizations today continue to grapple with continuous change, the consensus here is that the pace of organizational change should match the pace of change on the outside. The shift in this competency from previous research centres on HRM’s need to sustain change rather than just supporting its initiation. Though much of this chapter merely synthesizes the broader change literature, the authors bring some focus to the individual, initiative and organizational levels of change.

↪ **The HR Innovator and Integrator**

Having previously based competencies around particular HRM activities such as organizational design or talent management, these elements are now combined into one

competency central to all HRM activities where innovative HR practices must be fully integrated across the organization to create a 'synergistic whole'. It is argued that value is only created when 'efficacy meets alignment' across work force planning, talent development, organizational and communications practices, performance management and the leadership brand.

↳ **The Technology Proponent**

According to the authors, technology today should be a 'learning and knowledge platform' which connects HRM with the outside and assists innovation and integration on the inside. Technology infrastructure has impacted HRM in many ways in recent years with the advent of employee databases, work force planning tools, online performance management systems etc. However, the role of 'big data' in HRM is only recently being realized and the challenge, according to the authors, is HRM's ability to take data-led insights and turn them into new and innovative initiatives, for example, allowing employees manage their own rosters online. Interestingly, the need for a guest author (M.S. Krishnan) on this chapter reinforces the authors' view that HRM technology lags behind that of other organizational functions. This chapter does not offer the level of insight, advice or practice guidelines offered in previous chapters. Even more interestingly, it is only with this competency that the authors question if it might take HRM 'away from' its core activities. The conclusion for this reviewer is that the authors themselves are not yet wholly competent technology proponents. Ironically it might only be with this competency that all others can be fully realized. Surely it is only through technology enabled access to market information, global-scale employee data, social media and cost-effective initiative implementations that we can really bring the outside-in and act on it appropriately?

Critically, HR from the Outside In barely addresses organizational context yet it has been found to have a significant impact on HRM practices and standards (Belizon et al. 2013; Dainty, 2011). Research has also highlighted that HR Professionals do not perceive a competency approach to be as affective in developing or predicting the performance of HR business partners as we might have been led to believe (Caldwell, 2010). The book however makes for very rewarding and interesting reading for HR professionals and teachers of Strategic HRM. Though one could criticize the vignettes on 'competencies in practice' which open each chapter for not providing any rich insight, overall, the authors achieve their goal in providing a solid framework for diagnosing and improving HRM competencies through their

summaries of best-practice, sharing of experience, advice and practical templates to aid implementation.

To conclude, it is worth reflecting on the authors' suggestion that HRM should push its boundaries, taking an even more assertive strategic role in the organization through in-depth, up-to-the-minute and even predictive business knowledge. Similarly, it is proposed that customers, investors and other stakeholders play a formal role in shaping programmes around talent and performance. For many HR professionals still grappling with existing competency models and never-ending supplies of business data it begs the question: Is it too soon to physically bring the outside-in? As each competency unfolds, though empirically founded and worthy each might be, there is an increasing potential to become overwhelmed by the depth and breadth of behaviours and activities which are expected from HRM. To heed the authors' advice regarding the 'know-do' gap, is it wise to further widen this gap before we have enabled those responsible for successfully bridging it?

4.2 REVIEW OF Article:

✦ Literature Review on HR Practice in Banking Sector by Esha Mehta

In the research paper "Literature Review on HR Practice in Banking Sector by Esha Mehta" focused on 2 main points:

1. Human Resource in Banking Industry:

Banking Sector is an important tool for facilitating the development of Indian Economy. In order to this industry to the altitudes of international distinction, it needs to have a combination of latest technologies, better methods of credit, management of treasury, product variation, internal & external controlled regulations and human resources at the most. The extent of

Objectives & Challenges met will mainly depend on the degree to which the bank's power their primary assets i.e., Human Resources in the context of the altering economic & business environment. Banking being a service sector industry, productivity and commitment of the staff have a significant effect on the overall performance of banks. Due to the intrinsically close ties between employees and customers, losing skilled employees may result in loss of valuable customer relationships. Thus, the focus on the banking industry is about employee retention from all levels, hence initiated the HR systems, procedures, policy and practices with the focus on their employees. There is a new alertness to the profound impact of human nature in the workplace. The Industry has identified management of human resources as the key to future success. Why Human Resource Management is important for Banks of any organization want to run smoothly, effectively and efficiently, the most treasured and indispensable factor that organizations need is human being Well-qualified and capable personnel are important in the context of achieving goals and objectives of an organization. The victory of an organization totally depends on the three basic things as hard work, loyalty, and involvement of staff members.

2. Human Resource Management Practices:

The real problem of running a bank successfully and viable is that skilled manpower is in short supply. It is a basic issue that any resource that is in short supply needs to be properly managed for the benefit of society and, therefore, banks need to pay attention to the entire Human Resource Management process. Managing the people is a key challenge before the bank managements. So, in order to retain skilled and talented employees, banks have started looking towards committed employees and through many types of research, it has been proved by the researchers that HRM Practices increases the commitment level of employees. They have realized that a firm's employees can be a unique pool of talent and can take the organization to greater heights. HRM practices affect such efforts of the employees by influencing their skills and motivating them. It plays a very crucial role in achieving the organization's goals and sustain the competitive benefit. All the banks are undertaking exclusive HRM Practices for their most valuable human assets. These Human Resource Practices are vital not only in

inculcating empowerment amongst the employees but also help in shaping a healthy organizational culture, which leads to higher growth and performance of banks. Here, a brief description of the conceptual areas of HRM practices relating to employee's recruitment and selection, promotion, compensation packages, training and development as covered under the study.

4.3 REVIEW OF RESEARCH:

★ **Human Resource Development Practices in Indian Banking Sector – An Overview by Smt. V. Madhu Latha & Dr. V. Narasimha Rao**

Smt. V. Madhu Latha¹ & Dr. V. Narasimha Rao in their research paper on “Human Resource Development Practices in Indian Banking Sector – An Overview” said that in the growth and development of any type of organization Human Resource plays an extremely important role. Among the several factors of production, human resource is unique and has unlimited potential to contribute to the growth of the organization. The Indian banking sector is playing a significant role in the development of economy. The role of human competencies has become very crucial for the growth of banking sector due to technology adaption, high customer expectation and competition. At the outset an attempt has been made in this paper to overview the existing HRD practices in Indian Banking Sector.

They explained that the Review and Discussion of Key HRD practices in Banking Sector can be done in following ways:

1. Analysis of Training Programmes:

The employees who are trained on a regular basis are the ones who provide a higher quality services to the customers. Banks must efficiently manage its employees during every phase of employment because people are the most important assets in a service-oriented industry like banking and finance.

2. Career and succession planning:

Helping the employees to plan their career in terms of their capacities is an essential step required in the process of human resource development. In succession planning, the potential candidates are identified, and they will be trained and developed to lead the organization in future.

3. Feedback and Employee Counselling:

Professional counsellors stimulate personal growth of employees and offer help in addressing issues that cause stress. The counselling service at work place shall bring back work life balance and serve as development model in HRD.

4. Compensation and Reward Management:

In Indian banking sector the compensation and rewards are the two most crucial factors in attracting as well as retaining high quality employees. Use of right rewards, either monetary or non-monetary for all levels of employees can motivate the employees to enhance their job satisfaction in the banks

They concluded that the economic development of any country largely depends on the public savings, public lending facilitated and promoted by banking and financial services industry.

Indian banking industry has witnessed rapid growth and changes in the past three decades as a result of economic reforms, changing socio-economic profile of the people, and technology revolution. Bank's today is facing numerous challenges due to these changes. The survival of the banks completely depends on range and quality of services offered to customers. The quality and performance in banking services depends on effective HRD practices.

✦ **Human Resource Management & Practices in Indian Banks by Kalakotla Suman**

The research was undertaken in view of the absence of systematic studied on the subject. Nationalization has changed the complexion and dimensions of Commercial Banking in India. The research covers all the important areas of human resource development in banks. These areas include conceptual clarification about human resource and human resource development in banks, essentials of HRD, the sub-system of human resource development like performance appraisal, training, management development, career planning and development, organization development, participative management, quality circles etc. The research will also be explained few of the challenges faced by banking industry.

Objectives of the research were to enquire into the HRD philosophy of banks, to study the organizational and HRD climate in the banks., To enquire into the practices of various HRD techniques, and to study the outcomes of human resource development Research focuses on some of the HR practices and benefits given to employees:

1. **Hiring the Right Person for the Right Job:**

In pursuing person-job fit, companies seek to match the job holder's knowledge, skills and abilities to the requirements of the job.

2. Training and Development:

With drastic growth of banks, it calls for efficient and well-trained staff members to handle/deal with the consumer needs. To pull consumers banks are offering traditional with advance services like SMS banking, ATM, internet banking, priority banking, demat.

3. Performance Management:

Banking service is one sector where a great degree of attention is being paid to performance appraisal system. Several of the nationalized banks have changed their performance appraisal system or are in the process of changing them. Several of the banks also have self-appraisal as a part of performance appraisal.

4. Gratuity:

The benefit is in the form of lump sum payments to vested employees on resignation, retirement, death while in employment or on termination of employment of an amount equivalent to 15 days basic salary payable for each completed year of service. Vesting occurs upon completion of five years of service

5. Superannuation:

Employees of the Bank, are prescribed grade, are entitled to receive retirement benefits under the Bank's Superannuation Fund. The Bank contributes a sum equivalent to 13% of the employee's eligible annual basic salary (15% for the Managing Director, Executive Directors and for certain eligible erstwhile Centurion Bank of Punjab to insurance companies, which administer the fund.

Keeping in mind the main findings of the research and for effectiveness of Human Resource Practices, the following recommendations may be outlined. There is now a felt need towards bringing this change for sustained organizational performance. At the level of various

Banks, there is an institutionalized setup in the form of well-structured Human Resource Divisions in place of the erstwhile personnel departments to undertake various Human Resource Functions.

✦ **A STUDY ON HUMAN RESOURCE MANAGEMENT IN STATE BANK OF INDIA by SELVAMAN AND MUTHUKUMAR**

An attempt is made in this research to what extent human resource management is contributing for the satisfaction of the employees in the SBI. A sample of 65 employees has been selected using convenient sampling method. The study says human resource management is contributing for the satisfaction of the employees in the SBI. The following statistical tools have been used for analysing the collected data: Tables, Percentage, Ranking techniques and, Chi-square test. Finally, the researcher provides the suitable suggestions to improve Human Resource Management practices in the SBI and it will go a long way to get success.

The research explained its findings in 9 tables:

Table 1: Gender Wise Classification

Table 2: Age Wise Classification

Table 3: Work Experience

Table 4: Designation

Table 5: Monthly Incomes

Table 6: Opinion about Training and Development

Table 7: Opinion about Wages and salary administration

Table 8: Opinion about Working Condition

Table 9: Opinion about Labour welfare measure

Few of the suggestions of the research were:

Ø the organization must make it essential that the employee of the concern must know about the company goals and objectives and strive to the achievement of the goals.

Ø Providing better working condition with latest technologies and up gradations satisfy with all people in the organizations.

Ø There's no other better motivator than rewards. Employees must be motivated from time to time by way of giving incentives.

Ø the organization must provide positive working climate to employees which will brings their potential and help them to grow individually.

The research concluded on note that:

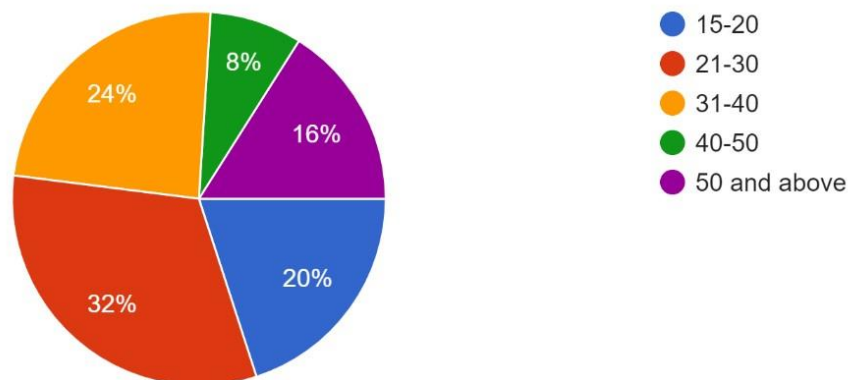
The success of banks basically depends on the development of the bank employees. Along with coherent development of the worker, technical infrastructures of the bank must be ensured to develop the effectiveness of the employee. Considering the present dynamic global business environment, the present paper mainly focused on the HRM system in SBI and overall HRM practices which is an appreciable factor in public sector

CHAPTER 5: DATA ANALYSIS AND INTERPRETATION

5.1: Age

- 15-20
- 21-30
- 31-40
- 40-50
- 50 and above

Age
50 responses



There are total 50 responses for the question. In the above diagram, “Blue” indicates age group between “15-20”, “Red” indicates age group between “21-30”, “Yellow” indicates age group between “31-40”, “Green” indicates age group between “40-50”, “Purple” indicates age group between “50 and above”.

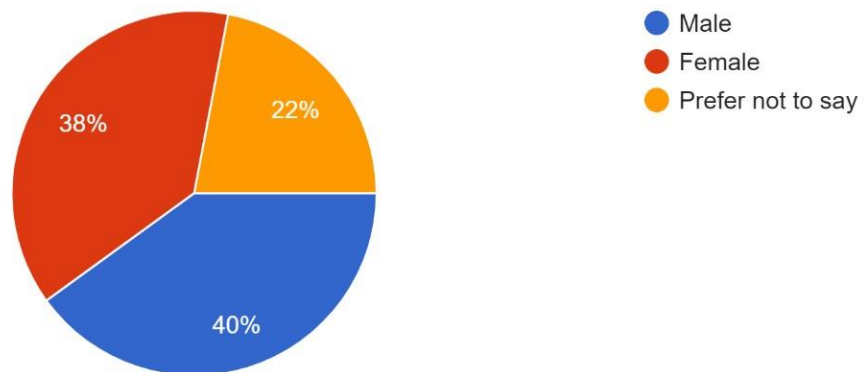
20% population are between the age group of 15-20, which means 10 people out of 50 falls under this category. 32% population are between the age group of 21-30, which means 16 people out of 50 falls

under this category. 24% population are between the age group of 31-40, which means 12 people out of 50 falls under this category. 8% population are between the age group of 41- 50, which means 4 people out of 50 falls under this category. 16% population are between the age group of 50 and above, which means 8 people out of 50 falls under this category.

5.2: Gender

- Male
- Female
- Prefer not to say.

Gender
50 responses



There are total 50 responses for the question.

In the above diagram, “Blue” indicates “Male”, “Red” indicates “Female”, “Yellow” indicates “Prefer not to say”.

40% population are male, which means 20 people out of 50 are male.

38% population are Female, which means 19 people out of 50 are female.

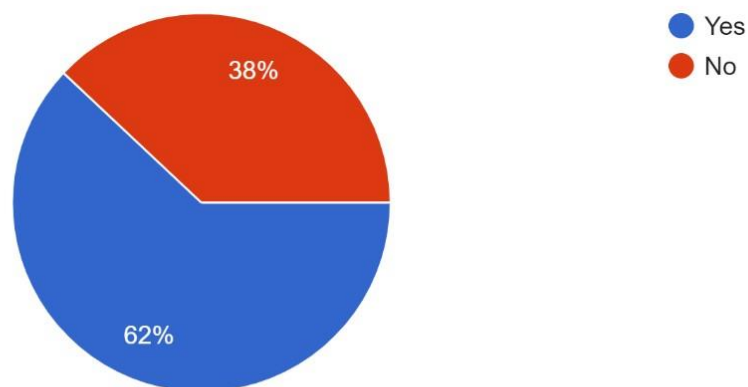
22% population does not prefer to say i.e. 11 people out of 50 do not want to disclose their gender

5.3: Do you or anyone in your contact is under employment in SBI?

- Yes
- No

Do you or anyone in your contact is under employment in SBI?

50 responses

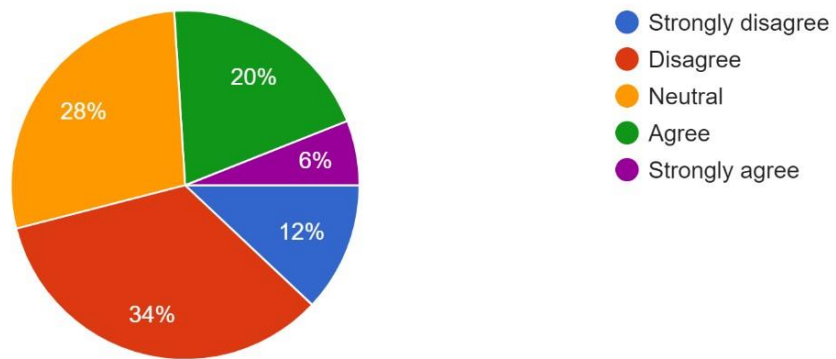


- The blue colour indicates people that has contact in SBI Bank
- Red colour indicates people who do not have contact in SBI Bank
- Out of 50 respondent, 62% people has contact in SBI i.e. 31 people
- Whereas 38% people do not have any contact in SBI Bank i.e. 19 people.

5.4: Do you think HR executives are fully aware of the business needs and strategies?

- Strongly disagree.
- Disagree
- Neutral
- Agree
- Strongly agree.

Do you think HR executives are fully aware of the business needs and strategies
50 responses



There are total 50 responses

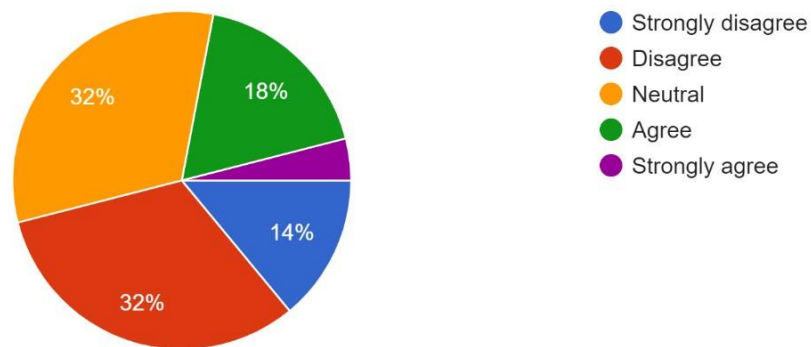
Blue colour symbolizes Strongly Disagree; Red colour symbolizes Disagree, Yellow symbolizes Neutral, Green symbolizes Agree, Purple symbolizes Strongly Agree.

Here we can see out of the total respondent 12% of people Strongly disagree i.e. 6 people out of 50, 34% of respondent Disagree i.e. 17 people, 28% of respondent i.e. 14 people aren't sure they are at the Neutral side, whereas 20% of people i.e. 10 people Agree with the facts, and 6% of them i.e. 3 people Strongly Agree with the same.

5.5: Are efforts taken to generate awareness amongst the employees about the HRM?

- Strongly disagree.
- Disagree
- Neutral
- Agree
- Strongly agree

Are efforts taken to generate awareness amongst the employees about the HRM
50 responses



There are total 50 responses

Blue colour symbolizes Strongly Disagree; Red colour symbolizes Disagree, Yellow symbolizes Neutral, Green symbolizes Agree, Purple symbolizes Strongly Agree.

Here we can see out of the total respondent 14% of people Strongly disagree i.e. 7 people out of 50, 32% of respondent Disagree i.e. 16 people, 32% of respondent i.e. 16 people aren't sure they are at the Neutral side, whereas 18% of people i.e. 9 people Agree with the facts, and 4% of them i.e. 2 people Strongly Agree with the same.

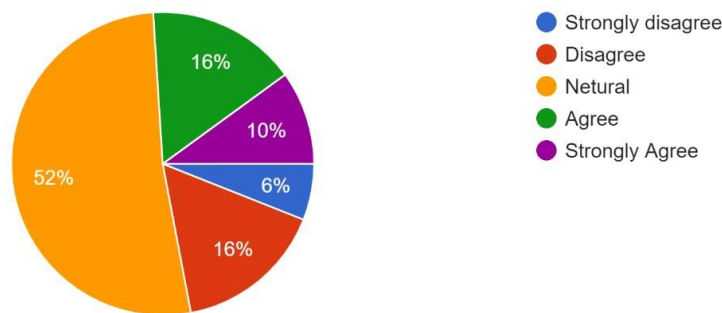
5.6: Does human resource requirements are systematically ascertained, and an appropriate plan is formulated for satisfying the requirements?

- Strongly disagree.

- Disagree
- Neutral
- Agree
- Strongly Agree

Does human resource requirements are systematically ascertained and an appropriate plan is formulated for satisfying the requirements

50 responses



There are total 50 responses

Blue color symbolizes Strongly Disagree; Red color symbolizes Disagree, Yellow symbolizes Neutral, Green symbolizes Agree, Purple symbolizes Strongly Agree.

Here we can see out of the total respondent 6% of people Strongly disagree i.e. 3 people out of 50, 16% of respondent Disagree i.e. 8 people, 52% of respondent i.e. 26 people aren't sure they are at the Neutral side, whereas 16% of people i.e. 8 people Agree with the facts, and 10% of them i.e. 5 people Strongly Agree with the same.

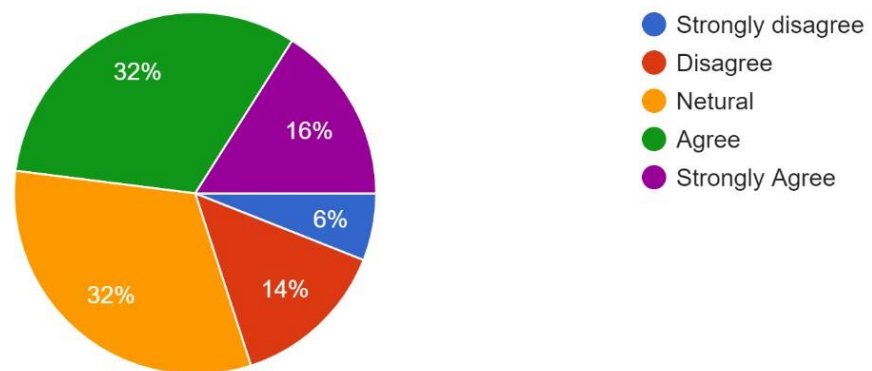
5.7 Does the jobs are subject to formal job analysis in SBI?

- Strongly disagree.
- Disagree
- Neutral

- Agree
- Strongly Agree

Does the jobs are subject to formal job analysis in SBI

50 responses



There are total 50responses

Blue colour symbolizes Strongly Disagree; Red colour symbolizes Disagree, Yellow symbolizes Neutral, Green symbolizes Agree, Purple symbolizes Strongly Agree.

Here we can see out of the total respondent 6% of people Strongly disagree i.e. 3 people out of 50, 14% of respondent Disagree i.e. 7 people, 32% of respondent i.e. 16 people aren't sure they are at the Neutral side, whereas 32% of people i.e. 16 people Agree with the facts, and 16% of them i.e. 8 people Strongly Agree with the same.

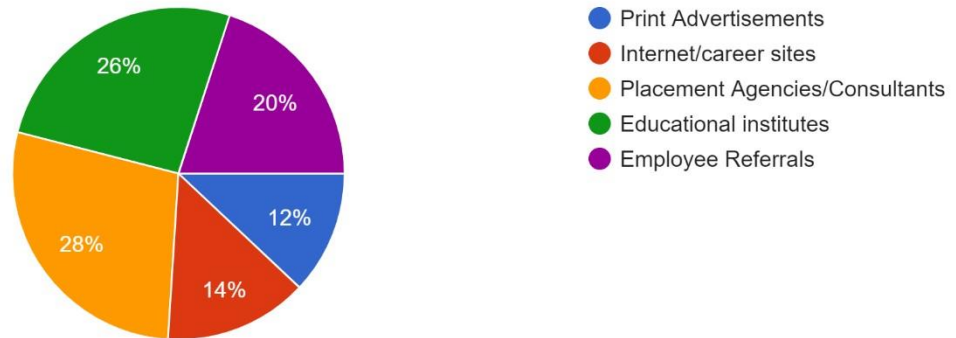
5.8 Where does SBI emphasis more as source of recruitment?

- Print Advertisements
- Internet/career sites
- Placement Agencies/Consultants
- Educational institutes

- Employee Referrals

Where does SBI emphasis more as source of recruitment?

50 responses



There are total 50 responses

Blue colour symbolizes Print Advertisements; Red colour symbolizes Internet/career sites, Yellow symbolizes Placement Agencies/Consultants, Green symbolizes Educational Institute, Purple symbolizes Employee Referrals.

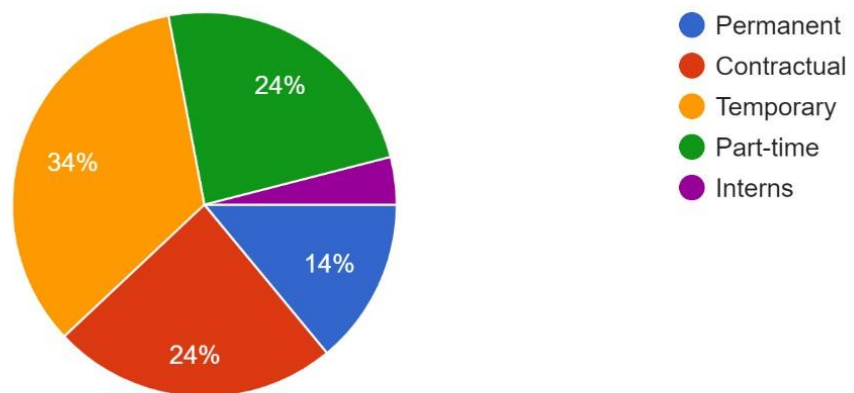
Here we can see out of the total respondent 12% of people votes for Blue i.e. 6 people out of 50, 14% of respondent votes Red i.e. 7 people, 28% of respondent i.e. 14 people votes for Yellow, whereas 26% of people i.e. 13 people goes with Green, and 20% of them i.e. 10 people stands with Purple.

5.9 What type of employee contract is preferred by SBI?

- Permanent
- Contractual
- Temporary
- Part-time
- Interns

What type of employee contract is preferred by SBI

50 responses



There are total 50 responses

Blue symbolizes Permanent; Red symbolizes Contractual, Yellow symbolizes Temporary, Green symbolizes Part-Time, Purple symbolizes Interns.

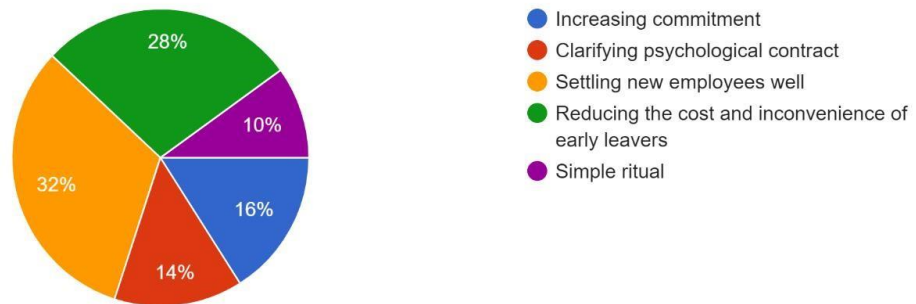
Here we can see out of the total respondent 14% of people votes for Blue i.e. 7 people out of 50, 24% of respondent votes Red i.e. 12 people, 28% of respondent i.e. 34 people votes for Yellow, whereas 24% of people i.e. 12 people goes with Green, and 10% of them i.e. 5 people stands with Purple.

5.10 What is the basic objective during any induction programme by SBI?

- Increasing commitment
- Clarifying psychological contract
- Settling new employees well
- Reducing the cost and inconvenience of early leavers • Simple ritual

What is the basic objective during any induction programme by SBI

50 responses



There are total 50 responses

Blue symbolizes Increasing Commitment; Red symbolizes Clarifying Psychological Contract, Yellow symbolizes Settling New Employees Well, Green symbolizes Reducing the Cost and Inconvenience of Early Leavers, Purple symbolizes Simple Rituals.

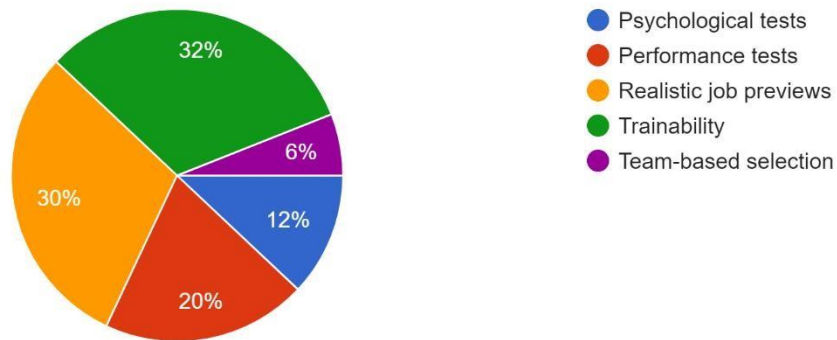
Here we can see out of the total respondent 16% of people votes for Blue i.e. 8 people out of 50, 14% of respondent votes Red i.e. 7 people, 32% of respondent i.e. 16 people votes for Yellow, whereas 28% of people i.e. 14 people goes with Green, and 10% of them i.e. 5 people stands with Purple.

5.11 Which method is used for employee selection?

- Psychological tests
- Performance tests
- Realistic job previews
- Trainability
- Team-based selection

Which method is used for employee selection?

50 responses



There are total 50 responses

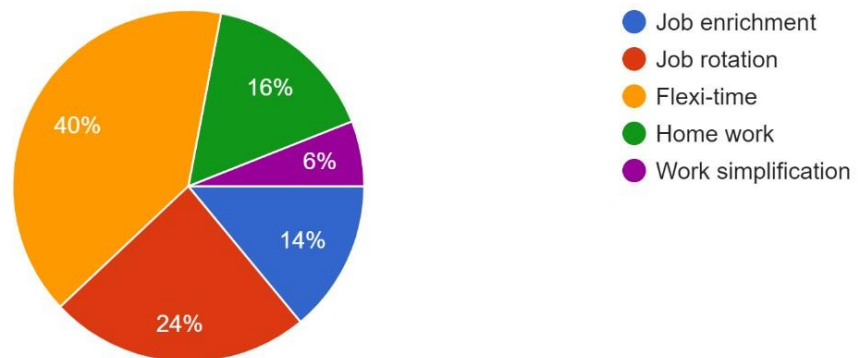
Blue colour symbolizes Psychological Tests; Red symbolizes Performance Tests, Yellow symbolizes Realistic Job Previews, Green symbolizes Trainability, Purple symbolizes Team Based Selection.

Here we can see out of the total respondent 12% of people votes for Blue i.e. 6 people out of 50, 20% of respondent votes Red i.e. 10 people, 30% of respondent i.e. 15 people votes for Yellow, whereas 32% of people i.e. 16 people goes with Green, and 6% of them i.e. 3 people stands with Purple.

5.12 According to you which is the most relevant practice.

- Job enrichment
- Job rotation
- Flexi-time
- Homework
- Work simplification

According to you which is the most relevant practice
50 responses



There are total 50 responses

Blue symbolizes Job Enrichment, Red colour symbolizes Job Rotation, Yellow symbolizes Felix-Time, Green symbolizes Homework, Purple symbolizes Work Simplification.

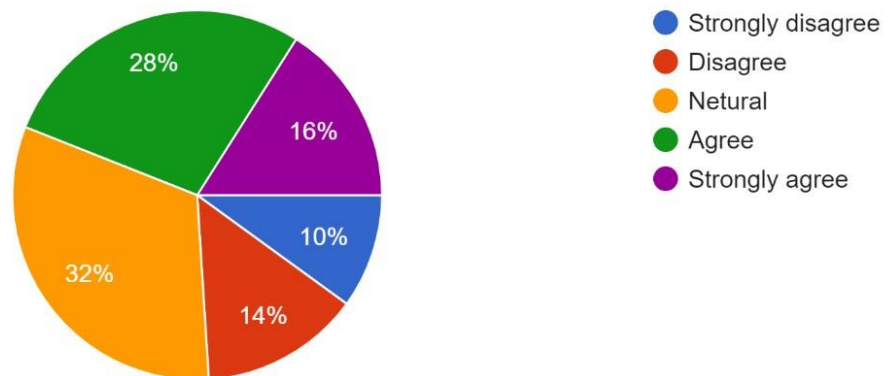
Here we can see out of the total respondent 14% of people votes for Blue i.e. 7 people out of 50, 24% of respondent votes Red i.e. 12 people, 40% of respondent i.e. 20 people votes for Yellow, whereas 16% of people i.e. 8 people goes with Green, and 6% of them i.e. 3 people stands with Purple.

5.13 Does SBI has a practice of carrying employee satisfaction surveys.

- Strongly disagree.
- Disagree
- Neutral
- Agree
- Strongly agree.

Does SBI has a practice of carrying employee satisfaction surveys

50 responses



There are total 50responses

Blue symbolizes Strongly Disagree; Red symbolizes Disagree, Yellow symbolizes Neutral, Green symbolizes Agree, Purple symbolizes Strongly Agree.

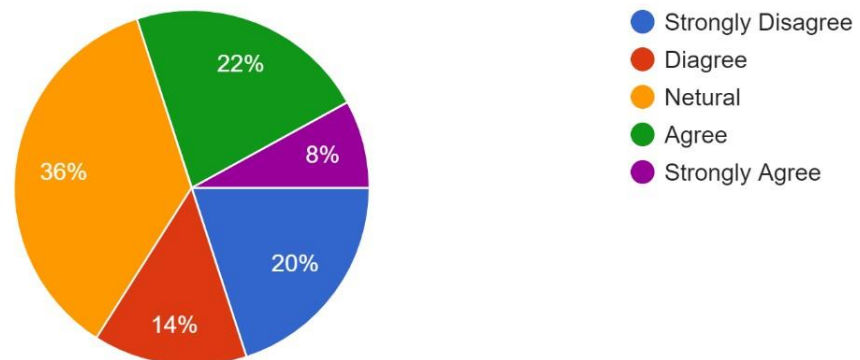
Here we can see out of the total respondent 10% of people Strongly disagree i.e. 5 people out of 50, 14% of respondent Disagree i.e. 7 people, 32% of respondent i.e. 16 people aren't sure they are at the Neutral side, whereas 28% of people i.e. 14 people Agree with the facts, and 16% of them i.e. 8 people Strongly Agree with the same.

5.14 Does SBI follows a formal procedure of potential appraisal.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Does SBI follows a formal procedure of potential appraisal

50 responses



There are total 50 responses

Blue symbolizes Strongly Disagree; Red symbolizes Disagree, Yellow symbolizes Neutral, Green symbolizes Agree, Purple symbolizes Strongly Agree.

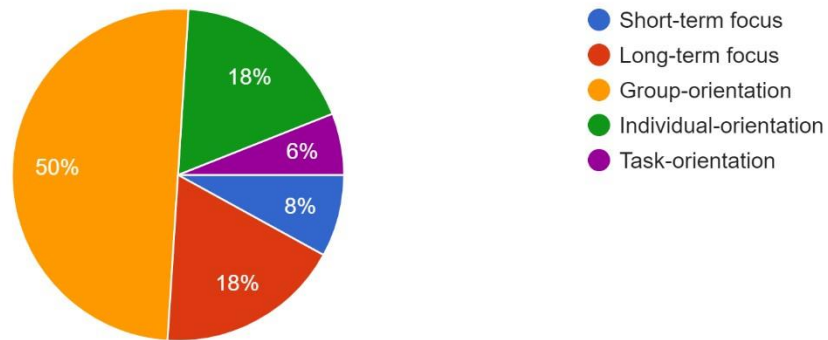
Here we can see out of the total respondent 20% of people Strongly disagree i.e. 10 people out of 50, 14% of respondent Disagree i.e. 7 people, 36% of respondent i.e. 18 people aren't sure they are at the Neutral side, whereas 22% of people i.e. 11 people Agree with the facts, and 8% of them i.e. 4 people Strongly Agree with the same.

5.15 What is the main focus of training/development programmes?

- Short-term focus
- Long-term focus
- Group-orientation
- Individual orientation
- Task-orientation

What is the main focus of training/development programmes?

50 responses



There are total 50 responses

Blue symbolizes Short-Term Focus; Red symbolizes Long-Term Focus, Yellow symbolizes Group-Orientation, Green symbolizes Individual-Orientation, Purple symbolizes Task-Orientation.

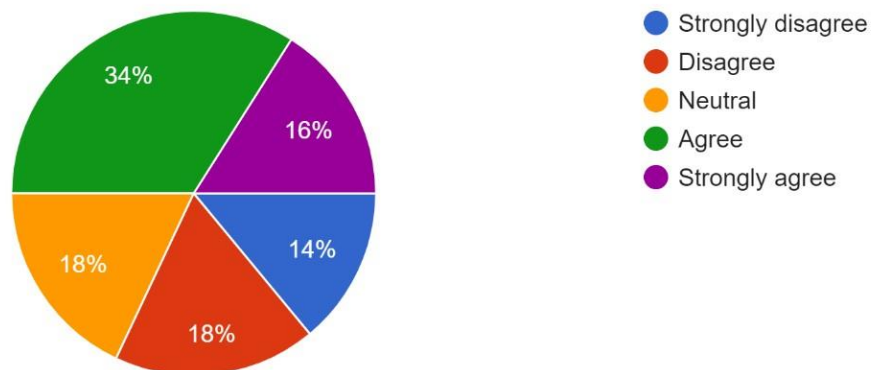
Here we can see out of the total respondent 8% of people votes for Blue i.e. 4 people out of 50, 18% of respondent votes Red i.e. 9 people, 50% of respondent i.e. 25 people votes for Yellow, whereas 18% of people i.e. 9 people goes with Green, and 6% of them i.e. 3 people stands with Purple.

5.16 Performance appraisal system is extended to all members.

- Strongly disagree.
- Disagree
- Neutral
- Agree
- Strongly agree.

Performance appraisal system is extended to all members

50 responses



There are total 50 responses

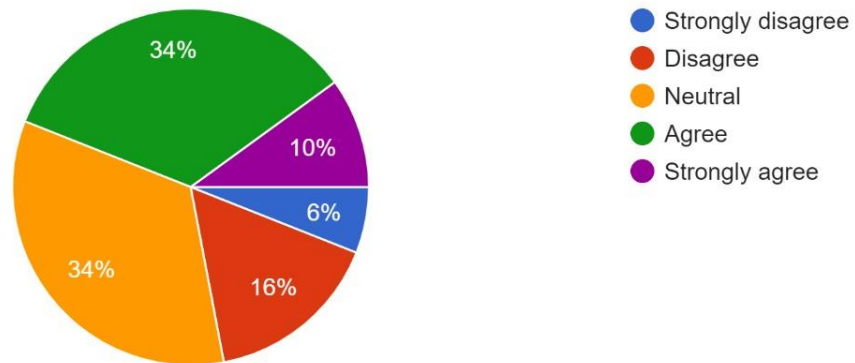
Blue symbolizes Strongly Disagree; Red symbolizes Disagree, Yellow symbolizes Neutral, Green symbolizes Agree, Purple symbolizes Strongly Agree.

Here we can see out of the total respondent 14% of people Strongly disagree i.e. 7 people out of 50, 18% of respondent Disagree i.e. 9 people, 18% of respondent i.e. 9 people aren't sure they are at the Neutral side, whereas 34% of people i.e. 17 people Agree with the facts, and 16% of them i.e. 8 people Strongly Agree with the same.

5.17 Does SBI has provision for employee recognition programmes and awards.

- Strongly disagree.
- Disagree
- Neutral
- Agree
- Strongly agree.

Does SBI has provision for employee recognition programmes and awards
50 responses



There are total 50 responses

Blue symbolizes Strongly Disagree; Red symbolizes Disagree, Yellow symbolizes Neutral, Green symbolizes Agree, Purple symbolizes Strongly Agree.

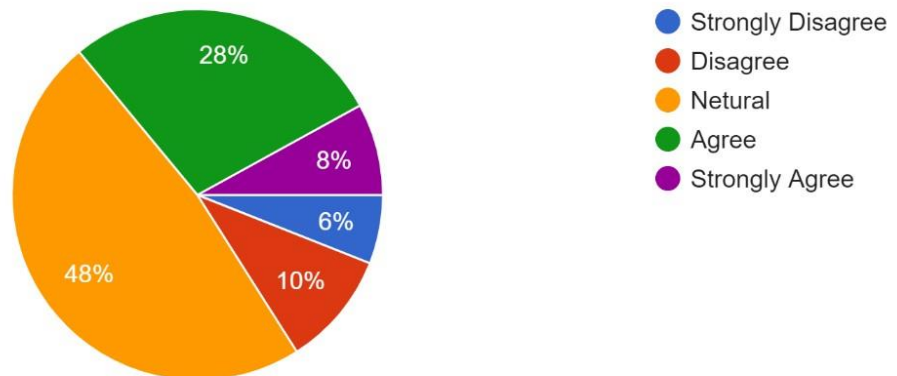
Here we can see out of the total respondent 6% of people Strongly disagree i.e. 3 people out of 50, 16% of respondent Disagree i.e. 8 people, 34% of respondent i.e. 17 people aren't sure they are at the Neutral side, whereas 34% of people i.e. 17 people Agree with the facts, and 10% of them i.e. 5 people Strongly Agree with the same.

5.18 Does SBI conducts exit interviews.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Does SBI conducts exit interviews

50 responses



There are total 50 responses

Blue symbolizes Strongly Disagree; Red symbolizes Disagree, Yellow symbolizes Neutral, Green symbolizes Agree, Purple symbolizes Strongly Agree.

Here we can see out of the total respondent 6% of people Strongly disagree i.e. 3 people out of 50, 10% of respondent Disagree i.e. 5 people, 48% of respondent i.e. 24 people aren't sure they are at the Neutral side, whereas 28% of people i.e. 14 people Agree with the facts, and 8% of them i.e. 4 people Strongly Agree with the same.

CHAPTER 6: KEY FINDINGS

Mostly all the State Banks of India Employees are well aware of the role and importance of the training They are self-motivated to attend such training program as it will result in

- their skill enhancement & improving their interpersonal skill.

Corporate HR, State Banks of India, time to time training is provided to all the Employees

- and it is continuous process.

Two types of training are provided to the Employees by State Banks of India -induction training

- and soft skill development training.

Questionnaire is the most popular mean of evaluating the training program in State Banks

- of India.

Most of the Employees feel that interview is the most appropriate method of evaluating the

- training program.

Post training evaluation focus on result rather than on the effort expended in conducting the

- training and it worth the time, money, and effort.

Most of the participants are benefitted by giving feedback after attended the training. It motivated them to do better, helped them to increase their job performance and is an aid

- to future planning.

In State Bank of India, post training evaluation is used to identify the effectiveness and valuation of training program, to identify the ROI (return on investment), to identify the need of retraining and to provide the points to improve the training.

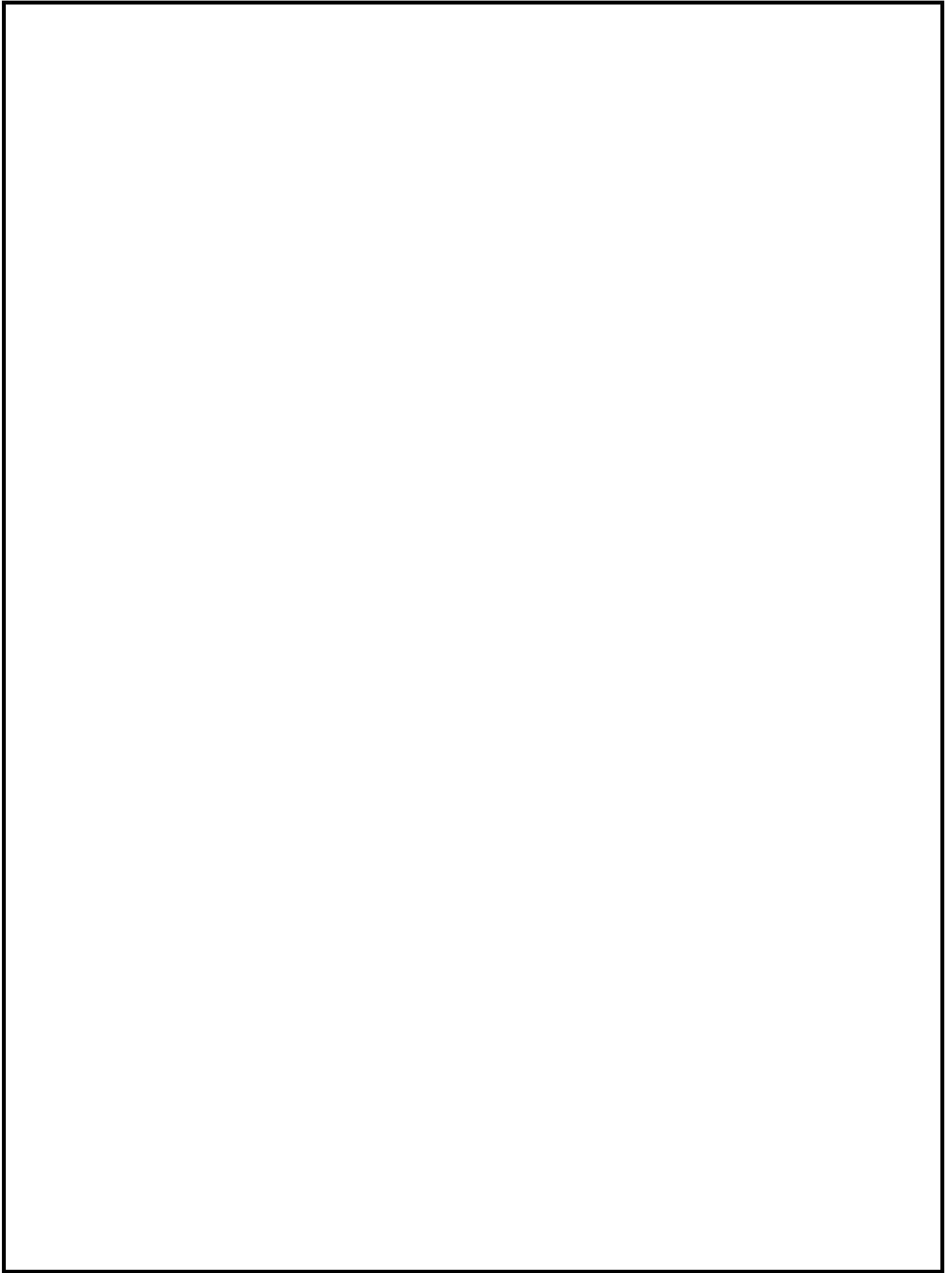
CHAPTER 7: SUGGESTIONS AND RECOMMENDATIONS

- The management must commit itself to allocate major resources and adequate time to training.
- Ensure that training contribute to competitive strategies of the firm. Different strategies need different HR skill for implementation. Let training help employees at all levels acquire the needed skill.
- Ensure that a comprehensive and systematic approach to training exists, and training and retraining are done at all levels on a continuous and on-going basis.
- Ensure that there is proper linkage among organizational, operational, and individual training needs.
- Skill based training (product/process training) should also be provided.
- Besides questionnaire other methods of post training evaluation should also be used like interviews, self-diaries, observation, and supplement test.
- The evaluation procedure must be implemented concerning trainer, trainee and subject.
- Post training feedback has to be continuous and should also be taken from line manager/superior & from peers to find out the effectiveness and valuation of training.

CHAPTER 8: CONCLUSION

Today, banks focus on designing programs and process and services to attract, develop and retain top talent. Utilizing the latest technologies HR team has launched sophisticated online systems that provide the employees with details on benefits, compensation, special programs, and internal job opportunities. As a global employee population continues to grow, these cutting-edge activities are increasingly important to the deliver world-class HR solution.

The core function of HRD in the banking industry is to facilitate performance improvement, measured not only in terms of financial indicators of operational efficiency, but also in terms of the quality of financial services provided. Factors like skills, attitudes and knowledge of the human capital play a crucial role in determining the competitiveness of the financial sector. The quality of human resources indicates the ability of banks to deliver value to customers. Capital and technology are replicable but not the human capital which needs to be valued as a highly valuable resource for achieving that competitive edge. The primary emphasis needs to be on integrating human resource management strategies with the business strategy. HRM strategies include managing change, creating commitment, achieving flexibility, and improving teamwork. The other processes representing the overt aspects of HRM are recruitment, placement, and performance management.



CHAPTER 9: ANNEXURE

(1) **Name** *

(2) **Age** *

- 15-20
- 21-30
- 31-40
- 40-50
- 50 and above

(3) **Gender** *

- Male
- Female
- Prefer not to say
- Other:

(4) **Do you or anyone in your contact is under employment in SBI? ***

- Yes
- No

(5) **Do you think HR executives are fully aware of the business needs and strategies? ***

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

(6) **Are efforts taken to generate awareness amongst the employees about the HRM ***

- Strongly disagree

- Disagree
- Neutral
- Agree
- Strongly agree

(7) **Does human resource requirements are systematically ascertained, and an appropriate plan is formulated for satisfying the requirements** *

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

(8) **Does the jobs are subject to formal job analysis in SBI** *

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

(9) **Where does SBI emphasis more as source of recruitment?** *

- Print Advertisements
- Internet/career sites
- Placement Agencies / Consultants
- Educational institutes
- Employee Referrals

(10) **What type of employee contract is preferred by SBI?** *

- Permanent
- Contractual
- Temporary

- Part-time
- Interns

(11) Which method is used for employee selection? *

- Psychological tests
- Performance tests
- Realistic job previews
- Trainability
- Team-based selection

(12) What is the basic objective during any induction programme by SBI? *

- Increasing commitment
- Clarifying psychological contract
- Settling new employees well
- Reducing the cost and inconvenience of early leavers
- Simple ritual

(13) According to you which is the most relevant practice *

- Job enrichment
- Job rotation
- Flexi-time
- Home work
- Work simplification

(14) Does SBI has a practice of carrying employee satisfaction surveys *

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

(15) Does SBI follows a formal procedure of potential appraisal *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

(16) What is the main focus of training/development programmes? *

- Short-term focus
- Long-term focus
- Group-orientation
- Individual-orientation
- Task-orientation

(17) Performance appraisal system is extended to all members *.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

(18) Does SBI has provision for employee recognition programmes and awards *

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

(19) Does SBI conducts exit interviews *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

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