

**“FRUSTRATED OFFICERS IN ALPHA BANK”
Case Study**

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Abstract

Alpha Bank started direct recruitment of officers on a large scale after Nationalisation. After these directly recruited officers are selected and placed on routine jobs, their initial enthusiasm for a bank began to dwindle. Some of them resigned within a couple of years of their service. The HRD manager of the bank is interested to study the causes of dissatisfaction/frustration among these officers. He has interviewed some of the officers. The questions that were put to these officers were as under:

1. What is your academic back ground?
2. Why did you join the Bank?
3. Do you like your job?

The pattern of responses to these direct questions has been as under:

CASE – I : KARTIK BHARADAJ Says :

“ I am a post graduate in Mathematics and secured first position in the university. I joined the Bank primarily because I thought that I can get an opportunity to work in the statistics department of the Bank. However, after serving, for two years, I realized that the bank is not interterested in using my talents and there is no recognition of one’s merit and educational background. My ‘Boss’ is a matriculate who feels pleasure in humiliating me. He is over powered by his own orthodox principles and convictions regarding the working and expects me to merely ensure that accounts are properly balanced, totals are correct so on and so forth. Any suggestion from me which could be useful for increasing the efficiency and effectiveness of the department is laughed at. This has eventually developed in me a distaste and disinterest for the job and caused frustration.”

– CASE II : Atreya Remarks :

“ I did my MBA and joined the bank as it offered good emoluments and good carer prospects. I also felt that a bank being service organization will offer ample opportunities to use principles of business management on the job. Immediately after my joining the bank, I was sent to a branch for training .I was rather enthusiastic in the beginning as I thought that I shall have an opportunity to learn various operations of the bank during training period. However, my hopes were soon beguiled. I was not assigned my work or any particular department where I could learn the work in sequence and in a systematic manner. During the day either I was doing the undone work of clerks/officers or totaling of the accounts/books. Every officers was my boss and I was supposed to help him. I told my branch manager that I should be assigned some definite work so that I can learn my work in a systematic manner to which he currently replied that allocation of work is his prerogative which should not be questioned. I Fact, I had never questioned his authority to assign the work. The only mistake I had committed was politely requesting for work as I did not have sufficient work to do. Soon I realized that I am not likely to be accepted under these circumstances and I was forced to go to through advertisement columns of newspapers in search of a new job.”

CASE III : RAMACHANDRA KASHYAP Says :

I am post graduate in commerce. I immediately after my recruitment, I was sent to training college of the bank for induction training. At the college, we were told that at branches we shall be working and learning various jobs according to a well-planned schedule. When I joined the branch after the training, I was not assigned any work at all for about a week and I was made to sit before the accountant without any work. During the day he casually gave me some work without actually telling me that he expects me to do. The Branch Manager did not have been even the usual courtesy of introducing me to staff members. I was treated as a stranger for a few days until I myself went around the branch and introduced myself to all the staff members. The Manger of the branch believed that he was too busy to give any attention to my training. There was hardly anything which was systematic. Poor customers were made to wait for long. The officers at this branch were habitual late-sitters. I was soon disgusted with such work environment."

CASE IV: KRISHNA CHAITANYA- A Specialist officer Remarks:

"I am a graduate in mechanical engineering. I was selected by the bank as 'Technical Officer' and was given to understand that I would be required give my technical reports on the viability on the various projects/ industries to which the bank proposes to give loans etc., I was posted in a big branch obviously with a view to look after advances department and the controlling office of the bank advised me that my job will require visit to factories etc., and viability of the project. In the branch, I was never given the assignment for which I was expected to do, instead most routine jobs were assigned to me. The corporate office, also did not bother to see us to whether I am assigned the job for which I was selected. I carried on for one and half year like this. Next month, I am resigning form this position as I have no job satisfaction here and I have managed to get a job elsewhere."

QUESTIONS

1. What is wrong with the officers of this bank?
2. As a HRD manager what organizational interventions do you suggest in he given situation?

FACULTY NOTES :

The following points seem to emerge from the above case.

1. The directly recruited officers with a higher ambition level and need for self-development are largely frustrated.
2. This frustration may be attributed to:
 - a) Chaotic and orthodox work environment.
 - b) Unreceptive and hostile culture of promote officers.
3. They feel that there is no recognition of their abilities and that placement on the job is not consistent with their interest, aptitude and background.
4. They feel that their job does not have variety, and does not provide sufficient scope for initiative.
5. They feel that compared to the salary paid to them they do not have adequate decision making power.
6. They feel that there is tremendous 'Communication Gap' and they do not have an opportunity to give way to their feelings to higher executives.
7. They feel that there is no reward and punishment system in the bank.
8. They do not reveal any sense of pride in their work.
9. Hey do not think high of their job though they tend to have high estimate of their capabilities.
10. Their relationship with colleagues and superiors have been found quite impersonal.

11. They feel that they are not properly inducted in jobs. In other words resent nebulous training provide to them.

