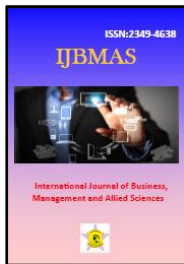

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Training and Development Practices in Public Sector Banks

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ABSTRACT

Today's investment environment is complex and challenging. The bank's ability to manage its investment is superior to technology and infrastructure which requires knowledge of investment markets and instruments as well as an understanding of the accounting and Financial forces that effect investment performance.

But the fact is that employees do not come ready. Made, fitting to the organizational needs. They have to be shaped and developed in terms of their knowledge, skills, attitudes and behaviors in order to stay compatible with the present organizational culture and goals. Training and Development is necessary tools which viability, if not success, is impossible in the era of cutthroat competition.

Keywords: Training and Development, Public Sector Bank, Skills, Organizational needs and goals, viability

Introduction

Training and Development is a planned, continuous effort by management to improve employee's competency levels and organizational performance. Training has short-term focus as it is designed to provide the learners who are especially in the managerial cadre with specific concepts, knowledge, skills and techniques needed to their present jobs. Jobs related training is offered at various points in an employee's tenure with a company, an technical and mechanical facet of work.

Development on the contrary, refers to attainment of a generic long-term learning that transcends the present job and applies to a wider life and social situation. Development refers to learning that is not tied to a particular role and which implies growth and better situation. It is often associated with training outcomes, but it can emerge from any event or experience from which new knowledge is created and then used to improve situations.

The Training Logic

Training is the systematic acquisition of skills, rules, knowledge and attitudes that have specific as narrow applicability to limited set of situations in a specific job environment. It is systematic process of altering the behavior and attitudes of employees in a direction to increase

organizational goal achievement. More experience employees help train less experience ones. Present training specialists provide some sort of technical training effort of the enterprise. But question remains – what is the logic behind the training? To explain the logic we have first of all to consider the fundamental elements in training, viz.

The specific job environment

The individual

Assessment of the job and individual

Application of sound learning then

Changes in employee's skills, rules, knowledge and attitudes acquired through training experience .

Improved performance on the Job

Training and Development practices in Banking Industry

The process of Financial development in India has hinged effectively on the development of banking system. The Indian banking industry is continuously going through a process of transformation since nineties, due to introduction of Liberalization, Privatization and Globalization (LPG), information and communication technology (ICT)

In Banks there is a need for the continuous training and development of the staff in the areas of customer care services in operational aspects and behavioral aspects of the business. The Training needs are assessed through task analysis and performance analysis, which can be conducted through surveys, as from the information furnished by the needs of the departments, customer complaints, even from the reports on 360 degree feedback systems. In case of a large banks, there are two ways of conducting training programmes – through an established department having a full time HR of functionary who oversees all the training and development functions of the banks in through an external trainers coordinated by the HRD Department.

These days banks have recognized the need for training and re-training their staff, in order to develop a competitive edge over their competitions in delivering high quality services to the customers. Traditionally, banks have recruited young school leaves, and their Initial training was either long apprenticeship in on-the-job in formal training in basis routine operations. Aspirants to management position were encouraged to qualify professionally by reading for associate-ship of the institute of bankers on an equivalent. It was argued that banking requires exercise of sound training and development programmes for their employees.

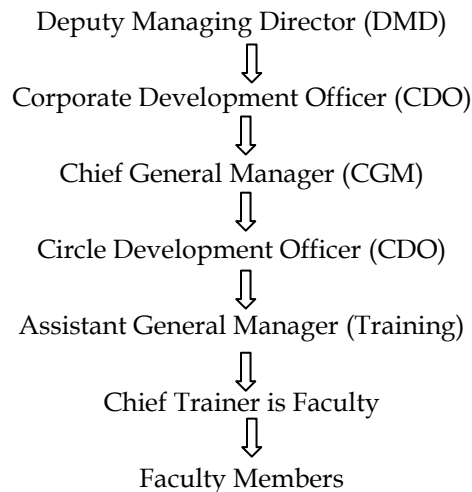
In a fast developing economy like India, banks have come to be known as an instrument of social and economic change. Banks themselves have also realized the importance of their role as agents of social change and their human resources. Hence banks are expected to act in bringing about the designed social change. Training and development policies and practices of the banks are receiving substantial attention both from the academic and in-house research.

Though those is automation and computerization, banks are skill labour oriented, as they are service – providing institutions. In such organizations it is necessary to have an excellent training and development is learning environment for efficient functioning of the organization and achieves goals of both the organization and individual.

Training and Development practices in SBI

The training programmes are conducted regularly at 4 apex training college and 45 state bank learning centres (SBIC's) formerly called as State Bank training centres across the country. Young officers of the bank are being encouraged to take up management education by way of sponsorship tie-up with the S.P. Jain Institute of management. Already 50 officers of the bank have been enrolled in the programme on trial basis. The training colleges and SBLC' are recognized as the best training colleges in the country. Training programmes are classified as induction, intermediate and functional programmes.

SBI has adopted visiting faculty schemes (VFS), manager to messenger programme (MMF) and Quality circles.

SBI Training Organizational Structure.

Canara Bank: Canara Bank is a leading public sector bank established on July 1, 1906 in the town of Mangalore in Karnataka from various studies it was found that in all aspects the training programmes were successfully and for majority of the respondents the training programme met their needs and expectations. A number of HRD activities are in practice in the Bank. More emphasis is given for 4 HRD Initiatives. The most commands used methods it Zonal Training Centre (ZTC)

- Lectures, case discussions, Role plays,
- Audio Video Cassette, Computer Assistance Group Discussion, Demonstration, Quizzer, Handouts Dialogues, Workshops and Seminars.

Quality Circle.

1. Study Circle.
2. Brain Storming Session.
3. Staff Meetings.

Areas of Training - knowledge, social skills, technical skills and decision-making and problem solving skills.

Techniques of evaluation - Questionnaires, Tests, Interviews, Cost benefit analysis, Feed Back

Methods - Test - retest method, pre-post performance method, experimented- control group method and four factor comparison method (Kirk Patric Method)

Punjab National Bank: Punjab National Bank explores area where employee's growth potential exists. The training system within the bank has been oriented so as

to be responsive of the thrust areas system being thrown up in the banking environment and create a pool of trained skilled personnel at various levels of hierarchy so as to efficiently man the branches and provide customer satisfying services. However training at PNB is not mandatory for all employees but it has been certainly felt that every employee should be trained at least once in 3 years.

Conclusions

In a service orientated industry such as banking sector, people are among the most important assets and a public sector bank must efficiently manage its employees during every phase of employment in this competitive area. Public Sector banks provide training programmes to enhance their knowledge skills to satisfy the customers. The survival of public sector banks in India is the result of skilled manpower which is the outcome of training and development.

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