

A Comparative Study on HRD Policies and Practices, Employee Efficiency and Performance Among Private and Public Sector Banks in India

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Abstract

This study aims at analyzing and comparing human resource development (HRD) policies and practices, employee efficiency and job satisfaction of employees in private and public banks in India. The banking sector is very human resource intensive and no HRD is not good enough when it comes to capability, efficiency, service quality and effectiveness of organisations. The study is of the comparative and descriptive research type and uses primary and secondary data. A structured questionnaire was used to collect primary data from 150 employees of Private and public sector banks and the secondary data was collected from available academic literatures and published studies. The study examines important HRD parameters such as recruitment and selection, training and development, performance appraisal, compensation, career growth, employee participation and work support. The data were analyzed using descriptive statistics and independent-samples t-tests to compare the perceptions of the employees in the two banking sectors. The results show that there is no significant difference between HRD policies and practices of public and private sector bank employees. Similarly, there is no significant difference observed between the efficiency of public and private sector bank employees, and also between the attitudes of public and private sector bank employees in job satisfaction. The mean scores for HRD policies and practices were 3.81 for Private Banks and 3.90 for Public banks and the mean scores for employee efficiency were 3.76 for Private banks and 3.93 for Public banks. Job satisfaction scores were also very similar at 3.80 for private banks and 3.85 for public banks. This study suggests that there are no substantial differences among these outcomes and employee ownership. It emphasizes the need of balanced and employee-oriented HRD systems which support the continuous development, performance, participation and satisfaction in the workplace. The study offers valuable findings for banking firms that are aiming to improve HRD policies and practices, as well as boost efficiency in their HR-related areas in a dynamic and competitive banking context. It also highlights the need to adjust HRD practices to emerging technology needs and the changing aspirations of employees in contemporary banking organizations today.

Keywords: Human Resource Development, HRD Practices, Employee Efficiency, Job Satisfaction, Private Sector Banks, and Public Sector Banks, and Banking Sector.

1. Introduction

The Banking Sector plays a crucial role in Indian economic architecture as it is the main intermediary in the banking sector in mobilising savings, allocating credit, facilitating payments and inclusive growth. This sector has seen significant changes over the last three decades due to liberalisation, technological changes, regulatory changes, and the increased competition from public sector banks (PSBs) and private sector banks (PVBs). In this context, the impact of human resource development (HRD) policies and practices on the competitiveness, efficiency and performance of an organisation has become a crucial issue. In contrast to manufacturing industries, which can replace a

part of labour with capital and technology, banking is a people-intensive service industry in which the quality of human capital is directly related to customer experience, operational efficiency, risk management, and capacity to innovate. Hence, making investments in HRD, including training and development, performance evaluation, career planning, organisational development, and employee empowerment, is imperative to keep productivity levels intact and stay competitive in the digital banking world, the fintech revolution, and changing regulatory requirements.

The traditional attributes of public sector banks that have been broadly recognised as having extensive branches, social banking obligations, and relatively stable work environments have traditionally placed

greater emphasis on job security, promotion through seniority and generalised training programs. The private sector banks, on the other hand, have a more market-oriented and performance-driven culture where merit-based reward and recognition systems are encouraged, targets setting is aggressive, skill development is continuous, and HR systems are flexible. These structural and cultural differences are likely to lead to different HRD climates which may affect motivation, learning, job satisfaction and therefore organisation results like productivity, profitability and service quality of the employees. Empirical evidence has repeatedly indicated that PSBs frequently offer increased welfare provisions, but are less effective in terms of adopting new technologies and integrating them into practice, matching performance with rewards and flexibility of career progression in comparison to PVBs. Private banks, meanwhile, are often able to increase employee productivity and shorten the time for learning new skills, while facing issues with work-life balance, stress levels and turnover (Alqudah, Carballo-Penela, and Ruzo-Sanmartín 2022).

These differences have been pointed out by several comparative studies. The research on HRD practices in top organizations like SBI and ICICI Bank shows that there are huge differences in the performance evaluation system, quality of work life, organisation development programmes, and HRD climate in private banks as compared to public banks, which have better HRD linkages to the employee's productivity. Studies of training and development programmes also show that private banks are more likely to use technology, outcome-focused and frequent training programs compared with public sector banks, which are comparatively more likely to use traditional classroom based training programs, and regulatory compliance focused programs. These disparities manifest as quantifiable employee skills, satisfaction, and performance metrics. The private bank workers also have higher satisfaction levels with professional development, performance-based compensation, etc., while public bank workers indicate higher satisfaction with job security but fear of bureaucratic delays and lack of recognition systems (- and - 2024).

Theoretically, the connection between HRD policies and employee efficiency is substantiated by the human capital theory and the resource-based view of the company, which both argue that investing HR knowledge, skills and abilities with the organisation

can create sustainable competitive advantage which is hard to imitate. In the Indian banking context, this theoretical relationship becomes even more relevant in the wake of rapid digitalisation, the proliferation of alternative delivery channels, and the post-pandemic trend of remote and hybrid working models, which have led to a shift in the skills demanded from bank staff. Along with traditional banking skills, soft skills, digital literacy, data analytics skills, and customer-oriented attitudes are growing in importance. A failure to adapt HRD systems to these demands can lead to both individual and institutional inefficiencies, as well as skill gaps. Additional research on the effect of high-performance work practices in Indian banks has been conducted recently and corroborates this view, showing that broadly defined training, job descriptions, incentive-based compensation, and participative work practices have a statistically significant positive impact on the outcomes of the bank.

Although there is a wealth of literature, there are still gaps in research to be filled. Most of the current research is geographically limited or concentrates mainly on training and development, or was undertaken prior to the substantial effects of digital transformation and the merger of PSBs. A relatively small number of studies have, at the same time, studied the entire range of HRD policies and practices such as recruitment and selection, training, performance management, career development and organisational climate, and compared the outcomes of these policies across representative samples of public and private sector banks in terms of several dimensions of employee efficiency and performance. Additionally, there have been significant structural changes in the post-2015 period, such as the amalgamation of a few PSBs, implementation of differentiated banking licenses, increased competition from small finance banks and payment banks, and the rapid uptake of AI and data-based HR solutions. These changes require re-evaluating the issue of whether or not traditional differences in the effectiveness of HRD among traditional owners have diminished, remained the same or changed (Tanveer et al. 2025).

2. Objectives

- To examine the HRD policies and practices followed by private and public sector banks in India.

- To compare the level of employee efficiency and performance between employees of private and public sector banks.
- To assess the relationship between HRD practices and employee efficiency, performance and job satisfaction in private and public sector banks.

3. Literature review

(Jadhavar, Kulkarni, and Singh 2026) studied the effect of Human Resource Management (HRM) practices with respect to organisational performance in Indian banking sector with a comparative study between public sector banks and private sector banks of Maharashtra. The study was of quantitative research design and the data was obtained from 180 employees of Mumbai, Pune, Nagpur and Nashik. Structured questionnaire technique was used to collect data, which was subsequently analysed by percentage analysis, correlation and regression methods. The results showed that the implementation of HRM practices was relatively more effective in the private sector banks as compared to other banks, especially with regard to employee engagement, training and development and performance appraisal. The practices were linked to better organisational results such as productivity, service quality, innovation and customer satisfaction. A strong positive correlation was seen between HRM practices and organisational performance, which showed that the improvement in human resource systems was paralleled by the improvement in organisational performance. Also, regression analysis showed that HRM practices explained 64% of the variance in organisational performance, indicating the explanatory power of HRM practices. The most impactful employee engagement finding on organisational performance was the effect of employee engagement. The study findings revealed that strategic HRM practices play a crucial role in enhancing the organizational effectiveness and competitiveness in the banking sector. The comparative results also suggested that the HR strategies of public sector banks must be strengthened to meet the changes in the requirements of the employees and the organisations. In conclusion, the study offers empirical evidence that systematic HRM interventions can play a valuable role in achieving better employee-related and organizational

outcomes. Its results are especially significant for the current study in that they provide a link between HR practices and performance, as well as identify individual ownership differences between public and private banking organizations. However, it is seen to have a geographical emphasis on Maharashtra and hence investigations needs to be conducted in other regions and various aspects of HRD. The results provide additional instruments for comparative HRD studies in banking.

(Tan and Olaore 2022) investigated the relationship between organisational learning, effectiveness of the organisation, operations, productivity of employees and management performance. The study acknowledged that modern competition is about more than physical or financial resources—it is about acquiring and developing knowledge and using it. Data collection was achieved using random and stratified sampling methods and a structured questionnaire was used to gather information. The analysis of the collected data was conducted on confirmatory factor analysis and hierarchical multiple regression procedure. The results indicated the positive correlation between organisational learning and organisational effectiveness, operational results, employee productivity and management performance. The findings indicated that the impact of organisational learning is comprehensive as it impacts the effectiveness and efficiency of employees in various levels of the organisation. The study highlighted the need to develop continuous learning as more of an organisational process and not just a developmental activity. Companies that develop environments that facilitate knowledge acquisition and learning, will better be able to boost employee productivity and enhance overall performance. The implications emphasize the need to invest in learning processes and learning environments for ongoing learning and development of employees. The study also showed that organisational learning is an important tool in catalyzing growth in a variety of organisational functions. The research wasn't targeting banking institutions exclusively, but it has important implications for the banking sector, which faces rapid technological shifts and constantly changing customer needs, which leave employees constantly in need of learning. The study also confirms that HRD measures need to go beyond the classical ones of training and include organizational learning processes that allow ongoing knowledge creation.

Hence, it serves as a theoretical and empirical basis for comparative analysis of HRD practices with employee efficiency and organizational performance in the public and private sector banks respectively. It also emphasizes the need for creating learning environments in work to ensure ongoing organizational development and employee performance.

(Jamal et al. 2021) examined the relationship between Green Human Resource Management (GHRM) practices and corporate sustainability in the industry perspective in the context of a developing country. The study considered four GHRM practices – green recruitment and selection, green pay and rewards, green employee involvement and green training. The primary data sources included 200 human resource professionals from the key industrial sectors. The researchers used Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis to explore the proposed models and multi group analysis to uncover the differences between the sectors. The results revealed that green recruitment and selection, green pay and rewards, and green employee involvement were significant factors that had a positive impact on corporate sustainability practices. On the other hand, the green training did not reveal a significant connection with corporate sustainability, revealing an important finding. The results of the multigroup analysis also revealed partial but significant differences between industrial sectors, indicating that GHRM practices might have a differential impact depending on the sectoral and organisational context. The study was an important addition to the literature as it widened the scope of HRM from the traditional organizational outcome and showed the relevance of human resource practices with regard to a social, environmental and economic sustainability. It also filled a gap in previous studies as industry-level perceptions on the GHRM and corporate sustainability in developing countries were quite limited. The results suggest that HR practices have a positive impact on broader organizational goals when they are designed with sustainability needs in mind. The study did not focus specifically on banking, but the results are applicable to HRD research as recruitment, rewards, employee involvement, and training all are important aspects of HRD in these days. The study hence serves as a helpful conceptual framework for studying the impact of different HR practices on

organisational outcomes, and highlights the need to investigate in different contexts to understand the effectiveness of HRD in the development context.

(SATTARU 2021) explores human resource practices and organisational effectiveness in India's banking industry by comparing public and private sector banks. The study acknowledged that service quality, regulatory compliance, digital capability, and employee commitment are factors that affect competitiveness and good HR practices are a key element in fulfilling these. The investigation was conducted on recruitment and selection, training and development, performance appraisal, compensation, career development, employee participation and workplace support. Primary data were obtained from 90 employees of banks (50 public and 40 private sector) using a structured questionnaire. Descriptive methods, independent-samples t-test, analysis of variance (ANOVA), chi-square analysis, and multiple regression were used to analyse the data. The results revealed that the perception of the employees in the private sector banks showed a comparatively high level of perception on the performance related rewards, appreciation for training through technology and responsiveness of appraisal. The job security and procedural fairness were comparatively higher among employees of public sector banks, however. The regression results showed that the relationship between training, performance appraisal, compensation, and employee involvement was positively related to the organisational effectiveness. The results in this study indicate that the various aspects of HRM have value in delivering organisational outcomes and that employment security and/or performance orientation alone is not enough to produce a sustained effectiveness. The study concluded that in modern banking organizations, balanced HR systems that involve both employee security and performance-oriented practices have the potential to boost the productivity, quality of service, adaptability and commitment of employees. The comparative approach gives valuable evidence of the differences in HR practices between the public sector banks and private sector banks and brings issues to the attention of managers. The study is more relevant to the present research since it deals with several dimensions of HRD and has a strong relationship with organisational effectiveness. The results also serve as an indicator of the effectiveness of HRD.

The small sample size and limited scope of comparison, however, suggest the need for further empirical research.

(Aquino 2020) looked into how employees' psychological health affects task and contextual performance in public and private sector organisations. The study was founded on the idea that employee development and a favorable work setting are essential components to improving productivity. It saw work place mental health as an institutional variable that would affect workforce and organizational productivity. The analysis focused on the differences between the public and private organisations in the areas of psychological well-being, workplace conditions, and employee performance. The results showed that working in private sector organisations can be very demanding on staff and stressing for them. If occupational stress is greater than the employee's coping ability, employee performance will start to deteriorate. The internal climate of public sector organisations, on the other hand, tended to be more relaxed and less stressful, and psychological well-being less likely to have a negative impact on employee performance. The study backed up that happier and psychologically healthy workers can perform better than those who aren't as happy and healthy. It emphasised that employee well-being is important for retention and superior performance. Based on the research, interventions to recognise mental health issues in the workplace and to balance expectations of performance, organisational objectives and stressors were recommended. While psychological well-being was the primary concern, not HRD practices per se, the results have implications for HRD research as employee development and performance cannot be separated from the conditions of the workplace and employee well-being. The study thus adds to the knowledge on employee effectiveness as it showed that in addition to skills and competencies, the psychosocial environment employees operate in is also a factor that affects organisational performance. The comparative public-private view is also applicable to banking research because of the different demands imposed on work, organisational culture and performance expectations may result in different outcomes for employees. The study thus establishes the factors that affect employee efficiency and performance, as well as the

importance of employee well-being in effective HRD systems.

4. Research Methodology

Research Design

The study is of descriptive and comparative research type focusing on HRD policies and practices and its correlation with outcome of the employees in private and public sector banks. The comparative approach is employed to gain insights into the similarities and differences in HRD practices between the two types of banks. The study is geared towards issues pertaining to HRD namely recruitment and selection, training and development, performance appraisal, compensation, participation of employee and workplace support.

Sources of Data

The study is based on both primary and secondary data. Data is collected by making use of a structured questionnaire from the employees of selected banks both private and public sector banks. Secondary data were obtained from relevant books, research papers, journals, published studies and other academic sources connected with the topic of Human Resource Development, Employee Efficiency, Organisation Performance and Banking Sector. The reviewed literature for the study includes HRD, Organisational learning, employee performance and HRM practices in banking and other organisational context.

Sampling Design and Sample

The population of the study is 150 respondents of employees of private and public sector banks in India. The respondents are representative of both types of banks which allows comparisons of their perceptions of HRD policies and practices, employee efficiency and job satisfaction. The sample has different age groups, different educational qualification of the employees, different experience in the banking sector, hence the study has given different perspectives.

Data Collection

Primary data are collected through a structured questionnaire which contain the major variables of the study such as HRD policies and practices, employee efficiency and job satisfaction. The data collected are appropriately sorted, organized and

analysed with spss tool and with descriptive and inferential statistics. The characteristics and responses of the respondents are presented using descriptive statistics and the perceptions of the employees of private and public sector banks are

5. Result

Table 1: Type of bank

Type of bank		
	Frequency	Percent
Private bank	83	55.3
Public bank	67	44.7
Total	150	100.0

As shown in the table, 55.3% and 44.7% of the respondents were from private and public banks, respectively. With this, the sample represents a slightly greater proportion of employees from private banks as compared to public banks, by 10.6 percentage points. As seen from the distribution both sectors of the banks have been represented in

the study to a reasonable extent and a meaningful comparison of HRD policies and practices, efficiency among employees and satisfaction among employees could be made between the employees of private and public sector banks. Overall, there is a fairly even split between the banking sectors in the sample.

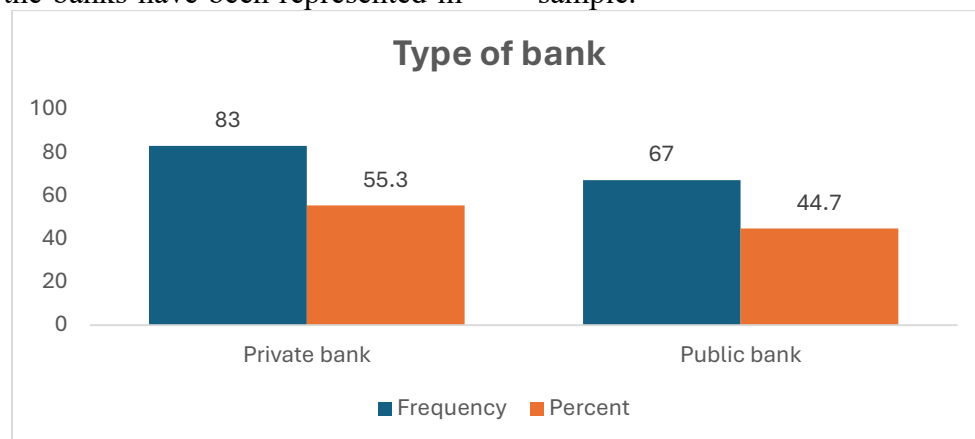


Figure 1: Type of bank

Table 2: Age

Age		
	Frequency	Percent
Below 30 years	45	30.0
30–40 years	33	22.0
41–50 years	38	25.3
Above 50 years	34	22.7
Total	150	100.0

As seen in the age-wise distribution, 30.0% (45 respondents) were below 30 years, the highest in the sample. There were 38 respondents (25.3%) between the ages of 41 and 50 years, 34 respondents (22.7%) older than 50 years and 33 respondents (22.0%) were between 30 and 40 years. The results showed a

representation in all major age groups, reflecting diversity in terms of the employees' age and experience. This relatively high percentage of younger respondents indicates significant involvement among bank employees in the early years of their banking careers.

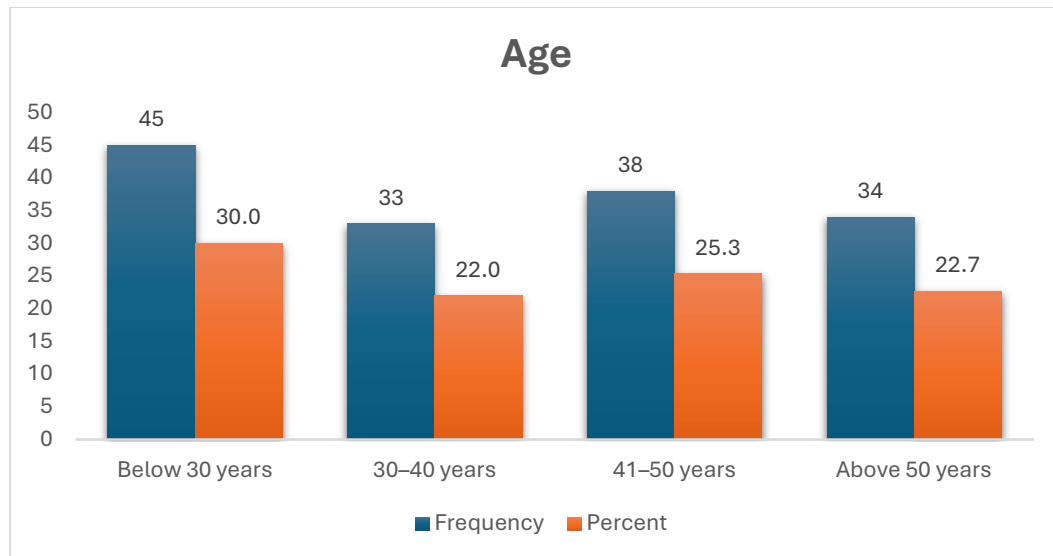


Figure 2: Age
Table 3: Gender

Gender		
	Frequency	Percent
Male	74	49.3
Female	76	50.7
Total	150	100.0

A distribution of the gender showed that 50.7% (76) of respondents were females while 49.3% (74) were males. The male and female respondents make up the study almost equally, with a difference of 1.4 percentage points. This even spread increases the representativeness of the sample and allows a meaningful comparison between the perceptions of

males and females. The higher response rate among women may also be attributed to the recent surge in the number of female employees and involvement in banking. This sample shows a good balance between males and females in the selected banking employees on the whole.

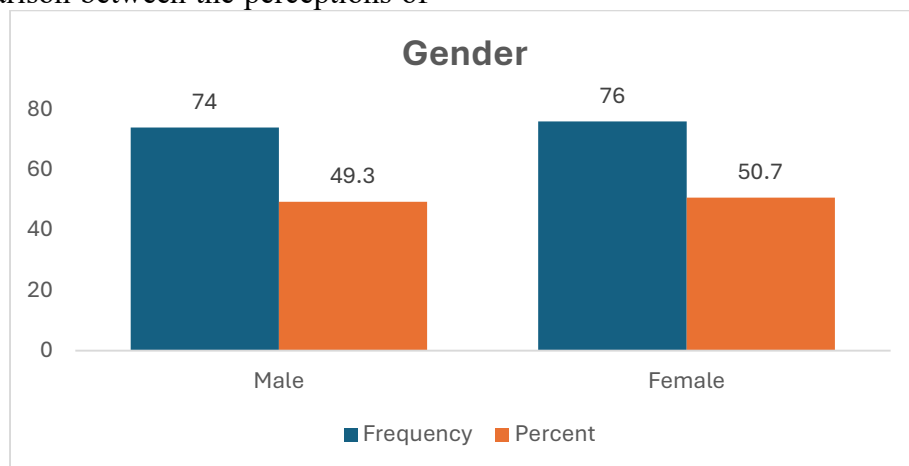


Figure 3: Gender

Table 4: Educational Qualification

Educational Qualification		
	Frequency	Percent
Graduation	40	26.7

Post-Graduation	41	27.3
Professional Qualification	33	22.0
Doctoral Degree	36	24.0
Total	150	100.0

As seen in the table, 41 respondents (27.3%) had post graduate qualifications ranking them as the largest group of the respondents, followed by 40 (26.7%) who were graduates. In addition, 36 (24.0%) respondents earned a doctorate degree, and 33 (22.0%) respondents had a professional qualification. The distribution shows that people had a wide range of education levels, with a

relatively high level overall. Graduates and postgraduates, as well as professionally qualified employees and those with a doctorate, attest to the diversity of academic qualifications among the respondents. This educational variation is applicable for analysing the perceptions of HRD policies, employee efficiency and job satisfaction among bank employees.

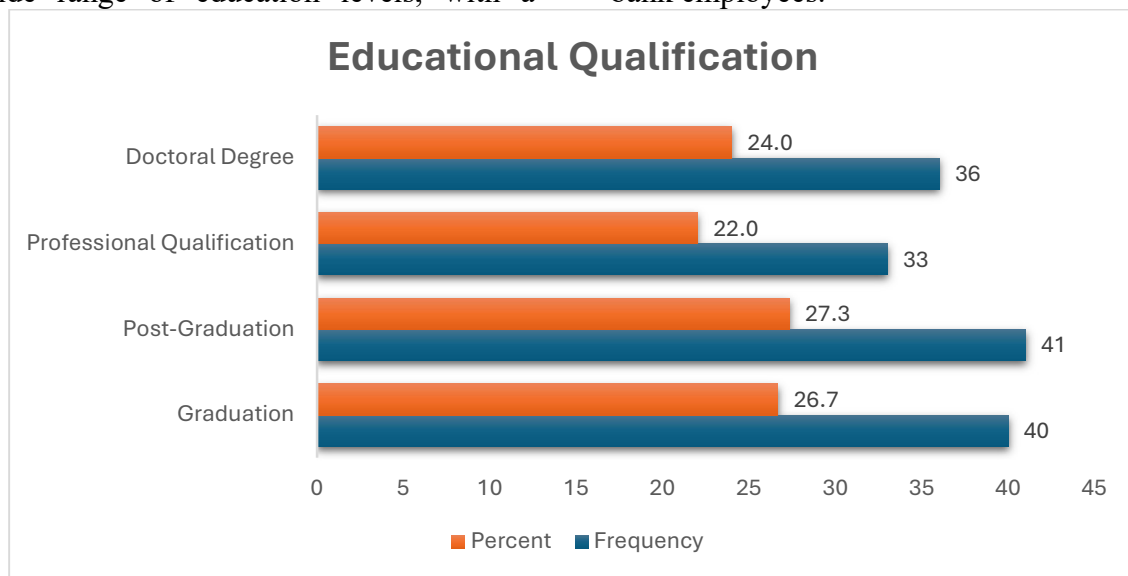


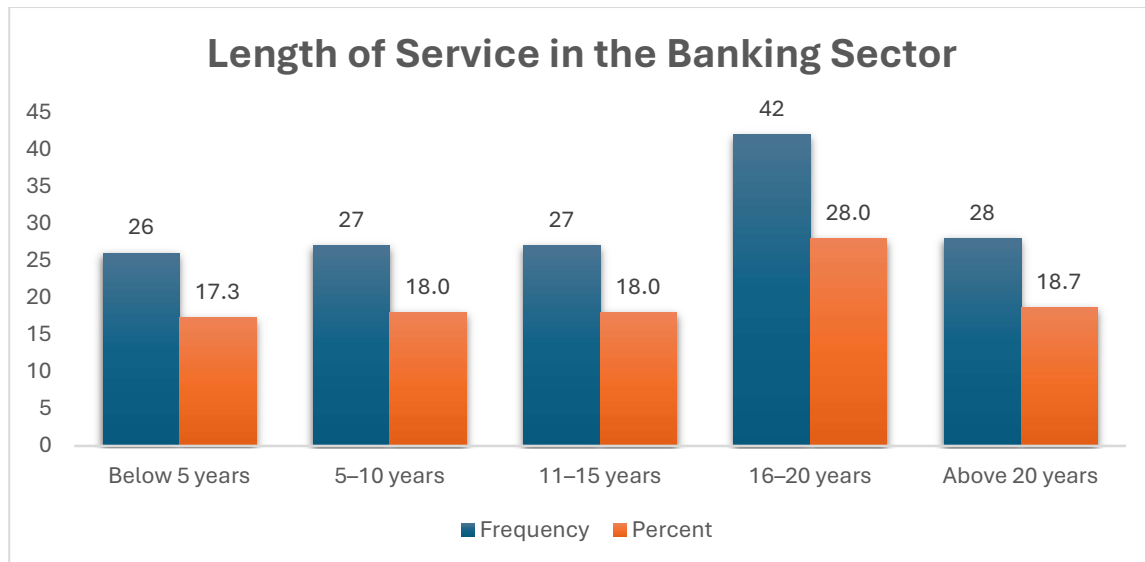
Figure 4: Education qualification

Table 5: Length of Service in the Banking Sector

Length of Service in the Banking Sector		
	Frequency	Percent
Below 5 years	26	17.3
5–10 years	27	18.0
11–15 years	27	18.0
16–20 years	42	28.0
Above 20 years	28	18.7
Total	150	100.0

There were 42 banking employees (28.0%) who had been in the industry for 16–20 years, the highest number of respondents in this group. 28 respondents (18.7%) had over 20 years of experience, 27 respondents (18.0%) had 5-10 years and 11-15 years of experience 11 respondents (7.5%). Twenty-six of the respondents (17.3%) were in service for less

than five years. The results demonstrate a high representation of both very experienced and relatively little experienced employees. Thus, the sample represents diverse points of view because of the varying degrees of professional exposure and organizational experience of the employees.

**Figure 5: Length of Service in the Banking Sector****Hypothesis 1: HRD Policies and Practices**

H₀₁: There is no significant difference in HRD Policies and Practices between employees of private and public sector banks.

H₁₁: There is a significant difference in HRD Policies and Practices between employees of private and public sector banks.

Table 6: Independent test on Hypothesis 1

Group Statistics					
	Type of bank	N	Mean	Std. Deviation	Std. Error Mean
HRD Policies and Practices	Private bank	83	3.81	1.030	.113
	Public bank	67	3.90	.971	.119

The hypothesis is that “No significant difference in HRD Policies and Practices between employees of private and public sector banks.” The mean score of the employees in private banks was 3.81 (SD = 1.030) and in public banks 3.90 (SD = 0.971) which were slightly higher than the private banks. The minority of public bank employees had slightly

more positive views, but with little difference between the two groups. Standard deviations show that there is moderate variation in responses. The findings accordingly indicate a fairly similar perception of HRD Policies and Practices in both private and public sector banks.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
		.293	.589	-.535	148	.593	-.088	.165	-.414	.238

	Equal variances not assumed			-.539	144 .40 2	.591	-.088	.164	-.412	.236
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The hypothesis is “There is no significant difference in HRD Policies and Practices between employees of private and public sector banks.” The test of Levene was not significant ($F = 0.293$, $p = 0.589$), which meant that equal variances could be assumed. The independent-samples t-test showed that the difference between HRD Policies and Practices scores was not statistically significant ($t = -0.535$, $df = 148$, $p = 0.593$). The mean difference was -0.088 with a 95% confidence interval from -0.414 to 0.238 . Thus, the null hypothesis is accepted and

it implies that there is no significant difference between the two groups.

Hypothesis 2: Employee Efficiency

H₀₂: There is no significant difference in Employee Efficiency between employees of private and public sector banks.

H₁₂: There is a significant difference in Employee Efficiency between employees of private and public sector banks.

Table 7: Independent test on Hypothesis 2

Group Statistics					
	Type of bank	N	Mean	Std. Deviation	Std. Error Mean
Employee Efficiency	Private bank	83	3.76	.774	.085
	Public bank	67	3.93	.841	.103

Based on this, the hypothesis of the study was formulated as “There is no significant difference in Employee Efficiency between employees of private and public sector banks.” The mean scores of Employee Efficiency for private bank employees and public bank employees were 3.76 ($SD = 0.774$) and 3.93 ($SD = 0.841$), respectively. Hence, the public

bank employees perceived higher efficiency in comparison to their private bank counterparts. The difference of the means is, however, considerably smaller (0.17). Moderate variability is seen within the groups as evidenced by the standard deviations. The overall findings indicate similar levels of Employee Efficiency for both types of banks.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Employee Efficiency	Equal variances assumed	.055	.814	-1.259	148	.210	-.166	.132	-.427	.095
	Equal variances not assumed			-1.205	136.035	.214	-.166	.133	-.430	.097

The hypothesis is “There is no significant difference in Employee Efficiency between employees of private and public sector banks.” The Levene's test was not significant ($p = 0.814$), thus equal variances

can be assumed. The independent-samples t-test revealed that the t value for the difference between the Employee Efficiency of the private bank and the public bank employees was not statistically

significant ($t = -1.259$, $df = 148$, $p = 0.210$). The mean difference was found to be -0.166 , and the 95% confidence interval was $(-0.427, 0.095)$. Hence, we accept the null hypothesis, which suggests that there is no significant difference in the Employee Efficiency between the two groups.

Hypothesis 3: Job Satisfaction

H₀₃: There is no significant difference in Job Satisfaction between employees of private and public sector banks.

H₁₃: There is a significant difference in Job Satisfaction between employees of private and public sector banks.

Table 8: Independent test on Hypothesis 3

Group Statistics					
	Type of bank	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Private bank	83	3.80	.866	.095
	Public bank	67	3.85	.821	.100

Based on this, the hypothesis is formulated as “There is no significant difference in the Job Satisfaction between the employees of private sector banks and public sector banks.” The mean score of Job Satisfaction among the private bank employees was 3.80 (SD = 0.866), while public bank employees had a slightly higher mean of 3.85 (SD = 0.821) as shown in the group statistics. The difference between the

mean scores is merely 0.05 which is very close. Hence, the Job Satisfaction level of both groups are very similar. There is some moderate variability in responses as evidenced by moderate standard deviations. Overall, the results indicate that Job Satisfaction among the employees is in both private bank and public bank is similar in most respects.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	1.534	.217	-.400	148	.690	-.056	.139	-.330	.219
	Equal variances not assumed			-.402	144.180	.688	-.056	.138	-.329	.218

Hypothesis: “There is no significant difference in Job Satisfaction between employees of private and public sector banks.” Levene's test was not significant ($p = 0.217$, $F = 1.534$), so the assumption of equal variances was met. The independent-samples t-test indicated that the difference in Job Satisfaction between the private and public bank employees was statistically non-significant ($t = -0.400$, $df = 148$, $p = 0.690$). The mean difference was -0.056 with a 95% confidence interval from -0.330 to 0.219 . Hence, the null hypothesis is accepted and it shows that there is

no significant difference between Job Satisfaction for both groups.

6. Discussion

The results of the study reveal that the perception of HRD policies and practices is not very different among the employees of private and public sector banks. The private bank employee's mean score for HRD policies and practice was 3.81 while it was 3.90 for public bank employees. This difference was not statistically significant ($p = 0.593$) by an independent-samples t-test. This implies that, although the two

sectors have different organisational structures and HR orientations, the HRD practices of employees in both sectors are relatively similar. The finding is significant because the literature suggests that there are training, performance appraisal, rewards and career development differences between public and private banks.

The same trend was revealed when employees' efficiency was considered. The efficiency scores of the private bank employees and public bank employees were 3.76 and 3.93, respectively. The difference was non-significant, however ($p = 0.210$). The type of bank, therefore, does not seem to make much difference in terms of perceived efficiency of employees within the sample. The results corroborate the general theory that several dimensions of HRD are able to affect employee effectiveness, not only sector ownership. Employee development, participation, and performance evaluation and workplace assistance are still vital aspects of a successful HR system.

Very similar perceptions were also found for job satisfaction. No statistically significant difference was found between the mean scores for private bank employees (3.80) and public bank employees (3.85) ($p = 0.690$). In summary, the findings indicate that the traditional dichotomy of public and private sector HRD practices is not necessarily reflected in the outcomes of HRD practices for the employees. This study thus points to the significance of keeping HRD systems balanced, which should facilitate employee development, productivity and job satisfaction. The findings also serve as a good reference point for enhancing the HRD planning in both sectors, using employee-centered and performance-based methods.

7. Conclusion

The study reveals that there is no significant difference between HRD policies and practices, employee efficiency and job satisfaction for employees in private and public sector banks among the selected sample. The results reveal that the perception of the HRD policy and HRD practices is also quite similar in both the sectors (Private Banks and Public Banks) with mean scores of 3.81 and 3.90 respectively. Similarly, the results of efficiency of the employees were 3.76 and 3.93; and job satisfaction was 3.80 and 3.85 for private and public bank workers respectively. Independent-samples t-tests showed that the differences between areas were not significant for

all three areas. The results reveal that the level of sector ownership alone does not account for the differences in the perceptions of employees with regard to HRD and related outcomes. The study further emphasizes the significance of training and development, performance evaluation, employee involvement, career advancement, compensation and support at the workplace, to build a productive workplace. It also recommends the establishment of HRD systems by both the public and private sector banks to meet the changing needs of their employees and organizations. However, with the current fast pace of technological and competitive shifts in the banking industry, it is crucial for employees to constantly enhance their skills and knowledge, and HR practices must be supportive. The findings of the study suggest that, generally speaking, HRD and employee-related results are comparable and banking firms exhibit similar perceptions among employees on major variables studied. These can contribute to the banks' capacity-building and ongoing effectiveness.

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