



## MANAGING HUMAN RESOURCES AT THE WORK PLACE FUTURISTIC EXPECTATION AND STRATEGIES OF MANAGING DIRECT RECRUITMENT OFFICERS IN BANKING SECTOR

H M Prathiba\* Dr.K.Amutha\*\*

*\*Doctoral Scholar Mother Teresa University, Kodaikanal .*

*\*\*Department of Business Administration, Government Arts College for Women, Nilakottai.*

### Abstract

Human resource is the axle for any organization. Today, managing organization becoming a business proposition, there has been an enhanced expectancy from the consumers on the efficiency of the service providers and the effectiveness of the quality delivery of products and services. Unless the efficiency of the work force is matched to bring in such an enhanced effectiveness as expected of the clients, the organization existence remains questionable. It is observed that in most of the organizations, talented Gen Y man power is recruited but the major challenge has been the attrition rates. Indian Banking industry is not an exception to this norm. Banks are likely to witness up to 50 per cent increase in attrition this year compared to last year as new players entering the sector would prefer seasoned industry professionals to grow their operations. RBI indicates that attrition is going to be the norm in banking industry as the futuristic banking sector requires more expertise, knowledge or specialization. RBI report on capacity building and improving the quality of human resources indicates that processes and steps for talent search and skill development, good compensation package, training strategy, capacity building, coaching and mentoring, will play a vital role in improving the efficiency of the workforce. This paper highlights the perception and expectations of the young Gen on the above factors of managerial effectiveness of Indian Banking industry.

Managing human resources at the work place involves employees belonging to different sectors, cadres, ages, sex and workplaces. The problem becomes tougher when the expectations of the Management is not conceived and acted upon by the employees in the same perspective. It is generally seen that measures like choosing right man for the right job, adopting proper man power planning and remaining as good pay masters will, by default, take care of managing human resources. However, not all organizations can or capable of doing all these. In this context, what can be done is to leverage the existing man power potential with the available resources using different ways to build them. Apart from these factors, effective management of human resources at the work place includes like mentoring, support, tactful dealing of emotional quotients, managing work life balance etc. and this paper makes an analytical attempt on the above issues.

### INTRODUCTION

Organisations are made and run by people. Every organisation aims at increasing the efficiency levels of their employees to get effective results. The process of business growth starts from recruitment. Some organisations recruit trained manpower, while most of the organisations recruit qualified candidates and groom them towards organisational growth. Even in those organisations which recruit trained manpower, mentoring /counselling, grooming and talent management have a great impact on the efficiency of the personnel and effectiveness of the organisation. Every employee who joins the organisation has greater expectations and if the job being performed does not generate / match his /her expectations, dissatisfaction crops in. It is generally said that in Indian organisations, two out of every five employees are dissatisfied, the reason being low pay package, undefined job roles, long working hours, lack of due recognition, rewards and appreciation, unplanned job rotation, support from peers, controlling offices etc. The aforesaid factors do influence in the Banking industry too.

Personal prospect of an employee cannot happen without organisational development. The term satisfaction comes, be it in job or at home only when one feels both enjoyable and successful. Managing human resources in a work place becomes more difficult when employees belong to different sectors, cadres, ages, gender and cultures. The banking industry is in a transitional stage wherein Gen Y is heavily recruited and Baby boomers and Gen X leave due to superannuation. The Gen Y as could be seen are highly talented Google babies with higher expectations, quick in their grasping power and fast in their delivery. They expect the organization also to move in the same speed as they think and their expectations of going up in the ladder are loud and large and if these are not fulfilled, they are prepared to hop up. The Top management of banking industry, hence, faces the challenges of gearing up to meet the expectations, identify their competency levels and grooming them to take up future leadership. In this process, mentoring / Counselling and skill development and motivational efforts are required at every stage of the employee growth and organizational development over years. Keeping this background, this paper approaches the job satisfaction and futuristic expectations of the Direct Recruit Officers and the strategies the banks need to look into to retain the talents scouted at.



## STATEMENT OF THE PROBLEM

Job satisfaction of an employee is a crucial factor in any organization for the effectiveness of the organization. The efficiency of an employee depends upon how much he / she is satisfied with the job being performed. With the modernization of jobs being performed and the dynamic characteristics of the Gen Y, it is essential that how the Gen Y is satisfied with the job being performed. It is a fact that the fore runner for all economic activities, whether it is India or the global structure, has been the financial sector and in recent time the crisis in US and Europe has disturbed the financial world. Under this context, the job related issues of the personnel who man the counters of the public money is crucial and hence this study.

Job satisfaction comprises effective cognitive and behavioural elements which vary in their intensity and consistency between individuals. Job satisfaction is the satisfaction derived by an individual while performing the job through fulfilment of needs. Job satisfaction, to a large extent is the perceived relationship between what one expects and obtains from one's job and how much importance or value attributed to it. Fulfilment of one's expectations leads to satisfaction or otherwise, dissatisfaction creeps in. The analysis of job satisfaction attained larger value due to the fact the present Gen Y hops on jobs more frequently as they are of a belief that sticking longer to a job doesn't provide them, better prospects with salary, job satisfaction as well promotions. This trend is observed in the ICT sector in particular and in all sectors including banking (Singh & Loncar, 2010). Hopping of jobs frequently is not an appreciable quality in the conventional sectors like banking. The attrition is also due to the impatience of the professionals and their desire to climb up the ladder of promotions & higher salaries in short span of time. Further, the hopping and attrition turn out to be expensive for organizations since they incur considerable costs, both direct and indirect (Griffeth et al., 2000; Kinicki et al., 2002).

An analysis of factors affecting job satisfaction of the employees in public and private sector, in India concluded that in India Employees tend to love their job if they get what they believe is an important attribute of a good job. Region, sector and gender wise study of job satisfaction has provided consistent results indicating that most of the employees in Indian industry are not satisfied with their job except for a few like male in commerce sector and female in education sector. Total job satisfaction level of males is found to be higher than that of woman. Total job satisfaction level in manufacturing sector is found to be very low (Latham and Budworth,(2007).This research, hence, identifies that job satisfaction as an inter play of multi factors and most of them are related to the attitude attached by an individual towards the job and his / her personal needs. If there is a definite alignment between the current job and their personal goals, the output will be greater than the input that would always aim to maintain the value judgement about job satisfaction intact. Many researches have indicated that attritions lead to develop negative perception about an organizations / the job itself which is a bad sign for growth and development of the organization and for the personnel who contribute their might to that organization. Analytical studies brought out that the job satisfied employees are more affectively committed to their organization than the dissatisfied employees.

## CONCEPTUAL FRAMEWORK

The conceptual framework for this study is based on Harold Koontz's Need-Want-Satisfaction model. Job satisfaction and dissatisfaction were found to stem from different sources. Certain factors lead to satisfaction while certain others to dissatisfaction when they are absent. While satisfaction is associated directly with the work related issues only like the nature of job, rewards and appreciations, promotional opportunities, career growth and prospects, dissatisfaction might be due to conditions related to the surroundings like security, pay, working conditions etc.

## OBJECTIVES OF THE RESEARCH

1. To identify the characteristics of the Direct Recruit Officers who had chosen banking as their profession and the reasons for choosing banking as a career
2. To study the job satisfaction levels and levels of associated factors (mostly psychological factors)
3. To find out the relationships between the independent variables and the dependent variable – Job Satisfaction and suggest suitable strategies that would enable create a “stay-in” feeling amongst the Direct Recruit Officers.

## RESEARCH DESIGN

Being a social research work, this study is of descriptive nature. The sample size is 135 represented by Direct Recruit Officers of a Nationalized Bank. The selection of sample is purposive. The sample was recruited during the last three years (2011-2014) and is currently engaged in “on the job training” or just has been confirmed in their banking service. This sample is purposive since the researcher wanted to identify the facts in the beginning of their service itself so that proper corrective measures, if required, could be given to the organization to which they belong to. The sample is random sampling and represent Direct Recruit offices who are homogenous in their educational levels and had undergone the same process of

recruitment. They represent different states and multi-linguistic and multi-cultured that removed the biasness in state representations.

## FINDINGS AND DISCUSSION

As has been indicated in earlier paragraphs, one of the prime objectives of this paper is to identify the characteristics of the target group viz., the Direct Recruit Officers. The detailed description is given in Table1.

**Table 1: Characteristics of Direct Recruit Officers (n=135)**

Characteristics	No.	Percentage
<b>Age</b>		
20-25 years	37	27.41
26-30 years	87	64.44
> 30 years	11	8.15
Average age (years)	27	20.00
<b>Marital status:</b>		
Single	95	70.37
Married	40	29.63
<b>Gender</b>		
Male	100	74.07
Female	35	25.93
<b>Basic Educational qualification:</b>		
U.G	80	59.26
P.G	55	40.74
JAIIB	37	27.41
CAIIB	14	10.37
OTHERS	7	5.19
<b>Experience in Banks (Months)</b>		
Average	22	16.30
Upto 12 months	7	5.19
12-24 months	62	45.93
24-36 months	66	48.89
<b>Experience before joining the bank (Months)</b>		
NIL Experience	83	61.48
3-12 months	35	18.52
12-24 months	5	3.70
24-36 months	7	5.19
36 - 52 months	7	5.19
> 52 months	8	5.93
Average	42	31.11

From the above table the following inferences can be drawn:

- Majority belonged to the age group of less than 30 years and the average age is 27 years and nearly three fourths are male members.
- More than two thirds are single in their marital status.
- Almost 60% had graduation and the rest had post graduate qualification which meant that they are well read.
- Just above one fourth of the sample have acquired the basic professional qualification required for a banker viz. Junior Associate of Indian Institute of Banker (JAIIB) while just one tenth Certified Associate of Indian Institute of Bankers (CAIIB). A negligible percentage has acquired further diplomas required for banking profession too.
- Nearly one third had previous experience before joining the bank and the rest are fresh candidates. Amongst those who had past experience, majority had less than 12 months experience. However, even candidates with good experience record had also joined the banking stream.
- The sample had on an average 22 months experience with the bank and majority amongst them had more than 12 months and upto 36 months.

The above reveal that those who joined the banking stream are well qualified to manage the basics of banking. It should be mentioned here that majority of them were Engineering graduates and a negligible percentage represented Arts / Science group.

In order to find out the reasons that made them to join the Bank, the respondents were questioned on the same and the results are presented in Table 2.

**Table 2: Reasons for joining the Bank (n = 135)**

Reasons	Responses		Choice					
			First		Second		Third	
	No.	%	No.	%	No.	%	No.	%
Job Security	134	99.26	109	80.74	16	11.85	8	5.93
Career Prospects	68	50.37	8	5.93	44	32.59	17	12.59
Good Package	41	30.37	9	6.67	19	14.07	13	9.63
Challenging Career	24	17.78	3	2.22	11	8.15	11	8.15
Greater Probability for Entry	22	16.30	3	2.22	12	8.89	9	6.67
Parents Compulsion	13	9.63	Neg	Neg	Neg	Neg	Neg	Neg
Long working hours in earlier	5	3.70	Neg	Neg	Neg	Neg	Neg	Neg
No other go	4	2.96	Neg	Neg	Neg	Neg	Neg	Neg

From the above, it could be inferred that job security has been placed top in the list of reasons for choosing Banking as a career. This was followed by good career prospects by more than 50% of the respondents. One third indicated that the pay package has been good. The rest of the responses were given by a negligible percentage. When questioned about their first choice of reasoning for choosing banking as a career, majority gave the job security as the major reason. It should be mentioned here that the Engineering graduates, who did not get placements in the respective Academic Institutions do seek entry into the Banking stream through the Institute of Banking Personnel Selection, Mumbai which is the Apex body for Banking Personnel selection. Besides this, the Engineering graduates, had the pulse of job insecurity drawn from their peer friends who worked in Software Industries (IT Companies) and were reluctant to join the IT Companies. This trend is observed for the past 5 years and it is not a good sign that both the commerce group and science groups do not opt for the banking jobs. It has implications in the job satisfaction in that these Engineering graduates who got admission through a competitive examination for Engineering profession had higher expectation of their future and if that could not be envisaged, get dissatisfied with the job being performed (some of them have come top-notch IT Companies) The Banking career oriented Direct Recruit Officers were asked as to what their expectation of their future in the bank in which they are employed and the responses are listed below in Table 3.

**Table 3: Futuristic expectation of position to be reached over a span of next 20 years**

Response	After							
	5 years		10 years		15 years		20 years	
	No.	%	No.	%	No.	%	No.	%
Able to predict	131	97.04	120	88.89	86	63.70	74	54.81
II	57	43.51	3	2.22	Not applicable		Not applicable	
III	74	54.81	30	22.22	3	3.49		
IV	Not possible		60	44.44	43	50	6	8.11
V			27	20	31	36.05	33	44.59
VI			Not possible		9	10.46	32	43.24
VII					3	4.06		

From Table 3 it could be observed that almost all the respondents were able to foresee their future position in their career for the next 5 years. However, little above 50 per cent of the respondents were able to foresee their future for next 20 years. Amongst those who, had foreseen for next 5 years could see that they would be elevated upto Scale III of the Middle Management Cadre. Majority of those who had foreseen their future for next 10 years indicated that they would go upto Scale IV of the Senior Management Cadre. However, one fourth of these had confidence that they would go upto Scale V too. Of those who could foresee for next 15 years indicated that they might be elevated upto Scale V but still some are sceptical that they might not go beyond Scale IV too. Equal percentage of those respondents who had predicted 20 years and beyond had the confidence of reaching upto Scale V & VI while a very negligible percentage to Scale VII. However just

little above one third could not foresee beyond 15 years and nearly half beyond 20 years and this might be due to their ignorance of promotion processes taking place in the bank. As Kathopanishedh puts in...” It’s all in the mind....You are the deep driving desire,; as is your desire, so is your will; as is your will, so is your act and as is your act, so is your destiny...” Unless the Young Gen fix their destiny, they might not be able foresee their future.

Relating to this, the candidates were asked about their expectations on their promotional opportunities in the Bank and the results are presented in Table 4.

**Table 4: Expectations of promotional opportunities in Bank (n=135)**

Response	No.	%
Yes	55	40.74
No	80	59.26

From the above table it could be seen that majority have positive feeling about their promotional opportunities in the bank. However, about one tenth were sceptical that there might be a stagnation in the next 5-10 years too. It is to mentioned here that the promotional opportunities have been quick in recent times in the banking system especially in the Bank chosen for the study. The reason has been the huge exodus of senior hands due to retirement. In the banking industry as a whole, this trend has been prevalent during the last 3 years as new recruitments were stopped for almost 10 years in the past and only 5 years before the mass recruitments have started taking place to man the grave situation arising out of retirements. This has resulted in quick promotions in lesser than the originally specified cut-off periods for promotion. This has been a motivational factor which would have tempted them to predict their future quicker than expected. The above results support the studies of Aristovnik and Jakli , (2013).In any organization, the future prospects are open to those who provide themselves the opportunity to qualify for higher positions and banking industry is not an exception to this norm. There are avenues for the bank employees to study deeply the banking subjects and due weightage is given by the banks’ service regulations in their promotional processes as well monetarily the bankers get the benefits by way of increments for acquiring higher qualifications. Towards this the Indian Institute of Banking and Finance, Mumbai which is the accredited body to conduct the Junior Associate of Indian Institute of Bankers (JAIIB) and Certified Associate of Indian Institute of Bankers (CAIIB) has been regularly conducting the professional examinations on line besides conducting several Diploma / Certificate courses for the Bankers in specialised areas. The Bankers from the first day of service can utilizes this opportunity once they have decided to continue their banking career. Keeping this in mind , the respondents were asked whether they had taken any efforts to qualify as part of their self-development activity and the results are presented in Table 5.

**Table 5: Self Development with higher professional qualifications (n=135)**

Response	No.	Percentage
Expecting a positive promotional opportunities	115	85.19
Expecting a stagnation in next 5-10 years	14	10.37
Poor opportunities	1	0.74
No idea	5	3.70

From the above table, it could be observed that nearly 60 per cent did not qualify themselves during their current tenure with the bank. This is a serious negative area which the bankers should look into. Having decided to be in banking profession, a self-realization of “earlier the better” had not crept in the mind-set of the Direct Recruit Officers in spite of the fact this has been reminded to them from the day one and time and again on several occasions. In order to understand whether the bank has provided any opportunity for them in their capacity building process, the Direct Recruit Officers were asked to indicate the same given by the bank through the routes of “On the Job Training in various desks”, “ Formal training in their Training establishment” etc. The responses are tabulated in Table 6.

**Table 6 : Capacity building efforts extended by the bank to improve knowledge/ skills during the current tenure with e Bank (n=135)**

Capacity building efforts	No.	%
Induction training	135	100
IIBF e learning	135	100
Provided e Learning through help desk	135	100
Reorientation / Refresher training	135	100
Any other/ NIBM	75	55.56

The above table clearly proves that the bank has full efforts in providing learning opportunities to the newly recruited Officers and had taken efforts in grooming them for the future. The Induction training has been given to them their Apex Training Academy immediately after joining the bank followed by IIBF e-Learning training and Reorientation Training program after one year of service. Besides these, the Help Desk” an official Port of the Bank provides lessons through a simple e-Learning process. It is to be mentioned here that the bank entered in an agreement with Indian Institute of Bankers, Mumbai for providing “Principles of Banking” through online and it is mandatory for everyone to complete the course within a span of 3 months from the date of registration and the entire cost is met by the bank as a training / welfare measure. The lessons are ported through internet and the candidates need to write an examination on a specified date at their place through a protract mode. Besides these, the Reorientation training is provided after they had undergone an year’s of “On the Job” training in the field. All the above prove that capacity building has been given top priority by the bank and the performance in these exercises depend upon the candidates’ attitude and career perceptions.

The respondents were asked to elucidate their views on the “On the Job” training in different desks in the branches as part of a 2 year program of field exposure. And the results are presented in Table 7.

**Table 7 : Opportunities provided by the Bank to work in different desks (n=135)**

Response	No.	%
More opportunities were given	55	40.74
Limited opportunities were given	72	53.33
No opportunity was provided	8	5.93

The responses in the above table reveal a differential perception of the Direct Recruit Officers about “On the Job” training. The response has been on two edges of perception –“provided more opportunities” on one side and ‘limited opportunities” on the other. This might be due to varying banking needs of the branches to which they were initially posted. However, it should be mentioned variations of such magnitude should not have happened even though clear and specific “On the job” raining calendar was provided to the branches as a direction by the HRM Department of the Bank. Midcourse corrections were carried out when the candidates came for a Reorientation program too. This is an area of concern in that the initial years of on the job training provides greater opportunities for confidence building amongst the bankers who deal in public money for running their business.

In order to identify the Banking domains on which the respondents were trained during the “on the job” training period, the respondents were asked to identify the major domain areas like General Banking, General Credit, Core Banking solutions, Rural credit, International Banking, Treasury and Risk management in which they were exposed to and the results are presented in Table 8.

**Table: 8 : Banking domain trained during on the job training period**

Domain Area	No.	%
General Banking	135	100
CBS	135	100.00
Rural Credit	61	45.19
General Credit	29	21.48
FX	21	15.56
Treasury	11	8.15
Risk Management	7	5.19

Table 8 indicates that all the respondents were given “on the job training” in the areas of General Banking and Core Banking solutions. Nearly half expressed that they were exposed to Rural credit. Less than one fourth have expressed lesser exposure in the areas of general credit, international banking, Treasury and risk management. During “on the job training”, the branches have been advised to give more exposure on various facets of general banking since it is the core segment of banking business. After the introduction of techno banking, core banking solutions forms part of general day-to-day operational banking. It is aim of the field level training to expose them to basics of banking rather than specialised areas of Banking. Further the Direct Recruit Officers will be exposed to General Credit only when they understand the other General Banking domains and this forms part of the III phase of On the job training which will fall usually in the II/III year of joining the service. Also during the first two phases they will be mostly exposed to larger branches where all the banking transactions do take place and hence exposure to rural credit might not have been offered to many who had exposure in urban and metro branches. The Bank provides specialised trainings during the course of their career. Reference may be made to Table 6 wherein it has been mentioned that nearly half of the respondents have been exposed to training through an external

organisation – NIBM, Pune. These respondents had completed their probationary period and will have job rotation to handle credit in different categories of small and medium branches. It is to be mentioned here that some them have been posted as Branch Managers whose job role is to extend credit for productive purposes either for short term or for long term results. This is the first time that in a Nationalised Bank of Indian Banking Industry that such an exposure is given at the earliest period of the officer's career.

Counselling / Mentoring is one of the crucial factors that help in retention of personnel in any organization. This is essential since they might not have faced field realities and their associate problems during their initial years of professional life. RBI report on capacity building and improving the quality of human resources indicates that capacity building, coaching and mentoring, will play a vital role in improving the efficiency of the workforce. Studies across show that a good strategic management requires competency mapping, talent management, mentoring and grooming to meet future challenges, identifying skill requirement and training, placement and job performance vis-a vis job satisfaction play a crucial role in the retention, performance efficiency levels and ultimately effectiveness of the employee in increased productivity. Keeping this in mind the respondents were asked to indicate whether the Bank had provided the needed counselling /mentoring during their current tenure in Banking and the results are reproduced in Table 9.

**Table: 9 : Counselling provided by the Bank (n = 135)**

Response	No.	%
Yes	43	31.85
No	92	68.15
Counselling area (n = 43)		
Official	19	44.19
Personal	9	20.93
Both	19	44.19

From the above, it could be inferred that more than two-thirds have given a negative response and the rest are positive. Among those who gave positive response, an equal percentage indicated counselling in official front as well as personal front. It is to be mentioned here that the Bank had made earnest efforts in identifying the counsellors / mentors and attached every new recruit to be groomed both in official and personal front. The response of one-third indicated that this facility was provided to them and utilised while the rest missed the opportunity provided to them.

As was indicated in the research studies given in earlier paragraphs of conceptual framework, the job satisfaction and futuristic prospects depend to a great extent on the competency levels of the personnel who man the various positions in their career. In order to understand the competency of these Direct Recruit Officers after their exposure to various levels of mandatory trainings (including e-learning process on Basics of Banking), the respondents were asked to identify their competency levels (< 40% to >75%) on various domain areas of Banking and the results are presented in Table 10.

**Table :10: Competency of the Direct Recruit Officers in handling different Job areas (n = 135)**

Competency in	Competency levels							
	< 40 %		41 – 50%		51 - 75%		Above 75%	
	No.	%	No.	%	No.	%	No.	%
<b>General Banking</b>	7	5.19	9	6.67	37	27.41	82	60.74
<b>General Credit</b>	45	33.33	14	10.37	56	41.48	18	13.33
<b>Rural Credit</b>	62	45.93	31	22.96	35	25.93	7	5.19
<b>CBS</b>	3	2.22	14	10.37	37	27.41	81	60.00
<b>FX</b>	128	94.81	1	0.74	5	3.70	1	0.74
<b>Treasury</b>	131	97.04	2	1.48	2	1.48	0	0.00
<b>Risk Management</b>	118	87.41	13	9.63	4	2.96	0	0.00

From Table 10, it could be seen that greater competency levels are expressed in General Banking followed by Core Banking Solutions. The competency levels were of middle order in the area of General Banking and in the rest of the areas, the respondents were not confident in expressing their competency as to their exposure. This might be due to the fact that the Branch Managers might feel it is important to train them in these areas only in the current phase of "On the job" training. As was indicated earlier, On-the job training schedule given by Corporate Office clearly spells out the time of exposure and area to be trained during the initial two years of the service. An interaction with the respondents indicated that they/Branch Managers were not aware of such schedule.

With this exposure, the respondents were asked about their perception on the domain areas they were confident enough, in which their talent could be utilised. It was noticed that nearly four fifths of the respondents (82.96%) indicated that General Banking is the most confident area in which they could be utilised, followed by Core Banking Solutions (33.33%). Though the respondents were Gen Y and confident of handling systems, only one third responded Core Banking Solutions as the confident domain area in which they could be utilised. It is to be mentioned here that continuous work-flow in General Banking associated with Core Banking alone would expose them to various types of operational issues that would help them to learn the nuisances of Core Banking Solutions and thereby build their confidence level. The above results concur with the Core Self-evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997. In this study, one of the objectives has been to identify “Job satisfaction” levels of the Direct Recruit Officers. The respondents were asked to indicate their job satisfactory levels on a 4 point Likert scale and the responses are presented in Table 11.

**Table :11 : Job Satisfaction ( n = 135)**

Response	No.	%
Most satisfied	15	11.11
Satisfied	67	49.63
Less satisfied	47	34.81
Dissatisfied	6	4.44

From Table 11, it could be noticed that about 60% of the respondents are satisfied with the job being performed while the rest have expressed a negative response. It is surprising to note that when the respondents were asked to give their perception on the Brand image of the Bank for which they are working for, more than three fourths (77.78%) indicated that they were proud of the brand image of the Bank but their response to job satisfaction was not that much appreciative, the reasons for which, need to be looked in to. This supports the Edwin A. Locke’s Range of Affect Theory (1976), the most famous job satisfaction model. One of the principles of Management is that the share of mind and share of heart should be with one brand image. From this perspective, though the share of mind is with the Bank, the heart is not for it. In an universal study, it has been pointed out that in India, 2 out of every 5 employees do have job satisfaction. This has great implication on the perception of attrition. In order to identify the reasons for the dissatisfaction levels, the respondents were administered an “open-end” question and the results are presented in Table 12.

**Table:12: Reasons for Dissatisfaction with the job (n= 53)**

Response	No.	%
Frequent Transfers	43	81.13
Long working hours	32	60.38
No proper training at work place	9	16.98
No job rotation	9	16.98
No sharing of work	8	15.09
No freedom to work	7	13.21
No learning	5	9.43

According to Harold Koontz’s Need-Want-Satisfaction model, while satisfaction is associated directly with the work related issues only like the nature of job, rewards and appreciations, promotional opportunities, career growth and prospects, dissatisfaction might be due to conditions related to the surroundings like security, pay, working conditions etc.

The reasons for dissatisfaction have been quite astonishing. Transfers and long working hours have been quoted by many as disturbing factors of satisfaction. It should be mentioned here that while joining the bank, the Direct Recruit Officers have given an undertaking that they are prepared to work anywhere in the country. But the fact remains that they are not prepared to work even in the neighbouring state too. This is especially true with the candidates coming from Northern States of India especially, Bihar, Uttaranchal, UP, MP, Gujarat and Rajasthan. It is the policy matter of all the Banks that the Direct Recruit Officers should be given wide exposures (North, South, East & West and Metro / Urban and Semi Urban Branches) during their probation period. However, the real problem has been that majority who join the bank represent women category who quote gender issues as responsible for a job dissatisfaction and irrespective of the gender, language is the real problem working in outside the state and they feel fish out of water. It is very painful point out that their quality of spoken / written English has been very poor and they do not take pains to improve upon their skills, in spite of wide opportunities being available / provided to them. Further, they are not prepared to sit extended hours to learn and develop themselves which



could be seen from the results in Table 12. As indicted by Griffeth et al.,(2000) & Kinicki et al., (2002), impatience has been the reason for their low competence levels in many subjects.

One of the important factors that makes an employee feel homely is the support extended by the Head of the Office and the peer group with whom an employee works day in and day out. As was indicated by Hackman and Oldham(1976), support plays a vital role in one's job satisfaction. To get the fact relating the support area, questions were asked and the results are given in Table 13.

**Table: 13 : Support extended by Colleagues in discharging your duties (n=135)**

Support levels	Responses			
	Branch Managers		Other Colleagues	
	No.	%	No.	%
< 40 %	14	10.37	5	3.70
41 - 50%	20	14.81	25	18.52
51 - 75%	52	38.52	60	44.44
Above 75%	49	36.30	45	33.33

It is heartening to note that more than 70 per cent had indicated that they got good support from both the Branch Managers and their peers. However, nearly one third had a negative reply to this question. It is essential that the new entrants need moral support to executive their duties and responsibilities and the superiors and colleagues who had greater exposure to banking should extend their helping arm to build in a confidence in them on the job being performed. This is where the concepts of mentoring / Counselling play a vital role. This is where the "Law of Giving and Receiving" should act upon. A negative reply of one third of respondents to this question is not a healthy sign as the future of the organization, down the line of 10 years, would be in the hands of Direct Recruit Officers. Further, the treatment by the peer group has a negative implication – Attrition. In order to find out their mind set of leaving the job / organization, a question was asked and it is surprising to note that 30.37% have the mind set to leave the organization and are not comfortable in their stay while the rest have the firm conviction to stay with the organization. As was indicated earlier, many researches have indicated that attritions lead to develop negative perception about an organizations / the job itself which is a bad sign for growth and development of the organization and for the personnel who contribute their might to that organization. Analytical studies brought out that the job satisfied employees are more affectively committed to their organization than the dissatisfied employees. In order to identify the job satisfaction vis-à-vis Perception levels of C2C, a question was put forth and the responses are given in Table 14.

**Table:14: Level of satisfaction with C2C (Cost to Company) (n=135)**

Responses	No.	%
Satisfied	40	29.63
Somewhat satisfied	74	54.81
Not satisfied	21	15.56
<b>If, not reasons (n=95)</b>	<b>No.</b>	<b>%</b>
More work and less pay	43	45.26
Frequent transfers and more expenses	33	34.74
Feeling of others being paid well	20	21.05
Perks are less	25	26.32
No response	11	11.58

From the above table, it could be seen that nearly half of the Direct Recruit Officer Sample are happy with the pay package while the rest expressed a dissatisfaction. It is to be mentioned that the Engineering graduates and PGs join the banking system knowingly well the lower pay package of the banking system compared to the software companies. They did join the banking stream, as was mentioned earlier, for the crucial factor of "Job Security". Quoting such reasons as were given in the table cannot justify since recently the pay packages have been revised and it is in this beginning of their professional journey they should not mind in late sittings to unlearn, learn and relearn as their future depends on their skilful learning, good subject knowledge, specialized learning for their future growth. The Institution should make them understand that comparisons will always led to catastrophes in their personal life – present and future. An effort has been made to know their expectations from the bank for their professional growth and the results are presented in Table 15.

**Table:15: Expectations from the Bank for professional growth (n=135)**

Response*	No.	%
Favourable place of posting	79	58.52
More exposure to different areas of work	73	54.07
Quick promotional opportunities	64	47.41
Increased pay package	51	37.78
Recognition	40	29.63
More welfare packages	25	18.52

Favourable place of posting, more exposure to different areas of work, quick promotional opportunities and increase in pay package were indicated as the important expectations from the Bank. It is to be mentioned that in an organization which has Pan India presence, giving favourable place of posting cannot happen and hence the mid set of the Direct Recruit Officers should change and towards this an attitudinal orientation program should be organized by the training system of the bank on a war footing. It is possible, if proper on the job training schedule of 2 years of HRM Department of Corporate Office of the Bank is rigidly followed by the Branch Managers under whom these Direct Officers are posted, they could definitely get complete exposure to all the facets of banking. Certainly, expecting “recognition” from the organization is an important motivational factor and this expectation also supports the earlier finding of “job dissatisfaction” reasoning by one third of the Direct Recruit Officers. It is desirable to mention at his stage that it is only in this nationalized bank, the promotions are quick and many who joined even 2 to 3 years before got elevated to next scale in a short span.

#### FACTORS AFFECTING JOB SATISFACTION

One of the objectives of this paper has been to find out the relationship between different factors that influence job satisfaction (dependent variable). Accordingly correlation matrix was prepared for the 14 variables namely Age, Gender, Educational status, Marital status, Past experience, Utilization of Mentorship / Counselling, Degree of support from Head of Office, Degree of support from Peers, Attitude towards future, Job rotation, Competency levels, Level of satisfaction on salary drawn, Level of attrition thoughts, Perception of Work-life balance and correlated with the dependent variable Job satisfaction.

The correlation table for the independent variables (14) and dependent variable (Job Satisfaction) is given in Table 16.

**Table:16: Zero order correlation between independent variables and dependent variables (n = 135)**

V.No.	Variables	'r' value
X1	Age	-0.012
X2	Gender	-0.016
X3	Educational status***	-0.137
X4	Marital status	-0.038
X5	Past experience	-0.102
X6	Utilization of Mentorship / Counselling	0.006
X7	Degree of support from Head of Office**	0.367
X8	Degree of support from Peers**	0.207
X9	Attitude towards future	0.073
X10	Job rotation	0.082
X11	Competency levels	0.051
X12	Level of satisfaction on salary drawn**	0.240
X13	Level of attrition thoughts**	0.267
X14	Perception of Work-life balance	0.060

\*\*\* Significant at 10% \*\* Significant at 1%

From the above table, it could be inferred that of the 14 variables taken, Degree of support from Head of Office, Degree of support from peers, Level of satisfaction of the salary drawn and Level of attrition thoughts are significantly related to Job satisfaction at 1% level of confidence. Educational status was significantly related at 10% level of confidence. The negative correlation of the education status indicated that higher the education qualification of the candidates, lesser the job satisfaction derived. It might be that the level of on the job training given would not have developed a satisfaction on the job being performed and hence the finding. The positive relationship of degree of support from Head of Office, degree of support from peers indicates that higher the support given or a perception of Direct Recruit Officer that his immediate

superior does not let him down coupled with the peer support, gives a higher job satisfaction level. Similarly, the positive thought about continuing the job and not hopping up improves the job satisfaction levels. The negative attrition thoughts make the Direct Recruit Officer to derive lesser job satisfaction levels.

In order to identify the influence of all the independent variables towards the dependent variable – Job satisfaction and also to identify the significant variables partial regression analysis was made and the results are presented in Table 17.

**Table 17: Partial Regression Coefficients and R<sup>2</sup> Values of the independent variables with the Dependent Variable Job Satisfaction (n=135)**

V.No.	Variables	b coefficient	Std Error	t value
X1	Age	0.0729	0.1373	0.5312
X2	Gender	0.0258	0.1365	0.1893
X3	Educational status**	-0.1124	0.0394	-2.8503
X4	Marital status	-0.0952	0.1347	-0.7066
X5	Past experience	-0.0265	0.0381	-0.6950
X6	Utilization of Mentorship / Counselling	0.0079	0.0528	0.1507
X7	Degree of support from Head of Office**	0.2262	0.0723	3.1269
X8	Degree of support from Peers	0.0840	0.0809	1.0379
X9	Attitude towards future	-0.0118	0.1022	-0.1159
X10	Job rotation	-0.0007	0.1080	-0.0068
X11	Competency levels	0.0328	0.1013	0.3242
X12	Level of satisfaction on salary drawn*	0.1713	0.0963	1.7794
X13	Level of attrition thoughts**	0.3221	0.1300	2.4781
X14	Perception of Work-life balance	0.0313	0.0736	0.4259

Multiple R : 0.5185

\*Significant at 5% \*\* Significant at 1 %

R<sup>2</sup> = 0.268912 \* Adjusted R<sup>2</sup> = 0.1829

F = 3.1265\*\*

$$Y = 0.9367 + 0.0729 x_1 + 0.0258 x_2 - 0.1124 x_3 - 0.0952 x_4 - 0.0265 x_5 + 0.0079 x_6 + 0.2262 x_7 + 0.0840 x_8 - 0.0118 x_9 - 0.0007 x_{10} + 0.0328 x_{11} + 0.1713 x_{12} + 0.3221 x_{13} + 0.0313 x_{14}$$

The above regression analysis revealed that all the 14 independent variables contributed about 52% towards the dependent variable and the 4 significant variables put together accounted for 27 % variation in the dependent variable. The F value was found to be significant at 1% level. Further 4 variables viz., Educational status (X<sub>3</sub>), Degree of support from Head of Office (Branch Manager) (X<sub>7</sub>), Level of satisfaction on salary drawn (X<sub>12</sub>) and Level of attrition thoughts (X<sub>13</sub>) had significant influence on the dependent variable Job Satisfaction. The result showed that the lesser the educational status more would be the job satisfaction. It is true that those highly qualified for the post do not match with the position since their expectation about the job are more and the basic level of banking does not match with their expectation. The higher the degree of support from the Branch Manager, the greater is the job satisfaction. This was also practically observed that dissatisfaction on the job being performed crops in wherever the Branch Manager's support was not extended. Similarly, if an employee was happier with the pay package, the greater would be the job satisfaction. This research supports the findings of Kumar, Chandra Mohan and Chand (2014) who in their study on "Age factor on job satisfaction and remuneration leading to turnover trends with reference to working professionals in India" who indicated that salary satisfaction is related to job satisfaction which in turn determines turnover trends in the Indian professionals. One of the important features that bothers the banking sector has been the attrition factor. The finding shows that the positive level of attrition thoughts (no intention to leave the organization), leads to greater job satisfaction and vice versa. If the Bank could create an attitudinal shift on the young employees that the present job is the best and the truth is that the "other side of the river would always be green", the best results on job satisfaction could be reached.

### STRATEGIES FOR ENHANCING THE FUTURISTIC GROWTH OF BANK EMPLOYEES

Having analysed the job satisfaction levels and factors, the above results lead to deduce to the following strategies for enhancing the futuristic growth of Bank employees:

1. There requires an attitudinal shift in the mind-set of the Young Gen that acquiring more knowledge and skills unmindful of working hours at the beginning of their service alone would benefit them in the long run and mere pay package would not. Climbing up the job ladder step by step alone would give a job satisfaction rather than quicker



promotions and stagnation after a period of time. These warrant an attitudinal reengineering program clubbed with a soft skill program.

2. Since the present generation has a tendency to be nearer to their home town, posting them atleast to the nearby State would help them see their family feel happy and safe which in turn would speak on their efficiency in performing their duties. The policy of the Government that married working women should be posted nearer to their spouse posting is a welcome feature and should be implemented in letter and spirit since more than 49% of the Direct Recruit Officers in the banking industry represent women category. Coaching and mentoring are key talent development methods. Coaching involves educating, instructing and training subordinates while mentoring means advising, counselling and guiding.
3. Since banking has become a highly technologically advance job, selection of man power plays an important role. Highly technically qualified / PGs can be selected, for a Direct Recruit Officer, while a minimum of Graduate level is sufficient Junior positions. "Diploma in Banking by IIBF" should be a mandatory qualification for officer recruitment. This would help them understand the job role and help improve their efficiency levels.
4. One of the factors of enhancing professional growth leading a job satisfaction has been the working language. Though English has been the working language for the banking sector, the local language plays a vital role in customer delivery and ultimate customer satisfaction. While recruiting, proper man power planning should be done for sectoral man power selection and candidates of that sectoral area should be selected and posted so that greater job satisfaction could be possible that would reduce attrition rates and improve efficiency levels.
5. With Indian banking shifting gear from vanilla banking to multi-specialist banking, in tune with the trends of differentiation and specialization, developing talent pool for different areas of skills will thus be the main agenda for the banks. Capacity building exercises should form part of banking business activities. There is a need to build robust inventory of human resources and outline career building plan for each individual who joins the bank. The HR database should at any point in time be able to provide details relating to qualifications, training, experience, continuing education details, new qualifications obtained by an employee as also his/her experience in specific vertical/functional areas. Placement of employees needs to be based on well laid out parameters like qualifications, certifications, training and experience of the concerned employee rather than being ad-hoc/discretionary. Mapping of competencies and identifying the aptitude of individuals and deciding on their placements appropriately should be given top priority by the banks.
6. Continuing education of their employees through e -Learning modules should be geared up for meeting the futuristic needs of the employees. Talent identification at the earlier years of service and grooming them in their area of interest will help the bank acquire a talent pool for the future. A specialized cell on talent management should undertake the task of talent identification, placement, development and utilization using modern talent management tools like competency mapping, Assessment and Development Centre, 360° feedback and other interventions. This process is a continuous one and start from the beginning of one's banking career and extend upto one reaches the Scale VII level.
7. Systematic job rotation in the formative stages of an officer should be ensured for providing 360 degree exposure in operational areas of banking. Career plan for officers to aim at providing functional expertise in one or two areas before they enter the executive cadre should be the aim of career planning.
8. Competency mapping for every employee and for every job should be done at all levels and from the beginning of service of the employee. The present challenge of the banks has been that how best to inform, engage, marshal and channelize the employees' energies towards the latest developments with a view to transform them into active and willing partners in the change process.
9. While generalist officers have in general served the banks reasonably well, the evolving business context requires The role of specialists is increasingly becoming crucial and hence there is need for suitable HR intervention in this regard.



10. Leadership development is a process that involves identification of all key positions and future potential candidates and developing them through appropriate training, job rotation and mentoring. The strategy has to be a carefully planned series of learning events, variety of exposures, assessment exercises and mentoring.

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