CHAPTER VI

SUMMARY AND FINDINGS

6.1 SUMMARY

Many theories on Human Resources Management have established that better Human Resources Management practices in an organization leads to positive perception of its employees and better job satisfaction. Literatures on Human resource management brought out that the level of Job satisfaction of employees’ influences their involvement and engagement in their work which make the organization to achieve its objectives and goals.

A study on the perception and level of job satisfaction of the employees of public sector banks operating in Tiruvarur district of Tamil Nadu, on the human resources management practices adopted by their banks have been attempted by the researcher.

Perception of the employees were taken up of eight dimensions, viz., Recruitment and Selection, Training and Development, Appraisal and Reward, Performance Management, Managing People, Promotion and Transfer, Compensation management and Welfare measure, and Industrial Relations and the job satisfaction was taken up on five dimensions, viz., their work content, the supervision system, pay, promotions and the attitude of the coworkers. Both perception and satisfaction were tested for their relationship with the important socio economic variables of the respondents.
6.2 FINDINGS

Findings of the study are as follows:

1. About 51% of the respondents belong the age group of 30-40 years and another 30.8% of the respondents fall in the age group of 40-50 years.

2. About 67% of the respondents are male and only 33% are females.

3. Nearly 59.5% of the respondents are graduates. About 29.8% of the respondents are post graduates.

4. About 44.3% of the respondents belong to the clerical cadre while another 32.8% belong to the cadre of officers.

5. About 40.5% of the respondents are having experience from 5 to 10 years. Another 29.5% have experience from 10 to 15 years.

6. About 40.8% of the employees earns a total remuneration between Rs 2.5 Lakhs and Rs 5.00 Lakhs. Only 2.8% of the respondent earn more than Rs 7.5 lakhs.

7. About 41.8% of the respondents have expressed high perception and 34% have stated very high perception on Recruitment and Selection.

8. On Training and Development about 66.5% have a moderate level of perception and another 9.5% have high perception.

9. On Appraisal and Reward only 15.75% have a High level of perception and another 57.75% have moderate level of perception.
10. On Performance Management 66% have either high or very high level of perception. Age has a significant relationship with the level of perception on Performance Management.

11. About 81.25% of respondents have expressed from moderate to high level of perception on Managing People.

12. On Promotion and Transfer 10.25% of the respondents have expressed low level of perception, 70.75% moderate level of perception and only a meager percentage (19%) have expressed high level of perception.

13. Relating to Compensation Management and Welfare Measure only 1.25% of employees have expressed high level of perception.

14. Regarding Industrial Relations 48.25% have recorded high or very high level of perception; another 35.75% stated moderate level and the remaining 16% have expressed low level of perception.

15. On overall perception, 30.75% have expressed high level of perception, while 45.25% have stated moderate level and the rest of 24% have stated only a low level of overall perception.

16. Among the socio economic variables of the respondents, Age and Designation have a significant relationship with the overall perception of the employees.

17. Overall Perception of the employees and their Age have got significant positive correlation.

18. Higher (60 out of 400) incidence of High Overall perception prevails among employees in the age group of 30-40 years.
19. In Gender, incidence of High Overall perception among the males (88 out of 400) is higher.

20. On Educational level, Higher (77 out of 400) incidence of High Overall perception prevails among graduates.

21. Among the various designations, Higher (60 out of 400) incidence of High Overall perception prevails among the clerical cadre employees.

22. On experience front, Higher (50 out of 400) incidence of High Overall perception prevails among the employees having 5-10 years of experience.

23. On annual income of employees, Higher (55 out of 400) incidence of High Overall perception prevails among the employees having annual income of Rs 2.5 - Rs 5.00 Lakh.

24. Designation level and experience have got a significant correlation of 0.099 and 0.108 respectively with overall perception.

25. SERVQUAL analysis indicates that out of 22 service quality attributes on the Human resources Management practices of public sector banks, only 8 attributes met and exceeded employees’ expectation levels while another 14 service attributes are below the expectations of the employees. Among the five dimensions, Tangibles are up to the expectations of the employees and other four dimensions such as Reliability, Responsiveness Assurance and Empathy are far below the expectations of the employees.
26. About 22.75% of the employees expressed low level of satisfaction relating to their work, while 74.75% have stated moderate level of satisfaction. Level of satisfaction of employees relating to the work content has no significant relationship with any of the socio economics variables.

27. On the level of satisfaction relating to Supervision, 73.75% have stated low satisfaction. Level of satisfaction on supervision has no significant relationship with any of the socio economics variables.

28. With regard to the level of Job Satisfaction relating to Pay, only 16.75% have expressed high satisfaction. Level of satisfaction of employees relating to pay has no significant relationship with any of the socio economics variables.

29. On satisfaction relating to Promotion, only 8% have stated high level of satisfaction.

30. Satisfaction relating to co-workers, only 14% have expressed high level of satisfaction. The level of satisfaction of employees relating to co-workers has no significant relationship with the socio economics variables.

31. Only 1.25% of the employees high level of overall Satisfaction. Level of overall Satisfaction has no significant relationship with the socio economics variables.

32. Overall satisfaction of the respondents showed a significant correlation with their overall perception. Satisfaction among the different groups socio economic variables do not differ significantly.
33. Job Satisfaction and the Human Resources practices such as Recruitment and Selection, Training and Development, Appraisal and Reward, Performance Management, Managing People, Promotion and Transfer and Industrial Relations in the public sector banks showed a positive and significant correlation. But, HR practices on Compensation Management and welfare measures has not revealed any significant relationship with job satisfaction.
6.3 SUGGESTIONS

On the basis of review of this study the following suggestions are made for better HRM practice in the Public sector banks

1. On Training and Development only 9.5% of the employees have expressed high perception which indicate that present training opportunities are not adequate. Banks have to depute the employees for periodical trainings to enable them to cope up with the changing dimensions of their work. Employees should be trained to adopt new technology and or develop their career.

2. On Appraisal and Reward only 15.75% have a High level of perception which indicate that present system of appraisal and reward is not fully appreciated by the employees. Employees’ potential should be evaluated based on objective assessment to enhance their job satisfaction. Public sector banks have to implement an effective appraisal and reward procedures in consultation with the staff unions.

3. On Promotion and Transfer only 19% of the employees have expressed high perception. This indicates that transfer and promotion policy of the banks need a relook in consultation with the employees’ union. A more transparent system of transfer and promotion has to be implemented by the banks.

4. Only 1.25% of employees have expressed high level of perception on Compensation Management and Welfare Measure. This indicates an expectation of wage increase and better perks by the employees. Public Sector banks have to examine the possibility of revision for their employees.
5. A high percentage of 73.75% have stated low satisfaction on Supervision. Public sector banks have to discuss the present gaps in the supervisory system with the employees union and to eliminate the bottlenecks in it.

6. Only 16.75% have expressed high satisfaction on Pay. It is necessary for restructuring of salary and perks periodically to motivate employees in public sector banks.

7. Only 8% have stated high level of satisfaction on Promotion which indicates that the present promotion policies of the banks have not attracted the employees. Banks may chart out a more benevolent promotion and career development policy for the employees. It is suggested that transparency in evaluation and promotion policy be followed.

8. Only 14% have expressed high level of satisfaction relating to co-workers. This indicates a need that the public sector banks have to promote a cordial, supportive and friendly environment among the employees.

9. Only 1.25% of the employees high level of overall Satisfaction. This indicates a high gap in the overall satisfaction of employees on the HRM functions being implemented by the public sector banks. Banks have to analyze their present HRM policies and to modify them towards a higher level of satisfaction of employees. Public Sector Banks maintain healthy industrial relations based on mutual trust and confidence of the employers and employees.

10. Human Resources Management Departments may be established at all levels from division, regional to administrative office and Human resource information systems with modern information technology facilities.

11. Public sector banks may openly invite staff for suggestions and their active participation in meetings which will enhance the staff job satisfaction.
6.4 CONCLUSION

Human Resources Practices leads to the better perception of employees and hence his Job satisfaction. A positively perceived employee will contribute more with enthusiasm and engagement. Human Resources Management in Public sector banks is much more important than any in other manufacturing organization as they serve the common public where more involvement and service mind of employees are needed. Performance of the satisfied employees of the public sector banks leads them towards profitability and better business outcomes. This study has brought out the level of perception of employees of public sector banks in Tiruvarur District on eight individual dimensions and also the overall perception of the employees. Also the job satisfaction of employees on five dimensions such as Work, Supervision, Pay, Promotion and Co-workers attitude were assessed through this study. Level of overall satisfaction was assessed using five levels viz., very low level, low level, moderate level, highly satisfied, very highly satisfied etc. Proportion of respondents expressed moderate or low satisfaction is high. The findings of the study will be useful for the public sector banks in shaping up their future policies relating to Human Resources Management.