
A Study on current HR practices and policies adopted by commercial Banks in India

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Abstract

In current business era of highly fluctuating business environment banks are facing challenge like satisfaction of customers and managing human resource. The success of banks depends on effective utilization of human resource and adoption of proper HR practices and policies in the organization. The present study is made to understand the current HR practices and policies adopted by Indian commercial banks between private and public banks using secondary data. In this study it is observed that Indian Commercial Banks are rushing to implement the talent ideas, but most of the banks are facing the challenges like adoption of new technology skill building intellectual capital formation, emerging compulsion of new prudential norms and bench marking. It is shown that HRM policies in the banks are very important to motivate employee and retain employee. The most HRM practices adopted by its banks are good recruitment and relation process good compensation policy, good training and development policies, career development plans, talent management programme and performance management. Bank has emerged as knowledge based industry giving placements to workforce. Human Resource Management is always been to prominent resource in the organizations nowadays. This is happening because human resource policies directly influence the satisfaction or dissatisfaction of customers' needs by and large the major differences in the areas of recruitment, training and development and performance.

Introduction**Banking and financial industry**

With the potential to become the fifth largest banking industry in the world by 2020 and Third largest by 2025 .According to KPMG – CII report , India's banking and financial sector is expanding rapidly. The Indian banking industry is currently worth Rs 81 trillion (US \$ 1.31) trillion and banks have are now utilizing the latest technologies like interest and mobile device to carryout transactions and communicate with the masses. The Indian banking sector consists of 26 public sector banks, 20 private banks and 43 foreign banks along with 61 regional rural banks and more than 90,000 credit co-operatives.

Factors promoting growth of Banking and financial services:

The Banking Law (Amendment) bill that was passed by the parliament in 2012 allowed the Reserve Bank of India to make final guideline on issuing new banks licenses. Moreover the role of the Indian Govt. in expanding the banking sector is not worthy. It is expected that the new guidelines issued by RBI will curb practices of impish borrowers and streamline the loan system in the country. Another emerging trend witnessed by the banking sector is the use of local media platform like Facebook to attract

customers. In September, 2013 ICICI bank launched a Facebook bill payment and fund transfer service called pocket for customer convenience. According to a report by Zinnov, a globalization and Market expansion firm, "IT adoption is BSFI sector in India. The IT industry spends in BFSI vertical is expected to reach USD 3.5 billion by financial year 2014. Technology firms have greater potential to explore in the BFSI sector, which contributes to eight percent of India's GDP.

Challenge in BFSI

The major challenge faced by the Indian banking and financial sector is that the level of financial Exclusion in India is alarming and there is an urgent need to find a plausible solution to the same. The IBA –BCG survey of banks revealed that the level of confident in finding profitable solutions for financial inclusion has solely been the responsibility of public banks up until now but by using inclusive growth is one of the criteria for new licenses. (New banks have to open 25% of their branches in rural areas). The R&D will have made the new private sector banks responsible as well currently public sector banks have more branches than any other bank group in the rural and semi-urban areas.

Road-Ahead:

An IBA-FICCI-BCG report suggests that India's gross domestic product growth till make the Indian banking Industry the third largest in the world by 2025. According to the report, the domestic banking industry is let for an exponential growth in coming years with its assets size poised to touch USD 28,500 billion by the turn of the 2015 with the deposits growing at a CAGR of 21.2 percent in the period FY 06-13, there has been evident in the overall industry. This growth can be attributed to banks shifting focus to client servicing. Public as well as private sector banks are underlining the importance of technology infrastructure, in order to improve customer experience and gain a competitive utilizing the popularity of internet and mobile banking, banks are increasingly adopting an integrated approach for asset - liability match credit and derivate risk management.

HR policies / Practices in Banking Industry:-

Recruitment trends in BSFI Industry: The banking and financial services industry is expected to recruit about 8.4 million people as per the growth rate each year. BSFI workforce requirement between 2008 and 2028 is expected to be about 42 million and sector may create up to 20 lakh new jobs in the next 5 to 10 years. Advantaged by issuance of new license and efforts being made by the RBI and the government to expand financial services is to rural areas the hiring trend may further get a boost from the public sector banks. Since most banking workforce is schedule to entire in the times to come they would be in dire need of Fresh talent. According Randstod India Global HR Service provider in India, the banking data will generate 7-10 lakhs jobs in the coming decade and the sector would be the among top job creators in 2016. According to Human Resource and Skill requirements in the banking, financial services and insurance sector (2022) report, apart from the on – rolls employment there is significant contractual employment across all the above segments through various financial positions such as direct selling agents, insurance agents, mutual fund advisors etc.

The Economic time article State Bank of India – Director – HR at SBI. The bank believes that HRM is an important facet of organization's effectiveness. Aligned with the best practices of caring and responsible employer and befitting its states of first among the equals in the banking industry, our bank has been making constant endeavor to improve the functioning of HR as a strategic business partner by nurturing its loyal and dedicated employees who have made significant and lasting Contributions towards achieving the banks goals areas upward scale as year to year back. He has also mentioned that towards the end of the year bank also concentrates on recruiting young and qualified candidates improving the

working / service conditions of the employees representing a wide diversity of groups. Interests reskilling them through training inventions, workshops, seminars, videos conferencing, assisting in the career development of the employees by providing for a scientific and objective approaches to measure their performance in continuing the top performers putting in place an organized structure for skill / capability building in critical portions and by implementing various measures for talent retention. SBI has launched project sakshan – career development system and man power planning. The scheme provides high level of Transparency and is designed to provide an opportunity for a systematic dynamic and progressive career planning to the individual. The revised career development system is intended to be an effective tool for promotions in continuous and rewards. He says scientific resource and manpower planning would ensure that each of our units is adequately staffed to makes the workload and business potential result is improvement is staff productivity and to rationalize and merge roles and redistribution of staff to meet branch expansion requirements. SBI has also stresses on talent management and career option – sufficient training intervention, seminar, and workshop is conducted for employees of the bank. SBI has also do campus recruitment in order to further strengthen the HR pipeline 190 young ‘B’ school graduates of 2015 batch belonging to B-school is recruited.

Employee Engagement in SBI

One umbrella performance linked incentive scheme is implemented by the bank. It cover both care and non-core business. This incentive is payable to the category of position and level of performance. SBI Aspiration from has also been pot place where employee can where their ideas, enhance their knowledge find solution for critical problems.

Tiwari T.D. has discovered in his book Human Resource Management practice – concept and cases” The basis of HRM is general and its main practice in particular Dr. Tiwari has observed that the direction of HRM efforts in banks has to be competence, development of utilization of competence, development of utilization of competence, Motivations for public service integrity and character buildings, building self-discipline and teamwork. Service organizations, banks have no other way out to fall back upon better utilization of HR for increasing productivity and profitability. The author has based his study on HRM practice adopted by Kolhapur, Commercial Co-operative bank Ltd. Ahmedabad and analyzed its relationship among morals motivation, commitment, work culture, industrial relations, work behaviors and social relations in the organization.

B.G. Shah, M.S. Saiyadain, and N.N. Sheth has provided a conceptual background in HR among with elected Indian cares to highlight its practical aspect in Indian environment along with related Indian cares to highlight its practical aspect in Indian environment in their book “Human Resource Management in Banking Industry” The book provides needful guidance in helping to translate the corporate policies into directive proactive at the grass-root level. Socially oriented purposive banking engaged oriented purposive banking engaged by banks would be much benefitted by the policy implications provided by the book. The book is helpful to the bankers in translator corporate policies into constructive practices at the grass root level through apparition of the management staffs at introducing appropriate management system in matters of manpower planning selection and recruitment, training and performance appraisal and career path planning and promotions.

Mr. Venkata Shivarama. Y.G. thesis titled “Human Resource System”. It’s designing and managing with reference to Indian Bank”. A case study, Banaras Hindu University, Varanasi 1990, highlighted in his research thesis the importance of standard HRM in the Indian Banking industry for survival and growth in the present competitive world. He further noted that, how designing the HR policy plays an important role in the development of the Indian Bank.

Purohit Covered in his research thesis, the Human Resource development aspect in commercial bank in Rajasthan. He says the importance of HRD in banks in the competitive market. The job satisfaction of the employee, customer's services related with HR developmental aspect of the banks.

Objective of the study

- To study the HRM practice and policies adopted in Indian Banking sector.
- To understand the importance of HRM policies in the Indian banking sector.

Research methodology

Secondary data: The data which is collected to understand the HRM practices and policies of banks in India is secondary data. It is collected from various reputed Journals, thesis, magazines and different websites. The Bank which has taken for the study in PNB, Bank of Baroda, SBI, ICICI, HDFC and AXIS. The banks are selected as the Ranking with highest market share in the market.

Literature review

1. According to Pr.S.A. Mofeed S Rafia Golz in the study the effect of Human Resource Practice on organizational performance of Bank Employee in PNB. They have evaluated nine HRM Practice like GeneralClimate, OCTOPACE Culture, selection, JOB definition Career Planning. Employee participation performance appraisal cycles, training and compensation. The present study is done in J&K different branches of P&B by selecting 11 Managers and 33 sub ordinary working in different branches. The main objectives of the study focused as various HRM practices in PNB and the relationship between HRM practices and organizational performance. According to study generally climate like positive polices and the interest of the Management to interact time and money will lead to positive environment. OCTAPACE culture (Openness, confrontation, trust, Authenticity, Proactivity, autonomy, collaboration and Experimentation has positive impact on Employee performance. Selection of employee is also an important attribute of HR which is leading to employee participation performance appraisal training, compensation are the main HR practices which has impact as employees performance. The Test used the study this paper is correlation and mean value. The study proved there is correlation between the HRM practices and the level of satisfaction of employee and employee agrees that HRM practices are well established in PNB.
2. HRM Policies practices and Trends in selected Commercial Bank: This study is carried out in 4 Public and Private Sector Commercial Banks with respect to policies and practices of HRM like recruitment, relation, promotion, compensation and T&D. The banks selected for study in State Bank of Patiala and Punjab National Bank in Public Sector. HDFC and AXIS Bank in Private Sectors. The indepth analysis of both the banks were done.
 - **PNB:** The study of HRM policies in Punjab National Bank reveals that recruitment process is happening through Campus recruitment from various inclinations, through which 1335 officers in various grades and scales were recruitment. PNB also four as talent retention PNB has low attrition rate due to continuous investment in learning and development programme for employee creating congenial work environment and also PNB in providing fast track career growth opportunities to its employees, PNB pariah has also initiated which focused on people soft package containing as exhaustive database of employees which has enabled it to efficiently utilize technology for implementing all employee related task such as compensation, staff welfare benefits, various reimbursement, transfer and postings leave rules etc. Industrial relation

in the back also confirmed to cordial, various meeting here conducted between bank management and the representatives of the majority officers associations .PNB reservation policy for SC, ST and OBC are prescribed by government of India from time to time. PNB has also implemented many staff welfare scheme like scheme for payment of financial accurate to the employees having mentally retired children, Interest free festival advance facility also being offered. PNB has introduced PNB Samadhan Scheme which has given an opportunity to Employees to respect care of work related grievance. PNB has established three year training set up comprising of central staff college at set up comprising of central staff college at Delhi, Catering to training need of the top senior and middle Management grade officers. The bank also awarded golden peacock award for Training by institute of directors to the year 2011. PNB has also focused as intensive use of technology for facilitating knowledge dissemination to the employee and has knowledge center website, PNB Gyan Uday accessible 24X7 to all employee across the country and the world.

- **HRM policies and practices of SB of Patiala** SBP have focused on manpower planning followed by the guideline issued by the government of India and RBI. The recruitment and selection of SBP is based on mode of advertisement and aptitude test and personal interview ,Reference check , marketing and recovery officers are recruited based on contractual basis and later made permanent based on performance. Training and Development of SBOP has constituted advisory council comprising management experts and the banks senior executives. The advisory council aims at improving the training effectiveness.
- **Compensation of SBOP:** - Pay scale in SBOP are fixed through bipartite settlement, pay scale are fixed revised every 4 years. The compensation package includes Scale of pay. Increments special pay, halting allowances and washing allowance leave fair, concession Hospitalization. Definition of family special leave for hysterectomy ,road mileage few more HR policies like job rotation also has done with well-designed transfer promotion and placement policy and also it has well designed career survey, informative and monitoring employer welfare in SBOP: It has number of welfare scheme like quality of work life of the employee it include canteen facilities, education scholarship for children of employees, consumer cooperative stores, housing loans , SBI Employees mutual welfare scheme festival advance conveyance loans. HRIS in SBOP: The state bank institutes of information and communication Management conducts series of computer based HRIS for various categories of employees.
- **HDFC Bank.**
HDFC bank has implemented oracle balanced score card for its human resource function to evaluate the effectiveness of HRM. T&D programme Of HDFC has regularly focusing on training and development it focus on the job and off the job training. The flagship in house program Include induction programme for new entrant, Credit and foreign exchange programme to pool of specialist in the respective domain. External programme encompass value added programme on team building, leadership OD, MDP, people management programme all conducted by premier institute like IIM, ISD Hyderabad
Compensation of HDFC: The policies related to HDFC are paid as per the bipartite settlement and joint agreements between Indian bank association and different unions and employees. The compensation includes provident fund scheme, gratuity, super annunciation pension, medical benefits, and casual level.
- **AXIS BANK:**
The study focused on Axis Bank manpowers planning the bank's performance management system where recognition is directly related to performance. AXIS bank staff, strength has always been under pressure of the management which introduced provisions to terminate

employment for non-performance and tie promotion to output ,the training and development programme are flagship in-house progress include the induction programme for new entrant and credit and foreign exchange programme for building up a pool of specialists to the respective domain. AXIS has its E learning module conceptualized and developed house and administered through the intranet. Job rotation in AXIS is happening in periodic job rotation. Through the fulfillment of its HR agenda the Bank will continue to strive 66 percent towards realization of the ultimate goal of being the preferred financial service provider excelling in customer delivery through insight empowered employees and smart use of technology.

3. A comparative study of Human Resource disclosure and reporting practice of selected public and private sector banks. The study focuses on disclosure of Human Resource Process were adopted in all the banks in private and public sector banks and also comparative study of HR disclosure Practice of some prime and public sector banks. The top 5 banks were selected based on huge market share like SBI, Bank of India, and Bank of Baroda, Punjab National Bank, Union Bank and Top 5 private banks like HDFC, ICICI, AXIS, Kotak Mahindra and ING Vysya Bank Ltd. The study was based on the secondary information that was collected from the annual reports of the banks. The variables considered for the study in HRA statement , number of employee, HR policy, T&D Management succession plan, Employee value creation employment report, HRD fund , Employee fund, Employee Categories, Managerial remuneration , Retirement benefits, Awards and Achievements, Performance recognition, welfare of employee pension fund. The mean value of the all the items were calculated as per the study PNB has disclosed 96.75% of HR information in public sector banks and AXIS & ICICI has 68.75% of HR disclosure in private sector. The T Test is also conducted to make comparison between private and public sector banks in regards to HR information disclosure. In the study it is observed that public sector banks here disclosed 80% selected HR related items and private banks 60% and it, is proved from the study that there is significant difference between private and public sector banks in HR disclosure. No bank has revealed employee and workers fund information.(Dr.Nidhi and Manoj kumar)
4. HR practice: A comparative study of public and private sector banks in India. Garima Shrivasthava , Dr. PK Gupta.The study is conducted to know the HR policies followed by Public and Private Sector Banks. The study was conducted with 37 employees comprising of 18 from private 19 from public sector in India. The HR variables used for the study on HR practices is recruitment, T&D performance appraisal, organizational culture and policy, career planning employee participation. The statistical test Z test is conducted to know the difference between private and public sector banks in adoption of HR policy. The value adopted from the test is 4.62790 so it is proved that there is no difference in the HR practices being followed by private and public sector banks in India.
5. Human Resource Management innovations in Indian Bank. A study from HR Managers perspectives Hanjeet Kour, Kanleer Gaklar.This paper focused in providing in insight on innovative HR practice followed by different banks. To conduct this study few public 4 sector and private sector banks are selected in North Zone of India. Public Sector banks like SBI, PNB, Central Bank of India, Oriental Bank of Commerce, Private Sector Banks were, ICICI, HDFC, YES Bank and AXIS Bank. The HRM practice were identified through HR experts of the banking Industry through Personal interviews. In this study the researcher identified 49 innovative HR practices which the seven heads which have found in the Indian banking sector. The identified HR practices are related to recruitment and selection training and development performance Management, compensation Management, Career

development, Employee motivation and employee security. The recruitment and selection process in banks are fulfilled with well defined R&S, selection of professions, relocation according to service attitude, Holding on policy, availability of bank communities as social networking sites checking the profile of candidates on these sites, Written Examination for R&S Result oriented policy of R&S, formal Induction of new candidates. The innovative training and development practices of banks are test of trainee; Job rotation customized training, continuous training need assessment, regular training, and encouragement to apply training learning arrangement of special projects. The innovative performance management practices are formation of performance matrix, goal review based appraisal, appraisal on fair objective data, 360 degree performance appraisal options to challenge the appraisal, full awareness of the performances appraisal policy. The innovative compensation Management Practice followed in banks are announcing special incentive to the talented employees, special increments on regular basis, special festival advance, customized perks. The innovative career development practices are availability of educational opportunities at workplace, Easy approval to the job applications, preference to seniority in promotions promoting on the basis of merit, providing faster promotions, Innovative Employee motivation practice, using music at work place, providing day care centres, work authority, making available ESOP's, providing loans at discounted rates, giving as option of flexible working hours approving leave applications easily. organizing stress management performance, encouraging team building attitudes, giving best employee awards arranging family get together, innovative employee security practices, provision of sabbatical leaves pro, sufficient retirements benefits, option of voluntary retirement, insurance of dependents, Job security, full support from the regional or central office, proper grievances procedures. (Harjeet Kour, Kamles Gakhar)

6. A study on HRM policies in public sector banks in Krishnagiri District. By Dr. B. Mathivanan / this study has conducted to know the multi-various functions of HRM's and their relevance in achieving the targeted bank objectives, to list out the prevailing HRM Mechanisms / tasks / assess and how well HRM tasks are performed in public sector banks and also to know the motivations factors influence the employee in public sector banks to study about the effectiveness of training system as well as performance appraisal system as followed in public sector banks. In these study 150 employees working in the public sectors banks was considered the data was analyzed using chi-square test, ranking techniques, independent sample t-test. Post hoc test, Anova table and Friedman test, In this study Friedman test was conducted to know the factors influencing towards HRM in public sector banks, it is identified promotion, interest, nomination, personal organizational and the facts influencing the individual development are performance, review, role analysis, renewals, potential, training job rotation and job enrichment and the factors which influence the organizational development are HR department, communication team building, role clarity Interpersonal.
7. PNB Pragati – A Bold S Timely initiative for HR Transformation: This study is done by A.K. Leveno S Chikha Jindal Chief Manager, Manager Punjab National Bank. In this paper the effort has been made to assess and throw light on the initiatives taken by PNB to achieve the HR transformation goal. PNB has appointed BCG to go into the affairs of the bank but the identified result here is customer's responsiveness is gradually diminishing. This was the danger sign for PNB's glory. As per the suggestion of BCG PNB has initiated organizational transformation call OTC renamed as new initiatives division headed by GM and the project was given name of PNB – Pragati. The main objective of PNB pragati is HR transformation, operating model and productivity excellence, new business opportunities and alternative delivery. The bank has done PNB Pragathi survey sample consist of both employees and customer using Questionnaire with the following variable customer

sensitivity, desires, Customer satisfaction complaint resolution sales orientation cross selling of products knowledge of PNB products generation gap issues, and use of IT. The finding of the study of PNB Pragathi is as follows. The generation gap is a major issue in banks, because the huge percentage of staff is above 50 and the new recruiter has to learn banking in wide area. So, PNB has conducted training called "I am PNB" and PNB has identified the issue faced by PNB customers are staff are unresponsive in hearing request, staff do not know customers personally untimely resolution, ATM's not in order, lack of doorstep banking, normal work does not get done properly dissatisfaction with call centers functionality, failing on promises. So PNB offer a Management course having tie up with Sikkim Manipal University, it is focusing on banking operation so that the bank can recruit directly from the University. (AK Saxena and shikha Jindal)

8. Face of HR practices in Today's scenario, in Indian Bank. This study was conducted to know the HRD Philosophy of banks, HRD climate in the bank, to know the various HR practices and techniques and also to study the outcome of HRD for the banks, Individual Employee, Groups and society at large. The research methodology adopted for the study is interview with the Employee of various Public & Private sector banks; Questionnaire is also prepared for the purpose of collecting data. The identified challenge of banking industry is converting abundant population pool into useful information. T&D, employee innovation retention techniques cut throat competition. To meet this challenge the bank has checked with hiring the right person for the right job, with right recruitment programme. The following programmes are conducted to retaining and development performance management, system and process, managing separation, and some other HR practices and benefits gives to employees as gratuity superannuation, short term employees benefits like medical benefits, casual leave etc. These suggestions give in the study is banking also requires multi-layer manpower for its various requirements of professionals and support staff smart banks have realized and taken steps to keep their workforce motivated through proper encouragement like man of the month award, repeat get together, conferences, sports events, dinners, company sponsored travels, reunion etc. There must be uniform impartial and balanced employee performance review, enthusiastic and pleasant behavior of staff to the customer is necessary. There must be a clearly defined system of succession planning and career growth planning in banks. Attitudinal changes are required at the top level and special R&D wings in HRD department for ongoing in house and external resources development review and implementation of HRD policies. (Shilpi Singh)
9. HRD climate in SBI Bank: This study was conducted to know the perception of top management for HRD in the SBI Bank vary according to the age, experience and qualification. Does the perception of HRD subsystems vary according to the age and experience in the SBI bank, how is the SBI organization facing in terms of OCTAPACE Culture with respect to age and experience and what is the perception of SBI bank employee towards HRDC. The primary data was collected from managerial and non-managerial staff in Bhopal region. The data was collected from the 10 branches of SBI Bank at Bhopal. The Annova test was applied to find whether the perception of the respondents differ according to the age, experience and qualification towards general climate and the result proved that the top management invest sufficient time and resource to develop their employee line managers take keen interest to make their junior learn gain competence and utilize the potential of their employees. Regarding OCTAPACE the age group between 36 – 40 and 41 – 45 want More policies and the employees in this age group want to feel free to discuss their ideas activities and feelings. The respondents who have experience of 11-15 years in their career want more openers. Collaboration, trust autonomy and proactively authenticity, Confirmation and experimentation. Annova test was conducted to know HRD mechanism perception of employees differ according to the age and experience towards HRD mechanism. The test proved that

employees of all age group have the same perception about the HRD mechanisms. SBI has a mechanism to reward good work and promotions are based as Merit.(Shwetha Mittal,Dr.B.L Verma)

10. Human Resource Department Policies: A comparative study of ICICI Bank & PNB. This study is conducted to know the HRD policies in ICICI Bank and PNB and ask to compare the contribution of various HRD Mechanism in the development of HR and also to identify the problem in the existing HRD system in ICICI & PNB.The sample used for the study is 200 respondents of ICICI and PNB bank. Here, the researchers used average, percentage, weighted rank Wilcoxons test, chi-square test. The variable used here is performance appraisal& Training and Development, in this study it is observed that there is no significant difference in the opinion of the reepondate of ICICI Bank and PNB regarding performance appraisal but is comparison it is found that thereis performance appraisal system of ICICI Bank is better than PNB. Regarding training & development it is found that there is significant different in the opinion of the respondentsof ICICI Bank & PNB. In comparison it was found that training system in ICICI Bank is better than PNB and also it is found that HRD, OD of ICICI is better than PNB.(Subhas Chandra , Dr.Suresh Dhake)
11. Human Resource Disclosure practices in Indian Commercial Banks.This paper aims to Study present Position of HRdisclosure practices in prevailing in Indian Banking sector, and comparison of HR disclosure Practices of public, private and foreign commercial banks. For this study total 11 banks has taken based on Judgmentsampling procedures, the bank enlisted in NSE is considered. Context Analysis is used to examine the disclosure practices of the commercial bank in India 19 major, variables is constructed those are separate HR sheet ,number of employee, HR policy, Management solution plan, employee value creation, employment report, HR development fund, employees categories , managerial remuneration, Retirement benefits, Awareness, Achievements, performance recognition, information on welfare of employees services fund, total value of HR superannuation fund, employees benefits and Annova is used to compare the disclosure practice of public, private and foreign commercial banks.From the study it is found that HR disclosure is not governed by any high legislation and it's totally voluntary for the banks. Training and development variable ranked first among the other variable achieving 100% disclosure across the banks. Total value of HR variable in the least disclosed variables by all the banks this was followed by HRD fund Gaining 9.09% only disclosed by SBI.When comparatives study is been made between banks about the disclosure of HRD. Bank of Baroda stood first out of 19 variable 15 variable stood freet out of 19 variable 15 variable are disclosed. The descriptive test statistics with mean 52.72 depicts that moderate level of the HR disclosure, prevails inthe Indian commercial banks.(Pushpayadav,Priyanka Gite)
12. A Study of HRM and employees performance in Banking sectors in India: In this study they have identified the major challenges faced by its banks like emerging compliance of the new prudential norms and bench marking the India financial sectors against international standards and best practices, they have also identified that introduction of new technology, skill building and intellectual capital formation and also this study also identified certain complexities in HRD in banking system that hierarchical structure gives preference to seniority over performance, and it is not the best environment for attracting to talent the young.This study has also identified few remedial measures to be improving employee performance in banks like regular conducting of staff meetings, brain storming session, study circle, Quality circle Based on the problems. This study has suggested and recommended few suggestions like HR functions to be linked to corporate goals shift from industrial relation manager to business managers or commercial team work. HR professionals have to be introduced, greater transparency, effective communication, appropriate Training and Motivations etc.(Rimjhim jha, Dr Manoj kumar)

13. HR. Management in Commercial Banks in India. In this they have identified few HRM practices of commercial banks in India. He has identified few Variables like Job analysis, R and S, Training and development, performance appraisal, compensation and defined. How it is happening in public sector banks in India. Firstly job analysis to all the banking authorities reported, that they follow a consideration of several method for job analysis secondly in Recruitment and selection it is said that the banks are using both internal and external process of recruitment. On Training and development it is identified that based on the employees need the banks are conducting on-location training managers to messenger programmes and banks also bare National Institute of Bank management, Bankers Training College (BTC) and College of Agriculture Banking. On performance appraisal it use identified that quality of output, potential of the employee within in the organization. Need to be incorporated across all the grade, cadres and levels it will increase the productivity and its long way in motivating star Performers. The compensation in public sector bank in based on seniority and work experience. Based on all the above problem researcher has identified some suggestions like R&S. The banks should give priority to graduates and above graduates in IT experience, Skills and competence and banks should also undertake different HRD development programme including continues education and training, IT orientation, career development, etc. Bank should also send bright employee to abroad on fellowship ,scholarship for higher studies, banks should organize seminars, workshops, conferences, different short courses, T&D on financial matters and Current issue, softwares up-gradation and also bank should frequently invite staff for suggestion and their active participation in meetings in order to encourage and staff satisfaction.(Dr. B Muniraja shekar DR. Sudir B)

Evaluation of reviewed literature:

- HRM practice like OCTAPACE culture is very important openness, confrontation, trust, authenticity, proactivity, autonomy Collaboration and experimentation.
- Selection policy of organization is also important because it is directly linked with employer performance, job definition career planning, employee performance appraisal training and compensation.
- HRM disclosure is also very important for any bank .From the literature review it is identified that public sector banks has disclosed more information on HR when compared with private sector banks.
- The policies in HR like recruitment T&D, performance appraisal, organizational culture and policy, career planning and employee participation is almost have with public sector banks and private sector banks.
- From the analysis of literature services it is identified that innovative HR practices followed nowadays in the banks regarding recruitment and selection training and development, performance management compensation management, career development employer motivation and employee motivation and employee security.
- From the literature services it is identified that the factor which inflows towards HRM in public sector banks are promotion, interest, nomination, personal organizational.
- Factors influencing individual development are performance review role analysis, rewards, potential Training, Job rotation and Job enrichment.
- The factors influencing organizational development are HR department, communication, team building, role clarity and interpersonal.

- From the above analysis it is identified by PNB bank that generation gap is a major issue in banks because the huge percentage of staff is above 50 and the new recruiter has to learn about the banks to PNB has conducted training called I am PNB.
- From the study it is understood that to motivate and retain employee in the banks, bank should give proper facilities, rewards and awards.
- From the study it is identified that employee in the organization would like to feel free, want to discuss their ideas activities and feelings, openness, collaboration, trust, autonomy, authority confrontation and experimentation.
- From the study it is identified that training and development, performance appraisal HRD and O.D. is better in private bank than public sector banks.
- HR disclosure is not governed by any legislation and it's totally voluntary for the banks. Training and development has 100% disclosure in all the banks. From the study it is identified that moderate level of the HR disclosure Practice prevails in the Indian Commercial Banks.
- The major complexities identified in the banking sector are new technology, skill building, intellectual capital formation, emerging, compulsions of the new prudential norms and benchmarking.
- Few studies have proved that few remedial measures should be taken in banks to improve the performance of employee like regular conducting of meeting, brain storming session, study circle, quality circle, team work, HR professional have to be introduced, greater transparency, effective communication, appropriate training and motivation.
- Indian commercial bank should also undertake different HRD development programme including continuous education and training. IT orientation, career development, fellowship is abroad, scholarship for higher studies.
- Indian commercial banks should also organize seminars, workshop, conferences, different short courses; T&D on financial matters and current issue software upgradation, and it should also invite staff for suggestions.

Major findings:

- The HRM practice like OCTAPACE culture is adopted in Indian commercial banks.
- The major HR practice followed in private and public sector banks are recruitment and selection.
- Recruitment process in banks happens through its own policies in the banks, they have campus recruitment site.
- PNB has come up with PNB Samadhan Scheme for employees to represent on work related grievances.
- SBI has its own recruitment and selection method, they have mode of advertisement aptitude test, personal interviews, reference check.
- HDFC has implemented oracle balanced score Card for its human resource function.
- The compensation of HDFC are paid as per bipartite settlement and joint agreement between Indian banks association and different unions and employees.
- AXIS has E-learning module conceptualized and developed in-house and administered through the intranet. Job rotation is happening periodically.
- PNB has recruitment process is happening through campus recruitment, PNB also has talent retentions, continuous investment in learning and development.
- PNB has reservation policy for SC, ST and OBC are prescribed by GOI by time to time.
- The innovative recruitment and selection process in public and private sector is well defined, selection according to service attitude, holding as policy, availability of bank's communication on social networking sites, written examination for recruitment and selection.

- The innovative training and development practice of banks is test of trainee; job rotation customized training, continuous training need assessment, regular training.
- The innovative performance management practices are formation of performance matrix, goal review based appraisal, appraisal, appraisal on fair objective data 360 degree performance appraisal.
- Innovative cooperation management practices found in bank are announcing Special incentive to the talented employees especial increments on regular basis, special festival advance, customized perks.
- The innovative career development practices are availability of educational opportunities at work place, preference to seniority in promotion.
- Innovation motivation practices are using music at work place, providing day care center, work autonomy, making available of ESOP, organizing stress management programme, encouraging team building activity, innovative employee security practices, retirement benefits, etc.
- PNB Bank has identified few problems with employees that they are unresponsive in hearing request, normal work does not happened properly, so they introduced.
- Management course hiring tie-up with Sikkim Manipal University so they can recruit directly from university.
- SBI has also stressed on talent management and career option, sufficient training intervention seminars, workshops is conducted for employees of the bank.
- SBI has launched project Saksham – career development system and mass power planning.

Conclusion:

To conclude Indian Commercial Banks are rushing to implement the talent ideas, but most of the banks are facing the challenges like adoption of new technology skill building intellectual capital formation, emerging compulsion of new prudential norms and bench marking. It is shown that HRM policies in the banks are very important to motivate employee and retain employee. The most HRM practices adopted by its banks are good recruitment and relation process good compensation policy, good training and development policies, career development plans, talent management programmes and performance management. Bank has emerged as knowledge based industry giving placements to workforce. Human Resource Management is always been to prominent resource in the organizations nowadays.

Indian commercial banks in concentrating more as OCTAPCE Culture it is characterized by the occurrence of openness, confrontation, trust authenticity, autonomy, collaboration and experimentation. This OCTAPALE culture is providing employee to work in harmony and enthusiasm and also encouraging team work and innovative approaches to solve problems in the organization. HRM disclosure is taking a prominence place in all the sectors. Here from the study it is identified that public sector banks has disclosed all HR practices than private sector banks. The HR policies which are adopted in the banks are same in both private and public sector. From the study it is found that HRM has very good impact or individual development and organizational development.

Limitation of the study:

The study was limited to understand the HRM practice of few banks and it is restricted to only secondary data. Few banks data were collected as from literature services. Further Investigation in other types of banks can be done with additional insight in to the findings of the research study. Extra research is suggested to be done longitudinally in order to assess the impact of HRM factors over time.

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