

HRM PRACTICES OF PUBLIC AND PRIVATE SECTOR BANKS IN INDIA

Veena AL¹ Research Scholar, Yashwanth kumar RM² Research Scholar

Introduction

Human Resource Management includes planning, job analysis, job design, acquisition, training and development, compensation, appraisal, benefits, rewards, safety, health, motivation, job evaluation, human relations, employee counselling and personnel research of human resources. A HRM system is a set of procedures framed to control, e.g., the system of employment in HRM through selection involving a set of procedures of inviting applications, conducting tests, interviews, physical examination, checking references, issuing appointment letters, their compensations; and beyond that training and other processes to be followed for effective management and total efficiency of all the systems should be effectively planned, developed and executed collectively by human resource manager in consultation with other managers.

Moreover, presently the top managements of commercial banks in India are paying increased attention to HRM because they have realized that human resources need to be closely integrated with planning and decision-making. Now for them, the Human Resource Management means viewing people as vital social capital and an effective Human Resource Management has become a must to face challenges on knowledge, skill and technology fronts occurring in global economy. And as such, the effective Human Resource Management has become mandatory for all the industrial and service organisations.

REVIEW OF LITERATURE

Anjana Mehra, Praveshika Sharma (2016) in his study "Nationalisation of Bank: A Historical Bloop or Commitment of the Hour" stated that Nationalisation diffused public confidence in the banking system emboldening the mobs to save and invest. It

eliminated the regional biasness and promoted opening up branches in the lonesome areas of the country as well, hence enhancing the banking network. A side elimination of monopoly, competition, and nationalisation rationalised banking practices in the country.

Dhatta Aphale (2012) in his study "National Banks to join nationwide strike today" said that State Bank of Indore has been merged with the State Bank of India. This makes the banks in India more competitive as compared to international banks which are spread in remote parts of the country and run on deposits made by the villagers, farmers and urban poor.

Hajeja. T.N. (2009) in the book of "Money and Banking Theory with Indian Banking", stated that the nationalized bank have introduced non- traditional programmes. Banks have launched number of new savings and other innovate schemes and after nationalization banks started playing a developmental role in the interest of the country.

Madhu Lincoln. M et al. (2009) in his book "HRM practices in public sector banks" stated that the employees in the private banks are computer savvy and willing to work for long hours as they have realized that their survival and growth depends on performance laid contrary. The working conditions, the ambience and the facilities available in private banks are distinctly different from those of public sector bank. Acute shortage of man power in public sector banks is also making employees to work relentlessly for long hours. Employees are not happy with the promotion policy as they have to wait for long period. There is a strong feeling among the employees that they are over worked and under paid.

Gangadhar Nayak (2011) in his book "Human Resource Management in small scale Industry", stated that it is extremely difficult to fit employees' basic social and psychological needs continually. Today many person works not because of work offers any pleasure, but there is no other way of earning to live.

RESEARCH GAP

Among all the commercial banks, every public and private sector bank is fighting its own battle from the perspective of customer perception management. The current scenario is forcing the banking sector to move from social banking to market oriented banking. The onset of liberalization brought out many changes in the way of bank operations. The HRM practices in banking sector have attracted considerable attention over recent past in India, especially since the 1970s.

IMPORTANCE OF THE STUDY

The study covers those aspects which are directly related to the successful management of manpower laying a strong emphasis on how to put the human resource to the optimum use to improve the productivity and profitability. It can be clearly visualised that Human Resources is the only resource, which can provide and reduce unlimited output through better ideas. The HR profession is considered as a prime contributor to organizational effectiveness, individual growth and productivity. As such, training and development affects the human potentials and plays a significant role in manpower productivity and job satisfaction levels by improving human skills. The research as proposed shall be confined to a comparative analysis of HRM practices undertaken in public and private sector banks in India, because so far no inters-ectoral comparative study of Indian banks has been undertaken.

OBJECTIVES OF THE STUDY

- To study the Human Resource Management Practices in Public Sector and private sector banks in India Banks .
- To analyze the employee's perceptions towards recruitment and selection procedure both of public sector and private sector banks in India .
- To evaluate the performance appraisal methods and its effectiveness on employees in public and private sector banks in India.

Methodology of the study

This present study is based on primary as well as secondary data. For the primary data 250 of public sector bank employees (SBI, IOB, CBI, BoI, Canara bank, Indian Bank, PNB, UCO Bank, BoB etc) and 250 of private sector bank employees (ICICI, HDFC, IDBI,DCB, Yes bank and Federal bank etc) sample have been selected for this study. The primary data collected through online questionnaire (google form) was entered in excel sheet and tabulation of data was done with the help of crosstabs. Average of answers related to each HRM practices, and employee morale was taken and tabulation was done to know their impact according to demographic factors. Descriptive and applied statistics was also done to analyze the data. And the secondary data have been collected form, books, journals, magazine, articles, periodicals and internet etc.

Data analysis and interpretation**Table -1 : Demographical Profile of the Respondents**

Variables	Public sector	Private sector	Total	X ₂	P value
Gender Male Female	92 (36.8) 158 (63.2)	112 (44.8) 138 (55.2)	204 (40.8) 296 (59.2)	3.312	0.069

Total	250	250	500		
Age					
21-30 years	73 (29.2)	78 (31.2)	151 (30.2)		
31-40 years	115 (46)	107 (42.8)	222 (44.4)		
41-50 years	32 (12.8)	53 (21.2)	85 (17)		
Above 50 years	30 (12)	12 (4.8)	42 (8.4)		
				13.356*	0.004
Total	250	250	500		
Qualification					
U.G Degree	50 (20.0)	65 (26.0)	115 (23.0)		
P.G Degree Professional	123 (49.2)	130 (52.0)	253 (50.6)		
Others	54 (21.6)	53 (21.2)	107 (21.4)		
Total	23 (9.2)	2 (.8)	25 (5.0)		
	250	250	500	19.800*	0.000
Variables	Public sector	Private sector	Total	X₂	P value
Location of the house					
Urban	89 (35.6)	58 (23.2)	147 (29.4)		
Rural	81 (32.4)	130 (52.0)	211 (42.2)		
Semi urban	80 (32.0)	62 (24.8)	142 (28.4)		
Total				20.198*	0.000
	250	250	500		
Number of years of service in banking industry					
Up to 5 years	69 (27.6)	46(18.4)	115 (23.0)		
6-10 years	104(41.6)	86(34.4)	190(38.0)		
11-15 years	28(11.2)	48(19.2)	76(15.2)		
16-20 years	29(11.6)	43(17.2)	72(14.4)		
Above 20 years	20(8.0)	27(10.8)	47(9.4)		
Total				15.333*	0.004
	250	250	500		

In the public sector banks, 158 (63.2 per cent) of the employees are female, while only 92 (36.8 per cent) are male. However, in the private sector banks, 138 (55.2 per cent) respondent employees belong to female category and the remaining 112 (44.8 per cent) belong to male category.

The above table depicts that as many as 73 (29.2 per cent) and 78 (31.2 per cent) of the total respondent employees from both the public sector and the private sector banks respectively are below the age of 21- 30 years. Similarly, as many as 115 (46 per cent) and 107 (42.8 per cent) respondent employees fall under the age category of 31-40 years; 32 (12.8 per cent) and 53 (21.2 per cent) fall in 41-50 years category, whereas 30 (12.0 per cent) and 12 (4.8 per cent) respectively are of above 50 years age in the public sector and the private sector banks. The table reflects that majority of the respondent employees are of above 31 years of age in the public and private sector banks.

The Chi-square test result shows that there is a highly significant difference among the respondent employees belonging to different age categories in both the public and the private sector banks. However there is no significant difference among the respondent employees belonging to sex-wise category.

Regarding the educational status majority of the respondent employees from the public sector banks, i.e., 123 (49.2 per cent) possessed post-graduate degree, whereas the remaining 50 (20.0 per cent), 54 (21.6 per cent) and 23 (9.2 per cent) respondents are graduate/degree holders, professional degree holders and others respectively. The large number of respondents from private sector banks, i.e., 130 (52.0 per cent) have post-graduate degree, while the remaining 65 (26.0 per cent), 53 (21.2 per cent) and 2 (8 per cent) respondents represent the categories of graduate/degree holders, professional degree holders and others respectively. The Chi-square value ($p > 0.05$) shows that a significant difference lies between the education profiles of the respondents of both the banking sectors.

The table 1 also shows that majority of the public sector bank employees have house in urban area (35.6 per cent), whereas 32.4percent in rural area and 32.0 per cent employees are living in semi urban area. In the case of private sector bank employees 52.0 per cent have house in rural area, 24.8 per cent in semi urban area and 23.2 per cent in rural area. In Number of years of service in banking industry, majority of the respondents (41.6 per cent and 34.4percent) have 6 to 10 years experience both in public and private sector banks. The lowest of experience of the respondents (8.0 per cent and 10.8 per cent) have above 20

years experience both in public and private sector banks. The Chi-square test result shows that there is a highly significant difference among the respondent employees belonging to Location of the house and Number of years of service in banking industry in both the public and the private sector banks.

Table: 2 Employee's Perception Regarding Recruitment And Selection Polices

Opinion about your Bank's recruitment and selection polices		Public	Private	Total	X₂	P value
Very Good	Good	74 (29.6)	85 (34.0)	159 (31.8)	7.629	0.106
Good		129 (51.6)	137 (54.8)	266 (53.8)		
Bad		20 (8.0)	13 (5.2)	33 (6.6)		
Very Bad	Bad	20 (8.0)	8 (3.2)	28 (5.6)		
Worst		7 (2.8)	7 (2.8)	14 (2.8)		
Total		250	250	500		

The above table exhibits that 129 (51.6 per cent) employees from the public sector banks hold a good opinion about bank's recruitment policy, 74 (29.6 per cent) of the respondents have the 'very good' opinion about the recruitment and selection policy of these banks. 20 (8.0percent) and again 20 (8.0percent), 7 (2.8 percent) employees respectively hold a bad, very bad and worst opinion in this regard. On the other hand, 137 (54.8 per cent) of the employees from the private sector banks hold a good opinion and 85(34.0 per cent) of them have the very good opinion about the recruitment and selection policy of these banks, while only 13 (5.2 per cent) and 8 (3.2 per cent) of the bank employees respectively hold bad and very bad opinion in this regard. The Pearson's Chi-square value shows that there is an insignificant gap between the responses of employees from the both the public and private sector banks regarding their recruitment and selection policy.

Table 3: Criteria For Performance Evaluation

Variables	Public sector	Private sector	Total	X ₂	P.value
Performance	26(10.4)	78(31.2)	104(20.8)	33.051*	0.000
Personal traits	165(66)	123(49.2)	288(57.6)		
Skills	59(23.6)	49(19.6)	108(21.6)		
Total	250	250	500		

From the above table it can be understood that, majority of the respondents from public sector bank i.e. 165 (66 percent) felt that the criteria for evaluating the performance is the personal traits, followed by 59 (23.6 percent) stated it as employee skills and 26 (10.4percent) specified it as performance, where as the case with private sector bank 123 (49.2 percent) of the respondents felt that the criteria for performance evaluation is personal traits, followed by 78 (31.2 percent) respondents feel it as performance, and 49 (19.6 percent) specified it as employee skills. The Chi-square test reveals that criteria for performance evaluation have a significant influence over public and private sector banks since the chi-square value is significant at five percent level.

Performance appraisal is done by various persons. Some of the important personnel who do performance appraiser superior, superior in consultation with peers, superior in consultation with appraise and others. The following table shows the sector wise analysis of performance appraisers in bank.

Table 4: Sector Wise Analysis Of Performance Appraiser

Variables	Public sector	Private sector	Total	X ₂	P.value
-----------	---------------	----------------	-------	----------------	---------

Superior	92(36.8)	61(24.4)	153(30.6)		
Superior in consultation with peers	82(32.8)	62(24.8)	145(29)		
Superior in consultation with appraise	39(15.6)	77(30.8)	116(23.2)		
Others	36(14.4)	50(20)	86(17.2)		
Total	250	250	500	24.050*	0.000

Data shown in table 5.2 reveals that majority of the respondents from public sector bank i.e. 92 (36.8percent) felt that performance appraisal is done by the superior, followed by 82 (32.8 percent) stated that it is done by superior in consultation with peers, 39 (15.6 percent) specified that it is done by the superior in consultation with appraise and 36 (14.4 percent) respondents stated that performance appraisal is done by others, where as the case with private sector bank is totally different from public sector banks. Majority of the respondents opined that the performance appraiser is Superior in consultation with appraise 77 (30.8 percent), 62 (24.8 percent) stated that it is done by superior in consultation with peers, 61 (24.4 percent) felt that performance appraisal is done by the superior and 50 (20 percent) respondents stated that performance appraisal is done by others.

Table 4: Sector Wise Analysis Of Frequency Of Performance Appraisal

Variables	Public sector	Private sector	Total	X ₂	P. value
Within 1 year	97(38.8)	56(22.4)	153(30.6)		
1 to 3 years	78(31.2)	60(24)	138(27.6)		
Above 3 years	38(15.2)	84(33.6)	122(24.4)		
Never	37(14.8)	50(20)	87(17.4)		
Total	250	250	500	32.622*	0.000

From the above table it is evident that, majority of the respondents from public sector banks i.e. 97 (38.8 percent) felt that performance appraisal is being done within one year, followed by 78 (31.2 percent) as one to three years, 38 (15.2 percent) as above three years and 37 (14.8 percent) felt that it hasn't been done, whereas the case with private sector bank is 84 (33.6 percent) of the respondents felt that performance appraisal is being done above three years, followed by 60 (24 percent) felt that it is being done one to three years, 56 (22.4 percent) as within one year and 50 (20 percent) felt that it hasn't been done.

The Chi-square test reveals that frequency of performance appraisal has a significant influence over public and private sector banks since the chi-square value is significant at five percent level.

Table 5: Sector Wise Analysis Of Criteria For Promotion

Variables	Public sector	Private sector	Total	X ²	P. value
Seniority	62(24.8)	53(21.2)	115(23)	4.045	0.400
Merit	79(31.6)	79(31.6)	158(31.6)		
Merit- cum- seniority	23(9.2)	15 (6)	38(7.6)		
Written test and merit	44(17.6)	50 (20)	94(18.8)		
Any other	42(16.8)	53 (21.2)	95(19)		
Total	250	250	500		

Analysis of the table shows that 79 (31.6 per cent) of the public sector respondent bank employees get promoted through merit. 62 (24.8 percent) among them have been promoted through seniority basis, while 44 (17.6 percent) and 42 (16.8 per cent) of the bank respondent employees have been promoted on written test and merit and any other basis, and 23 (9.2 percent) among them have been promoted through merit cum seniority, whereas, in the private sector banks 79 (31.6 per cent) of the public sector respondent bank employees get promoted through merit, while 53 (21.2 percent) and 53 (21.2 per cent) of the bank respondent employees have been promoted on any other and written test and seniority, 50 (20 percent) among them have been promoted through merit basis and 23 (9.2

percent) among have been promoted through merit cum seniority. The Pearson's Chi-square, p-value 0.400 shows that there is an insignificant gap between the responses of both the public and private sector bank employees on the statement.

Table 6: Perception Regarding Outcome Of Performance Appraisal

Variables	Public sector	Private sector	Total	X ₂	P. value
Identifying training	15(6)	7(2.8)	22(4.4)	23.276*	0.000
Transfers	19(7.6)	29(11.6)	48(9.6)		
Salary raising	46(18.4)	73(29.2)	119(23.8)		
Stoppage of increments	42(16.8)	58(23.2)	100(20)		
Promotion	128(51.2)	83(33.2)	211(42.2)		
Total	250	250	500		

It is observed from the table 6 that, among the respondents from public sector banks 128 (51.2 percent) stated that the outcome of performance appraisal is promotions, followed by 46 (18.4 percent) stating it as rise in salaries, 42 (16.8 percent) stated it as stoppage of increments, 19 (7.6 percent) stated it as transfers and 15 (6 percent) identifying training, whereas among the respondents from private sector banks, 83 (33.2 percent) stated that the outcome of performance appraisal is promotions, followed by 73 (29.2 percent) stated it as rise in salaries, 58 (23.2 percent) stated it as stoppage of increments, 29 (11.6 percent) stated it as transfers and 7 (2.8 percent) identifying training. The Chi-square test reveals that outcome of performance appraisal has a significant influence over public and a private sector bank since the chi-square value is significant at five percent level.

Table 7: Perception Regarding Promotion

Variables	Public sector	Private sector	Total	X ₂	P. value
Very good	46(18.4)	73(29.2)	119(23.8)	23.276*	0.000
Good	128(51.2)	83(33.2)	211(42.2)		

Very fair	15(6)	7(2.8)	22(4.4)		
Fair	42(16.8)	58(23.2)	100(20)		
Somewhat fair	19(7.6)	29(11.6)	48(9.6)		
Total	250	250	500		

Table 7 reveals the distribution of opinion about promotional policy among the employees of public and private sector banks. In public sector banks majority of the respondents 128 (51.2 percent) stated their opinion about promotional policy as good, followed by 46 (18.4 percent) as very good, 42 (16.8 percent) as fair, 19 (7.6 percent) and 15 (6 percent) as somewhat fair and very fair, where as among the respondents from private sector banks, majority of the respondents 83 (33.2 percent) stated their opinion about promotional policy as good, followed by 73 (29.2 percent) as very good, 58 (23.2 percent) as fair, 29 (11.6 percent) and 7 (2.8 percent) as somewhat fair and very fair.

Table 8: Overall perception regarding performance appraisal

Sl. No.	Variables	Mean score	Rank
1.	Helps in planning the job in the right direction	4.3480	I
2.	Paves way for training / orientation programmes	3.8080	VII
3.	Increase efficiency and effectiveness	3.6600	VIII
4.	Helps in identifying weaknesses and strengths	4.1100	II
5.	Helps in career planning	3.8600	VI
6.	Develop Communication skill	4.0540	III
7.	Increase technical knowledge	3.4360	X
8.	Enhance Quality of work	3.2440	XI
9.	Builds team work	3.2420	XII
10.	Improve personal qualities	3.6420	IX
11.	Provides attractive financial incentives	3.9120	V
12.	Increase promotion opportunities	3.9940	IV

Table 8 indicates the means, which were intended to determine the opinions of respondents. "Helps in planning the job in the right direction" is ranked first, with the mean score of 4.3480, since more respondents agreed with the statement. The second rank goes to 'Helps in identifying weaknesses and strengths' with a mean score of 4.1100. Third rank goes to 'Develop Communication skill' with a mean score of 4.0540, if the employees developed their communication skills they can face the critical situations in their job. The fourth rank is 'Increase promotion opportunities' with the mean score of 3.9940, fifth rank is 'Provides attractive financial incentives' with the mean score of 3.9120, sixth rank is 'Helps in career planning' with the mean score of 3.8600, seventh rank is 'Paves way for training / orientation programmes' with a mean score of 3.8080, the eighth rank is 'Increase efficiency and effectiveness' with a mean score of 3.6600, ninth rank is 'Improve personal qualities' with a mean score of 3.6420, tenth rank goes to 'Increase technical knowledge' with a mean score of 3.4360, the eleventh rank goes to 'Enhance Quality of work' with a mean score of 3.2440, the last rank goes to 'Builds team work' with a mean score of 3.2420 respectively.

Table 9: Perception Regarding Performance Appraisal: Sector Wise

Sl. No.	Variables	Nature of Job		t-Statistics	P Value
		Public	Private		
1.	Helps in planning the job in the right direction	4.4219	4.2118	9.046*	0.003
2.	Paves way for training / orientation programmes	3.8594	4.3412	1.809	0.181
3.	Increase efficiency and effectiveness	4.1563	4.3529	8.941*	0.003
4.	Helps in identifying weaknesses and strengths	3.9375	3.8824	0.092	0.762

5.	Helps in career planning	3.4375	3.7176	0.398	0.529
6.	Develop Communication skill	3.6875	3.8353	1.618	0.205
7.	Increase technical knowledge	3.5313	3.8353	25.545*	0.000
8.	Enhance Quality of work	3.7969	3.7765	0.157	0.692
9.	Builds team work	3.9063	3.9412	0.817	0.367
10.	Improve personal qualities	3.8750	3.6000	13.364*	0.000
11.	Provides attractive financial incentives	3.3594	3.7647	9.564*	0.002
12.	Increase promotion opportunities	3.2656	3.4706	1.740	0.189
	Overall	3.7695	3.8941		

From the above Table it is seen that among public sector bank employees, perception of performance appraisal is high for the variables, "Helps in planning the job in the right direction", "Increase efficiency and effectiveness", "Helps in identifying weaknesses and strengths" and "Builds team work", since they have the highest mean scores of 4.4219, 4.1563, 3.9375 and 3.9063 respectively. They have the lowest perception of performance appraisal for the variables, "Increase promotion opportunities" and "Provides attractive financial incentives", since they have the lowest mean scores of 3.2656 and 3.3594 respectively. The private sector bank employees have the highest perception of performance appraisal for the variables, "Increase efficiency and effectiveness", "Paves way for training / orientation programmes", "Helps in planning the job in the right direction", "Builds team work" and "Helps in identifying weaknesses and strengths" since they have the highest mean scores of 4.3529, 4.3412, 4.2118, 3.9412 and 3.8824 respectively. They have the lowest perception of performance appraisal for the variables, "Increase promotion opportunities" and "Improve personal qualities", since they have the lowest mean scores of 3.4706 and 3.6000 respectively

Overall performance appraisal is high among the private sector bank employees (mean score 3.8941) compared to public sector bank employees (mean score 3.7695). Regarding the perception of performance appraisal among bank employees in public and private sector significant difference have been identified in the case of "Helps in planning the job in the right direction", "Increase efficiency and effectiveness", "Increase technical knowledge", "Improve personal qualities" and "Provides attractive financial incentives", since their respective 't' statistics are significant at five percent level.

Table 10: Sector Wise Satisfaction Level Towards Existing Performance Appraisal System

Variables	Public sector	Private sector	Total	X ₂	P. value
Yes	190(76)	184(73.6)	374(74.8)	0.382	0.537
No	60(24)	66 (26.4)	126(25.2)		
Total	250	250	500		

From the above table, it can be interpreted that, majority of 190 (76 percent) of public sector and 184 (73.6 percent) of private expressed their satisfaction towards existing performance appraisal system. But 60(24) of 184 public and 66 (26.4) of private sector respondents have expressed their Dissatisfaction towards existing performance appraisal system.

Table 11 Satisfaction Regarding Promotional Policy

Variables	Public sector	Private sector	Total	X ₂	P. value
Highly satisfied	83 (33.2)	86 (34.4)	169 (33.8)	4.199	0.380
Satisfied	94 (37.6)	92 (36.8)	186 (37.2)		
No opinion	33 (13.2)	30 (12)	63 (25.2)		
Dissatisfied	16 (6.4)	26 (10.4)	42 (8.4)		

Highly dissatisfied	24 (9.6)	16 (6.4)	40 (8)		
Total	250	250	500		

The above table presents the data regarding the satisfaction levels expressed by the respondent bank employees of both the public and private sector banks on promotional policies. Large numbers of bank employees of both the public and private sector banks 94 (37.6 per cent) and 92 (36.8 per cent) respectively have expressed their satisfaction with the satisfaction regarding promotional policy. In the public sector banks and private sector banks 83 (33.2 per cent) and 86 (34.4 percent) of the respondent are highly satisfied, while, 33 (13.2 per cent) and 30 (12 percent) of them are not ready to share their opinions. 24 (9.6 percent) and 16 (6.4 percent) employees expressed highly dissatisfied, and 16 (6.4 percent) of the public sector respondent shows that dissatisfied, while on other hand, 26(10.4 percent) of private sector respondents are dissatisfied regarding promotional policy. The Chi-square p-value 0.380 shows that an insignificant gap exists between the opinions of the bank employees of both the banking sectors.

CONCLUSION

Human resources play a crucial role in the development process of modern economics. With increasing globalization of economy, market palace has become increasingly complex, competitive and highly uncertain. The present study has been an attempt to make a comparative analysis based discussion on the human resource management policies and practices related to employees' demographic profile, recruitment and selection, training and development in both the public and private sector banks in India. The result of the present study shown that the training practices in the public sector and private sector banks are average and there is lot of scope for improvement. Appraisal is often the central pillar of performance management in the bank to keep the motivation of the employees high. Employee motivation must be deeply observed the people and recognize that employees are the most important resource. The findings of this study conducted from the 500 employees of public sector and private sector banks seem to suggest that banks interested in improving their motivation level

through job involvement and giving incentives to the employees of the organization. Banks should seek to enhance the employee's motivation so that they become satisfied. The study can provide advantage of both public and private sectors for improving their employee's motivation level through incentives and job involvement.

References

- Anjana Mehra, Praveshika Sharma, (2016), "Nationalisation of Bank: A Historical Blooper or Commitment of the Hour", *International journal of Arts, Humanities and management studies*, Pp. 68-72.
- Dhatta Aphale, (2012), "National Banks to join nationwide strike today", *India Times*, Pp. 1.
- Hajeja, T.N., (2009), "*Money and Banking Theory with Indian Banking*", Ane Books Pvt Ltd, New Delhi, Pp. 399.
- Madhu Lincoln, et al (2009), "HRM Pratices in public sector and private sector banks" *Mangalam Publications, Delhi*.
- Gangadhar Nayak, (2011), "*Human Resource Management in small scale Industry*", Anmol Publication Pvt ltd, New Delhi-110002, Pp-78.
- Majumder, T. H., (2012): "Human Resource Management Practices and Employees' Satisfaction Towards Private Banking Sector in Bangladesh", *International Review of Management and Marketing* Vol. 2, No. 1, 2012, pp.52-58
- Katou, A. A., (2008): "Measuring the impact of HRM on organizational performance", *Journal of industrial engineering and management*, v1n2, pp 119-142.
- Amit, R. and Belcourt, M. (1999) *Human Resources Management Processes: A Value-Creating Source of Competitive Advantage*. *European Management Journal*, 17(2): 174-181.
- Bratton, J. and Gold, J. (2003) *Human Resource Management: Theory and Practice*, Basingstoke: Palgrave McMillan.
- Dessler, G. (2005) *Human Resource Management* , 10th ed, New Jersey: Pearson Prentice Hall.
- Prasad, L. (2005) *Human Resource Management* , 2nd ed., New Delhi: Sultan Chand and Sons.
- Nayak, Y D, 2018, *Business Organisation and Management*, Himalaya Publishing House, , Mumbai
- Daysl L., and Adhikai K. *Organisation and Administration Progressive Corporation*, Bombay, 2003.
- Islam, S. Md. , et. al. (2018). Influence of HRM Practices on Employee Job Satisfaction: Evidence from Private Commercial Banks in Bangladesh. *Global Journal of Management and Business Research: A Administration and Management*, 18(3), 22-27.