

## "A Pragmatic Analysis of HRM Practices In UCO Bank

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### Abstract

A bank's success increasingly depends on the knowledge, skills and abilities of employees, particularly as they help establish a set of core competencies that distinguish an organization from its competitors. With appropriate HR practices, organizations can hire, develop and utilize best brains in the market place, realize its development goals and deliver better results. Effective human resource management is crucial for every organization's success. The quality of the organization's human resources, their sense of fair treatment, their enthusiasm and satisfaction with their job, all affect the bank's productivity, customer service, reputation and survival.

The available literature in this regard shows that HRM practices in this bank is poor and in some cases, the worst. UCO bank has neglected manpower planning in the recruitment of human resources at its various levels. Unscientific methods of selection are followed. Most of the employees are forced to work at a low salary and there is no specified working time also. In most cases, employees are forced to work for more than twelve hours. The opportunities for training and development are low and there is a high level of labour turnover in this bank.

The net result is widespread dissatisfaction among employees affecting their motivation to work. Inevitably, it leads to the decline of their commitment towards the organization. The study is intended to provide an insight into the human resource practices prevailing in UCO bank in Jaipur. Research concludes that there existed high positive significant correlation between values and principles and performances of UCO Bank employees. This indicated that UCO Bank employees needed to specify clearly their values and principles, as it contributed towards organizations performance and there existed high positive significant correlation between goals and performances of UCO Bank. This indicated that UCO Bank needed to specify goals for better performance of Banks.

**Keywords:** *UCO Bank, HRM Practices, Policies, Productivity, Performance, SERVIQUAL*

### Introduction

Organizations consist of people, and so the development of these people should be a key task of the organizations. Every organization begins and ends with people. The importance of human resources within an organization is becoming increasingly accepted in today's rapidly changing and uncertain business environment. In today's complex banking scenario, no one can deny that the most important cog in the wheel of management is human resources, around which all other management facts revolve.

An bank's success increasingly depends on the knowledge, skills and abilities of employees, particularly as they help establish a set of core competencies that distinguish an organization from its competitors. With appropriate HR practices, organizations can hire, develop and utilize best brains in

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the market place, realize its development goals and deliver better results. Effective human resource management is crucial for every organization's success. The quality of the organization's human resources, their sense of fair treatment, their enthusiasm and satisfaction with their job, all affect the bank's productivity, customer service, reputation and survival.

The outlook on Human Resource Management in India has witnessed a sea change in the last two decades. Economic liberalization in 1991 created a hypercompetitive environment. As international banks entered the Indian market bringing with them innovative and fierce competitiveness, Indian banks were forced to adopt and implement innovative changes in their HR practices. Increasing demand for skilled performers forced the banks to shift focus on attracting and retaining high performing work force. But such a general change has not taken place in banks, especially in UCO bank. The available literature in this regard shows that HRM practices in this bank is poor and in some cases, the worst. UCO bank has neglected manpower planning in the recruitment of human resources at its various levels. Unscientific methods of selection are followed. Most of the employees are forced to work at a low salary and there is no specified working time also. In most cases, employees are forced to work for more than twelve hours. The opportunities for training and development are low and there is a high level of labour turnover in this bank.

The net result is widespread dissatisfaction among employees affecting their motivation to work. Inevitably, it leads to the decline of their commitment towards the organization. The study is intended to provide an insight into the human resource practices prevailing in UCO bank in Jaipur. Also there are certain other problem areas with this bank viz:

- There is a lack of talent management in Uco bank .Employees who are well qualified and experts are not used adequately leading to improper use of their potential.
- Being a PSU bank the salary given is quiet unsatisfactory as compared to private sector banks.
- The stretch in working hours is again an issue at such a low compensation; employees are not willing to stretch.
- The working conditions are very harsh and unbearable despite huge budget given for the development of human resource.
- Lack of perks and incentives makes UCO bank the least preferable among other banks.
- A poor training and development schedules.
- Thus the study taken up to explore **"A PRAGMATIC ANALYSIS OF HRM PRACTICES IN UCO BANK"**

### **Objectives of Study**

1. To analyze the existing HRM practices of UCO bank employees through SERVQUAL model.
2. To suggest remedial measures for better HRM policies in UCO bank.

### **Research Methodology**

The research methodology used for the present study is descriptive research which includes questionnaires and fact-finding enquiries of different kinds of employees of UCO Bank, in various branches of Jaipur. Total No of Respondents was 468 of UCO Bank, Jaipur .The questions are closed ended and attached as Annexure to research paper. Each questionnaire item was scored on five point numerical scale, where 1= highly dissatisfied, 2 = Dissatisfied, 3 = neither satisfied nor dissatisfied, 4

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= satisfied, and 5 = highly satisfied (For perception) and similar scale with rating for importance for expectation scale and customers were asked to respond to the statements in the SERVQUAL model. **Likert-type** or frequency scales use fixed choice response formats and are designed to measure attitudes or opinions. These ordinal scales measure levels of agreement/disagreement

#### LOGO & MOTTO



- The logo of UCO bank consists of a pair of clasped hands covered with an Octagonal Structure. It has been colored blue since the organization's inception, blue representing the Bank's national responsibility. The background has remained yellow since the beginning as well.
- The motto UCO Bank has been - "Honors your Trust".

#### Findings of The Study

##### Demographic Analysis of UCO Bank Employees As Respondents

In the current research study Rajasthan is chosen as the universe of study. Employees from various selected braches of UCO Bank, Rajasthan were analyzed in research. Demographic details of respondents are analyzed in tables below:-

##### 1. Gender

Gender	Frequency	Percentage (%)
Male	258	55.12%
Female	210	44.87%

##### Interpretation

The above table shows the Gender of employees from various UCO branches in Rajasthan who were selected as respondents for the current study. It was noted that maximum respondents 55.12% were males whereas 44.87% respondents were females in UCO bank. Moreover, there was not much difference in gender among bank employees.

##### 2. Age

Age	Frequency	Percentage (%)
18-28	101	21.58%
29-38	116	24.78%
39-48	125	26.70%
49-58	88	18.80%
59 and above	38	8.11%

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### Interpretation

In the above table the age of respondents were evaluated and it was found that maximum respondents 26.70% were between 39-48 years of age whereas minimum respondents 8.11% were above 59 years of age. The remaining 21.58% respondents were falling between 18 to 28 years of age whereas 24.78% respondents were among 29-38 years of age. The rest 18.80% respondents were between 49 to 58 years of age.

### 3. Designation

Designation	Frequency	Percentage (%)
Clerk	99	21.15%
Cashier	112	23.93%
Assistant Manager	87	18.58%
Manager	91	19.44%
Loan Manager	69	14.74%
Others	10	2.13%

### Interpretation

The above table interprets the Designation of respondents from branches of UCO bank spread across various parts of Rajasthan. The maximum respondents 23.93% were working as cashier whereas minimum respondents 2.13% were included in the category of others. There were 21.15% respondents who were working as clerk in UCO bank whereas 18.58% were Assistant Managers. The rest 19.44% were managers whereas 14.74% were working as Loan managers.

### 4. Department

Department	Frequency	Percentage (%)
Cash	213	45.51%
Loan	90	19.23%
Insurance	63	13.46%
Customer Relation	88	18.80%
Others	14	2.99%

### Interpretation

From the above table the departments in which the respondents work has been analyzed. Maximum respondents 45.51% were working in Cash department whereas minimum respondents 2.99% were categorized in others. There were 19.23% respondents who were working in Loan Department whereas 13.46% were working in Insurance department. Only 18.80% were working in Customer relation.

### 5. Experience

Experience	Frequency	Percentage (%)
0-5 Years	196	41.88%
6-10 Years	144	30.76%
11-15 Years	98	20.94%
15 Years and above	30	6.41%

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**Interpretation**

In the above table the experience level of respondents from UCO bank has been evaluated. The maximum respondents 41.88% were having 0 to 5 years of experience whereas minimum respondents 6.41% were having more than 15 years of experience. The remaining 30.76% were having 6 to 10 years of experience whereas 20.94% were having 11 to 15 years of experience.

**HRM VARIABLE - SERVQUAL QUESTIONNAIRE**

**Instructions:** Statements on Expectations and Perceptions are given below. Lowest score is 1 and the highest score is 7. As per your judgment please award your scores for the expectations and perceptions for HRM services prevailing in UCO bank. Please mark a rank score between 1 to 7 in statements, in the relevant box.

**EXPECTATION SCORES**

S. No	Statements on Expectations	Score						
		1	2	3	4	5	6	7
1.	My Bank Branch has up-to-date equipment's	23	41	16	109	121	84	74
2.	Physical facilities have a good-looking in my bank branch	51	18	74	120	33	144	28
3.	Employees are well-dressed and appear neat in my bank branch	32	39	63	11	105	177	41
4.	Circular / Orders relating Service matters are displayed or communicated immediately	44	53	27	71	54	58	161
5.	On personnel and service matters of staff, the Bank authorities stick on to the time they promised to do it	57	38	91	165	88	16	13
6.	Bank authorities show genuine interest in solving employees' grievances	26	45	64	15	214	71	33
7.	Bank administration sanctions the service benefits without any delay	31	79	41	74	45	116	82
8.	Bank administration sanctions the service benefits at the time they promised	28	82	66	15	68	147	62
9.	Service records of the staff are well maintained by the bank authorities	16	44	59	61	62	120	106
10.	Your bank tells the employees exactly when the transfers will be affected.	21	38	185	26	75	84	39
11.	You receive promotions promptly as when it falls due.	96	45	88	133	17	64	25
12.	Authorities of Your bank are always willing to help the employees.	23	16 1	22	39	101	81	41
13.	Authorities of Your bank will never be busy to respond to employees' requests promptly.	64	33	26	25	204	71	45

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14.	You can fully trust your bank administration relating to personnel matters and welfare issues.	119	45	84	33	103	21	63
15.	You feel safe in the personnel administration of your bank authorities.	109	74	16	84	41	23	121
16.	Authorities of your bank are polite in handling personnel issues and take your feelings into account	13	57	38	16	91	88	165
17.	Authorities of your bank have adequate knowledge , experience and capacity to handle the personnel matters of the bank successfully	33	21	45	63	119	103	84
18.	Your Bank gives you individual attention.	51	18	74	120	33	144	28
19.	Management of your bank gives you personal attention.	32	39	63	11	105	177	41
20.	Authorities of your bank know what your needs are.	63	32	11	177	41	105	39
21.	Your Bank holds your best interests at heart.	20	14	114	32	150	26	112
22.	Your Bank has operating hours convenient to their employees.	54	27	58	161	71	44	53

### Interpretation

The above table shows expectation scores for expectation statements related to the HRM services prevailing in UCO bank by respondents. In the first statement "My Bank Branch has up-to-date equipments" around 109 respondents was neither having high or low expectations whereas 121 respondents were having high and 41 were having low expectation. In the second statement stated "Physical facilities have a good-looking in my bank branch" almost 51 respondents were on low expectation whereas 120 remained neutral and 144 were on high expectation from the given statement. The third statement showed "Employees are well-dressed and appear neat in my bank branch" where 63 respondents were having low expectation whereas 177 respondents were having high expectation and 11 remained neutral.

In the next statement that is "Circular / Orders relating Service matters are displayed or communicated immediately" almost 53 respondents were having low expectation and 71 remained neutral whereas 161 were on high expectation with the statement. The fifth statement stated "On personnel and service matters of staff, the Bank authorities stick on to the time they promised to do it" in which 91 respondents had low expectation whereas 165 respondents remained neutral. In the next statement concerning "You receive promotions promptly as when it falls due" around 96 respondents were on low expectation whereas 133 remained neutral and only 64 were on high expectation with the statement. Coming on the next statement that is "You can fully trust your bank administration relating to personnel matters and welfare issues" around 119 respondents were having low expectation whereas 33 remained neutral and 103 were on high expectation.

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The next statement stated "Authorities of your bank have adequate knowledge , experience and capacity to handle the personnel matters of the bank successfully" where only 33 were having low expectation whereas 119 respondents were having high expectation and the rest 63 remained neutral. In the next statement that is "Authorities of your bank know what your needs are" around 63 respondents were having low expectation whereas 105 respondents were having high expectation with the current statement. Around 114 respondents had low expectation on the statement which concerned "Your Bank holds your best interests at heart" whereas 150 respondents had high expectation. There were 32 respondents who remained neutral. The last statement showed "Your Bank has operating hours convenient to their employees" in which 54 respondents had low expectation whereas 161 respondents remained neutral and 71 respondents had high expectation with the given statement.

#### PERCEPTION SCORES

S. No	Statements on Perception	Score						
		1	2	3	4	5	6	7
1.	My Bank Branch has up-to-date equipment's	81	47	175	88	38	23	16
2.	Physical facilities have a good-looking in my bank branch	64	165	78	22	18	67	54
3.	Employees are well-dressed and appear neat in my bank branch	205	87	63	54	14	36	9
4.	Circular / Orders relating Service matters are displayed or communicated immediately	106	148	28	11	99	27	49
5.	On personnel and service matters of staff, the Bank authorities stick on to the time they promised to do it	94	177	19	25	65	38	50
6.	Bank authorities show genuine interest in solving employees' grievances	119	143	20	35	12	68	71
7.	Bank administration sanctions the service benefits without any delay	78	165	54	18	67	64	22
8.	Bank administration sanctions the service benefits at the time they promised	214	26	33	64	71	15	45
9.	Service records of the staff are well maintained by the bank authorities	44	161	27	54	53	71	58
10	Your bank tells the employees exactly when the transfers will be effected.	51	33	120	144	18	28	74
11	You receive promotions promptly as when it falls due.	105	32	177	63	39	41	11
12	Authorities of Your bank are always willing to help the employees.	11	177	105	39	63	32	41
13	Authorities of Your bank will never be busy to respond to employees' requests promptly.	150	26	114	14	112	32	20

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14	You can fully trust your bank administration relating to personnel matters and welfare issues.	165	88	91	57	16	13	38
15	You feel safe in the personnel administration of your bank authorities.	82	45	79	116	74	31	41
16	Authorities of your bank are polite in handling personnel issues and take your feelings into account	71	161	58	54	27	44	53
17	Authorities of your bank have adequate knowledge , experience and capacity to handle the personnel matters of the bank successfully	99	154	16	11	55	74	59
18	Your Bank gives you individual attention.	82	147	28	68	15	62	66
19	Management of your bank gives you personal attention.	77	159	49	66	24	85	8
20	Authorities of your bank know what your needs are.	99	182	51	19	45	28	44
21	Your Bank holds your best interests at heart.	46	44	39	225	18	65	28
22	Your Bank has operating hours convenient to their employees.	153	114	60	45	22	21	53

### Interpretation

The above table shows perception scores for perception statements related to the HRM services prevailing in UCO bank by respondents. In the first statement "My Bank Branch has up-to-date equipments" around 88 respondents was neither having high or low perceptions whereas 38 respondents were having high and 81 were having low perception. In the second statement stated "Physical facilities have a good-looking in my bank branch" are almost 165 respondents were on low perception whereas 22 remained neutral and 67 were having high perception from the given statement. The third statement showed "Employees are well-dressed and appear neat in my bank branch" where 205 respondents were having low perception whereas 36 respondents were having high perception and 54 remained neutral. In the next statement that is "Circular / Orders relating Service matters are displayed or communicated immediately" almost 148 respondents were having low perception and 11 remained neutral whereas 99 were on high perception with the statement.

The fifth statement stated "On personnel and service matters of staff, the Bank authorities stick on to the time they promised to do it" in which 177 respondents had low perception whereas 25 respondents remained neutral. In the next statement concerning "You receive promotions promptly as when it falls due" around 96 respondents were on low perception whereas 133 remained neutral and only 64 were on high perception with the statement. Coming on the next statement that is "You can fully trust your bank administration relating to personnel matters and welfare issues" around 105 respondents were having low perception whereas 63 remained neutral and 41 were on high perception. The next statement stated "Authorities of your bank have adequate knowledge, experience and capacity to handle the personnel matters of the bank successfully" where only 154 were having low perception whereas 74 respondents were having high perception and the rest 11

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remained neutral. In the next statement that is "Authorities of your bank know what your needs are" around 182 respondents were having low perception whereas 45 respondents were having high perception with the current statement. Around 46 respondents had low perception on the statement which concerned "Your Bank holds your best interests at heart" whereas 65 respondents had high perception. There were 225 respondents who remained neutral. The last statement showed "Your Bank has operating hours convenient to their employees" in which 153 respondents had low perception whereas 45 respondents remained neutral and 53 respondents had high perception with the given statement.

### Conclusion

- There existed positive significant correlation between vision and performances of UCO Bank. This indicated that vision statement of the UCO Bank employees is directed towards performance.
- There existed high positive significant correlation between mission and performances of UCO Bank. This indicated that mission statement reflected the purpose of the UCO Bank employees leading towards performance
- There existed high positive significant correlation between strategic objectives and performances of UCO Bank. This indicated that UCO Bank employees must define their strategic objectives clearly, as these will impact the performance of Banks.
- There existed high positive significant correlation between financial objectives and performances of UCO Bank. This indicated that UCO Bank employees must specify achievable financial objectives, as these will impact the performance of Banks.

### Suggestions

- It is suggested for UCO bank to take measures to in modifying the Performance appraisal systems according to the present day conditions
- It is suggested for UCO bank to include career promotion schemes in order to satisfy their employees and to maintain high level of morale.
- It is suggested for UCO bank to take measures to reduce dissatisfaction level among their employees so as to maintain productivity levels.
- It is suggested for UCO bank to improve Canteen facilities so as to satisfy their employees.
- It is suggested for UCO bank to improve Lunch room facilities so as to satisfy their employees.

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