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Human Resource Development of Employees in Indian Banking Sector: An Empirical Analysis

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ABSTRACT

The purpose of this paper is to investigate the comparative Human Resources Development practices of employees in the Banking sector of India particularly State Bank of India and ICICI Bank. Data were collected with the help of structured questionnaires, 1210 questionnaires were sent, out of them, 403 were short listed and taken into consideration for the study. Factor analysis and Independent sample *t*-test was used to investigate the comparative analysis of Bank. The findings revealed that there is significant difference in HRD practices of SBI and ICICI Bank, the variance accounted by the independent sample test that ICICI Bank has greater HRD practices for the employees in relation to Performance Appraisal, Quality of Work Life, Organizational Development, Training and Development and Employee Productivity.

Keywords: HRD, Banking, Factor Analysis, Performance Appraisal, Training and Development and Organizational Development.

1. INTRODUCTION

In the modern era, every organisation has fuss about the efficiency of its employees, an organisation focuses on improving ability, skills, knowledge and other brilliance of their employees to face future challenges and achieve better result for the organisation. HRD practices in any organization deal with the development, motivation, and acquisition of the Human Resources. Human Resource Development particularly in banking sector comprises of planning, organizing, directing and controlling of a programme that has a wide range of activities which relates to the development of employees in terms of enabling them to acquire competencies needed to perform their present and future jobs with ease and enthusiasm. However, Human Resource

Development in financial institution has not received much attention as compared to other avenues of business organization. As a pillar in the economy this sector plays a predominant role in the economic development of a country. Banking sector is reckoned as a hub and parameter of the financial system in the country. In a developing country like India, since the propensity to consume is high and the capacity for domestic savings is low, capital becomes scarce, which increase the significance of Human resource Development.

In the Banking sector of India, there is wide range of challenges as compared to the other sectors of Indian economy. The Banks provides the large number of services to the customers and also serves for social objectives. Large numbers of employees who are working in the banks have extreme responsibility. Human resource development is the crucial factor for the Banks, expectation of the country is to create expertise in employees to cope with the future objectives and compete internationally. Therefore in banking sector, this is the area of utmost importance and should concentrate seriously on human resources development because banks as a people deliver the services that are expected to be of high quality oriented. The study scrutinizes HRD practices between public and private sector banks which were taken up to know the efficiency of both public and private sector banks in terms of highly motivated workforce and overall HRD climate. The researcher made an attempt to investigate the comparative HRD practices in relation to selected variables i.e., Performance Appraisal, Quality of Work Life, Organizational Development, Training and Development and Employee Productivity of employees in SBI (Public) and ICICI (private) Bank, firstly the researcher went for pilot survey for 47 respondents to check the questionnaire. Later, with the help of pilot survey the whole study was conducted and then checks the Normality, Reliability & validity, and sampling adequacy of data to test the hypotheses and validate the results for the accomplishment of research objectives.

2. LITERATURE REVIEW

This is an attempt to understand the work already done by various researches in the field of Human Resource Development. A deep study and review of several research papers, books and theses is mandatory for the completion of entire research. In that aspect researcher has reviewed thesis, research papers and books which provide an insight in to the academic contributions in the field of Human Resource Development. The content of this part is based upon the studies conducted by various researchers in India and from foreign countries as well in the field of Human Resource Development.

Bhatia (1986) examined the trends of training in public sector organization to meet the challenges faced by public enterprises. He forwarded the thought that human resources training would be the dominating concern in the view of changing market conditions, environmental changes and present competition which is likely to affect the future training goals. It necessitates improving individual skills along with training in attitudes and behavioral changes so as to bring change in work culture. He also suggested for setting up 'Training Institute' for trainers at national level. **Rao & Pereira, (1985)** explored that human resources are responsible to make any organization dynamic and growth oriented and top level manager can create a healthy climate inside the organization by providing appropriate training needed for development of employees. The study also examined the prevailing climate in organizations for this author conducted a survey in which questionnaire of 38 items was developed which was further categorized in to 3 parts of general climate, HRD Mechanism and OCTAPAC culture. With the use of coefficient of correlation

completed between those 38 items gave the interpretation of the study that an average level of HRD climate exists in the organization. **Rao (1986)** suggested that HRD is not merely a set of mechanisms and techniques but it is a complete process which includes mechanism of performance appraisal, counselling interventions training Organizational development, by proper planning by demonstrating HRD philosophy that values human beings and by allocating human resources in a way which facilitate their development as well therefore, study showed that organizations promote the process of development. The study suggests that the top management should invest their time, money and planned efforts for human resources and employees capabilities should continuously be acquired sharpened and used. The study concluded that a well implemented HRD system can contribute significantly to increased productivity, positive cultural changes and excellence in the organization. **Yatin (1988)** examined that for 100% efficient employees regular training programmes should be conducted to update the skills of employees for their present and future jobs. The study focused on the constant efforts of adjusting training, aligning it, transforming participants not only in their functional skills but also in their attitude can enhance the effectiveness of training. **Enthenkuzhy (1989)** examined that HR instruments like training, promotions rewards and HRD philosophy are extensively used in organization but still at the top level of management HRD belief and HRD practices. The study also pinpointed that the role of HRD mechanism is more significant than HRD profile as a whole. **Parth sarthi (1989)** explained that Identification of training is the real need and those steps like identification of capabilities; technical/functional capabilities, conceptual capabilities, administrative/management capabilities and behavioural, process capabilities should be undertaken before identifying the training needs. He also suggested that the use of role analysis in identification of training needs which ultimately results in to effective performance by employees and helps the organization to increase its training effectiveness.

Chalam (2006) explored that extraordinary climate responses are not seen with the implementation of HRD practices in Bank, which means that there exists an average level of responses for HRD climate and attitudes. The study also suggested the management of the banking companies must concentrate on the development of skill personality and over all potential of employees to improve the HRD climate and to exercise completely developed HRD practices. **Satya and Rao (2007)** focused on the the importance of strategic approach in managing people among organizations and suggested that employees must be systematically trained and developed according to their potential. In the present business scenario of intense competition, organizations are required to follow the practices to motivate and energize people and process. The study showed that it is the responsibility of management to provide opportunities for advancement to employees. **Khandelwal (2007)** examined various factor regarding Bank of Baroda which was gradually declining few years back. The author who was also the CEO of Bank used his HRD knowledge and academic background to initiate positive changes and motivation among employees and the pro **kumar (2014)** examined the HRD climate in public and private banks to measure the difference between HRD elements of both public and private sector bank. The questionnaire was developed for study purpose and the numbers of respondents were 247 and 236 from both public in private sector banks respectively. The study concluded that HRD climate in both the organization is satisfactory and an organization can create a positive and synergic effect by positioning its environment. Favorable attitude of employees were also found towards HRD system and climate of the banks but the private banks HRD mechanism was better because customers are targeted for serving and profiting that in why private bank are making efforts in educating both employees and customers. The study also suggested that public banks should also start following

new systems and adopting certain mechanisms. **Jain (2014)** explored the linkages in HRD mechanism which are generally applied in the organizations and HRD climate variables with the use of secondary data collected from various books journals of HRD. The Study focused on the various sub-system of HRD mechanism like HRD department, performance appraisals, potential appraisal, feedback and counselling training cover planning and development. The study revealed that in Indian organizations significance of human resources given and top management seems to be concerned about the development of its human resources. Organization has established HRD department and HRD mechanism are applied there in. The organizations which have undergone through survey appeared good and a positive and significant relationship among HRD subsystems climate variables and efficiency and productivity is found. The study further suggested that HRD system should be introduced as an integrated system among organization and more a attention should be given to the competency development of employees. **Parveen and Khan (2014)** examined the impact of certain dimensions on employees' job satisfaction in ICICI Bank. The study was emphasized on the role of employees' job satisfaction and the responsibilities of organizations in fostering good quality HRM practices in the service sectors, and offers an alternative way in employee satisfaction. **Bhatia (2014)** focused on facts and figures of changes in corporate training expenditure in (US) since 2006, stages in developing training stagey, corporate training initiatives in India, current global trends in training and development expected trends in training and global training market. The study concluded that in order to achieve higher level of organizational effectiveness systematic approach should be applied to training and development. To train skilled employees' earnest and future trend shows that ongoing development and educational opportunities should be provided to the employees also many organizations measure the return on investment for training activities. **Parveen and Khan (2015)** evaluated job satisfaction of bank employees in Western UP. It focused on the relative importance of job satisfaction factors and their impact on the overall job satisfaction of employees. The study was critically assessed job satisfaction of selected banks' top level and junior level executives.

3. RESEARCH GAP

This study is an attempt to understand the worth and significance of HRD practices and policies for the development of human resources in a productive manner in the interest of banks. The study examines that whether there is significant difference in the level of HRD practices for employees in a Public Sector bank SBI and a Private Sector ICICI Bank. Hence the present study has been designed to make of efforts in the direction of comparative analysis of HRD practices and policies especially public and private sector banks to explore the information and facts about differences in HRD environment between the private and public Banks.

4. OBJECTIVES OF THE STUDY

The main objectives of the study are as given below:

- To study the HRD practices and policies in Indian banking sector.
- To examine the difference between Performance Appraisal, Quality of Work Life, Organizational Development, Training and Development and Employee Productivity of employees in SBI and ICICI Bank.

5. HYPOTHESES OF THE STUDY

To achieve the aforesaid objectives, following hypotheses have been formulated.

H₀₁ (Null Hypothesis) = There is no significant difference in the performance appraisal offered to the employees of ICICI Bank and SBI.

H₀₂ (Null Hypothesis) = There is no significant difference in the Quality Work Life offered to the employees of ICICI Bank and SBI.

H₀₃ (Null Hypothesis) = There is no significant difference in the Organizational Development offered to the employees of ICICI Bank and SBI.

H₀₄ (Null Hypothesis) = There is no significant difference in the Training and Development offered to the employees of ICICI Bank and SBI.

H₀₅ (Null Hypothesis) = There is no significant difference in the Employee Productivity offered to the employees of ICICI Bank and SBI.

6. RESEARCH DESIGN AND METHODOLOGY

The research is exploratory in nature and primary data was collected from the employees of SBI and ICICI Bank, in the form of well developed questionnaire on Likert's five point scales. HRD practices and policies of the employees and their influencing factors are analyzed. The design of the study exclusively depends on the primary information collected from both the banks.

6.1. Sample of the Study

Surveys are basically conducted by means of sampling techniques. This means that by studying a small group selected at random one obtains information on variables of interest to a larger group. Thus permitting inferences as to the behavior of the variables within the universe is important. This procedure is adopted because surveying an entire universe entails high costs and lot of time. The universe of the study consists of all the employees of the banks including SBI and ICICI Bank situated in Delhi and Uttar Pradesh. The information about the banking sector is also retrieved from the internet, various dairies of banking sector, annual reports, newspapers and magazines. Since the number of employees working in both the banks of the selected cities is quite big and as the study being undertaken by an individual researcher, it was beyond the capacity of individual researcher to pursue the study on hundred percent enumerative basis; Hence, the study has been carried out on the basis of an adequate size of sampled employees of selected branches for this study. Convenience sampling method was used for selecting the sample of the study.

6.2. Screening/Filtration

After initial identification, many employees found lack of knowledge of English were short listed for this research. As many senior employees especially in SBI Banks (public sector bank) were unable to understand the language of the questionnaire.

6.3. Method of Data Collection

The present study is mainly of opinion survey nature. It is based on the primary data and other information collected from various sources of secondary data. The information has been analyzed with the use of scientific tools and techniques. A total of 405 employees of the SBI and ICICI Bank were included in sample for the information. Questionnaire is used to collect the information from sample of the study. HRD practices Scheduled prepared was used here as a questionnaire for the measurement of the HRD practices and policies performance of employees.

6.4. Primary Data

The study basically depends on primary data. The primary data for the study has been collected through the HRD practices and policies questionnaire. HRD practices scheduled prepared was used here as a questionnaire for the measurement of HRD performance of employees included in the sample. The responses of employees were obtained by researcher from Delhi and Uttar Pradesh 1210 questionnaires were sent, out of them, researcher selected about 455 questionnaires with complete response. About thirty seven percent of employees supported and cooperated here. Majority employees denied for information and some tools were not completed too. Further questionnaires were short listed for the study and finally 403 questionnaires were taken into consideration for the study.

6.5. Variables of the Study

Variables for the Study: Performance Appraisal, Quality of Work Life, Organizational Development, Training and Development and Employee Productivity.

6.6. Data Analysis Pattern

Data analysis comprises of a collection of methods to deal with data obtained through observations, measurements, surveys and experiments about a phenomenon of interest. The aim and purpose of data analysis is to extract as much information as possible which is described below in points:

6.7. Inferential Statistics

(Mean, Standard Deviations, Factor Analysis for one component matrix, Independent sample *t*-test for Hypotheses Testing).

6.8. Pilot Study

After the questionnaire was prepared, a pilot test was conducted with a small sample size of 47 respondents to clarify the overall structure of the questionnaire. The respondents chosen for the pilot test matched the criterion which was chosen for the actual target respondents. Researcher got feedback from the respondents who confirmed flow of questionnaire and provided face validity of items chosen in the questionnaire.

6.9. Reliability of Data

Cronbach's alpha is the most common measure of internal consistency ("reliability"). It is most commonly used when we have multiple Likert questions in a survey/questionnaire that form a scale and we determine

if the scale is reliable or not. It is also called a scale reliability coefficient. A researcher has devised a 36-questions questionnaire and categorized under five variables (**Performance Appraisal, Quality of Work Life, Organizational Development, Training and Development and Employee Productivity**) with which they hope to measure how satisfied people feel at work at a Banking industrial complex. Each question was a 5-point Likert item from “strongly disagree” to “strongly agree”. In order to understand whether the questions in this questionnaire all reliably measure the same latent variable, a Cronbach’s alpha was run using SPSS version 16.0 on a sample size of 403 employees. All the 36 items covered were found in the range of 0.804 to 0.875 that indicates good consistency among the items. Overall score in all the variables is 0.833, which is a good indication of the satisfactory reliability of the scale. The statement wise reliability of 5 factors and assessment of reliability, variable wise is shown in Table 1.

Table 1
Assessment of Reliability: Variable Wise

<i>Variables</i>	<i>Cronbach's Alpha (α)*</i>
Performance Appraisal	.845
Quality of Work Life	.832
Organizational Development	.875
Training and Development	.804
Employee Productivity	.810

*Alpha value of 0.7 or higher are considered acceptable (Nunnally, 1978).

Source: Compiled and calculated by researcher through questionnaire.

6.10. Validity

The various factors were identified through the literature review and also factors were derived from famous model construct. Therefore validity of the HRD Practices in Indian Banking Sector analysis shows that one component explains 69.235 percent of the total variance in HRD practices suggesting uni-dimensionality of the data set.

6.11. Factor Analysis

Factor analysis has been conducted to find out validity of the factors that contribute towards the employee satisfaction. Table 2 shows the results of Kaiser-Mayer-Olkin (KMO) measures of sampling Adequacy of the data.

Table 2
Assessment of KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.781
Bartlett's Test of Sphericity	Approx. Chi-Square	9787.317
	Df	496
	Sig.	.000

Source: Compiled and calculated by researcher through questionnaire.

Kaiser Meyer-Olkin Measure of Sampling Adequacy recommends accepting values greater than 0.6 and the value generated is 0.781 which falls in the range of being good. So the validity of data is confirmed.

6.12. Normality of Data

There are two main methods of assessing normality - graphically and numerically. Statistical tests have the advantage of making an objective judgment of normality but are disadvantaged by sometimes not being sensitive enough at low sample sizes or overly sensitive to large sample sizes. Graphical interpretation has the advantage of allowing good judgment to assess normality in situations when numerical tests might be over or under sensitive but graphical methods do lack objectivity (Testing for Normality using SPSS, n. d.). Test for normality has been done for this study to get appropriate results in applying test for interpretation and analysis. There are three procedures for the test of normality. Researcher has used the first two procedures, normality through *histogram* and *Kolmogorov-Smirnov* test and *Shapiro-Wilk's* test. Output for all the variables have shown the bell-shaped black line superimposed on the distribution. All samples deviate somewhat from normal. (See Table 3)

Table 3
Tests of Normality

	<i>Kolmogorov-Smirnov^a</i>			<i>Shapiro-Wilk</i>		
	<i>Statistic</i>	<i>df</i>	<i>Sig.</i>	<i>Statistic</i>	<i>df</i>	<i>Sig.</i>
Factor 1 (Performance Appraisal)	.382	403	.432	.370	403	.445
Factor 2 (Quality of work life)	.468	403	.511	.474	403	.565
Factor 3 (Organizational development)	.273	403	.214	.283	403	.234
Factor 4 (Training and Development)	.511	403	.524	.655	403	.543
Factor 5 (Employee Productivity)	.330	403	.433	.767	403	.458

^aLilliefors Significance Correction

Source: Compiled and calculated by researcher through questionnaire.

Kolmogorov-Smirnov test and *Shapiro-Wilk's* test did not show “Normality” test results. If the test is NOT significant, then the data is normal, so any value above .05 indicates normality. If the test is significant (less than .05) then the data is considered non-normal. In this case, both tests indicate the data are non-normal. However, one limitation of the normality tests is that the larger the sample size, the more likely to get significant results. Thus, significant results with only slight deviations from normality are gained. In this case, our sample size is large ($n = 403$) so the significance of the K-S and S-W tests may only indicate slight deviations from normality.

Researcher has left the data untouched and non-normal and conducted the parametric tests that rely upon the assumptions of normality. Just because the data are non-normal, does not instantly invalidate the parametric tests. And computing new variables may have changed the data fully and further would have changed the results for analysis and interpretation. Normality (versus non-normality) is a matter of degrees, not a strict cut-off point. Slight deviations from normality may render the parametric tests only slightly inaccurate. Skewness gives the symmetry of the distribution and Kurtosis shows the peakness of the curve as compared to normal curve. When the data is not normally distributed, skewness and kurtosis applied to check the range which is considered to take the data as normal. Results are shown in Table 4.

Table 4
Assessment of Skewness and Kurtosis: Variable Wise

<i>Statements</i>	<i>Skewness</i>	<i>Kurtosis</i>
Exceptional contribution made by an employee is rewarded following a proper mechanism in the organization.	-0.381	-0.748
The performance appraisal of the employee in the organization gives a clear understanding to employees to know what is expected from a job.	-0.212	-0.888
Efforts have been made by the top management to identify and utilize the potential of employees.	-0.151	-0.63
The Appraisal System provides an opportunity for self-review and reflection.	0.817	-0.656
Performance appraisal in the organization is done on the basis of objective assessment and adequate information and not on favoritism.	-0.556	-0.353
The appraiser spends time before the appraisal with the staff to discuss their performance.	0.441	-0.831
The appraisal system encourages open communication among the employees through performance review discussion.	-0.359	-0.27
Are you comfortable and satisfied with the working condition of the organization.	-0.608	-0.5
The top management gives importance to human resources and help them in solving their issues.	-0.55	-0.835
There exists a harmonious relationship among the employees, across the hierarchies in the organization.	-0.044	-1.093
Quality of work life helps in increasing employee's productivity.	-0.341	-0.662
Due importance is given to human resource development while framing the personnel policies.	-0.423	-0.753
Organizational climate helps the employees in developing new skills and acquiring knowledge.	-0.684	0.527
Adequate and fair compensation is given to the employees for the job they performed in organization.	-0.484	-0.776
There is an open communication system among employees, superiors, supervisions and subordinates and nobody hesitate in expressing their views on discussing their feelings.	-0.592	-0.686
Your organization has a good team-spirit and employees do co-operate with each other.	-0.468	-0.59
If any employee commits mistake, supervisor helps the employee in rectification of that mistake and gives feedback to employee to learn from that mistake.	-0.193	-0.725
Employees are promoted on the basis of their abilities and not on any favoritism in the organization.	-0.368	-0.478
All employees are aware of all the policies of Human resource development followed in the organization.	-0.457	-0.872
Senior guides their juniors in career and growth opportunities.	-0.748	0.821
There is a well-developed human resource information system in the organization.	-0.775	0.835
Organization future plans and objectives are well understood by employees in order to develop themselves for future.	-0.582	0.36
Employees and juniors are allowed to experiment with new methods and to share creative ideas.	-0.283	0.841
Adequate importance is given to induction training.	-0.559	-0.394
Employees are helped to acquire technical knowledge and skills required for job through proper training.	-0.828	-0.642
The senior officers guide new recruits during induction training.	-0.408	-0.543
Specific training programmer are being organized on regular basis in your organization.	-0.991	0.394
The officers sponsored for training go with a clear understanding of the knowledge and skills they are expected to acquire from training.	-0.217	-0.955

<i>Statements</i>	<i>Skewness</i>	<i>Kurtosis</i>
Employees are sponsored for training on the basis of genuine training needs.	-0.858	0.277
Training helps in increasing employee's productivity.	-0.41	-0.558
Work output has improved in the organization over the past years.	-0.514	-0.821
Overall employee's targets achievements have improved over the past years.	-0.283	-0.553
Delegation of authority is encouraged by superiors to enable the employees in handling higher responsibilities.	-0.338	-0.59
Behaviour feed-back is taken seriously by the employees and they use it for further development.	-0.153	-0.725
There exists a good team spirit and employees feel happy to work in teams.	-0.268	-0.478
Majority of employees can work independently and they give high performance.	-0.253	-0.725

Source: Compiled and calculated by researcher through questionnaire.

In general, if kurtosis and skewness are not between -2 and $+2$, the data is far away from a normal distribution and needs to be corrected before applying tests that have assumptions of normality. -2 and $+2$ are common rules of thumb; some statistician prefers stricter or looser restrictions ranging. So, here data is considered to be normal for further analysis.

6.13. Independent Sample Test of significance (t-test)

Independent sample Test of significance of mean (t-test) for the hypothesis testing is being used by the Researcher for the test of equality of two means between two banks. The mean for the ICICI Bank and SBI are being tested to know whether the means of two normally distributed populations are equal with HRD parameters at different level.

6.14. Levene's Test for Equality of Variances (F-Test)

The Researcher used Levene's test for equality of variances (f-test) for further support of test of independent samples on HRD practices of ICICI Bank and SBI. In this test, significance of variances is tested in order to determine whether the two independent estimates of population variance significantly differ between themselves, or whether they establish the fact that both the samples come from the same universe and have a common variance. The variances or deviation from the mean between ICICI Bank and SBI in relation selected variables for HRD practices under study have been checked to know whether there is a significant difference in mean deviation or not.

7. ANALYSIS AND INTERPRETATION

7.1. Performance Appraisal

Here the researcher checked the HRD Practices in Indian Banking Sector, In other words the researcher wants to compare whether there is significant difference between Public and Private Sector Banks HRD Practices with special reference to employees of ICICI Bank and SBI.

H₀1 (Null Hypothesis): There is no significant difference in the performance appraisal offered to the employees of ICICI Bank and SBI.

The null hypothesis is: $H_0: \mu_1 = \mu_2$

Table 5
Group Statistics

	Respondant's bank	N	Mean	Std. Deviation	Std. Error Mean
Performance Appraisal	ICICI Bank	205	3.0049	.56427	.03941
	State Bank of India (SBI)	198	2.8889	.75991	.05400

Source: Compiled and calculated by researcher through questionnaire.

The Table 5 above presents statistics on the “**Performance Appraisal**” the groups sizes are unequal ($n_1 = 205$ and $n_2 = 198$), with ICICI Bank mean scoring more (3.0049) than SBI Bank (2.8889), and both ICICI Bank and SBI scores having different standard deviations (.56427 and .75991, respectively); that is, a different spread of scores. Reporting these results, using the standard deviation, as follows:

The “Performance Appraisal” was more satisfying to the employees of ICICI Bank ($M = 3.0049$, $SD = .56427$) than the employees of SBI Bank ($M = 2.8889$, $SD = .75991$).

Table 6
Independent Sample T-test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Performance Appraisal	Equal variances assumed	28.721	.000	1.744	401	.082	.11599	.06652	-.01478	.24676
	Equal variances not assumed			1.735	363.220	.084	.11599	.06686	-.01548	.24746

Source: Compiled and calculated by researcher through questionnaire.

To check whether there are equal variances, “Sig.” column located under the “Levine’s Test for Equality of Variances” column is seen. In this case, the significance value is “.000” (i.e., $p = .000$). If the population variances of both groups are equal, this test returns p -value greater than 0.05 (i.e., $p > .05$), indicating that the assumption of homogeneity of variances is met. However, if the test returns a p -value (“Sig.” column) less than 0.05 ($p < .05$), the variances are unequal and the assumption of homogeneity of variances is violated.

In this variable, the population variances of the scores for both groups are unequal because $p = .000$ (i.e., $p < .05$). Therefore, the assumption of homogeneity of variances is violated. However, if results show that the assumption of homogeneity of variances has been violated, so bottom line is used for the results of the independent-samples t -test.

The mean difference between the Performance Appraisal of employees in ICICI Bank and SBI regarding the variable “Performance Appraisal” is .11599 (the “**Mean Difference**” column), the standard error of

the mean difference is .06686 (the “**Std. Error Difference**” column), and the 95% confidence intervals are from $-.01548$ to $.24746$ (the “**Lower**” to “**Upper**” columns). So, results are reported as follows:

ICICI Bank (Performance Appraisal of employees) score is 0.12, 95% CI $[-.15$ to $.25]$ higher than SBI Bank (Performance Appraisal of employees) score. This result is informing that the mean difference score is 0.12 at 95% confident and the true mean difference lies somewhere between $-.1548$ and 0.4746 . Also, ICICI Bank (Performance Appraisal of employees) score is $.12 \pm .067$ [mean \pm standard error] higher than SBI Bank (Performance Appraisal of employees) score. In case of variable “Performance Appraisal”, $p = .084$ (i.e., $p > .05$). Therefore, it can be concluded that ICICI Bank and SBI have statistically insignificant different mean scores regarding the variable “**Performance Appraisal**”. (See Table 6)

But the mean differs insignificant statistically with the t -statistic is 1.735 and the p -value is .084 which is more than 0.05, So, there is a statistically insignificant difference between means ($p > .05$), in the performance appraisal offered to the employees of ICICI Bank and SBI and leads to acceptance of Null Hypothesis.

7.2. Quality of Work Life

Here the researcher checked the degree of HRD Practices in Indian Banking Sector in terms of **Promotion**. In other words the researcher wants to compare whether there exists any significant difference between the HRD practices of employees of ICICI Bank and SBI.

H₀2 (Null Hypothesis): There is no significant difference in the Quality of Work Life offered to the employees of ICICI Bank and SBI.

The null hypothesis is: $H_{02}: \mu_1 = \mu_2$

Table 7
Group Statistics

	<i>Respondant's bank</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
Mean of Quality of worklife	ICICI Bank	205	3.6711	.62472	.04363
	State Bank of India (SBI)	198	3.0238	.77978	.05542

Source: Compiled and calculated by researcher through questionnaire.

The above Table 7 presents statistics on the variable, “**Quality of Work Life**”, for different categories of the variables, “**Quality of Work Life**” with ICICI Bank scoring more (3.6711) than SBI (3.0238), and both ICICI Bank and SBI scores having different standard deviations (.62472 and .77978, respectively); that is, a different spread of scores. Reporting these results, using the standard deviation, as follows:

The “**Quality of work Life**” was more satisfying to the employees of ICICI Bank ($M = 3.6711$, $SD = .62472$) than the employees of SBI Bank ($M = 3.0238$, $SD = .77978$).

In this variable, the population variances of the scores for both groups are unequal because $p = .001$ (i.e., $p < .05$). However, the assumption of homogeneity of variances has been violated, so bottom line is consulted.

The mean difference between the Quality of Work Life of employees in ICICI Bank and SBI regarding the variable “Quality of work life” is .64727 (the “**Mean Difference**” column), the standard error of the

mean difference is .07053 (the “**Std. Error Difference**” column), and the 95% confidence intervals are from 0.50859 to 0.78596 (the “**Lower**” to “**Upper**” columns). This result is informing that the mean difference score is 0.65, at 95% confident that the true mean difference lies somewhere between 0.50 and 0.79.

Table 8
Independent Sample T-test

	<i>Levene's Test for Equality of Variances</i>	<i>t-test for Equality of Means</i>								
		<i>F</i>		<i>T</i>	<i>df</i>	<i>Sig. (2-tailed)</i>	<i>Mean Difference</i>	<i>Std. Error Difference</i>	<i>95% Confidence Interval of the Difference</i>	
		<i>Sig.</i>							<i>Lower</i>	<i>Upper</i>
Mean of Quality of worklife	Equal variances assumed	10.338	.001	9.212	401	.000	.64727	.07026	.50914	.78540
	Equal variances not assumed			9.177	377.036	.000	.64727	.07053	.50859	.78596

Source: Compiled and calculated by researcher through questionnaire.

Also, ICICI Bank (Quality of Work Life of employees) score is $0.65 \pm .071$ [mean \pm standard error] higher than SBI Bank (Quality of Work Life of employees) score.

But the mean differs significant statistically with the *t*-statistic is 9.177 and the *p*-value is .000 which is less than 0.05 (see Table 8). Therefore, in case of variable “**Quality of Work Life**”, $p = .000$ (i.e., $p < .05$). Therefore, it can be concluded that ICICI Bank and SBI have statistically significantly different mean scores regarding the variable “**Quality of Work Life**”. So, there is a statistically significant difference between means ($p < .05$), and hence, Null hypothesis is rejected.

7.3. Organisational Development

Here the researcher checked the degree of HRD practices of employees of ICICI Bank and SBI in terms of **Organisational Development**.

H₀₃ (Null Hypothesis): There is no significant difference in the Organizational Development offered to the employees of ICICI Bank and SBI.

The null hypothesis is: $H_{03}: \mu_1 = \mu_2$

Table 9
Group Statistics

	<i>Respondents' bank</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
Mean of Organizational Development	ICICI bank	205	3.9030	.57550	.04019
	State Bank of India (SBI)	198	3.4899	.64875	.04610

Source: Compiled and calculated by researcher through questionnaire.

ICICI Bank scoring more (3.9030) than SBI Bank (3.4899), and both ICICI Bank and SBI scores having different standard deviations (.57550 and .64875, respectively) shown in Table 9.

The “Organisational Development” was more satisfying to the employees of ICICI Bank ($M = 3.9030$, $SD = .57550$) than the employees of SBI Bank ($M = 3.4899$, $SD = .64875$).

Table 10
Independent Sample T-test

		<i>Levene's Test for Equality of Variances</i>		<i>t-test for Equality of Means</i>						
		<i>F</i>	<i>Sig.</i>	<i>T</i>	<i>df</i>	<i>Sig. (2-tailed)</i>	<i>Mean Difference</i>	<i>Std. Error Difference</i>	<i>95% Confidence Interval of the Difference</i>	
									<i>Lower</i>	<i>Upper</i>
Mean of	Equal variances assumed	6.622	.010	6.768	401	.000	.41308	.06104	.29309	.53308
Organizational Development	Equal variances not assumed			6.754	391.733	.000	.41308	.06117	.29283	.53334

Source: Compiled and calculated by researcher through questionnaire.

In this variable, the population variances of the scores for both groups are unequal because $p = .000$ (i.e., $p < .05$). However, the assumption of homogeneity of variances has been violated, so bottom line is consulted. (see Table 10)

The mean difference between the Organisational Development of employees in ICICI Bank and SBI regarding the variable “Organisational Development” is .41308 (the “**Mean Difference**” column), the standard error of the mean difference is .06117 (the “**Std. Error Difference**” column), and the 95% confidence intervals are from .29283 to .53334 (the “**Lower**” to “**Upper**” columns).

ICICI Bank (Organisational Development of employees) score is 0.41, 95% CI [0.29 to 0.53] higher than SBI Bank (Organisational Development of employees) score.

This result is informing that the mean difference score is 0.41, at 95% confident and the true mean difference lies somewhere between 0.29 and 0.53.

Also, ICICI Bank (Organisational Development of employees) score is 0.41 ± 0.06 [mean \pm standard error] higher than SBI Bank (Organisational Development of employees) score.

But the mean differs significant statistically with the t-statistic is 6.754 and the p-value is .000 which is less than 0.05. Therefore, in case of variable “Organisational Development”, $p = .000$ (i.e., $p < .05$). Therefore, it can be concluded that ICICI Bank and SBI have statistically significantly different mean scores regarding the variable “**Organisational Development**”. Hence it is concluded that there is a statistically significant difference between means ($p < .05$), and therefore, Null hypothesis is rejected.

7.4. Training and Development

Here the researcher checked the degree of job HRD practices of ICICI Bank and SBI in terms of **Training and Development**.

H₀4 (Null Hypothesis): There is no significant difference in the Training and Development offered to the employees of ICICI Bank and SBI.

The null hypothesis is: $H_0: \mu_1 = \mu_2$

Table 11
Group Statistics

	Respondent's bank	N	Mean	Std. Deviation	Std. Error Mean
Mean of Training and Development	ICICI Bank	205	4.0474	.52274	.03651
	State Bank of India (SBI)	198	3.5209	.68620	.04877

Source: Compiled and calculated by researcher through questionnaire.

The above table **11** presents statistics on the variable, “**Training and Development**”, for the different categories of the selected variables, “**Training and Development**” with ICICI Bank scoring more (4.0474) than SBI Bank (3.5209), and both ICICI Bank and SBI scores having different standard deviations (.52274 and .68620, respectively).

The “**Training and Development**” was more satisfying to the employees of ICICI Bank ($M = 4.0474$, $SD = .52274$) than the employees of SBI Bank ($M = 3.5209$, $SD = .68620$).

Table 12
Independent Sample T-test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Mean of Training and Development	Equal variances assumed	19.979	.000	8.682	401	.000	.52646	.06064	.40726	.64567
	Equal variances not assumed			8.642	368.065	.000	.52646	.06092	.40667	.64625

Source: Compiled and calculated by researcher through questionnaire.

In this variable, the population variances of the scores for both groups are unequal because $p = .000$ (i.e., $p < .05$). However, the assumption of homogeneity of variances has been violated, so bottom line is taken. The mean difference between the HRD practices of employees in ICICI Bank and SBI regarding this variable is .52646 (the “**Mean Difference**” column), the standard error of the mean difference is .06092 (the “**Std. Error Difference**” column), and the 95% confidence intervals are from .40667 to .64625 (the “**Lower**” to “**Upper**” columns). So, results are reported as follows:

ICICI Bank (Training and Development of employees) score was 0.53, 95% CI [0.40 to 0.65] higher than SBI Bank (Training and Development of employees) score. This result is informing that the mean difference score was 0.53, at 95% confident and the true mean difference lies somewhere between 0.40 and 0.65. Also, ICICI Bank (Training and Development of employees) score was $.53 \pm 0.06$ [mean \pm standard error] higher than ICICI Bank (satisfaction level of employees) score.

But the mean differs significant statistically with the t-statistic is 8.642 and the p-value is .000 which is less than 0.05. Therefore, in case of variable “Training and Development”, $p = .000$ (i.e., $p < .05$) see

table 12. Therefore, it can be concluded that ICICI Bank and SBI have statistically significantly different mean scores regarding the variable “**Training and Development**”. Hence, there is a statistically significant difference between means ($p < .05$), and therefore, Null hypothesis is rejected.

7.5. Employee Productivity

Here the researcher checked the degree of job HRD practices of ICICI Bank and SBI in terms of **Employees Productivity**.

H₀5 (Null Hypothesis): There is no significant difference in the Employee Productivity offered to the employees of ICICI Bank and SBI.

The null hypothesis is: $H_0: \mu_1 = \mu_2$

Table 13
Group Statistics

	<i>Respondant's bank</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
Mean of Employee Productivity	ICICI Bank	205	3.6195	.95441	.06666
	State Bank of India (SBI)	198	2.8333	1.00633	.07152

Source: Compiled and calculated by researcher through questionnaire.

The table 13 above reveals that ICICI Bank scoring more (3.6195) than SBI Bank (2.8333), and both ICICI Bank and SBI scores having similar standard deviations (.95441 and 1.00633, respectively).

The “**Employee Productivity**” were more satisfying to the employees of ICICI Bank ($M = 3.6195$, $SD = .95441$) than the employees of SBI Bank ($M = 2.8333$, $SD = 1.00633$).

Table 14
Independent Sample T-test

		<i>Levene's Test for Equality of Variances</i>		<i>t-test for Equality of Means</i>						
		<i>F</i>	<i>Sig.</i>	<i>t</i>	<i>df</i>	<i>Sig. (2-tailed)</i>	<i>Mean Difference</i>	<i>Std. Error Difference</i>	<i>95% Confidence Interval of the Difference</i>	
								<i>Lower</i>	<i>Upper</i>	
Mean of Employees Productivity	Equal variances assumed	5.951	.015	8.049	401	.000	.78618	.09767	.59416	.97820
	Equal variances not assumed			8.042	397.940	.000	.78618	.09776	.59398	.97838

Source: Compiled and calculated by researcher through questionnaire.

In this variable, the population variances of the scores for both groups are unequal because $p = .015$ (i.e., $p > .05$). However, if results show that the assumption of homogeneity of variances has been violated, so bottom line is to be used.

The mean difference between the HRD practices of employees in ICICI Bank and SBI regarding the variable “Employees productivity” is .78618 (the “**Mean Difference**” column), the standard error of the

mean difference is .09776 (the “**Std. Error Difference**” column), and the 95% confidence intervals are from .59398 to .97838 (the “**Lower**” to “**Upper**” columns). So, results are reported as follows:

ICICI Bank (Employees Productivity of employees) score is .79, 95% CI [.59 to .98] higher than SBI Bank (Employees productivity of employees) score.

This result is informing that the mean difference score is .79, at 95% confident and the true mean difference lies somewhere between 0.59 and 0.98.

Also, ICICI Bank (Employees Productivity of employees) score was $.79 \pm .098$ [mean \pm standard error] higher than SBI Bank (Employees Productivity of employees) score (See Table 14). But the mean differs significant statistically with the *t*-statistic is 8.042 and the *p*-value is .000 which is less than 0.05 therefore, in case of variable “Employees Productivity”, $p = .000$ (i.e., $p < .05$). Hence, it can be concluded that ICICI Bank and SBI have statistically significantly different mean scores regarding this variable. Therefore, it is a statistically significant difference between means ($p < .05$), and lead to rejection of Null Hypothesis.

8. CONCLUSION AND SUGGESTIONS

The public sector bank needs to increase employees’ pay HRD practices and practices by introducing a differential pay system based on one’s merit and effort. Out of 5 selected variables, ICICI bank has shown greater HRD practices for employees. HRD practices can be potentially used to chalk out employees’ career paths by ensuring the proper disbursement of growth and training programs. Furthermore, because job security has long been one of the most positive aspects of public sector organisations, now is losing its appeal with employees. These banks need to build upon an open and developmental climate, where employees have been given more autonomy, where these same employees are heard and participate in the decision-making process and where there is less of a hierarchical and formal relationship between supervisors and subordinates. With respect to the private sector bank, employees have also reported HRD practices and practices in terms of job security. Private sector banks need to introduce special schemes related to pension, gratuity, retirement, and other related benefits to enhance the employee’s sense of security.

The performance appraisal of employees was not significant between SBI and ICICI Banks, so both banks requires more concentration on performance appraisal measures like rewarding against exceptional contribution, self review. The Quality of work life of SBI requires concentration on working condition, importance to Human resources, harmony, climate, and fair compensation to employees. Presently SBI is not working significant in relation to quality of work life. The Organizational Development of SBI was not significant, so its requires more work on discussions among employees and head, corporations, focusing on abilities, awareness of policies, senior junior relationship, objectives of organization, and new method of works to create interest of employees in the organization. Public banks need to assess on Training and Development, if they give due importance on induction training, learning technological skills, guidance to new comers, training the employees on regular basis and sponsored training for employees to achieve better results. SBI in relation to employee’s productivity seems far behind as compared to ICICI Bank, so its required careful measures for better results. The bank should work on work output, employee’s target, delegations of authority, behaviour feedback, independently work culture and team spirit.

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