CHAPTER I

DESIGN AND EXECUTION OF THE STUDY

1.1 INTRODUCTION

In the globally competitive and challenging business scenario, the success of the Indian industry besides other factors will be to a great extent influenced by how it manages its human resources – the employees who make things happen. The traditional man management practices have undergone a sea change. In an increasingly competitive market, to meet the challenges and to achieve organizational excellence, responsible trade unionism, productivity-oriented work practices and assertive professional management are inevitable.

The changes in the market scenario have necessitated the Indian industry to look inward for the development of human resources. If the Indian organizations are to develop and maintain their competitive edge, the potential value of the employees needs to be increased by enhancing and linking their skills and capabilities in tune with the contemporary requirements of the market. The human resource management is a function which is mainly concerned with people at work and with their relationship within the organization. It is the resource which plans, allocates and provides for all other resources in organizations. Most of the organizations have sidelined the Human Resource Management function owing to lack of immense knowledge about the importance involved in the successful handling of that function.

The human resource management function has emerged as one of the most important areas of organizational practice. It has not been developed in isolation but rather in the context of industrial change and economic development.
With the ushering in of the new millennium, experts are of the view that the internal customer i.e. the human resources would be playing a major role in driving the 21st century organization. To cope with the shift in external environment, business organizations have to put themselves to litmus test to check the objectivity of the prevailing human resource practices.

It is high time for business organizations to retrospect, benchmark and adopt global practices to become transnational enterprises in future. So, human resource practices in business organizations can be broadly studied and compared with the global trends.

In the present era of computerization, organizations that are planning to operate in global scenario will have to prepare their employees accordingly. An organization can flourish by chalking out well-meditated strategic implementation plan for using information technology in making human resource function globally competitive.

1.2 HISTORY OF HUMAN RESOURCE MANAGEMENT

The modern human resource management has emerged after many stages of evolution, which is summarized in the following pages.

1.2.1 The Industrial Revolution:

Industrial revolution consisted mainly of the development of machinery, linking of power to machine and establishment of factory system and mass production. It was characterized by rapid technological change and increased specialization. As a result, the place of work shifted from residence to factory and the employer lost personal touch with his employees. Increased mechanization and specialization made jobs routine and monotonous. It became necessary to appoint a separate person who could handle labour problems.
However, labour was looked upon as a commodity that could be bought and sold. Due to the prevailed political philosophy of laissez faire, Government did little to protect the workers.

1.2.2 Trade Unionism

Workers formed unions to improve their lot. The basic philosophy underlying trade unionism was that through collective support, the management could be forced to redress their grievances. Unions used strikes, slowdowns, walkouts, picketing, boycotts and sabotage for this purpose. Trade Union management gave rise to several personnel practices, e.g., collective bargaining, grievance handling system, arbitration, disciplinary practices and employee benefit programmes.

1.2.3 Scientific management

It was a development of far reaching significance to human resource management. F.W.Taylor⁴ developed four principles of scientific management, such as development of a true science, scientific selection and training of workers, friendly cooperation between management and workers and development of every worker to his fullest potential.

Scientific management movement has a great influence on management, particularly on employer employee relations. It led to professionalisation of management and human engineering. But critics of scientific management point out that focus was more on technology and not on human factor in industry.

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1.2.4 Industrial Psychology

Industrial psychologists stressed matching of employee skills with jobs. Hugo Munsterberg\(^2\) contributed significantly to analysis of jobs in terms of their mental and emotional requirements and development of testing devices. Advances took place in selection, placement, testing and training.

1.2.5 Human relations movement

Hawthorne Experiments\(^3\) and subsequent research focused attention on the attitudes and feelings of workers and their influence on productivity. The role of informal groups in industry was highlighted. While scientific management viewed an organization on techno-economic system the human relations movement considered it a social system. It was suggested that inter-personal relations should be improved to realize fuller potential of individual and groups.

1.2.6 Behavioural Sciences

Research in behavioural science like anthropology, sociology and psychology has provided the subject matter for human resource management. Behavioural science era led to the development of new techniques of motivation and leadership, e.g., job enrichment, employee participation, two way communication and management by objectives. Abraham Maslow, Douglas Mcgregor, Frederick Herzberg, Rensis Likert and others made significant contributions to the development of the behavioural science approach to the study of management.


1.2.7 Human Resource Specialist and Employee Welfare

With the dawn of welfare era, scope of human resource management increased. It is not only concerned with recruitment, selection and training of employees but also concerned with the management of employee benefit programmes and industrial relations system in industry.

1.3 GENESIS AND GROWTH OF HRM IN INDIA

In India, the origin of human resource management can be traced to the concern for welfare of factory workers during the 1920s. The Royal Commission on Labour recommended in 1931 the appointment of labour officers in order to protect the workers from the evils of jobbery and indebtedness, to check corrupt practices in recruitment and selection in Indian industry, to act as a spokesman of labour and to promote an amicable settlement between the workers and management. Welfare officer was concerned mainly with the recruitment and welfare of workers.

After independence, the factories Act, 1948 made it mandatory for factories employing 500 or more workers to appoint welfare officers. The Act also prescribed the qualifications and duties of welfare officers.

The appointment of welfare officers remained by and large symbolic, to satisfy statutory requirements. The welfare officers mainly play a policing and fire-fighting role, i.e., assisting the factory in maintaining industrial discipline. They became an appendage to the industrial system. With rising expectations, the welfare needs of the working class increased. As the trade union movement gathered momentum in the country, industrial relations became the major task.

Two professional bodies, viz., the Indian Institute of Personnel Management (IIPM), Kolkata and the National Institute of Labour Management
(NILM), Mumbai were established during the 1950s. During the 1960s, the personnel function widened the welfare aspect. Three major areas of practice, viz., labour welfare, industrial relation and human resource administration emerged as the complementary parts of human resource management.

Rapid industrialization and the opening of public sector during the five year plans accelerated the growth of human resource management and professionalisation of management.

In the 1970s, concern for welfare shifted towards higher efficiency. A change in professional values of human resource managers was visible. During the 1980s due to new technology and other environmental changes, human resource development (HRD) became a major issue.

The two professional bodies IIPM and NILM were merged to form National Institute of Personnel Management (NIPM) at Kolkata. During the 1990s, the overwhelming role of human factor in industry has been realized. Growing awareness about the significance of human side of organization has led to the development of human resource management as a distinct discipline. Focus on human values and a philosophical approach, are likely to provide this discipline the status of a profession.

Thus, the human resource function in India has grown through several stages, e.g., labour welfare, industrial relations, labour administration, personnel management and finally to human resource management and human relations and human resource development. HRM has come a long way from being just a support, hygiene related function to a strategic function.
1.4 THE CHANGING ROLE OF HUMAN RESOURCE MANAGEMENT

In the early 1900s human resource management was confined to the recruitment or management of the trade unions or just administration of the wages and salaries or looking after welfare facilities or establishment functions. Human resource management embraces strategies to motivate employees to put in their best to increase efficiency and productivity in the organization.

High performing organizations differ from the low performing organizations in terms of their human resources and the way they are being managed. World-class organizations encourage active participation of their employees in the day to day management and operation by various methods. They resort to the human resource practices that are more timely and relevant as per the need of the hour. As people are central to an organization, they should be taken utmost personal as well as professional care.

Organizations that are willing to update their human resource practice to be world class organizations can benchmark their human resource practices against the practices adopted by the top-notch organizations across the globe. The most striking feature of changing Human Resource’s role appears to be its augmenting importance in the development and implementation of business strategy.

Traditionally, the line managers of a company were doing the job of balancing in terms of internal strengths and weakness with external opportunities and threats so as to maintain competitiveness. The job of human resource management was to hire and fire new workers, hire out placement firms for those hired and so on and so forth.
Presently, things are different. Strategies increasingly depend on strengthening organizational responsiveness; building committed work teams and human resource plays a significant role. In the present fast changing, transnationally competitive and quality conscious business and industrial environment, it is the human resources, which provides the competitive edge. It is getting common to involve human resource in the earliest stages of the development and implementation of company’s strategic plans.

The continuously growing importance of Human Resource in achieving competitive advantages has redesigned human resource management as strategic human resource management. The meaning of strategic human resource management is to link human resource management with strategic goals and objectives of a firm to improve business performance and develop organizational cultures that promote innovation and flexibility.

There should be clear-cut role of Human Resource activities in accomplishing the company’s mission, Human Resource management must be treated as an equal partner in the strategic planning process. For years the contribution of Human Resource was considered peripheral to the organization’s growth but in recent years there has been a shift in thinking- it has become critical factor in the success of an organization.

The old line Human Resource Management was used in the context of processing establishment work and handling the routine employment functions. Today, human resource function plays a vital role in augmenting organizational success. It is concerned with recruitment, selection, training and development, appraisal, compensation, career planning, employee benefits plans and enhancing knowledge base of employees.
1.5 SIGNIFICANCE OF HUMAN RESOURCE MANAGEMENT

The significance of human resource management is discussed at four levels: corporate, professional, social and national.

1.5.1 Significance for Enterprises:

Human resource management can help an enterprise in achieving its goals more efficiently and effectively by attracting and retaining the required talent through effective human resource planning, recruitment, selection, placement, orientation, compensation and promotion policies. It aims at developing the necessary skills and right attitudes among the employees through training and development, and performance appraisal.

By securing the willing cooperation of employees through motivation, participation and grievance handling, by utilizing effectively the available human resources and by ensuring that the enterprise will have in future a team of competent and dedicated employees. An organization can withstand any kind of competition in the market.

1.5.2 Professional Significance:

Effective management of human resource helps to improve the quality of work life. It permits team work among employees by providing a healthy working environment. It contributes to professional growth by providing maximum opportunities for personal development of each employee. It helps to maintain healthy relationships among individuals, and different work groups by allocating work properly.

1.5.3 Social Significance:

Sound human resource management has a great significance for the society. It helps to enhance the dignity of labour by providing suitable
employment that provides social and psychological satisfaction to people. It helps to maintain a balance between the jobs available and the job seekers in terms of numbers, qualifications, needs and aptitudes and by eliminating waste of human resources through conservation of physical and mental health.

1.5.4 National significance:

Human resource management plays a vital role in the development of a nation. The effective exploitation and utilization of a nation’s natural, physical and financial resources require an efficient and committed manpower.

The level of development in a country depends primarily on the skills, attitudes and values of its human resources. Effective management of human resources helps to speed up the process of economic growth which, in turn, leads to higher standards of living and fuller employment.

1.6 IMPACT OF GLOBALIZATION ON HRM IN INDIA

Globalization has wide ranging effects on different aspects of human resource management.

1.6.1 Impact on employment: Entry of multinationals and expansion of Indian firms since 1991 have led to increase in employment opportunities. At the same time closure of several firms which could not survive in a highly competitive market has resulted in loss of employment. The Government of India has created a National Renewal Fund to compensate workers thrown out of jobs.

1.6.2 Impact on Human Resource Development: Under global competition, more qualified staff is required to satisfy and delight customers. Therefore, globalization and liberalization has positive impact on HRD. Proactive and continuous learning has become necessary. Along with competency building, building of positive attitudes and values are being stressed upon.
1.6.3 **Impact on compensation:** Globalization has resulted in higher salaries and benefit for highly skilled and committed employees but low wages for the unskilled and indifferent.

1.6.4 **Impact on Trade Unions:** Initially trade unions in India resisted the policy of economic liberalization, globalization and privatization. But gradually they have accepted the realities. In some cases unions are cooperating with management to ensure the survival of their organizations which is at stake in a competitive environment.

1.6.5 **Other effects:** Globalization has improved professional human resource practices such as employee empowerment, quality circles, employee counseling and flexitime.

1.7 **ISSUES AND CHALLENGES TO THE PROGRESS OF HRM IN INDIA**

The main factors which have hindered the development and growth of HRM in India are;

The legal status of HR officers requires them to work mainly in the areas of welfare, day to day HR administration and industrial relations. Such HR officers cannot properly perform the HR function as it is a staff function as well as a line responsibility.

The attitudes of workers and line executives are not favourable towards HR officers. They view HR officers as staff executives who prevent the line managers from doing their jobs. The HR officers are not taken into confidence. In the words of Peter Drucker, “The HR manager tends to conceive his job partly as the file clerk’s job, partly as a housekeeping job, partly as a social worker’s job...
and partly as a fire fighter to head off unions trouble or settle it.” HR officers with limited authority and power find it difficult to play such diverse roles.

Due to a plethora of labour laws and excessive legalistic approach to labour problems, HR officers have to spend a major portion of their time in attending to disputes and grievances. Due to their pre-occupation, they have neither the time nor the inclination for long term planning. They have become dependent on lawyers.

India’s traditions bound family management and authoritarian culture stresses profit maximization. Human resources are viewed as a cost rather than an asset. Employees are treated as adversaries not as partners or shareholders.

HR function is not looked upon as a creative service. HR function has failed to attract the most talented young person. This is due to comparatively low pay scales, sense of insecurity and lack of job satisfaction. HR officers are given low status in the organizational hierarchy.

The educational and research institutions have failed to develop professional attitudes and values required in the changing environment. Their curriculum is often outdated and inadequate for the needs of modern organizations. The urge for updating the HR staff is also lacking.

The HR officers have either served as the yes-men or have tried to improve their advice. As a result, they either foil contempt or orientation. Lack of courage to assume responsibility for decisions or to disagree has restricted their progress. They have generally served as hirers or firers. Under the Factories Act, welfare officers share many functions of line executives. As a result, line managers become hostile to these officers. Welfare officers have not won the support of line management.
The result of HR function cannot be measured in concrete terms. This inherent weakness of the job has proved frustrating for many HR executives. A large number of employers still consider the HR job as a firefighting job only to head off union troubles.

Many HR executives have an exaggerated notion of their academic qualifications and consider line managers as inferior. This has made the line managers hostile to HR function. HR executives often adopt a short-range perspective and rigid attitude.

In India, human resource development approach to HR management has not fully developed due to abundance of cheap labour, technological backwardness, lack of professional management, politicized trade unions, authoritarian culture, and traditional management system.

In recent years, there has been an encouraging trend towards the professionalisation of HR function. In some progressive organizations, HR managers are accorded the same status as marketing and production managers. Several institutions are assisting the growth of the HR function through advanced training and research activities. Human relations and organizational development roles of HR managers are being stressed to the HR function.

Government is taking steps to professionalize HR management in the public sector. A Ministry of Human Resource Development has been created at the centre. Separation of ownership from management in large companies, growing professionalisation of management, increasing focus on social responsibility of business, trade union movement and welfare state have contributed in recent years to the development of human resource management.
1.8 HUMAN RESOURCE DEVELOPMENT IN BANKS

HRD in Banks can be defined as “planning, organizing, directing and controlling of a programme that has a wide range of activities relating to the development of employees in terms of enabling them to acquire competencies needed to perform their present and future jobs with ease and enthusiasm”.

It is a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness, in systematic and planned manner (Rao, 1990).

It deals with bringing about improvements in physical capacities, relationships, attitudes, values, knowledge and skills of the employee required for achieving the purposes of the Banks. If employees are effective, their contribution to the Banks will be effective, consequently they will also be effective in accomplishing their business objectives.

1.9 IMPORTANCE OF HRD IN BANKS

Banks utilizes the skills and efforts of a number of widely divergent groups of professionals, semi-professionals and non-professionals. It also differs from other large scale organizations, in that, here in this organization, there is

- extensive division of labour
- high interdependence of services
- efficiency demanded by the public
- complementary expectations among people at work
- little control over workload and over its key members
- Nature of work involves certain amount of risk
- Reliance on information technology to reduce errors in work
Today’s Banks are increasingly faced with resource constraints due to the economic trends that are prevalent all over. With large amounts of budgets being spent on the human resources, it is very important to get good “value for money” through sound HRD practices. HRD becomes imperative in banking organizations due to the following:

1. Manpower is the most important factor of production of the services in banks like any other services.

2. Human resource costs are usually 60 to 70% of the total cost of the Banks.

3. There is shortage of quality and quantity of human resources in the banks.

4. High turnover among professionals and paraprofessionals due to offshore opportunities. Therefore, how to retain the talent has been a challenging task of the HR professionals.

5. Underutilization and wastage of human resources in banking organizations due to lack of professional HRD function.

6. Low motivation resulting from poor working conditions, top management being out of touch with the people, inadequate growth opportunities and lack of cordial relationships among the staff.

1.10 HUMAN RESOURCE PRACTICES AND JOB SATISFACTION

One of the critical challenges facing organizations today is how to manage the changing relationships in employment. Human resource management’s growing importance to the organization stems largely from environmental changes and emerging organizational needs.
Human Resource practices have their impact through two primary means. First, Human Resource practices enhance job satisfaction, shape employee skills, attitudes and behaviours that in turn influence organizational performance. Second, Human Resource practices impact on firm’s performance by creating structural and operational efficiencies. Human Resource system has been associated with lower labour turnover rates, and increased productivity and financial performance.

Further, it is also believed that Human Resource practices can influence employee’s conception of employment, by influencing their perceptions of the nature and depth of their relationship with the organization. Employees’ conception of employment in turn influences work force attitudes and thus has a bearing on organizational outcomes.

At employee level, strong Human Resource system has been associated with increased job satisfaction and decreased employee fatigue and occupational injuries. Job satisfaction is an integral component of organizational health and an important element in industrial relations.

1.11 STATEMENT OF PROBLEM

For years Indian business organizations have been operating successfully in protected domestic markets facing only restricted competition. Globalization and the economic reform processes undertaken by Government of India have brought about a paradigm shift in the context in which Indian organizations have been operating. Integration with global economy has become an indispensable part of Indian economy.
Due to this shift in external environment the Indian industry in general and banking industry in particular are passing through a phase of radical transformation. Today, banking sector is seen as a catalyst in the economic growth of a country and, a lot is expected from the banking fraternity. The recognition of banking sector, as a tool for all inclusive growth by economists, financial planners and reformists has made it an important sector in the Government’s planning of economic growth.

The banking sector in India is therefore witnessing tremendous changes because of political, social and economic upheavals that are taking place domestically and internationally. The banking industry in India has undergone a radical change in the last two decades. Now the banking has become too open and competitive. The basic focus and direction has changed from a level of moderate business to a maximum possible limit. Even the flow of business movement has changed from Customer’s door step to bankers, now from Banker’s to customers’ doorstep.

Survival of the fittest is the order of the day. Customer service has become quite important in the present day situation as competition is increasing among the banks. Every one is trying to woo the same customer. Retaining the existing customers and attracting new ones has become very difficult for Indian banks. This can easily be overcome by effective human resource management policies and practices. In the present study, the review of literature revealed that none of the study was carried out on HRM Practices and job satisfaction in Indian banking sector. Therefore, this study is made an attempt to fulfill the above gap.
At this backdrop, the study of human resource management practices and job satisfaction are quite important for formulating sound policies for the future. Therefore, the study is lead by answering the research questions as How far the Indian banking sector has practiced its human resource management policies in a highly competitive environment? What are the human resource development measures, initiated for organizational development? Are the Indian banks nurturing specialization and expertise development at every level? Have the placement, transfer, and promotion policies become more objective? In view of new skills at the market place, whether the training given by the banks fulfill the requirements of employees? Is there any relationship between human resource management practices and job satisfaction of the employees in the Indian banking sector? Hence, the present study aims to analyze the impact of human resource management practices and job satisfaction in Indian banking sector in the study area.

1.12 SCOPE OF THE STUDY

The scope of this research is confined to employees in the select public and private sector banks in Thanjavur district of Tamilnadu geographical limit. The research confines the study of human resource management practices and job satisfaction among the employees of the banks.

The nine human resource management factors covered under the study are: Recruitment and Selection, Training and Development, Appraisal and Reward, Performance Management, Managing People, Promotion and Transfer, Compensation management and Welfare measure, and Industrial Relations. The job satisfaction factors, Work, Supervision, Pay, Promotion and Co-workers attitude were covered in the study. The study is helpful to improve the effectiveness of human resource management practices and to increase the job
satisfaction of the employees in Indian banking sector. This study will also be helpful to draw up further policy on related fields and act as a secondary data for future research.

1.13 OBJECTIVES OF THE STUDY

The specific objectives of the study are;

1) To identify the human resources management policies and practices followed by the Indian banking sector.

2) To analyze the perceptions of the employees about effectiveness of human resources management practices of the study units.

3) To examine the level of job satisfaction among the employees of the study units.

4) To study the relationship between human resource management practices and job satisfaction of employees in the sample units.

5) To offer valuable suggestions to the Indian banking sector with a view to help in shaping their Human Resource function as per the need of the hour.

1.14 HYPOTHESES

The following hypotheses are formulated keeping the content and coverage of the framed objectives. The formulated hypotheses are tested by employing appropriate statistical tools.

There is no significant difference between perception of the respondents in the public and private sector banks about overall human resource management practices.
There is no significant difference between individual demographic variables and the level of perception about overall human resource management practices of the public and private sector banks.

There is no correlation between overall human resource management practices and different factors of human resource management.

There is no significant difference between job satisfaction of the public and private sector banks employees.

There is no significant difference between demographic variables and job satisfaction of the respondents in the public and private sector banks.

There is no correlation between job satisfaction factors and overall job satisfaction of the employees in the public and private sector banks.

The perceptions of human resource management practices have a positive relationship with job satisfaction of employees in public and private sector banks.

1.15 PERIOD OF THE STUDY

The study was conducted from 2009 to 2012, during which period many private and public sector banks have opened large number of new branches in the study area.

1.16 METHODOLOGY

The present study has been conceptualized in order to analyze the relationship between human resource management practices and job satisfaction in the select public and private sector banks. The study has made use of survey method of research to achieve the objectives.

1.16.1 Area of the study

In southeastern part of India, Thanjavur District is one of the 32 districts of Tamil Nadu. Its headquarters is Thanjavur.
According to the 2011 census, Thanjavur district has a population of 2,402,781 and this gives it a ranking of 185th in India (out of a total of 640). The district has a population density of 691 inhabitants per square kilometre (1,790/sq mi). Its population growth rate over the decade 2001-2011 was 8.42 per cent and its literacy rate is 82.72 per cent. Due to vast amount of potential growth, more number of public and private sector banks have established their branches in this district and there is intense competition prevailing between public and private sector banks.

It is presumed that a large number of customers are aware of the quality of services provided by the banks because of high literacy rate in this district. Generally quality of services is depending upon human resources management practices and job satisfaction of the employees. Hence, this district is purposively selected by the researcher to analyze the impact of human resource management practices and job satisfaction in public and private sector banks.

1.16.2 Population

The population defined for this study was limited to employees in the public and private sector banks in Thanjavur district of Tamil Nadu.

1.16.3 Sample size

For the purpose of the analysis, the bank employees are classified as officers, clerical staff and sub staff. The branch managers, field officers and cash officers are considered as officers, clerks, recovery and marketing officers are as clerical staff and messengers, sweepers and watchmen as sub staff.

Among the 11 public sector banks functioning in Thanjavur district, Indian bank, Indian overseas bank, and State bank of India have played prominent role.
They have established 32, 39 and 18 branches respectively in the district. Therefore, Indian bank, Indian overseas bank and State bank of India were selected for the study. Similarly, there are 7 private sector banks operating in the district, of which, three banks viz., City Union Bank Ltd., ICICI Bank Ltd and ING Vysya Bank were selected for the study on the basis of maximum number of branches. These three banks have 15, 05 and 4 branches respectively in the study area.

All the selected banks have established branches in Thanjavur and Kumbakonam, therefore, the branches in the two towns were purposively selected for the study

There are 468 employees working in the selected branches of public sector banks, of which 149 are officers, 233 are clerical staff and 86 are sub staff. Likewise, 149 employees are working in selected branches of private sector banks; they include 50 officers, 72 clerical staff and 27 sub staff. The following formula (the survey system 2007) has been used to estimate the population sample size

\[
\text{Minimum Sample Size (n)} = \frac{t^2 \times p \times (1-p)}{m^2}
\]

Where:
- \( n \) = required sample size (minimum size)
- \( t \) = Confidence level at 95 per cent (standard value of 1.96)
- \( p \) = Estimated fractional population of subgroup, expressed as decimal (0.5 used for sample size needed)
- \( m \) = Margin of error at 5 per cent (standard value of 0.05)

As per the formula the required total sample size is 235, which constitutes 38 per cent of the total population. Therefore, 38 per cent from each category is drawn on the basis of stratified random sampling method. The universe and sample size is given in table 1.1.
### TABLE 1.1
LIST OF BANKS FUNCTIONING IN THANJAVUR DISTRICT

<table>
<thead>
<tr>
<th>S.No</th>
<th>Name of the Bank</th>
<th>No. Branch</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Axis Bank</td>
<td>01</td>
</tr>
<tr>
<td>02</td>
<td>Bank Of Baroda</td>
<td>03</td>
</tr>
<tr>
<td>03</td>
<td>Bank Of India</td>
<td>02</td>
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<tr>
<td>04</td>
<td>Canara Bank</td>
<td>08</td>
</tr>
<tr>
<td>05</td>
<td>Catholic Syrian Bank Ltd.</td>
<td>02</td>
</tr>
<tr>
<td>06</td>
<td>Central Bank Of India</td>
<td>01</td>
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<tr>
<td>07</td>
<td>City Union Bank Ltd</td>
<td>15</td>
</tr>
<tr>
<td>08</td>
<td>Corporation Bank</td>
<td>03</td>
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<tr>
<td>09</td>
<td>HDFC bank</td>
<td>02</td>
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<tr>
<td>10</td>
<td>Icici Bank Ltd</td>
<td>05</td>
</tr>
<tr>
<td>11</td>
<td>Indian Bank</td>
<td>32</td>
</tr>
<tr>
<td>12</td>
<td>Indian Overseas Bank</td>
<td>39</td>
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<tr>
<td>13</td>
<td>Ing Vysya Bank</td>
<td>04</td>
</tr>
<tr>
<td>14</td>
<td>Karur Vysya Bank</td>
<td>02</td>
</tr>
<tr>
<td>15</td>
<td>Oriental Bank Of Commerce</td>
<td>10</td>
</tr>
<tr>
<td>16</td>
<td>Punjab National Bank</td>
<td>02</td>
</tr>
<tr>
<td>17</td>
<td>South Indian Bank</td>
<td>02</td>
</tr>
<tr>
<td>18</td>
<td>State Bank Of India</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>142</strong></td>
</tr>
</tbody>
</table>

Source: compiled by the researcher

It is observed from the table 1.1 there are 18 banks, of which 7 private and 11 public sector banks have established 142 branches in the Thanjavur district of Tamil Nadu. The sample size for the study is shown in Table 1.2.
### TABLE 1.2

**SAMPLE SIZE**

<table>
<thead>
<tr>
<th>Name of the bank</th>
<th>No. of employees</th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Officers</td>
<td>Clerks</td>
<td>Sub staff</td>
<td>Total (Universe)</td>
<td>Sample (38%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>INDIAN BANK</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Thanjavur</td>
<td>24</td>
<td>47</td>
<td>18</td>
<td>89</td>
<td>34</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kumbakonam</td>
<td>18</td>
<td>41</td>
<td>14</td>
<td>73</td>
<td>28</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
<td><strong>88</strong></td>
<td><strong>32</strong></td>
<td><strong>162</strong></td>
<td><strong>62</strong></td>
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<td><strong>Grand total</strong></td>
<td><strong>199</strong></td>
<td><strong>305</strong></td>
<td><strong>113</strong></td>
<td><strong>617</strong></td>
<td><strong>235</strong></td>
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</table>

Source: Compiled by the researcher

Table 1.2 reveals that the total population consists of 617 employees of which 199 officers, 305 clerical staff and 113 sub staff in public and private sector banks. The sample size constitutes 38 per cent from each category of the respondents.
1.16.4 Data Collection

The data required to carry out objectives of the study were collected both from the primary and secondary sources.

1.16.4.1 Primary Data

An in-depth study of sample units was made through collecting primary data and information by administering the questionnaires. A questionnaire was administered on the sample respondents to collect the required data for analyzing the human resource management practices and job satisfaction. The questionnaires specifically designed by Prof. Udai Pareek and Prof. T.V.Rao, well known Human Resource Development experts, have been modified to suit the sample units to study Human Resource practices. A Job Descriptive Index developed by Smith and Kendal, 1966 was used to assess the job satisfaction of the sample respondents.

1.16.4.2 Secondary Data

The sources for secondary data were literature available in libraries in the form of books, journals and magazines. Besides the above mentioned literature, annual reports and published and unpublished documents and web sites of the sample units were also referred to.

1.17 PILOT STUDY

Before the field survey was conducted, the consistency of the information had become essential and so a pilot survey was conducted for this purpose. From the universe of the study, standardized questionnaire was supplied to 25 respondents and this was tested for extracting the tentative results. This helped greatly to obtain correct information. The result of the pilot study indicates that there is a positive relationship between human resource management practices
and job satisfaction, which induced the researcher to conduct the full fledged research on this topic.

1.18 STATISTICAL ANALYSIS

The collected data and information have been carefully processed, tabulated, analyzed and interpreted in order to reach the findings. The data are processed through SPSS (statistical package for social sciences) and analysis was made by drawing cross-tables, calculating percentage, and by applying the statistical tools. The statistical tools and techniques such as arithmetic mean and simple percentage were used in the study. The hypotheses framed for the study were tested using appropriate tests of significance. Chi-square test, inter correlation, t-test and ANOVA test were the statistical tools applied to test the significance.

1.19 VARIABLE SELECTED FOR THE STUDY

The variables selected for analyzing the human resource management practices are; Recruitment and Selection, Training and Development, Managing People, Performance Management, Appraisal and Reward, Promotion and Transfer, Compensation management and welfare measure, and Industrial Relations. To analyze the job satisfaction, the variables, Work, Supervision, Pay, Promotion and Co-workers were selected for the study.

1.20 LIMITATION OF THE STUDY

The present study has been carried out very carefully and systematically still it may suffer from the following limitations:

The study on its face appears to be limited as it is carried out in a single Indian industry, i.e. banking industry. Thus, its findings cannot be generalized to other industry due to nature of work environment.
The study relies more on the opinion of the respondents which may change from time to time and moreover the responses are subject to variation depending upon the situation and attitude of the respondents at the time of the survey.

The present study on human resources management practices focuses more on the outcome of job satisfaction of the employees, other outcomes such as organizational commitment, customers’ satisfaction and loyalty is not taken into accounts, which are directed to future studies.

1.21 CHAPTER SCHEME

The following chapter scheme have been adopted:

The first chapter titled “Design and execution of the study” describes the empirical aspect of this study, including objectives, the methodology used to collect data, sample parameters, and limitations.

The second chapter, “Review of literature” provides detailed review of earlier studies carried out in the area of human resource management and job satisfaction.

The third chapter “Human Resources Management Policies and Practices” devoted to the discussion of human resource management policies and practices followed by the study units.

The fourth chapter “Perception of Employees about Human Resource Management Practices” deals with the perception of the employees about the human resource management practices of the study unit.
The fifth chapter “Human Resource Management Practices and Job Satisfaction” analyzes the level of job satisfaction among the employees and examines relationship between human resource management practices and job satisfaction.

The sixth chapter contains the summary, major findings, suggestions, conclusions and the scope of future research.