

The Employees' Satisfaction with regard to HRD Practices in Co-operative Banks in Haryana

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Abstract

There are different factors which contribute in employees' satisfaction in the co-operative banks in Haryana. These factors includes viz. promotion policy, transfer policy, recruitment and selection procedure, career planning and rewards, co-curricular activities, performance appraisal, organizational research, development activities, interpersonal relations, grievance redressal system, salary structure and welfare facilities. But here in this paper only the three variables i.e. promotion policy, transfer policy and recruitment and selection procedure are taken into consideration to know the employees satisfaction in co-operative banks in Haryana. These variables further studied on the basis of age, sex, educational qualification and length of service of the employees. The primary as well as secondary data have been used to analyze the results. Total number of 250 respondents' views is analysed. The statistical tools like mean, standard deviation, standard error and chi-square test have been used to draw the results. The study shows that the most of the employees are not satisfied with the policy of promotion policy, transfer policy and recruitment and selection procedure adopted in co-operative banks in Haryana.

Introduction

The employees of any organization are the real assets. The successes of any type of the business firm is depends upon the quality of the human assets. Co-operation is a human instinct. It impels a man to live and work together. Co-operatives have emerged as a Consequence of this instinct and human effort to work jointly for some common purpose.

An in-depth study of the existing literature leads us to conclusion that majority of the studies are focused on identification of training needs for the development of co-operative institutions , professionalization of co-operative management , significance of human relations , causes of grievances , role and significance of sound and effective recruitment and promotion policies for the development of human resources. Cooperative Banking has a crucial role to play in the Indian financial system. The cooperative principles of managing finance in India serve viva-media between the sophisticated institution like commercial banks on the one hand and the unscrupulous money lenders on the other. Despite the fact nationalized banks are spreading their

operations in the rural areas; Cooperative Banking remains the best answer for catering to the needs of the small borrowers. A scheme of Government of Joint Stock Bank finance might reduce the rates of interest but only the cooperatives can teach the peasants to borrow at the right time, the right amount for the right and stipulated purposes.

Co-operative Banking in Haryana

Haryana state came into existence on Tuesday, the 1st of November 1966 as the 17th State of the Indian Union, as a result of the re-organization of the erstwhile Punjab State into Haryana and Punjab. The state occupies an area of 44,212 square kilometers representing 1.3 percent of total geographical area of India. The state lies between 27- 30' and 30-55' North latitude and 74-21' and 77- 36' East longitude it is bounded by Uttar Pradesh beyond Yamuna River. In east, Punjab on the West, a portion of Haryana on the North and extends to the great expanses of the Rajasthan in the South. The average height of the topography ranges from 700 to 900 feet above the sea level.

Since long it was being thought upon that co-operative movement in Haryana was hardly capable of playing its very useful role in various of being governed by two acts i. e. Punjab Co-operative societies Act 1961 and Punjab Co-operative Agricultural Development Bank Act 1957 (as applicable to Haryana) which lacked various supporting provisions. As such these Acts were repealed and the Haryana Co-operative society Act 1984 was enacted. Among others, the following are the basic considerations for enacting the act: to provide a unified stature applicable to all types of co-operative societies in the state, to remove/modify the existing restrictive provisions of co-operative society and to include the Deposit Insurance scheme to enable co-operative Banks to attract more deposit. With the enactment of this Act, the co-operative movement in the State will prove to be more effective to eradicate poverty and progressive to carry out new welfare schemes.

To develop the co-operative movements in the state number of steps have been taken from time to time by the state Government. The Haryana State Co-operative Apex Bank limited has launched a massive programme for generation of self-employment opportunities for youth, co-operative and evoked the Co-operative societies Act, to reduce the minimum membership of these societies because of increasing trend in the number of transport societies because of increasing trend in the number of transport societies, Handloom Societies and non-agriculture societies including urban banks. These co-operative societies are playing a pivotal role for the development of the different sectors of the state like agriculture credit, marketing, sugar-mills, housing, and industry, dairy and transport etc. The Co-operative movement in Haryana has traveled a long way since its inception.

Haryana State Co-operative Bank being the Apex Bank provides finance to the CCBs for the development of agriculture. It also provides loans to certain other state level co-operative institutions. At present Haryana State co-operative Bank has 254 branches with the membership

of 1728 as 2011-2012 Table 2.5 and figure 2.6 indicate that the amount of share capital increased by 29.6 percent and the working capital increased by 132.4 percent during 2006-2007 to 2011-2012. The deposit of the Haryana state co-operative bank which was Rs. 11198.93 Lakhs in 2006-2007, have increased to Rs. 25799.71 lakhs in 2011-2012. This indicates an increase of 130.4 percent over the period 2006-2007 to 2011-2012. The profit of the Bank has increased tremendously since 2006-2007 onwards.

An attempt has been made to study the HRD Mechanisms in the co-operative bank; there remain certain very pertinent gaps. While studying HRD in co-operative banks, some of these gaps revolve around the questions such as:

- (a) Does the HRD mechanism develop the human resources?
- (b) Is there any significant relationship between HRD practices adopted in co-operative bank and certain variable?
- (c) Does employees' attitude toward the management of co-operative banks differs on different variables and in any way affect HRD?
- (d) Does the level of employees' satisfaction with regard HRD mechanism differ on different variables ?

Objectives

The following are the main objectives of the paper:

1. To study the level of employees' satisfaction with regard to promotion policy.
2. To find out the level of employees' satisfaction with transfer policy.
3. To study the perception of employees towards recruitment and selection procedure.

Hypotheses

Hypothesis is the statement of tentative solution of the problem. In view of the above objectives of the study a number of research questions arose. On the basis of these research questions, the following main hypotheses are expected to be verified during the course of analysis:

1. The employees have low level of satisfaction with regard to promotion policy, transfer policy and recruitment and selection policy.

Sample

The sampling for the present study included the employees working in all the three cooperative banks (Haryana state cooperative bank, Rewari central cooperative bank and Rohtak central cooperative bank). The sample of 250 employees is selected out of total number of employees working in these banks.

Collection of data

The Secondary data have been collected from the Head office of the Rewari Central Cooperative Bank and annual reports, books and other printed materials available in the library of these banks. The Primary data has been collected through the questionnaire formulated for the requirement of the study.

Tools of Analysis

For the analysis of the collected data the Mean, SD, SE and Chi-square test have been applied. The Chi-square test is a non-parametric test (i.e. where the parameters of the population are not know) normal-parametric data does not follow the normal curve of the probability and have unequal or unmeasurable scale intervals between categories from the different categories of employees in the form of nominal data. Hence X² test is considered more appropriate in the present study. The value of X² square is:

$$X^2 = \sum_{Z=1}^N \frac{(O_1 - E_1)^2}{E_1}$$

Where X² is calculated value of the chi-square, O₁ is the observed frequency, E₁ is the expected frequency. The calculated value of chi-square is compared with the table value to test whether the difference in the observed and expected frequencies is statistically significant or not.

Analysis and Results

There are certain variables such as promotion policy, transfer policy, recruitment and selection procedure, career planning and rewards, co-curricular activities, performance appraisal, organizational research, development activities, interpersonal relations, grievance redressal system, salary structure and welfare facilities which contributes in the employees satisfaction in any type of the organization. But here in this paper only the three variables i.e. promotion policy, transfer policy and recruitment and selection procedure are taken into consideration to know the employees satisfaction in co-operative banks in Haryana. These variables further studied on the basis of age, sex, educational qualification and length of service of the employees with the help of table no. 1, 2, 3, 4, 5, 6 and 7.

Satisfaction with Promotion Policy

Expectation of promotion in one's career is a natural aspiration. An employee is satisfied when he gets promotion. The degree of satisfied when he gets promotion. The degree of satisfaction depends upon how the management deals the employees on the promotion policy.

Table 1 depicts that out of 250 sample employees, majority of the respondents i. e. 59.5 percent are found satisfied with promotional policy. "Not at all" category is 6.5 percent and 17.5 percent

are satisfied ‘to high extent’ and “to some extent” respectively whereas 10.5 respondents reserve their opinion on this very aspect.

The employees’ satisfaction with promotion policy and certain selected variables such as age, sex, length of service and education qualification have also been studied.

Age

Table No. 1: Level of satisfaction of employees regarding promotion policy

(On the basis of age of employees)

Age Groups	15-30	31-45	46-60	Total
VHE	-	-	-	-
HE	-	6(8.4)	15(22)	21(8.5)
SE	10(5)	9(11.6)	36(62)	55((21.5)
Don’t know	17(17.4)	12(10)	-	29(10.5)
Not at all	68(77.6)	58(70)	19(16)	145(59.5)
Total	95(100)	85(100)	70(100)	250(100)

Note: Figures in parenthesis indicate the percentage of column total.

VHE =To very high extent,
extent

HE = To high extent,

SE = To some

Table 1 explains that large number of respondents i.e. 77.5 percent, and 70 percent among the age group of 15 to 30, 30 to 45 respectively perceive that they were satisfied with promotion policy “not at all, whereas respondents in the age group of 45 to 60 were satisfied with promotion policy ‘to some extent’. Hence it is concluded that majority of the respondents were satisfied with promotion policy “Not at all” and this perception is ‘supported’ by the respondents ‘belonging’ to age group of 15 to 30 and 30 to 45 respectively whereas rest of the employees belonging to age group of 45 to 60 did not support this perception.

Sex

Table No. 2: Level of satisfaction of employees regarding promotion policy

(On the basis of Sex of employees)

	Male	Female	Total
VHE	-	-	-
HE	15(8.02)	5(10.5)	20(8.5)
SE	45(21.6)	9(21)	54((21.5)
Don’t know	19(9.3)	6(15.8)	25(10.5)
Not at all	80(61)	21(52.6)	101(59.5)
Total	159(100)	41(100)	200(100)

Note: Figures in parenthesis indicate the percentage of column total.

Table 2 further shows that 61 percent and 52.6 percent of the respondents among the categories of males and females viewed that they were satisfied with promotion policy “Not at all” 21.6 percent and 21 percent of the employees of some category were satisfied with promotion policy “to some extent” while 9.3 percent and 15.8 percent reserved their opinion on promotion policy. It leads to the conclusion that majority of the respondents were satisfied with promotion policy ‘not at all’ and the perception is not affected by the sex variable.

Length of Service

Table No. 3: Level of satisfaction of employees regarding promotion policy

(On the basis of Length of Service of employees)

Service length	15-30	31-45	46-60	Total
VHE	-	-	-	-
HE	-	12(16.7)	15(2.5)	27(8.5)
SE	13(12.5)	15(17.8)	28(54.7)	56((21.5)
Don't know	20(13.3)	15(10.7)	-	35(10.5)
Not at all	83(74.1)	33(55.4)	16(15.6)	132(59.5)
Total	116(100)	75(100)	59(100)	250(100)

Note: Figures in parenthesis indicate the percentage of column total.

Table 3 highlights that large number of employees having length of service up to 10 years and 10 to 20 years were satisfied with promotion policy “not at all” while 59.7 percent having length of service up to 10 years and 10-20 years respectively, however, the remaining employees does not support the same.

Educational Qualification

Table No. 4: Level of satisfaction of employees regarding promotion policy

(On the basis of Educational Qualification of employees)

Qualification	10+2	Graduates	P.G.	Total
VHE	-	-	-	-
HE	15(13.7)	6(5.4)	11(4.6)	32(8.5)
SE	19(29.4)	10(11.6)	31(16.2)	60((21.5)
Don't know	19(17.4)	7(5.8)	-	26(10.5)
Not at all	65(37.6)	55(65)	12(16)	132(59.5)
Total	118(100)	78(100)	54(100)	250(100)

Note: Figures in parenthesis indicate the percentage of column total.

Table no.4 reveals the information regarding promotion policy of the co-operative banks in Haryana. While studying the extent of satisfaction with promotion policy on the basis of their educational qualification, it is observed from the table no. 4 that 40.2 percent, 78 percent and 83.3 percent with matriculation, graduation and above graduation qualification respectively

perceived that they were satisfied with promotion policy- “Not at all” 29.4 percent, 11.8 percent and 16.7 percent employees among the same categories were satisfied with promotion policy “to some extent”. It may therefore be concluded that majority of respondents were satisfied with promotion policy “Not at all” and this perception is not affected by the educational level of the respondents.

Employees Satisfaction with Transfer Policy

The transfer policy of any firm play very important role in the development and satisfaction of employees. Transfer is the movement of an employee from one job to another job on the same occupation level and at about the same level of salary. No appropriate increase or decrease in duties and responsibilities is involved, although, there, may be a change in their specific nature of job and in working conditions. Here an attempt has also been made to study the extent of transfer affects the satisfaction and performance of the employees.

Table 5: Transfer Policy: Respondents View

Sr. No.	Nature of Responses	No. of Respondents	Percentage
1.	Satisfied	113 (2.25)	42.5
2.	Not- satisfied	137 (2.25)	57.5
Total		250	100

$X^2 = 4.50$; $p < 0.01$

Note: Figures in parentheses indicate the X^2 value of each cell.

Table 5 depicts respondents’ views on the existing transfer policy of the co-operative banks in Haryana. The null hypothesis is accepted at 1 percent level of significance implying that there is no specific transfer policy in co-operative banks in Haryana. 42.5 percent of the respondents expressed their satisfaction over the existing transfer policy of the co-operative banks while 57.5 percent of the respondents show their dissatisfaction over the existing transfer policy.

Table 6: Level of Satisfaction with Transfer Policy

Sr. No.	Nature of Responses	No. of Respondents	Percentage
1.	To great extent	17 (5.16)	20.5
2.	To moderate extent	29(.05)	32.0
3.	To some extent	42 (4.25)	47.5
Total		88	100

$X^2 = 8.50$; $p < 0.01$

Note: Figures in parentheses indicate the chi- square value of the cell.

The table 6 indicates that 47.5 percent of the respondents were satisfied with the transfer policy “to some extent”. 32 and 20.5 percent were found satisfied with the existing transfer policy “to moderate extent” and “to great extent” respectively. The Table further indicates that 50.8 percent of the respondents were found satisfied with the existing transfer policy but significant number of respondents (49.2 percent) were not fully satisfied.

The value of chi-square 8.50 is more than the table value at 1 percent level of significance. It leads to the conclusion that significant difference in the opinion of respondents existed over the level of satisfaction with regard to transfer policy.

Level of Satisfaction of Employees Regarding Recruitment and Selection Procedure

The higher authority of any firm would fail to select the right man for right job in the absence of scientific recruitment and selection policy. However, the employees must have faith in the system of recruitment and selection. An attempt has been made to see whether the recruitments have been made in the co-operative banks keeping in view the manpower requirement and whether the scientific selection and recruitment procedure develops the human resources. The same has been explained with the help of table no. 7, 8, 9, 10 and 11.

Age

Table No. 7: Level of satisfaction regarding Recruitment and Selection Procedure

(On the basis of age of employees)

Age Groups	15-30	31-45	46-60	Total
VHE	8(6.15)	10(11)	13(19)	31(10.5)
HE	11(9.6)	18(18.4)	20(26)	49(19.2)
SE	35(43.5)	36(41.6)	21(42)	92((41.0)
Don't know	9(12.4)	11(5.10)	2(1.5)	22(6.0)
Not at all	25(27.6)	19(20)	12(17)	56(23.5)
Total	88(100)	94(100)	68(100)	250(100)

Note: Figures in parenthesis indicate the percentage of column total.

VHE =To very high extent,
extent

HE = To high extent,

SE = To some

Table 7 shows the values according the four groups of age as mentioned above. 43.5 percent of the respondents in the age group 15-30 were satisfied with recruitment and selection procedure of cooperative Banks “To some extent” 12.4 percent and 27.6 in the same age group were satisfied “to very high extent” and “not at all” respectively.

In the age group of 31 to 45, 41.6 percent, 18.4 percent were satisfied “To some extent” and “to high extent” respectively with the existing recruitment and selection procedure. Whereas 17 percent were satisfied “not at all”. 42 percent and 26 percent respondents belonging to age group 46-60 perceived that they were satisfied with the recruitment and selection procedure “to some extent” and “to high extent respectively, whereas only 19 percent expressed their view “to very high extent”. Hence, it is concluded that majority of respondents were selection procedure of cooperative Banks “To some extent”. The perception is not affected by employees of different age groups.

Sex

Table No. 8: Level of satisfaction regarding Recruitment and Selection Procedure

(On the basis of Sex of employees)

	Male	Female	Total
VHE	20(11.3)	11(12.6)	31(10.6)
HE	32(38.02)	17(30.5)	49(18.5)
SE	79(42.6)	13(21)	92((21.5)
Don't know	14(6.3)	8(7.8)	22(6.5)
Not at all	40(21.4)	16(25.6)	56(25.5)
Total	185(100)	65(100)	250(100)

Note: Figures in parenthesis indicate the percentage of column total.

Table 8 highlights the values regarding recruitment and selection procedure adopted in the co-operative banks in Haryana. 42.6 percent respondents among males and 38.02 percent among female were satisfied with the recruitment and selection procedure “to some extent” and “to high extent” respectively, whereas 21.4 percent and 25.6 percent of the respondents of both categories were satisfied with promotion policy “not at all”. It may be inferred that majority of the respondents were satisfied with recruitment and selection procedure “to some extent” and this perception is affected by the sex variable.

Length of Service

Table No. 9: Level of satisfaction regarding Recruitment and Selection Procedure

(On the basis of Length of Service of employees)

Service length	0-10	11-20	Above 20	Total
VHE	8(5.23)	10(13.6)	13(27.7)	31(10.5)
HE	14(9.53)	18(26.7)	17(42.5)	49(18.5)
SE	69(52.5)	19(27.8)	4(5.7)	92((42.5)
Don't know	10(8.3)	8(10.7)	4(2.4)	22(7.5)
Not at all	29(24.1)	19(25.4)	8(15.6)	56(59.5)
Total	130(100)	74(100)	46(100)	250(100)

Note: Figures in parenthesis indicate the percentage of column total.

Table 9 exhibits the level of satisfaction of employees regarding recruitment and selection procedure on the basis of length of service of employees in co-operative banks in Haryana. An analysis of sample employees on the basis of their length of service (i. e. up to 10 to 20 and above 20 years) reveals an interesting fact. 52.5 percent and 25.4 percent of the employees having length of service up to 10 and 10 to 20 were satisfied with the recruitment and selection procedure of cooperative Bank “to some extent” whereas the employees more than 20 years of service were satisfied “to high extent”. Hence it is concluded that majority of respondents were satisfied “to some extent” and this perception is supported by employees having length of service up to 10 years and 10 to 20 years except the employees having length of service above 20 years.

Educational Qualification

Table No. 10: Level of satisfaction regarding Recruitment and Selection Procedure

(On the basis of Educational Qualification of employees)

Qualification	10+2	Graduates	P.G.	Total
VHE	15(12.5)	8(5.6)	8(15.3)	31(10.5)
HE	24(19.7)	17(25.4)	8(14.6)	49(18.5)
SE	48(39.4)	30(41.6)	14(36.2)	92((21.5)
Don't know	15(7.4)	4(5.8)	3(2.1)	22(10.5)
Not at all	16(7.6)	25(65)	15(36.3)	56(29.5)
Total	118(100)	84(100)	48(100)	250(100)

Note: Figures in parenthesis indicate the percentage of column total.

Table 10 exhibits the level of satisfaction of employees regarding recruitment and selection procedure on the basis of educational qualification of employees in co-operative banks in Haryana. 39.4 percent and 41.6 percent of the respondents being plus two and graduates were satisfied with recruitment and selection procedure of cooperative Banks up “to some extent” whereas among the employees of above graduation qualification were satisfied with recruitment and selection “not at all”. It leads to the conclusion that employees having educational qualification plus two and graduation were satisfied “to some extent”. This perception is supported by the plus two and graduates, whereas above graduate employees did not support this perception.

Degree of Satisfaction with the Adopted Criteria for Selection

Table 11 reveals the view of respondents on the criteria adopted for selection in cooperative Banks. About 40 percent of the respondents viewed that they were satisfied with the adopted criteria “to high extent” 33.5 percent and 15.5 percent were satisfied “to some extent” and “to very high extent” respectively.

Table 11: Level of Satisfaction and the Criteria Adopted for Selection

Sr. No.	Nature of Responses	No. of Respondents	Percentage
1	To very high extent	42 (5.78)	15.5
2	To high extent	92 (20.45)	40.0
3	To some extent	77 (5.78)	33.5
4	Don't know	10 (3.5)	2.5
5	Not at all	29 (20.48)	8.5
Total		250	100

$X^2 = 52.46$; $p < 0.01$

Note: Figures in parentheses depict the chi-square value of each cell

After applying X^2 test, it is found that table value is less than the calculated value. So we reject the null hypothesis implying there by that significant number of the respondents (40 percent) was satisfied with the criteria adopted for selection in cooperative Banks up “to high extent” and tilt was more towards “to some extent”.

Thus, on the basis of the study made, it is inferred that most of the employees (about 60 percent) had not got promotion in the co-operative banks in Haryana and majority of the employees (about 54 percent) are not satisfied with the promotion policy adopted by the Co-operative banks. Insignificant relationship between educational qualification and professional qualification with promotion was observed. Educational qualification and professional qualification of an employee had not been given due weightage. Other variables such as age, sex, status and length of service were given due weightage. All most same results reflected in case of transfer policy of the bank. More than 57 percent of the employees are not satisfied with the transfer policy adopted in Co-operative banks in Haryana. However, about 49 percent of the employees are satisfied to some extent in this regards. Employees are not transferred on the basis of age, educational qualification and professional qualification whereas sex, mode of employment, length of service and status had a significant relationship with transfer. Further, the study reveals that the employees in the age group of 16-30, 31-45 and 46-60, length of service 0-10 and 11-20, educational qualification plus two, graduation and non-officer category of employees and male respondents of employees were satisfied with recruitment and selection policy of the co-operative banks to some extent. On the other hand employees having length of service above 20 years officers' category of employees and female respondents were satisfied the recruitment and selection policy to high extent.

Employees having post graduation qualification were found to be non-satisfied with the recruitment and selection policy of the co-operative banks in Haryana.

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