

# Icici Bank's Performance and It's Expenditure on Human Resources



Mukesh Kumar Meena

**ABSTRACT:** As we know in the 21<sup>st</sup> century all the organizations are facing competition. The service sector is the major contributor throughout the world economy. In the service sector employees play an important role. Because of the quality of service depends on the employees who are serving that service. In that support objective of our study is to trend in earnings of the organization and expenditure incurred on employees by the organization. ICICI is the leading public sector bank, so we have collected data from annual reports of the ICICI bank from the period of 2012 to 2018. After analyzing the data we found the correlation between total income of ICICI and expenditure incurred by ICICI on their employees. On the basis of this study, we conclude that employees play an important role in the organization. And organizations are just increasing expenditure on employees in the same trend of the organization's income. The organization should put employees on the balance sheet as assets. Organizations are still showing employees as expenditure. In coming future, if the organization will recognize employees' contributions that will lead to more satisfaction in the employees and this boost in satisfaction will improve the performance of employees due to that the overall performance of the organization will improve.

## I. INTRODUCTION

The globalized rivalry has made a solid power on numerous nearby associations to change into worldwide associations by the exercises that are spreading abroad in their neighborhood markets. Fare ability has turned out the most vital channel for the maintainability of the present associations by turning into an approach to expand the number of potential clients. Worth included items are the items that are most significant for those nations and organizations who need to be the primary on-screen characters in the global markets. In this way, nations could discover an exit for advancement and associations may have a current preferred position through their adversaries. Innovative work (hereinafter R&D) exercises are the fundamental base to offset the new requests which have not been settled. Research and development in conjunction with worldwide exchange is an unavoidable device for those nations who need to create and prosper (Kaya and Ugurlu, 2013). As indicated by observational examinations that have been executed in various organizations and businesses, it has been reasoned that there is a current positive connection between R&D exercises, profitability and total national output (Ozer and Ciftci, 2009).

A portion of the examination expresses that R&D consumptions are a significant source to expand the affordable yields (Sungur et al., 2016). Organizations have begun to append more significance to R&D consumptions to create new and better-highlighted items (Dilek, 2016).

Innovative work exercises are the fundamental key for accomplishment in aggressive markets (Pak, 2003). In R&D exercises, the principal target is the advancement of the new item as well as to plan a logical foundation (Uzkurt, 2017). Tackling the necessities of clients and building new advances and usage for deciding their needs is a basic capacity of the R&D division in any association (Banger, 2016). It is normal that the expansion in the number of workers in the R&D division will expand the fare income of the association. Subsequently, the associations which are expecting to expand their piece of the pie in universal markets, need to build their representative numbers in the R&D division who could create new data and inventive advances inside the association. Normally, to expand the number of representatives connotes a more prominent R&D venture. This outcome in a circle of expanded R&D speculations which empowers the association the capacity to contend inside the extraordinary and dynamic worldwide challenge and furthermore enlisting more workers for the R&D office. This fundamental circle could make the speeding up of fare incomes conceivable by giving creative items to universal markets. At the point, the key component is the presence of the certified R&D worker who has the ability to increase the value of those new items by making development. Else it is preposterous to expect to change R&D consumptions into business esteem.

## II. REVIEW OF LITERATURE

Different research key out the relations among the company revenue and its expenditure on the employees. In the investigation of (Sung & Choi, 2014) has revealed that organizations can increase the performance and revenue by increasing the investment on the employee by providing more training to their employees i.e. six sigma training activities. The managers should motivate the employee to implement various training and practice in the organization for the growth of the organization. The studies of (Brum, 2007; Bartel, 1989) have expounded that the training program is directly related to the worker's performance and company revenue. As the training program completes it is seen that workers' productivity is increased which results in increasing the productivity of the company. Training opens up the path for career growth and development. It is also found that there is a relationship between training and commitment.

Manuscript published on November 30, 2019.

\* Correspondence Author

Mukesh Kumar Meena\*, Ph.D. Research Scholar Department of Commerce, Delhi School of Economics, University of Delhi

© The Authors. Published by Blue Eyes Intelligence Engineering and Sciences Publication (BEIESP). This is an [open access](https://creativecommons.org/licenses/by-nc-nd/4.0/) article under the CC-BY-NC-ND license <http://creativecommons.org/licenses/by-nc-nd/4.0/>.

## Icici Bank's Performance and It's Expenditure on Human Resources.

As the company provides effective training the commitment of the employees towards the organization also increases and it would lead to a reduction in the turnover it is also unveiled that HRD is directly related to organizational performance and revenue.

These studies show four different dimensions of HRD i.e. quantitative, qualitative, managerial, employee perspective and highlight the major employee outcome as a tool of mediator between organization performance. it was concluded that a firm should balance both quantitative and qualitative approach to maximize profit and employee outcome it has also concluded that organization size personal, stability, decline, are the factors that affect turnover. it was also found that there is a non-linear impact of turnover in tasks with high difficulty as compare to low difficulty task. In the studies of (Sung & Choi, 2014; Meier & Hicklin, 2007) it was bring out that there is a mediator effect of R&D employee number in the relationship between R&D investment and export revenue a data of 250 companies which have invested most in R&D in 3015 and first thousand exports are taken it was concluded that there is mediation effect between the two. In simple words, it is not possible to increase the total export sale without giving a crucial effect on employees' costs. In the studies of (Toker & Gorener, 2017) it was unveiled that there is a relationship among the employees satisfaction, engagement and business outcome i.e. profit, productivity, etc. the studies imply that if the top-level management changes the organizational policy and practice that is increasing the employees satisfaction it will lead the company towards more unit outcome including profits. It focuses on the change in the employee's satisfaction and the implication in the resulting usefulness of business. In the studies of (Harter & Schmidt, 2002; Rayton, 2002) it was uncovered that best performing firm has superior incentive system as compare to the low performing firm these studies proclaim that agency cost is the crucial cost of production and the company that leads in better minimizing these cost will showcase better performance. The high-performance firm shows performance elasticity of approximately 0.193 this conclude that doubling the firm value will result in a 19.3% increase in the pay of the average worker. In the studies of (Grawitch, Gottschalk & Mung, 2006; Beer, Pienaar & Rothmann, 2013 ) it was found that there is a link between well being and organizational performance. it was found that approximately 90% of the organization with 50 or more employees provide some type of program design to promote health. expenditure and health care benefit will lead the organization towards better employer-employee relationships, retention ratio, boost employee morale etc. It is also proclaim that employee burn out to medical aid provider expenditure by the private firm specifically pointed by the cost incurred by the company on members claim it also states that high burn out group was approximately double that of low burnout group on all the variables .higher burnout is accumulated with higher expenditure on medical aid provider by firm. Thus, owner, should a dress burn out to reduce expenditure and promote health. It can be concluded that employees with a healthy mind and body are found to be driving vehicles of the company.

### III. OBJECTIVE AND HYPOTHESIS

It should be as ventures are spending more on their R&D exercises, the measure of the imaginative items which are reinforcing upper hand, will extend. Henceforth the organizations which are making their item portfolio with inventive items normally will expand their deals in the global markets and as a reality, this will positively affect approaching income from sends out. In this manner, the R&D workforce business steps forward as a significant factor in the change of the R&D consumptions into trade incomes. Then again, in what manner or capacity ever

Year ICICI	Total income (000)	Exp on employe e(000)	No of empl oyees	Total Incom e of ICICI (per employ ee)	Expendi ture incurred on employe es (per employ ee)
2017-18	1.19E+12	8.33E+10	82724	1438149	1007389
2016-17	1.13E+12	7.89E+10	82841	1368858	952819.9
2015-16	1.01E+12	6.91E+10	74096	13684389	932747.9
2014-15	9.02E+11	6.57E+10	67857	13295052	967965.2
2013-14	7.96E+11	5.97E+10	72226	11015958	826405.1
2012-13	7.42E+11	5.63E+10	62065	11955917	906966.4
2011-12	6.67E+11	5.10E+10	58276	11438375	875364

incredible the Research and development uses might be, these R&D exercises couldn't build the fare incomes to the ideal level without the genuinely necessary R&D faculty work. Whereupon the theory, to test the go-between impact of R&D staff work on the connection between R&D uses of endeavors also, send out incomes, has been structured as the accompanying explanation: The objective of the study: as in the 21st century, all organization are facing a competitive environment. In this environment, employees play an important role. In this study, we want to analyses that organizations are taking employees as an important factor. Because for the better performance of employee they need proper training, remuneration, and good working environment, that leads to incurred some expenditure by the organization.

#### Hypothesis:

H0: There is no correlation between income earned by ICICI and expenditure on their employees.

H1: There is a correlation between income earned by ICICI and expenditure on their employees.

### IV. RESEARCH METHODOLOGY

This study is explorative in nature. To analyze our objectives and hypothesis we have used secondary data. We have used annual reports of the State Bank of India from the period of 2009-10 to 2018-19. So we have used a total of ten years' annual financial reports of the State Bank of India.

We have analyzed financial statements like Profit loss accounts and Balance Sheets. With the help of Microsoft Excel and Microsoft word, we have drawn trend graphs that show the trend in revenue and trend in expenditure incurred on employees from the year of 2009 to 2010.

**V. DATA ANALYSIS**

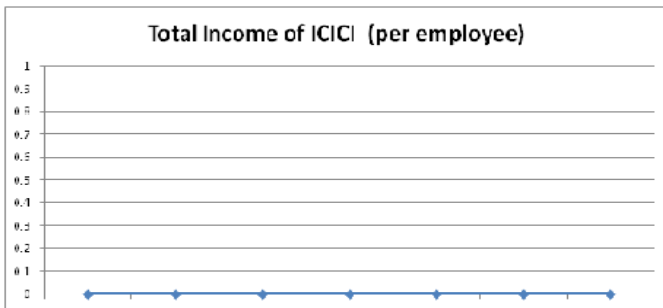
To check the relationship between organization revenue per employee and its expenditure per employee, we have collected data from the year 2012-2018 from the annual report of ICICI. We have collected data on the income from profit and loss account statement, the expenditure of the company on its employee and no. of the employee in the organization. Which is shown in the table below.

(Source: annual report ICICI) In the above table first column is showing the no. of year i.e. from 2012-2018. The second column is showing the income of the ICICI over a period of 7 yrs. The third column is showing the expenditure of the company on its employees. The fourth column consists of no. of employees in the company. In the fifth column, we have calculated income per employee by dividing the total income with the no. of employees in the subsequent rows. In the fifth column, we have calculated expenditure per employee by dividing the total expenditure of the company between the employee by the total no. of employees in the subsequent rows.

The above graph is showing an increasing trend in the expenditure per employee from the year 2012-2018. In the year 2013, the trend is decreasing and the lines are downward sloping. After 2013 the curve is increasing at an increasing rate i.e. from 2014-2015. In 2016 the curve is showing a constant trend till 2017. After 2017 the curve is increasing at an increasing rate. The downfall and sudden rising in the curve are due to the changing no. of employees in the company and the income of the company. From the above two graphs, it is found that there is a relationship between income per employee and expenditure per employee. Both are showing the same trend over a period of different years.

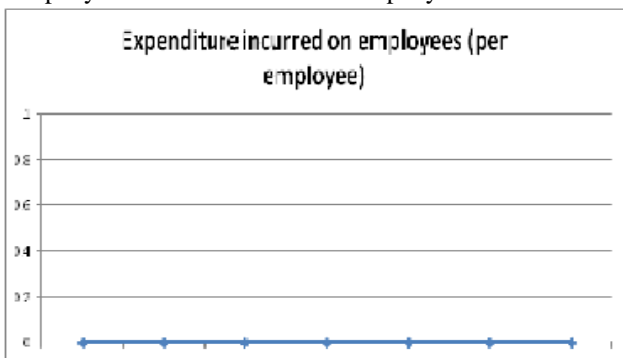
**VI. CONCLUSION AND DISCUSSION**

The banking sector is the lifeline of any modern economy. It is one of the important financial pillars of the financial sector, which place a vital role in the functioning of an economy. It is very important for the economy development of a country that its financing requirements of the trade industry and agriculture are met with a higher degree of commitment and responsibility. For that, we have collected data from ICICI because ICICI bank is one of the big four banks of India and they are the second largest bank in India in terms of assets and market capitalization we have collected data from ICICI annual report and with the help of excel sheet we have drawn two graphs and tables. It has been seen that both the graphs are showing the same trends over the same period of time. From the above graph we have to find that there is a relationship among employee and expenditure incurred per employee by the company. So there is a correlation between them on the basis of the above data we can say that an increase in the performance of the organization will simultaneously increase the expenditure incurred on an employee by the company. The above data is showing a positive trend between organization income and its expenditure. So organization should value their employees as they are the driving vehicles and assets of the organization.



**GRAPH NO. 1- Income per employee in ICICI**

The above graph is showing an increasing trend in the income per employee from the year 2012-2018. In the year 2013, the trend is decreasing and the lines are downward sloping. After 2013 the curve is increasing at an increasing rate i.e. from 2014-2015. In 2016 the curve is showing a constant trend till 2017. After 2017 the curve is increasing at an increasing rate. The downfall and sudden rising in the curve are due to the changing no. of employees in the company and the income of the company.



**GRAPH NO. 2- Expenditure per employee in ICICI**

**REFERENCES**

1. Brum, Scott, "What Impact Does Training Have on Employee Commitment and Employee Turnover?" (2007). Seminar Research Paper Series. Paper 45. [http://digitalcommons.uri.edu/lrc\\_paper\\_series/45](http://digitalcommons.uri.edu/lrc_paper_series/45)
2. Grawitch, Gottschalk and Munz, "The Path to a Healthy Workplace A Critical Review Linking Healthy Workplace Practices, Employee Well-being, and Organizational Improvements" (2006). Consulting Psychology Journal: Practice and Research Consulting Psychology Journal: Practice and Research, Vol. 58, No. 3, 129 –147. DOI: 10.1037/1065-9293.58.3.129
3. Toker, Tasci and Görener, "THE MEDIATOR EFFECT OF R&D EMPLOYMENT ON R&D EXPENDITURES AND EXPORT REVENUES" (2017) ISMC 13th International Strategic Management Conference The European Proceedings of Social & Behavioural Sciences. <http://dx.doi.org/10.15405/epsbs.2017.12.02.28>
4. Rayton, "Firm performance and compensation structure: performance elasticities of average employee compensation" (2003). Journal of Corporate Finance, 9, 333 – 352.
5. Ann P. Bartel, "FORMAL EMPLOYEE TRAINING PROGRAMS AND THEIR IMPACT ON LABOR PRODUCTIVITY: EVIDENCE FROM A HUMAN RESOURCES SURVEY"(1989). NBER Working Paper 3026.



## Icici Bank's Performance and It's Expenditure on Human Resources.

6. Meier, Hicklin, "Employee Turnover and Organizational Performance: Testing a Hypothesis from Classical Public Administration". JPART 18:573–590. doi:10.1093/jopart/mum028
7. Beer, Pienaar and Rothmann, "Linking employee burnout to medical aid provider expenditure"( 2013). S Afr Med J; 103(2):89-93. DOI:10.7196/SAMJ.6060.
8. Harter, Schmidt and Hayes, "Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis" (2002). Journal of Applied Psychology, 2002, Vol. 87, No. 2, 268 –279.DOI: 10.1037//0021-9010.87.2.268
9. Choi, Sung "Multiple Dimensions of Human Resources Development and Organisational Performance" (2014). J. Organiz. Behav. 35, 851–870.DOI: 10.1002/job
10. Sung, Choi "Do organizations spend wisely on employees? Effects of training and development investments on learning and innovation in organizations" (2014). J. Organiz. Behav. 35, 393–412.DOI: 10.1002/job
11. ICICI (2018). 2018 annual report. Retrieved from <https://www.icicibank.com/aboutus/annual.page>
12. ICICI (2017). 2017 annual report. Retrieved from <https://www.icicibank.com/aboutus/annual.page>
13. ICICI (2016). 2016 annual report. Retrieved from <https://www.icicibank.com/aboutus/annual.page>
14. ICICI (2015). 2015 annual report. Retrieved from <https://www.icicibank.com/aboutus/annual.page>
15. ICICI (2014). 2014 annual report. Retrieved from <https://www.icicibank.com/aboutus/annual.page>
16. ICICI (2013). 2013 annual report. Retrieved from <https://www.icicibank.com/aboutus/annual.page>
17. ICICI (2012). 2012 annual report. Retrieved from <https://www.icicibank.com/aboutus/annual.page>