



## PERCEIVED IMPACT OF MODERN TECHNOLOGY ON GRIEVANCE HANDLING PRACTICES IN PUBLIC SECTOR BANKS

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### ABSTRACT :

*This paper makes an attempt to explore the perceived impact of technology on grievance handling practices. A total 450 public sector bank employees were selected as a sample of the study. A self-prepared questionnaire was used to collect the responses of bank employees regarding the impact of technology on grievance handling practices. The results of the study indicate that the use of modern technology leads to time and cost saving in grievance handling practices. Intranet individually does not lead to quality improvement in grievance handling practices however modern technology when applied jointly leads to quality enhancement in grievance handling practices. Components of modern technology when applied jointly leads to transparency enhancement in grievance handling practices whereas Internet and Social Networking websites individually do not lead to transparency enhancement in grievance handling practices.*



**KEYWORDS :** human resource practice, impact of technology, modern technology, human resource management, public sector banks.

### INTRODUCTION

Technological advancement has changed traditional Human Resource Management (HRM) into e-HRM. The technology has created new dimensions in HRM through virtual workforce, e-recruitment, e-human resource planning, decreasing layers of management, e-job designing and analysis, e-training, e-compensation, e-performance appraisal, automated self-service portals framework consequently reclassifying the role of HR as a strategic partner in the era of technology (Sinha & Mishra, 2014). Technological tools can be used for e-learning, virtual recruitment, self-service HR, decision making and sharing of experiences and expectations for better HRM. Use of technologies in all HRM functioning such as e-learning, e-training, web based learning-training is a growing faster in this era. Moreover, IT tools have been used for e-mail, message systems, web pages, online learning-training courses, and decision regarding daily functioning etc. (Benson, 2002). Automating HR activities and practices is changing the traditional paper-and-pencil, laborious HR tasks, into proficient, quick response activities that empower organisations to anticipate the profit from this computerization shifts to create a much needed competitive advantage (Marler and Fisher, 2006).

Technology is being adopted in all the fields/industries with the objectives to save time, speed, quality enhancement, space saving, cost cutting and also to bring transparency in the present system. With the same objective the adoption of technology in banking sector has transformed the banks from branch

banking to networked banking system. The present study is an attempt to explore the impact of modern technology i.e. Internet, Intranet, Social Networking Websites and Mobile technology on grievance practices in public sector banks in terms of time saving, cost saving, quality and transparency.

### OBJECTIVE OF THE STUDY

- The main objective of the study was to find out the impact of modern technology on grievance handling practices in public sector banks.

### HYPOTHESIS OF THE STUDY

- Modern Technology has no significant impact on grievance handling practices in public sector banks.

### RESEARCH METHODOLOGY

The present study has been designed to study the impact of modern technology on grievance handling practices in public sector banks. This study follows the survey research methodology. Based on previous research, a questionnaire was constructed to study the impact of modern technology on grievance handling practices in terms of time saving, cost saving, quality and transparency. The data was collected from eight public sector banks which were selected purposively. Further, the employees were also selected on the basis of purposive sampling technique. The four hundred and fifty employees from eight public sector banks were selected for the study. The five point likert scaling technique i.e. Strongly Agree, Agree, Neither Agree or Disagree, Disagree, Strongly Disagree was used for obtaining responses on each question from bank employees. The questionnaire covered items related to the impact of technology on grievance in terms of time saving, cost saving, quality and transparency.

### ANALYSIS AND INTERPRETATION

The results of the study were statistically analyzed and interpreted. Mean score, standard deviation, t-test, ANOVA and regression have been used for the analysis.

### Impact of Modern Technology on Time Saving in Grievance Handling Practices

Internet ( $t=6.251$ ,  $p<.05$ ), Intranet ( $t=16.489$ ,  $p<.05$ ), Social Networking Websites ( $t=3.782$ ,  $p<.05$ ) and Mobile Technology ( $t=11.635$ ,  $p<.05$ ) are positively and significantly related to time saving in grievance handling practices. The model leads to 80.4 percent variation in the value of dependent variable (times saving in grievance handling practices). Therefore, it is evident from the results that modern technology leads to time saving in grievance handling practices.

**Table 1**  
**Regression results on Time Saving in Grievance Handling**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.898	.806	.804	1.000	1.623

**Table 1.1**  
**ANOVA: Time Saving in Grievance Handling**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1834.334	5	366.867	366.924	.000
	Residual	441.931	444	1.000		
	Total	2276.266	449			

**Table 1.2**  
**Regression coefficients of Time Saving in Grievance Handling**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Internet	.670	.107	.241	6.251	.000
Intranet	1.871	.113	.410	16.489	.000
Social Networking Websites	.475	.126	.139	3.782	.000
Mobile Technology	1.057	.091	.325	11.635	.000

**Impact of Modern Technology on Cost Saving in Grievance Handling Practices**

There exists a significant positive relationship between modern technology and cost saving in grievance handling practices ( $F=151.529$ ,  $p<.05$ ). The regression results (in table 4.29.2) indicate that Internet ( $t=4.021$ ,  $p<.05$ ), Intranet ( $t=2.753$ ,  $p<.05$ ), Social Networking Websites ( $t=9.763$ ,  $p<.05$ ) and Mobile Technology ( $t=2.253$ ,  $p<.05$ ) are positively and significantly related to cost saving in grievance handling practices. Therefore, on the basis of results it can be interpreted that modern technology leads to cost saving in grievance handling practices

**Table 2**  
**Regression results on Cost Saving in Grievance Handling**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.795	.632	.627	1.057	1.648

**Table 2.1**  
**ANOVA: Cost Saving in Grievance Handling**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	846.919	5	169.384	151.529	.000
	Residual	494.081	444	1.118		
	Total	1341.000	449			

**Table 2.2**  
**Regression coefficients of Cost Saving in Grievance Handling**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Internet	.456	.113	.213	4.021	.000
Intranet	.330	.120	.094	2.753	.006
Social Networking Websites	1.296	.133	.495	9.763	.000
Mobile Technology	.216	.096	.087	2.253	.025

#### Impact of Modern Technology on Quality in Grievance Handling Practices

Internet ( $t=7.251$ ,  $p<.05$ ), Social Networking Websites ( $t=4.229$ ,  $p<.05$ ) and Mobile Technology ( $t=12.736$ ,  $p<.05$ ) are positively and significantly related to quality in grievance handling practices whereas Intranet ( $t=.468$ ,  $p>.05$ ) is not significantly related to time saving in grievance handling practices. The model shows 78.9 percent of variation in the value of dependent variable (quality in grievance handling practices) as adjusted  $R^2=.789$ . The positive relationship can be interpreted in the sense that the components of modern technology when applied jointly leads to quality enhancement in grievance handling practices whereas Intranet individually does not lead to quality improvement in grievance handling practices.

**Table 3**  
**Regression results on Quality in Grievance Handling**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.890	.791	.789	.741	1.846

**Table 3.1**  
**ANOVA: Quality in Grievance Handling**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	921.446	5	184.289	335.482	.000
	Residual	242.802	444	.549		
	Total	1164.248	449			

**Table 3.2**  
**Regression coefficients of Quality in Grievance Handling**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Internet	.576	.079	.289	7.251	.000
Intranet	.022	.048	.010	.468	.640
Social Networking Websites	.394	.093	.161	4.229	.000
Mobile Technology	.858	.067	.369	12.736	.000

**Impact of Modern Technology on Transparency in Grievance Handling Practices**

A significant model emerged,  $F=143.768$ ,  $p<.05$  at 5 percent level of significance. Intranet ( $t=12.243$ ,  $p<.05$ ) and Mobile Technology ( $t=5.442$ ,  $p<.05$ ) are positively and significantly related to transparency in grievance handling practices whereas internet ( $t=1.627$ ,  $p>.05$ ) and social networking websites ( $t=1.142$ ,  $p>.05$ ) is not significantly related to transparency in grievance handling practices. The results can be interpreted in the sense that the components of modern technology when applied jointly leads to transparency enhancement in grievance handling practices whereas Internet and Social Networking websites individually do not lead to transparency enhancement in grievance handling practices.

**Table 4**  
**Regression results on Transparency in Grievance Handling**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.787	.619	.615	.765	1.543

**Table 4.1**  
**ANOVA: Transparency in Grievance Handling**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	420.585	5	84.117	143.768	.000
Residual	258.609	444	.585		
Total	679.194	449			

**Table 4.2**  
**Regression coefficients of Transparency in Grievance Handling**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Internet	.133	.082	.088	1.627	.104
Intranet	1.063	.087	.426	12.243	.000
Social Networking Websites	.056	.049	.034	1.142	.254
Mobile Technology	.378	.070	.213	5.442	.000

**FINDINGS OF THE STUDY**

- Modern Technology leads to time saving in grievance handling practices.
- Modern technology leads to cost saving in grievance handling practices
- Intranet individually does not lead to quality improvement in grievance handling practices however modern technology when applied jointly leads to quality enhancement in grievance handling practices.
- Components of modern technology when applied jointly leads to transparency enhancement in grievance handling practices whereas Internet and Social Networking websites individually do not lead to transparency enhancement in grievance handling practices.

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