

“EMPLOYEE PERCEPTION TOWARDS EFFECTIVENESS OF HR PRACTICES IN PUBLIC SECTOR BANKS IN TIRUNELVELI DISTRICT”

S. Bulomine Regi ,S. Anthony Rahul Golden and C.Eugine Franco

M.Com, M.Phil, MBA ,Assistant Professor in Commerce, St.Joseph's College (Autonomous), Trichy .
M.Com, M.Phil, MBA , Assistant Professor in Commerce, St. Joseph's College (Autonomous), Trichy.
M.Com, B.Ed, M.Phil, Ph.D. HOD of Commerce, St. Xavier's College (Autonomous), Palayamkottai

Abstract:

There were many light shown on analyzing link between the practices of human resource function and employee productivity but in the fast changing scenario change of perception of people and their attitude induce the researcher to go further investigation. These paper discusses the employee perception towards the human resource practices and its effect on performance of employees working in public sector banks in Tirunelveli district. Since banking is a service oriented industry employees productivity directly linked with the practices followed and their service towards customers. The outcome of the study gives a result that there is no direct connectivity or linkage between the human resource practices and the financial performance of banks, but there were lot more connectivity linkage between the employee perception on HR practices and individual productivity and performance.

KEYWORDS:

HR practices, Performance, Employee Perception, Banks.

INTRODUCTION

As Guest (1997) argues: The distinctive feature of HRM is its assumption that improved performance is achieved through the people in the organization. If therefore, Human resource management involves in all management practices that directly affects or influences the individuals, who work for the organization. Human resources management can be an important strategic lever and also the sources of sustained competitive advantage. Therefore, human resource management practices ought to be central to the organizational strategy. It refers to the philosophy concerning the organization and the way individuals ought to be managed and isn't simply restricted to sure specific functions. Human resource management focuses on congruence and commitment rather than compliance and management. Within the gift day disorderly reality, there's a necessity to develop trade specific human resource management policy and practices to stay competitive and to develop committed workforce. The role of the human resource manager is to act as a catalyst, specializing in facilitation and co-ordination.

The new look human resources management focuses additional on commitment than on mere compliance. With the high prices concerned in employee choice and recruitment, firms are increasingly involved with retaining workers. Generating employee commitment is a crucial thought for giant and tiny organizations. Commitment is one amongst the factors of human resources management policy for an efficient organization. An increasing body of labour contains the argument that the utilization of high performance work practices, together with comprehensive employee recruitment and choice procedures, incentive compensation and performance management systems and in depth employee involvement and coaching, will improve the information, skills and talents of a firm's current and potential employee's, increase their motivation, cut back shirking and enhance retention of quality workers whereas encouraging nonperformers to perform.

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Objectives

The present study has been undertaken with the following objectives:

1. To assess the HR practices in Public sector banks in the study area.
2. To study the perception of employees towards HR practices in the banking sector.
3. To discuss the factors affecting the level of attitude of the sampled employees towards HR practices followed in the public sector banks.

DATA BASE AND RESEARCH METHODOLOGY

Especially dealing with customers and money on day to day basis is creating high sensitivity among the employees. That induced us selecting this sector for our study. Nowadays Banking in India is becoming very challenging because of the entrance of private sector and foreign banks. The policies and procedures had an enormous change in the past decade and many policies adopted by banks directly linked with the people management practices and became challenge for HR practitioners to engage the employees and get most out of them. Though many studies were conducted in this sector, here we like to give more emphasis on the perception of employees with regard to the HR practices followed by the banks.

Both primary and secondary data were used for the study. To satisfy the objectives, the primary data were collected from 60 employees who are working in public sector banks in Palayamkottai town of Tirunelveli district in Tamilnadu state with the help of a structured questionnaire. Convenience sampling method has been adopted in selecting the sampled participant respondents. The secondary data were obtained from various published and unpublished records, books, journals and websites. Likerts Five Point Scale, Weighted Average scores and Percentages have been used to draw inferences from the study.

ANALYSIS AND INTERPRETATION

In order to understand the demographic profile of the respondents, the data regarding age, sex, education, and length of services were analyzed.

Table 1
Demographic Profile of the Respondents

Age	Frequency	Percentage
Below 20 years	6	10
20 - 30 years	14	23
30 -40 years	10	17
40 - 50 years	18	30
Above 50 years	12	20
Total	60	100
Gender	Frequency	Percentage
Male	38	63
Female	22	37
Total	60	100
Education	Frequency	Percentage
SSLC	4	7
HSC/PUC	8	13
Degree	30	50
Master Degree	14	23
Professional Degree	4	7
Total	60	100
Length of Service	Frequency	Percentage
Below 5years	8	14
5-10years	22	37
11-15years	26	43
16-20years	2	3
Above 20years	2	3
Total	60	100

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Source: Primary Data

Table-1 shows that, a significant proportion of respondents (30 per cent) were under the age group of 40-50 years. Maximum respondents are male (63 per cent). It is also observed that a significant proportion of the respondents (50 per cent) had degree. As far as the length of service level, maximum respondents (43 per cent) were falling in the range of 11-15 years of service.

PERCEPTION OF EMPLOYEES TOWARDS HR PRACTICES

According to Robbins, perception can be defined as 'a process by which individuals organise and interpret their sensory impressions in order to give meaning to their environment' (2004, p. 132). Perception is not necessarily based on reality, but is merely a perspective from a particular individual's view of a situation. In dealing with the concept of organisational behaviour, perception becomes important because 'people's behaviour is based on their perception of what reality is, not on reality itself; the world as it is perceived is the world that is behaviourally important' (Robbins et al 2004, p.132). Here the perception of employees towards the effectiveness of HR practices is analysed and interpreted below.

**Table 2
Employee perception towards HR Practices**

S.no	HR Practices	SA (5)	A (4)	N (3)	DS (2)	SDA (1)	Total	WAS
1	The process of recruitment is comprehensive and effective	26 (130)	20 (80)	10 (30)	2 (4)	2 (2)	246	4.1
2	The selection process of HR is transparent and Fair	14 (70)	30 (120)	10 (30)	4 (8)	2 (2)	230	3.83
3	Adequate orientation programme is given to newly appointed employees. Due encouragement and recognition are given to us	14 (70)	28 (112)	12 (36)	4 (8)	2 (2)	228	3.8
4	Training and Development programmes are organized on regular basis.	2 (10)	46 (184)	8 (24)	2 (4)	2 (2)	224	3.73
5	Promotions are given without favoritism	4 (20)	12 (48)	22 (66)	18 (36)	4 (4)	174	2.9
6	Employees are duly compensated	4 (20)	8 (32)	18 (54)	16 (32)	14 (14)	152	2.53
7	Performance Evaluation is done periodically	20 (100)	24 (96)	12 (36)	6 (12)	0	244	4.06
8	Performance Evaluation is carried out objectively	15 (75)	20 (80)	14 (42)	7 (14)	4 (4)	215	3.58
9	Newer and higher portions are given to deserving employees	7 (35)	13 (52)	15 (45)	10 (20)	15 (15)	137	2.28
10	Higher performing employees are duly honoured with awards and rewards	22 (110)	10 (40)	12 (36)	6 (12)	10 (10)	202	3.36
SA-Strongly Agree, A-Agree, N-Neutral, DA-Disagree, SDA-Strongly Disagree, WAS-Weighted Average Score								

Source: Primary Data

Table 2 shows that all the employees are well aware of the HR practices followed in banking sector. Selection process was ranked first and all are satisfied about the process of selection. Newer and higher portions are given to deserving employees are not satisfied by the employees.

CONCLUSION

The study discloses the employee's perception and the effectiveness of the HR practices followed in Public Sector Banks in Tirunelveli District. From the findings it is revealed that the banks must realize on certain key factors such as employee's need fulfillment, promoting innovation, participation in decision making process, training and development programs. Also the study brought out the effectiveness of HR practices regarding compensation policy, team building, conflict resolution and recognition as well as acquisition of employee's skills and knowledge. So the banks can expect high motivation and productivity among employee's if the findings, suggestions are highly concentrated and if tagged with the present practices, ensuring better performance of employees and the organization as a whole.

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