CHAPTER - VI
CONCLUSIONS AND RECOMMENDATIONS

6. INTRODUCTION
This last chapter of the thesis summarizes the research results, develops conclusions from the research findings and discusses its recommendations for banking sector. This chapter also presents the suggestions for future research.

6.1 SUMMARY OF THE RESULTS
The results are summarised below in relation to the hypotheses formulated for the study:

Table 6.2
Summary of Findings

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Research Instrument</th>
<th>Result</th>
<th>Findings</th>
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<tbody>
<tr>
<td>H1.</td>
<td>Cross-tabulation, Mean, Standard Deviation, t-test</td>
<td>Accepted</td>
<td>HRD practices of Private sector banks are found to be more effective than Public sector banks.</td>
</tr>
<tr>
<td>H2</td>
<td>Mean values, Standard Deviation, t-test</td>
<td>Accepted</td>
<td>Private sector knowledge workers are higher on the level of Job Satisfaction than public sector knowledge workers.</td>
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<tr>
<td>H3</td>
<td>Correlation</td>
<td>Accepted</td>
<td>Private Sector Knowledge workers are more satisfied with regard to HRD practices than Public sector knowledge workers.</td>
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<tr>
<td></td>
<td>Hypothesis</td>
<td>Description</td>
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<td><strong>H4</strong></td>
<td>Training &amp; Development Practice of the banks will have a significant and positive relation with Job Satisfaction of knowledge workers.</td>
<td>Correlation</td>
<td>Accepted</td>
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<tr>
<td><strong>H5</strong></td>
<td>Performance Appraisal &amp; Management Practice of the banks will have a significant and positive relation with Job Satisfaction of knowledge workers.</td>
<td>Correlation</td>
<td>Accepted</td>
</tr>
<tr>
<td><strong>H6</strong></td>
<td>Career Planning Practice of the banks will have a significant and positive relation with Job Satisfaction of knowledge workers.</td>
<td>Correlation</td>
<td>Accepted</td>
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<td><strong>H7</strong></td>
<td>Rewards &amp; Recognition Practice will have a significant and positive relation with Job Satisfaction of knowledge workers.</td>
<td>Correlation</td>
<td>Accepted</td>
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<td><strong>H8</strong></td>
<td>All the HRD Practices will have a significant impact on the Job Satisfaction of knowledge workers.</td>
<td>Regression analysis</td>
<td>Accepted</td>
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</table>
HRD policies and practices was the focus of present study which was explored by studying its various dimensions and sub-dimensions. It is notable that this research work has supported previous results reported in the literature, suggesting that supportive HRD practices have a significant impact on the Job Satisfaction of knowledge workers.

6.2 DISCUSSION OF SURVEY FINDINGS

On the basis of analysis of data gathered in the course of this research, following are the conclusions relating to the impact of Human Resource Development on the performance of knowledge workers in banking sector. The findings of the present study will aid higher management in designing and implementing the competency driven HRD system.

The summary of the test results from the selected public and private sector banks are provided under the heading of each objective:

The First objective of the researcher was to study the present HRD policy in selected public and private sector banks. The present policy framework has been shown in chapter-4 which shows the intended policies of the management in relation to HRD. In this chapter, the study concludes the following results:

1. It is stated in the Appraisal Policy (Annexure-5) of public sector banks that training is need based. But the study found that Public sector banks do not effectively undertake objective Training Need Assessment. The majority of the employees perceived that training needs are not genuinely identified i.e. proper Training-Appraisal linkage was not observed. The effectiveness of any training program is contingent upon its linkage with appraisal. So, there is a gap in the implementation of training need assessment. Though there is a huge training infrastructure in public sector banks but training programs are not in tune with employees potential needs.

2. In public sector banks, Training Policy do provides for Training Need Analysis, but it is lacking in implementation part as necessary procedures are
not in place in these banks. For effective implementation of the training, training needs should be accessed through multiple channels to address the performance gaps at different levels. In public sector banks, multiple channels are not used for assessing the training requirements that basically point towards the fact that proper attention is not paid to the different aspects of operational domain.

The results confirmed better scenario in private sector banks. As in ICICI bank, formal and objective Training Need Assessment (TNA) is undertaken by HR department. There is also a facility of Development Centres that focuses on the potential building capacity of the employees rather than hunting for talent from outside sources. In HDFC bank, the Human Resource Head makes special efforts to cultivate talent pool. Human resource planning is done by Manpower Planning and Development Department at the corporate office to ensure maximum productivity and to tackle gaps arising from retirements, resignations, transfers, promotions etc. It plans in advance the needs of branch arising from expansion, new projects, introduction of new products, change in technology, new techniques of service criteria etc. This shows the focus of higher authorities on systems and processes that support bottom line results.

Also the present research results confirmed that training imparted by private banks is based upon genuine needs of the employees identified from appraisals. This may be taken as evidence that Training Need Assessment (TNA) is a specific and concrete activity that supports the performance improvement of employees.

3. The use of more practical exercises to problem handling needs to be used in training depending upon the need to specific people and situation. Training material of public sector banks indicated that role playing exercises are actively undertaken during training, but according to staff, Lecture and Seminar methods are more popular in these banks.

In ICICI bank, the training documents indicated that the course of study is divided into various modules which are more role playing and case study based. The results revealed that role playing and group discussion methods are popular methods of delivering training. And such methods have been proved to be effective in earlier researches in handling complex situations before the
employees face them on the job, and to explore work related attitudes and behaviours.

4. The promotion policy of public sector banks indicated that career progression is based upon experience and merit based tests (under fast track method). But the results confirmed that merit rating of employees is contaminated by supervisors’ biases because supervisors give low ratings to unfriendly employees while rating specific traits. So merit rating is influenced by organisational injustice and promotion is affected by superior’s manipulation.

The Second Objective of the study sought to investigate the perceptions of the Knowledge workers regarding existing HRD practices in their bank that have been shown in chapter 5. Keeping in mind the objective of the study, the study concludes the following results:

1. It is noted that the banks in public sector have failed in implementing an open system policy. The statistical table implied that suggestions of the employees are not considered for identifying the training needs. Also, no active involvement of employees was observed in the decision making process (table-5.30). However in private sector banks, managers and employees were perceived to be working together to plan, and review factors affecting employees’ contribution to the organization. As in HDFC bank, it promotes programs like ‘Think Tank’ where constant interaction of management with employees is promoted. ICICI bank has initiated staff space on the intranet where employees can air their grievances, problems and failures; participate in collaborative activities like discussion forum, views sharing, posting queries etc on regular basis. So such programs facilitate healthy interaction among employees, and between employees and Management.

2. The presence of stress is one of the key issues brought forth by the study. Stress is indicated in banks and more so in private sector that indicates more pressure for target completion in the world of cut throat competition. The answer to this approaching problem lies in making provisions for such skills in training programs that employees need to perform successfully under high stress and demands. It needs to be more than a stress-management program and thereby helping participants to work under pressure with greater calmness; clarity of mind and vision; and ability to work effectively with
others. But presently, such training exercises are not there in public sector banks and in private sector banks it is limited to higher levels of management only. As Saturday Branch Workshops, Lunch and Learn training programs are undertaken for Senior Managers and above in ICICI bank. Such skills in training should not be limited to higher levels only and needs to be imparted at all levels to positively affect motivation level and behaviour of employees. It also requires proper grievance procedure to help instant communication between management and employees.

3. It is noted that training rendered in both public and private sector banks is related more to their immediate job requirements rather than helping the employees achieve their potential and success in career. The mean value of ‘organisational efforts towards career planning’ is on the lower side in both the sector banks. The aggregate mean value of this dimension is close to 3 (2.93) in private sector banks and (2.33) in public sector banks. Basically, employees support promotion specific competencies more because this is for their own benefit and personal development. It is recommended that training must broaden beyond job specific skills and help employees to achieve emotional maturity and integrity. It must help employees to achieve their unique potential.

4. The results indicated that ‘Flexible working approach’ is not followed in public sector banks. Employees should be given targets and should be left to achieve them on their own in their own style of working. Stick to rules should give way to employees’ creativity and to their new ways of experimenting and improvising things. But at the same time, effective monitoring system will extend the necessary support in not compromising accountability.

5. Performance Rating:
   - Rating is found to be inflicted with supervisor’s biasness in public sector banks. Basically, confidentiality in AARF i.e. Annual Appraisal Report Form promotes negative attitude among subordinates and promotes favouritism & biasness in seniors. Previous researches have indicated that work related attitudes and job performance behaviours are significantly influenced by the overall perceptions of organizational justice. So, the buzz word is Openness and Transparency.
Use of complicated and a large number of metrics are observed in Annual Appraisal Report Form (AARF) of public sector banks. More relevant parameters need to be employed by banks in Appraisal form as number of lost calls, number of closed accounts, number of complaints, bad debts, errors, targets, recovery, deposits mobilisation, suggestions, NPA’s recoveries, enquiries etc. So Appraisal needs to be connected with relevant performance metrics as it will contribute to the behaviour of the human resources.

Performance evaluation needs to be supported by well defined information system to elicit desired and complete information. It is noted that more recent performances are taken into account in appraisals in public sector banks. That means consistent efforts of employees are not paid attention for.

6. Feedback is one of the important components of willingness in Blumberg Pringle Model, and is found to have a significant relationship with Job Satisfaction. To acknowledge the employees performance, superiors need to give instant and constructive feedback.

Public sector banks are not paying considerable attention to feedback variable as it is not found to be continuous and transparent as well. A not very appropriate feedback is indicated as the mean score is found to be 2.1365. The feedback system is better in private sector banks though not very good. The average score of feedback factor was found to be 3.0047 in these banks, which indicates the existence of average feedback mechanism. Though efforts are being made in private sector banks, as in HDFC bank, personal discussions with staff are conducted at the time of performance review and feedback, thus ensuring fairness in procedure. In ICICI bank, different types of feedback are taken from trainees depending upon the intended goal as descriptive feedback, evaluative feedback, motivational feedback and effective feedback. But the system needs to be more effective in implementation as this will also help in improving the perception of employees as the employees' perceptions are crucial for their behavioural reactions (Kehoe & Wright, 2011; Held, 2012).
7. The superior-subordinate interpersonal relationships & their effectiveness are perceived to be on the moderate side in both the public and private sector banks. It may affect the quality of work culture in the organisation. This implies that supervisors need to play more active role of that of a counsellor and guide, thereby recognising the employees’ contribution and suggesting meaningful changes in their behaviour and conduct. So there is a need to identify specific behaviours that affect the superior subordinate relationship and their interactions. For example internal partnership building concept (Boxall & Purcell, 2003) that helps in improving the communication between superior and subordinates. This method is already in use in HDFC bank. The scorecard performance of the juniors is averaged into the performance count of his immediate superior. So at the end of the day, not only employees’ own performance is rewarded but also the scorecard performance results of his subordinates.

8. Career planning practice is related to one’s extension and development in terms of knowledge and skill. The study has shown strong relationship of Career Planning practice with Job Satisfaction despite the fact that it is least practised in banks (in both public and private sector banks). Basically, the first and the foremost requirement for successful implementation of Career Planning policy in the banks is the roll-out of relevant policies which are visible, open and transparent. For its effective implementation, it requires proper Appraisal-Training linkage for the development of knowledge & appropriate skills to reach the desired position in the organisational hierarchy. Active top management involvement is a necessary precondition for employees’ career progression which can be done by providing them the necessary requirements for growth. The extent of departmental follow up and implementation ensures the success of these policies and practices.

The study indicated lack of proper Career Policy in public sector banks. And in private sector banks, though all the selected banks do have their HRD policies in place and the relevant procedures are adequate, but due to lack of active support and involvement of top management, effective Appraisal-Training linkage, transparency in information regarding career paths, visible opportunities for career growth and superiors’ willingness, career planning
efforts did not prove to be very fruitful. So the above multifactor analysis will help in building an effective system of employees’ career progression.

9. Regular review of performance is done in private sector banks. The results are gathered and considered regularly throughout the year. In ICICI Bank, mid-year review is undertaken to assess progress towards goals. For this, annual targets are split into quarterly targets and a high level of performance is rewarded by a system of performance bonus. In HDFC Bank, the Management Information System regularly collects targets and achievements for monitoring the performance, making necessary corrections and incentivising the employees. This clearly indicates the strong linkage between ‘Performance Appraisal & Management’ with ‘Rewards & Recognition’ in these banks. But in public sector banks, yearly performance review is done. The employees perceived that instead of a system of continuous assessment, the tradition is more of taking recent results into consideration in performance reviews. And because of lack of constant review conversation, employees and supervisors do not share a very clear understanding of job performance expectations in public sector banks (table-5.33). Non-transparency of appraisal results is one of the areas of concern raised by the employees as 114 respondents out of 127 have indicated non-transparent system in public sector banks. And there is weak linkage between ‘Performance Appraisal & Management’ with ‘Rewards & Recognition’ as increments are mainly cadre based.

The Third objective of the study sought to investigate the satisfaction of the knowledge workers with regard to Human Resource Development Practices. It was hypothesized that all the dimensions of HRD Practices correlate positively with job satisfaction of employees (H3, H4, H5, H6 and H7). The Third objective of the study has been explained in chapter -5 and regarding this objective, the study concludes the following results:

1. Linkage between Intrinsic Rewards and Training- The study revealed weak correlation of training with rewards in both public and private sector banks that indicates the requirement of earnest efforts on the part of organisation by enabling the individuals to make learned decisions consistent with their talents and aspirations, and improve their career prospects. Employees should be rewarded with practical support through training as such rewards helps in
providing intrinsic motivation. Such rewards motivate the employees as they derive satisfaction by doing meaningful work and performing it well (already proved in previous researches). They respond more to intrinsic motivation to ensure good work outcome to reach their aspirations and progressing to achieving the organisational purpose.

2. The study indicates the strong linkage between ‘Performance Appraisal & Management’ with ‘Rewards & Recognition’ in private sector banks. As in ICICI Bank, performance of the employees on every level is measured with the Balanced Scorecard method by using Genesis software (chapter 4). The employees are marked red amber and green amber for each branch activity and process. Then Regional Training Manager conducts training for each red amber employee and makes them green by test and retest. And green amber employees are rewarded appropriately. As per the policy in HDFC Bank, quarterly targets and achievements are taken into consideration for incentivising the employee. Thus, Rewards & Recognition Practice in private sector banks is found to be highly performance based.

3. Further probe into the results indicate the existence of strong correlation between ‘Performance Improvement’ and ‘Career Planning’. All the factors of ‘Performance Appraisal and Management’ have a mean score of over 3. High mean score of ‘performance improvement aspect’ of appraisal in private sector banks signifies that private banks are moving towards ‘Developmental Appraisal’ to elicit more productive behaviour from employees. Also, previous studies have highlighted that performance appraisal can give job satisfaction only when it is used to develop competencies of the employees that give all employees a chance to grow and to develop a successful career.

4. The study shows the existence of positive correlation between Career Planning and Job Satisfaction. This shows that for improving job satisfaction, training must be rendered to realise employee’s Career Potential and innate desire to perform their job well. The coefficient of Career Planning was 2.864 meaning that for a one unit increase in Career planning, we would expect a 2.864 unit increase in Job Satisfaction. The impact of Career Planning practice on job satisfaction of employees in banking industry can be derived from the following Regression equation:

Also, the ‘Career Planning’ (CP) Practice was correlated with all the other four factors i.e., ‘Training & Development’ (T&D); ‘Performance Appraisal & Management’ (PAM); ‘Rewards & Recognition’ (R&R) and ‘Job Satisfaction’ (JS) ($r = .185, .209, .240 & .402$ with $P = .002, .001, .000 & .000$).

5. High valued employees’ efforts are not aligned with rewards (career and financial rewards) in Public Sector banks as performance related pay (variable component of pay) is not structured into different levels to incentivise the employees. Though, public sector banks provide fixed benefits such as retirement benefits, pension, provident fund, gratuity, medical benefits to all the employees. But, it is important to establish a proper incentive system to compensate employees instantly for the work well done as is done in private sector banks.

The **Fourth objective** of the study sought to investigate the impact of HRD practices on the Job Satisfaction of knowledge workers. It was hypothesized that all the dimensions of HRD Practices will have a significant impact on the job satisfaction of knowledge workers (H8). To study the impact of HRD practices on the Job Satisfaction, regression analysis was performed to understand the degree of association between the variables. The fourth objective of the study has been explained in chapter -5 and regarding this objective, the study concludes the following results:

1. The results of the stepwise regression suggested that Model 4 (table 5.56); combination of ‘Rewards and Recognition’ ‘supportive work relationship’ ‘Need analysis and Evaluation’ and ‘Career Planning’ factors impacted the satisfaction of Knowledge workers ($R^2 = .672$).

**Model 4**

$KW \text{ Job Satisfaction} = 18.644 + 4.328 \text{ Rewards & Recognition} + 3.763 \text{ Supportive working relationships} + 3.299 \text{ Need analysis and evaluation} +$
3.473 Career planning

Equation 5.11

- The performance based Reward policy was found to be the strongest predictor of Job Satisfaction as it re-enforces personal competencies. The coefficient of Rewards & Recognition was 4.328 meaning that for a one unit increase in Rewards & Recognition, we would expect a 4.328 unit increase in Job Satisfaction. The calculated value of t’ statistic (8.432) was significant at (0.000) level. If the knowledge intensive public sector banks want to further enhance the Job Satisfaction level of its valued employees, than the variable component of the pay that is performance based requires further probe and decisive consideration, and need to be managed effectively to influence the performance of the employees.

- The ‘Supportive Working relationship’ was found to be a strong predictor of Job satisfaction in the study. The coefficient of ‘Supportive Working relationship’ was 3.763 meaning that for a one unit increase in ‘Supervisory relations’, we would expect a 3.763 unit increase in Job Satisfaction.

- The ‘Need analysis and evaluation’ was also found to be a strong predictor of Job satisfaction in the study. The coefficient of Training basis was 3.299 meaning that for a one unit increase in Need analysis and evaluation’, we would expect a 3.299 unit increase in Job Satisfaction. The calculated value of t’ statistic (6.754) was significant at (0.000) level.

- The ‘Career Planning’ was also found to be a potent ingredient of Job satisfaction in the study. The coefficient of Career planning was 3.473 meaning that for a one unit increase in Training basis, we would expect a 3.473 unit increase in Job Satisfaction. The calculated value of t’ statistic (5.813) was significant at (0.000) level.
6.3 RECOMMENDATIONS FOR BANKS
It is crucial for any organisation that Human Resource Development Practices are exercised in a proper manner in order to get the desired outcomes. So, the research is intended to provide meaningful insights into the determinants of successful HRD practices.

1. Through proper training need analysis and evaluation, required competencies of the employees can be build up. Competencies are means to achieve the successful competitive performance which could be enhanced with supportive Training and Development programs. If banks intend to enhance the performance of their employees, then identification of not only while on board competencies is necessary but also efforts should be made in identifying potential building competencies well in time. For this, skill audit is recommended to assess the present job competencies and potential requirements. And training should be imparted according to skill audit in consultation with immediate supervisors and HR Department.

2. Need based training may enhance the training cost and budget constraints may pose problems. For this, training needs to be conducted in batches by grouping employees having similar requirements. At the same time, efforts should be made to optimise the training cost. Virtual classroom i.e., computer based interactive technology that is learner-driven can also be undertaken to reduce the time and training cost.
3. Training practices- The banks need to benchmark training to international best practices and to training practices of reputed banking training institutions in India and abroad. To increase the training effectiveness, efforts should be made for the improvement of course material by strategic tie ups with educational and training institutions; upgrade faculty learning by periodical assignment of faculty to training programmes conducted by reputed domestic and international institutions; faculty representation on internal committees of the banks formed in relation to operational areas so that they can add value to the deliberations in operational issues.

4. Appropriate Training content relevant for different age groups along with physical fitness training needs to be undertaken by banks. Individual differences to be taken into account in training programs. Training should take care of holistic development of employees to increase productivity.

5. For performance improvement of the employees, effective linkage among Performance Appraisal and Management system, Training system, Career management system and Reward system is recommended. This is a good way of ensuring the systems' robustness.

6. For proper training delivery, training should include more Role-playing exercises that will help employees handle intricate situations before they are actually put on the job. This will also help them to handle work related attitudes and behaviours more empathically. For role-playing to be effective it needs to be used along with other training methods.

7. The study strongly recommends inclusion of powerful tools such as Neurolinguistic Programming (introduced by Richard Bandler) in training agenda, which is a proven and tested system of self-development currently practised abroad. NLP consists of a set of powerful techniques for rapid and effective behavioural modification, based on four operational principles. These four principles are;
   - Conscious Knowledge of your purpose;
   - Sufficient sensory awareness- clear understanding of your movements whether you are moving towards or away from your outcome;
   - Flexibility of behaviour- vary your behaviour until you get your outcome;
8. Training programs should also help in augmenting the self efficacy level of employees to produce positive behavioural changes that may help in achieving desired organisational outcomes. Study by Bandura has shown successful relationship between the concepts of self efficacy when applied to training.

9. Holistic Performance Management System based on Balanced Scorecard, having Top Down approach that percolates from corporate objectives to grass-roots level, is recommended for public sector banks. It will help in measuring individual performance across multiple perspectives (i.e., financial, customer, operations and learning & growth) as is being done in private sector banks (Reference-Chapter3). Integration of balanced scorecard system with Rewards & Recognition program will ensures system’s implementation.

10. For accurate performance appraisal, it is recommended that Performance Appraisal should gauge the performance of the appraisee from all the aspects i.e., Quantitative and Qualitative. Performance indicators needs to be clearly defined in appraisal and should be tied to unambiguous job description. More relevant parameters needs to be employed by banks in Appraisal Form as number of lost calls, number of closed accounts, number of complaints, bad debts, errors, targets completion, recovery, funds mobilisation, enquiries etc. So Appraisal needs to be connected with relevant performance metrics as it will contributes to the behaviour of the human resources.

11. Employees’ involvement in decisions affecting them is necessary to ensure their active participation, continuous improvement, empowerment and success of their work organization. Previous studies (Owolabi L. Kuye and Susan M. Heathfield) have shown the positive relationship between employee involvement in decision making and firms’ performance and success. Studies have also shown that as a result of employees’ participation in decision affecting them, planning and execution is improved that ensures the robustness of performance management system.

Management must ensure employees’ participation in the decisions relevant to their work as it will facilitate opportunity recognition throughout the organisation (Kemelgor, 2002; Li et al., 2006) and will induce motivation in the employees leading to job satisfaction and positive behaviour (Noah, 2009).
The active discussion of performance results with employees will ensure employees approval of decisions relevant to their work. This indicates that supervisors need to be more open about the results and play more supportive role of that of a counsellor and mentor, and thereby suggesting changes in performance affecting behaviours.

12. Well defined knowledge management system is recommended in banks. Though HRMS is being implemented in public and private sector banks as SBI Bank has automated its HR processes in employee management area through SAP-ERP-HRMS software. A centralized database of all employees is now available across SBI. It has helped in centralizing salary and pension of employees, online request submission on ‘real time’ basis. But, what is required is to develop linkages of performance metrics with data from multiple applications after proper identification and cleansing of data. This will help in developing an integrated human resource system.

13. ‘Performance Feedback’ needs to be multi-sourcing to give comprehensive view of performance and enhance the validity of ratings. Customers’ reviews needs to be quantified in appraisals and their feedback cannot be ignored. The self generated feedback and external feedback definitely needs to be more objective and discussion oriented in providing opportunities to employees in improving their performance by meaningful behaviour changes. Feedback should not be one time activity in a year. It has to be continuous and six monthly performance feedbacks are suggested instead of an annual system. Regular updates of target attainment are to be given to employees through human resource portal system. Change needs to be initiated in different areas of concern to move towards a more transparent organisation.

14. To promote superior working relationships, such activities need to be initiated that promote team based projects; where subordinates add reasonable share of their ideas and input; intelligent employee participation; increased frequency of employee’s consultation; informal environment; trusting corporate culture; openness & quality of communication and avoiding time lag at the same time; social support of seniors; and recognition for admirable performances. So these working relationships reside at the core of many practices. Otherwise, the unpleasant attitude of supervisor can mars the productivity of subordinates and can provoke them to look for alternatives.
15. Competency driven culture needs to be promoted. Rewards on the basis of individual performance, team performance, branch performance and position are indicated, where individual performance is tied with team performance. Study has shown strong impact of merit based rewards on Job Satisfaction and job performance, where merit is assessed by continuous tracking of individual performance. And, performance tracking of employees is of vital importance because it is said to have implications for performance improvement and outcomes on the firm level (Huselid, 1995).

16. A competency framework needs to be defined and implemented based on job description and job specification as the requirement of knowledge, skills, attributes, attitudes and behaviours needed at different levels differ within an organization. Banks may need to add levels for each competency. This is particularly useful when using the framework for compensation or performance reviews. To do so, take each competency, and divide the related skills and behaviours into measurement scales according to complexity, responsibility, scope and other relevant criteria and then customize it to the specific needs of the employees of your organization as each individual role will have its own set of competencies needed to perform the job effectively (Manitoba Competency Manual, 2004).

17. The findings of the study indicate that organisations need to implement realistic career development policies that make sense in routine situations. These policies must be performance contingent that will help in generating employees’ enthusiasm and commitment to the organisation.

18. In public sector banks, promotion is seniority based. Even the fast track channel of promotion (i.e., merit based) is being implemented to promote performance culture and link it with accomplishments. But *instant gratification* is being recommended for top performers by strategising appropriate policies and procedures in place. Instant gratification will help in promoting positive perceptions about relation of efforts to rewards. Shorter periods of promotion for attaining target level of performance can also be strategized. Seniority can also not be ignored totally at this juncture but its effective linkage with promotion and reward based compensation is recommended.
19. In public sector banks, internal mobility of employees at the time of promotion needs to be rationalised to reduce turnover rate. At the time of promotion, instead of inter-zone mobility, within-the-region mobility needs to be planned. Instead transfer needs to be delinked with promotion to boost their motivation and manage their work life balance.

6.4 DIRECTIONS FOR FUTURE RESEARCH

1. The area of study has limited itself to Tri-city and in particular to banking sector only. In future, data collection can be extended to include respondents from other regions of India and from other sectors as well.

2. The study has limited itself to a single work attitude i.e. Job Satisfaction. There are many other performance indicators/variables also such as job involvement, organisation commitment, work effectiveness, employees’ turnover intention, organisation citizenship behaviour etc. that can also be further studied. The impact of all these factors can help to get a broader perspective of employees’ performance.

3. Further, this study draws the attention of future researchers towards longitudinal studies of financial measures to ascertain the causal relationship between employees’ performance and HRD practices. In measuring the financial aspect of performance, availability of data from the banks could pose a great barrier but this could help to find out the more reliable measure of performance indicators.