

## **Innovative Employee Motivation Practices in Banking Sector – A Study in Visakhapatnam City**

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The most significant resource of any organization is often said to be its people. Such claims appear in organizations' annual reports and mission statement. Of course, an organization is nothing but a group of people whose activities have been planned and coordinated to meet organizational objectives. An organization that exists to produce goods and services has a good chance to survive and prosper if it consists of the Right People. This is true for all organizations. In a similar fashion, people need organizations. The vast majority of people must work to support themselves and their families. But people work for many reasons other than economic security. For example, many also work to keep busy and feel useful, to create and achieve something. They want to gain recognition and achieve status or to test and stretch their capabilities.

To meet these multifarious needs, people and organizations join forces. Unfortunately, this union seldom approaches perfection. Organizations encounter several obstacles in meeting their goals and in a similar way all employees report some problems in their attempts to be productive and efficient in their jobs and to feel satisfied in their work lives. The challenge of human resource management is to minimize these obstacles and problems. Banking sector is also not exception to this. Recently researcher have evolved so many innovative human Resource management practices that are being followed in the public and private sector banks.

Around 48 innovative human resource management practices under seven head viz., Innovative Recruitment and Selection practices, Innovative training and development practices, Innovative performance management practices, innovative compensational management practices, innovative career development practices, innovative employee motivation practices and innovative employee security practices. Among all these seven heads of Innovative Human Resource Management practices, the Innovative employee motivation practice is more important for sustaining the organization for long time and the so many banks are lagging behind in implementation of these practices. The Innovative Employee motivation practices include use of music at work place, arrangement of day care centres at work place for women employees, provision of greater work autonomy, availability of employee stock option plan, availability of loans and advances on discounted interest rates, presents of flexible working hours, availing leave on demand in times of urgency, arrangement of stress management programmes, encouragement for team building attitude, provision of best employee awards, arrangement of family get togethers. In this paper an attempt has been made to analyse the extent to which these innovative employee motivation practices are being implemented in the selected banks in Visakhapatnam city.

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## OBJECTIVES:

The main objective of the paper is to find out the innovative Employee Motivation practices that are being followed in the public and private sector banks in the study area i.e., Visakhapatnam city. In addition, to suggest some policy measures for improvement of the employees productivity.

## METHODOLOGY

### Data

The present study is based on the both primary and secondary data. Primary data have been collected through a well designed and pre tested questionnaire. The secondary data have been collected from various secondary sources like Hand book of statistics, published by the Chief Planning Officer, Visakhapatnam District and other published articles.

### Sampling Technique:

For the purpose of selecting the sample respondents, multi-stage stratified random sample techniques has been adopted. In the first stage, the total banking sector has been stratified into two stratum viz., Public Sector Banks and Private Sector banks. In the second stage two banks from each stratum i.e., State Bank of India and Andhra Bank from first stratum and Axis bank and ICICI bank from second stratum have been randomly selected. In the third stage 80 employees from each of the selected bank have been identified, which made the total sample as 320.

### Techniques of analysis

For analyzing the data simple statistical techniques averages, standard deviations etc..., have been used. The data have been analysed with the help of the SPSS software. For testing of hypothesis framed in the study ANOVA and Discriptive statistics have been calculated.

## STUDY AREA

The present study has been under taken in Visakhapatnam City of the state of Andhra Pradesh during the financial year 2017-18

## DATA ANALYSIS

The effectiveness of skilled employees will be limited if they are not motivated to perform their jobs (Delaney and Huselid, 1996). This factor of HR practices includes all those innovations relating to motivation of the employees through new ways. This also includes the innovative HRM practices related to retention, team building, etc. In the present investigation, **eleven** innovative motivation practices have been identified. Accordingly, the employees can be motivated in the new ways by using music at work place, providing day care centres, work autonomy, making available ESOPs, providing loans at discounted rates, giving an option of flexible working hours, approving leave applications easily, organising stress management programs, encouraging team building attitude, giving best employee awards, arranging family get-togethers.

Distribution of respondents according to their perception on the statement “Use of music at workplace to improve the performance”							
S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRA BANK	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
02	STATE BANK OF INDIA	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	160 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	160 (100.00)
Private Sector Banks							
01	Axis Bank	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
02	ICICI	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	160 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	160 (100.00)
Grand Total		320 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	320 (100.00)

Note: Figures in brackets indicate percentages to totals.

**Distribution of respondents according to their perception on the statement** “Use of music at workplace to improve the performance” is presented in table – 5.1.6(a). it is evident from the table that the percentage of respondents who perceived to the statement as “Not at all” is 100.00 in both public and private sector banks.

Distribution of respondents according to their perception on the statement “Arrangement of day care centers for women employees”							
S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRA BANK	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
02	STATE BANK OF INDIA	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	160 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	160 (100.00)
Private Sector Banks							
01	Axis Bank	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
02	ICICI	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	160 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	160 (100.00)
Grand Total		320 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	320 (100.00)

Note: Figures in brackets indicate percentages to totals.

**Distribution of respondents according to their perception on the statement “Arrangement of day care centers for women employees”** is presented in table – 5.1.6(b). It is clear from the table that the banks under both public and private sector are not arranging the day care centres for women employees.

Distribution of respondents according to their perception on the statement “Provision of greater work autonomy”							
S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRA BANK	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
02	STATE BANK OF INDIA	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	160 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	160 (100.00)
Private Sector Banks							
01	Axis Bank	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
02	ICICI	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	160 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	160 (100.00)
Grand Total		320 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	320 (100.00)

Note: Figures in brackets indicate percentages to totals.

**Distribution of respondents according to their perception on the statement “Provision of greater work autonomy”** is presented in table 5.1.6(c). it is evident from the table that this innovative HR Management Practice is not being implemented in both public and private sector banks.

S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRA BANK	0 (0.00)	23 (28.80)	21 (26.20)	36 (45.00)	0 (0.00)	80 (100.00)
02	STATE BANK OF INDIA	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	80 (50.00)	23 (14.40)	21 (13.10)	36 (22.50)	0 (0.00)	160 (100.00)
Private Sector Banks							
01	Axis Bank	10 (12.50)	0 (0.00)	6 (7.50)	18 (22.50)	46 (57.50)	80 (100.00)
02	ICICI	0 (0.00)	5 (6.20)	30 (37.50)	20 (25.00)	25 (31.20)	80 (100.00)
03	Total	10 (6.20)	5 (3.10)	36 (22.50)	38 (23.80)	71 (44.40)	160 (100.00)
Grand Total		90 (28.12)	28 (8.75)	57 (17.81)	74 (23.13)	71 (22.19)	320 (100.00)

Note: Figures in brackets indicate percentages to totals.

**Distribution of respondents according to their perception on the statement “Availability of Employee Stock Option Plans”** is presented in table 5.1.6(d). It can be seen from the table that the percentage of respondents who perceived to the statement as “High Extent” and “Very High Extent” is 22.50 and 0.00 respectively in public sector banks and 23.80 and 44.40 respectively in private sector banks. It can also be seen from the table that the percentage of respondents who perceived to the statement as “Not at all” is 50.00 in public sector banks and only 6.20 in private sector banks. Hence it can be concluded that the Employee Stock Option Plan (ESOP) is available at a higher extent in private sector bank when compare to the public sector banks.

S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRA BANK	15 (18.80)	11 (13.80)	5 (6.20)	40 (50.00)	9 (11.20)	80 (100.00)
02	STATE BANK OF INDIA	1 (1.20)	31 (38.80)	17 (21.20)	16 (20.00)	15 (18.80)	80 (100.00)
03	Total	16 (10.00)	42 (26.20)	22 (13.80)	56 (35.00)	24 (15.00)	160 (100.00)
Private Sector Banks							
01	Axis Bank	0 (0.00)	23 (28.80)	11 (13.80)	12 (15.00)	34 (42.50)	80 (100.00)
02	ICICI	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	80 (50.00)	23 (14.40)	11 (6.90)	12 (7.50)	34 (21.20)	160 (100.00)
Grand Total		96 (30.00)	65 (20.31)	33 (10.31)	68 (21.25)	58 (18.13)	320 (100.00)

Note: Figures in brackets indicate percentages to totals.

**Distribution of respondents according to their perception on the statement** “Availability of loans and advances on discounted rates” is presented in table 5.1.6(e). It is evident from the table that only around 10.00 percent of respondents from public sector banks have negatively perceived on the statement and the remaining 90.00 percent of respondents have perceived positively and rated on different points on the scale. The percentage of respondents from private sector banks who negatively perceived to the statement is only 50.00. It indicates that both public and private sector bank are following this HR practice almost equally and private sector banks are lagging behind.

Distribution of respondents according to their perception on the statement “Presence of flexible working hours to enhance my productivity”							
S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRA BANK	0 (0.00)	16 (20.00)	31 (38.80)	26 (32.50)	7 (8.80)	80 (100.00)
02	STATE BANK OF INDIA	24 (30.00)	22 (27.50)	34 (42.50)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	24 (15.00)	38 (23.80)	65 (40.60)	26 (16.20)	7 (4.40)	160 (100.00)
Private Sector Banks							
01	Axis Bank	25 (31.20)	6 (7.50)	0 (0.00)	9 (11.20)	40 (50.00)	80 (100.00)
02	ICICI	36 (45.00)	0 (0.00)	12 (15.00)	12 (15.00)	20 (25.00)	80 (100.00)
03	Total	61 (38.10)	6 (3.80)	12 (7.50)	21 (13.10)	60 (37.50)	160 (100.00)
Grand Total		85 (26.56)	44 (13.75)	77 (24.06)	47 (14.69)	67 (20.94)	320 (100.00)

Note: Figures in brackets indicate percentages to totals.

**Distribution of respondents according to their perception on the statement** “Presence of flexible working hours to enhance my productivity” is presented in table 5.1.6(f). It can be seen from the table that the percentage of respondents who perceived negatively to this statement is 15.00 in public sector banks and 38.10 in private sector banks. It indicates that all the banks in both public and private sector are following this innovative HR practice. When it comes to the extent to which this practice is being followed, the percentage of respondents from public sector banks, who rated this statement as “High Extent” and “Very High Extent” is 16.20 and 4.40 respectively, whereas in the private sector banks, these percentages are 13.10 and 37.50 respectively. It indicates that the

public sector banks are lagging behind in implementing this practice, when compare to the private sector banks.

Table – 5.1.6(g)							
Distribution of respondents according to their perception on the statement “Easy availability of leave on demand in case of urgency”							
S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRABANK	0 (0.00)	12 (15.00)	28 (35.00)	10 (12.50)	30 (37.50)	80 (100.00)
02	STATE BANK OF INDIA	0 (0.00)	8 (10.00)	0 (0.00)	40 (50.00)	32 (40.00)	80 (100.00)
03	Total	0 (0.00)	20 (12.50)	28 (17.50)	50 (31.20)	62 (38.80)	160 (100.00)
Private Sector Banks							
01	Axis Bank	0 (0.00)	11 (13.80)	15 (18.80)	12 (15.00)	42 (52.50)	80 (100.00)
02	ICICI	0 (0.00)	0 (0.00)	25 (31.20)	25 (31.20)	30 (37.50)	80 (100.00)
03	Total	0 (0.00)	11 (6.90)	40 (25.00)	37 (23.10)	72 (45.00)	160 (100.00)
Grand Total		0 (0.00)	31 (9.69)	68 (21.25)	87 (27.19)	134 (41.87)	320 (100.00)

Note: Figures in brackets indicate percentages to totals.

**Distribution of respondents according to their perception on the statement** “Easy availability of leave on demand in case of urgency” is presented in table 5.1.6(g). It is evident from the table that the percentage of respondents who respondent negatively to this statement is Nil in both public and private sector banks. As far as the extent to which this innovative HR practice is being followed in the banks is concerned, the percentage of respondents from public sector banks, who rated this statement as “High Extent” and “Very High Extent” is 31.20 and 38.80 respectively, whereas in private sector banks these percentages are 23.10 and 45.00 respectively. It indicates that public sector banks are little bit better in following this innovative HR practice, when compare to the public sector banks.



Table – 5.1.6(h)							
Distribution of respondents according to their perception on the statement “Arrangement of stress management programmes, art of living classes etc.”							
S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRA BANK	5 (6.20)	15 (18.80)	34 (42.50)	12 (15.00)	14 (17.50)	80 (100.00)
02	STATE BANK OF INDIA	17 (21.20)	38 (47.50)	14 (17.50)	7 (8.80)	4 (5.00)	80 (100.00)
03	Total	22 (13.80)	53 (33.10)	48 (30.00)	19 (11.90)	18 (11.20)	160 (100.00)
Private Sector Banks							
01	Axis Bank	52 (65.00)	20 (25.00)	8 (10.00)	0 (0.00)	0 (0.00)	80 (100.00)
02	ICICI	42 (52.50)	7 (8.80)	31 (38.80)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	94 (58.80)	27 (16.90)	39 (24.40)	0 (0.00)	0 (0.00)	160 (100.00)
Grand Total		116 (36.25)	80 (25.00)	87 (27.19)	19 (5.94)	18 (5.62)	320 (100.00)

Note: Figures in brackets indicate percentages to totals.

**Table 5.1.6(h) presents the Distribution of respondents according to their perception on the statement “Arrangement of stress management programmes, art of living classes etc.”** It is evident from the table that the percentage of respondents from public sector banks, who rated this statement as “High Extent” and “Very High Extent” is 11.90 and 11.20 respectively, whereas in private sector banks these percentages are Nil, which shows that both public and private sector banks are following this innovative HR practice and the public sector banks are implementing it at higher rate, when compare to the private sector banks.

Table – 5.1.6(i)							
Distribution of respondents according to their perception on the statement “Encouragement to team building attitude”							
S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRA BANK	0 (0.00)	12 (15.00)	23 (28.80)	20 (25.00)	25 (31.20)	80 (100.00)
02	STATE BANK OF INDIA	0 (0.00)	60 (75.00)	0 (0.00)	0 (0.00)	20 (25.00)	80 (100.00)
03	Total	0 (0.00)	72 (45.00)	23 (14.40)	20 (12.50)	45 (28.10)	160 (100.00)
Private Sector Banks							
01	Axis Bank	11 (13.80)	12 (15.00)	21 (26.20)	5 (6.20)	31 (38.80)	80 (100.00)
02	ICICI	0 (0.00)	11 (13.80)	16 (20.00)	21 (26.20)	32 (40.00)	80 (100.00)
03	Total	11 (6.90)	23 (14.40)	37 (23.10)	26 (16.20)	63 (39.40)	160 (100.00)
Grand Total		11 (3.44)	95 (29.69)	60 (18.75)	46 (14.37)	108 (33.75)	320 (100.00)

Note: Figures in brackets indicate percentages to totals

**Distribution of respondents according to their perception on the statement “Encouragement to**

team building attitude” is presented in table 5.1.6(i). It can be observed from the table that the percentage respondents who perceived negatively to this statement is Nil in public sector banks and just 6.90 in private sector banks. It indicates that the this innovative HR practice is being followed in the banks of both public and private sector. When it comes to the extent to which this practice is being followed in the banks, the percentage of respondents from public sector banks, who rated this statement as “High Extent” and “Very High Extent” is 12.50 and 28.10 respectively, whereas in private sector banks these percentages are 16.20 and 39.40 respectively.

Table – 5.1.6(j)							
Distribution of respondents according to their perception on the statement							
“Provision of Best employee awards”							
S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRA BANK	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
02	STATE BANK OF INDIA	0 (0.00)	21 (26.20)	26 (32.50)	6 (7.50)	27 (33.80)	80 (100.00)
03	Total	80 (50.00)	21 (13.10)	26 (16.20)	6 (3.80)	27 (6.90)	160 (100.00)
Private Sector Banks							
01	Axis Bank	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
02	ICICI	80 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	80 (100.00)
03	Total	160 (100.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	160 (100.00)
Grand Total		240 (75.00)	21 (6.56)	26 (8.13)	6 (1.87)	27 (8.44)	320 (100.00)

Note: Figures in brackets indicate percentages to totals.

**Distribution of respondents according to their perception on the statement “Provision of Best employee awards”** is presented in table 5.1.6(j). It can be seen from the table the percentage of respondents who perceived negatively to this statement is 50.00 in public sector banks and 100.00 in private sector banks, which indicates that the some selected banks in public sector are implementing this innovative HR practice. As far as the extent to which this practice is being implemented is concerned, the percentage of respondents from public sector banks who rated this statement as “High Extent” and “Very High Extent” is 3.800 and 16.90 respectively, whereas in the private sector banks these percentages are Nil. It indicates that the private sector banks are lagging behind in

implementing this practice, when compare to their counterparts i.e., public sector banks.

Table – 5.1.6(k)							
Distribution of respondents according to their perception on the statement “Arrangement of family get-togethers on some special occasions”							
S.No.	Name of the Bank	Perception of the Respondent					Total
		Not at all	Occasionally	Low Extent	High Extent	Very High Extent	
Public Sector Banks							
01	ANDHRABANK	17 (21.20)	19 (23.80)	0 (0.00)	20 (25.00)	24 (30.00)	80 (100.00)
02	STATE BANK OF INDIA	20 (25.00)	1 (1.20)	47 (58.80)	12 (15.00)	0 (0.00)	80 (100.00)
03	Total	37 (23.10)	20 (12.50)	47 (29.40)	32 (20.00)	24 (15.00)	160 (100.00)
Private Sector Banks							
01	Axis Bank	4 (5.00)	27 (33.80)	13 (16.20)	4 (5.00)	32 (40.00)	80 (100.00)
02	ICICI	0 (0.00)	2 (2.50)	33 (41.20)	20 (25.00)	25 (31.20)	80 (100.00)
03	Total	4 (2.50)	29 (18.10)	46 (28.80)	24 (15.00)	57 (35.60)	160 (100.00)
Grand Total		41 (12.81)	49 (15.31)	93 (29.07)	56 (17.50)	81 (25.31)	320 (100.00)

Note: Figures in brackets indicate percentages to totals.

**Distribution of respondents according to their perception on the statement** “Arrangement of family get-togethers on some special occasions” is presented in table – 5.1.6(k). It can be observed from the table that the percentage of respondents who perceived negatively to the statement is 23.10 in public sector banks and just 2.50 in private sector banks. It can also be observed from the table that the percentage of respondents from public sector banks who rated this statement as “High Extent” and “Very High Extent” is 20.00 and 15.00 respectively, whereas in private sector banks, these percentages are 15.00 and 35.60 respectively. It indicates that the private sector banks are implementing this innovative HR practice at an higher extent when compare to the public sector banks.

### MAJOR FINDING AND SUGGESTIONS

01. It is also observed that no bank in the study area is maintaining the Day Care Centres in the premises of their respective branches, which is more essential for women employees. Because, the women employees with below 05 years old children cannot concentrate on the work, when they left their children in the house or in some play school or in some private day care centers, which may be far away from their work place. If the Day

care centers are maintain by the banks in the branch premises, the women employees may concentrate more on their work by leaving their children in the day care centre which is in the bank premises. Hence, it is strongly suggested that the bankers have to establish the day care centers in at least some branches, which are having more number of women employees. These day care centers may be arranged on the basis of requirement of the branch. This facility may certainly improve the productivity of the employees. Of late, the number of women employees in the banking sector is getting increased.

02. With regard to the usage of music at work place, none of the selected banks both in public and private sector; are not allowing their employees to use the music at work place. Providing music in the entire bank may not be possible and it may create some noise also. But a very light music in the individual cabins of some officers, who may have higher work pressure, may be allowed. Because the music is proved to be a stress releaser. The suggested places for allowing the usage of music are manager’s cabing, cash department cabin and so on.
03. As far as the arrangement of stress management programmes are concerned, all the selected banks are arranging some kinds of stress management programmes for their employees but the extent to which the implementation is very low. Nowadays the banking activities have become more difficult of perform, which may cause the distress among the employees. Hence, It is suggested to arrange some stress management programmes like yoga practices, motivational lectures occasionally. In addition, during some special occasions like bank foundation day, nationally and internationally important days some games and sports competitions may be conducted, which are very

useful for managing mental stress among the employees.

04. With regard to the arrangement of family get together is concerned, it is observed that the extent of arrangement is low both in public and private sector banks. When it is seen comparatively, public sector banks are lagging behind. Hence, it is suggested that family get together are to be arranged occasionally because it creates a sense of togetherness among the employees especially those who hailed from vary distant places on employment purpose. It makes the employees to involve in the work for a long time.

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