

EMPLOYEE PERFORMANCE BOOSTERS IN BANKS

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ABSTRACT

In order to meet the ever-growing needs of business and household banking has to become dynamic and updated in modern scenario and also to take up this industry to the heights of international excellence requires best combination of new technology and skillful and talented manpower. Therefore most of the commercial banks either private or public adopt training and development programmes at the time of induction, promotion and other situation.

In this research paper an attempt is made to learn that training and development exist in banks and their impact to generate efficiency of employees to cater to the need of their customers.

Keywords: Training and development, employee performance

INTRODUCTION

Nowadays, banking is no more conventional sector because many private and public banks are mushrooming with providing the best of banking under one roof. With drastic growth of banks it calls for efficient and well trained staff members to handle/deal with the consumer needs. Banks are shaping up as financial hub for their clients to grow in size and well recognized in the world market. To pull consumers banks are offering traditional with advance services like SMS banking, ATM, internet banking, priority banking, demat. So we can say that it caters to the need of the bottom to the highest class of society providing something to everyone. Universal banks have become modern day's supermarket extending almost every facility of banking under one roof.

In order to satisfy consumers from all walks of life banks need to have efficient manpower which can be possible by offering them quality training , training programme should keep pace with changing times it must be unconventional. Training changes mental and social outlook of employees. Customers and their needs can be identified and they are satisfied accordingly.

OBJECTIVES

1. To understand training and development programmes undertaken by banks for their employees.

2. To examine effectiveness of training and development programmes for employees to discharge their duties.

LITERATURE REVIEW

“The purpose of a training needs assessment is to identify performance requirements or needs within an organization in order to help direct resources to the areas of greatest need, those that closely relate to fulfilling the organizational goals and objectives, improving productivity and providing quality products and services.”(Janice A. Miller, SPHR and Diana M. Osinski, Reviewed July 2002.)

“The most valuable asset of a 20th century company was its production Equipment. The most valuable asset of a 21st century institution will be its knowledge Workers and their productivity (Drucker 1999).”

Training and development are continuous process in improving the caliber of employees. It is an attempt to improve their current and future performance but the organization should keep a track on their performance after imparting them training it means training needs assessment (Janice A. Miller, 2002)

“After employees have been selected for various positions in an organizations training them for the specific tasks in which they have been assigned assumes great importance. It is true in many organizations that before an employee is fitted into a harmonious working relationship with other employees,, he is given adequate training. Training is the act of increasing the knowledge and skills of an employee for performing a particular job. The major outcome of training is learning. A trainee learns new habits, refined skills and useful knowledge during the training that helps him improve performance. Training enables an employee to do his present job more efficiently and prepare himself for a higher level job. (V S Rama Rao , 2010)

Areas of prime concern like industry, education and human resources are still waiting for major changes to take place and to stand out at par with international standards. As knowledge workers are the most valuable asset of any institution in 21st century (Peter F. Drucker,1999)

As A result of training the trainee learn new habits, refined skills and useful knowledge during the training that helps him improve performance (V S Ramarao, 2010)

Purpose of training

1. To get an insight of the job by the new employees and also to understand work culture followed in the organization.
2. To acquire knowledge in order to adopt any change in technology or any change affecting the working of organization.
3. To get promotion as again change in nature of the work but increase in payment will increase responsibility and challenges involved.
4. To deal with the expansion and diversification where companies initiates other areas of business to gain their greater understanding.

RESEARCH METHODOLOGY

1. Primary data includes data collected through questionnaire filled by the bank employees.
2. Secondary data includes reference books, journal, research papers and internet.
3. Random sampling of 40 respondents from employees from different banks like HDFC, ICICI, Vijaya bank, Bank of Baroda, Dena Bank located in suburban area of Mumbai.

ANALYSIS AND FINDINGS

1. 97% employees received training related to their banking jobs.
2. 85% employees said that the duration of training was adequate.
3. 85% respondent believed that training programme boosts their morale to discharge their duties.
4. 92% employees achieved team objectives because of training provided by the banks.
5. 85% employees thought that training programme has practical use
6. 92% respondents said that training programme which received, affected positively on their work performance.
7. 85% respondents were satisfied with such training programmes organized for them where as remaining thought that they needed more than technical training which was actually given to them. They need training regarding customer handling and customer satisfaction.
8. 85% respondents understood psychology of clients with whom they deal with in their day to day life.
9. Most of the respondents have attended in house training and in some cases training was provided at regional or/and head office and the training programmes mostly was compulsory, the duration of which was from 2 days to 15 days.
10. The induction training programme was mostly undertaken to make employees familiar with the computer software that they were going to operate in day to day working and promotional training to managers was also provided to understand complex work at higher levels.

RECOMMENDATIONS

1. Training and development should also include more of upgrading their social behavior as they connect to various clients belonging to various social backgrounds of society. As they need to intermingle with different colleagues during transfers and delegations.
2. Decentralisation of training will make the training convenient for employee . Managers who are at high levels are trained in restricted numbers of training centres which are located in few states of India that makes training inconvenient for employees living far off regions.

3. To overcome language barrier the employees of bank must be provided at least one day training for understanding regional language i.e. vijaya bank has maximum south indian speaking employees if they operate in Gujarat the employees must be given training to understand gujarati words related to banking atleast.
4. All the banks whether private or public should share their training and learning techniques as a separate body it should provide standardised and uniform training so that young people will not get tangled up in "different bank different training" strategy
5. To update employee's knowledge and skill suitable training must be provided at regular intervals i.e in a year or as per the requirement to keep the employees updated.

CONCLUSION

It is concluded that private and public indian banks undertake training and development programmes for their employees to increase their efficiency. Banks provide training programmes to enhance their knowledge and skills to satisfy the customers. Growth of banking sector in india is the result of skilled manpower which is the outcome of training and development.

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