SUMMARY, FINDINGS, SUGGESTIONS AND CONCLUSION

This chapter provides the summary, findings, conclusions and suggestions.

7.1 Summary

Finding competent (skilled, experienced, responsible) employees is a challenge for human resource departments in any industry, more so in a service-oriented industry like banking. In a service-oriented industry like banking, the quality of human resources has to be the primary focus. Unless the organizations leverage the strength of their human resource to the maximum, they would fail miserably in attaining a competitive edge in the global banking arena.

Presently the competition is sky high in banking industry. Only tough competitors can survive under these rapid changes. Every bank has a dream to face this situation and emerge as victorious, but it is not as easy as one could imagine. However, a collective struggle, a desire to work altogether for transformation is essential. Bit by bit approach never helps in this cause, this, too, is an occasion to think, plan and set strategies to reach the goal. Banks can achieve their goals through an appropriate policy and practice
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regarding training and development of their human resources. Every manager especially HRD executive has an immediate task to instruct, guide and develop the work force, to bring changes in them by resorting to a viable tool of employee or staff training and development. Success of any bank, organization and activities largely depends upon its trained and developed human resource.

The objectives of the study are:

- To study the socio-economic and job profile of the bank officers and clerical staffs in selected banks headquartered in Kerala.
- To analyse how far competency gets importance in the present set-up of the selected banking sector.
- To analyse the employee competency in the selected Commercial banks headquartered in Kerala.
- To measure the behavioural competencies of banking staff based on will parameters.
- To identify the gap between desired and the actual level of employee’s competency for effective competency management.

The following hypotheses are formulated for the study:

- Demographic and socio-status of the managerial officers and clerical staff influences their competency level in the selected banks.
- There exists no difference in managerial staffs’ and clerical staffs’ perception about competency evaluation during: (a) employee selection, (b) job design, (c) performance appraisal, (d) career development, (e) promotion and pay and (f) relation and participations.
There exists no gap in managerial staffs and clerical staffs’ understanding on each other’s performance.

There exists no gap in employees’ desired level of competency and the actual level.

Employees’ competency differs from one bank to another.

Based on the data analysis the following conclusions are made.

7.2 Findings of the Study

The major findings of the study are summarized in this sub-section.

I. The socio-economic and job profile of the banking officers and employees in selected sample banks headquartered in Kerala.

The first objective of the study is to draw first-hand information on the socio-economic and job profile of the banking officers in selected sample banks headquartered in Kerala. The findings of this respective objective are as follows:-

- A total of 369 managerial staffs and 522 executive level officers participated in the survey. Out of 369 officers, 53.40 percent of the seniors officers surveyed were male and the remaining 46.60 percent of the respondents were female. Moreover, out of 522 clerical level employees, 53.10 percent were female and the remaining 46.90 percent of the respondents were male.

- Regarding the age factor, 41.20 percent of administrative officers belonged to the age group of 31-35 years, 40.90 percent are aged above 35 years, 13.80 percent, aged between 26-30 years and 4.10 percent, fall under the age group of below 25 years. Regarding
clerical staff, 44.10 percent belong to the age group of above 35 years, 21.60 percent are aged between 26-30 years, 18.00 percent are aged below 25 years and the rests of 16.30 percent of the respondents are age between 31-35 years.

- With respect to educational qualification of the administrative and executive/clerk level officers, among 369 senior officers, 64.00 percent of the respondents are degree holders, 28.70 percent, postgraduates, 5.70 percent, senior officers who have completed SSLC/HSLC and the remaining 1.60 percent has other qualifications. It is also found that, 51.30 percent of executive officers are degree holders, 43.10 percent, postgraduates and 5.60 percent, respondents have completed SSLC/HSLC.

- Of the 369 respondents, 37.10 percent are administrative officers, 32.60 percent, branch managers, 15.40 percent, assistant managers and 7.60 percent, public officers, 2.40 percent, DGM-Legal officials and 2.40 percent credit managers. Moreover, 1.60 percent, working in other sections and the remaining 0.80 percent are employed as business heads. Among the clerical staffs, 28.73 percent, single window operators, 14.60 percent, head cashiers and 22.98 percent, administrative clerks. Of the rest, 3.06 percent, cashier and 30.70 percent, in other positions.

- Majority of the senior officers has entered into the current designation through promotions (53.40 percent), 45.80 percent through direct recruitment and 0.80 percent, through other modes. Similarly, 51.10 percent of the bank executives/clerical employees
entered directly into the current designation, 48.90 percent, through promotions.

- More than 56 percent of the officers have more than 6 years work experience, 30.60 percent, 4-6 years and the remaining 13.30 percent, 3 years or less than 3 years. Out of 522 executive/clerk level officers, 56.70 percent have 4-6 years work experience, 23.00 percent, more than 6 years and the remaining 20.30 percent, less than 3 years.

- More than 31% (31.40%) of the managers earn above Rs.35,000 per month, 27.40 percent, between Rs.30000- Rs.35,000, 25.20 percent, between Rs.25000- Rs.30000, 16.00 percent, between 20000-25000. In the case of the executive/clerk level officers, 42.30 percent, below Rs.10000 per month, 26.10 percent, between Rs.10000- Rs.15000 and 20.30 percent earn above Rs.20000 and 11.30 percent, between Rs.15000- Rs. 20000.

II. Importance of Competency in HR practices.

The findings with respect to the second objective are as follows:

- More than 67% of the officers and clerical level staff in the selected banks have revealed that employee selection is based on their written test and personal interviews performance. Sixty percent of the officers opined that behavioral competency is measured at the time of interview.

- Above 70 percent of the seniors and clerical staff of the selected banks opined that the banks have job specification on each role and all employees have done their job according to the job description. It
was further mentioned that their jobs matched with their educational qualification and experience.

- Above 60% of the clerical officers and above 70% of the managerial level of the selected banks opined that the performance appraisals is used as a tool to evaluate the job efficacy as well as the individual’s competency.

- Above 70% of the respondents said that the current job helped to develop their talents and competency.

- Only 65-70% of the higher officials and 60-70% of the clerical staff opined that promotions and pay are based on their competency.

- Above 60% of senior officers and clerical staffs are satisfied with their work environment.

- More than 59% percent of the administrative officers felt that they have managerial competency, 30.40 percent, behavioral competency and 10.30 percent, technical competency. In the case of clerical staffs, 50 percent, managerial competency 25.90 percent, behavioral competency and 24.10 percent, technical competency

III. The third objective of the study is to analyse the employee competency in the selected Commercial banks headquartered in Kerala. Findings with respect to this objective are:

Among the selected banks, State Bank of Travancore has a good growth or performance with respect to business (18.83%), deposits (17.53%) and advances (21.86%) per employee. In case of net profit and investment per employee, Federal bank have the highest growth rate (Net Profit- 12.99%, investments, 11.94%). Based on this, it is
concluded that State Bank of Travancore has the highest growth rate or performance and the employees are more competent than the other banks. The Federal bank stands second in this respect.

IV. The fourth objective is to measure the behavioural competencies of banking staff based on will parameters.

From the data, it is found that out of the five sample banks surveyed, the employees of the Federal bank is highly competent in taking initiative, discipline, responsibility, quality job and support.

V. The fifth objective is to identify the gap between desired and the actual level of employee’s competency for effective competency management.

Skill mapping helped to identify the gap between the desired level and actual level of competency of employees in terms of the major operations handled by them such as marketing transfer, retail and loans, NRI banking, customer relation, banking, deposits, savings, loans etc. Employees of the Federal Bank were found to be competent in operations such as Commercial, savings, cash presents, loans and advances, gold loans and Legal affairs.

7.2.3 Results of Hypothesis Testing

The result of ANOVA test leads to the conclusion that the demographic and socio-economic status of officers and clerical staffs significantly influences their level of competency.

The null hypothesis is accepted in the cases of employee selection, job specification, matching of job with educational qualification, regularity of job analysis and pay structure. This means there is no perceptional
difference between the officers and clerks in the evaluation of behavioural competency during HR practices.

The results of Paired t-test indicate that the probability of t-value is significant at five percent level. Therefore, there exists no gap in managerial staffs and clerical staffs understanding on each other’s performance with respect to discipline, initiative, responsibility, quality job and support.

The results of Paired t-test indicate that the t-value is significant at five percent. The hypothesis proved that there is a gap in desired level and present level competencies of the employees in terms of variables such as Retail and loans, Customer relationship, Commercial purpose, Billing, Cash present, Legal affairs, Credit and Loans and advances.

The results of Rotation Factor Analysis show that employee’s competency differs from one bank to another.

### 7.3 Conclusion

The study was conducted with the objective of analyzing the behavioural competency of the managers and clerical staff in the commercial banks headquartered in Kerala. The researcher has gone through the available literature with respect to employee competency, job satisfaction and employee performance evaluation to formulate the problem and conceptualize the framework of the study. The study concluded that the competency of the employees differs from one bank to the other but strengthening the employees’ competency is the only possible solution by which the banks can determine their future growth prospects. Only through competency, banks can achieve high level of performance especially under the globalised situation.
7.4 Suggestions

An organization is made up of a number of people who strive to achieve the organization’s goals; this concept aptly applies to Scheduled Commercial banks headquartered in Kerala. Human Resources have a significant bearing on the profitability, efficiency and overall organizational effectiveness.

Productivity is a vital indicator of measuring competency or performance. In simple words, it is input - output ratio. It is a relationship between given means used to produce the output. Labour productivity in banking sector determines its employees’ competitiveness. From the detailed empirical data analysis, it is understood that the employees’ competency is assessed and it differs from one scheduled commercial bank to the other. With the advent of economic reforms in 1991, the deregulation and opening of the Indian economy to the global market, brings opportunities over a vast and unlimited market to business and industry in India, which directly brings added opportunities to the banks and demand effective competency both in term of operational efficiency and employee productivity. With due concerns to the discussed issues, the following suggestions are proposed:

Various categories of Banks headquartered in Kerala are facing lot of competition due to increased globalization, technological enhancement and consumer awareness about their rights. This phenomenon has put the banks to act and revise their service quality. To enhance the competency level of banks and their employees’ the following suggestion are proposed.

The empirical findings of the study revealed that competency of officers and clerical staffs differ from one bank to the other. The banks must
initiate to minimize the competency gap among their staff. In this respect, banks must:

- Develop job description and avoid role conflicts.
- Educate Senior and junior employees about their roles in the organisation so that the role conflict is minimised.
- Identify issues affecting individual performances and sort out the issues at the right time, for enhancing employees’ competency.
- Organise regular meetings of seniors and juniors where they can discuss and resolve individual challenges, difficulties faced so that the seniors and junior employees can work together for organisational growth and development.
- Organise training and development programmes to improve the competency level.
- Conduct continuous evaluation of competency to keep the level of competency high.
- Provide good working environment for enhancing their competency level.
- Implement the concept of matching man and the job in the banks.

7.5 Scope for Future Research work

The present study is confined to the analysis of the competency level of the scheduled commercial banks headquartered in Kerala. There is scope for extending the study to cover all the banks operating in Kerala.