

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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**HRD PRACTICES IN BANKS: A STUDY WITH REFERENCE TO PUBLIC AND PRIVATE SECTOR BANKS**

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**ABSTRACT**

People are the real assets of an organization. There is interdependency between organizations and people to meet their multifaceted goals and objectives. The challenge of human resource management is make this union approach perfection. HRD is a positive concept in HRM. HRD as the formal organizational effort of the financial institutions is receiving substantial attention both from the academic and in-house research. A review of the literature, however, revealed that there is lack of research endeavor comparing the HRD practices in this sector. This study highlights the importance and essence of HRD practices in banks to manage environmental variables, attainment of self-confidence and motivation for the public services. The study was aimed at assessing the extent of HRD climate prevailing and its influence on the level of employee satisfaction and performance. The study is mainly of descriptive nature however a set of statistical tools have been adopted like Correlation of Co-efficient and Regression Analysis to make the study analytical and tries to evaluate the HRD practices followed in the financial Institutions. The study reveals that HRD Climate is a contributing/influencing factor to satisfy different needs of the individuals in both the public sector and private sector banks. To survive and excel in the new economy, the HRD climate is of crucial importance to the Indian public sector organizations. The economic development of a country can be achieved through exploration of natural resources, availability of physical and financial resources, and international aid.

**KEYWORDS**

Employee Satisfaction, Employee Performance, HRD, HRD Climate, HRM.

**INTRODUCTION**

People are the real assets of an organization. If treated well, they can take organizations to commanding heights. Two plus two can be four or even ten. Organizations are generally, driven by a set of pre-determined goals. They employ physical, financial and human resources in order to achieve the goals. These goals have no meaning unless people understand the underlying philosophy, translate them into concrete action plans and put their hearts while realizing the targets. Organizations thus depend on people for their objectives and goals. In a similar way, people need organizations. The vast majority of people work to support themselves and their families and people work for many reasons other than economic security. To meet their multifaceted needs, people and organizations join hands. Unfortunately this union seldom approaches perfection. Organizations face several problems to reach their goals, and likewise employees, have their own problems in their attempt to be productive and efficient in their jobs and feel satisfied in their work lives. The challenge of human resource management is to minimize these obstacles and improve the contributions made by people to organizations. HRM is concerned with the effective use of people to achieve organizational and individual goals. It is a way of managing people at work, so that they give their best to the organization. (G.Mejia et al,1991)<sup>6</sup> may be defined as the art of procuring, developing and maintaining the competent workforce to achieve the goals of an organization in an effective and efficient manner. (J.E.Butler et al,1991)<sup>1</sup>

**HRD**

HRD is a positive concept in HRM. It is based on the belief that an investment in human beings is necessary and will invariably bring in substantial benefits to the organization in the long run. It aims at overall development of human resources in order to contribute to the wellbeing of the employees, organizations and society at large. HRD is rooted in the belief that human beings have the potential to do better. It therefore, places a premium on the dignity and tremendous latent energy of the people. Where balance sheets show people on the debit side, HRD seeks to show them as assets on the credit side.

A definition of HRD is "organized learning activities arranged within an organization in order to improve performance and/or personal growth for the purpose of improving the job, the individual, and/or the organization"(McLagan and Patricia A,1989)<sup>5</sup> HRD includes the areas of training and development, career development & organization development. This is related to Human Resource Management -- a field which includes HR research and information systems, union/labor relations, employee assistance, compensation/benefits, selection and staffing, performance management systems, HR planning, and organization/job design (T.V.Rao and Udai Pareek, 1981)<sup>7</sup>

According to T.V.Rao, HRD is a process by which employees of an organization are helped in a continuous and planned way to

- Acquire or sharpen capabilities required to perform various functions associated with their present or future expected roles.
- Develop their general capabilities as individuals and discover and exploit their own inner potential for their own and/or organizational development purposes
- Develop an organizational culture in which superior-subordinate relationships, team work and collaboration among sub units are strong and contribute to the professional well-being, motivation and pride of employees.(Udai Pareek and T.V.Rao,1981)<sup>7</sup>

In short, HRD aims at helping people to acquire competencies required to perform all these functions effectively and make their organization do well.

**REVIEW OF LITERATURE**

The term HRD has become very popular in the last decade and especially in the last five years. Many organizations either have started new HRD departments or have improved HRD managers or at least have strengthened their personnel departments to look after their HRD functions. The formal introduction of the concept of HRD was done by Prof. Len Nadler in 1969 in American Society for Training and Development Conference. In India, Larsen and Turbo Ltd., is the first company to introduce this concept in 1975 among the private sector companies with an objective of facilitating growth of employees, especially people at lower levels. Among the public sector companies, it was BHEL which introduced this concept in 1980.

Although India took the lead in the Asia Pacific region, setting up a full Ministry of Human Resource Development, the National human resource development concept in India has largely been limited to education and culture. The complexity of the country perhaps makes it difficult to have integrated HRD systems at the national level. Networking and learning from each other among various ministries and institutions and from the corporate sector will, however, go a long way in effectively evolving and implementing NHRD policies. (Rao T. V.2004)<sup>8</sup>

Just as values are like beacons for an individual, so they are for a profession, especially for HRD—a value-based management profession. Given the sweeping changes taking place in the business environment, it is plausible that the value orientation of HRD professionals have also changed. In an attempt to understand this, the study being presented here identified 11 value orientations, with ethico-moral, customer and quality orientations the three top ranking value orientations of HRD professionals. It concludes that though: (a) professionals still value strong humanistically-oriented values, business-oriented values seem to have taken priority over the same; (b) organizations encourage practice of all the 11 value orientations, they have come a long way from the traditional welfare approach or paternalistic attitude. (Madhavi Mehta,2005)<sup>4</sup>

In an article, Ishwar Dayal discusses the patterns of HRD management and identifies three different HRD approaches as practiced in Indian organizations. These are: Man- Centered, Reciprocal, and Selective. Underlying each approach is a set of beliefs shared by top management. Policy formulation and HRD programmes in these organizations emanate from these philosophies. The author also analyses the strengths and weaknesses of each approach. According to Dayal, HRD is a

shared belief by management in the development of individuals and involves a strategy of linking organization development with individual growth. The author also raises some relevant issues concerning the future of HRD in Indian organizations. (Ishwar Dayal, 1989)<sup>3</sup>.

To survive and excel in the new economy, the HRD climate is of crucial importance to the Indian public sector organizations. The economic development of a country can be achieved through exploration of natural resources, availability of physical and financial resources, and international aid. However, none of these factors is more significant than the efficient and committed manpower of the country. The study ascertains the relative importance of HRD climate for the success of the public sector undertakings. (Vijaya Banu C, 2007)<sup>11</sup>

Based on the responses of 212 employees working in a local bank in Dubai, this study made an attempt to assess the human resource development (HRD) climate in the bank through a questionnaire containing 38 items, developed by the Xavier Labour Relations Institute (XLRI), Jamshedpur. The study revealed that a good HRD climate was prevalent in the organization. The areas of difference were identified in this study among the various categories of HRD climate. An attempt was made to find out the differences in the perception of HRD climate among the employees, based on position, nationality, gender and age. (Srimannarayana.M, 2007)<sup>9</sup>

Organizations that learn and develop their Strategic HRD practices have more opportunities to obtain and integrate the nine HRD outcomes in the learning process: organizational mission and goals, top management leadership, environmental scanning, HRD strategies and plans, strategic partnerships with line management, strategic partnerships with HRM, trainers as organizational change consultants, influence corporate culture, and emphasis on individual productivity and participation. (Chien-Chi Tseng, Gary N. McLean, 2008)<sup>2</sup>

What started in the mid-1970s as a conceptualization of an integrated HRD system to change the performance appraisal systems in a large engineering company, resulted in the establishment of HRD departments in many firms. Further dissemination and perseverance resulted in the establishment of a centre for HRD, and subsequently the birth of a professional body and, later, an academic institution. The authors describe the growth in eight stages and conclude the path for future is in moving towards national HR policies and other social sectors. (Pareek, Udai; Rao, T. V, 2008)<sup>7</sup>

## STATEMENT OF THE PROBLEM

HRD in banks is not only the acquisition of new knowledge and skills by their human resources, but also the acquisition of capabilities to manage both the internal and external environment, attainment of self-confidence and motivation for the public services. This is especially important as the financial institutions are under continuous pressure for improvement to meet the requirements of the customers and the society at large.

HRD as the formal organizational effort of the financial institutions is receiving substantial attention both from the academic and in-house research. A review of the literature, however, revealed that there is lack of research endeavor comparing the HRD practices in the financial institution sector.

Since banking as one part of financial institution activities is a highly dynamic activity, with continuous ascendance of ever-newer innovations, regular updates of knowledge, awareness and practice through various HRD practices like Refresher Training programs focused on specific groups would go a long way in keeping them abreast of the current and anticipated challenges in their assigned work.

Against this backdrop, the researcher undertakes this study to test the following hypothesis.

## OBJECTIVES OF THE STUDY

1. To study the various HRD practices like training, Employee Development, Performance Appraisal and Career Planning and Development.
2. To study the presence of HRD practices followed in the selected banks of SBI, AB, ICICI and HDFC.
3. To examine the nature of HRD Climate in the selected banks
4. To study the level of need satisfaction of the individuals in their roles performed in the organizations.
5. To critically review the HRD developmental Climate impact on the employees role satisfaction in the organizations.
6. To study the level of employee performance of the employees present in the organizations.
7. Critically review and compare the HRD practices followed in the Banks selected.

## HYPOTHESIS

- H1: Existence of developmental climate does not facilitate effective implementation of HRD practices.
- H 2: There exists no positive and significant relationship between role satisfaction and HRD climate.
- H3: HRD practices of a firm will not significantly influence the level of employee performance.
- H 4: There is no significant relationship between HRD Climate and Employee performance in the banks.
- H 5: There are no significant differences in HRD Climate, Role Satisfaction and Employee performance in the public and private sector banks selected.

## RESEARCH METHODOLOGY

### SOURCES OF DATA COLLECTION

#### PRIMARY DATA SOURCES

The primary data has been collected from 4 medium-sized organizations. The sample was selected from across the banks to bring about the universality of the relationship and eliminate the industry effect on the results. The middle level management staff including the heads and staff of the functional departments like production, marketing, HR, Finance were taken. Information was collected by administering a Schedule designed to fulfill the objectives and to test the Hypotheses framed. The Schedule is divided into three sections

- The **First section** elicits the presence of Developmental Climate presence,
- The **second section** elicits the presence of Employee Role Satisfaction in the organizations and
- The **third section** tries to elicit the presence of Employee Performance in the organizations and seeks their opinion for improvements.

The questionnaires intended to elicit the opinions and attitudes of the employees in three areas of developmental climate, role satisfaction and level of performance. The questions asked to the respondents are to be rated on a 5 point scale ranging from 1 to 5.

#### SECONDARY DATA SOURCES

Information has been gathered from various journals like Academy of Management Journal, HRD Review. Journal of Applied Psychology, South Asian Journal of Management, Journal of Industrial Relations, Personnel Psychology and the monthly journals of SBI. Secondary information has also been gathered from Business Magazines like Business India and Business Today. The researcher has also referred to various websites that have cited previous research studies and empirical investigations.

Though there is limited literature available on the influence of HRD Climate on Employee Role Satisfaction and Employee Performance, the secondary research was beneficial in the topic selection and for acquiring necessary inputs to carry out a thorough primary research on this less researched relation.

#### SAMPLING PROCEDURE

The study was aimed at assessing the extent of HRD climate prevailing and its influence on the level of employee satisfaction and performance.

Four banking financial institutes are selected for the study, two are from the Public (State Bank of India and Andhra Bank) sector and two from the private (ICICI Bank and HDFC Bank). In the selected Institutions three branches of each bank are selected for the study on a random basis. The total number of middle level managers and Administrative Officers of various departments like HR Department, Marketing, Sales, Customer care Service, etc. of these banks are about 150 in each organization. The sample of 10 percent i.e. 15 from each branch of these banks are taken as the study sample. The questionnaire relating to HRD climate, motivational need satisfaction (role) were administered apart from the questionnaire that tries to assess the level of employee performance.



TABLE 1: LIST OF PUBLIC SECTOR BANKS AND THEIR BRANCHES SELECTED IN HYDERABAD REGION

NAME OF THE BANK	SAMPLE SIZE
<b>1. STATE BANK OF INDIA</b>	
a.RajBhavan Road Branch	15
b.Abids Road Branch	15
c.Masab Tank Branch	15
<b>2. ANDHRA BANK</b>	
a.Ashok Nagar Branch	15
b.Chikkadpally Branch	15
c.Charminar Branch	15

TABLE 2: LIST OF PRIVATE SECTOR BANKS AND THEIR BRANCHES SELECTED IN HYDERABAD REGION

NAME OF THE BANK	SAMPLE SIZE
<b>1. HDFC Bank</b>	
a.Bharkatpura Branch	15
b.Balanagar Branch	15
c.Banjara Hills Branch	15
<b>2. ICICI Bank</b>	
a.Himayat Nagar Branch	15
b.Jubilee Hills Branch	15
c.Punjagutta Branch	15

TABLE 3: LIST OF PUBLIC SECTOR BANKS AND THEIR BRANCHES SELECTED IN SECUNDERABAD REGION

NAME OF THE BANK	SAMPLE SIZE
<b>1. STATE BANK OF INDIA</b>	
a.Begumpet Road Branch	15
b.Alwal Branch	15
c.M.G.Road Branch	15
<b>2. ANDHRA BANK</b>	
a.Diamond Point Branch	15
b.M.G.Road Branch	15
c.Alwal Branch	15

TABLE 4: LIST OF PRIVATE SECTOR BANKS AND THEIR BRANCHES SELECTED IN SECUNDERABAD REGION

NAME OF THE BANK	SAMPLE SIZE
<b>1. HDFC Bank</b>	
a. Sainikpuri Branch	15
b. Begumpet Branch	15
c. Alwal Branch	15
<b>2. ICICI Bank</b>	
a. Clocktower Branch	15
b. Nedermet Branch	15
c. ECIL Branch	15

## SCOPE OF THE STUDY

It is possible to categorize banks into public sector banks and private sector banks. The researcher has therefore taken into consideration two representative banks from the two sectors mentioned above. Further, this classification can be trusted for the management practices vary systematically in the two sectors. The choice of the public sector banks was unanimous- State Bank of India and Andhra Bank, for SBI has been the oldest and the most successful bank in India followed by the same amount of wide presence in the entire Andhra Pradesh in the form of Andhra Bank. They surely are representative of the presence of developmental climate in the public sector banks.

In the private sector, ICICI Bank has been selected for its epitome of transformation in banking practices that are sweeping the banking sector with none other than the HDFC Bank being the major competitor and challenger in the present banking scenario in India.

It was also envisaged to make a comparative study to bring out the presence of Developmental Climate and its relatedness to the Role Satisfaction and the Employee Performance.

The study covers the twin cities of Andhra Pradesh i.e., Hyderabad and Secunderabad

## STATISTICAL TOOLS USED

The study is mainly of descriptive nature however a set of statistical tools have been adopted to make the study analytical and tries to evaluate the HRD practices followed in the financial Institutions and to the extent they are motivating the employees so that they are satisfied in their respective roles and thereby enhance their performance in the organizations,

In general, stratified random sampling techniques have been adopted to select the sample. The study classified the banks into two strata, based on the concept of Public Sector banks and Private Sector Banks. The researcher selects a sample giving equal importance to Public Sector Banks and Private Sector Banks. The sample includes a mix of Banks in the ratio of 2:2.

The primary and secondary data is gathered for the purpose of the research and a series of statistical tools such as simple percentages, mean, t-test, factor-analysis, Standard Deviation, ANOVA and One way ANOVA, Correlation of Co-efficient and Regression Analysis have also been used. Also presented are the graphical representations in the form of Histogram, pie diagrams of all the four banks considered for the study.

## INSTRUMENTS

Three instruments were administered to elicit responses relating to HRD climate, employee role satisfaction and employee performance.(Appendix).

1. The typology of Rao and Abraham (1986)<sup>12</sup> was used to determine the developmental climate prevalent in these organizations. Seven different factors were used to determine the overall climate. The questionnaire had 38 questions in all in the 5-point scale format ranging from 1-strongly disagree to 5(Strongly Agree) as follows :

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neither Agree nor Disagree
- 4 = Agree
- 5 = Strongly Agree

2. For assessing the employee role satisfaction, the Motivational Analysis of Organization Roles (MAO-R) questionnaire as designed by Pareek (1993)<sup>13</sup> was used. The Questionnaire consists of 24 statements grouped into five basic human needs. The respondents were asked to rate each of the statement on a 5-point scale ranging from 1 (No Opportunity) to 5 (Great deal of Opportunity) in order to find out the amount of opportunity he/she gets to do the tasks mentioned in the questionnaire in the organizational roles and the degree of satisfaction as follows

- 1 = No opportunity
- 2 = Very little opportunity
- 3 = Some opportunity
- 4 = Quite a deal of opportunity
- 5 = Great deal of opportunity.

3. For assessing the employee performance, Employee Performance Scale (EPS), questionnaire as designed by Lynch, Eisenberger and Armeli's (1999)<sup>14</sup> was used. This questionnaire consists of 20 statements grouped into five factors relating to the basic requirements for the job. The respondents were asked to rate each statement on a five- point scale ranging from "1" (Needs much improvement) to "5" (Excellent) in order to find out the amount of satisfaction he/she is deriving while performing the organizational roles assigned to them and the amount of satisfaction the employee is deriving from the role as follows :

- 1=Needs much improvement,
- 2=Needs some improvement,
- 3=Satisfactory,
- 4=Good, and
- 5=Excellent.

## RESULTS AND DISCUSSION

TABLE 5: OVERALL HRD CLIMATE VARIABLES

Sl.no	Dimensions/ Variables	Mean			
		Public Sector Banks		Private Sector Banks	
		SBI	AB	HDFC	ICICI
1	Top-management's belief in HRD	3.45	3.43	3.74	3.75
2	Superior-Subordinate Relationship	4.76	4.73	3.72	3.69
3	Personnel Policies	4.17	3.83	3.94	4
4	Team-Spirit	4.47	3.59	3.59	3.70
5	Employee Development	4.01	3.71	3.71	3.89
6	Training	3.60	3.55	3.55	3.51
7	Employee Initiatives and Management Encouragement	4.69	3.73	4.02	3.77
Mean HRD Climate		4.16	3.79	3.75	3.73

Source : Field Data

1a. When all the seven dimensions of the presence of HRD Climate are considered for both the public sector banks selected, the mean score for "Superior-Subordinate relations ( 4.76) was found to be high in these banks followed by " Employee Initiatives and Management Encouragement"(4.69).This supports the fact that the extent of favorableness of the developmental climate is based on Superior- Subordinate Relations and encouragement by the management.

1b. When all the seven dimensions showing the presence of HRD Climate are considered for both the private sector banks selected, the average mean score of 3.75 indicates that the presence of HRD Climate in Private Sector Banks is just above average. The mean score for "Employee Development(3.87)was found to be high in these banks followed by "Employee Initiatives and Management Encouragement"(3.77) and "Top management's belief in HRD"(3.75). This supports the fact that the extent of favorableness of the developmental climate is based on Employee Development and encouragement by the management.

TABLE 6: OVERALL ROLE SATISFACTION VARIABLES (PUB Vs. PVT)

Sl.no	Variables	MEAN	
		Public sector Banks	Private Sector Banks
1	Achievement (AC)	3.85	3.83
2	Influence (IN)	3.65	4.00
3	Control (CL)	3.78	4.03
4	Affiliation (AF)	4.03	4.03
5	Extension (EX)	3.42	3.12
Role Satisfaction		3.74	3.8015.08208
SD		0.26	0.21
t-test		8.24	

\*\*\* Significant at the (P<=0.001) level (2-tailed)

Source : Field Data

2a. When all the five variables in both the public sector banks of SBI and AB are considered the overall mean score is highest for "Affiliation" (4.03)followed by "Achievement"(3.85)

This supports the fact that the employees are satisfied in their roles when their need for Extension is more when compared to the variables considered.

b. When all the five variables in both the private sector banks of ICICI and HDFC are considered the overall mean score is highest for "Control" (3.03) followed by "Influence"(3.01).This supports the fact that the employees are satisfied in their roles when their need for individual control more when compared to the other variables considered. The average mean score of 2.92 indicates that the employees Role satisfaction needs and their achievement is above the average score. Within the two banks, presence of Role Satisfaction needs is higher for ICICI(3.02) than in HDFC(2.82)

TABLE 7: OVERALL EMPLOYEE PERFORMANCE VARIABLES

Sl.No	Dimension	MEAN	MEAN
		Pub. Banks	Pvt. Banks
1	Job	3.06	3.25
2	Career	3.41	3.43
3	Innovator	3.39	3.72
4	Team	3.85	4.16
5	Organization	3.14	3.42
HRD Climate		3.37	3.59
SD		0.25	2.98
t-test		2..75	

\*\*\* Significant at the ( $P \leq 0.001$ ) level (2-tailed)

Source : Field Data

3 a. When the employee performance is analyzed taking into account all the five variables, the overall mean score of 2.91, which is above average indicates that employee performance is an important in any organization and if they are not satisfied, their performance levels automatically comes down.

b. Among all the Variables again, Employee performance is more influenced by the criteria of Career (3.41) followed by Job itself in the organization. This clearly indicates that Performance of employees in any organization is dependent on the career development provided by the organization itself and the effect of the employees' job in the organizations.

## FINDINGS AND CONCLUSIONS

- When all the seven variables of HRD Climate are analyzed (Table 4.9) for both the Public Sector Banks and Private Sector Banks, the analysis reveals that, presence of HRD Climate is more in Public Sector Banks (3.86) than compared to Private sector Banks (3.75). Standard Deviation, SD is less for Public (0.22) than in Private (0.24) Banks.
- When all the five Variables of Role Satisfaction are analyzed (Table 4.16), the analysis reveals that Employees are more satisfied with their roles in Private sector banks (3.80) than in Public Sector Banks (3.74). The associated values of SD are 0.21 and 0.26 respectively.
- When all the five variables measuring employees performance are analyzed (Table 4.23), level of employee performance is more in Private Sector Banks (3.59) than in Public Sector banks (3.37)
- When the overall HRD Climate and Overall Role Satisfaction is correlated (Table 4.24), in public banks, HRD is correlated with Role Satisfaction at 0.961 and at 0.497. (Correlation is significant at 0.01 levels.)
- When the overall HRD Climate and Overall Employee Performance is correlated (Table 4.29), in public banks, HRD is correlated with Employee Performance at 0.858 and at 0.416. (Correlation is significant at 0.01 level).
- The correlation analysis performed to analyze the relationship between HRD climate and Satisfaction of different needs in their roles, reveals that HRD Climate has a positive relationship with all the five needs i.e., Achievement, Influence, Control, Extension and Affiliation Needs. This proves that HRD Climate is a contributing/influencing factor to satisfy different needs of the individuals in both the public sector and private sector banks.
- The correlation coefficient between the HRD Climate and Role Satisfaction is positive in both the cases. The level of association ranges from 0.624 to 0.846 (in public banks) and from 0.100 to 0.390 (private banks) indicating that there exists a moderate level of correlation of HRD Climate with need for control to high level of correlation with the need for Affiliation in Public banks. Whereas in private banks, that there exists a moderate level of correlation of HRD Climate with need for Extension to high level of correlation with the need for Affiliation.
- The level of correlation between Role Satisfaction and HRD Climate variables like Top managements belief in HRD, Superior-Subordinate Relations, Personnel Policies, Team Spirit, Employee Development, Training, Employee Initiatives and Management Encouragement reveals that there exists a positive relationship between Role Satisfaction and all the HRD Climate Variables. The correlation coefficient ranges from 0.185 to 0.888 in Public Banks and from 0.202 to 0.381 in private sector banks. (Table 4.27 & 4.28) from a low to high positive correlation. It also brings out that Role satisfaction was highly influenced by the HRD variables of Superior-Subordinate relations (0.888) followed by Employee development (0.837) in Public banks. In private banks, Role satisfaction was highly influenced by Team Spirit (0.381) followed by Employee Development (0.375).
- The correlation analysis performed to analyze the relationship between HRD climate and Employee Performance Variables in the form of Job, Career, Innovator, Team and Organization, the analysis reveals that there exists a positive relationship between HRD Climate and all the Performance Variables. The level of association varies from 0.180 to 0.826 in public banks and from 0.091 to 0.424 in private banks from a low to high level of positive correlation. It also further reveals that HRD Climate was highly influenced by Career (0.826) followed by Job (0.727) in public banks and in private banks, it is highly influenced by Team (0.424) followed by Job (0.278) (Tables 4.30 & 4.31)
- The level of correlation between Employee Performance and HRD Climate variables reveals that there exists a positive relationship between Employee Performance and all the HRD Climate Variables. The correlation coefficient ranges from 0.238 to 0.755 in Public Banks and from 0.130 to 0.481 in private sector banks. (Table 4.32 & 4.33) from a low to high positive correlation. It also brings out that Employee Performance was highly influenced by the HRD variables of Team Spirit (0.755) followed by Employee Initiatives and Management Encouragement (0.714) in public banks. Whereas in Private banks, Employee Performance is highly influenced by the HRD Variables of Employee Development (0.481) followed by Personnel Policies. (0.260). The correlations are significant at 0.01 level and 0.05 level.
- Regression Analysis was performed to explain the impact of HRD Climate on Role Satisfaction i.e. to find out the amount of association. The F-value = 3.63 (public banks) and F-value = 9.679 (private banks) which is significant at 1% level proves that the regression model is valid. It was found that 93% and 28 % of variance in role satisfaction was explained by HRD Climate factors in public and private banks respectively. Among all the variables included in the analysis, the most influencing variables were Superior-subordinate relations (Coefficient 0.364) in public banks and TMBHRD (Coefficient 0.251) in private banks.
- The individual impact of HRD Climate variables on Role Satisfaction could not be interpreted in this analysis because of the existence of multi-co linearity and high inter-item correlation, which may distract the results. But however it can be said that role satisfaction is very much influenced by SSR variable followed by Employee Development in public banks and by TMBHRD followed by Employee development in private banks.
- Regression Analysis was performed to explain the impact of HRD Climate on Employee Performance i.e. to find out the amount of association. The F-value = 1.11 (public banks) and F-value = 14.74 (private banks) which is significant at 1% level proves that the regression model is valid. It was found that 81% and 37 % of variance in performance was explained by HRD Climate factors in public and private banks respectively. Among all the variables included in the analysis, the most influencing variables were Employee Development (Coefficient 0.355) in public banks and Employee Development (Coefficient 0.384) even in the private banks.
- The individual impact of HRD Climate variables on Employee Performance could not be interpreted in this analysis because of the existence of multi-co linearity and high inter-item correlation, which may distract the results. But however it can be said that Employee Performance by Employee Development both in public banks and in private banks.

### LIMITATIONS OF THE STUDY

An academic study of this nature consists in soliciting the views of managers and administrative officers on a given point scale rating ranging from complete acceptance to nil extent. This is to protect the pride of the organization and to avoid any problems that may crop up. Arriving at conclusion becomes difficult in such cases. This limitation has been overcome by informal discussions with the employees and managers of the selected branches of the banks.

Though the researcher wishes to cover the entire Financial Institutions, their orientation towards development of human resources for arriving at meaningful conclusions, due to paucity of time and other constraints, the researcher has decided to limit her area of study to only four major institutions located in AP and that too in Hyderabad and Secunderabad only.

To make the sample limited but representative and covering a wider area, sample has been collected from the twin cities of Andhra Pradesh namely Hyderabad and Secunderabad.

### SCOPE FOR FUTURE RESEARCH ON HRD

A current challenge and or opportunity for HRD professionals is to play a more strategic role in the functioning of their organization. Progress has been made in moving towards a more "strategically integrated HRD". In particular, **HRD executives and professionals** should demonstrate the strategic capability of HRD in three primary ways:

- Directly participating in their organizations strategic management process,
- Providing education and training to line managers in the concepts and methods of strategic management and planning.
- Providing training to all the employees that is aligned with the goals and strategies of the organization.

HRD executives should contribute information, ideas and recommendations during strategy formulation and ensure that the organizations HRD strategy is consistent with the overall strategy. They are to provide education and training programs that support effective strategic management.

There are currently five major challenges that HRD need to concentrate upon. They are

- Increasing workforce diversity
- Competing in a global economy
- Eliminating the skills gap
- Meeting the need for lifelong individual learning
- Facilitating organizational learning.

Each of these challenges has a potential impact on HRD

The external and internal forces interact or combine to produce a given behavior, and that employee behavior has a direct relationship to the personal and organizational outcomes that are obtained. Although it may be possible in some cases to trace the cause of a behavior to one or two dominant forces, we believe that overall patterns of behavior can be explained by the combination of many factors and research is to take place in this area.

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