THE IMPACT OF TRAINING AND DEVELOPMENT ON PERFORMANCE OF OFFICERS OF SELECT PUBLIC SECTOR BANKS FOR SUSTAINABLE HUMAN DEVELOPMENT: A STUDY

K. Pramod Gonchkar [a],
[a] Commerce and Management , Govt. R. C. College, Palace Road, Bangalore, Karnataka, India.
[a] Corresponding author: mg.pramod@yahoo.co.in

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Abstract: This paper is based on an empirical (Survey) study covers only the public sector banks (PSB's) operating in Bangalore, India and their officers regarding the impact of training and development of officers on their performance. It also explains that training and development has impact on employee's skills, knowledge, attitudes and behavior, job performance, productivity which means the officers feel to work for the benefit of the bank if they find training and development to be for their benefit. If the subjects of the training and development were pertinent to the officer's job interest, they find the training and development to be more interesting, innovative and work towards the benefit of the organization. The officers want to the training to be more specific towards their jobs so that they can utilize that on their jobs.

Training in public sector banks is traditional in approach and normally concentrates on the improvement of operative skills, interpersonal skills, decision-making skills, or a combination of these yes, wonder of wonders, any mention of customer or customer service is absent. No wonder when one enters into a public sector bank this is what one gets to see, the employees with their heads bent down are busy with their work. The customer seems to be an intrusion to them and their institution. Nationalisation; has invariably given them an aura of a government organisation. The staff here is assured of a permanent job with benefits, and there is no incentive for customer care or high performance.

Periodically, the impact of training and development programmes on the trainee's needs to be appraised so correction, if needed, can be incorporated along the way so that every rupee spent on the programmes will have been spent productively, Hence this study "the training and development on the performance of officers of select public sector banks in Bangalore" has been taken up.

The survey method has been used for this study. Data required for the research was collected from both primary and secondary sources. Primary data was collected from PSBs and PSB officers by administering Interview Schedules. In addition, the researcher interacted extensively with the top managements of the respondent PSBs in general to elicit their views and comments on the topic under study.

Secondary data was collected from the web sites of the ministry of finance of the government of India, the Reserve Bank of India and the respondent PSBs themselves. In addition, inputs were gathered from the financial press.

The random sampling technique has been applied since every PSB stands an equal and independent chance of being selected. Further, the population being homogeneous, a simple random sampling will give a representative sample. The probability sampling method has been selected because the survey intends to generalise the findings based on the sample survey to the population.

Interview Schedules were administered to seven PSB

respondents and 700 PSB officer respondents. The feedback received was used to fine-tune the Schedules. Duly completed Schedules received from the first four PSB respondents and the first 400 PSB officer respondents were selected for the study.

Interview Schedules were drafted and administered to the two categories respondents for collection of primary data. The questions in the Schedules were open-ended and close-ended as well in view of the nature of the topic the study covers.

The collected primary data was processed manually. Statistical tools like averages were used to analyse and interpret the data, duly supplemented by graphical and tabular representation. Appropriate interpretations were added to the tabulated and charted data. Chi-squared tests were conducted to test the hypotheses.

Keywords: Banks, Officers, Performance, Productivity, Training and Development,

INTRODUCTION

These are days when staff or employees are necessarily referred to as human resources or HR. It is passé to call them employees or staff anymore. The relevance of human resources to business is being increasingly recognised. Human resources are seen as an asset by their employer. Employers like Infosys, the Indian software behemoth, value their human resources in monetary terms. They reflect the said value in their financial statements. This in itself is an indication of the fact that employers increasingly regard their human resources one of their assets and expectedly want the assets to appreciate in value. Unfortunately, like every asset, this asset, viz., HR, should also be properly maintained and retrofitted periodically lest it should depreciate and as a result, may no longer remain productive. Retrofitting in the case of HR is done by periodically training the HR in new and evolving areas, by helping them to enlarge their skill sets and by helping them to hone their skills in their functional areas, amongst other things. In short, the HR should be put through a steep learning curve.

HR AND HR MANAGEMENT

Human Resource is simply defined as the people who staff and manage an organization. HR management consists of the principles and methods applied to recruiting, training, developing, compensating, and retaining the employees in the organization. Human Resource Management (HRM) is defined as the set of activities, programs, and functions that are designed to maximize the effectiveness of the employee as well as the organization.

With globalisation ensuring that only the best of enterprises survive and the rest perish, enterprises these days have become lean and mean. With the WTO-envisaged "national treatment" having become the anthem of markets across the globe, every enterprise worth its name wants to explore markets beyond its national frontiers. Such migration of business beyond the national borders warrants that the employees of the enterprise concerned are on a par with the rest of the world in terms of capabilities and performance. This is easier said than done given the various constraints under which employees in Emerging Market Economies (EMEs) like India in particular have to perform. The gap between what is expected of the employees in the circumstances and what they are in a position to deliver presently has to be narrowed down, if not eliminated in the interest of the enterprise concerned and the employees themselves.

STATEMENT OF THE PROBLEM

With the banking, financial services and insurance (BFSI) sector having emerged as the driver of the economy in most countries of the world consequent upon globalisation and liberalisation and capital flows across national borders having become rampant as a result, regulators of banks as also the national governments concerned have become extremely cautious towards the banking industry. Any slip, intended or otherwise, can wreak havoc across the globe and given the ripple effect it can give rise to, preventive measures need to be taken promptly and effectively. This requires that the regulator as well as the regulated discharge their duties conscientiously and effectively. This is possible only when the bank concerned and its officers work in perfect lockstep to keep themselves abreast of the latest developments in the field. Unless they do so, the productivity of the officers and by extension, that of the banks concerned, will be seriously affected. Where the productivity level is below the optimal level and where there is scope to enhance productivity, there immediate action is warranted. In the case of a country like India where the public sector banks still call the shots owing to a variety of reasons, partly historical and partly otherwise, such action is even more justified. Given the influence the public sector banks exert on the primary and secondary sectors of the Indian economy, the need to enhance the performance of the said banks is obvious. A slew of training programmes and development programmes should be designed and implemented so the performance of the public sector bank officers can be optimised in the interest of all the stakeholders. Additionally, the training and development programmes currently in force need to be critically reviewed so the deficiency if any is addressed promptly and effectively. Resources like time, energy and money expended should generate enough bang for the buck. Periodically, the impact of the training and development programmes on the trainees needs to be appraised so corrections, if needed, can be incorporated along the way so that every rupee spent on the programmes will have been spent productively. Hence this study "The Impact of Training and Development on the Performance of Officers of Select Public Sector Banks in Bangalore" has been taken up.

RESEARCH GAP

The reviewed literature has doubtless analysed the design and implementation of the various training programmes initiated by companies to enhance the productivity of their employees. The literature has also suggested how one should go about analysing the impact of the said programmes on the targeted trainees and how the programmes themselves need to be fine-tuned, if the findings of the analysis warrant such fine-tuning. However, the reviewed literature does not cover the design and implementation of the training and development programmes undertaken by India's public sector banks. It is understandable given that nowhere in the world, public sector banks are as conspicuous as they are in India, in all senses of the word . It is this gap the present study proposes to bridge.

SCOPE OF THE STUDY

The study covers only the public sector banks (PSBs) operating in Bangalore and their officers.

OBJECTIVES OF THE STUDY

The objectives of the study are to: (a) Identify the training programmes that are in existence in the select public sector banks (b) Identify and evaluate the training and development environment applicable to public sector banks (c) Analyse the impact of training and development programmes on the performance of bank officers (d) Validate the data and offer constructive suggestions to stakeholders.

HYPOTHESES

The study seeks to test the following hypotheses: (a) PSBs ensure that their officers are trained (b) The training and development calendar of the PSBs is adequate for the purpose (c) PSBs gauge the impact of training and development on the productivity of their officers (d) PSBs have not been able to devise a fool-proof mechanism to gauge the impact of training and development on the productivity of their officers.

RESEARCH METHODOLOGY

The survey method has been used for this study.

SOURCES OF DATA

Data required for the research was collected from both primary and secondary sources. Primary data was collected from PSBs and PSB officers by administering Interview Schedules. In addition, the researcher interacted extensively with the top managements of the respondent PSBs in general to elicit their views and comments on the topic under study.

Secondary data was collected from the web sites of the ministry of finance of the government of India, the Reserve Bank of India and the respondent PSBs themselves. In addition, inputs were gathered from the financial press.

SAMPLING PLAN

The random sampling technique has been applied since every PSB stands an equal and independent chance of being selected. Further, the population being homogeneous, a simple random sampling will give a representative sample. The probability sampling method has been selected because the survey intends to generalise the findings based on the sample survey to the population.

Interview Schedules were administered to seven PSB respondents and 700 PSB officer respondents. The feedback received was used to fine-tune the Schedules. Duly completed Schedules received from the first four PSB respondents and the first 400 PSB officer respondents were selected for the study.

DATA COLLECTION INSTRUMENTS

Interview Schedules were drafted and administered to the two categories respondents for collection of primary data. The questions in the Schedules were open-ended and close-ended as well in view of the nature of the topic the study covers.

DATA PROCESSING AND ANALYSIS PLAN

The collected primary data was processed manually. Statistical tools like averages were used to analyse and interpret the data, duly supplemented by graphical and tabular representation. Appropriate interpretations were added to the tabulated and charted data. Chi-squared tests were conducted to test the hypotheses.

TESTING OF HYPOTHESES

The study seeks to test the following four hypotheses.

First Hypothesis

The first hypothesis states as follows: "PSBs ensure that their officers are trained." Hence H_0 and H_1 are as follows: (a) H_0: PSBs do not ensure that their officers are trained (b) H_1: PSBs ensure that their officers are trained

On the basis of the primary data collected from the respondents, vide Tables: 4.7, 4.28 and Figure: 4.1, a chi-squared test was applied to ascertain the association, if any, between the two variables. The following is the computation made using MS-Excel:

Table 1: Computation

Category	*Observed Values*		
	Yes	*No*	*Total*
PSBs	2	2	4
Officers	269	131	400
Total	271	133	404
	Expected Values		
Category	*Yes*	*No*	*Total*
PSBs	2.683168	1.316832	4
Officers	268.3168	131.6832	400
Total	271	133	404
	Yes	No	
o-e	-0.6832	0.6832	
	0.6832	-0.6832	
(o-e)^2	0.4667	0.4667	
	0.4667	0.4667	
((o-e)^2)/e	0.1739	0.3544	
	0.0017	0.0035	
CV	0.1757	0.3580	0.5337
TV			3.841459
p			0.97

The calculated value of χ^2 is 0.5337, lower than the table value of 3.841459 for an alpha of 0.05 at one degree of freedom. Hence H_0 is accepted.

p=0.97 is the inverse of the one-tailed probability of the chi-squared distribution.

In other words, PSBs do not ensure that their officers are trained.

Second Hypothesis

The second hypothesis states as follows:

"The training and development calendar of the PSBs is adequate for the purpose".

Hence H_0 and H_1 are as follows: (a) H_0: The training and development calendar of the PSBs is not adequate for the purpose (b) H_1: The training and development calendar of the PSBs is adequate for the purpose

On the basis of the primary data collected from the respondents, vide Tables: 4.10, 4.31 and Figure: 4.11, a chi-squared test was applied to ascertain the association, if any, between the two variables. The following is the computation made using MS-Excel:

Table 2: Computation

Category	*Observed Values*		
	Yes	*No*	*Total*
PSBs	4	0	4
Officers	116	284	400
Total	*120*	*284*	*404*
	Expected Values		
Category	*Yes*	*No*	*Total*
PSBs	1.188119	2.811881	4
Officers	118.8119	281.1881	400
Total	120	284	404
	Yes	*No*	
o-e	2.8119	-2.8119	
	-2.8119	2.8119	
(o-e)^2	7.9067	7.9067	
	7.9067	7.9067	
((o-e)^2)/e	6.6548	2.8119	
	0.0665	0.0281	
CV	6.7213	2.8400	9.5613
TV			3.841459
p			0.05

The calculated value of χ^2 is 9.5613, higher than the table value of 3.841459 for an alpha of 0.05 at one degree of freedom. Hence H_0 is rejected.

p=0.05 is the inverse of the one-tailed probability of the chi-squared distribution.

In other words, the training and development calendar of the PSBs is adequate for the purpose.

Third Hypothesis

The third hypothesis states as follows: “PSBs gauge the impact of training and development on the productivity of their officers”.

It is clear from Tables-4.12 and 4.33 that all the categories of respondents have unanimously admitted that PSBs gauge the impact of training and development on the productivity of their officers.

Hence this hypothesis is accepted.

‘Fourth Hypothesis

The fourth hypothesis states as follows:

“PSBs have not been able to devise a fool-proof mechanism to gauge the impact of training and development on the productivity of their officers”.

It is clear from Tables-4.15 and 4.35 that all the categories of respondents have unanimously admitted that PSBs have not been able to devise a fool-proof mechanism to gauge the impact of training and development on the productivity of their officers.

Hence this hypothesis is accepted.

SUMMARY OF FINDINGS, CONCLUSIONS AND SUGGESTIONS

The analysis helped the Researcher to arrive at the findings. The said findings are summarised in the following paragraphs, respondent category-wise. The summarised version of the findings is followed by the Researcher's suggestions.

FINDINGS – PSB RESPONDENTS

The respondent banks do not draw up a training calendar every year.

All the respondent banks and a majority of the officer respondents, while citing the reasons for not drawing up the annual training calendar claim that inadequate staff strength does not allow branches to free their officers for the training programme all the time. Three of them additionally mention that since the training programmes are arranged as and when the trainees and the trainers are free, it becomes difficult to draw up the training calendar. Two of them further argue that it is difficult to foresee the areas in which training requirements will arise at a given point of time and hence planning the training programmes in advance becomes difficult.

All the respondent banks conduct induction programme for freshers and refresher programmes for experienced officers. Two of them conduct skill (including IT skill) upgrade programmes. Two of them impart training in niche areas like financial derivatives and forex management. Two of them impart training in international banking for officers who are being posted abroad.

The respondent banks apply a strong filter indeed while choosing officers for training. They consider: the seniority of the officer (officers of Grade III and above alone are considered); officers who have not at all been trained before; officers who handle niche areas like financial derivatives, treasury, forex management and investment; officers who have at least ten years of service left; officers who are not likely to quit the bank during the next five years; officers who are deemed to be proactive according to the CRs (Confidential Reports); officers who have not been subjected to any disciplinary action or involved in disciplinary proceedings during the past ten years; officers who have specialised in banking and banking-related subjects like finance, financial management and economics in their academic career.

Only 50 percent of the banks and a majority of the officer respondents ensure that their officers are trained at least once during their tenure with the bank.

Two of the banks maintain that arranging at least one exposure to training is not practicable and additionally, their resource position does not permit it. One of the banks additionally maintains that the failure to provide at least one exposure to training programmes has not exactly handicapped its operations. Another of the banks additionally maintains that it is satisfied with the way things are being carried out in the matter of training so far. The officer respondents additionally maintain that banks do not take up T&D with the seriousness it deserves.

The unanimous view of the respondent banks is that the T&D calendar they have put in place is adequate.

All the four respondent banks maintain that no inadequacy of the T&D calendar has been felt so far. Presently, the training and development calendar fulfils their requirements.

All the four respondent banks maintain that to gauge the impact of T&D on the productivity of their officers: feedback is collected from the mentors who trained the officers; those officers who have been trained in niche functional areas like treasury and forex management, are deployed in the said functional areas. Two respondent banks additionally state that the trained officers are tested orally for the purpose.

The respondent banks believe that a fool-proof method can be devised to gauge the impact of T&D on officers.

All the four respondent banks furnish the following reasons for not devising the fool-proof method: training programmes cannot deliver results overnight; the fault may not lie fully with the officers all the time; even if the fault lies fully with the officers, the banks cannot afford to act against the officers; banks sponsor only 'performers' for the T&D programmes.

A majority of the banks believe that the impact of T&D programmes on their officers has been average.

In the following paragraphs, the findings in respect of PSB officer respondents are summarised.

A majority of the respondent bank officers feel that the T&D calendar put in place by banks is inadequate.

When asked to explain the inadequacy of the banks' T&D calendar, 309 officer respondents point out that banks do not want to displease their Board. Banks believe that the benefits flowing from T&D do not justify the cost incurred in arranging T&D, according to 301 respondents. Banks believe in investing in younger and computer-savvy officers, according 299 respondents. Banks want the best of both worlds – spend minimum on T&D but expect maximum in terms of productivity, according 277 respondents. Banks do not upgrade the skill sets of the trainers, according to 274 respondents. Banks are reluctant hire trainers from outside if the in-house trainers are unable to train officers in new functional areas, according to 266 respondents.

All the 400 respondents state that feedback is collected from the mentors who trained the officers to gauge the impact of T&D on their productivity;

further, the trained officers are required to submit a report detailing therein all that they learnt at the T&D programme. The trained officers are tested orally for the purpose, according to 241 respondents. The trained officers are required to pass a written test, according to 214 respondents. Officers who have been trained in niche functional areas like treasury and forex management, are deployed in the said functional areas, according to 101 respondents.

The respondent banks unanimously believe that a fool-proof method cannot be devised to gauge the impact of T&D on the productivity of officers.

According to the bank officer respondents, a fool-proof method cannot be devised because: training programmes cannot deliver results overnight; the fault may not lie fully with the officers all the time; even if the fault lies fully with the trainers, banks cannot afford to act against the trainers; banks do not get the trainers trained first; there are too many imponderables involved.

A majority of the officer respondents believe that the quality of the T&D programmes arranged by the bank in terms of improving the productivity of the officers has been average.

SUGGESTIONS

The following are the suggestions in respect of the findings arrived at in respect of PSB respondents.

It is unfortunate that the respondent banks do not draw up a training calendar every year. This smacks of absence of seriousness on the part of the respondents in respect of staff training programmes. Staff training should be implemented in all seriousness and should aim at training the officers as early as possible so they are not found wanting when the bank is faced with challenges. Training cannot be conducted as and when the bank finds it expedient to do so.

Inadequate staff strength, in fact, is one of the reasons why banks should ramp up their training programmes. Information technology has already helped banks to downsize their workforce. Additionally, if banks supplement their IT-driven operations by implementing productivity-enhancing training and development programmes, it will go a long way in minimising their employee cost. The cap should suit the head and not the other way around. Arranging training programmes as and when the trainees and trainers are free implies that the exercise is being launched for cosmetic purposes. Admittedly it is difficult to foresee the new functional areas in which training requirements will arise at a given point of time but then not all officers have been trained in all the existing functional areas, let alone the new functional areas. Hence this need not come in the way of banks planning their training programmes in advance.

With banks downsizing their workforce, leveraging technology for their day-to-day operations and new banking products being introduced at frequent intervals, refresher courses have to be necessarily conducted all the time. A downsized workforce and eroding skill sets cannot go together if the bank is to remain afloat. The productivity loss incurred by downsizing the workforce should be more than made up by a corresponding level of enhancement in the skill sets of the existing workforce. In fact training in all departments of the bank is imperative because the bank officers will have to shoulder multi-tasking when the bank has become lean and mean to minimise employee cost.

As said in the previous paragraph, a bank which has shed flab and has become lean and mean as a result, cannot afford to be choosy while selecting the trainees. In fact, it need not, considering that there is no more flab to be shed. It has to ensure that all its officers are equipped with multi-tasking capabilities. Hence it should ensure that all its officers are trained. It does not pay to be selective while choosing the officers for training. In other words, application of the so-called filter is uncalled for.

The bank’s responsibility does not cease with ensuring that all its officers are trained at least once during their tenure with the bank. This apparently implies that the bank trains its officers for statistical or cosmetic purposes. And anyway, one instance of training during the officer’s tenure with the bank makes little sense given that training has to be a continuous process initiated as and when the need for it arises. The process should be an automatic response the evolving needs of the industry. The frequency of training cannot be defined in advance owing to this reason. Banks would do well to ensure that their officers are trained as and when the need for it arises rather than viewing it from a statistical standpoint.

The banks’ argument that arranging at least one exposure to training during the officers’ tenure with the bank is not practicable and the resource position of the banks does not permit it, is not plausible, to say the least. After all, the downsized workforce has already reduced the employee cost for the banks. The money so saved can come in handy to train the officers. The proposed training is going to reduce the employee cost even more. If one of the banks maintains that the failure to provide at least one exposure to training programmes has not exactly handicapped its operations amounts to an indirect admission on its part that its flab-shedding exercise has been inadequate. The argument of another bank that it is satisfied so far with the way things are being carried out in the matter of training is far from palatable. It only shows that the bank concerned has not taken seriously the issue of cost cutting through optimisation of the capabilities of its officers. On the whole, the argument of the officer respondents that banks do not take up T&D with the seriousness it warrants rings true. It is time banks took T&D seriously.

The unanimous view of the respondent banks that the T&D calendar they have put in place is adequate is inconsistent with the finding that only 50 percent of the banks ensure that their officers are trained at least once during their tenure with the bank. The two cannot be simultaneously true. The banks are sadly mistaken. It is time they viewed the issue objectively and realised that the T&D calendar they have put in place is inadequate. They should accordingly redesign the T&D calendar and get going in right earnest.

The statement of the banks that they have not felt any inadequacy in their training calendar so far is unacceptable for reasons explained in the previous paragraph. The statement is based on a skewed view of the ground reality. The Researcher recommends that the banks promptly address the inadequacies that characterise their training calendar.

It is welcome that the respondent banks do gauge the impact of T&D on the productivity of their officers. But the methods employed to gauge the impact are not adequate. Mere collection of feedback from the mentors who trained the officers or the mere posting officers in the niche functional areas where they have been trained (like treasury and forex management) are not adequate to gauge the impact of T&D on the productivity of officers. Administering an oral test too will not serve the purpose. The officers concerned should be administered a written test in the functional areas they have been trained in. Additionally, their branch-level performance, for example, their success in mobilising deposits, advancing and recovering loans and their success in generating income for the bank from fee-based activities should be reckoned, amongst other things. Only then a proper gauging of the impact of T&D on the productivity of the officers will have been done. The examination system for the purpose should be designed in line with these underlying objectives.

When the respondent banks unanimously believe that a fool-proof method can be devised to gauge the impact of T&D on its officers, one wonders what is holding them up. Their reluctance gives the impression that they are not confident that all the trained officers will ‘make the grade’. Either they should devise a fool-proof method forthwith to dispel such an impression or they should examine why the efficacy of the T&D programmes is not up to the mark. Otherwise, their T&D programmes will have served only a statistical purpose.

It is true that training programmes cannot deliver results overnight and the fault may not lie fully with the officers all the time. But banks are known to design a crammed curriculum for T&D programmes to ensure a better bang for the buck; however, in the process, they end up achieving the opposite! The reason is simple: the curriculum is covered for statistical purposes and the eventual coverage of the curriculum defines the success of the T&D programme, from the banks’ perspective. The trainees end up not fully understanding the course content! The T&D programme should be deemed a success only if the trainees fully grasp the content. The very fact that the curriculum has been covered by the trainers over the stipulated training period does not qualify as success! The T&D programme should be designed scientifically factoring in the time required by the trainers to impart the training and the time required by the trainees to understand the course content! Once this is ensured, the banks can go ahead with designing the fool-proof method and implementing it.

The very fact that a majority of the banks believe that the impact of T&D programmes on their officers has been average corroborates to a certain extent what has been said in the previous paragraph – one of the reasons for the below-the-mark impact of T&D programmes on the trainees is the crammed curriculum designed by the banks in order to get a bigger bang for the buck. Obviously, such a strategy is ill-conceived and hence backfires. The T&D programme should be designed scientifically factoring in the time required by the trainers to impart the training and the time required by the trainees to understand the course content!

The following are the suggestions in respect of the findings arrived at in respect of PSB officer respondents

A majority of the respondent bank officers feel that the T&D calendar put in place by banks is inadequate. This contrasts with the unanimous view of the respondent banks, as explained in a previous paragraph, that the T&D calendar they have put in place is adequate. The inconsistency between the two statements should be understood in the backdrop of the banks’ admission that arranging at least one exposure to training during the officers’ tenure with the bank is not practicable. Further, only 50 percent of the banks ensure that their officers are trained at least once during their tenure with the bank, as explained in a previous paragraph. In the circumstances, the argument of the officer respondents that the T&D calendar put in place by the banks is inadequate rings true. In the circumstances, it is strongly recommended that the banks address this inadequacy on top priority. Any dilly-dallying here could prove disastrous.

It is unfortunate that between the T&D calendar and the Board, banks should choose the Board – that too, the Board of public sector banks! It is time the Reserve Bank of India (RBI) and the Finance Ministry of the government of India drove home the point that the T&D calendar is more important than pleasing the Board. What is done in the interest of the bank is to be supported by the Board and the vice-versa is not true at least in this case. Nor is it true that the cost incurred in arranging T&D exceeds the benefits flowing from the T&D exercise. If so, the truth is that the T&D exercise has not been carefully designed or that the T&D bill has been bloated. As the officers rightly maintain, banks cannot have the best of both worlds, namely , minimum investment in T&D and maximum productivity from such inadequate T&D. Additionally, banks need to train the trainers too lest the trainers should impart obsolete knowledge and expertise to the trainees. Alternatively, banks can hire the trainers from outside.

To gauge the impact of T&D on their productivity, banks need to devise a more effective tool. Subjecting the trainees to a written test may not be adequate since it is not knowledge of the subject alone that defines success for a banker. In fact, on-the-field performance is the best way of going about it. As the saying goes, the proof of the pudding is in the eating. It is time banks entrusted the officers with such tasks as would need the efficient and effective deployment of the inputs picked up by them during the training. For example, if the officer concerned has been trained in financial engineering, the bank should post the officer in the investment department or risk management department so the trained officer would have an opportunity to put to test the skills acquired by him / her during the training. All other methods deployed by the bank to gauge the impact of T&D on officers' productivity will not be effective.

In view of what has been explained in the previous paragraph, a fool-proof method can be devised to gauge the impact of T&D on the productivity of officers.

Admittedly, training programmes cannot deliver results overnight. But none expects results overnight. Results ought to be noticeable at least after a certain period of time and this period can be computed by the bank having regard to the domain in which the officer has been trained. Incapable trainers can be replaced by capable trainers, if necessary, by hiring them from outside.

It is unfortunate that the quality of T&D programmes arranged by the banks is of mediocre quality. It is time the banks realised that it does not pay to be penny-wise and pound-foolish. Even if they are not able to design quality T&D programmes, they can get such programmes designed by reputed professionals for a fee.

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	Observed Values			Table	Figure
Category	Yes	No	Total	4.15	
PSBs	0	4	4	4.35	
Officers	0	400	400		
Total	0	404	404		

	Expected Values		
Category	Yes	No	Total
PSBs	0	4	4
Officers	0	400	400
Total	0	404	404

	Yes	No	
o-e	0.0000	0.0000	
	0.0000	0.0000	
(o-e)^2	0.0000	0.0000	
	0.0000	0.0000	
((o-e)^2)/e	#DIV/0!	0.0000	
	#DIV/0!	0.0000	
CV	#DIV/0!	0.0000	#DIV/0!
TV			3.841459
p			#DIV/0!