



Innovative Employee Career Development Practices in Banking Sector – A Study in Visakhapatnam City

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Banking sector is an important sector for any economy for catering to the financial needs of the people as well as the government. Especially in a developing country like India, the need of the banking services should not be neglected. That is the reason why the government of India started the process of Nationalisation of banks in the year 1969. Afterwards the Nationalised banks have played a vital role in the providing the various financial services to the people and in the development process of the country. Off late, especially after introduction of New Economic Reforms viz., Liberalisation, Privatisation and Globalisation, the banking sector has been widened the people started believing the banks under private sector and foreign sector. As a result of this, the labour market for the aspirants of bank employment and bank employees has been widened, which forces the managements of the banks to adopt certain Human Resource Management Practices in order to sustain in the market and holding their employees with dissatisfaction.

OBJECTIVES:

The main objective of the paper is to find out the innovative Employee Career Development practices, which is the most important part of Human Resource Development Practices, that are being followed in the public and private sector banks in the study area i.e., Visakhapatnam city. In addition, to suggest some policy measures for improvement of the employees productivity.

METHODOLOGY

Data

The present study is based on the both primary and secondary data. Primary data have been collected through a well designed and pre tested questionnaire. The secondary data have been collected from various secondary sources like Hand book of statistics, published by the Chief Planning Officer, Visakhapatnam District and other published articles.

Sampling Technique:

For the purpose of selecting the sample respondents, multi-stage stratified random sample techniques has been adopted. In the first stage, the total banking sector has been stratified into two strata viz., Public Sector Banks and Private Sector banks. In the second stage two banks from each stratum i.e., State Bank of India and Andhra Bank from first stratum and Axis bank and ICICI bank from second stratum have been randomly selected. In the third stage 80 employees from each of the selected bank have been identified, which made the total sample as 320.

Techniques of analysis

For analyzing the data simple statistical techniques averages, standard deviations etc..., have been used. The data have been analysed with the help of the SPSS software.

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For testing of hypothesis framed in the study ANOVA and Discriptive statistics have been calculated.

STUDY AREA

The present study has been under taken in Visakhapatnam City of the state of Andhra Pradesh during the financial year 2017-18

DATA ANALYSIS

Those innovative HRM practices which include both organizational actions and individual efforts aimed at setting career goals, formulating and implementing strategies and monitoring the results are categorized under this head (Greenhaus 1987). These help the employees to groom themselves and manage their careers. Verburg et al. (2007) have identified career development itself as an ideal innovative HRM practice in one of their researches. Availability of educational opportunities at workplace, easy approval to the job applications, preference to seniority in promotions, promoting on the basis of merit, and providing faster promotions are the five innovative Career Development related innovative practices.

percentage of respondents, who have rated this statement as “not at all” is 50.00 in public sector banks and 100.00 per cent in private sector banks. All the remaining respondents have accepted the presence of education related opportunities at their work place and rated it on different points on the five point scale. It can also be seen from the table that the percentage of respondents who have rated this as “High extent” and “Very High Extent” is around 32 per cent from public sector banks and around Nil per cent in private sector banks.

Table – 5.1.5(a)
Distribution of respondents according to their perception on the statement “Presence of education related opportunities at my work place”

S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRA BANK	0 (0.00)	11 (13.80)	18 (22.50)	25 (31.20)	26 (32.50)	80 (100.00)
02	STATE BANK OF INDIA	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	80 (50.00)	11 (6.90)	18 (11.20)	25 (15.60)	26 (16.20)	160 (100.00)
Private Sector Banks							
01	Axis Bank	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
02	ICICI	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	160 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	160 (100.00)
Grand Total		240 (75.00)	11 (3.44)	18 (5.63)	25 (7.81)	26 (8.12)	320 (100.00)

Note: Figures in paranthesis indicate percentages to totals.

Distribution of respondents according to their perception on the statement “Presence of education related opportunities at my work place” is presented in table 5.1.5(a). It is very clear from the table that the

Table – 5.1.5(b)
Distribution of respondents according to their perception on the statement “Easy approvals of the applications sent for the career opportunities outside the bank”

S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRABANK	0 (0.00)	25 (31.20)	33 (41.20)	17 (21.20)	5 (6.20)	80 (100.00)
02	STATE BANK OF INDIA	2 (2.50)	61 (76.20)	8 (10.00)	6 (7.50)	3 (3.80)	80 (100.00)
03	Total	2 (1.20)	86 (53.80)	41 (25.60)	23 (14.40)	8 (5.00)	160 (100.00)
Private Sector Banks							
01	Axis Bank	0 (0.00)	17 (21.20)	16 (20.00)	12 (15.00)	35 (43.80)	80 (100.00)
02	ICICI	0 (0.00)	0 (0.00)	5 (6.20)	25 (31.20)	50 (62.50)	80 (100.00)
03	Total	0 (0.00)	17 (10.60)	21 (13.10)	37 (23.10)	85 (53.10)	160 (100.00)
Grand Total		2 (0.62)	103 (32.19)	62 (19.38)	60 (18.75)	93 (29.06)	320 (100.00)

Note: Figures in paranthesis indicate percentages to totals.

Table 5.1.5(b) presents the Distribution of respondents according to their perception on the statement “Easy approvals of the applications sent for the career opportunities outside the bank”. It is apparent from the table that Easy approvals of the applications sent for the career opportunities outside the bank prevails in both public and private sector banks. But the extent of presence varies between the sectors. The percentage of respondents who perceived on the statement as “Occasionally” is 53.80 in public sector banks and 10.60 in private sector banks. It can also be observed from the table that the percentage of respondents who rated this statement at “High Extent” and “Very High Extent” is 14.40 and 5.00 respectively in public sector banks; 23.10 and 53.10 respectively in private sector banks.

Table – 5.1.5(c)
 Distribution of respondents according to their perception on the statement “Weightage to seniority in promotion decision”

S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRABANK	0 (0.00)	11 (13.80)	15 (18.80)	36 (45.00)	18 (22.50)	80 (100.00)
02	STATE BANK OF INDIA	2 (2.50)	10 (12.50)	63 (78.80)	3 (3.80)	2 (2.50)	80 (100.00)
03	Total	2 (1.20)	21 (13.10)	78 (48.80)	39 (24.40)	20 (12.50)	160 (100.00)
Private Sector Banks							
01	Axis Bank	5 (6.20)	11 (13.80)	12 (15.00)	11 (13.80)	41 (51.20)	80 (100.00)
02	ICICI	0 (0.00)	10 (12.50)	5 (6.20)	20 (25.00)	45 (56.20)	80 (100.00)
03	Total	5 (3.10)	21 (13.10)	17 (10.60)	31 (19.40)	86 (53.80)	160 (100.00)
Grand Total		7 (2.19)	42 (13.12)	95 (29.69)	70 (21.87)	106 (33.13)	320 (100.00)

Note: Figures in paranthesis indicate percentages to totals.

Table 5.1.5(c) presents the Distribution of respondents according to their perception on the statement “Weightage to seniority in promotion decision”. It is apparent from the table that the practice of giving weightage to seniority in promotion decision prevails in both public and private sector banks. A glance at the percentages of respondents who rated the statement on different points of the scale, reveals that around 24.40 per cent and 12.50 per cent of the respondents in public sector bank perceived to the statement as “High Extent” and “Very High Extent” respectively. Whereas in private sector banks, these percentages are 19.40 and 53.80 respectively. It indicates that the extent of giving weightage to seniority in promotion decision is more in private sector banks than the public sector banks.

Table – 5.1.5(d)
 Distribution of respondents according to their perception on the statement “Weight age to merit in promotion decision”

S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRABANK	4 (5.00)	10 (12.50)	11 (13.80)	33 (41.20)	22 (27.50)	80 (100.00)
02	STATE BANK OF INDIA	0 (0.00)	7 (8.80)	1 (1.20)	49 (61.20)	23 (28.80)	80 (100.00)
03	Total	4 (2.50)	17 (10.60)	12 (7.50)	82 (51.20)	45 (28.10)	160 (100.00)
Private Sector Banks							
01	Axis Bank	5 (6.20)	12 (15.00)	17 (21.20)	6 (7.50)	40 (50.00)	80 (100.00)
02	ICICI	0 (0.00)	5 (6.20)	0 (0.00)	30 (37.50)	45 (56.20)	80 (100.00)
03	Total	5 (3.10)	17 (10.60)	17 (10.60)	36 (22.50)	85 (53.10)	160 (100.00)
Grand Total		9 (2.81)	34 (10.62)	29 (9.06)	118 (36.88)	130 (40.63)	320 (100.00)

Note: Figures in paranthesis indicate percentages to totals.

Distribution of respondents according to their perception on the statement “Weight age to merit in promotion decision” is presented in table – 5.1.5(d). It is apparent from the table that the banks in both public and private sector are giving weightage to merit in promotion decision. It is also evident from the table that the banks in public sector are implementing this innovative HR practice at an higher extent when compare to the banks in private sector, as the percentage respondents from public sector banks, who rated this statement as “High Extent” and “Very High Extent” is 51.20 and 28.10 respectively, whereas these percentages in private sector banks are 22.50 and 53.10 respectively.

Table – 5.1.5(e)
 Distribution of respondents according to their perception on the statement “Presence of faster promotions”

S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRABANK	12 (15.00)	26 (32.50)	0 (0.00)	22 (27.50)	20 (25.00)	80 (100.00)
02	STATE BANK OF INDIA	0 (0.00)	8 (10.00)	55 (68.80)	6 (7.50)	11 (13.80)	80 (100.00)
03	Total	12 (7.50)	34 (21.20)	55 (34.40)	28 (17.50)	31 (19.40)	160 (100.00)
Private Sector Banks							
01	Axis Bank	10 (12.50)	0 (0.00)	6 (7.50)	12 (15.00)	52 (65.00)	80 (100.00)
02	ICICI	10 (12.50)	5 (6.20)	5 (6.20)	20 (25.00)	40 (50.00)	80 (100.00)
03	Total	20 (12.50)	5 (3.10)	11 (6.90)	32 (20.00)	92 (57.50)	160 (100.00)
Grand Total		32 (10.00)	39 (12.19)	66 (20.62)	60 (18.75)	123 (38.44)	320 (100.00)

Note: Figures in paranthesis indicate percentages to totals.

Distribution of respondents according to their perception on the statement “Presence of faster promotions” is presented in table – 5.1.5(e). It is evident from the table that presence of faster promotions prevails at an higher extent in private sector banks than the public sector banks. It is clear from the table that the percentage of respondents who rated this statement as “Higher extent” and “Very Higher Extent” is 17.50 and 19.40 respectively in

public sector banks and 20.00 and 57.50 respectively in private sector banks.

Major Findings and Suggestions

- With regard to the “Presence of education related opportunities at the work place”, it is found from the analysis that the percentage of respondents, who have rated this statement as “not at all” is 50.00 in public sector banks and 100.00 per cent in private sector banks. All the remaining respondents have accepted the presence of education related opportunities at their work place and rated it on different points on the five point scale. It can also be seen from the table that the percentage of respondents who have rated this as “High extent” and “Very High Extent” is around 32 per cent from public sector banks and around Nil per cent in private sector banks. Hence, it can be suggested to implement educational related opportunities while endorsing the duties to the employees. For example, for marketing related activities, the persons who completed professional courses like MBA with marketing as specialization should be given preference.
- It is found from the analysis that Easy approvals of the applications sent for the career opportunities outside the bank prevails in both public and private sector banks. But the extent of presence varies between the sectors. The percentage of respondents who perceived on the statement as “Occasionally” is 53.80 in public sector banks and 10.60 in private sector banks. It can also be observed from the table that the percentage of respondents who rated this statement at “High Extent” and “Very High Extent” is 14.40 and 5.00 respectively in public sector banks; 23.10 and 53.10 respectively in private sector banks. It shows that the public sector banks are lagging behind in implementing this practice. But implementing this kind of practice, enhances the trust among the employees towards the

organisation. Hence, it is suggested to implement this kind of HRM practice in public sector banks.

- It is found from the analysis that the practice of giving weightage to seniority in promotion decision prevails in both public and private sector banks. A glance at the percentages of respondents who rated the statement on different points of the scale, reveals that around 24.40 per cent and 12.50 per cent of the respondents in public sector bank perceived to the statement as “High Extent” and “Very High Extent” respectively. Whereas in private sector banks, these percentages are 19.40 and 53.80 respectively. It indicates that the extent of giving weightage to seniority in promotion decision is more in private sector banks than the public sector banks.
- It is apparent from the table that the banks in both public and private sector are giving weightage to merit in promotion decision. It is also evident from the table that the banks in public sector are implementing this innovative HR practice at an higher extent when compare to the banks in private sector, as the percentage respondents from public sector banks, who rated this statement as “High Extent” and “Very High Extent” is 51.20 and 28.10 respectively, whereas these percentages in private sector banks are 22.50 and 53.10 respectively.
- It is evident from the table that presence of faster promotions prevails at an higher extent in private sector banks than the public sector banks. It is clear from the table that the percentage of respondents who rated this statement as “Higher extent” and “Very Higher Extent” is 17.50 and 19.40 respectively in public sector banks and 20.00 and 57.50 respectively in private sector banks.



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