

# A study on Training and Development practices used in Public sector banks (IDBI) in India

Dr. Sapna Sharma

*Assistant Professor, Department of Management Studies, SK. College of Science and Commerce  
Nerul, Navi Mumbai, Maharashtra*

## 1. INTRODUCTION

There is a big change in the way businesses are conducted with the augment of technological knowhow, privatization and the globalization. This has affected all the sectors including the banking sector in Indian. The present state of the Indian Banking industry has reformed to a greater extent. They have successfully imbibed the technology into their daily operations. This has resulted in altering the operating style of the banks in India. In the last few decades, the forces (internal and external) has brought considerable changes in the Retail Banking sector in India.

These external and internal forces are continuously transforming the role played by the staff within the organization. Now banks have understood that employees/ workforce (trainees) are the most important human capital to face this tough competition and survive. This realization has highlighted various interrelated HR issues to the forefront in banks and it has been observed that employee development strategy is one of the most crucial challenge the bank is facing now a days. Employees (trainees) expect their individual career growth and the ability to handle the changing operational needs. The benchmark for career growth is the ability to meet unexpected sales targets and customer service (BiS, 1991).

Major players in banking sector just to name a few are IDBI, NABARD, SIDBI, SBI, PNB, Bank of Baroda and Kotak Mahindra Bank etc. which are catering to the growing needs of the public at large. According to the survey conducted by FICCI (Federation of Indian Chambers of Commerce and Industry), Indian banking industry is to quite better than other BRIC nations considering important banking parameters. The survey has revealed that the Indian banking system has shown remarkable growth, performance and still consistent to achieve better in future. However, there are some hurdles faced by banking organization in context of sourcing

of manpower to undertake various tasks and responsibilities. These hurdles are high cost of acquiring well qualified manpower, poaching of competent manpower and high attrition rates.

This research paper is aimed to get an insight about the general training and development practices used in banks in India, thereby able to meet up the changing needs and expectations of the customers and employees and hence resulting in better operations and progress of banking sector which is the most demanding need of the hour for a nation and economy as a whole.

## 2. OBJECTIVES

1. To study the training and development practices used in Indian banks.
2. To study and understand general training and development practices in IDBI bank.
3. To learn and gain understanding about the training process in IDBI bank.

## 3. RESEARCH METHODOLOGY

The researcher has conducted this research study using both primary and secondary data. A sample of 100 respondents was selected using convenience sampling method and both open ended and close ended questionnaire was used to collect the data. Authenticity of the data to be collected from the respondents was done by conducting a pilot study of the questionnaire before actually sending it to the selected respondents.

## 4. ANALYSIS AND INTERPRETATION

### 4.1 General Training and Development practices used in banks

Every bank has its own training and development policy considering the products and services offered to the various clients. In general, Training and development process adopted by banks is

categorized into 4 phases as discussed above. Different training and development programs are repeated at a regular interval of time for better strengthening of learning.

In the present era, the following types of programs are designed and conducted by the training centers in general in any of the banking organization.

1. First Category: Standard program on repetitive basis.
2. Second Category: Role orientation courses in functional areas.
3. Third Category: Special courses and seminars.
4. Fourth Category: Sales training for supervisory and field personnel.

#### 4.2 Training and Development practices and programs in Public sector bank (IDBI)

##### 4.2.1 Training and Development Practices in public sector bank- IDBI:

The Head office of Training and Department known as Jawaharlal Nehru Institute of Banking and Finance (JNIBF) is located at Hyderabad. This center makes Training policy and Training programs in coordination with corporate office of IDBI bank. This Center provides Training at three main levels:

- 1) Training for the Internal employees
- 2) Training for the other corporates
- 3) Training for the other banking companies

JNIBF has eight regional Training Centres located at Mumbai, Kolkata, Chennai, Delhi, Chandigarh, Bangalore and Kanpur. There are 9 zonal Training Centres of IDBI BANK. JNIBF is the main Training Centre located at Hyderabad. It is headed by CGM (Corporate General Manager), named as Director of JNIBF.

According to the training program, infrastructure is also provided by the organization (IDBI). IDBI has its own structured Training policy.

##### 4.2.2 Induction Training Program:

Induction Training program is conducted by IDBI at three levels:

1. For direct Recruitment of Employees (done by IBPS).
2. For Executives on Contractual basis.
3. Executive Training program

##### 4.2.3 Training Process:

- The training process starts with the identification of training needs of each individual employee in a proper format known as Training need Analysis form.

- Various training methods are employed to provide training to employees depending upon their need to perform existing job well and future jobs.
- On the basis of above training and development programs are designed and conducted.
- Finally, the training and development programs are evaluated through different sources to get proper feedback of different parameters used.
- Training methods like on the job training, classroom training, online education, job rotation and transfer to different places are some important methods employed by the organization.
- Training and development programs include technical, behavioral and others.

Training process followed by IDBI BANK consist of 4 basic steps

1. Identification of Training and Development needs.
2. Designing of Training and Development programs.
3. Conducting of Training and Development programs.
4. Evaluation of Training and Development programs

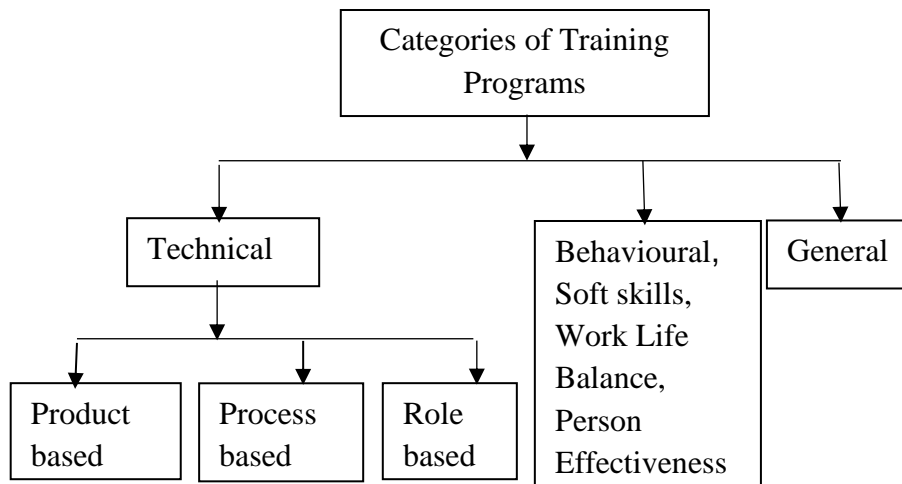
##### Step 1: Identification of Training and Development Needs:

Training Needs are identified through a Training Need Analysis form.

TNI Process: There are various factors (internal and external) which are considered for recognizing Training needs of the employees. Based on the same, Training and development programs are formed every year. Training and development programs are updated regularly and revised half yearly. Training Calendar is made for the whole year. Employee Training Card is maintained for each employee which is managed online and contains information like name of training program attended and date of training program etc. organization (IDBI). IDBI has its own infrastructure and training policy.

Categories of Training Programs: There are four main categories of Training programs:

1. Technical Training programs
2. Behavioural Training Programs
3. General Training Programs
4. Online Training Programs



**General Training:**

- Branch Head Orientation
  - ◆ Area Branch Head – Operational and service efficiency Training
- Relationship Manager Orientation
  - ◆ Empowerment of relation Manager or officer
- Operation level Orientation- Teller and Customer Service
  - ◆ Refreshment course for Teller/ CSE (Role based)

**Step 2: Designing the Training and Development program**

- JNIBF is the main Training centre located at Hyderabad. It is headed by CGM (Corporate General Manager), named as Director of JNIBF. All eight regional Training centres of JNIBF and nine zonal Training centres of IDBI acts as a support to JNIBF. Regional Training centres conduct Training for internal staff. JNIBF only conducts Training for external employees. Regional Training Centres are headed by DGM (Grade 1 officers) catering to the need of respective regions. Training Schedule/ Program / process are more or less fixed and only little changes or suggestions are accepted. Various brainstorming sessions are conducted at the regional as well as zonal levels by a team of experts while formulating the Training programs or processes.
  - According to the training program, infrastructure is also provided by the organization (IDBI).

**Step 3: Conducting Training and Development programs:**

The training and development programs are conducted as per the training and development schedules made by the HR and Training centers. The trainers and trainees both are well informed about the same well in advance so that their work should not hamper during their training and development programs.

**Step 4: Evaluation of Training and Development programs:**

Comments in the form of Feedback is received from each employee as well as from trainer after every Training Program. On the basis of these comments, Training programs are revised and updated.

Evaluation of Training and Development programs involve the following main parts:

1. Feedback from Trainees
2. Feedback from Trainers
3. Feedback through monthly MIS

Feedback received by JNIBF is analyzed and suggestions given if found suitable are processed for implementation in the next training sessions. A copy of the above is also forwarded to the concerned person.

**5.CONCLUSION**

Training and Development as an important part of HRD practices has gained much priority and importance in recent era in the banking industry. In a service industry like banking, customer has become very important to be satisfied to keep the business going. Due to global competition and privatization, banks has to keep ahead of all to gain competitive advantage which is possible only if it has multi-skilled, efficient and motivated workforce. Training and development is an important and effective tool in the hands of management to achieve

this objective as has been studied and observed in case of IDBI bank. Being the public sector bank, HR professionals, top management are very focused in conducting effective training and development programs for their workforce to make them more competent and knowledgeable than most of the private sector bank.

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