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A COMPARATIVE ANALYSES OF RESPONDENT'S VIEW

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ABSTRACT

The HRD instruments like performance planning, performance analysis and review, performance counseling and interpersonal feedback, induction training, training, job rotation, potential appraisal and development, career planning and development, weekly and monthly meetings and other modern development exercises like distance learning programmes, training research institute, on-the-spot training programmes, functional committees and their meetings and participative management process are all adopted equally well in both the selected group of Bank.

***KEYWORDS**: HRD Instruments, Performance Planning, Performance Analysis, Induction Training.*

Introduction

The HRD tasks performed by the two selected Banks are assessed and compared as to their degree of performance, categorizing into three groups as excellently performed (high), adequately performed (medium) and inadequately performed (low). Through this categorization a firm basis is suggested for categorizing a particular bank's HRD tasks in future. Bank having scores within 16 limits are classified as medium, above limits as high and less than limits as low.

HRD Competencies

HRD competencies of HRD staff are assessed and compared in the two selected Banks. With the above objective in view, a Questionnaire on HRD Competencies has been administered to the HRD staff of the selected Bank. The total number of questionnaires so collected was 20, 10 from the PNB and 10 from the ICICI Bank.

Training System

The training system in the two selected Banks are assessed and compared. With the above objective in view, a Questionnaire on Training System (See Annexure 1.7) has been administered to the bank employees at the supervisory and clerical level. The total number of questionnaires collected came to 100, 50 from the PNB and 50 from the ICICI. Another Questionnaire on Training System (See Annexure 1.8) has been administered to the authorities of Bank Staff Training Colleges and Institutes of the selected group of Bank, to corroborate the views given by the bank employees.

Timing of Training

Regarding the timing of training, employees are imparted training, in two selected groups of Bank, in the following manner: a) after recruitment but before induction; b) Immediately after induction; c) one to three years (after recruitment); d) three to five years (after recruitment); and e) after 5 years (after recruitment). According to the views expressed by the authorities of the Bank Staff Training Colleges, employees of the PNB are given training at the time of confirmation, just before promotion and after promotion. In the ICICI Bank, employees are given training at the time of confirmation and after promotion. No training is imparted to employees at the time of transfers by both the groups.

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Methods of Training

The following are the common methods of training adopted by the Bank in both the sectors: Programmed Instructions; Lecture Method; Conference Method; Brainstorming Sessions; and Role Playing Method. Among the methods aforementioned, the lecture method is the popular method in both of Banks. Unless and otherwise the circumstances warrant, the level of participants and the nature of course warrants, other methods are rarely used. i.e., only for executives/officers level, the methods like brainstorming sessions, role playing methods and conference methods are followed. However, other methods used in the training include group discussion, case studies, overhead projectors, audio visual methods, exercises or problems and field visits. The time allotted for different methods by the faculty members of the STC depends on the knowledge level of participants, nature and requirement of the course or programme.

Resource Person

In the PNB, the resource persons for training are drawn from their own Bank, RBI, Universities and other academic institutions, NABARD, EXIM Bank and other Development Bank. In the ICICI Bank, draws resource persons from RBI, SBI, Universities and other academic institutions and non-banking financial institutions apart from their own officers. The resource persons are drawn from within, Universities and other academic institutions and from other development banking institutions.

Sponsoring Employee to other Training Institute

Bank in both the sector are sponsoring their employees to the external training institutions like Bankers' Training College, Bombay, Southern India Bank Staff Training College, Bangalore, NIBM, Purse, College of Agriculture, Purse, Administrative Staff Training College, Hyderabad, Bankers' Institute of Rural Development, XLRI, Jamshedpur, and National Institute of Rural Development, Lucknow.

In 1985, a series of policy measures were introduced by RBI to strengthen Public Sectors Banks. Emphasis was made to pay special attention to internal control, customer services, credit management, staff productivity, and profitability of the Banks. Unfortunately, Banks were not prepared enough to implement the challenging changes, as suggested by RBI. To counter inefficiencies in 1985, there was a steady increase in the interest rates on Government bonds to better reflect supply and demand. From early 1990's Public Sector Banks stopped rural expansion and concentrated on urban and metropolitan Banking 13. In 1990's structural problems created by India's economic policies in previous decades, such as its inward-looking nature and its distrust on foreign direct investment.

This resulted into India's incapability to receive capital from the international market to cover its deficit accounts. The balance of payment crisis also showed that the economic policies were out of line with the changing environment. In fact, the crisis of 1990's facilitated major changes. In 1990's, Narasimha Rao Government embarked on a policy of liberalization and licensing of a small number of Private Sector Banks. The Private Sector Banks were also known as New Generation Techsavvy Banks. The new generation Banks included-Global Trust Bank (the first of such new generation Bank that later amalgamated with Oriental Bank of Commerce), Axis Bank (earlier as Unit Trust of India), Industrial Credit and Investment Corporation of India Bank (commonly called as ICICI Bank) and Housing Development Finance Corporation Limited Bank (HDFC).

The next phase for Indian Banking Sector proposed relaxation in the norms related to the Foreign Direct Investment, in which foreign investors in Banks were given voting rights with some limits. Particularly this phase witnessed the liberal entry of Private and Foreign Banks, ready freedom, deregulation of the interest rates, reduction in the statutory reserve requirements of Statutory Liquidity Ratio (SLR) and Cash Reserve Ratio (CRR). These changes brought competitiveness in the Indian Banking Industry and even helped in improving the profitability. Apart from development of positive implications of liberalization, deregulation, and globalization increased risk also existed. Banks, being well aware of the risk factors for their business started proactively devising internal mechanisms for classification and management of the risks. Another significant instance of this phase was the entry of mass computerization to handle, the increased volumes of business effectively and to improve customer services. Computerization in the Banks resulted into surplus manpower in the Banking Industry, which led to the introduction of voluntary retirement in the Nationalized Banks with a view to contemplating the manpower. Thus, the rapid growth in the economy of India was revitalized with the help of Banking Sector, with strong contribution of three sectors of Banks, namely Government Banks, Private Banks, and Foreign Banks. A modern outlook emerged during. this period along with the tech-savy methods of working. Customers demanded more from their Banks resulting into the requirements of restructuring of Indian Banking Industry.

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