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Introduction:

Human resources management practices play a very vital role in achieving the organization’s goals and maintain the competitive advantage. HRM practices refer to organizational activities directed at managing the pool of human resource and ensuring that the resources are employed towards the fulfillment of organizational goals. Human resource management practices is the management of people within the internal environment of organizations, comprises the activities, policies, and practices involved in planning, obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate numbers and skill mix of employees to achieve the organization’s objectives. Presently organizations are competing through implementing the unique HRM practices and due to the globalization; organizations adopt the most up-to-date HRM practices in order to accomplish the organizational goals. Best HRM practices are advantageous for both employee and employer; it plays an important role in constructive growth of any commercial bank.1

The success of commercial banks largely depends on the intellectual development of the employees. Along with intellectual development of the knowledge worker, technical infrastructures of the bank must be ensured to enhance the effectiveness of the employee and the bank. The Public sector banks have to take initiation to modify in their HRM policies and practices, in order to compete with private/foreign banks in present scenario. Bank should decentralize their HR activities in all branches and develop
strong HR polices. Authority and responsibility should be properly distributed to all HR managers. Bank should give some significant power and role to HR director in order to empower the HR departments. This will help to recruit and maintain skilled, knowledgeable and well performed workforce to meet current and future organizational as well as individual needs. Henceforth, the public sector banks in India have to utilize many opportunities to meet certain challenges under the changed scenario.

Banking has become one of the highly competitive sectors in India. The banking organizations, since the beginning of this decade, have been facing greater challenges in terms of technological revolution, service diversification and global banking. This will lead to arising of stress among employees. The researcher chose this topic as a study because human resources are the most vital resource of every organization. The HR of organizations particularly banks should be at ease while working. Any kind of stress/ pressure directly affects their performance as well as performance of the organization. As the competition is increasing day by day, employee stress is also increasing. Every employee wants the luxurious life, high income, promotion etc. So there will be lots of burden on them to achieve work related targets. This will increase the stress among the employees. Every organization has strong competition with each other hence wants greater productivity with proper utilization of resource, high sale and high profit.
Banking Industry:

Banks are among the top ten high stress workplaces in India. Elucidating the causes of occupational stress is important not only for its potential implications for stress management at banks but also for enhancing an understanding of strategic human resource management.\(^2\) The massive and speedy expansion and diversification of banking has not been without its strains. The banking industry is entering a new phase in which it will be facing increasing competition from non-banks not only in the domestic market but in the international markets also. The operational structure of banking in India is expected to undergo a profound change during the next decade. With the emergence of new private banks, the private bank sector has become enriched and diversified with focus spread to the wholesale as well as retail banking. The existing banks have wide branch network and geographic spread, whereas the new private banks have the clout of massive capital, lean personnel component, the expertise in developing sophisticated financial products and use of state-of-the-art technology.

Human Resources Management in Commercial Banks:

In the booming and blooming Indian economy all the industries are doing well in the market and Indian banks are also performing well comparatively. In the booming economy and the continuing expansion most of the banks facing challenges to perform well and it clearly brought out by the fact that, contrary to public perception, it is not just the new private sector banks that
are doing well. There are few public sector banks are also doing well and got the place in top 10 best performing Indian banks. And its worth mentioning that these public sector banks have performed so admirably in spite of the fact that they operate with many handicaps, such as strong unions and the inability to offer market salaries and incentives and burdened with huge workforce.

The secret of success of any company simply depends on how they treat employees and keep them satisfied. For that they have design their human resource process like recruitment, selection, training and development, performance appraisal and other based on employee perspective in order to benefit them. In India the banking industry becoming more competitive than ever, private and public sector banking are competing each other to perform well. The executives of the bank are now in the position to modify their traditional human resources practice in to innovative human resource practices in order to meet the challenges from other competitive banks. Effective human resource practices relate to Bank’s performance by contributing to employee and customer satisfaction, innovation, productivity and development of a favourable climate in the Banks.

With the objective to give due attention at the macro-level human resource management issues, a new human resource organization structure has already been established by the commercial banks at all levels, by carving out the routine administrative functions and delegating them to a separate
Personnel Administration Division (PAD). This has enabled the Human Resources Development Division (HRDD) to focus on strategic thinking necessary for meeting human resource challenges. The Personnel Administration Division (PAD) looks after administration and implementation issues such as Payroll, Transfers and Postings, Promotions, Disciplinary Actions, Industrial Relations, etc., while the Human Resource Development Department (HRDD) deals with the broader Human Resource Policy (HRP) framework, manpower planning and development and welfare issues. The Bank has also constituted a sub-Committee on human resource comprising of some of the Top Management Bank officers for deliberating on various human resource issues and for piloting organization-wide human resource interventions.

**Human Resource Policies (HRP):**

HRP are the principles, rules and guidelines formulated or adopted by an organization to reach its long term goals. HR policies are systems of codified decisions, established by an organization, to support administrative personnel functions, performance management, employee relations and resource planning. Each company has a different set of circumstances, and so develops an individual set of human resource policies. The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance of its employees. HR policies can also be very effective at supporting and building the
desired organizational culture. Human resource policies include policies regarding recruitment, selection, training and development, performance appraisal, career planning, compensation, job definition, grievance redressal mechanism, incentives, etc.

**HRM Policies of Commercial Banks:**

The Vision of the commercial banks for the Human Resources Management is essentially to facilitate it to carry out central banking activities, i.e.\(^5\)

i. To create an enabling environment to enhance the efficiency of the bank;

ii. To draw out of the staff the very best by adopting a system of proper placements, incentives for its employees; and

iii. To create an atmosphere of trust, a certain security of expectations and a feeling that the bank cares about the well-being and personal aspirations of its staff.

This is aimed at helping align personal aspirations with professional goals and to enhance efficiency of its employees. The mission of the bank’s HRM is to create a facilitating environment to enhance the efficiency of the Bank; to empower its staff so as to draw out the latent potential; and to catalyze conditions for a more wholesome quality of life on the work as well as personal front.
### Table No. 3.01:
#### Human Resource Policy Aspects of Commercial Banks:

<table>
<thead>
<tr>
<th><strong>Main Policy Aspects</strong></th>
<th><strong>Other Policy Aspects</strong></th>
</tr>
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<tbody>
<tr>
<td>• Recruitment.</td>
<td>• Interface with other institutions, government, central banks, etc. on HRD issues.</td>
</tr>
<tr>
<td>• Placement.</td>
<td>• To maintain up to date database on human resources in the bank and undertake analytical studies and ongoing research on different manpower related issues.</td>
</tr>
<tr>
<td>• Promotion and Career Progression.</td>
<td>• To make ongoing review of the appraisal system in order to make it an effective tool for HRD policy management.</td>
</tr>
<tr>
<td>• Industrial Relations.</td>
<td>• To install and implement an effective counseling system.</td>
</tr>
<tr>
<td>• Deputation.</td>
<td>• To design career and succession plans.</td>
</tr>
<tr>
<td>• Retirement and Voluntary Retirement.</td>
<td>• To review and revitalize the training functions.</td>
</tr>
<tr>
<td>• Motivation.</td>
<td>• Formulate and administer the Staff Suggestion Scheme.</td>
</tr>
<tr>
<td>• Training Establishments.</td>
<td></td>
</tr>
<tr>
<td>• Mobility (Transfer and Rotation)</td>
<td></td>
</tr>
<tr>
<td>• Remuneration and Reward Mechanism.</td>
<td></td>
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<tr>
<td>• Staff Welfare.</td>
<td></td>
</tr>
<tr>
<td>• Communication.</td>
<td></td>
</tr>
<tr>
<td>• Organizational Development.</td>
<td></td>
</tr>
<tr>
<td>• Training and Skills Up-gradation (Policy and Implementation)</td>
<td></td>
</tr>
</tbody>
</table>

Source: Compiled from the Annual Reports of Commercial Banks.
The following policies were adopted by the commercial banks.

1. **Manpower Planning:** Manpower planning of commercial banks is meant to improve the innovative and creative abilities of its employees through promoting a conducive climate, enhancing the human touch and improving interpersonal relations. Manpower requirements are assessed at the micro level even though overall decisions are made within the framework of government guidelines and corporate perspectives. Branch activity analysis and productivity norms are the basis upon which the assessments are made. Manpower planning in the bank has been kept subordinate to the guidelines issued by the Government of India and RBI.

2. **Recruitment and Selection:** Recruitment is made generally through the mode of advertisement. Advertisements generate a wide range of pool of applicants. There exists a centralized form of recruitment. Criteria for educational qualification vary according to the posts. Two stages are involved in the selection process. Aptitude test and personal interviews are mainly used for selection. Reference checks are done. Reservation of seats according to the caste factor plays an important role. Marketing and recovery officers are recruited on contractual basis and later made permanent based on their performance. Dependents of ex-servicemen killed in action, ex-servicemen and physically challenged people to get an opportunity to work in commercial banks.
3. **Training and Development:** Training system of the commercial banks enables the employees to take up their assignments and perform tasks with a higher level of confidence and perfection. Training system not only addresses the needs in the areas of knowledge and skills but also looks at the need for change in the attitude of employees. The training programmes are aligned to the Bank’s business, goals and objectives. These endeavour to build up competency in the staff to achieve the declared objectives of the bank. Eminent specialists in different fields of management, banking, finance, HRM, etc. are invited for delivering guest lectures to make the programmes more efficient. Training is a key variable in human resource development strategy of the Bank. The bank has constituted advisory council comprising management experts, academicians and the Bank’s senior executives. The advisory council aims at improving the training effectiveness.

4. **Promotions:** A good promotion policy provides a number of incentives to the employees to work more effectively and efficiently. It also aims to recognize more efficient workers in the organization. A distinguishing feature of a good Human Resource Management is to formulate such a promotion policy which satisfies its workforce and gives them an opportunity to grow further. Promotion policies and practices for different categories of employees and officers as being exercised in commercial banks.
5. **Job Rotation:** Developing functional versatility among employees is a must and it is possible only through job rotation. In commercial banks, the process of job rotation was started approximately from the year 1989, and along with job rotation, job analysis occupies a central position in the design of HRD activities in the bank. The bank has a well-designed transfer, promotion, and placement policy. The career system includes various elements like career surveys, career information, career monitoring, and several career support systems like human resource planning, potential appraisal and career planning are its inputs.

6. **Compensation:** In general, the compensation in commercial banks is mostly based on seniority or work experience. The Indian public sector banks should reward their professionally qualified employees by scale upgradation and special increments besides motivating and encouraging them to acquire new knowledge. Common pay structures based on number of years of service with the bank put in need to be phased out in a planned manner. The policies related to remuneration paid to each of bank’s officers and employees including the system of compensations have been defined well. The salaries are paid as per the joint agreement between Indian Banks Association (IBA) and different unions and employees’ associations and these are paid by crediting to respective accounts of the employees.
7. **Incentives:** The remuneration process is crucial and a source of contention in most organizations. It deals with rewarding people in accordance with their work in the organization. It is concerned with both financial and non-financial rewards and embraces the strategies, philosophies plans and processes employed by organizations to develop and maintain reward systems. An inclusive and effective HRM strategy has a coherent approach to rewards as one of its most central component. It plays a motivational role in management hence the importance attached to it. Pay strategies include performance related pay, production based pay, skill based, knowledge based and base pay.

8. **Staff Welfare:** Over the past few years, the commercial bank implemented many staff welfare schemes with an objective to meet the aspirations of the employees. Significant among them was the scheme for payment of financial assistance to the employees having mentally retarded children. The limit for interest-free festival advance facility being offered to the employees was increased substantially. The commercial banks also recognized the efforts made by its staff towards excelling in areas of their personal interest.

9. **Performance Management System:** The Bank's Performance Management System, where recognition is directly related to performance, has been further streamlined
during the year with a view to encouraging dialogue on performance and developmental feedback between the appraise and appraiser. Competency clusters were defined for employees at different levels of the hierarchy to promote desired behaviour and to facilitate an objective assessment. Sessions were conducted across the Bank to educate supervisors on the revised process. Apart from it, a 360 degree feedback process has been used for the first time as a part of leadership development process in the Bank. The Commercial banks has overhauled the human resources policies to align with the management philosophy

10. **Human Resource Information System (HRIS):** Varied aspects of information about individual employees regarding their biographical, cultural traits, performance records, promotions obtained, potential for higher positions, critical incidents, placements enjoyed, etc. are well-managed in commercial banks. The State Bank Institute of Information and Communication Management conducts a series of computer based human resource information system courses for various categories of employees. HRD policies of the bank seem to be of the ideal order to win competitive battles in the globalized environment.

Human resource management in commercial banks strives to evolve various human resource policies on recruitment, selection, placement and training, compensation, etc. in the bank. HRM
practices in the bank have been continuously undertaken as a movement and direction to enable every individual as a member of an effective team of the banking community to realize and activate his potential so as to contribute towards all the achievement of goals set by the bank and derive satisfaction thereof. The HRM policy aims at creating a facilitating environment for overall development of people and thereby enabling them to translate their potentials into role related competencies. The bank recognizes the value of the contributions of the individuals in achieving the corporate objectives. All human resource management related interventions are based on the philosophy of individual and organizational development. The interventions aim at achieving professional excellence in the individual and fostering team work. Some of the human resource management policies of the bank as well as areas of concern where the policies are constantly reviewed by the Bank from time to time.

**The Reforms Process and HR Policies:**

The reforms process has been across sectors: diversified products, asset quality, prudential norms, technology, risk management, aggressive marketing of services and human resources. While far reaching reforms have been set in motion and largely implemented in areas like financials, asset quality, prudential norms and technology, the gap in skill sets, scale and scope of our human resources is substantial. If so, what is the critical HR issues confronting much of the Indian banking sector. Foreign and the new generation private sector banks have entered
the market with certain distinct advantages like high technology, younger and talented staff with newer skills and competencies, a market related compensation structure, high marketing orientation, newer methods for acquiring and retaining customers, and a lean organization structure. The older banks which together commanded over 75 per cent of business had to cope with the competition with a huge baggage of disadvantages. First generation technology, archaic systems and processes, unwieldy organization structure, older staff with poor marketing and technology skills and a highly regulated and centralized HR system continues to dominate. The newer banks could entice customers from the older banks largely due to their high technology and innovations in products and services. Older banks could also not contain the flight of talent to the newer banks on account of attractive compensation structure and better career progression opportunities offered by them.

**Changing Profile of Human Resources in Commercial Banking:**

Human resource planning by each bank is a rigorous exercise, factoring all possible contingencies in HRM practices, both quantitative and qualitative. Further, the banks have to plan very carefully their recruitment in terms of entry qualification, methodology of recruitment, etc. The recruitment exercise carried out today in many public sector banks also does not reckon skill and competency requirements. Lack of proper human resource planning has also resulted in wide variance in staff ratios across
commercial banks. At present, banks cannot claim to have a proper human resource planning system that captures the type of people it requires, the level at which they are required and clearly defined roles for everyone. Another challenging area for commercial banks is that the kind of talent they require. They need good, suitable and capable people, who are ready to face the challenges of working in rural areas. Banks need to acquire people with the right kind of talent. But unfortunately, it is the same limited talent pool that is targeted by all the sectors, Financial Institutions, Insurance, Telecom, Banks and other industrial and service sectors, which are on fast growth track and in need of talented manpower. For the success and sustained growth of Indian commercial banks, it is imperative to create a pool of committed employees by determining whether they are job satisfied. Their satisfaction would affect their performance and commitment, which would eventually influence the banks’ growth and profitability.

What is the role of HR in this changing landscape of Indian Banking? How do we optimize the use of technology on which we have spent huge sums of money? The recurring and replacement expenses will move northward. Are our people adequately skilled in the newer realms of banking? How do we recruit, reward and retain talent? How to retrain our people in the newer skills and how do we make our people unlearn many of the past skills? How do we train our people to achieve higher service delivery standards? Are our people well trained and groomed in soft skills,
in order to deliver superior customer experience? How do we create a large band of enterprising managers? How do we improve risk taking abilities of our managers and officers? How do we cut delays, speed up the decision making process and improve our response time? Are our HR policies and systems in tune with the demands of the time? On the leadership for critical positions and different levels like operational, business and strategic, have we institutionalized a system to ensure uninterrupted supply? How do we ensure smooth succession for critical roles in our banks? What are the training and development initiatives that we need to take to continuously train, groom and provide leaders for new age banking? In essence, what reforms do we have to bring about in our HR Policy framework, which will help catapult Indian banking to world class level?

**Knowledge-Centric HRM Practices in Banks:**

The process, by which the organization manages, develops and releases the knowledge and full potential of their employees depends highly on the Human Resource Management practices within the organization. Thus, Human Resource Management practices and policies must give due recognition for knowledge management activities by educating the employees about knowledge management, recording the information and in turn using them as benchmarking. The IT based tools and communication media is a boon for knowledge management.
Knowledge management initiatives are on upswing as managers at all levels within organizations face mounting pressure to work smarter and faster while wrestling with the demands of advanced technology and a shrinking workforce. Thus survival and success of banks in the drastically changed business environment depends on the effective management of human resource as the human resource occupies a unique and sensitive position in the banking industry as the need of the hour is delivering branded customer experience. Knowledge centric HRM framework offers many strategic benefits to a bank of which the most important ones are:

- Conducive work culture that encourages innovation, knowledge creation and sharing, and continuous learning.
- Enhanced competitiveness and hence profitability through significant cost reduction particularly through avoidance of intellectual loss from staff turnover.

Thus, Knowledge Management calls for management styles that are conducive to create the right climate for sharing and caring. Managers will have to take on the role of knowledge brokers as well as of coach, mentor and facilitator. Encouragement to experimentation and risk taking should become a way of life as they add to the knowledge management excellence. In many organizations, Knowledge Management strategy is based on the ‘budget’ or ‘gadget’. Instead, it has to be ideally driven by and should be a part of business strategy. Organizations all over the world use both codification strategy and personalization strategy
for Knowledge Management. Codification uses more and more use of documentation and database to capture, store and retrieve the knowledge. Personalization involves formation of communities of practices across organizations and people networks whereby people relate to each other and share their knowledge.

Challenges of HR in Commercial Banks:

The banking sector has been growing at a very fast pace in India not only in the terms of its size but also in terms of the services being provided. With banks reaching the remote areas in the country one can anticipate positive things like financial aid to farmers and increased financial awareness. However, with the increase in size and activities of banks, the number of banks in private sectors has also increased thereby posing challenges like cost-efficiency, technological advancement, and credibility related issues. The task before the HR is to develop strategies that help banks in gaining competitive advantage and encourage innovation in its products and services.10

The policy initiative has definitely posed some problems and challenges to both the banking system and economy. One major issue that requires attention is the human resources management in the commercial banks. The major challenge now for commercial banks is therefore how to develop their social architecture that generates intellectual capital as the quintessential driver of change. Developing the individual or human capacity is an integral element of building capacity and, in fact, capacity building initiatives are
now increasingly becoming almost an index of institutional quality. Taking the banking industry to the heights of excellence, especially in the face of the a forehead-detailed emerging realities, will require a combination of new technologies, better processes of credit and risk appraisal, treasury management, product diversification, internal control and external regulations and, not the least, human resources.

**State Bank of India:**

The efficacy of employees determines to great extent the quality of services rendered. Over the last couple of years the banking has witnessed a paradigm shift in all facets of manpower management viz. recruitment, training and development, performance appraisal system, placement and upward mobility and specialization. In this connection let us have a glance at a brief profile of State Bank of India.

The evolution of State Bank of India can be traced back to the first decade of the 19th century. It began with the establishment of the Bank of Calcutta in Calcutta, on 2 June 1806. The bank was redesigned as the Bank of Bengal, three years later, on 2 January 1809. It was the first ever joint-stock bank of the British India, established under the sponsorship of the Government of Bengal. Subsequently, the Bank of Bombay (established on 15 April 1840) and the Bank of Madras (established on 1 July 1843) followed the Bank of Bengal. These three banks dominated the modern banking scenario in India, until when they were amalgamated to form the Imperial Bank of India on 27th January 1921.11
The State Bank of India emerged as a pacesetter, with its operations carried out by the 480 offices comprising branches, sub offices and three Local Head Offices, inherited from the Imperial Bank. Instead of serving as mere repositories of the community's savings and lending to creditworthy parties, the State Bank of India catered to the needs of the customers, by banking purposefully. The bank served the heterogeneous financial needs of the planned economic development. The bank boasts of having as many as 14 local head offices and 57 Zonal Offices, located at major cities throughout India. It is recorded that SBI has about 10,000 branches, well networked to cater to its customers throughout India.\textsuperscript{12} The State Bank Group includes a network of eight banking subsidiaries and several non-banking subsidiaries. Through the establishments, it offers various services including merchant banking services, fund management, factoring services, primary dealership in government securities, credit cards and insurance.

State Bank of India is the premier, largest commercial bank in the country, is well positioned to capture growth in India’s dynamic banking market and is seen as a macro-economic proxy for the Indian economy. With a 17 per cent market share for advances and a 17.78 per cent market share for deposits (2011) SBI has a very strong presence. SBI today is going through a momentous phase of its knowledge management through technology and HRM. The 75 year old public sector behemoth has been stirring out of its public sector legacy and moving with agility to give the private and foreign banks a run for their money.\textsuperscript{13} The
SBI is forging ahead with cutting edge technology and innovative practices and striving for achieving total customer experience.

The bank is looking at opportunities to grow nationally and internationally. The SBI has gone beyond the usual domains of technology in a very aggressive manner. The Bank is involved not only in the business development but also with care for the community and supports a range of socio-economic, educational and health initiatives. Information Technology (IT) has immense untapped potential in banking and strengthening of IT in banks could improve asset liability management building up a related database on a real time basis to enhance the forecasting of liquidity even at the branch level to enhance the risk management capabilities of banks.

**Table No. 3.02:**

**A brief review of SBI Performance (2011-12)**

<table>
<thead>
<tr>
<th>Sr.</th>
<th>Particulars</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No. of branches</td>
<td>13,542</td>
</tr>
<tr>
<td>2</td>
<td>Revenue (US$).</td>
<td>$ 36.950 billion</td>
</tr>
<tr>
<td>3</td>
<td>Profit</td>
<td>$ 3.202 billion</td>
</tr>
<tr>
<td>4</td>
<td>Total assets</td>
<td>$ 359.237 billion</td>
</tr>
<tr>
<td>5</td>
<td>Total equity</td>
<td>$ 20.854 billion</td>
</tr>
<tr>
<td>6</td>
<td>No. of people employed</td>
<td>292,215</td>
</tr>
<tr>
<td>7</td>
<td>Employee cost</td>
<td>6%</td>
</tr>
<tr>
<td>8</td>
<td>sales Owner(s)</td>
<td>Government of India</td>
</tr>
</tbody>
</table>

Source: State Bank of India Annual Reports.
Organization Structure of SBI:

The staff in the Bank is divided into three hierarchical levels Executives, Clerical and sub staff, with clerical staff as most populous. At the end of March 2009 executive staff accounted for 31 per cent, clerical 47 per cent and Sub staff as 22 per cent of the total workforce. The officers are recruited through an all India Probationary Examination and the successful candidates join the bank at the Assistant manager level. The bank is characterized by the strong hierarchy and a long chain of corporate ladder between the executives and Chairman namely Deputy Manager, Manager, Chief Manager, Assistant General Manager, Deputy General Manager, General Manager, Chief General Manager, Deputy Managing Director and Managing Director. For managing purposes the bank is divided into fourteen circles. Each employee is assigned a circle for HR purposes. The jobs are transferable depending upon the need of the organization and thus the employee is exposed to a varied job conditions. It provides an opportunity to rich and varied experience in various functional areas. Most of the staff in the bank was not exactly aware of the ground reality that they are losing major market share in the hands of the private banks.¹⁴
In the present competitive world, the banking sector, especially of the developing economies like India, is facing lot of tough competition, talent crunch, and skill shortage. All these have made the banks feel that the internal customer is also more important equally with external customers, so every bank is trying to devise innovative HR practices to attract best talent and give them comfortable environment to work with, that enables the
banks to retain talents. The change initiative that took place in SBI was beyond imagination due to the vast size of the organization and what was more important was its lasting effect which was created by linking the identity of an individual with the soul of the organization. Going beyond the commercial motive of the organization to beat the competition, the transformation journey aimed at revolutionizing the individuals working in the organization. It is one of the largest transformation exercise and HR initiative that took place ever in India.

**SBI Employees:**

SBI seek human resource who have good basic communication skill and math’s, feel comfortable handling large amounts of money, and enjoy public contact. Through a combination of on-the-job training and formal classroom instruction under the guidance of an experienced employee, tellers learn the rules, regulations, and procedures that administer their jobs. Banks are spending more on reaching out and offering more products to their customers. Consequently, they will need more talented and creative personnel to compete in the market place. By providing access to higher education and other sources of additional training, Banking organizations encourage upward mobility for their employees. Experienced clerks and tellers may move up to head teller, customer service representative, or new accounts clerk. Tellers with outstanding performance, who have
had specialized training or some college are sometimes promoted to managerial level positions.

Many managerial level positions are filled by promoting technically skilled professional, and experienced personnel—for example, auditors, accountants, budget analysts, financial analysts or credit analysts, or accounting or related branch supervisors in large banks. Sales agents of financial services usually need a college degree; a major or courses in accounting, finance, marketing, economics, or related fields, serve as excellent preparation. Sales experience also is very helpful. These employees learn on the job under the guidance of experienced bank officers.

Progress to higher level professional, executive, administrative, and managerial positions may be accelerated by taking additional training. Banks encourage employees and often provide opportunities to take classes offered by financial and banking management affiliated organizations or other recognized financial management and banking training institutions. Course classes deal with one of the different phases, such as budget management, accounting management, financial analysis, international banking, corporate cash management, and data processing systems management and procedures. In recent years, the banking sector has been revolutionized by globalization and technological advancements in computer and data processing equipment. Banks hire various types of customer and financial service occupations. Tellers make up the largest number of workers
and overall administrative and office support occupations make up the largest portion of employment in the industry. Financial, business, and management occupations also engage a significant number of workers in the banking sector.

Increased competition, both domestically and internationally, has resulted in organizations introducing cost-cutting and productivity improving strategies, which have resulted in increasing demands on employees. New products and ways of delivering service, such as the telephone and internet, and new entrants are competing with traditional High Street banks. The nature of much of banking work which involves cash handling means extensive security measures, including systems such as closed circuit television (CCTV) / supervision which constantly monitor activity, are taken to minimize risk. Although such systems are in place as much for the protection of employees as for deterring thefts, the feeling that one is under constant surveillance can be a major strain on workers whose every action is observed and recorded.

**Employee Satisfaction:**

Employee satisfaction refers to the general attitude of employees towards their job and the socio-psychological environment related to the job dimension. Employee satisfaction is the cause for several benefits and consequences of many factors. When employees are satisfied with their jobs, their lives away from jobs will be better off. In contrast, the dis-satisfied employee
carries the negative attitude home. Some benefits of job satisfaction accrue to every citizen of society. Satisfied employees are more likely to be satisfied citizens. These people will hold a more positive attitude towards life in general and make for a society of more psychologically healthy people. Now-a-days most of the employee-centric organizations emphasize on the personal growth and satisfaction of their workforce.

State Bank of India has been a pioneer in its HR policy over the years with the basic underlying principle of sharing and caring and a sense of belongingness amongst all employees who are considered to be a part of SBI family. SBI recognizes that its people are the primary source of its competitiveness and is committed to equal employment opportunities for attracting the best available talent and ensuring a cosmopolitan workforce. SBI aims to pursue management practices designed to enrich the quality of life of its employees, develop their potentials and maximize their productivity. It also aims at ensuring transparency, fairness and equity in all its dealing with its employees. The organization has been known as a leader in introducing various HR practices and setting benchmarks in the global as well as Indian industry.15

The employees form the backbone of organizational functioning and the shared values constitute the core of a strong organizational culture. So, the management has to emphasize on the key areas such as fostering a strong work culture and healthy work environment. It can be possible by implementing several
employee satisfaction strategies and employee centric HR policies. The basic issues to be dealt with are ensuring the provision of financial and non-financial benefits, promoting harmony and synergy in work, designing effective training and counseling programmes for employees’ improved performance, growth and development.

SBI has a strong repute and brand image in the banking sector in India. So measures should be taken to capitalize on the brand value and make the best possible utilization of opportunities and resources. Employees being the vital resources for the organization should be properly motivated and kept abreast with the latest technology and sophisticated practices related to work. They must be developed from intellectual, emotional and psychological perspectives. Their upgraded knowledge, enhanced skill and positive attitude towards their job and organization will ultimately lead to their satisfaction. Employees satisfied with the organization’s policies, practices and culture will turn to be the best contributors for organizational prosperity.

**Measures for ensuring SBI Employee Satisfaction:**

SBI provides health care facilities and medical aids to its employees by having tie-ups with popular hospitals. It provides educational facilities and scholarships to its employees’ children. It provides canteen facilities, holiday homes, library facilities, health insurance facilities, leave fare concession, and loans at lower rates to its employees. It provides Silver Jubilee Award to employee,
whether subordinate / clerical or supervisory, on completion of 25 years of service. It has introduced rewards and recognition schemes for mobile banking service, Agri Gold Loan Campaign, e-learning Gyanodaya Reward Campaign and Western Union Campaign. It has also incorporated award systems like Chairman Club Awards, CGM Club Awards, GM Club Awards and RM Club Awards for the best performer. It provides staff quarters at selected centers for accommodation purpose. It has its own learning Centers, where its efficient and expert trainers impart training to the staffs of different levels.\textsuperscript{16}

SBI provides furniture at residential accommodation of officers. It also provides reimbursement of expenses of maintenance charges of furniture and fixtures of officers. Expenses for conveyances are reimbursed by it. It provides leave of various kinds to its officers. It also provides leave travel/home travel concessions in airlines or the like. As far as medical benefits are concerned, it fully reimburses the expenses incurred by its officers in case of injury, disease or illness and 75 per cent reimbursement in case of sickness of the family members. Where hospitalization becomes necessary, ambulance/taxi/auto-rickshaw charges are reimbursed by SBI. Initiatives like engagement of nurses advance for medical expense and executive health check-up and incentive for family planning under small family norms have been taken by SBI. It provides housing loans, car loans and two-wheeler loans to facilitate its officers at a concessional rate of interest. It provides air insurance for employees in respect of air travels for official purpose.
In an era of shifting paradigms, businesses should be able to develop their human resources as a source of competitive advantage. In order to develop and enhance workforce capabilities and to successfully compete in the 21st century, organizations have to embark on future oriented human resources strategies. It could be argued that the individual competencies of the workforce in any organization would determine its overall success. This success, among other things, may be attributed to the socio-behavioural characteristics and adjustments these individuals have to make in their job-role and position-power to gain common ground in any organizational setting.

**Role of HR in Stress Management:**

HR can help by implementing effective employee wellness programs that help employees manage and eliminate stress in their work and personal lives. Such initiatives include employee assistance programs (EAPs), stress management workshops, fitness subsidies or on-site gyms and workplace massage days. Also of significance are programs designed to save employees time such as corporate cafeterias, on-site amenities such as dry cleaners, post offices, pharmacies and even employee concierge services. Flexible work arrangements, such as telecommuting, flexible hours, part-time work and job-sharing can also help employees maintain work-life balance. Occasionally being able to work from home and a certain degree of flexibility around where and when the employee completes his work certainly help him balance work and family commitments. It’s also important to coach and train managers on
having reasonable expectations of employees. As a manager, it may even be necessary at times to provide coaching to employees and gently convince them they may have bitten off more than they can chew.

References:

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