

A Study on Organizational Development in Banking Sectors in Kumbakonam Region

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Abstract:

The purpose of this study was to investigate the measures of organizational development and measures of awareness as applied to executives of public and private banks. Another purpose of this study was to determine whether perceptions of different employees about organizational development Data was collected through personally administered questionnaires organizational climate, job satisfaction, organizational culture.

Keywords: Organizational climate, Job satisfaction, Organizational culture.

I.INTRODUCTION:

Organization development (OD) is a response to change, a complex educational strategy intended to change the beliefs, attitudes, values, structure of organization so that they can better adapt new technologies, markets, and challenges, and the dizzying rate of change itself. In this era of intense competition and globalization very few people will disagree that the success of any organization is a direct reflection of its managerial effectiveness and efficiency. It has been generally observed and widely believed that organizational behaviour, an area of organizational development is generally ignored in Pakistani organizations. A branch of management sciences with the name of organizational behaviour, based on theories and models provide detailed information about the behaviours and attitudes of people in organizational setup. Even though organizational development depends upon number of factors but to understand needs, concerns, and perceptions of employees the organizational climate needs to be assessed. Organizational climate refers to a set of measurable properties of the work environment, that are perceived by the people who live and work in it, and the influence their motivation and behaviour. The organizational climate is people's perception and attitude about the organization - whether it is good or bad place to work, friendly or unfriendly, hardworking or easy-going, and so forth where as the organization culture is the deep-seated assumptions, values, and beliefs that are enduring, often unconscious, and difficult to change. He also argued that climate is relatively easy to change because it is built on employees perceptions.

II.OBJECTIVE OF THE STUDY:

- The study is related to understanding the nature and concepts of organizational development through learning the perceptions of organizational members.
- The study aims at finding out the awareness among the employees about organizational development in their organization.
- This study is employed to learn the perceptual descriptions of the participants. The employees of an insurance company.
- The assessment of organizational development is of help for both senior management of organizations and HR departments to take necessary measures prior to the implementation of change strategies as well as the betterment of organizational productivity.

III.SCOPE OF THE STUDY:

- The changing concept about the management of the organizations requires a new look at the concept of performance as well.
- In the past, performance was defined in terms of a rise in the level of output of services with the same or reduced level of input as a result of better work methods and improved technology
- It is, however, only though the employees that the ultimate increase in performance is achieved.
- Their performance is more important them equipment and raw materials.
- Therefore, performance needed to be redefined in terms of employee motivation and satisfaction.

Managing the employees today is an increasingly difficult task. The involvement, sincerity, creativity and dedication to the job that the management expects do not seem to be the outcome of financial incentives as was believed earlier.

IV.LIMITATIONS OF THE STUDY:

- Organizational climate is an intangible and subjective concept. Therefore it cannot be measured directly.
- It can be measured only indirectly through opinions on responses to the various determinants

In the present study organizational climate is measured with the help of fifteen determinants interview schedule specifically designed.

V.REVIEW OF LITERATURE:

Effectively managing human resources in the organizations is a big concern both for HR managers and the policy makers of the organization and banks are no exception to this. To have a satisfied, motivated, less stressed performing workforce an organization must have consistency amongst its structure, system, people, culture and good fit with the strategy. Impact of different factors on job satisfaction has been analyzed in the literature. Some studies focus on demographic determinants of workers job satisfaction but, the others relate it with nature of work and working conditions at the workplace.

Similarly, fair promotion system in the organization, job autonomy, leadership behaviour, social relations and the job itself are also among the important factors of job satisfaction. Employees’ attitude towards their organization which has great impact towards their working ways and contributions, in consequence organizational climate causes organization performance because this relates directly to employees’ motivation. The Organizational climate is positively related to the job satisfaction and organizational commitment. The higher organizational climate will lead to higher job satisfaction and more organizational commitment.

For the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not 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. Despite prevalence of out dated system in an organization empowered work teams may work and flourish, but ultimately it will require the revision to improve the organization’s system.

VI.DATA AND METHODOLOGY:

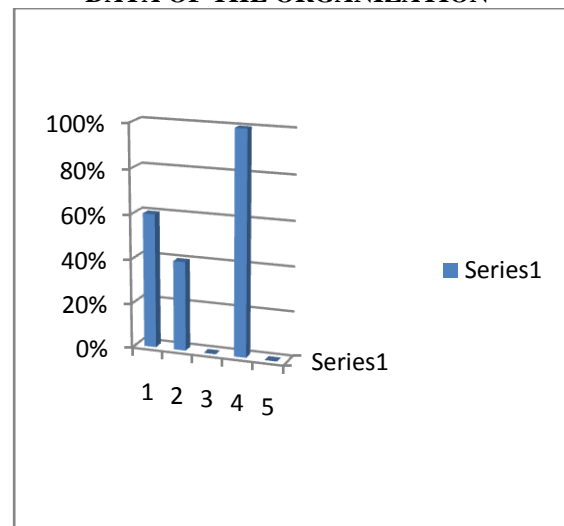
The present study is based on both primary data and secondary data. The main source of primary data has been employees and customers. To elicit information from the customers a schedule

was designed and administered. The schedule was pre-tested and suitable modifications were carried out. The secondary data was collected from leading journals, magazines, newspapers, reports etc. A good number of standard text books was referred to obtain pertinent literature on the subject.

**TABLE 1
ANALYSIS OF DEMOGRAPHIC DATA OF THE ORGANIZATION**

Gender	Percentage
Male	60%
Female	40%
Average age group	(26-35) 70%
Education level	100%
Average length of service	(2-6 years) 56%

CHART SHOWING THE DEMOGRAPHIV DATA OF THE ORGANIZATION



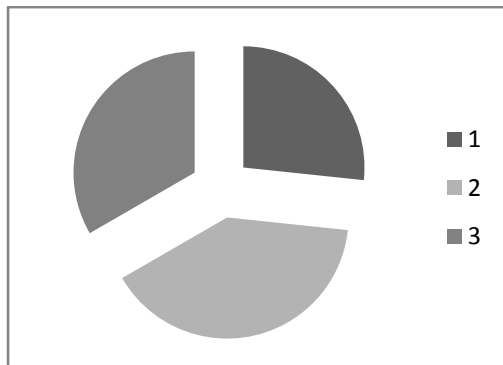
Interpretation:

Since the responses of the participants reflected their perceptions in relation to the daily business practices, a descriptive analysis was performed for understanding and comparing the general climatic features of the organization.

**TABLE 2
ANALYSIS OF CULTURAL DIMENSIONS OF THE ORGANIZATION**

Major Cultural dimensions	Percentage
Bureaucratic	40%
Innovative	60%
Supportive	50%

CHAT SHOWING THE CULTURAL DIMENSION OF THE ORGANIZATION



Interpretation:

In regard to assessing the cultural dimensions were calculated individually, and then, their averages were computed to understand the differences in cultural dimensions of organizations as this type of analysis preferred in similar studies, though there was no clearly distinguishable formation of any cultural dimension for firm, the participants of banks perceive their organization as being more innovative.

VII.FINDING SUGGESTIONS

- The research implied the importance of the creation of supportive work atmosphere for organizations to function in line with modern managerial principles.
- The nature of the work was of importance for climatic formation.
- The culture of innovation had relatively lesser level of relation with climatic variables in compare to supportive culture that was because innovative culture requires considerably different type of formation in terms of focusing on the enhancement of the creative abilities of organizational members.

This implied that innovative type of culture requires much higher degree of freedom and autonomy for introducing, discussing and practicing new and even awkward ideas in organizations.

VIII.CONCLUSION:

In this paper the analysis of the responses of bank employees was presented on the basis of the banks in which they are working. The result shows that public sector bank employees were good when compared to other forms of organization of banks in Dindigul district. The determinants "Performance appraisal", "Image of your bank", "Training and development" and "Employee grievance handling" are the areas to be focused upon immediately to improve the level of organizational climate. A clear structure, chain of command, coordination mechanism, and

communication systems enhance the performance of employees. Therefore the organization should work more on building effective structures, just to give clarity about the roles and responsibility to the executives. More the executives are clear about their roles and responsibilities, greater they get job satisfaction.

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