

HRD Climate and its Impact on Employee Empowerment: An Empirical Study of Public Sector, Private Sector and Foreign Banks in India

The present study aims to evaluate the HRD climate in Indian public sector, private sector, and foreign banks with respect to six dimensions viz., supportive HR policies, supervisor support, organizational support, teamwork, trust, and openness in communication. Further, the study assessed the impact of HRD climate on empowerment of the bank employees. 318 managers of public and private sector banks (including foreign banks operating in India) participated in the study. HRD climate in Indian banks in the matter of all the selected dimensions as well as the level of empowerment of the bank employees were perceived to exist at moderate degree in the three sets of the study banks that too without any significant variation. The results of the study show positive relationship between HRD climate and employee empowerment and regression results revealed that the HRD climate has significant and positive impact on employee empowerment.

Key words: Employee empowerment, HRD, HRD climate, Organizational climate, Indian banks.

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Analysis of Financial Parameters of Private Sector Banks in India through the Application of AHP Technique

The development of any nation largely depends on its growing economy and sound financial system. In a developing country like India a proficient and effective banking system is considered as the backbone of the economy. The role of private sector banks in strengthening the economy has also increased in last two decades. The present paper aims at identifying some large sized private sector banks in India and rank them on the basis of their capital adequacy, profitability, asset quality and management efficiency through the technique of analytic hierarchy process (AHP). The study identified four large sized private sector banks namely ICICI, HDFC, Axis and Kotak Mahindra bank on the basis of their market capitalization value as on March 31, 2016. The banks were assigned ranking for each selected criteria and hence the overall ranking was done using AHP model. To facilitate the analysis, capital adequacy was taken as the most important criteria to assess the performance of banks followed by profitability, asset quality and management efficiency. ICICI bank was ranked first for capital adequacy and management efficiency and HDFC bank performed best for profitability and asset quality. All these criteria were combined to get the overall ranking of banks and ICICI bank was rated as

the best private sector bank followed by HDFC, Kotak Mahindra and Axis bank. It was also observed in the study that Kotak Mahindra bank faced a radical decline in its position in comparison to last years after its merger with ING Vyasya bank.

Key words: AHP model, Rank, Capital adequacy, Profitability, Asset quality, Management efficiency.

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Study on the Dimensions of Cultural Values in Contemporary Indian Advertising. A Consumer Perspective

Studies have indicated that culture is reflected in advertising. This study surveys how consumers perceive the cultural dimensions as per Hofstede reflected in Indian advertising. Primary research was undertaken amongst males and females aged 18 – 30 years of age, by exposing them to both print and television advertising, and then studying their perceptions of the culture reflected in the advertising. This was researched for selected and popular advertising of products having high consumer involvement and low consumer involvement. Consumer opinion was also sought regarding whether cultural stimuli is perceived ethically as positive or negative in the advertising. The research gauged consumer opinion on the likeability of the cultural dimensions used in the print and television advertising. The study attempts at recommending to advertising professionals the use of cultural dimensions in advertising, and gives scope for further research in the area of effectiveness of using cultural stimuli in advertising.

Key words: Cultural dimensions, Print, Television, Appeals, Opinions.

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Studies

Entrepreneurial Orientation of Professional Graduates in Autonomous States: The Case of Jammu & Kashmir (India)

Special autonomy to manage own affairs, while staying within the overall bounds of a nation, is supposed to be a better recipe for an equitable social and economic development. In an attempt to describe the long drawn impact of special-autonomy on Entrepreneurial Orientations (EO) of professionally qualified youth, this study explores the case of the State of Jammu & Kashmir (India). The volatile State, sharing borders with hostile neighbor viz. Pakistan, enjoys an exclusive form of autonomy within India while retaining a loose suzerainty of Indian constitution. The study attempts to examine the perceptions of graduating youth towards challenges and benefits of entrepreneurship in this State. These perceptions are examined for differentials across Gender as well as Family business background for a sample of 564 respondents. These two demographics have been handled differently by legislators of an extra-autonomous J&K. The findings reveal little differential with respect to gender but a higher perception of challenges and benefits among the respondents from family business background. The possible explanation of the findings as well as the implications, are presented, in terms of the benefits and challenges of public policy handling under the conditions of special-autonomy.

Keywords: Entrepreneurship in special-autonomy zones, Jammu & Kashmir, Entrepreneurial orientations, Gender and Family-business background.

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Branch Level Efficiency and its Decomposition of Meghalaya Co-operative Apex Bank Ltd.

Co-operative banking, in most of the countries mainly in developing and transitional economies, has gained renewed importance mainly following the major thrust on financial inclusion and inclusive growth. These Institutions are considered as a potential instrument to bring people from far-flung areas under the formal banking network. In our country, several reform measures are initiated for the banking sector in order to make them competitive, operationally efficient and functionally independent and in its response, the post reform era have displayed enormous growth and progress on the part of commercial banks counted on measures like CD ratio, ROA etc. But the co-operative banks are yet to report similar results. Most of these banks are still characterized by poor returns, outreach, CD ratio etc. But importance of these banks can hardly

be overemphasized in a region like North-East India where co-operative banks and commercial banks are the major tools for financial intermediation. Ensuring healthy performance of such banks is crucial for the overall economic development of the region. Thus, the present study intends to evaluate the level of efficiency at the branch level of one of the State Co-operative Banks having its presence through a wide network of bank branches in one of the states of the region, i.e.; The Meghalaya Co-operative Apex Bank Limited having its presence in the state of Meghalaya. Besides, the study also intends to identify the major factors responsible for efficiency/inefficiency at the branch level. The study is based on five years data from 2008 to 2012. The Data Envelopment Analysis (DEA) is used to estimate the efficiency scores and further the efficiency scores are regressed using the Tobit model to identify the determinants of efficiency/inefficiency.

Keywords: North-Eastern region, Meghalaya Co-operative Apex Bank Ltd, Branch level efficiency, DEA, Tobit model

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Influence of Job Attributes on Turnover: An Empirical Study on Indian Sales Personnel

HR personnel particularly in the Indian context need to customize job contents instead of generalize them to all employees. The imperative need to structure jobs as per the needs of each career stage will be a breakthrough in restricting employee exit. The present study aims to investigate the impact of employee needs and perception on the turnover intentions, considering a comprehensive set of job expectations. Career Stage Theory (CST), was used to further explore its influence on the relationship between job attributes and turnover intentions. Results highlight that job perception and not job expectations or met expectations influence turnover intentions. Variations were also visible with diverse career stage measures viz. age, occupational tenure and organizational tenure, indicating different job perception variables influencing turnover intentions at different points of the career. Theoretical and practical implications of these results and directions for future research have been discussed.

Key words: Turnover intention, Expectation, Perception, Experiences, Career stage.

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