

Perception of Newly Recruited Banking Personnel towards Stabilizing in Initial Work-Environment

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ABSTRACT:- Banking industry in India has been a lifeline of economic control, development and sustenance. Since nationalization of banks in year 1969 banking services have been continuously expanding in scope of operations, objectives and technology for the optimum welfare of society. Human resource base falls in the purview of this momentum of expansion.

Banking sector today stands as a top recruiter with promising opportunities of growth. But as the number of employees is mounting, a parallel diversity in human resource equation is evidently seen especially in public sector banks. Where at one hand with continuous new recruitments banks are filling the requisite vacancies and on the other hand there also exists senior personnel approaching the superannuation. At times banks are also going through immense performance pressures to keep up with the pace of rising demand of quick and expanded services.

This paper is an endeavor to assess the perception of newly recruited banking personnel towards the initial experiences that they go through because of new work-environment. With special focus on the behavior of seniors towards new recruits and level of cooperation extended by them which ultimately influence the stabilizing process of new incumbents along with implications on morale, job involvement, job performance and retention of newly recruited personnel in banking.

The existing proportion of new and old banking personnel provides with an opportunity to study and enrich the vital research pool in direction of better human resource interventions aiming efficiency enhancement and sensitive human resource management practices.

KEYWORDS:- Banking, Coordination & cooperation, Stabilizing, Newly recruited staff, job performance

INTRODUCTION

What intrigued us to take up an investigation pertaining to the mentioned title is changing heterogametic nature of workforce in commercial banks of India and increasing performance pressures. Conducting this study aims at making enquiry into the perceptions of newly recruited young employees. The paper also focuses on ascertaining initial level work-environment factors by which a new incumbent is influenced in banking. The proportion of new and old working employees gives a scope to study the concept of how a fresh employee perceives and experience the work-environment.

With the expansion of national economic development endeavor Indian banking sector is continuously witnessing growth. Both public as well as private banks are growing in size of their operations and geographically. Number of private banks has also increased and continues to escalate.

Since their inception nationalized scheduled commercial banks recruited manpower suiting the need of banking operation. Today many of these banks are functioning with a good number of the experienced staff who is approaching to their superannuation. With super-senior workforce co-exist employees who are junior to them along with a considerable number of fresh recruited young personnel. Diversity in terms of age, ideologies, work experiences etc. puts questions in front of researchers on how it affects the new incumbents. Challenges of settling down in new work-culture specifically and receiving cooperation from seniors as a part of a group are the pivot issues of the study.

Information technological advancements in banking services and changing expectations of customers have consequently made the competition stiff and testing for operating banks. With an aim to serve their customers in a better manner banks are hiring talented human resource possessing fresh zeal and set of technically sound skills.

To bring out the perceptions of new incumbents will enrich the literature of knowledge in management practices. How new employee feels in induction period and later during probation on the job working? This study is an attempt to look into the level of cooperation and coordination that exists between new and already working senior staff.

The paper intends to examine the implications of initial experiences as a fresh banking employee in reference to coordination and cooperation on morale, motivation and current and likely job performance of fresh recruit.

Literature Review

Cheryl Bowles and Lori Candela (2005) in their study titled “First Job Experiences of Recent Registered Nurse Graduates” found that around 22% nurses left job within one year of joining because of work environment factors. The study concluded suggesting that nurses new to the profession should be encouraged to become positively and actively involved in their hospital operation soon after hire through engagement on multidisciplinary committees, studies to improve the quality of patient care, regular feedback on performance, definite strategies for improvement, and development of leadership expertise.

According to a study conducted by Wesson & Gogus (2005), several studies have indicated that many organizations implement different means of adapting and introducing employees to their jobs and environment.

According to Butler (2008) absenteeism, satisfaction and the level of turnover is likely to increase during or after the initial months of the joining the organization. This denotes that a poor and ineffective induction program will unfavorably impact staff attitude. Hence it becomes important that organizations should be sensitive towards employment of different procedures for integrating and engaging the new employees to the cultural values, philosophies and practices of the organization.

Researchers showed that the initial few months of a new employee's on the job are critical. Induction facilitates unquantifiable benefits to many organizations such as a reduction in time consumption for new employees to adjust to organizational culture/core values and to enhance their working capabilities (Ragsdale & Mueller, 2005). Eisenberger et al. (1990), concluded in an assessment that employee's outlook towards the organization is strongly subjective and affected by their relationship with their supervisor.

According to Tiwari Usha (2014), The most important factor contributing to employees' morale are relationship with the fellow workers, team spirit in direct work environment, working condition of work place, leaves and holidays provided and open communication between management and employees. Rashid Saeed, Anam Iqbal et al. (2013) concluded that the firms with congenial manager's attitude have more positive impact on employees' performance. The results also suggest that there is a positive relationship between the Organization's culture and employees' performance in the Banking sector of Pakistan.

Belas Jaroslav (2013), inferred that there is a direct connection between the dominant style of leadership and room for improvement of sales clerks' productiveness, because the growth of the intensity of directive style in this case led to lower productiveness of the average bank sales clerks.

Greenhaus's (1987) study helped in probing that employees are less likely to leave an organization and be more productive if they develop good relationship and positive communication with the supervisor.

Determinants of Stabilization Process of Newly recruited Personnel:

I) Factors pertaining to New Employee:

A) Psychological Challenges of a newly recruited personnel:

1. Handling Pressure and Fears of novel on-the-job experience
2. Morale and emotional intelligence challenges
3. Challenges of job satisfaction and involvement

4. Securing cooperation from seniors
- B) Learning and performing in new environment:
1. Requisite on the job skills by on the job training, job sharing and rotation basis
 2. Efficiency standards, working under direct supervision
 3. Work etiquettes
 4. Interpersonal relations at work
 5. Getting acquainted with the culture and policies of organization
- II) Factors pertaining to Existing Senior Personnel
- A) Seniors' (co-workers and Superiors) aspects:
1. Behavior towards new employee and willingness to cooperate (Supportive, sensitive or insensitive)
 2. Work Load pressure on seniors
 3. Seniors' acceptability towards changes
 4. Inability and lack of sensitive approach towards new employee
 5. Degree of Communication Cooperation, coordination and collaboration
- B) Role of Branch Manager's Leadership:
1. Facilitating the stabilization of new employees
 2. Influencing the cooperation and coordination in branch operations
 3. Encouraging the environment of care and sensitive interpersonal relations
 4. Maintaining a system of open communication
 5. Catalyst in the process of managing diversity gap (Age, energy, experience, perception)

RESEARCH METHODOLOGY

After going through the available literature on studies related to banking employees factors were specified. Factors were also taken up with help of real world observations. On the basis of factors contributing to the stabilization process of newly recruited personnel the questionnaire was drafted. A field study has been done to collect the data from newly recruited banking personnel in public as well as private sector banks of Jaipur district.

Percentage analysis and comparison method has been used to show the responses in a systematic and precise manner.

OBJECTIVE OF STUDY

To ascertain the perception of newly recruited banking personnel towards initial work-environment factors

Population: Public and Private sector Banks in Jaipur city urban area

Sample Size: 100 newly recruited personnel randomly selected 50 respondents from Public sector banks and 50 respondents from private sector banks of Jaipur district. The questionnaire was filled through online resources. Out of 100 respondents 68 were male and 32 were females.

Data Analysis:

Percentage Age of Respondents	Type of Bank	18-22 Years	22-26 Years	26-28 Years	28-32 Years	> 32 Years
	Public	16	30	18	26	10
	Private	18	28	22	24	8
Work Experience (in %)	Type of Banks	< 6 months	6 months - 1 year	1-2 years	2-5 years	
	Public	14	26	26	34	

	Private	12	22	30	36
Position working at (in %)	Type of Bank	On Probation Clerk	Clerk	On Probation Officer	Assistant Manager
	Public	30	14	30	26
	Private	22	16	30	32

Table 1: Responses towards Variables

Variables	Type of Bank	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean Score	Total
Initial Mental Pressure was High	Public Sector	4	8	8	18	12	2.48	50
	Private Sector	8	10	4	18	10	2.76	50
Willing Initial Support from Senior Staff	Public Sector	10	21	5	6	8	3.38	50
	Private Sector	12	22	2	8	6	3.52	50
Supportive Behavior of Seniors during Work	Public Sector	10	24	2	6	8	3.44	50
	Private Sector	14	22	4	6	4	3.72	50
Incompatibility leads to better Job Performance	Public Sector	6	8	0	24	12	2.44	50
	Private Sector	4	8	0	22	16	2.24	50
Cooperation affects work efficiency	Public Sector	12	22	0	12	4	3.52	50
	Private Sector	16	18	0	10	6	3.56	50
Need of Behavioral Training to Seniors	Public Sector	8	6	0	22	14	2.44	50
	Private Sector	10	8	0	20	12	2.68	50

Table II (Exhibiting Responses pertaining to Level of related variables)

Variables	Type of Bank	Very High	High	Moderate	Low	Very Low	Mean Score	Total Respondents
Existing Cooperation	Public Sector	10	16	10	10	4	3.36	50
	Private Sector	13	14	12	7	4	3.5	50
Satisfaction level towards	Public Sector	10	17	15	6	2	3.54	50

cooperation	Private Sector	11	18	18	3	0	3.74	50
Level of Incompatibility	Public Sector	4	5	14	15	12	2.48	50
	Private Sector	2	4	16	17	11	2.38	50
Role of Branch Managers leadership	Public Sector	9	13	23	3	2	3.48	50
	Private Sector	11	15	19	5	0	3.64	50
Variable	Type of Bank	Very supportive	Somewhat supportive	Neutral	Unsupportive	Demoralizing	Mean Score	
Degree of Support from Seniors	Public Sector	5	13	27	4	1	3.34	
	Private Sector	6	12	29	3	0	3.42	
Variable	Type of Bank	1 Week	2 Weeks	3 Weeks	4 Weeks	6 Weeks	8 Weeks	More
Number of Weeks to settle down/ Get Acquainted	Public Sector	1	5	17	23	3	1	0
	Private Sector	2	4	20	22	2	0	0

DISCUSSION

There is negligible difference between the mean scores ascertained from the responses of public and private sector bank employees who are new to the working environment. Majority of respondents marked neutral for “degree of support” variable which seniors forward to new incumbents. Here also the mean scores recorded only a minor difference, 3.34 and 3.42 for public and private sector banks respectively.

The data so collected suggest most of the newly recruited personnel stabilize in a period of 4 to 8 weeks. This could be the period when senior personnel could be more supportive towards new employees. An analysis of variables in Table.1 indicates that most of the new incumbents did not feel mental pressure in initial days of joining. Responses signify that seniors do willingly support and cooperate with new personnel and most of the respondents perceive that incompatibility among new and old employees does not lead to better job performance (because of the sense of competition) between the existing and new personnel. As per majority of respondents the “level of cooperation” affects working efficiency. New personnel feel no need of any behavioral training to senior staff in order to facilitate their stabilizing process. The role of branch manager as a leader in maintaining atmosphere of cooperation and boosting the stabilizing process has been marked mostly high at the rating scale.

IMPLICATIONS OF THE INITIAL STABILIZATION PROCESS

New employees are just life seeds or saplings to the new organization. It is significant to heed there stabilization process and make it a great learning experience in favor of both the incumbent and the organization. Early cooperation and sensitive management in facilitating the stabilization of newly recruited young personnel will result in laying a strong foundation of trust and their better understanding towards the work culture and core values of organization. By shaping the attitudes of new employees in

right manner organization will be benefitted in long run by winning the loyalty, retention and efficiency of talented employees can be ensured.

There are the five Major factors which influence retention of employees in an organization. Among those Superior Support and Work Environment hold the top priority. If the organization does not make efforts to retain its prized employees, it will fail to utilize the human assets developed within the organization.

Favorable Implications:

1. Enhanced Productivity right from initial days of joining the job
2. Stability, retention and long term loyalty of new recruits can be better assured
3. Sensitive stabilization will make sure positive motivation and job involvement of the incumbent
4. Stepping stone for Team work and better interpersonal relations at work
5. Happy working environment and less number of conflicts
6. Better customer service as an ultimate implication of well-directed stabilization process Unfavorable

Consequences:

1. Feeling of distrust in mind of newly recruited employees
2. Loss of Efficiency in early days of joining
3. Low coordination and integration among employees
4. Low Morale may lead to anxiety and stress in new personnel
5. Suppression of creativity and fresh ideas
6. New employee may quit the organization
7. Low attraction of talented candidates towards organization in long term.

CONCLUSION

The interpretations and findings of this study cannot be generalized and there is a scope of further research on this topic. The stabilization process of newly recruited personnel is a sensitive theme pertinent to the long term development of human assets. Stabilizing, integrating, developing and retaining the talented human resources need meticulous and sensitive HR interventions in context of Indian working culture and psychology of workforce, not only in banking but in every sector.

Banking sector has been under a constant performance pressure especially due to its significance in economic and social welfare of India. Newly recruited personnel are mostly young in age with negligible or nil prior work exposure. It is obvious that they go through certain psychological and work environment related challenges during initial months of appointment. Despite majority of incumbents who are able to survive on the merit of their own competence and support from their senior co-workers and superiors, there are cases who find it difficult to settle-down in new working environment.

Behavior of senior staff (co-workers and superiors) play a vital role in deciding the level of comfort a new young incumbent experience in initial months of joining. Level of Cooperation from seniors significantly affects morale of new personnel and it ultimately has bearing on job involvement and development of long term work values and attitude of new personnel along with loyalty and stability in the organization.

The role of branch manager as a leader who is sensitive towards accommodating new personnel is of high importance. The H.R. Department of banking organization should frame and implement specific set of interventions to make sure a smooth stabilization of newly recruited personnel. Mutual efforts and sensitive approach can help in building a happy conducive work environment in bank branches. It would result into laying a deep mental foundation of values and work ethics among new as well as senior personnel.

The long term productivity and competitiveness of organization can be assured by instilling the cultural sense of care and belongingness in new personnel enabling to attract and retain talented creative employees.

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