



HUMAN RESOURCE DEVELOPMENT: POLICIES AND PRACTICES IN PRIVATE SECTOR BANKS IN GUJARAT

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Abstract

The banking sector has been an instrument for the economic development of any nation and its role in a developing country like ours is of vital importance. The banking activities worldwide are undergoing rapid diversification. Technological changes have become the very essence of the banking sector and the Indian banking sector is also prone to these changes. In order to maintain their status in the competitive environment, banks have to concentrate in developing their human resources. In any organization, the quality and amount of productivity mainly depends on the skill and interest of its employees. Therefore, every business organization should take the lead for upgrading the skills and knowledge of its employees for the mutual benefit and progress. In this direction "Human Resource Development (HRD)" is an essential process for every organization in order, to optimally utilize its human resource and in turn to attain its designed objectives. Like any other industrial organization, banking sector is also highly dependent on the quality of HRD practices for the motivation of its employees. An effective implementation of HRD activities would result in excellent organizational climate for the people to be competent and productive. Nevertheless, it is not only the implementation of HRD practices but also their review from time to time helps the banking institutions maintain their status in the competitive environment.

Keywords: HRD, Policy, Practice, Banking

HRD is development process where it focuses on improving the existing capabilities of employees and helping them to acquire new capabilities required for the achievement of organizational and individual goals. HRD is an organizational framework for improving and developing their human capital for which the management implement certain sub-systems or methods. HRD is an organizational framework for improving and developing their human capital for which the management implement certain sub-systems or methods.

The intended purpose of implementing such HRD instruments is to gain a competitive edge in market place through a competent and capable work force. Methods of HRD can focus on teaching the necessary skills to the employees on the job, more specific abilities that help to accomplish any task or responsibilities in an organization; it improves technical and communicative skills which improves the efficiency of employees. There are different types of mechanisms which are employed to implement HRD in an organization viz., Performance Appraisal; Potential Appraisal and Development; Career Planning; Training and Development; Career Development; Organizational Development; Role Analysis; Employee Welfare and Quality of Work Life; Self-Renewal and Institution Building; Rewards; Quality Circles, Task forces and Assignment Groups; and Employee Counseling and Coaching

These sub-systems or instruments may vary depending on the size of the organization, the internal environment, the support and commitment of the top management, the competitive policies, etc. These sub-systems are designed to develop the competencies of employees and improve the overall organizational climate.

Role of Top Management in HRD

The importance of the development of HR (individuals, teams, inter-teams and the organization) is being seen and expressed in policy documents of the various banks. However, unfortunately, the dilemma of business versus people is still an obsession with most of the banks. While the top management verbally supports the development of people in

action, they perceive business as more important, and this difference between 'saying' and 'doing' is clearly reflected in what happens in the banks. Over concern with business, resulting in the neglect of human resources is a short-sighted policy. Building human resources may help in the long-run in achieving business goals. Hence, the choice must be made between the short-term and the long-term goals. The various roles and related action strategies/mechanisms are shown in table 1.

Table 1 - Top Management's Roles and Action Mechanisms for HRD

Table with 2 columns: Roles, Action Mechanisms. Rows include Building HRD image and climate, Attracting Competency, Integrating HRD in line management, Building HRD as a special function.

Role of HRD Personnel in Banks: Success of HRD in banks calls for clear understanding of the roles to be played at different levels. In a large organization like banks, such identification of organizational positions which can make critical contribution to the smooth introduction and implementation of HRD is very much desirable. It is felt that critical positions in banks which require clear and deep understanding of HRD are four, viz., top management, HRD manager, line managers and unions.

Role of HRD Managers: A management innovation like HRD can be initiated and institutionalized only with a deep commitment and involvement of the top-most managers in an organization. But, between the acceptance of the idea by top management and its institutionalization lies the process of giving shape, flesh, blood and life to it. Top management requires at least one person to begin and sustain this process. Irrespective of the various labels used by different organizations, that person is the HRD manager. If the HRD manager is placed in the Head Office, an important role for him would be to formulate the bank's HRD policies. These then would be discussed by the top management as well as



other levels of managers to make it a desirable and yet achievable policy. After establishing personal credibility, comes the role of designing new HRD mechanisms and systems. This should be done through research and participation of the relevant groups of managers and employees. Research and participation in design make the new systems more valid and acceptable. The role of HRD managers at the Head Office and Regional Office tends to differ in detail though not in spirit. Implementation of the overall HRD policy is the main task of the regional functionary while formulation of policy is that of the Head Offices. All India common interventions in terms of new systems may be formalized by the Head Office but generally proper usage and credibility about them is the responsibility of the Regional Office. A major special responsibility of the regional HRD managers is to provide expert assistance to regional management and branch managers to explore more humanistic and research based approaches to solve their recurring problems. The HRD manager must constantly invite feedback directly and indirectly about his own behavior and the activities of the department. This is crucial for modeling the spirit of HRD as well as for continued relevance and credibility of the HRD function.

Role of the Unions in HRD: An important but least visible challenge to trade unions lies in the need to respond to the diverse sets of expectations and aspirations of employees. They are trapped between the factors calling for change and forces opposing the change. Unions can play important roles in setting the stage, designing and participating in HRD programmes, thereby attempting to integrate them into their representational role in the organization. On the other hand, over a period of time, these efforts are likely to build a higher involvement of the employees, create more satisfaction and give expression to workers aspirations. The pressures for change are so high that the unions need to modify their traditional role at the work place and start focusing on developmental roles. Developmental roles which unions can play are 1) initiation of HRD; 2) communication; 3) counseling; 4) education and training; 5) welfare; 6) role in family and vocational guidance; and 7) research.

Table 2 - Role of Unions Traditional Roles Focus: Economic Well-being Developmental Role Focus: Psychological and Social Well-being

Traditional Roles Focus: Economic Well-being	Developmental Role Focus: Psychological and Social Well-being
Bargainer	Explorer
Negotiator	Trainer
Fire-fighter	Educator
Agitator	Counsellor
Grievance handler	Collaborator
Game-player	Motivator
Blackmailer	Facilitator
Crisis dealer	Communicator

Review of Literature: The review has given a good insight into the theoretical and practical aspects of the research study. Hence the selected works have been reviewed and presented here. Muktar N. Khan (1990), has stated that manpower resources are in fact a double edged weapon, if they are misused; they lead to economic retardation of a country. An effective HRD

programme should include (a) proper HRD strategy, (b) adequate manpower development procedures and (c) a specialized motivational plan. He has opined that in this age of changing technology, human resource development is a pre-condition both for maintaining and for developing the national economy. Shankar. K (1992), recognizes the importance of training for the development of human resources and organizational development. He suggests bringing innovations in training. He further says that evaluation of training is the most important because what is relevant today may not be relevant tomorrow. There is a need to know the effectiveness of training programmes conducted by banks in India, on the basis of different evaluation parameters. Salokhe Vidya A (2003), strongly reported that, H.R. policies of each bank should be uniformly reoriented; there should be special training program for bank employees, transparent performance appraisal system and post appraisal interview, and separate career counseling and training information cell'. The bank may evolve appropriate modifications to the existing mechanisms of employee welfare and have HRD professionals appointed in the Banks. Rajesh Kumar R. L. (2007), highlighted that full fledged HR policies are essential to improve the performance of Co-operative Banks in India. He strongly suggested the need of human resource training and development which in turn will result in Human Resource Development. He also felt the need of full-fledged staff training centers well equipped with modern training aids in every District Co-operative Bank.

Rationale: For the development and growth of any organization, human resource is the basic requirement and most important resource. Therefore, the continuous attraction, development and retention of the human resources become a prerequisite for excellence (competitive advantage) for every organization. The Banks have to understand that the capital and technology, considered to be the most important pillars of banking are replicable, but not human capital, which needs to be viewed as a valuable resource for the achievement of competitive advantage. The long-term vision for India's banking system is to transform itself from being a domestic one to the global level may sound far-fetched at present. To take up this industry to the heights of international excellence requires combination of new technologies, better processes of credit and risk appraisal, treasury management, product diversification, internal control, external regulations and human resources at the most. Development of human capital is therefore the most important challenge before banks and the human resource management systems in banks need to gear itself to face up to this task. It is an opportune time that HR practices in banks undergo a complete transformation to suit the needs of the knowledge economy. More important, banks will not only have to re-skill their employees, they also need to retain and nurture talent. This in turn would be possible only if the HR policy framework in banks provides for clear career path planning and an enabling environment



which will help employees to develop & excel in their tasks. Workforce of any bank is responsible to a large extent for its productivity and profitability. Efficient human resource management and maintaining higher job satisfaction level in banks determine not only the performance of the bank but also affect the growth and performance of the entire economy. So, for the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not. Only if they are satisfied, they will work with commitment and project a positive image of the organization. The present research work makes an effort to study the satisfaction level of HRD policies and practices prevailing among employees of selected private sector banks in four major cities of Gujarat.

Objectives

To investigate the various facets of HRD policies and practices like – Recruitment and Selection, Training and Development, Job Satisfaction, Performance Appraisal, Compensation, Promotion, Quality of Work Life, Motivation, Career Development and Employee Retention in selected private sector banks of four major cities of Gujarat. To investigate the impact of HRD policies and practices on managerial effectiveness of selected banks of Gujarat. To compare the contribution of various HRD mechanisms in the development of human resources. To identify the problems in the existing HRD systems in selected private sector banks suggesting suitable remedial measures.

Hypothesis: The familiarity of HRD philosophy, practices and measures etc., do not differ between the employees of the selected private sector banks functioning in Gujarat state. There is no significant difference between different socio-demographic characteristics of bank employees like, age group, designation, educational qualifications and length of service. There is no significant difference in HRD policies and practices followed in the selected private sector banks operating in Gujarat state. There is an association between the different dimensions of HRD policies and practices and the corresponding levels of satisfaction experienced by the bank employees in their selected private sector banks.

Scope of the Study

The present paper is based on the study of HRD policies and practices of the selected five private sector banks of four major cities of Gujarat. ICICI, HDFC, AXIS, KOTAK MAHINDRA and INDUSIND BANK

Sample Design

The population of study is the employees of the selected private sector banks of Gujarat. It includes the different types of employees working presently including clerks and officers in the private sector banks in Gujarat. Twenty employees from each bank of each city were selected by convenient sampling method. In this way, 400 employees (20 employees x 5 banks x 4 cities = 400 respondents) were selected to be the sample of the present study. The number of selected employees is shown in table 3.

Table 3 - Number of selected employees of the study

No.	Name of the Bank	Number of Respondents				Total
		Ahmedabad	Surat	Rajkot	Vadodara	
1.	ICICI Bank	20	20	20	20	80
2.	HDFC Bank	20	20	20	20	80
3.	Axis Bank	20	20	20	20	80
4.	Kotak Mahindra Bank	20	20	20	20	80
5.	IndusInd Bank	20	20	20	20	80
Total		100	100	100	100	400

Research Instrument: Questionnaire was prepared to collect the primary data from the employees. Questionnaire was divided into two sections: (A) Demographic profile of the respondents and (B) Respondent's perception on different aspects of HRD policies and practices adopted by the bank. The second section of the questionnaire consisted of about 50 close ended statements with a specific piece of information that seems to them to be appropriate and 50 statements based on five point Likert scale to test the impact of all the variables related to HRD policies and practices prevailing in the bank. The ten (10) major parts/variables considered under the study are viz., Recruitment and Selection, Training and Development, Job Satisfaction, Performance Appraisal, Compensation, Promotion, Quality of Work Life, Motivation, Career Development and Employee Retention

Sources of Data Collection: The present study covered both primary as well as secondary data. The primary data has been collected using structured questionnaire covering close-ended statements and five point Likert scale. The present study used secondary data related to the study which are extracted from the various sources like websites, thesis, dissertation, journals and past studies.

Tools and Techniques of the Study: The responses of 400 respondents of different selected banks of four major cities have been properly classified and tabulated in properly devised statistical tables. The data collected by way of questionnaire were compiled in tabular form along with the graphs so that the analysis can be made easy. Analysis is also done with the help of pie and bar charts and graphs. The descriptive statistics used for interpretation for data analysis are viz., Frequencies, Percentage (%), Mean, Standard Deviation, F-test (Analysis of Variance: ANOVA)

Data Analysis and Interpretation

Respondents' Perception About Recruitment And Selection Practices (Manpower Capacity)

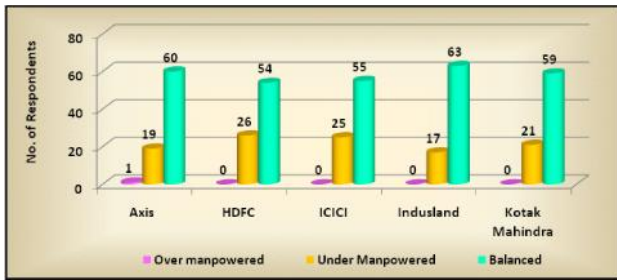
Table 4 - Respondents' Perception on Manpower Capacity of Bank

Manpower Capacity	Axis		HDFC		ICICI		IndusInd		Kotak Mahindra		Total (Out of 400)	
	N	%	N	%	N	%	N	%	N	%	N	%
Over Manpowered	1	1.25	0	0	0	0	0	0	0	0	1	0.25
Under Manpowered	19	23.75	26	32.50	25	31.25	17	21.25	21	26.25	108	27.00
Balanced	60	75.00	54	67.50	55	68.75	63	78.75	59	73.75	291	72.75

Source: Compiled Primary Data.



Graph 1 - Respondents' Perception on Manpower Capacity of Bank



The above table 4 provides the information on the respondents' perception about manpower capacity of the selected banks. Majority of 63 (78.75%) respondents of IndusInd bank reported that bank has balanced manpower capacity followed by Axis Bank (75.00%) and Kotak Mahindra bank (73.75%). 26 (32.50%) respondents of HDFC bank indicated under manpower capacity and only 1 (1.25%) respondent of Axis bank said that their bank is over manpowered. From the above table, among 400 respondents, 291 (72.75%) revealed the opinion that selected banks have balanced manpower, 108 (27.00%) respondents reported that selected banks registered under manpower capacity. At the same time, only 1 respondent (0.25%) said that banks have over manpowered capacity. It can be inferred that, majority of 72.75% employees of selected banks reported that banks have balanced manpower.

Respondents' Perception About Training And Development Practices (Purpose of Training and Development Programmes)

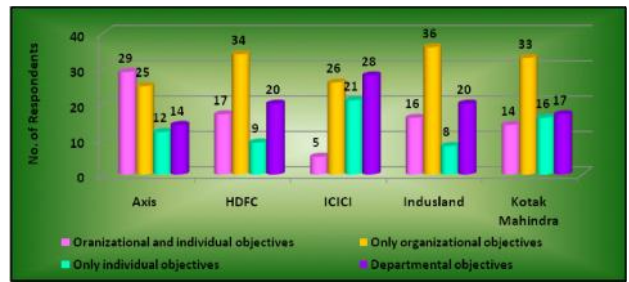
Table 5 presents data regarding respondents' perception about purpose of training and development programmes of the selected banks. Maximum of 36 (45.00%) respondents of IndusInd bank described that the training and development programmes of the bank are only to serve organizational objectives. 29 (36.25%) respondents of Axis bank expressed that training and development programmes of the bank are to serve organizational and individual objectives, 21 (26.25%) respondents of ICICI bank portrayed that training and development programmes of the bank are to serve only individual objectives and finally 28 (35.00%) respondents again of ICICI bank reported that training and development programmes of the bank are to serve departmental objectives as well.

Table 5 - Respondents' Perception on Purpose of Training and Development Programmes of Bank

Purpose of Training and Development Programmes	Axis		HDFC		ICICI		IndusInd		Kotak Mahindra		Total (Out of 400)	
	N	%	N	%	N	%	N	%	N	%	N	%
Organizational and Individual Objectives	29	36.25	17	21.25	5	6.25	16	20.00	14	17.50	81	20.25
Only Organizational Objectives	25	31.25	34	42.50	26	32.50	36	45.00	33	41.25	154	38.50
Only Individual Objectives	12	15.00	9	11.25	21	26.25	8	10.00	16	20.00	66	16.50
Departmental Objectives	14	17.50	20	25.00	28	35.00	20	25.00	17	21.25	99	24.75

Source: Compiled Primary Data.

Graph 2 - Respondents' Perception on Purpose of Training and Development Programmes of Bank



From the tabulated data, out of 400 respondents, 154 (38.50%) expressed their views that training and development programmes of the bank serves only organizational objectives, 99 (24.75%) respondents reported that training and development programmes of the bank serves only department objectives, 81 (20.25%) respondents described that training and development programmes of the bank serves both organizational and individual objectives whereas 66 (16.50%) respondents were of opinion that training and development programmes of the bank serves only individual objectives. The study resulted that, majority of 38.50% employees expressed their opinion that training and development programmes of the bank serves only organizational objectives.

Respondents' Perception About Recruitment And Selection Practices (Well Defined, Scientific and Rigorous Recruitment and Selection System)

Table 6 - Respondents' Perception whether Recruitment and Selection System of Bank is Well Defined, Scientific and Rigorous

Name of Bank	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	N	%	N	%	N	%	N	%	N	%
Axis	21	13.64	55	27.09	4	10.26	0	0	0	0
HDFC	30	19.48	47	23.15	3	7.69	0	0	0	0
ICICI	32	20.78	47	23.15	1	2.56	0	0	0	0
IndusInd	43	27.92	22	10.84	11	28.21	4	100.00	0	0
Kotak Mahindra	28	18.18	32	15.76	20	51.28	0	0	0	0
Total (Out of 400)	154	38.50	203	50.75	39	9.75	4	1.00	0	0

Source: Compiled Primary Data.

Table 6 exhibits the information on the respondents' opinion whether the recruitment and selection system of selected banks is well defined, scientific and rigorous. From the tabulated data it is depicted that majority of 43 (27.92%) respondents of IndusInd bank strongly agreed, 47 (23.15%) respondents of HDFC and ICICI bank agreed, 11 (28.21%) respondents of IndusInd bank remained neutral and 4 (100%) respondents of same IndusInd bank disagreed that recruitment and selection system of selected banks is well defined, scientific and rigorous.

Graph 3 - Respondents' Perception whether Recruitment and Selection System of Bank is Well Defined, Scientific and Rigorous



Further it is interpreted that out of 400 respondents, 203 (50.75%) respondents agreed, 154 (38.50%) respondents strongly agreed, 39 (9.75%) respondents remained neutral whereas only 4 (1%) disagreed with the statement that recruitment and selection system of selected banks is well defined, scientific and rigorous. The study concluded that, maximum of 50.75% employees agreed that recruitment and selection system of selected banks is well defined, scientific and rigorous.

Respondents' Perception About Training And Development Practices (Training Programmes are Periodically Reviewed and Improved)

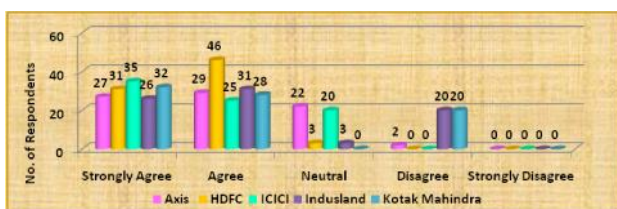
Table 7 discloses data with respect to respondents' opinion whether training programmes are periodically reviewed and improved. Interpreting the data it is reported that majority of 35 (23.18%) respondents of ICICI bank strongly agreed, 46 (28.93%) respondents of HDFC bank agreed, 22 (45.83%) respondents of Axis bank remained neutral and 20 (47.62%) respondents of IndusInd as well as Kotak Mahindra bank disagreed with the statement that training programmes of their bank are periodically reviewed and improved.

Table 7 - Respondents' Perception whether Training Programmes are Periodically Reviewed and Improved

Name of Bank	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	N	%	N	%	N	%	N	%	N	%
Axis	27	17.88	29	18.24	22	45.83	2	4.76	0	0
HDFC	31	20.53	46	28.93	3	6.25	0	0	0	0
ICICI	35	23.18	25	15.72	20	41.67	0	0	0	0
IndusInd	26	17.22	31	19.50	3	6.25	20	47.62	0	0
Kotak Mahindra	32	21.19	28	17.61	0	0	20	47.62	0	0
Total (Out of 400)	151	37.75	159	39.75	48	12.00	42	10.50	0	0

Source: Compiled Primary Data

Graph 4 - Respondents' Perception whether Training Programmes are Periodically Reviewed and Improved



Further it is interpreted that out of 400 respondents, 159 (39.75%) respondents agreed, 151 (37.75%) respondents strongly agreed, 48 (12.00%) respondents remained neutral

whereas 42 (10.50%) disagreed that training programmes of their bank are periodically reviewed and improved. The study derived at conclusion that maximum of 39.75% employees agreed that training programmes of their bank are periodically reviewed and improved.

Findings: Majority of 72.75% employees of selected banks reported that banks have balanced manpower. Out of 400 respondents, maximum 38.50% employees expressed their opinion that training and development programmes of the bank serves only organizational objectives. Among 400 respondents, maximum 31.00% employees responded that career opportunity is highly responsible factor for their job satisfaction. From the total 400 respondents, majority of 33.50% employees described that confidential records are used by the banks for performance appraisal. It is inferred that maximum of 50.75% employees agreed that recruitment and selection system of selected banks is well defined, scientific and rigorous. From 400 respondents, maximum of 39.75% employees agreed that training programmes of their bank are periodically reviewed and improved. Out of 400 respondents, majority of 48.00% respondents strongly agreed that their bank provide comfortable working environment like space, light, seating arrangement, air condition, etc. Majority of 44.00% employees among 400 respondents strongly agreed that performance appraisal system of their bank is growth and development oriented.

Limitations of the Study: This study is primarily focused on the primary data taken from the selected five private sector banks functioning only in the State of Gujarat. The employees' perception of HRD policies and practices may differ in other states of India. As there may be a wide gap in HRD practices of the sampled private sector banks, comparisons may not be fully viable. Sometimes employees themselves do not seem to be sure what they feel about the prevailing HRD practices and have answered whatever came in their mind but researcher did not have enough time to check and recheck from employees their final answer about various aspects of HRD practices which may be considered an important limitation of sample survey. It was felt that employees were cautious while replying to various especially in the matter of question relating to relationship between employees and their bosses. In order to get correct answers sometimes one had to ask number of side questions and had to create confidence in employees that their replies will not be revealed to anyone else. Still one cannot be very sure that every respondent had replied that what he really feels about his level of satisfaction. The limited time period of the study at the disposal of the researcher is also limitation. Opinions of the respondents may change over time and situation. The present study is confined to the study of HRD policies and practices in the selected private sector banks in Gujarat for a period of 5 years i.e. from the year 2011-2012 to 2015-2016.



Recommendations: The bank organizations should ensure of having adequate manpower. The shortage of manpower may affect the delivery of banking products as well as use of technology. Strong support from top-level bank managers should be provided to the employees for organizational development by understanding employees' issues, having discussion with them, encouraging employees' by creative ideas for work, etc. The bank management should arrange induction based on the job training to facilitate employees' development and improve their skill, knowledge and performance. Apart of training, banks should encourage their employees for effective interaction with peers and mentors through a well structured mentoring programme. Career planning process should be strengthened in the banks as huge chunk of employees at middle levels are found stagnated. So, banks could expand avenues for promotion by inter-bank promotions and mobility. Instead of skill based rewards, performance and productivity based rewards should be implemented by the management. Management should make aware about the allowances and fringe benefits to the employees.

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