# CHAPTER-IV

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SUMMARY AND

SUGGESTIONS

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### CHAPTER - IV

#### SUMMARY AND SUGGESTIONS :-

IV.1 <u>SUMMARY</u>: In the foregoing chapters we have attempted to study training and development activities in the Sangli Bank with special reference to executive training.

The fate or fortune of any organisation ultimately lies in the hands of its employees. The more efficient and trained the employees, more the profit for the organisation. Therefore, an employee is the key factor in the progress & development of an organisation and his response decides its fate or fortune. Since training helps in developing working skills amongest employees, training activities in the organisation, in a way, decides the future of the organisation. Much emphasis on training in the organisation leads to more trained employees resulting in more efficient services with less cost. Prosperity of the organisation indirectly is concerned with training. The present study is initiated by this axiom. The study runs into four chapters with conclusions wherever necessary. In order to sum up these conclusions, they are summarised below.

In the FIRST CHAPTER, profile of the bank in the context of the Sangli Bank is examined. First chapter gives a brief account of the Sangli Bank. A brief account includes information of the Sangli Bank on various matters such as its registration, branch position, personnel set-up, capital structure, deposits and lendings, organisational structure etc. The Sangli Bank established on

5th Oct, 1916 started its work under the patronage of the Ex. Govt. of H.H. the Rajasaheb of Sangli. The branches of this bank have been scattered all over Maharashtra, Karnataka, Andhra Pradesh, Tamil Nadu, Gujrat and Union terriotory of Goa.

Data presented in this chapter reveals that growth of branch expansion of the Sangli Bank is uneven in different States (Table: I-3). Out of 136 branches, 109 branches i.e. 80 per cent branches are located in Maharashtra only may be because it is the home State of the bank. Data further reveals that 16 per cent branches are located in Karnataka. It is also an indication for the scope to open more branches in the neighbouring States.

Employees of the Sangli Bank are broadly classified into three categories, viz. officers, clerks and sub-staff. Total staff of the bank numbered 1,780. Out of total staff, 330 employees were working as officers, that is 19 per cent approximately.

The authorised capital of the bank was (50,000 shares of Rs.100/-each) Rs.50,00,000. And total deposits of the bank were Rs.113.11 crores. Total lendings were Rs.60.67 crores as on 31st December, 1980.

In the SECOND CHAPTER, the importance of training and development in modern business organisations is examined.

To meet the demands of the changing times, scheduled banks need trained employees. Trained staff can produce better results and more output and that is exactly what a modern business organisation looks for.

The purpose of training in modern business organisation is to enable men to undertake their job with responsibility and efficiency. Training is the organised procedure by which people acquire knowledge and skill for a definite purpose. Training concept mainly includes informing, instructing and inspiring men.

Banking industry is a service industry fully dependent upon the customers. The services, in general, offered by the bank are as follows:-

- 1. Acceptance of Deposits.
- 2. Financing to various sectors such as Trade, Industry, Agriculture etc.
- 3. Collection of Bills.
- 4. Remittance facilities.
- 5. Safe custody and safe deposit vaults.
- 6. Sale and purchase of shares & securities on behalf of customers.
- 7. Foreign exchange services.
- 8. Under-writing of shares and debentures.
- 9. Bankers to the Public issue of shares and debentures.

Importance of Training and Development activities in Banking business arises for fulfilling the objectives such as: (a) to have managers in requisite numbers and skills, (b) to develop required managerial skill at all operational levels.

In the THIRD CHAPTER, details about training and development activities in the Sangli Bank are examined. It is well-known that training can achieve better results for the individual as well as for the organisation. Taking into consideration the importance and need of the Training, Sangli Bank started its training centre at Sangli in the year 1977-78. This Staff Training Centre has been up-graded to the status of a Training College to take care of increased training activities in May 1980. And two more training centres were established at Poona and Bombay.

Different types of training programmes were conducted by the training college of the Sangli Bank viz. Induction Training Programmes, Functional Training Programmes, Short duration course and On Job Training. Two methods of training were followed by the training college viz. a) Pre-employment training and b) Training during the employment. While conducting training programmes, the Sangli Bank is using various tools of training, viz. Projectors, Record-players, Questionnaires, Problem-solving and Case-studies. Majority of the respondents stated that they were satisfied

with the tools used by the training college during the training.

The brief Modus Operandi of Training Programme viz. Course designing, Selecting the trainees, Sending letters to the selected participants and Conducting the programmes as per schedule, is discussed in this chapter.

In the Sangli Bank, trainees were selected for training programme on the basis of their level of employment, work experience and their need for information on operations and business policies. Majority of the respondents stated that training was compulsory activity especially when they were newly recruited in the bank. Data collected from the respondents revealed that educational qualification, work experience and sex played a vital role while selecting employees for the training programmes organised by the bank.

Two types of Training programmes were conducted for officers viz. Induction programme and Functional programme. These programmes were basically 'Training within Bank' nature. For more advanced training, some of the officers of the Sangli Bank were deputed for different courses organised by other well-known training institutions.

Officers' Training Programmes were evaluated by faculty by- (1) conducting a post-completion written test, and (2) asking questions in the class-room. Collected data revealed that (all) the respondents were satisfied with the

performance of Training Instructors of the Staff Training College of the Bank.

Various types of incentives were provided to the trained employees by the Sangli Bank. Trainees were treated 'on duty' during the training period. The Sangli Bank offered training services to other banks viz. the Ganesh Bank of Kurundwad and the Miraj State Bank in the year 1980-81.

### IV.2 Trainees' Suggestions in Improving Training Activity :-

In the training activity, trainees are at the receiving end. Their opinions regarding the training are, therefore, of great importance. An attempt is made here to present trainees' opinions about the training in bank under study.

#### Trainees' Suggestions:

- (1) One of the respondents has stated—"These trainings programmes were quite helpful for discharging duties more efficiently. However, the training in foreign exchange business was of no use as I was not given opportunity to work in Foreign exchange department of our bank". This reveals that banking authorities should take into consideration the specialized training received by the employee whenever the new placements are being made.
- (2) The induction course which is conducted for the newly promoted officers is for only two weeks within which it becomes very difficult for inst-

-ructors to give even general idea about the major aspects of banking operations. Some topics such as documentation, are very important topics but for this, instructors cannot give more than one or two hours during the entire induction programme. Therefore, training period should be increased.

- (3) Officers working in the cities like Bombay are not in need of 'Agriculture Advances' training and yet they undergo such types of training. So officers working in the cities like Bombay should not be given Agriculture Advances training.
- (4) Reading material made available to the participants contained good stuff, enabling trainees to understand the subject matter very easily. However, for agricultural subject (Agri-finance etc. ) practical aspect must be made more clear by arranging visits to farms, sites etc.
- (5) Library books were not of renowned authors and books were not issued to the participants during the training programme.
- (6) On completion of a training programme, trainees must get the attendance certificate from the training college.
- (7) At the end of the training programme a test is conducted by the college authority. Those who show excellent performance, it was suggested, should be awarded prizes or certificate of merits.
- (8) In addition to meet the entire training cost candidates should be given some training allowance in proportion to (9) Training programme should be held often. — \w

- IV.3 TENTATIVE SUGGESTIONS: In conclusion, we would like to give a few suggestions in the context of the present study.
  - (i) Training tools: For conducting training programmes, the Sangli Bank is using various tools of training, viz. Projectors, Record-players, Questionnaires and problem solving and case studies. For more effective training audio-visual aids viz. Films, Video etc. should be used.
  - (ii ) Trainee's Selection: More than 50 percent of respondents (Table III.2) have stated that training is the compulsory activity especially when they are recruited in the bank. As far as possible efforts should be made to reduce the feeling of compulsion which defuses learning process.
  - (iii ) Educational background & Training: As the level of comprehension depends on one's educational background, the bank's choice of graduates and post-graduates for various training programmes, seems to be logical. The same policy should be followed in years to come. (Table III.3) However, special training packages should be designed for the matriculates & under-graduates who are working in the bank and whose services are of importance to the organisation.
  - (iv) Training and Experience: Training is looked upon as an incentive and reward for the lor services, hence this policy i.e., to province increasing number of training opportunitor relatively senior staff in the organishment of the future.

- ( v ) Females and Training: We are passing through era of equal rights. Female employees should be encouraged to undergo training. ( Table III.5 )
- (vi ) Training through external organisations: Some of the officers of the bank are deputed for different courses organised by the various well-known institutions. These activities should be continued in years to come.
- (vii )Training Incentives : Some kind of incentives encourages person to learn. At the end of the training programme test is conducted by the college authority. Those who show excellent performance should be awarded prizes or certificate of merits.
- (viii) Training for other organisations : More emphasis should be given on the policy of offering training services to other banks also. This will strengthen banks training in general.
- ( ix ) Coordination between training and placement : There must be proper coordination between training given to the employee and posts offered to the employees on completion of the training.
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  - (xi ) Practical Orientation and Farm Visits : For Agricultural subjects practical orientation should be supported by arranging visits to farms, sites etc.
  - (xii ) Library Facilities: Excluding printed or cyclostyled notes, Library books of renowned authors should be issued during the training period to the participants.

(xiii) Frequency of Training programme: Training programme should be held often.

To conclude, we suggest that, training college of the Sangli Bank should collect and preserve factual data regarding executive training to facilitate further research in the field of training and development of personnel.



