

BIVARIATE ANALYSIS OF THE RELATIONSHIP BETWEEN HRM PRACTICES AND CHANGE MANAGEMENT PROFILE WITH REFERENCES IT COMPANIES.

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Abstract

India's economy has grown to a great extent which has been accompanied by the information technology growth. The IT industry is growing undoubtedly and the economy is growing along with it. Although there is growth in this industry and this industry is adding a lot to the overall development of the country, it has been observed that the IT industry is facing some challenges. They explored the dimension of attrition by stating some of the factors as the leading factors of attrition in IT industry. The revolution in the technological front has helped the IT industry to grow tremendously. They have become the master and the core of all other business in the marketplace Human Resources Management (HRM) play important role in retention of employees. HR managers have to identify the right retention strategies which their employees perceive to be effective. Good HRM practices in the area of compensation, reward, career development, supervisors' support, and culture and work environment can help to improve retention. An employee is the most important asset for any organization. So, whether it is a Private or Public organization, every organization needs employees to survive in the marketplace. No organization can survive at any cost without its committed and loyal employees. Change management profile will play a key role in ensuring projects (change initiatives) meet objectives on time and on budget by increasing employee adoption and usage. In this research paper we are describing the bivariate analysis of change management profile in IT sector produces better performance of improve competency and retention of employees. Bivariate analysis will show the impact of HRM practices and competency practices on IT companies.

Keywords: Change Management, bivariate analysis, HRM practices, competency practices, retention, pilot survey, etc.

Introduction:

Entrepreneur Media defines Human Resource Department as "The department or support systems responsible for personnel sourcing and hiring, applicant tracking, skills development and tracking, benefits administration and compliance with associated government regulations. Many organizations now utilize extensive range of human resources management factors that influence employee commitment and retention.[2] According to them, the factors which influence employee retention are work environment, supervisor support, organization image, employee value match, remuneration, reward and recognition, employees' career development etc.[5]

The research topic was selected to contribute to the study of human resource practices strategies in IT companies. A cover letter in electronic form as well as

hard copy accompanied the survey and explained that each participant's responses would remain confidential and individual responses would not be revealed. An

Assumption in this study was that, the employee's opinion and answers would be honest and accurate. Another assumption was that, the employees and HR executives / managers would not be fearful of providing their opinions in the survey. The study included an assumption that, the sample participants would be representative of the larger population of IT employees. Furthermore, it was assumed that each employee understand that participation in the study was voluntary. Finally, it was assumed that there are internal as well as external factors affecting employee retention in IT companies. 7 Note: Researcher have used synonyms for 'Human resource' such as 'employee', 'talent', 'labor', 'manpower', 'people'. These words are used interchangeably in the thesis. Words 'salary' and

‘compensation’ are used interchangeably. Similarly, words ‘organization’, ‘company’ and ‘corporate’ are used interchangeably in this research. [7]

HRM practices:[5] Human Resource Management (HRM) Practices as a combination of people-centered management practices that recognizes employees as assets to create and maintain skilful and committed workforce for achieving organizational goals. “Human Resource Management” referred to HRM practices as the integrity of principles and applications regarding the responsibilities about the „human resources“ of top management like human resources planning, job analysis, recruitment process, selection, orientation, charging, work evaluation, labour force training and industrial relations. Human resources consist of principles, practices and systems that affect the behaviours, attitudes and performances of the employees. The human resources management practices established on organizational performance and employee behaviours, known as HR practices is one of the preeminent research subjects in developing world.



HRM in IT industry:

Human Resource Management is important for IT COMPANIES because it industry is a service industry. Management of people and management of risk are two key challenges faced by IT COMPANIES. How you manage the people and how you manage the risks determines your success in the IT business. Efficient risk management may not be possible without efficient and skilled manpower. IT COMPANIES must try to distinguish themselves by creating their own niches or images, especially in transparent situations with a high level of competitiveness. In coming times, the very survival of the IT COMPANIES would depend on customer satisfaction. Those who do not meet the customer expectations will find survival difficult. IT COMPANIES must articulate and emphasize the core

values to attract and retain certain customer segments. Values such as “sound”, “reliable”, “innovative”, “international”, “close”, “socially responsible”, “Indian”, etc. need to be emphasized through concrete actions on the ground and it would be the IT human resource that would deliver this.[5]

ATTRIBUTES OF A CHANGE MANAGER: A change manager will play a key role in ensuring projects (change initiatives) meet objectives on time and on budget by increasing employee adoption and usage. He will focus on the people side of change, as also changes to business processes, systems and technology, job roles and organizational structures. The essential attributes he needs to possess include:[10]

- Communication. The ability to communicate is essential to many jobs.
- Leadership.
- Vision.
- Strategic Analysis and Planning.
- Knowing Change Management Principles and Best Practices.
- Other Soft Skills. .
- Digital Literacy.

CHANGE MANAGEMENT PROFILE: HRM PRACTICES MANAGEMENT.

One of the main goals of Human Resource Management (HRM) is to increase the performance of organizations. Pfeiffer emphasized the importance of gaining competitive advantage through employees and noted the importance of several Human Resource (HR) practices necessary to obtain this advantage. Huselid stressed the use of an integrated and coherent ‘bundle’ of mutually reinforcing HR practices over separate ones. Notwithstanding the substantial volume of research on the link between HRM and performance, the exact nature of this relationship within the IT sector remains un-clear. This can be considered problematic, as studying HRM in the IT sector and its effect on performance has both practical and academic relevance.

However, performance is not a concept that can be easily defined and conceptualized. According to Guest it is better to use the concept of ‘outcomes’ instead of

performance. One can then distinguish three different outcomes: [7]

- 1) Financial outcomes (profits, net margin, market share),

Organizational outcomes (productivity, quality, efficiency, client satisfaction) and 3) HR outcomes (employees' attitudes and behaviour). Dyer and Reeves noted that HR and organizational outcomes are more proximal outcomes, closely linked to the HR practices adopted by an organization, whereas financial outcomes are more distant, as they are less likely to be directly affected by HR practices. Moreover, specific HR outcomes are often used as intermediate outcomes that bridge the 'black box' between HR practices and financial or organizational outcomes. This multidimensional perspective of outcomes seems especially relevant for banking organizations, as financial outcomes are certainly not the only - or even primary - objective. Notwithstanding the large amount of research on HRM in banking sector, few studies have explicitly addressed the multidimensional character of performance and linked HR practices to various outcome dimensions. In this article, we therefore add to the literature by examining several outcome.[9]

Review of literature: SLR.

Review of literature is concerned to the study of previous research work in the field of chosen research problem and other problems related to IT company services. This is one of the most important components in the research process, which introduces research gaps as well as the research process to a researchers. It also provides the researcher a bird's eye view about the research done in that area so far. In order to get acquaintance with the research process, to understand the research gaps in the chosen research study, earlier research articles, published proceedings in national and international conferences, references where reviewed.[12]

The presentation of review of literature is grouped under the following headings:

- **Review from national and international journals.**
- **Review from reference books.**
- **Review from committees.**

Schultz (1975) suggested that education enhances an individual's ability to successfully deal with disequilibria in changing economic conditions. Such ability includes that of perceiving a given disequilibrium, analysing information, and reallocating resources to act. Further integrated porter's competitive strategies: innovation - developing new products and different products, quality enhancement, and cost reduction with employee behaviours required to achieve these strategies. They integrated both business strategies and employee behaviours to the specific human resource practices which would develop the requisite competencies and skills necessary to accomplish the strategic business objectives. They identified six human resource practices from which organizations deciding to link the competitive strategies. These six practices include planning, staffing, appraising, compensating, training and development. Defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Surveyed the Human Resource practices of 68 Indian organizations and measured various elements of the HR profile of these organizations including performance management practices, training, career planning, promotions, rewards etc., and the HRD climate. Found that the perception about the human resource management/ development practices was more important than the actual human resource management itself. His study also indicated that human resource management culture was a powerful intervening variable in translating HRM practices in to profit. Studied the employees' commitment level in organization and found that commitment was higher among employees who had been promoted. Therefore, it can be expected that commitment levels would be higher for those employees who had achieved promotion than for those who had not yet been promoted. Anticipated that HRM practices could be grouped into different dimensions that augment employee skills, motivate employees and organize the workforce,

but such practices have been consolidated in two factors. One concerned with compensation while the other is a blend of development and organizational structure. HRM practices are conceptualized as a set of internally reliable policies and practices designed and implemented to ensure that a firm's human capital contribute to the accomplishment of its business objectives. Pointed out that human resource management was considered a strategic asset of an organization and human resource policies and practices were important to an organization's competitive advantage in a competitive world. Identified some of the human resource practices which support service organizations as recruitment and selection, extensive remuneration systems, team working, flexible job design, training and learning, employee involvement and performance appraisals. Performed a study from the social exchange theory point of view and showed that organizations which demonstrated a high level of commitment to their employees through HR practices are rewarded with increased organizational effectiveness, employee involvement and commitment to the organization. These high commitment HR practices include items such as selective staffing, developmental appraisal, competitive and equitable compensation, and comprehensive training and development activities conducted a research study on 12 organizations based in United Kingdom to assess the impact of people management policies and practices on organizational performance. The study was presented in the form of a model called "people and performance model". They identified and measured 11 elements of human resource practices using Ability/Skill, Motivation and Opportunity to participate (AMO) framework. The various elements were recruitment and selection, training and development, performance appraisal, career opportunity, pay satisfaction, work life balance, job challenge/autonomy, team working, involvement, job security and communication. The results from the research study found strong correlation between HR practices, HR outcomes (organizational citizenship behaviour, organizational commitment and employee job satisfaction) and firm

performance. Conducted an empirical research concerning the impact of HRM practices on organizational effectiveness in the context of developing and transitional economy countries. From a survey of 137 cross-sector companies, it was discovered that there are five dimensions of HRM practices currently in use in Vietnam and reported that five dimensions of HRM practices namely information exchange, performance management, training and development, group orientation, and retention management influenced the organizational effectiveness. Conducted the research on impact of HRM practices on employee attitudinal and behavioural outcomes and reported that two types of HRM practices were adopted (i.e.) discretionary and non-discretionary human resource practices. Discretionary human resource practices included pay for performance, staffing and selection, performance management, training and development, and employee involvement. In case of non-discretionary HR practices, administration and cost of doing business, and its activities were typically associated with mandated compliance. Reviewed and conducted a meta-analysis of 104 articles and identified the top four HRM practices that have been extensively used by different researchers were recruitment and selection, training and development, contingency and reward system, and performance management [14]. Stated that HRM is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources so that individual, organizational and social objectives were achieved. Established that workforce planning, teamwork, training and development, compensation and incentives, performance appraisal, and employees' security were important HRM dimensions that affect productivity, product quality and performance. Examined the HRM Practices implemented by leading IT companies such as TATA, Infosys and Wipro in India. They developed the 3cTER framework of HRM practices and identified Training and Development, Employer-Employee Relations, Recognition through Rewards, Culture building, Career Development, Compensation

and Benefits as important HRM Practices Khan (2010) evaluated the effects of human resource management practices on organizational performance in Oil and Gas Industry in Pakistan. A total of 150 managers of 20 randomly selected firms were studied with five HRM practices. Regression analysis indicated a positive and statistically significant association of these practices with organizational performance. Reported that there were many researches about HR practices, and yet scholars have not achieved agreement on what are the best human resource practices. In the present study, the Human Resource Management practices followed in the commercial banks were identified for both public and private sector banks. The various dimensions of such practices were identified and in what follows the dimensions were reviewed, conceptualized and applied.

AIM AND OBJECTIVE:

Objective of research is to examine various projects and programs for managing change by the private IT sector. The evaluate success or failure of how it chose to respond to triggers both from inside and outside the MNC environment, in terms of sustaining and increasing its market share and improving customers journey's. An attempt is made to have a review of changing change strategies under successive management, especially its CEO&MDs, who have been the change leaders in the bank, from inception onwards.[10]

- To study competency based HR practices in select IT Companies.
- To making the **job** stability, encourage and encourage the **employees** to stay with the organization.
- To inspect the influence of performance evaluation of employee satisfaction in IT companies.

LEARNING OBJECTIVE:[12]

The aim of this research paper is to help students understand the challenges that an outside CEO faces when he or she is chosen to lead a large, successful organization. It demonstrates the difficulties in bringing about change in such a scenario and some possible means to manage

them. It also helps students understand the concept of market valuation.[13]

Change management is an approach to transitioning individuals, teams, and organizations to a desired future state. In a project management context, change management may refer to a project management process wherein changes to the scope of a project are formally introduced and approved.

- **Hypothesis:** Change management is an enabler for survival and retention as well as growth of market share of IT companies.
- **Methodology:** The research is based on published research papers, books and annual reports of the IT companies.

RESEARCH INSTRUMENT: A research instrument is a survey, questionnaire, test, scale, rating, or tool designed to measure the variable(s), characteristic(s), or information of interest, often a behavioural or psychological characteristic. Research instruments are helpful tools to in conducting research study. In the present research study questionnaire was designed using dichotomous, scales and ranks for collection of primary data.

Proposed problem:

Sustaining of employees in the IT Companies is a crucial task for HR. Employee retention is critical for any business. Average attrition rate of Information Technology (IT) sector is 15% - 20%. This attrition rate is significant and hampers overall success of the organization. Employees are backbone of any organization and success is dependent on the employee's valuable contribution. Researcher has chosen this topic to study the existing retention strategies in IT companies and the factors based on which employee decides to stay with the company or quit. This research basically data analysis and survey part will execute in IT companies of India.

Purpose of research:

Based on the above discussions, it can be said that the scope for future research can be the study conducted in different geographic regions like different countries, states, different industries with more variations in the socio-economic profiles, between Indian IT companies and MNC's etc. Future research can take place so as to enrich the research work as over a period of time, factors like employees' awareness and information about the strategies may change. Researchers will be encouraged to create and develop new constructs related to the retention of employees in the IT Service Industry.

Research gaps and issues:[10]

The literature surveyed helped in identifying the gaps regarding the change management profile used by the organizations in the IT Industry. Despite several studies carried out on employee retention, the strategic human resource researchers are still investigating the causal mechanisms between HR practices and firm's performance mostly related to voluntary turnover as a critical component. The crucial gap identified for this study was that not much of work is done in the IT service industry and particularly, on the stability of the employees.

STATISTICAL TOOLS APPLIED: Content analysis is a research technique widely used in social sciences which objectively and quantitatively examines written or oral communication in order to make inferences about values, meanings or understandings being conveyed. A disclosure index has been developed after studying the annual reports of various IT companies of India. This technique is called as content analysis. In the first stage of content analysis, the annual report was analysed and the disclosure index was prepared.[9]

Tabulation and Statistical Analysis of Data: The responses observed from each of the items in the instrument used for primary data collection were scored and tabulated into a master sheet. The statistical tools included Co-relation, Regression techniques, Simple and Multiple regression, Anova. Descriptive statistics

have been applied to draw logical conclusion. The analysis was done using Statistical Package of Social Sciences (SPSS).[3]

Simulation and Analysis Tools: Following analysis tools would be used to interpret the collected data: 1) Chi-square test 2) Percentage analysis.

The empirical model used to examine the determinants of Indian banking system revenue for is specified as:

$$\text{Revenue } R = \beta_0 \text{ var1} + \beta_1 \text{var2}_i + \beta_2 \text{var}_i + \beta_3 \text{var3}_i + \beta_4 \text{var4}_i + \beta_5 \text{var}_i + \beta_6 \text{var}_i + \beta_7 \text{var}_i + \beta_8 \text{var8}_i + \beta_9 \text{ var} + e_i \quad \dots \quad (1)$$

- Where Independent variables are defined below:
- R= Revenue
- B₀= represent variable.
- β₁= TOTAL capital of MNC Cost.
- B₂=VAR 1 Taken as independent variable.
- B₃= VAR4.
- B₅=VAR5
- B₆=Award
- B₇=VAR7
- B₈=VAR8
- B₉= VAR9

We take data analysis for various IT sector as given below.

Three methods are used:

Linear regression based equation of comparison.

- Independent variable β₀ to β₉.
- Hypothesis. H₀ to H₁₁.

Linear regression performs on generate IT sector revenue for IND market. Therefore.

$$R_{\text{company revenue}} = \beta_0 \neq H_0 + \beta_1 = H_1 + \beta_2 \neq H_3 + \beta_4 \neq H_5 + \beta_6 \neq H_6 + \beta_7 \neq H_7 + \beta_8 \neq H_8 + \beta_9 \neq H_9 + \beta_{10} \neq H_{10} + \beta_{11} \neq H_{11} + e_i$$

It means β₁= company's total revenue is also executing positive result for growth revenue generation for Indian market.

$$R = \beta_1 = H_0 + e_i$$

This regression analysis gives positive results for independent variable β₁= compare hypothesis H₀ is analysis for Indian market for affecting based on revenue.

On the other hand another independent variable β_{0T0} β_9 are not equal to predefine hypothesis **H1 to H11**.

Similarly. The comparison of another independent variable with given and predefined hypothesis.

- $R = \beta_0 \neq H1$.
- $R = \beta_2 \neq H2$.
- $R = \beta_{03} \neq H3$.
- $R = \beta_4 \neq H4$ to $R = \beta_9 \neq H9$.

For this regression analysis some independent variables perform positive results based on as comparison of predefined hypothesis. Which is already mentioned in the given research for Indian market.

For performing regression numerical analysis to execute all independent variables, and Indian banking revenue growth execute based on independent variables, and some dependent variables.

RESEARCH CONTRIBUTION:[14]

Research Contributions this study provides an in-depth information about the various factors that affect the retention rates in the IT Service Industry. The study is limited to analyse only on the retention strategies formulated and implemented by the organizations. Today the role of remuneration in retention is debatable and the study also provided evidence that as per the employees of the IT service industry remuneration does not act as the primary influencing factor.

Significant contribution have been made as the study reveals the areas where the employer needs to focus more on and to consider the influence of the important retention factors, for the industry's overall performance. In addition to practical implications the present study also contributed to existing literature.

Recommendations:[08]

An employer cannot assume that the employees know what they have to do or what the employer is expecting out of them. Orientation programs are mandatory even for the experienced employees. Aspects of history,

vision, service, departmental roles, performance expectations etc. should be shared with all the employees and elicited occasionally. Every leader should be in touch with the workforce so as to understand their expectations from the position they hold in the organization. Educational programs related to the interdepartmental work should be conducted for the employees. Lack of respect has been identified as one of the critical issue resulting in employee attrition. Mutual respect does not cost anything to the organization or to human beings and developing a culture for the same will help the organizations retain their employees. Since it is the individual and collective work of employees and smaller team, which bring the overall results for the organization, the employers need to follow the bottom-up approach.

HRM practices measures in Top IT companies:

1. TCS IT COMPANY

Tata Consultancy Services Limited is an IT services, business solutions and outsourcing organization that delivers real results to global businesses, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT enabled services delivered through its unique Global Network Delivery Model TM, recognized as the benchmark of excellence in software development. With over 140,000 of the world's best trained IT consultants located across the world, TCS is uniquely positioned to deliver its flexible world class services seamlessly to any location. TCS continues to be recognized for its excellent Human Resource (HR) practices. At the end of Q1 FY11, the total employee strength of the company was 1, 63,700. Foreign nationals formed 7.2% of the total employee base and 31% were women During the last financial year, TCS saw an attrition of 11.8%, while during the first quarter of the financial year 2011, it reported an attrition rate of 13.1%.^{economic times report.}

2. Wipro technologies Ltd.

Wipro Technologies is the No.1 provider of integrated business, technology and process solutions on a global delivery platform. Wipro has 40+ _Centre's of Excellence 'that create solutions around specific needs of industries. Wipro's Technology Infrastructure Services (TIS) is the largest Indian IT infrastructure service provider in terms of revenue people and customers with more than 200 customers in US, Europe, Japan and over 650 customers in India. It is powered by the expert skills of over 6,500 technical specialists and state-of-the-art BS 15000 certified infrastructure for operations support . ^{financial reports2015.}

3. Infosys Technologies Ltd

Retention strategies Infosys Technologies is one of the leading software companies in India providing a variety of IT consulting and software services. Infosys has a global footprint with 68 offices and 70 development centers in US, India, China, Australia, Japan, Middle East, UK, Germany, France, Switzerland, Netherlands, Poland, Canada and many other countries. Infosys and its subsidiaries have 151,151 employees as on June 30, 2012. Many of the world's most successful organizations rely on Infosys to deliver measurable business value. Infosys provides business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise. It has pioneered many innovative retention strategies. The company is known for its high degree of transparency, high standards of corporate governance and innovative financial policy. ^{CSR reports.}

Bivariate analysis:

Change Management is solution for improving performance:IT companies

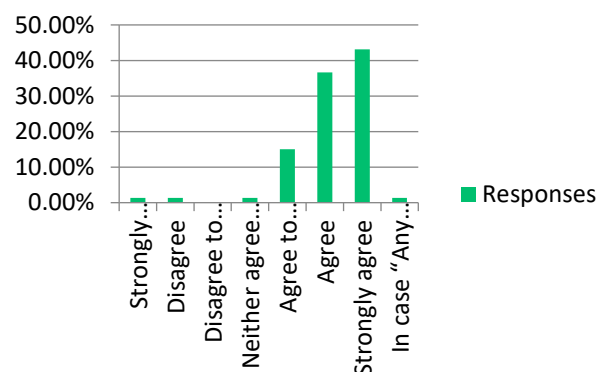


Fig 1.0 graph represent CMP for IT sectors

Hurdles for Change Management:companies

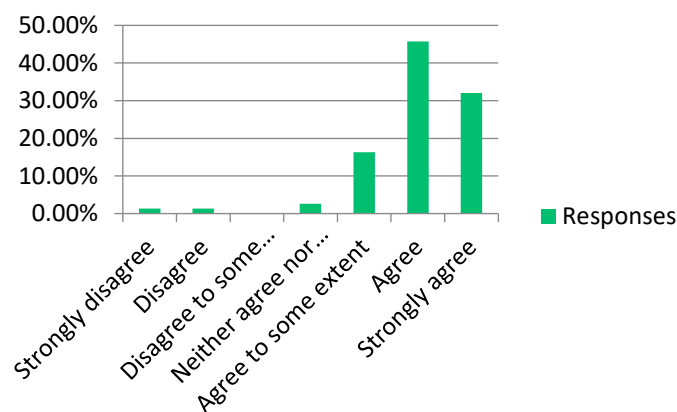


Fig 1.2 Graph represent adoption of change management MNC s

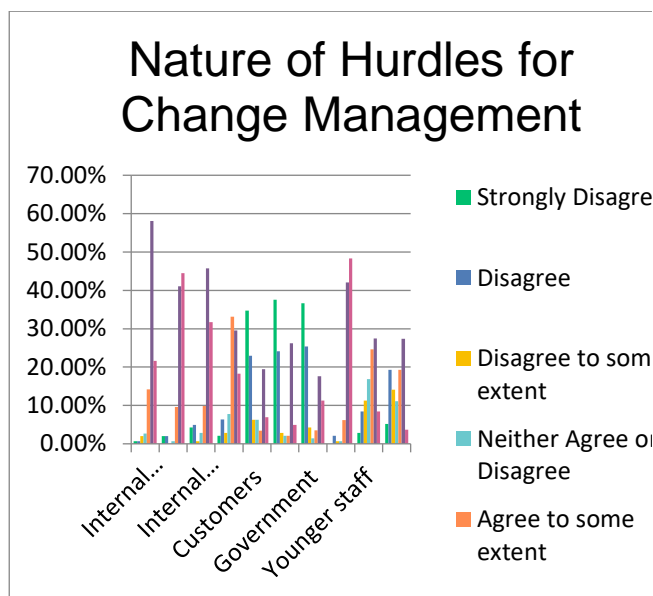


Fig 1.3 bivariate graph represents analysis.

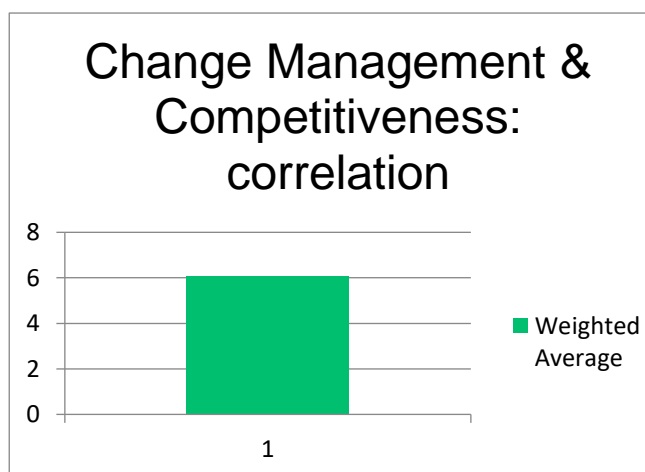


Fig 1.4 correlation representation of IT sectors.

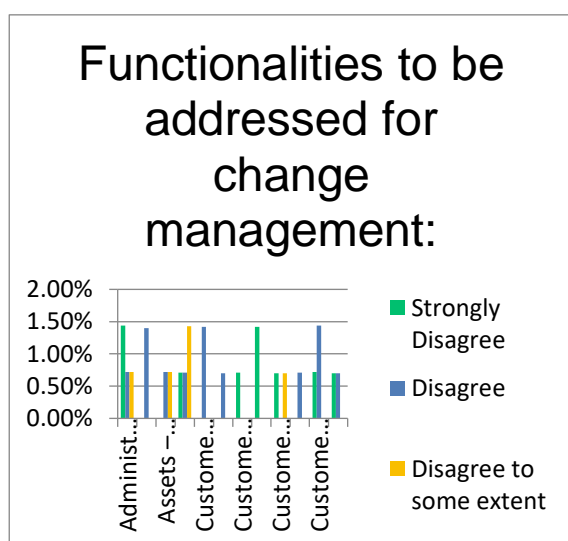


Fig 1.5 Graph represent bivariate analysis of CMP.

CONCLUSION AND FINDINGS:

Based on the ROL following are some recommendations provided by the HR participants of the discussion:

- Employer should appreciate and acknowledge employees in order to retain and build loyalty among the employees. ∞ Employer should show concern and extend help whenever possible to employees. [11]
- Promoting Team Work should be encouraged.
- Medium sized organizations should provide work from home facility, more flexible vacation offerings and performance bonus which will lead to employee retention. ∞ Providing compressed work schedules or back-up day care can be an excellent factor to retain the employees.
- Employees wish to have social interaction and a rewarding work environment. They desire to receive respect and recognition from managers, and also a challenging position which allows them to learn and move up.
- In this conclusion we have already shown the bivariate analysis of change management profile for IT sectors of all over world along with facing issues and solution.
- The future aspect of this paper is for new researcher for going to survey and analysis of improve competency and organisation growth aspects.
- This research paper will contribute to understand the actual scenario of change management profile and relation with HRM practices adoption in IT companies in India as well as abroad.
- Bivariate analysis of change management profile of IT sectors conclude five graphs which represent pilot statistical analysis of agree, disagree, internal , external employees , customers, clients, administration,

management views in form of statistical analysis using percentile result graph.[12]

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