



## STUDY ON TRANSFORMATION OF HUMAN RESOURCE MANAGEMENT IN BANKS WITH REFERENCE TO STATE BANK OF INDIA, GHATKOPAR EAST BRANCH: ROLE OF EDUCATIONAL INSTITUTIONS

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### Abstract

*This research paper identified several theoretical perspectives that are relevant and important in examining the research questions in the study. It is the responsibility of the Institutions offering higher education to produce skilled human resource. However during the last two decades, with modern large scale production of innumerable products for a wide market, the importance of human resources and their development has come to the forth. The importance of human resources to any organization need not be over-emphasized. Human resource is the wealth of a nation and an organization. In addition, understanding the role of a bundle of HRM practices in these relationships is critical as the system of HRM practices is the primary ways to influence the level of human capital that organizations possess and aggregate employee attitudes and behaviours that are exhibited for the organizations.*

**Keywords:** Human Resources Management, State Bank of India, Employees.



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### INTRODUCTION:

Human resource as a name for employees, was first used in a book published in 1893 according to Wikipedia and was regularly used in the early 1900's. Modern use of the term, human resources, and dates from the 1960. By 2016, most organizations call employees and the department or office designated to assist the organization and its people. It helps to study and examine the opinion of the employees as to HRM of the banks with respect to service quality management, employee interaction management, employee retention management. It further studies organizations to attain its goals effectively and efficiently by providing competent and motivated employees. It helps to increase to the fullest the employee's job satisfaction and self-actualization. It helps in establishes and maintain cordial relations between employee and Management.

### **MEANING OF HRM:**

HRM is an organized learning experience aimed at matching the organizational need for career growth and development. It is a process involving series of learning activities designed to acquire desired level of competence among employees.

### **DEFINITION OF HRM:**

The National Institute of Personnel Management (NIPM) of India has defined human resource/personnel management as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up an enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success”.

### **PROFILE OF STATE BANK OF INDIA:**

#### **Introduction of State Bank of India:**

The origin of the State Bank of India goes back to the first decade of the nineteenth century with the establishment of the Bank of Calcutta in Calcutta on 2nd June 1806. Three years later the bank received its charter and it was re-designed as the Bank of Bengal (2nd January 1809). A unique institution, it was the first joint-stock bank of British India sponsored by the Government of Bengal. The Bank of Bombay (15th April 1840) and the Bank of Madras (1st July 1843) followed the Bank of Bengal. These three banks remained at the apex of modern banking in India till their amalgamation as the Imperial Bank of India on 27th January 1921.

#### **Human Resources Management in State Bank of India:**

The Bank believes that Human Resources Management is an important facet of organization's effectiveness. Aligned with the best practices of a caring and responsible employer, and befitting its status of "first among the equals" in the banking industry, our Bank has been making constant Endeavour to improve the functioning of HR as a strategic business partner by nurturing its loyal and dedicated employees who have made significant and lasting contributions towards achieving the Bank's goals on an upward scale, on year to year basis. Towards this end, the Bank has taken important measures to meet the business challenges, which include, recruiting young and qualified candidates in large numbers; improving the working /service conditions of the employees representing a wide diversity of group / interests; re-skilling them through training interventions, workshops, seminars, video-conferencing; assisting in the career development of the employees by providing for a

scientific and objective approach to measure their performance; incentivizing the top performers ; putting in place an organized structure for skill / capability building in critical positions and by implementing various measures for talent retention. All these have contributed in a big way to generate a highly satisfying working environment wherein the employees feel happy, engaged and enthusiastic about their work and take positive action to further the Bank's business interests and reputation. In keeping with the Management tradition of being proactive in employee engagement which is critical for the Bank to sustain growth with profit, the current leadership has taken it to greater heights by taking important

The SBI group under the public sector has also shown quite a gradual increase up to 2006-07 and in the year 2007-08 the cost again increased manifold from Rs. 0.06 Crore in 2006- 07 to Rs. 0.39 Crore in 2007-08, and thereafter again the increase in the cost is quite gradual. This indicates that in the year 2007-08 a very high cost per employee was incurred by both the classes of public sector banks. The old banks under the private sector have shown a very gradual increase during all the years under study

## **HUMAN RESOURCES MANAGEMENT INCLUDES**

### **1. HUMAN RESOURCES PLANNING:**

Human resources planning are the important managerial function. It ensures the right type of people, in the right number, at the right time and place, who are trained and motivated to do the right kind of work at the right time, there is generally a shortage of suitable persons.

### **2. JOB ANALYSIS:**

Job analysis is a procedure through which you determine the duties and responsibilities, nature of the jobs and finally to decide qualifications, skills and knowledge to be required for an employee to perform particular job. Job analysis helps to understand what tasks are important and how they are carried on.

### **3. RECRUITMENT & SELECTION:**

Recruitment is an activity of searching and hiring the right candidate for a particular post and Selection is a part of recruitment activity, in which the recruiter chooses the best employee among the shortlisted candidates for the job.

### **4. TRAINING & DEVELOPMENT:**

Training is the act of increasing the knowledge and skill of an employee for doing a particular Job.

## **5. PERFORMANCE APPRAISAL:**

Performance appraisal is a method of evaluating the behaviour of employees in a work place, normally including both the quantitative and qualitative aspect of job performance. Performance here refers to the degree of accomplishment of the tasks that make up an individual's job. It indicates how well an individual is fulfilling the job demands. Performance is measured in terms of results.

### **OBJECTIVES OF STUDY:**

1. To study human resources management in State bank of India.
2. To analyse ethical policies in Human Resource Management

### **REVIEW OF LITERATURE:**

**1. Raman (1992)** Study the HRD experiences of state bank of India, especially training and he states that the training philosophy of SBI as follows. "training in SBI is a pro-active, planned and continuous process as an integral part of organizational development. It seeks to impart knowledge, improve skills and reorient attitude for individual growth and organizational effectiveness

**2. Schuler and Jackson (1996)** The skills, knowledge and the experience of the employees are economic values for the organization because the employees enable the organization to be adaptable and productive. The organizations that run their Human Resource department successfully have higher level of productivity, higher market value, higher profitability and meeting the needs of their shareholders, investors, customers, employees and at the end the needs of the society

**3. Robbins(1998)** This is very crucial for any organization that its employees have been motivated, because if employee motivation level is at a strong position then they can make good performance to get organizational goals.

**4. A Gradle Gardner (2009)** First see, what is the problem with which employees are leaving the organization, as may be they are not being offered enough responsibilities to satisfy their needs. This may be in terms of self-management, development, creativity etc. Secondly, increase responsibility of employees. Organization should give extra responsibilities to make full satisfaction of her/his job. Like, they should be free for organizing their working days. In this way, they would show their trust and loyalty in the work.

### **RESEARCH AND METHODOLOGY OF STUDY:**

This research work will depend on both primary and secondary data.

**Primary Data:**

- Data is collected through questionnaire.
- Visit to Sate Bank of India, Ghatkopar East Branch and discuss with bank manager.
- The Branch chosen for study isState Bank of India, Ghatkopar (East),  
Mumbai-77

**Secondary Data:**

Information is collected from various internet sites, magazines and also from books and study materials.

**LIMITATION OF STUDY**

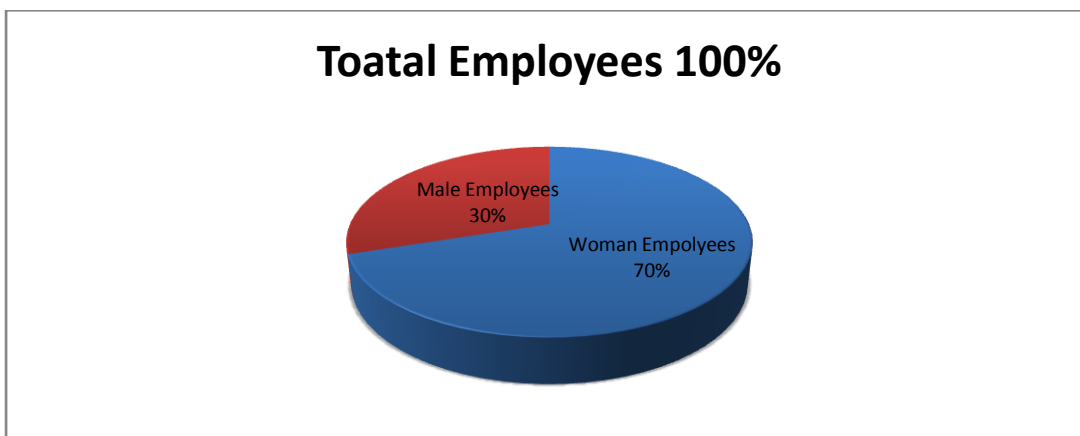
- The study is limited to the State Bank of India Ghatkopar East Branch.
- The study is subject to the limitation of area.
- State Bank of India only provides soft skill development training; Skill based (product/process) training is missing.
- The study is based both on secondary & primary data, still keen Observations and interactions is lacking.

**DATA ANALYSIS ANDINTERPRETATION**

**1. Gender wise Employees in State Bank of India:**

TOTAL EMPLOYEES IN STATE BANK OF INDIA	
MALE EMPLOYEES	30%
WOMAN EMPLOYEES	70%

**PIE DIAGRAM**



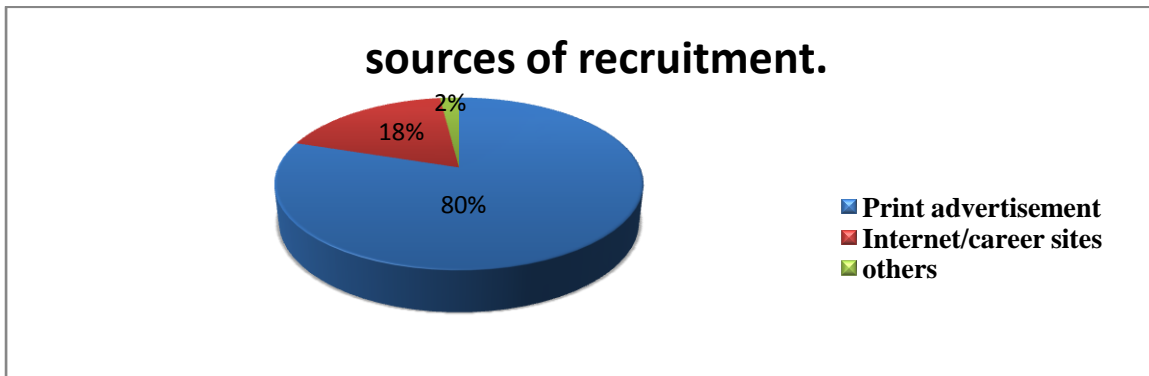
**ANALYSIS**

It is analysis the in State Bank of India the woman employees are more than the male employees so they can give more opportunity of job to given in future.

**2. Sources of recruitment:**

Print advertisement	80%
Internet/career sites	18%
others	2%

**PIE DIAGRAM**



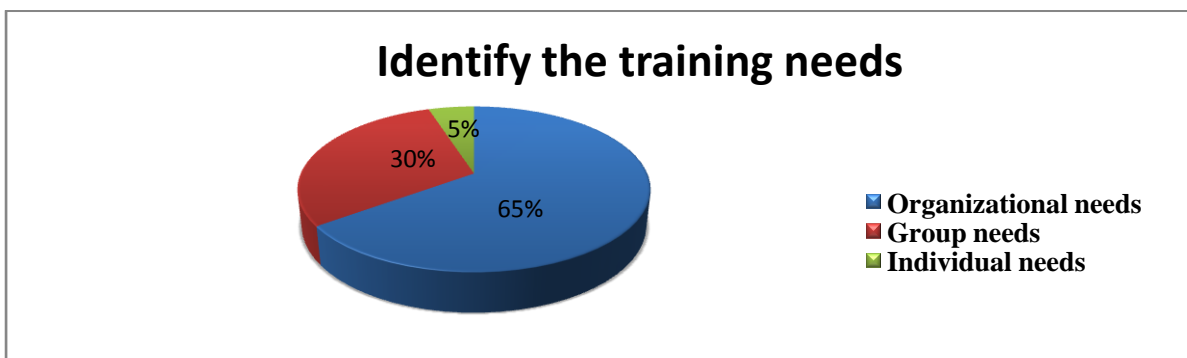
**ANALYSIS:**

The State Bank of India recruit the people from various sources such as Print advertisement is one of the most important source of recruitment by the State Bank of India it is 80 % Internet and career sites is second important which is 18% and others include educational institutes, consultant, placement agencies, etc. which is 2%.

**3. Training needs:**

Organizational needs	65%
Group needs	30%
Individual needs	5%

**PIE DIAGRAM:**



### **ANALYSIS:**

In State Bank of India organizational (corporate needs), group(department ,team, function needs), and individual needs are the areasthat are used to identify the training needs in the State Bank of India.. In State Bank of India they used organizational training 65%, Group training 30%, and individual training 5%.

### **FINDINGS & SUGGESTION:**

- ❖ State bank of India has to ensure that there is proper linkage among organizational, operational and individual training needs.
- ❖ Skill based training (product/process training) should also be provided.
- ❖ The evaluation procedure must be implemented concerning trainer, trainee and subject.
- ❖ State Bank of India has to give more Satisfaction to their employees.
- ❖ State Bank of India provides some schemes or policies to their employees.
- ❖ State bank of India has to take feedback of the employee, and also encourage to employees.
- ❖ Training from Educational Institution is important to guide the students about new trends in Banking and Insurance sector

### **CONCLUSION:**

Human Resource is today more of a business partner in an organization and not just a support service function for administering HR programs Today, HR is not just part of the senior leadership of the organization, but also a key contributor to strategic workforce planning and the deciding force in the succession pipeline More and more organizations are realizing that they have grown on the merit of their business and market position but the only thing that will help them enjoy the same level of growth in the future is their talent landscape The HR function contributes and adds value to organizations by enhancing both individual and team productivity. In today's scenario the only true long term differentiator between two similar organizations are their ability to attract develop and retain their high performing workforce .Today, banks focus on designing programs and process and services to attract, develop and retain top talent. Utilizing the latest technologies HR team has launched sophisticated online systems that provide the employees with details on benefits, compensation, special programs and internal job opportunities. As a global employee population continues to grow, these cutting edge activities are increasingly important to the deliver world-class HR solution.

**REFERENCES:**

**Secondary Data:**

*<http://economictimes.indiatimes.com/state-bank-of-india/directorsreport/companyid-11984.cms>*

*<http://www.itinfo.am/eng/human-resource-management/>*

**Primary Data:**

*Visit to Sate Bank of India and took interview of Bank manager at Ghatkopar (East) Branch, Mumbai -400077*