OBJECTIVES

The main objective of this study is to screen the human resource management as practised in the stated four branches of State Bank of India. In the process it aims to serve the following purposes:

1. To review briefly current concepts and methods of Recruitment and to bring about some of their apparent shortcomings in the State Bank of India;

2. To critically review the current concepts and practices of training in the State Bank of India;

3. To examine critically the method of promotion in the State Bank of India;

4. To examine the pay structure and other incentives given to the personnel in the State Bank of India;

5. To analyse the disciplinary procedure obtainable in the State Bank of India;

6. To analyse problems of industrial relations in the banking industry in general;

7. To identify exact areas in the field of customer service warranting improvement in systems and procedures and to obtain data on the quality of customer service in the State Bank of India.
It is proposed to test the following hypotheses:

1. The right type of selection and placement of employees on the right job leads to increased efficiency.

2. Adequate and relevant in-service-training help employees develop the skills and attitudes.

3. Promotion based on seniority system at lower levels of hierarchy and merit system of promotion at higher level of hierarchy leads to increase efficiency and productivity.

4. Adequate welfare facilities and improved work environment stimulate and act as incentives towards increased efficiency and effectiveness.

5. The officers and staffs of the State Bank of India lack awareness of organisational goals.

METHODOLOGY

For the purpose of this study, four branches of State Bank of India, i.e. SBI, Imphal Branch, SBI Paona Bazar Branch, SBI Secretariat Branch and SBI Manipur University Branch, Canchipur, have been selected. These four branches have been preferred for the simple reason of their large size, fairly old age and pioneering role in the banking services in Manipur. Proximity to their organisations located at Imphal and nearby Imphal was another motivator.

As inddepth study of these branches has been done with the help of questionnaire, personal interview and detailed discussion. I have also study the published as well as unpublished records and statements, rules and regulations
and annual reports of the banks. The data, thus collected have been tabulated and analysed with the help of statistical tool like percentage analysis to project as a clear picture as could be possible for such type of study.

A sample of 100 employees in State Bank of India, Imphal branch, 50 employees in SBI Paona Bazar branch, 30 employees in Secretariat branch and 25 employees in Manipur University Branch were selected. But it could be possible to get questionnaires filled up by only 80 in Imphal branch, 44 in Paona Bazar branch, 25 in Secretariat branch and 19 in Manipur University branch. Thus, the study is based on the opinion survey of these employees. The level wise number of respondents is as follows:

<table>
<thead>
<tr>
<th>Employee</th>
<th>Main Branch</th>
<th>Paona Bazar Branch</th>
<th>Secretariat Branch</th>
<th>M.U Branch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subordinates</td>
<td>25</td>
<td>10</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Clericals</td>
<td>40</td>
<td>27</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>Officers</td>
<td>15</td>
<td>7</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>44</td>
<td>25</td>
<td>19</td>
</tr>
</tbody>
</table>

However, for the purpose of studying the quality of customer service in the four branches of the SBI, I have taken into consideration the opinion of the following categories of customers:

<table>
<thead>
<tr>
<th>Category</th>
<th>Main Branch</th>
<th>Paona Bazar Branch</th>
<th>Secretariat Branch</th>
<th>M.U Branch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctors</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Teachers</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Engineers</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Students</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Retired Persons</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Others</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>
The present study has been divided into eight chapters:

1. Introduction.
2. Organisation Structure.
3. Employees Development.
4. Promotion and Transfer.
5. Employer-Employee Relationship.
6. Conditions of Service.
8. Findings and Suggestions.

Imphal,
6th October, 2003

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