



## **WORKFORCE MANAGEMENT AND ITS IMPACTS IN BANKING ORGANIZATION : A DETAILED FIELD INVESTIGATION IN SIVAGANGA DISTRICT**

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### **Abstract**

*Banking Organizations in India have shown a steady growth with rapid technical advancements in the last 10 years. But there is a huge gap in the organization's performance that obstructs the economic expansion and moderate business growth in India. Workforce Management is the key to overcome the hindrances in the banking sectors that will help in achieving consumer satisfaction, coordinating transformation and cultivate transparency. A skilled and well- supported workforce is always too ready to face challenges and take opportunities to grow higher. If every employee is trying to grow, it will lead the organization to grow as well.*

**Key Words: Banking Workforce Management, Employee Satisfaction, Organizational Success, Two Factor Theory and Employee Well Being in Fast Growing Industries.**

### **Introduction**

The base of our country's economic development formed by the banking system in India. Revolutionary changes and Technological advancements have taken place in the banking sectors on the verge of customer needs. In the same time it made a huge impact on the Indian economy as well. The performance of the banks is characterized by the performance of the employees in the organization and the accomplishment of their institutional goal objectives. Properly handled employee performance management leads to enhanced customer service, better resource utilization by the employees for a greater output and reduction in operational costs too. Peter Drucker, in one of his interviews said that , *"The only real difference between one organization and another is the performance of its people"*. (Management, 2012) Customers and Employees, both are the backbone of the banking organization. Their satisfaction is an important factor that will result in the achievement of banking business objectives.

Performance of banking employees influenced by various factors like Individual, Organizational and Environmental. It ranges from organizational work culture, leadership style, job satisfaction and motivation. This research paper aims to analyze the various complex phenomenons in banking sectors and try to contribute to the existing body of organization to develop effective strategies to improve employee performance. Because, it strengthens the productivity and objective goal achievements in the banking industry.

### **Literature Review**

Workforce management is generally described as the ability of the employees to execute their assigned tasks efficiently and effectively to drive the organization's progress towards its goals. Tools like performance appraisals, Key Performance Indicators (KPI's) and Balance Scorecards, helps to evaluate quantitative and qualitative factors of banking workforce performances. These approaches in the system ensure the progress of individual contribution towards organizational targets.

There are many factors which influenced the performance of the workforce in the banking sectors. Motivation and Job Satisfaction are the basic factors. Herzberg's Two-Factor theory recommends that Intrinsic attributes like Honors and Job Promotion dramatically increase an employee's performance. Extrinsic attributes such as Attractive Remuneration and work life balance also have a major effect on employees performance.

Skill Enhancement programs are essential in empowering employees for their own self improvement as well as developing skills in employees to handle banking technologies and to coordinate with customer's requirements. Work Culture is another important factor. Banks report higher levels of performance if they have a good work culture that inspires teamwork, appreciates creativity and takes care of employee well-being. Poor work culture seems to report poor performance due to lack of communication and high stress. It will affect employees performance that will directly impact customer demands which proportionally results in delaying to achieve organizational goals. Insights from a study by Gupta and Sharma (2018) reports that stress management programs for banking sector employees results in improving productivity in the organization. By addressing challenges specifically to the Indian banking context, the workforce management needs an employee-centric approach with technological and managerial innovations to satisfy both customer requirements and organizational objectives.

### Methodology

This research paper employs a quantitative approach to examine the factors influencing employee performance in the banking sectors in India. A well designed questionnaire was developed to collect the primary data from employees working in different public and private banks. A purposive sampling technique was adopted in selecting participants for this study. The sample consists of banking employees from distinctive ranks and departments to assure mixed opinions. Total number of 30 employees from various public and private banks in Sivagangai region in Tamilnadu were given questionnaires and 26 responded back. The questionnaire was distributed online and offline to ensure maximum participation and ease of access for respondents.

The primary tool for data collection was a structured questionnaire, which includes both closed-ended and Likert scale-based questions. The questionnaire was divided into the following sections:

1. **Demographics** : Age, gender, education, job title and no. of years of experience.
2. **Work Environment** : Questions on workload, work culture and fellow employee's cooperation.
3. **Motivation & Job Satisfaction** : Factors such as salary, appreciation and job promotions.
4. **Training & Development** : Questions about the quality of training programs, skill enhancement programs and stress management programs.
5. **Performance Metrics** : Self evaluation of effective work outputs and goal achievements. The collected data was analyzed using statistical tools to identify patterns, correlations and trends. Descriptive statistics, such as mean and standard deviation, were used to summarize the responses. Inferential statistics, such as regression analysis and correlation, were employed to explore the relationships between independent variables (e.g., motivation, training) and the dependent variable (employee performance).

### Findings

The findings of the research paper outlines the complex and multifaceted factors that influencing the performance of employees in the banking sector in India. Demographically, the workforce is different in terms of age, gender, educational qualification, with a majority of employees having masters degree and have significant work experience. A recurring point in the response was heavy workload which negatively impacted their individual performance and some respondents pointed out work culture,

fellow workmen co-operation were also some important factors. Motivation arises as a critical driver with financial incentives, appreciations, honors and job promotions playing an important factor in improving job satisfaction and productivity.

However, most of the respondents expressed that insufficient managerial support and inadequate work life balance were the major challenges that restricted employees' optimal performance. Some acknowledged training and development programs as beneficial but major portions expressed dissatisfaction with the programs poor quality and frequency. Overall, the employees felt that their performances were impacted by stress, organizational challenges and so on but they try to meet expected performances to attain organizational objectives, and at the same time they pointed out that if they provide a balanced approach that prioritizes the employee well-being, they could perform exceptionally well.

### **Discussion**

The findings of this research paper acknowledges that the performance of the working force in the Indian banking sector is not solely dependent on individual performance but noticeably shaped by organizational and environmental factors. High workloads are a regular challenge which is a major cause for the excessive stress and demands that possibly be a barrier of productivity in the banking sector. Work culture, fellow workers' cooperation and appreciation were marked as positive impacts but major portions consistently reported dissatisfaction with work-life balance and managerial feedback.

The discussion spotlights the multi-faceted nature of employee performance, shaped by both intrinsic and extrinsic factors. Managing high workloads, lack of training and reluctance to adopt new technologies requires a holistic approach. By encouraging a supportive work culture with offering regular training to develop their skills and prioritizing employee well-being, banks can improve the performance of the workforce.

### **Conclusion**

The performance of the workforce in the banking industry is a combination of both organizational goal and responding to customer needs. This research paper reveals that even though motivation and skill development programs can produce extraordinary results, huge workloads and insufficient support react as an anchor that holds back the employees performance. To survive and succeed in the fast changing world, banks must go beyond numbers by empowering employees, build flexibility and prioritize employee well-being. A workforce that feels valued and skilled is not just more productive but also more flexible. A skilled and well- supported workforce is always ready to face challenges and take opportunities to grow higher & higher. It helps the banking organization to increase their productivity, adapt to new technologies and strengthen their competitive edge in this fast growing industry.

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