



The significance of strategic human resource management in the process of acquiring a competitive advantage through personnel, with a particular focus on CUB Limited, which is located in Thanjavur in the Indian state of Tamil Nadu

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ABSTRACT:

The banking industry in India is currently facing a great deal of issues across all of the country's numerous banking sectors. Because of the intense competition in the banking industry, employees have become more dedicated to their work. They guarantee a higher level of commitment from customers through the banking business. The SHRM of the CUB banks, employee commitment, and the performance of the banks are the primary foci of the prospective future perspective. SHRM has an effect on performance in ways that are frequently hidden from individuals working within the firm. The culture of banking is reportedly in disrepair, according to a number of recent conversations that have taken place in newspapers, business journals, and government corridors. They point to examples such as the frantic rush into derivatives and other high-risk investment vehicles, the outrageous bonuses paid to bankers, the never-ending search for acquisition targets to expand scope and scale, the lack of focus on customer service, the retreat from lending, and the obsessive focus on internal profits rather than providing a public service as evidence of this. Over the course of the past 40 years, there has been a substantial cultural shift in the banking industry, and the current status of the global economy suggests that this shift has not been for the better. But if we understand what it is that generates a corporate culture in the first place, we would know that we currently have the culture that we established, whether by design or by default; it was created by the decisions that were made concerning business procedures and leadership styles. The culture of banking may have changed while leaders were focused on other matters, such as mergers and acquisitions or the establishment of worldwide footprints, which is an alternative viewpoint that has merit. In order to achieve a competitive edge and better productivity, quality, and financial performance in the banking industry in India, it is essential to use SHRM practices that are effective. According to the findings of the study, the SHRM practices used by City Union Bank are essential to the level of employee dedication and performance, which ultimately results in increased revenues. SHRM tactics can be improved further through the use of HR activities that are tied to competency-based performance measurements as well as business profits. SHRM practices are required to

be adopted by organizations in order to develop the capabilities of their personnel and generate possibilities for skill usage in the workplace. The connection between strategic human resource management practices and the performance of a company is mediated by human resource capabilities. In order for businesses to get a competitive advantage, they need to work on developing HR talents that are useful, unique, unachievable, and well-organized. According to the findings of the study, efficient SHRM practices are essential for successfully navigating the challenges and competitiveness that are present in the banking industry in India.

Key words: Banking industry, SHRM, CUB banks.

INTRODUCTION:

The City Union Bank Ltd. (CUBK), which was founded in 1904, is recognized as the private-sector bank that has been in operation the longest in India. The bank went public in 1998, and its current headquarters can be found in Kumbakonam, which is situated in the Indian state of Tamil Nadu. One of the primary focuses of the bank is the provision of short-term and long-term loans to the agricultural sector. Another one of the bank's primary focuses is the financing of micro, small, and medium companies (MSME), as well as retail and wholesale trade with a granular asset profile.

The Central Bank of India (CBI) has a vast network that spans the entire country of India and includes 525 computerized branches and 1292 automated teller machines (ATMs). In December of 2006, Larsen & Toubro became a shareholder in the bank after purchasing ten percent of the institution's stock.

The City Union Bank has achieved satisfactory financial outcomes while making careful preparations for security income and expanding coverage. The Indian state of Tamil Nadu continues to be responsible for the vast majority of the loan book held by the bank, which currently accounts for 64% of the total. This was primarily the result of the steady performance of the NIM, an increase in fee growth that was solid at 20% quarter over quarter (QoQ), and a decrease in the growth of operating expense growth that was 16% year over year.

In the discipline of human resource management, the shift that can be thought of as being represented by the strategic management of human resources is one that can be considered to be a transition that occurred relatively recently. A fundamental component of strategic human resource management is focusing on the management of people as a tool to gain a competitive advantage. This is an essential component of strategic human resource management, which plays an important role. Organizations are aware that efficient policies and practices pertaining to human resources have the potential to enhance performance in a range of areas, including productivity, quality, and financial performance, amongst others. This ability to boost performance is one of the reasons why organizations implement such policies and practices.

The process of performance management is one that is carefully thought out, and the primary components involve a number of different measures, feedback, positive reinforcement, and ongoing dialogue between managers and employees. It has to do with making a comparison between the actual results of the performance that was obtained and the expectations that were established as goals. In addition to that, it is reliant on the values and inputs that are provided. The information, skills, and behaviors that are required to

create the desired results are referred to as the "inputs." The first steps in the process of determining needs are the definition of these requirements and an evaluation of the degree to which the expected performance levels are attained through the effective application of knowledge and skills as well as appropriate behavior. Not just the managers of the individual business units are included in the performance management strategies; rather, the entire business is taken into consideration. Therefore, the onus of achieving the desired level of performance also rests squarely on the shoulders of the managers. Managers at all levels of an organization should have the level of self-assurance that allows them to effectively transfer power and responsibility to personnel at lower levels of the company. The managers are expected to collaborate with one another and take into consideration the contributions of their staff in order to achieve the level of performance that is desired. The managers and the teams that they are responsible for sharing equal responsibility for the outcomes and coming to a consensus about what needs to be done and how it should be done. The methods of performance management are being swiftly implemented throughout the business in all of the departments. It is essential for the managers and other employees of the company to work together in order to come to a consensus regarding their commitment to the performance goals of the firm.

The development of management strategies for performance should rely on the creation of a process that is both continuous and flexible, and it should involve managers from all of the organizations that work together as a single team. If they have all of this knowledge, then they should be able to figure out how they can work together to fulfill the goals that have been set. Because of this, one is now in a position to focus their attention on planning for future performance as well as improving performance that has already been achieved. Since the beginning of the era of strategic human resource management (HRM), over two decades have passed. During this time, a behavioral approach has risen to prominence as the preeminent paradigm for research, and it has continued to gain popularity ever since. Despite this, the practice of bundling activities related to human resources did not become widespread until the 1990s, at which point it also attracted the attention of a number of researchers.

According to the conclusions of the study, effective strategic human resource management (SHRM) is essential to achieving a competitive advantage through better productivity, quality, and financial performance. This can be accomplished through the implementation of various strategies.

The following is a list of the specific objectives that the research project intends to accomplish:

to acquire a better awareness of the demographic aspects of the staff working at City Union Bank branches located around the city and to develop a better understanding of said staff.

This study's objective is to explore the extent to which the recruitment strategies utilized by CUB branches in Thanjavur District are related to the level of productivity achieved by their employees.

In order to undertake an examination of the linkages between the many different SHRM practices and contemporary advances in areas such as HR analytics, Human Resource Accounting, Impression management, training and development, and recruiting of personnel in CUB branches located in the Thanjavur District, it will be necessary to do this analysis.

In this study, both experimental and descriptive approaches to research are utilized, both for the purpose of data collection and subsequent analysis. Exploratory research often includes a number of different activities, one of which is a review of the previous research literature. The purpose of this undertaking is to get a deeper comprehension of the challenges and issues that are related with doing research on the level of commitment that bank employees have to the corporate culture of the institution where they work. After that, a descriptive study is carried out making use of questionnaires with multiple-choice responses and a Likert-type scale with five points in order to discover and explain the characteristics of the elements that are connected with employee commitment and SHRM practices. This study is carried out in order to determine and explain the characteristics of the factors that are associated with employee commitment and SHRM practices.

The research concluded that the SHRM practices that are put into place at CUB help employees enhance their performance in day-to-day operations, contribute to more efficient branch management, and ultimately promote the bank's overall aims. In order to advance SHRM activities even further, the findings of the study suggest that CUB should place a primary emphasis on establishing a connection between HR practices and corporate revenues, as well as establishing a connection between HR operations and competency-based performance assessments.

Review of Literature:

Ferris (1990) examined how three major organizational functions and activities affected company performance in 2,236 US construction companies. These included HRM, labor unions, and strategic planning. Ferris' 1990 article. Organizations with a higher unionization rate and formal strategy planning also performed better. The studies discovered that HRM departments helped companies increase market share.

Huang (1998) examined strategic human resource management in American, Taiwanese, and Japanese-owned enterprises. The statistics showed that American-owned companies were more likely to strategically manage their HR than Japanese or Taiwanese ones. Companies with more SHRM had more capital resources. Hsu (1998) studied HRM strategy.

Browns (1999) found in their study of compensation in 4600 organizations that, despite 94 percent of respondents reporting that they had made significant changes to their reward policies in the preceding three years and that more had changes planned, reward packages still looked the same as three, five, or ten years ago. Even though more than half of the firms had changed their award practices in the past three years. Despite more organizations planning improvements, this happened. This study found that skills are being used to improve work assessments and team pay is being added to individual bone share. These developments support progressive change.

Singh (2004) studied six "HRM practices" and firm performance in India. Three hundred fifty-nine corporations were bought from companies in the Center for Monitoring the Indian Economy database. The study found "significant relationship between the two HR practices, specifically training and compensation,

and the perceived organizational and market performance of organizations." The study concluded these findings.

In their analysis of "137 large manufacturing firms," Budhwar and Boyne (2004) distinguished between state and private sector HR strategies in India. Their research found that, contrary to popular belief, the Indian private sector and public sector have similar HRM practices in terms of HR department composition, HR's role in corporate modification, recruitment and selection, pay and benefits, training and development, labor relations, and key HRM strategies. Their research found no substantial difference between these methods. Their findings contradicted popular ideas, leading to this conclusion. The study found that private sector companies are more logical than public sector ones in several operational categories. These included money, education, and career progression.

Shilpi Singh (2013) wrote, "To conclude, organizations all over the world are rushing to implement the latest ideas on management, sometimes to the point where they are overused." Financial institutions and other organizations have the biggest challenge of creating a social architecture that creates intellectual capital to drive transformation. Capacity-building is a fundamental part of producing capacity, and it is becoming an increasingly important indication of institution quality. Capacity demands human growth. New technologies, improved credit and risk appraisal, treasury management, product diversification, internal control and external regulations, and human resources are needed for the banking industry to excel. The developing realities are becoming more detailed, making this especially true.

Biju Roy (2015) found that HRM practices improved employee retention. Private sector banks offer professional growth, recognition, and a favorable work atmosphere, all of which cause individuals to leave their jobs. Private banks have these factors. In this atmosphere, businesses should treat their employees as their most valuable asset and take care of them so they can reach their goals. Organizations must meet their commitments to employees by providing the best professional development, working environment, rewards, supervisor assistance, and work-life balance. Organizations should enhance these areas. It will effectively assist employees in presenting their best self to the company in this manner.

Minaxi Setia and Dalbir Singh (2014) found that banks' Human Resource Development Departments (HRDDs) are aware of rising attrition rates and should implement new or updated HR policies to reduce them. Bank HRDDs know attrition rates should not climb. They use incentives, comfortable postings, talent pool efforts, onboarding, work rotation, and creative training programs to retain employees. PSBs prioritize specialized training, fast advancement, preferred location postings, and employment rotations.

Strategic management of human resources and organizational structure

RESEARCH DESIGN:

A research design is a complete approach that specifies the procedures and processes that are going to be utilized by researchers in the process of data gathering and analysis for their respective studies. A research design is also referred to as a research protocol. The three most common types of research designs that are always utilized by researchers are exploratory, descriptive, and causal research designs. Exploratory and

descriptive analyses were utilized to collect the data for this investigation, and those analyses were then incorporated into the analysis.

It is required to carry out an exploratory study in order to get a correct understanding of the occurrence of interest and to progress knowledge by means of the creation of a sound theory and the testing of a hypothesis. The experimental research that is being conducted for this study is comprised of literature studies, which are being conducted in order to acquire more specific information regarding the research problems and challenges that are associated with the shoppers' perception of service quality in organized retail. The purpose of the experimental research that is being conducted is to learn more about the research problems and challenges that are associated with the shoppers' perception of service quality in organized retail. Malhotra (2005) notes that exploratory research tends to be less formal and more unstructured than descriptive research and analysis. A quantitative analysis is carried out on the data that were gathered, which were acquired during the research by utilizing large samples that were representative of the whole. The findings of this research serve as a valuable informational resource for the managerial decision-making process and are therefore incorporated into those processes. A descriptive study is carried out for the purpose of establishing and characterizing the features of the variables that make up an employee's commitment to the Corporate Culture of the banks in this research. This study was carried out with the purpose of identifying and providing an explanation for the properties of the variables. As a consequence of this, the research endeavors to analyze the connection that exists between SHRM and banks; hence, it is classified as an exploratory-comparative-descriptive piece of work.

SAMPLE SIZE:

Figuring Out the Optimal Number of Subjects for the Sample

The first question that occurred in the course of the process of determining the right size of the sample was, "How large of a sample did the researcher need?" Although it was assumed that the sampling method of convenience was suitable as a method for sampling, it was found that...

n = sample size

n = 780.

A GATHERING TOGETHER OF INFORMATION:

In addition to their dependability, validity also

Validity The validity of the questionnaire was preserved by preserving a practical design that was kept as basic as feasible and by making use of the essential deliverables of the research. Both of these strategies contributed to the preservation of the questionnaire's validity. The questionnaire was also put through a pilot test with 45 participants while the study was still in the proposal phase. This took place while the study was still being proposed. The ultimate effect was a few inquiries having some linguistic tweaks, particularly minor ones, made to them. The utilization of this technology allowed for the achievement of face validity.

Cronbach's Alpha is a statistical tool that was used to examine the results of the questionnaire in order to ensure the study's reliability. This was done so that the results could be used to guarantee the study's

reliability. Cronbach's alpha coefficient, which was computed in order to establish the items' internal consistency, was used to conduct an evaluation of the dependability of the items. The value that was determined to be associated with the Cronbach's alpha coefficient was 0.965.

After giving a great deal of thought to the several data collection strategies and research instruments available, it was decided that the best research instrument for the study would be an online questionnaire that offered respondents a number of different response options and a Likert-type scale with five points. On this scale, one indicates that one strongly disagrees with the statement, while five indicates that one strongly agrees with the statement.

Following that, respondents will be able to use the link to finish the questionnaire, and their responses will be saved in the Excel file that the researcher is employing at that point. The employee will be given the choice of filling out the questionnaire at their current place of employment or in the privacy and convenience of their own homes. The staff will have the opportunity to carefully study their opinions thanks to the length of time that has been given.

A Framework for Conducting Analyses of Data

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The process of operationalization as well as the measuring of variables

In this particular piece of study, the effectiveness of an organization's SHRM practices was treated as the dependent variable, while the performance of the organization was treated as the independent variable. Finding out whether or not the competencies of human resources and the culture of the banking industry operated as moderators and mediators, respectively, was the second purpose of the research project.

VARIABLE NATURE OPERATIONALIZATION INDICATORS:

Recruitment Independent

It has been difficult to find and involve the people who are able to provide the organization with the support it need in order to achieve its needs.

Recruiting Experienced Professionals Who Have Already Obtained Their Qualifications

The Act of Selecting-

Placement

Training Independent

acquisition of skills, rules, ideas, or attitudes that lead to increased performance (the identifying of training needs) variability The process of acquiring skills, rules, ideas, or attitudes that lead to increased performance

The Process of Organizing and Creating Instructional Materials

Providing Instruction and Training

Organizational

Performance Dependent

Variable The achievement of all of an organization's present goals, including those for effectiveness, efficiency, relevance, and financial viability

FINDINGS:

The findings of this study are broken down into the following categories:

The employees of CUB who work in the branches have expressed their gratitude toward the SHRM practices, which have assisted them in improving their performance in the day-to-day operations of the firm. The banking industry encompasses a wide range of responsibilities, including the assessment and management of risk, the collection of deposits, the upkeep of the operational characteristics of components, the provision of a variety of loans, and other functions that are functionally analogous. All of these responsibilities require an awareness of the needs of the customers as well as the provision of prompt assistance to those customers.

Because of the CUB's SHRM rules, clerical and officer cadre staff are provided with better equipment, which enables them to deliver greater service to clients. As a result, the SHRM policies of the CUB have a positive impact.

The performance of the CUB SHRM components not only helps to the attainment of the objectives set forth by the branches as well as the overall goals of the CUB, but the CUB SHRM practices also support the managers of the CUB in managing the branches in a more effective manner, which is made possible by the fact that these practices provide assistance to the managers of the CUB. In this research, the contemporary domains of SHRM, such as HR accounting, HRIS, Impression management, and HR analytics implications, were explored from both a theoretical and a managerial point of view. These domains included HR accounting.

SUGGESTIONS:

CUB Limited ought to concentrate their efforts on improving their SHRM practices by paying attention to the following areas:

1. The SHRM strategy should make an attempt to match the activities of the Human Resources department with competency-based performance indicators. This should be done in order to maximize efficiency and effectiveness.
2. The SHRM strategy should make an effort to develop a connection between the activities related to human resources and the surpluses or profits of the business. This connection should be established in order to maximize the effectiveness of the SHRM strategy.

In the context of an organizational structure, these methodologies demonstrate both the human element, which encompasses an individual's performance as well as their level of ability, and the business surplus. At its core, the people-focused approach is predicated on the idea that one of the most significant factors in achieving and sustaining long-term success in a business is the organization's human resources. An

organization can get a competitive advantage if it makes effective use of its people and draws on the expertise and originality of its staff members in order to accomplish targets that have been clearly defined. In order to properly merge corporate surplus with human competency and performance, it was required to utilize appropriate techniques. At this point, the significance of having a strategy should become clear. The formulation of the business strategy will be influenced by a number of factors, including the accessibility of skills and information, as well as the management, motivation, and deployment practices that are in place for the workforce. Therefore, in order to achieve the requirements of the organization's strategic orientation, the practical orientation of human resources should be directed toward competency and performance excellence.

CONCLUSION:

After thinking on the findings of this research, one could potentially reach a few distinct conclusions about what they mean. To begin, the results of this research suggest that SHRM practices do, in fact, have an impact on the overall performance of enterprises. SHRM practices have both a direct and indirect impact on the performance of an organization by way of the HR competencies that are present. As a result of this, human resource managers in organizations that want to improve their performance should aim to adopt SHRM practices that build the capabilities of their workforce and create chances for their employees to apply their capabilities while they are at work. These practices should also be adopted by human resource managers in companies that want to enhance their performance. Managers of human resources in companies and other organizations should adhere to these best practices. It was found that the capabilities of the human resources played a role as a mediator in the connection between strategic human resource management techniques and organizational performance. Therefore, in order for businesses to get a competitive advantage and, as a consequence, boost the performance of their organizations, they should aim to build HR talents that are helpful, unique, unattainable, and well organized. Only then will they be able to achieve their goals of gaining a competitive edge. The Strategic Human Resource Management (SHRM) program at City Union Bank ensures increased levels of employee dedication and contributes to the bank becoming a more successful institution overall. These bank employees are making a significant contribution to the improved performance and greater revenues that their respective banks have attained.

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