"Think not those faithful who praise all thy words and actions, but those who kindly reprove thy faults."

– Socrates
CHAPTER – VII

SUMMARY, CONCLUSIONS AND SUGGESTIONS

In this chapter, initially the researcher attempted to give a brief summary of the research study undertaken. Besides, an attempt is also made to present conclusions of the present study along with considerable suggestions for facilitating a sound HRD climate in the selected organizations covered by the study.

SUMMARY:

In spite of severe domestic as well as foreign competition, it is only due to the high degree of involvement and laborious tasks of the personnel several public sector and old private sector banking organizations in India are surviving in the industry and also backing the national economy even today. Indeed, the human resources of an organization collectively provide a competitive advantage in the ever-changing market conditions when their needs are timely addressed and properly satisfied by the management. These needs may be both individual as well as organizational. By attending the needs of various individuals their growth is realized consequently organizational growth can be achieved. Hence, individual needs and organizational needs must be treated as one phenomenon. In fact, organizational goals comprise individual goals. They cannot be seen as two separate affairs of an organization. Hence, organizations that are very serious about their continued existence and growth in the marketplace should design programs for the development of their human resources keeping in their
minds this basic nature of integration. The Indian banking organizations also in the light of spreading competition within the industry and from outside should adopt a refined approach towards the prevailing HRD policies and systems keeping in view of the above mentioned fact. In fact, these banking organizations are now in severe trouble because of several human resources related issues going against their will in addition to the severe competition they are facing. Therefore, it is the time for these service organizations in India to revamp their HRD policies by honestly modifying their attitudes toward HRD, as the top management support is always necessary in such matters. Their attitudes must follow a fresh HRD perspective and are expected to oust the routine and complicated mechanistic views that hinder the growth of individuals as well as the organizations. In order to be successful, both the public and private sector banks in the country should move in this direction and continuously adjust their HRD systems. In this context, there are several HRD related issues to be considered by these organizations in order to regain their earlier position in the marketplace. In this backdrop, the researcher made an inquiry into the existing HRD climate of the two selected banking organizations to identify various aspects that work against the stated objective and to suggest various measures to improve the prevailing conditions in the industry.

So far several aspects of this research study were covered in the preceding chapters. For instance, in the first chapter the researcher has made an attempt to define the problem under examination and thereafter
identified the various trends augmenting the need for HRD in the Indian banking industry. Besides, evolution of HRD, its importance to the industry, and several other aspects like privatization, latest strategies of the banks to seize new business, effect of voluntary retirement scheme, mergers and overseas business operations, outsourcing, establishment of post banks, etc. have been highlighted in this chapter. It is needless to say that banks possessing competent human resource grow faster, can be dynamic and steer the hearts of the customers. Any banking organization that is interested in improving its services and effectiveness needs to develop first its employee competencies to perform the tasks required to bring about such improvement. The study observes that the Indian banking industry is also getting gradually internationalized due to globalization of the economy. In such an environment, Indian commercial banks have to equip themselves to meet the challenges of competition from within and from outside the country. And as they proceed to do this, they have to ensure that their human resources remain sound. In this context, the banking industry in India has to cope with the challenges through technology and Human Resource Development dimensions. Also, banks have to modify their procedures and methods of work for economic and technological reasons. These far reaching changes in the banking scenario, indeed, thrown up a number of challenges in the operational areas as well as in development aspects of their human resource, forcing the banks to review their Human Resource Development policies and practices and redesign them to respond to the new demands.
The second chapter has been devoted to explain the research methodology adopted in the present study. Besides, it covers the survey of contemporary literature. For the purpose of providing a good insight into the existing works on Human Resource Development, the review of existing literature was divided into two broad categories. First category is the general studies pertaining to any industry except banking. The second category is the specific studies pertaining to only the banking industry. Further, under this broad grouping books, periodicals, articles in newspapers, papers presented in seminars/workshops, articles available over Internet, etc. were thoroughly examined. The review involves various studies on employee relations, quality circles, organization development, performance appraisal, potential appraisal, training, teamwork, recognition and reward, career planning, participating work culture, philosophy of management, quality of work life, organizational role stress, personnel policies, organizational culture, outsourcing, etc. and their linkages with human resource development. Most of the works highlighted only individual dimensions of HRD. Further, they explained the sub-systems of Human Resource Development. Very few studies aimed at investigating the overall HRD climate in banking organizations. Moreover, so far there is no study conducted in the banking industry, which includes the customer-relations dimension along with the study on HRD climate. In fact, there are no comparative studies of this kind. The present study thus fills an important gap. Furthermore, till now no attempt has been made to review HRD climate in old generation banks taking into account new competition
and challenges due to the arrival of new generation private sector banks and foreign banks. Therefore, the present study is an important one which is aimed at filling the above mentioned gaps. In fact, the present study compares HRD climate perceptions and attitudes of the human resources working in leading old generation banks in India drawn from both the public sector as well as private sector. Since, the customer satisfaction and retention is the basic prerequisite for the success of any banking institution the study also directed towards examining the opinions of the human resources on some of the customer related issues. The researcher believed that the research towards this direction greatly helps the banking institutions to make their Human Resource Development activities more result oriented.

The third chapter discusses the growth, operational and financial aspects of the two selected banks under study Viz. State Bank of India and Karur Vysya Bank. This part also covers the structural as well as technological developments of the two selected banks. The researcher also reviewed certain information which is relevant and worth paying attention.

In the fourth chapter information regarding contemporary and practical aspects of human resources in banks was described. A thorough discussion was held about HRD activities commonly prevalent in the Indian banking industry. Later, various HRD Mechanisms being followed by the two selected banks were examined. Furthermore, to add strength to
the present study an attempt was also made to review the service conditions applicable to the personnel working in the two selected banks.

Fifth chapter contains analyses and interpretations of the data collected. In fact the study is aimed at probing into the perceptions and attitudes of the human resources about HRD climate prevailing in the selected public sector bank and private sector bank. Toward this main objective a sample survey was conducted in several branch offices (operations) and administrative offices (at Regional, Zonal and Circle levels) located in Andhra Pradesh pertaining to the sample banking organizations. A total number of 500 structured questionnaires were distributed randomly among the managerial as well as clerical personnel in these two types of offices. Out of the distributed 500, the respondents returned only 400 questionnaires filled with answers from the two banks. Therefore, the total sample under the study comprised four hundred employees from different hierarchical levels of the two selected banks. The analyses were separately carried out in various sections like HRD Climate - Perceptual Survey Response Measurement; HRD Climate - Attitudinal Survey Response Measurement; Data Analyses and Interpretations of the Perceptions about i) General Climate, ii) OCTAPACE Culture and iii) HRD Mechanisms; Data Analyses and Interpretations on the Attitudes on overall HRD Climate; and Analyses and Interpretations on Customer Relations i.e. i) Managers Views and ii) Employees Views.

Sixth chapter discusses about employee-customer relations in the selected banks. Towards this end customer relations were examined in
the viewpoints of the managerial as well as clerical staff of the banks under study.

Finally, in this seventh chapter the researcher presents a brief summary of the study. Besides, an attempt is also made to give conclusions of the present study along with that important suggestions for facilitating a sound HRD climate in the banking organizations examined.

**FINDINGS:**

The present study examined the nature of various integral components of HRD climate in the two selected banking organizations, as perceived by the clerical cadre personnel and the three hierarchical levels of managerial personnel. Results revealed that the overall HRD climate in both the organizations under study was fair. However, significant differences were also observed among the respondents with regard to various individual dimensions of HRD climate prevailing in the selected organizations. Now, an attempt is made here to discuss the trends observed.

(i) **PERCEPTIONS ON GENERAL CLIMATE**

The results indicate that the management of the SBI is not giving much importance to the senior managerial personnel. Perhaps, the senior managers in this public sector bank might be demanding more appreciation than what they are currently enjoying. It is clearly found that humanistic approach is lacking towards these higher officials in the bank.

It is very interesting to note that the atmosphere in the KVB with respect to the guidance provided to juniors by their seniors is better than
its counterpart. The results signify that seniors in this private sector bank remarkably helping their juniors to develop skills and preparing them for future tasks. Hence, it is found that excellent superior-subordinate relationships exist in the KVB, whereas, in the SBI, these relationships are deteriorating from higher level to lower level in the hierarchy.

Further, it is found that the management of the SBI is somewhat partial in ensuring the development of its human resources especially in respect of the managerial grade. The results indicate that this public sector bank is not interested in further development of its senior managerial personnel. The bank is not so keen to invest its various resources for the development of its senior managers. However, on the whole it is noticed that both the selected banks are more concerned in developing their managerial personnel. They do not lay much emphasis on the development of their clerical personnel.

With respect to the acquisition of new skills it is examined that the clerical cadre personnel in the two selected banks obtain less amount of help from their respective banks when compared to the managerial personnel. In both the banks, managerial personnel are helped to a greater degree in acquiring skills and competencies.

Besides, it is discovered that there is a greater degree of positive agreement amongst the personnel working in the KVB as regards the efforts made by their management in identifying and utilizing their potential. But in the SBI, the views of the human resources are unreliable. Particularly, it is very unpleasant to note that the senior managerial
personnel in the SBI again had a bad opinion on their management's efforts in the identification and utilization of their potential. Overall, it is quite interesting to note that the SBI is lagging behind the KVB in this perspective. It is found that an excellent atmosphere is prevalent in the KVB with respect to the identification and utilization of potential of its human resources.

The results manifest that on the whole the human resources of the two sectors are being equally encouraged with respect to their higher education in the post employment scenario. However, in the public sector bank proper attention is not paid on the clerical cadre personnel in this regard. It is identified that the clerical personnel in the SBI are not fully encouraged by the management to acquire higher qualifications.

The results of the study also reveal that the senior managerial personnel as well as clerical cadre personnel in the SBI do not have further opportunities of development. It is found that managers in this public sector bank are not interested in providing avenues for the development of these personnel.

Through the study it is concluded that in general excellent opportunities for growth are available to all categories of human resources in the two selected banking organizations. However, as a matter of fact clerical cadre personnel in the SBI are exposed to only a small number of such opportunities.

It is observed that the senior managerial personnel in the SBI and the junior managerial personnel in the KVB demand change in their
respective organizational personnel policies. Hence, it is discovered that the personnel policies of the two banks as regards the development aspect are discriminatory to some extent.

Scope for acquiring new knowledge and skills is almost the same and on positive side in the two sectors. Hence, it is detected that the learning environment in the two selected organizations is very conducive for the individual development.

(ii) PERCEPTIONS ON OCTAPACE CULTURE

It is found that there exists a minute but significant gap between managerial and clerical personnel in the KVB as regards sharing of views and finding out solutions to common problems. Thus, it is inferred that this tendency may lead to friction amongst these categories of personnel. It may also deteriorate relations between them and act like an obstacle against the collaborative framework in the bank.

It is also discovered that there is some degree of difference between the managerial and clerical personnel in the two selected banking organizations with regard to the open discussion of the problems encountered by them and their solution. Especially, senior managerial personnel in both the organizations contradicted with other levels of personnel. Hence, it is found that in both the organizations there is a culture in which personnel sometimes do not frankly discuss problems and blame others considering them as the source for the rise of such problems.
It is observed that the public sector bank is better than the private sector bank as far as the feedback given to their personnel on their deficiencies. It is found that there is a high degree of scope for criticism in the KVB during the feedback given to the personnel by their managers.

In both the firms covered by the study, it is detected that the working environment is very friendly. There is also a high degree of mutual trust between the personnel working in the two selected banking organizations.

It is further discovered that the SBI provides very few opportunities to its clerical cadre personnel to develop their capabilities. However, it is also found that altogether both the banks surveyed provide excellent opportunities to their human resources to develop their capabilities.

It is really awful to notice that the condition is worst in both the selected organizations with respect to the encouragement of human resources for taking initiative. The results show that except in very few cases the human resources in the two sectors lack autonomy and have to always wait for the instructions from their superiors to carry out various daily tasks assigned to them.

The survey also identified that the middle managers in the KVB were completely ignored by their management. It is understood that the middle managers in this private sector bank are not entrusted with higher level responsibilities. Also, their abilities are not identified. They are not made happy of their existence and commitment towards work. It was also found from the analysis that the position of the senior managers and
clerical cadre personnel in the SBI was almost the same. Overall, the position of the two banks in this regard is simply at the middle of the road and there is much scope for improvement in this direction.

Further, the results of the study indicate that there is an excellent unity and collaboration among the human resources working in the two banking organizations chosen for the study.

It is further observed that the management of the KVB highly encourages all its human resources to be creative at their workplace. The results show that this private sector bank always expects improvement in the tasks and thus acting like a true motivator in this regard. It is also noticed that the SBI also encourages creativity at the workplace and expects improvement in work activities but definitely to a lesser degree than the KVB.

The survey results manifest that in the two banking organizations surveyed employees are provided enough opportunities to innovate and use their capabilities and potential in their work. Yet, there is a substantial scope for improvement in this direction in both the selected organizations.

(iii) PERCEPTIONS ON HRD MECHANISMS

It is found that the system of appraising the performance of the human resources in the two selected banks is based on objective assessment. However, segment-wise analysis reveals that in both the sectors sometimes the system is subjected to personal bias of the superiors who appraise the performance of their subordinates. Hence, it cannot be denied that in both the banks surveyed the performance
appraisal system is influenced by subjective preferences of the evaluators to a small extent.

It is further discovered that the system of recognition and reward in the SBI is fair and that of the KVB is excellent. In the SBI, the contributions of the senior managers and the clerical cadre personnel are moderately recognized by the management. However, in both the selected organizations the contributions and abilities of the middle and junior management cadres are highly valued and rewarded.

It is also found from the analysis that the management in both the banks arranges sufficient training facilities to their human resources irrespective of their positions. It is understood that all the personnel are usually deputed for training programs at staff training centers at regular intervals. However, it is clearly noticed that the intensity of the training being received by the clerical cadre personnel in the SBI is not on par with the other personnel.

The results of the study further reveal that the performance appraisal system in the SBI is fairly used as a tool for feedback on strengths and weaknesses of the personnel. Probably, the system in this public sector bank is also used for taking promotional decisions rather than communicating strengths and weaknesses of the appraised. Hence, the performance appraisal system in the SBI is aimed at addressing organizational needs rather than individual needs and is not development oriented. It is also observed that with regard to the clerical cadre personnel the position of KVB is similar to that of the SBI. However, in
respect of the managerial personnel the performance appraisal system in the KVB is more development oriented as it concentrates more on giving feedback to them on their strengths and weaknesses.

The position of the two sectors is quite identical as far as the assessment of training needs of the human resources is concerned. It is clearly observed that on the whole both the selected organizations carry out assessment of training needs frequently but not very frequently. The results show that the SBI is not at all interested in evaluating the training needs of its clerical cadre personnel. It is also evident that the KVB is not paying much attention on the training needs of its junior management cadre.

It is very interesting to mention that in the two banks covered by the study most learning occurs on-the-job only. Hence, it is found that classroom training is not a popular method in the Indian banking industry.Usually, the human resources in Indian banks are taught mostly at the workplace while doing their jobs.

The results of the study reveal that the two selected banking organizations regularly plan for the career development of all their personnel excluding the clerical cadre personnel in the SBI. It is observed that the SBI is almost irregular in scheduling the career development of its clerical cadre personnel unlike the KVB.

Further, the survey results indicate that the senior management cadre in the SBI completely criticizes their management concerning the nature of change process in this public sector organization. It is found
through the results of the study that the SBI does not effectively plan change within the organization. On the other hand, the KVB is effective to a moderate extent on this aspect.

It is identified from the analysis that the system of job-rotation is very frequent in the two selected organizations of the study. In fact, the system is more and more frequent in the private sector. In the public sector bank the job-rotation is simply frequent in respect of the senior management and clerical personnel. Usually, senior managers experience stagnation as they reached high level. Hence, at this stage the scope of their further development is very limited. This may be the reason for their less frequent job-rotation. But in respect of clerical personnel the system should be improved because in the growth process of the organization their role is also very crucial. Hence, it is found that the system of job-rotation in the SBI has minor limitations, which can be overcome if the importance of the clerical cadre employees in the development process is understood by the management.

Furthermore, the analysis reveals that overall the position of the two selected banks is moderate about making use of behavioral feedback given to the personnel. It is obviously observed that the middle management personnel in the KVB and clerical cadre personnel in the SBI are not at all comfortable as regards this dimension. Hence, it is found that some of the personnel working in the two organizations covered by the study do not consider the behavioral feedback seriously and also they feel criticized when behavioral feedback is given.
It is also found that in both the organizations surveyed training programs make the human resources more competent and resourceful. However, there are some minor limitations as regards this dimension in the SBI. It is noticed that the training programs meant for the clerical cadre personnel in the SBI are less effective.

It is further observed that tremendous growth and development opportunities are prevailing for all categories of the human resources in the private sector bank. In the SBI, growth opportunities are moderate for managerial personnel. The clerical cadre personnel in this public sector bank are totally lacking opportunities for development.

As far as the encouragement received by the human resources to experiment with new methods of working it is examined that the SBI is totally unproductive. However, the position of the KVB in this regard is slightly better than the SBI. It is found that on the whole the two banks surveyed put excellent efforts to maintain the quality of work life of their human resources. However, as far as the senior management cadres of the two banks are concerned it is observed that the quality of work life is normal.

It is found that the job enrichment activities are more effective in respect of the middle management and clerical cadre personnel in the KVB. Overall, it is examined that these programs are practiced only to some extent in the two selected banks.
Furthermore, it is noticed that the management in the two selected banks is keen to assess the usefulness of the training programs in meeting the training objectives.

As regards the succession planning the public sector bank is completely lagging behind its counterpart. The survey results show that the SBI management has little amount of knowledge about the appointment of suitable persons in various positions that fall vacant during the course of promotions, transfers and retirement. Hence, it is found that succession planning is ineffective in the public sector bank under study.

The analysis reveals that the KVB is leading the race with regard to the development of its managerial team. The results indicate that this private sector bank is every specific about the management development. It is evident that it increases responsibilities of its managerial crew from time to time and also provides support by imparting them training to meet such challenges. The position of the SBI is fair in this regard.

Obviously, it is discovered that in all the different levels of the organization performers with proven abilities are promoted very quickly in the KVB. Quite opposite is the case with the SBI. Overall, in the SBI performers are not promoted quickly. However, the position of the middle as well as junior managerial levels in the SBI is somewhat moderate. Therefore, it is detected that the promotional system of the SBI completely lacks the principle of merit.

It is found that the position of both the sectors is almost unpleasant as regards the conduct of 'employee surveys'. The results of the study
show that both the selected banking organizations do not conduct internal 'employee surveys' to probe into the attitudes of their human resources towards the prevailing HRD climate. This tendency may result in unfavorable HRD climate in the organizations under study because the tasks of these organizations may be aimless in the absence of such surveys, which are very crucial for the effective and efficient administration of the HRD climate.

(iv) ATTITUDES TOWARD HRD CLIMATE

It is examined that the human resources of the banks under study felt very happy about the efficacy of the training programs in their respective organizations. Hence, it is concluded that the training programs in both the organizations surveyed are result-oriented and are also useful to both the management as well as the personnel.

As regards their affiliation to their respective organizations it is noticed that all the human resources irrespective of their hierarchical levels in the two banks under study expressed maximum satisfaction (Table no. 42). Also, it is found from the analysis that the human resources of the two selected banking organizations were once again highly satisfied of their relationship with their own banks (Table no. 49). Hence, it is concluded that the human resources in the Indian banking industry are very much comfortable with their bank jobs.

Further, the results of the study show that there is a considerable amount of difference in the level of satisfaction of the human resources of the two selected banks, as regards effectiveness of the rewards system. It
is clearly found that the personnel in the private sector bank were highly satisfied than the personnel in the public sector bank. The rewards system prevailing in the SBI did not sufficiently satisfy its senior managers and clerical level personnel to the reasonable extent. Thus, it is concluded that the rewards system in the private sector bank is much effective than that of the public sector bank.

It is also observed that there is no major difference between the human resources with respect to their attitudes regarding the performance appraisal system prevalent in the two banks surveyed. The human resources on the whole felt moderately satisfied of the performance evaluation system being practiced in their organizations. However, the senior managers and clerical cadre personnel in the SBI worried about the treatment given to them by their management in this regard. Hence, it is concluded that the contributions of the senior management cadre and the clerical cadre personnel of the SBI are not considered during the course of the performance evaluation.

It is further observed through the results of the study that the human resources of the two selected banks expressed an equal and high degree of satisfaction as regards the informal relationships they maintain at the workplace. Therefore, it is understood that the circumstances in both the organizations are very much conducive for the development of informal relationships among the human resources.

As far as the recognition of individual worth is concerned the atmosphere in the private sector bank is more conducive than that of the
public sector bank. It is clearly detected that the atmosphere in the SBI with respect to this dimension is disappointing the senior managerial personnel.

Interestingly, the analysis reveals that on the whole the system of job-rotation in the two selected banks made the human resources highly satisfied. In fact, the human resources in the two banks demonstrated exactly an equal degree of satisfaction towards the process of job-rotation. Hence, it is found that the system of job-rotation has been a major method of training and development in the organizations studied.

The study further reveals that the senior management cadre in the SBI is inadequately satisfied of the welfare conditions prevailing in the bank. With this exception, all the managerial personnel in the two banks were greatly satisfied of the same. However, the clerical cadre personnel of the two banks surveyed expressed a fair degree of satisfaction towards the efforts of their management to ensure their well being. Consequently, it is concluded that both the banking organizations under study are more sympathetic towards the well being of their managerial personnel.

As regards the encouragement of new ideas by their respective organizations, it is discovered that the human resources of the KVB expressed their high degree of satisfaction. The position of the SBI is moderate in this respect. In fact, it is found that the senior managerial personnel in this public sector bank insufficiently satisfied towards this dimension.
The study further reveals that the personnel in the SBI were extremely satisfied about the quality of union-management relationship. Particularly, it is found that the relationship between the employees' union and the management is very stronger than the relationship between the officers' association and the management. Nevertheless, a kind of fair relationship exists between the unions (officers' association and employees' union) and the management in the KVB. Hence, it is found that the quality of union-management relationship in the KVB is not as good as the quality of union-management relationship in the SBI.

The results of the study show that the human resources in the KVB greatly satisfied regarding the availability of opportunities for their growth and development in their organization. The study also reveals that the human resources in the SBI are moderately satisfied of the same. Thus, it is found that the human resources in the KVB have plenty of opportunities for their career growth and development, whereas their counterparts in the SBI have only few opportunities.

It is further examined in the study that the human resources of the two banks surveyed were greatly satisfied with respect to the formal inter-personal relationships they experience at the workplace. It is in the junior management segment in both the organizations excellent inter-personal relationships exist. Hence, it is found that the circumstances in both the organizations are more conducive for the junior managers to develop their inter-personal relationships.
Furthermore, it is observed that the human resources in the organizations under study equally appreciate themselves for their collaboration in bringing good results to their respective organizations. Therefore, it is found that there is good measure of teamwork among the personnel in both the banking organizations surveyed (Table no. 54).

It is also very interesting to note that the human resources in both the organizations studied equally but moderately satisfied about their career planning by their respective organizations. Thus, it is discovered that the career planning in the two banks surveyed did not completely satisfy the human resources.

The results show that the senior management cadre in the SBI did not satisfy regarding the functioning of quality circles in their organization. With this exception, the human resources of the two banks were fairly satisfied about the working of quality circles. Hence, it is detected that in both the banks the quality circles are effective in their functioning to some extent only.

With respect to the promotions, it is clearly examined that in the SBI the clerical cadre personnel are the least satisfied among all the human resources in the industry. Interestingly, the highly satisfied personnel in the SBI are junior managers and those in the KVB are senior managers. Thus, it is found that the clerical cadre personnel in the SBI are not quickly promoted to the next higher level.

The results reveal that the senior management cadre in the SBI is unsatisfactory about off-the-job operations in their bank. It is also noticed
that the KVB is doing better for all the positions in this respect. Hence, it is concluded that off-the-job operations in the private sector bank are more knowledge oriented than the public sector bank.

As regards the identification of employees' potential it is observed that the personnel in the SBI were fairly satisfied. In fact, the least satisfied people in this public sector bank are clerical cadre personnel. It also examined that all the personnel in the KVB were highly satisfied. Therefore, it is found that the SBI to a large extent failed to identify the potential of its human resources specifically that of the clerical cadre personnel.

It is very interesting to note that in both the banks surveyed the level of satisfaction of the managerial as well as the clerical cadre personnel is the same with regard to the effectiveness of succession planning. However, there is a little difference in the attitudes of the human resources between the selected organizations on the whole. The succession planning in the SBI is less effective than that of the KVB. However, it is found that the succession planning in both the banks studied is moderately effective.

(v) COMMON OBSERVATIONS

It is very surprising to note that there were no women branch managers in all the branches surveyed. This indicates the discriminatory attitude of both the banking organizations under study. Therefore, it is understood that women personnel in the two banks have very poor growth prospects. From this, it can be easily inferred that the management of
these banks usually restricts women personnel to take up key and challenging assignments.

(vi) EMPLOYEE - CUSTOMER RELATIONS:

The study reveals that the customers of both the selected banks have high degree of expectations. It is found that the two banking organizations under study are not yet fully equipped in terms of the training instruments, technology, skills and knowledge of the human resources, service mechanisms, etc. to meet such high expectations of their customers. However, it is noticed that the human resources in the private sector bank are quite optimistic towards such high expectations of their customers as they accept their responsibility in fulfilling them.

Furthermore, the analysis shows that the latest focus on customer service is adequate in the two banks surveyed. It is found that the selected banks are providing a satisfactory service through various methods like core banking, single window system, internet-banking, tele-banking, mobile banking, personal banking, etc. However, it is also discovered that both the organizations are not able to render quick service to their customers, which is an impediment in the quality point of view. Further, the results reveal that both the banking organizations are yet under transition as regards customer service and retention.

It is identified that the chief reason for the unfair behavior of the customers in the two selected banks is definite delays in business transactions. However, in the SBI both the managerial as well as clerical cadre personnel identified 'non-cooperative attitude' of their staff as a
reason for the unjust behavior of their customers. Besides, shortage of manpower, pressing schedules of the customers, lack of knowledge of rules prescribed by the bank, technical breakdowns, demanding service after the business hours, etc. are various common reasons that contribute to the rise of differences between employees and customers during the course of the business.

The analysis further discloses that the customers of both the banks irritate the front line staff by approaching top management even for acceptable (unavoidable) delays like technical breakdowns. It is also noticed that the managerial personnel in the selected organizations are not delegated with proper amount of authority to resolve differences with their customers at their level. Demanding service beyond routine business hours, expecting quick service at peak hours, raising questions and commenting upon simple and tolerable errors, etc. are some kind of irritations created by the customers which are common to both the organizations surveyed. However, it is also observed that superiors many times come to the rescue of the front line staff even though they do not get proper support from the top management.

When compared with the SBI, more number of managerial personnel in the KVB is getting help from their superiors. But in case of the clerical cadre personnel there is no such difference between the banks studied: That is, the position of the clerical cadre personnel with respect to the help they receive from their superiors is the same in both the organizations. Therefore, it is found that in the two banks surveyed only
some of the superiors are helpful to their subordinates in terms of career building, customer service, improving job knowledge, training, etc.

As regards the practical training in improving the customer relations the position of both the banks is almost identical. It is found that the human resources in the two banks are usually deputed to the Staff Training Centers (STCs) for receiving training in various modules viz., marketing strategies, behavioral science, customer relations, etc. However, the analysis reveals that these programs are based on classroom training absolutely external thus not serving the purpose exactly.

It is noticed that only a small percentage of clerical cadre personnel in the KVB have superiors as their role models. Hence, on the whole it is found that the clerical cadre personnel in the KVB are motivated to a smaller extent by their superiors in dealing with their customers. However, it is detected that the position of a good percentage of clerical cadre personnel in the SBI is somewhat better as their immediate superiors as well as branch managers shape their behavior. It is also very interesting to note that some of the managerial personnel in the two selected organizations endorsed their customers as their role models. As a conventional matter other managerial personnel in the two banks preferred their higher officials as their role models.

It is also examined that majority of the clerical cadre personnel in the two banks surveyed confirmed that cordial relations with customers are not considered during the process performance evaluation. But
majority of the managerial personnel in both the selected banks accepted that cordial relations with customers are valued during the appraisal of their performance. Thus, it is found that both the organizations give priority to the managerial personnel and motivate them to maintain cordial relations with customers. More particularly this tendency can be observed in the public sector bank. Hence, it is concluded that both the banks ignore the front line staff whose services are initially directed towards customer service. In fact, relations with customers are first built at this level.

**TESTING OF HYPOTHESIS:**

*It was hypothesized that “there is no significant difference in the HRD climates of public sector and private sector banking organizations in India”.*

The hypothesis was tested with the help of statistical technique ‘One-way ANOVA’. The mean values obtained through the analysis for all the three individual dimensions in the HRD climate i.e. ‘General Climate’, ‘OCTAPACE Culture’ and ‘HRD Mechanisms’ were considered in the test. The analysis of variance indicated that the difference between the mean values was insignificant. Hence, the null hypothesis of no difference between HRD climates of public sector and private sector banking organizations in India has been accepted. Therefore, it is concluded that the HRD climates of public and private sector banks in India are quite similar in their nature.
SUGGESTIONS:

The following suggestions are offered by the researcher for the improvement of HRD climate in the two selected banking organizations.

At the outset, it is strongly advised that both the banking organizations under study should immediately detach human resource development function from the traditional personnel function. This move will enable the management to facilitate a perfect HRD climate within. In fact, in the two organizations studied HRD function is looking after by the personnel department. Moreover, the department is not equipped with HRD specialists. HRD function will not be effective if it is carried out together with the personnel function. In other words, if one department looks after the two functions simultaneously it results in lot of confusion and ineffectiveness of both the functions. For example, in several branches of the public sector bank under study it is observed that clerical cadre employees are frequently late to their offices. Even if they come early they occupy their seats lately after relaxing for a while, chit chatting with their colleagues and finishing their breakfast at the office itself. This is really an unhealthy practice. Nowadays several organizations usually start their offices by nine in the morning. Surprisingly, the branch managers are not in a position to warn the staff. These conditions indicate the ineffectiveness of the personnel function. Hence, separation is inevitable to give more focus to the development dimension and subsequently to safeguard the personnel function.
It is also strongly advised that the private sector bank under study should immediately establish a staff-training center (STC) at Vijayawada to cater to the growing training needs of its human resources. This would enable the bank to intensify the training and development dimension.

Since women employees in the two banks under study do not have equal growth opportunities specifically on par with men employees, the banking organizations under study are advised to provide equal growth opportunities for the women personnel.

It is observed that both the organizations under study are not very successful in the distribution of officers and clerks to each branch in terms of the positions they hold and their age. This tendency may cause disturbances and imbalance at the workplace. Therefore, it is advised that the two selected banking organizations should proportionately distribute managerial and non-managerial personnel in every branch giving preference to their age. The approach in allocating manpower should be more practical. They should consider volume of the business and type of work. Apart from these they can also value the competencies of the employees. However, the average age for each bank should be 35. Hence, there must be a combination of age, skills and other profiles. In this direction, the organizations under study should avoid frequent transfers of the personnel from one branch to other and be more scientific in their distribution to the branches.

It is further advised that the State Bank of India should immediately devise special welfare programs and schemes for inspiring the senior
managerial personnel in the organization. Neglecting these personnel is not at all safe for the bank because if they are not properly motivated they will not be in a position to transfer their experience, knowledge and skills to their subordinates. Indeed, this condition hampers the development process in the organization. Of course, organizations improve talent in managers through various development programs but at the same time cannot bring out their talent for its effective utilization. It is these schemes that make senior people to be optimistic towards the development of their subordinates. Moreover, the senior managers in the two organizations surveyed should be made to attend various international seminars and workshops. By attending these international conventions they will undergo global training and thus help their organizations establish international standards. To facilitate this they need cross-cultural knowledge and competence, which can be attained only by visiting banks in foreign countries. Indeed, this is the need of the hour because the banks under study have to compete with the new private banks and foreign banks, which are very strong in terms of their capital, technology and procedures of work.

The results obviously show that as regards several dimensions in the HRD climate of the two selected banking organizations there are considerable variations between the managerial and clerical cadre personnel. Hence, it is advised that both the organizations should take necessary measures to improve the morale of the clerical cadre employees in all the matters. Innovative methods have to be devised to
develop clerical cadre personnel in both the organizations. Furthermore, clerical personnel render direct service to the customers in the banking industry. In this context, the development of clerical cadre employees is very crucial for any banking organization. Therefore, it is suggested that they should be provided opportunities to improve their educational qualifications and properly motivated to deliver effective customer service.

Furthermore, the HRD department should be functionally (but not physically) split into two parts to facilitate more focused approach towards the development of managerial as well as non-managerial personnel separately. Since their service conditions differ and there are two separate unions for the managerial and non-managerial personnel it would be wise to have an ideological separation of the HRD function. In this context, it is suggested that both the organizations studied have to split the HRD function into two individual divisions, one for officers and another exclusively for clerks. This move will encourage professionalism in these organizations. In addition to this, senior officers and employees before their retirement may be appointed as advisors to these offices so that their morale is improved and further they feel that they are valued.

The present promotional policy in the State Bank of India as regards the clerical cadre personnel should immediately be altered and more opportunities should be provided to them to grow in their capacity. For example, they could be given frequent opportunity to write promotion test to occupy the next immediate higher post. They should also be encouraged to upgrade their educational qualifications. Also, the banks
under study should evolve a policy through which 50 per cent of entry-
level managerial posts (i.e. junior managers) are reserved to their clerical
personnel according to their seniority.

Further, it is suggested that senior managers in the Karur Vysya
Bank should properly be counseled as regards the problems faced by the
employees during their interaction with the customers in the course of the
business. Unless, the frontline staff receive appropriate support from their
superiors it is very difficult to convince the customers when differences
arise. Hence, a collaborative work culture is necessary to provide efficient
customer service in banks. Besides, the system of performance feedback
has to be further strengthened in the two selected banking organizations.
The system should be made more development oriented rather than being
a passive system.

In both the organizations studied there is no free play in carrying
out the work. Presently, managerial and non-managerial personnel in the
banks under study are required to wait for the instructions from their
respective superiors to perform the work. Hence, it is strongly suggested
that the two selected banking organizations should see that functional
authority is systematically delegated to various positions at all hierarchical
levels immediately to facilitate freedom in accomplishing the work at all
levels. Consequently, the personnel can take initiative to do tasks on their
own and also feel that they are entrusted with some degree of
responsibility in their jobs. Jobs become more interesting when some kind
of responsibility is attached to them. Even jobs of the clerical cadre
personnel should be made more interesting. In fact, they also need some amount of functional authority to be effective on their roles. This kind of atmosphere is more essential in case of the public sector bank under study.

It is also suggested that the middle managers in both the organizations under study particularly in the Karur Vysya Bank should also be entrusted with higher level responsibilities. Because their role is very crucial in a banking system it is of great importance that their functions must overlap the functions of the branch managers now and then. That means, a branch manager should mediate the administrative office and the branch in the matters of policy, business performance and administration. A middle manager on the other hand should mediate the lower level managers as well as clerks and the branch manager in the day to day business functions, manpower planning, etc. Of course, they should be entrusted with partial administrative work. This would certainly improve the morale of the middle level managers.

The performance appraisal system in both the selected banking organizations is neither favorable nor hopeful to the development of all categories of the human resources. Hence, it is suggested that a systematic self-assessment technique should be introduced in the banks under study in order to evaluate the performance of all the individuals. Self-appraisal should be invited from the personnel in a prescribed format each and every quarter of a year. This new system should be designed in such a manner that every individual is able to identify his/her own training
needs. This would also let individuals project their views regarding their own development. Further, self-appraisal can be used as an employee survey to elicit opinions of the personnel on the performance appraisal system and some other relevant aspects of the HRD system. This would save a lot of organization's time and other resources.

Both the organizations are advised to fully involve their human resources in the change process. Especially, the State Bank of India should give senior managers an opportunity to act as change managers. Change cannot be a catalyst of organizational growth without the participation of experienced and competent personnel in the process.

Further, the State Bank of India should make clerical training more development oriented. In fact, training in the SBI is not contributing to the growth of the clerical cadre personnel. Hence, the whole training system in this public sector bank should be tailored to meet the development needs of the clerical cadre employees, besides managerial personnel. Off-the-job training should be made more frequent in respect of the clerical cadre personnel in the banks under study.

It is found that creativity is not at all valued in the public sector bank. To some extent, the situation in the private sector bank is also identical. In this context, it is strongly advised that the banks under study should encourage creative ideas at the workplace by proposing awards to their employees for suggesting new methods of working. If this is done, both the organizations can have a competitive edge in the market. It is also equally important that the two organizations under study should
encourage employees to establish more number of quality circles (QCs) to resolve work related problems. The banks should provide sufficient funds for their establishment and effective functioning. These QCs should be set up in each and every branch and function regularly without any interruption even though a member dislocates with the branch at a later stage of their establishment.

As regards the succession planning it is identified that the public sector bank is not performing well. Hence, it is suggested that this organization should create a zonal wise information base that contains data regarding the skills, knowledge, experience, qualifications, qualities, seniority, etc. of the different individuals working. The Local Head Office should maintain this electronic database. In the course of promotion, transfer, or retirement of any individual this database should be explored for identifying a matching employee to successfully replace the dislocating individual. However, this information base is separately maintained and managed for managerial and non-managerial personnel. Through this kind of scientific approach towards succession planning an efficient human resource development could be facilitated which is essential for this service industry to deliver quality customer service. Hence, the private sector bank is also advised to implement this system.

For any organization to be successful a research and development wing is necessary which continuously monitors the performance of various mechanisms and services and tends to improve them from time to time. Hence, it is also strongly suggested that employee surveys should be
conducted in the two selected banks as frequently as possible. These surveys help management comprehend the level of job satisfaction of the employees from time to time. It is good for the organizations, if the surveys are carried out twice in every year. Indeed, with the help of these surveys these organizations can review and refine their human resource development activities and policies. To facilitate this environment, the organizations under study should immediately appoint social science researchers on permanent basis who will be placed in the R&D division at the zonal office. This R&D division should work under the supervision of HRD department because this department is the ultimate user of the results of the surveys conducted by the R&D division. More importantly, exit interviews should also be conducted in respect of the personnel who leave the banks under study on various grounds.

Further, both the banking organizations are advised to create new jobs with new roles assigned to them in between the existing jobs and should increase growth and development opportunities to the human resources that are actually lacking progression. If needed, both the organizations should alter the existing service conditions of the human resources. This tendency would make the personnel very curious about the newly created jobs, as the assignments are new and further stimulate them to work as their responsibility also expands. In fact, this is a skillful exercise through which organizations have to cleverly allocate various resources to create new jobs and improve their success rate by involving personnel in these new jobs.
The conditions of the workplace in the public sector bank are gradually becoming too unhappy and tense for the human resources to be in. The circumstances in the organization consequent to the implementation of VRS and enormous increase in the business are very rigid. Several bank branches are looking like manufacturing units. The personnel are overburdened with the excessive workload. In this background, it is strongly suggested that the public sector bank under study should conduct sports and cultural meet once in every year to relieve the employees from the stress. This step further strengthens the relationships between superiors and subordinates. If cordial relationships exist between employees they in turn maintain cordial relations with customers. This meet should be at two levels – one at intra-bank level and the other at inter-bank level. Intra-bank meet is conducted within a banking organization and inter-bank meet is organized for the whole industry. Part of the expenditure can be met by collecting funds from the customers who could be motivated to sponsor the meet. Apart from this, the organizations under study should build recreation rooms and rest rooms in every bank branch. Recreation rooms should be equipped with various sports material to enable employees play games after their working hours so that they can relax for a while from the suffering of monotonous work. Special health improvement programs on meditation, yoga, etc. should also be arranged for the benefit of the personnel with specific intervals by inviting specialists in these fields. To facilitate such programs it is better if the organizations have their own auditoriums,
especially in the urban areas where many numbers of branches established. Even the management can plan for celebrating the birthdays as well as promotions of the employees in every branch to improve industrial relations. Persons who retire from their service should be honored and this farewell party must be conducted at the respective zonal offices of the banks.

Furthermore, the banks under study are advised to give laptop computers to their personnel to facilitate regular contact via Internet and electronic mailing. Indeed, this facility derives mutual benefits. For example, the management can start communicating regularly with the personnel through HRD department as regards the matters like online-training, performance feedback, customer related issues, career progression, announcement of rewards, information about various cultural programs and so on. Similarly, the personnel on the other hand can send messages to the management directly with regard to their professional needs, feedback on the training received, suggestions, dissatisfaction if any, and so on. This tendency contributes toward a kind of professionalism and pride among the human resources, which further leads to their development. The organizations under study can try out this new system of communication firstly with the managerial personnel and later this can be extending to non-managerial personnel.

In addition, the banking organizations under study are advised to implement an innovative ranking system termed as 'human resource rating' (HRR) through which human resource development can easily be
achieved. The parameters identified for use in the process of rating an individual in this new system are job performance, demonstration of new skills, zeal for learning, generation of new ideas, dealings with customers, kind of relationships maintained with superiors or subordinates or peers, communication skills, frequent contacts with management under the new communication system, professional approach toward various methods of work, supporting change in assignments and their quick disposal and helping others in the matters of their development, etc. These parameters should be measured on a three-point scale - excellent (3) Moderate (2) Poor (1) - against each individual. The information and results generated through this HRR system can be used to offer performance-based incentives or promotions to the highly rated individuals. The results would also help the management to find highly rated personnel in order to entrust new assignments with increased responsibilities.

The two selected banking organizations are also suggested to set up a 'customer complaint management and feedback system (CCMFS) to enable customers' voice their grievances. This system should facilitate quick disposal of customers' grievances and thereby ensuring quality of the services delivered. For the speedy disposal of the complaints one computer system should be earmarked at each branch connected online. The customer is requested to provide his e-mail particulars. If the issue is not resolved within 24 hours the customer should be paid some amount of penalty by the concerned bank branch. This amount should be credited to the customer's account immediately. When this is happened the
customer's confidence in the banking service will be increased and the bank can achieve a good degree of customer satisfaction and retention.

Keeping in view of the above suggestions, the banking organizations under study have to reorient the HRD department from grass root level. In fact, the organizations need a practical approach to make their HRD policies suitable to the development of their personnel. This can be achieved, if they could consider the local working conditions. HRD policies will then have quality and would be successful resulting in efficient HRD. It is also equally important that the organizations under study should ensure the involvement of all stakeholders' viz., management, managerial personnel, clerical personnel and customers in the process of designing HRD policies and strategies.

Proposed HRD Model:

The proposed model for reorienting HRD system prescribes the active participation of all the stakeholders of the system. The model begins with the identification of roles to be performed by respective management, managerial personnel, clerical personnel and finally customers and further shows their integration. The following is such an innovative model of the proposed HRD system. Since, HRD is an endless process, the list of the activities identified in this model is strange (a result of the present analysis) but not exhaustive. The intention of the researcher is simply to make organizations understand the actual role to be played by each stakeholder in the system. Hence, any related activity found later
shall fit into this model, as the model always stresses the collective involvement of stakeholders for their mutual benefits.

**MANAGEMENT**


**MANAGERIAL PERSONNEL**

Maintain Superior -Subordinate Relationships - Give Honest Feedback to Management as well as Subordinates - Act as Role Models to Subordinates - Provide Guidance and Support to Subordinates - Share Experiences and Knowledge with Subordinates - Be Fair and Impartial in the Appraisal and other HRD Mechanisms - Give Freedom to Subordinates in Performing Daily Tasks - Rescue Subordinates from customers' criticisms - Help Subordinates to Build their Careers - Encourage them to Actively Participate in QC's and other Events

**CLERICAL PERSONNEL**

Be Punctual - Amenable to Work in Teams - Task Accomplishment - Be Creative and have Initiative - Maintain Formal and Informal Relationships with Peers - Be Patient toward Customers' Issues - Be Customer Friendly - Be Service Conscious - Deliver Quick Service to Customers- Cooperate Superiors - Be Accountable to the Actions - Communicate Customers' Difficulties and Needs to Higher-ups - Provide Inputs for Training themselves - Comply Change Process - Respond to internal employee surveys honestly

**CUSTOMERS**

Understand the difficulties of Front Line Staff - Maintain Harmonious Relationships with Employees - Be Employee Friendly - Tolerate Technical Breakdowns - Disclose Intra-Bank and Inter-Bank Experiences - Assist Top Management in Designing HRD Policies and Training Strategies - Actively Participate in Customer-Satisfaction Surveys and Provide Feedback - Sponsor Sports and Cultural Events - Advise managers in planning and allocating daily tasks to the staff - Keep Faith in Managers
Operational Definition of HRD:

HRD cannot be a complete task merely with the existence of job related activities. It would be a meaningful exercise when unrelated activities of job are also aimed for the development of the individuals concerned. Moreover, it should not be remained as a one-way exercise in which always management strives for its successful implementation and also responsible for its effectiveness. Hence, in banking organizations, which are service-oriented institutions, the involvement of all the people concerned in their own development is of utmost importance. Believing in this paradigm, the researcher endeavors to give an operational definition of HRD as below:

“HRD is a process by which both related and unrelated activities of job are aimed at the development of individuals concerned so that they perform job effectively; in which management and human resources at various levels identify their roles, continuously involve themselves in the process of their own development and perform such tasks that contribute for their mutual well-being.”

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