

Is There Any Impact of Training on the Performance of Selected Public Sector Banks?

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ABSTRACT

HR is considered as Human Capital of any organization nowadays. In order to enable the staff executives of the organization to perform efficiently, expenditure towards training should be considered as an investment and not as expenditure. The present study focuses on impact of training on the performance of selected two Public Sector Banks, i.e. Bank of Baroda and Union Bank of India. The study is based on the secondary data, i.e. total training expenditure incurred by the banks, expenditure towards HR and NPA related training and its impact on the performance of the bank. The data related to certain important parameters from April 2008-09 to March 2012-13 is analyzed to find out as comparison between both the banks. The authors arrive to the conclusion that the bank which has invested more in training is able to perform better than the bank which invests comparatively less in the area of training and especially in the area of HR and NPA related training. Thus Bank of Baroda has an upper hand in various parameters as compared to Union Bank of

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India. The authors also opine that there is a need to take a detailed research in this area and also a comparative study between some of the Public and Private Sector Banks and suggest a suitable training model for them.

Keywords: Banks, Expenditure, Human Resource, Impact, Non Performing Asset, Training

Introduction

Training is an ancient art. It had been practiced in one form or the other since the beginning of human civilization. However, the emergence of training as a modern science is of recent origin. Today, it comes under the most dynamic and fastest growing area of modern management, i.e. the Human Resource Management (HRM).

In order to survive and succeed in the fast changing competitive environment, banks need to organise, develop and manage their human resources effectively. The major responsibility of banks in this regard is to build up a right mix of skills, attitude and conceptual understanding amongst their employees. For achieving this, a continuous process of training interventions in banks is a must. Despite years of training and huge investment, the effectiveness of training programmes of the Indian Public and Private Sector Banks is a matter of concern. In many instances, it has been observed that the trainees consider training as a relaxation from office work. The selection of staff for the training programmes is not always need based. It is also a fact that the staff imparted training in a particular area are not given opportunity to utilize it, as they are posted in some other areas. It is therefore, necessary to study the effectiveness of training programmes by evaluating the context, inputs, process and outcomes of training between the various sectors of banks in India.^[1]

Literature Review

A. Mani and Dr. P.A. Joy in their study regarding effectiveness of training among bank employees: A comparative study of selected public and private sector banks in India state that their study focuses on effectiveness of the training among bank employees to analyse the training system and

context of public and private sector banks in India. The primary data was converted into tabulated and percentage analysis, Z test, t-test and Rank analysis were used. The objective of the study was to study the training system of public and private sector banks in India, to analyse the effectiveness of the training system towards selected public and private sector banks in India, to find out whether there was any significant difference regarding the effectiveness of training between different public and private sector banks and to suggest measures to enhance the effectiveness of the training programmes. The study was limited to 400 as sample size due to the geographical coverage of public and private sector banks. They have arrived to the conclusion that structural barriers in the public sector banks are adversely affecting the training effectiveness. The t-test analysis show that the negative figure of table value indicated that private sector bank training context was more effective than the public sector bank context. They recommended that a separate body should be allocated to continuously assess the technological and social changes to inherit the same in the aspect of training. The primary objective of the training should focus on socio-techno changes and challenges and also a continuous survey and monitoring in the aspects of customer satisfaction which covers 360 degree of the environment. They have concluded that a detailed longitudinal study which covers the entire banking industry under the auspices of the RBI regarding training and development will be useful as detailed information can be made available and the Government must give more attention and support to the training of employees in all the different kinds of organization taking into consideration the larger interests of the nation.^[2]

P. Akilandeswari and Jayalakshmi in their study are of the view that training and development are continuous process in improving the calibre 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 it is a systematic process of altering the behaviour of employees in a direction to achieve the organization's goals. A training programme is an effort by the employer to provide opportunities for the employees to acquire job related skills, attitudes and knowledge. 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 skilful 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. The objective of the training was to study training and development programmes undertaken by banks for their employees, to analyze effectiveness of training and development programmes for employees to discharge their duties and to study how training and development programmes helps to achieve customer satisfaction. The primary data included data collected through questionnaire filled by the bank employees. Secondary data included reference books, journal, research papers and internet. They had taken random sampling of 50 respondents from employees from different banks like HDFC, ICICI, Vijaya Bank, Bank of Baroda, Repco Bank located in suburban area of Chennai. They have inferred from the study that employees were aware of the training programme and had attended the training programme conducted at their organization. Training programme had helped them to pick up new technical skills and soft skills. Attending training programme leads to perform better at work. Topics are covered at the right time and the quality of topics covered reflected high level of satisfaction among the employees at the organizations. To study also showed that the training and development programmes help to achieve customer satisfaction.^[3]

Athar Mahmood, is of the view that training has been an integral part of day-to-day life since times immemorial. Every new employee regardless of his previous training and experience needs to be introduced to the work-environment of his new job and taught how to perform specific tasks. Most organizations expect trainings to result in learning that translates into performance at actual workplace. It has been found that when training is performance management oriented, it helps in contributing to contribute to company's goal. The objective of the paper was an attempt to explain the interplay between training, learning and performance on one side while defining the parameters of performance on the other specifically for the banking sector. The paper was divided into three distinct parts. In the first part, the relationship between training, learning and performance had been studied using a theoretical model represented diagrammatically. Next, the

factors impacting an individual's performance have been broadly listed. Finally, performance dimensions in banking sector had been identified. As a part of methodology a comprehensive review of literature provided meaningful insights into performance dimensions in banking sector. They were identified and put in the context of environmental factors. The findings was that there was a positive co-relation between the three with training leading to learning and considered successful only when desired performance is the same as actual performance. Ten variables determine performance in banking sector which operate within four environmental conditions forming the context. Also important are organization's vision, mission & strategies and the immediate supervisor's attitude.^[4]

G. Ramanathan related in his study job satisfaction to various factors like personal nature, social atmosphere, cultural impact, environmental and financial conditions. The nature of the job is also an important factor in deciding the level of job satisfaction of employees. Job satisfaction is the long-term prospect of employment in an organization, which creates a sense of involvement and commitment to the job among employees. The results revealed that majority of the respondents had moderate job satisfaction, 30 per cent of the respondents have revealed low job satisfaction and 12 per cent of the respondents have enjoyed high level of overall job satisfaction in the selected banks. The respondents perceive poor job satisfaction with regard to organizational related factors. It is was established that it is not just financial and technological capital that provide companies with the competitive edge, but people, or human capital. In order to retain and attract the talent pool in to the organization employees should be satisfied. Banking sector is no exception and the banking organizations have to ensure that their work force is satisfied with their jobs so that they can enjoy the benefits stemming from contented employees.^[5]

Profile of the Banks

Bank of Baroda

The banks website states that the visionary Maharaja of Baroda, who foresaw into the future of trade and enterprise in the country, on July

20, 1908, under the Companies Act of 1897, with a paid up capital of Rs.10 Lacs started the legend that translated into a strong, trustworthy financial body, The Bank of Baroda. It has been a wisely orchestrated growth, involving corporate wisdom, social pride and the vision of helping others grow, and growing itself in turn. The founder, Maharaja Sayajirao Gaekwad, with his insight into the future, saw “a bank of this nature will prove a beneficial agency for lending, transmission, and deposit of money and will be a powerful factor in the development of art, industries and commerce of the State and adjoining territories.”

Between 1913 and 1917, as many as 87 banks failed in India. Bank of Baroda survived the crisis, mainly due to its honest and prudent leadership. This financial integrity, business prudence, caution and an abiding care and concern for the hard earned savings of hard working people, were to become the central philosophy around which business decisions would be effected. This cardinal philosophy was over years of its existence, to become its biggest asset. It ensured that the Bank survived the Great War years. It ensured survival during the Great Depression. Even while big names were dragged into the Stock Market scam and the Capital Market scam, the Bank of Baroda continued its triumphant march along the best ethical practices.

Bank of Baroda is a pioneer in various customer centric initiatives in the Indian banking sector. Bank is amongst first in the industry to complete an all-inclusive rebranding exercise wherein various novel customer centric initiatives were undertaken along with the change of logo. The initiatives include setting up of specialized NRI Branches, Gen-Next Branches and Retail Loan Factories/ SME Loan Factories with an assembly line approach of processing loans for speedy disbursal of loans.

The major ongoing initiatives of the Bank are detailed below:

Business Process Reengineering (BPR)

Bank had initiated a major Business Process Reengineering to give a big boost to sales growth by enhancing customer satisfaction and by making possible alternate channel migration thus reinventing itself to challenges of the 21st century. Bank's BPR project known as “Project-Navnirmaan” has altogether 18 activities covering both the BPR and organisational

restructuring, aimed at transforming the Bank's branches into modern "sales & service" outlets.

The most important initiatives planned under this project include – (1) Conversion of all metro and urban branches into modern centres known as Baroda Next branches; (2) Creation of Automated and Leaner Back Offices like City Back Office (for automated cheque processing, etc.), Regional Back Office (for faster account opening, etc.), Establishment of two Call Centres, Creation of Academy of Excellence, Introduction of Frontline Automation at select branches for customer convenience and Organisational Restructuring.

People Initiatives

Bank is endowed with a competent and motivated employee base which is engaged in handling the extensive business operations of the Bank across the globe. Strategic HR interventions like, according cross border and cross cultural work exposure to its managers, hiring diverse functional specialists to support line functionaries and complementing the technical competencies of its people by imparting conceptual, managerial and leadership skills, gave the Bank competitive advantage. People initiatives were blended with IR initiatives to create an effectively harmonious workplace, where everyone prospered.

Bank launched a comprehensive leadership development program 'Project UDAAN' during 2010-11 with the prime objective of creating leaders for the future. Such a massive and comprehensive leadership development effort is unparalleled in the Indian banking industry and first of its kind for any Indian state-owned Bank. These kinds of elaborate man management policies have made the Bank a breeding ground for business leaders. The Bank provided several leaders to the industry-men who went on to build other great institutions.

New Technology Platform

Bank has made substantial progress in its end-to-end business and IT strategy project covering the Bank's domestic, overseas and subsidiary operations. All Branches, Extension Counters in India, overseas business

and five sponsored Regional Rural Banks are on the Core Banking Solution (CBS) platform.

Bank has been providing to its customers Internet Banking, viz., Baroda Connect and other facilities such as online payment of direct and indirect taxes and certain State Government taxes, utility bills, rail tickets, online shopping, donation to temples and institutional fee payment. Bank has a wide network of ATMs across the country and has also launched mobile ATMs in select cities. Initiatives have been taken to provide corporate customers with facilities like direct salary upload, trade finance and State Tax payments, etc. Bank has introduced Mobile Banking (Baroda M-connect) and prepaid gift cards.

Bank has implemented the Global Treasury Solution in its key territories like UK, UAE, Bahamas, Bahrain, Hong Kong, Singapore and Belgium. Bank has taken various technological initiatives in overseas operations such as implementation of Centralized SWIFT activity through Data Centre in Mumbai, Payment Messaging System with Anti Money Laundering check, Anti Money laundering Compliance and Online List Matching solution. While Bank implemented Transaction-based Internet Banking facility for its customers in Uganda, Botswana, UAE, New Zealand, Kenya, Mauritius and Seychelles, a Viewbased e-banking facility was made available in Fiji, Oman, Tanzania and UK.

Marketing Initiatives

Ever since its rebranding in 2005, Bank has consistently promoted its major strengths viz. large international presence; technological advancement and superior customer service, etc. Bank had introduced the sub brand BARODA NEXT-State of the Art-Straight from the Heart to showcase how it has utilized technology to nurture long term relationships for superior customer experience. The sub brand has been reinforced by alternate delivery channels such as internet banking, ATMs, mobile banking etc and robust delivery outfits like Retail Loan Factories, SME Loan Factories, City Sales Office, etc. Bank's constant endeavor to strengthen its branch/ATM network combined with well informed staff offering personalized service at its various touch points have enhanced customer interactions and satisfaction. Thus the Bank has firmly positioned itself as a technologically advanced customer-centric bank.

Corporate Social Responsibility (CSR) Initiatives

Bank has always upheld inclusive growth high on its agenda. Bank has established 36 Baroda Swarojgar Vikas Sansthan (Baroda R-SETI) for imparting training to unemployed youth, free of cost for gainful self employment & entrepreneurship skill development and 52 Baroda Gramin Paramarsh Kendra and for knowledge sharing, problem solving and credit counseling for rural masses across the country, as on 31.03.2011. Bank has also established 18 Financial Literacy and Credit Counseling Centres (FLCC) in order to spread awareness among the rural masses on various financial and banking services and to speed up the process of Financial Inclusion, as on 31.03.2011.

The Future

Revolutionary and discontinuous changes in the operating environment are stark reminders that business success is 'impermanent'. Bank has achieved substantial progress in technology and is continuously integrating multiple platforms of technology to generate synergies. Bank continuously attempts to adapt to the dynamic economic environment while engaging in long term relationships to provide superior customer service.

Bank's constant endeavor to delight its customers, which is built on its strong fundamentals will make it stronger, more resilient and enable to achieve its vision of to be the Most Admired Bank.

The bank's website also states that it has Head Office at Mumbai, 971 branches in Metro, 861 in Urban, 1306 in Semi-Urban, 1818 in Rural, i.e. a total of 4956 in India and 104 branches Overseas making a global tally of 5060 branches. It has 13 Zonal and 56 Regional Offices. As regards the HR Staff position as of 01.04.2013, there were 17631 Officers, 16397 Clerks, 8186 sub-staff and 1 on contract basis, a total of 42215 staff. It has branches in Australia, Bahamas, Bahrain, Belgium, China, Fiji Islands, Hongkong, Mauritius, Republic of South Africa, Seychelles, Singapore, Sultanate of Oman, United Arab Emirate, United Kingdom and United states of America. It has subsidiaries in Botswana, Ghana, Guyana, Kenya, New Zealand, Tanzania, Trinidad and Tobago and Uganda. They have Joint Ventures in Zambia and Malaysia and a Representative Office in Thailand. The bank has its presence as Lead District Bank in 44 districts

of which 12 in Gujarat, 14 in U.P., 2 in UTTARANCHAL, 12 IN Rajasthan, 2 in Madhya Pradesh and 2 in Bihar.^[6]

Union Bank of India

The bank's website mentions that the Union Bank of India was established on 11th November 1919 with its headquarters in the city of Bombay now known as Mumbai. The Head Office building of the Bank in Mumbai was inaugurated by Mahatma Gandhi, the Father of the nation in the year 1921, and he said on the occasion:

“We should have the ability to carry on a big bank, to manage efficiently crore of rupees in the course of our national activities. Though we have not many banks amongst us, it does not follow that we are not capable of efficiently managing crore and tens of crore of rupees.”

His prescient words anticipated the growth of the bank that has taken place in the decades that followed. The Bank now operates through over 4000+ branches across the country. The Bank's core values of prudent management without ignoring opportunities is reflected in the fact that the Bank has shown uninterrupted profit during all 93 years of its operations.

Union Bank has been playing a very proactive role in the economic growth of India and it extends credit for the requirements of different sectors of economy. Industries, exports, trading, agriculture, infrastructure and the individual segments are sectors in which the bank has deployed credit to spur economic growth and to earn from a well diversified portfolio of assets.

Resources are mobilized through Current, Savings and Term Deposits and through refinance and borrowings from abroad. The Bank has a large clientele base of over 49 million.

On the technology front the Bank has taken early initiatives and 100% of its branches are computerized. The Bank has also introduced Core Banking Solution with connectivity between branches. 100% of the business of the Bank is under Core Banking Solution making it a leader among its peers in infusion of technology. Many innovative products are developed using the technology platform to offer an array of choices to customers, adding speed and convenience to transactions. Technology will

also enable the Bank to derive substantial cost reduction while creating the requisite capacity to handle the ever increasing volume of business in a competitive environment that offers immense opportunities.

At the end of March 2014 the Bank achieved total business level of Rs. 5,32,007 crore (Rupees five lakh thirty two thousand seven crore). Behind all these achievements is a dedicated team of staff, which is truly cosmopolitan in its composition. Many generations of members of staff have contributed in building up the strong edifice of the Bank. The present team of over 31,000 members of staff distinguishes itself with its customer centricity, willingness to learn and adherence to values enabling us to be recognized as a caring organization where people enjoy their work and relationship with customers.^[7]

Objective of Research Study

The objective of the research study is to:

- (i) Analyze growth of Branches, Employees, Profit Per Employees, Deposits, Advances and Net Non-Performing Assets of Bank of Baroda and Union Bank of India from 2008-2009 to 2012-2013.
- (ii) Analyze the said growth between Bank of Baroda and Union Bank of India from 2008-2009 to 2012-2013.
- (iii) Analyze the said growth of Bank of Baroda and Union Bank of India with PSBs.

Analyze between the training expenses of Bank of Baroda and Union Bank of India related to HR and NPA related trainings.

Methodology

The study is an exploratory research. As the study of the research paper is mainly related to analyze the growth of selected parameters related to the performance of Bank of Baroda and Union Bank of India and their comparative growth and also their comparative growth with PSBs and to compare the training expenses of both the banks related to HR and NPA related training the findings are based on the secondary data and percentage of progress for the period 2008-09 to 2012-13 is calculated

from the data available in the Annual Report of RBI for the year 2012-13, the findings are based on the secondary data.

Analysis/Findings of Data

It can be analysed from the findings in the Tables 1 to 8 as follows:

Growth of Branches, Employees, Profit Per Employees, Deposits, Advances and Net Non-Performing Assets of Bank of Baroda from 2008-2009 to 2012-13.

There was an increase of branches for the period April 2008 – March 2013 by 1371, i.e. 45.61%. The employees too increased by 6668, i.e. 18.30%, Profit per employee by 0.40 million, i.e. 66.67%, Deposits increased by 2814863 million, i.e. 146.30 million, Advances by 1849344 million, i.e. 129.10% and Net Non-Performing Assets too increased by 0.97, i.e. 312.90%.

Growth of Branches, Employees, Profit Per Employees, Deposits, Advances and Net Non-Performing Assets of Union Bank of India from 2008-2009 to 2012-13 There was an increase of branches for the period April 2008 – March 2013 by 976, i.e. 36.36%. The employees too increased by 2784c, i.e. 9.60%, Profit per employee by 0.07 million, i.e., 11.11%, Deposits increased by 1250588 million, i.e. 90.16%, Advances by 1115680 million, i.e. 115.57% and Net Non-Performing Assets of the bank increased by 1.27, i.e. 373.53%.

Comparison of growth of Branches, Employees, Profit Per Employees, Deposits, Advances and Net Non-Performing Assets of Bank of Baroda's with Union Bank of India from 2008-2009 to 2012-13 – Bank of Baroda had 717 branches more, i.e. 19.59% as compared to Union Bank of India, Employees too were more by 11310, i.e. 35.57%, Profit Per Employee was more by 0.30 million, i.e. 30%. The bank of baroda's Deposits were also more by 2101217 million, i.e. 79.66%, the bank had advanced more by 1200836 than Union Bank of India, i.e. 57.70. BoB was successful in keeping its NNPA's less by 0.33 million, i.e. -25.78%.

The trend in selected parameters of PSBs all together for the period from 2008-09 to 2012-13 – Branches increased by 17800, i.e. 30.70%, Employees increased by 70135, i.e. 9.59%, Profit Per Employee by 0.16 million, i.e. 34.04%, Deposits by 26329501, i.e. 84.59%, Advances by 22135623, i.e. 97.98% and NNPA's also went high by 1.08 million, i.e. 114.89%.

Share of Bank of Baroda & Union Bank of India for the period 2008-09 to 2012-13 for selected parameters as compared to PSBs – Bank of Baroda share of branches was 5.78%, Employees 5.38%, Profit Per Employee was more by 58.73%, Deposits 8.25%, Advances 7.38% and NNPA's were less by -36.637%. Whereas Union Bank of India's share of branches was 4.83%, Employees 3.97%, Profit Per Employee was more by 0.70%, Deposits by 4.59%, Advances 4.65% and NNPA's were less by -20.29%.

Training Expenditure of Bank of Baroda towards HR and NPA related training for the period 2008-09 to 2012-13 – There was an increase in overall training expenditure by 43.0 million, i.e. 46.34%. HR related training expenses by 8.6 million during 2012-13 as compared to 2008-09, i.e. 46.34%. There was also an increase in NPA related training expenses by 6.45 million during the said period, i.e. 46.34%.

Training Expenditure of Union Bank of India towards HR and NPA related training for the period 2008-09 to 2012-13 – There was an increase of overall training expenditure by Rs.12.7 million, i.e. 9.64%. HR related training expenses reduced by -31.14%, i.e. 62.91% and NPA related increased by 9.3 millions, i.e. 31.00%.

Comparison of Training Expenditure related to HR & NPA of Bank of Baroda with Union Bank of India: Bank of Baroda has 30.30 million towards total training expenditure, i.e. 70.47% more, 39.74 million, i.e. 462.09% more towards HR related training expenses and 11.07 million, i.e. 54.34% more towards NPA related training expenses as compared to Union Bank of India.

Table 1: Bank of Baroda (Rs. in Millions)^[8]

	2008-09	2009-10	2010-11	2011-12	2012-13	Prog Apr 08 to Mar 09	Analysis of % Incr/Dec
Branches	3006	3182	3447	3993	4377	1371	45.61
Employees	36440	38152	39385	41447	43108	6668	18.30
Profit Per Employee	0.60	0.80	1.10	1.20	1.00	0.40	66.67
Deposits	1923970	2412619	3054395	3848711	4738833	2814863	146.30
Advances	1432514	1750353	2286764	2873773	3281858	1849344	129.10
NNPA's	0.31	0.34	0.35	0.54	1.28	0.97	312.90

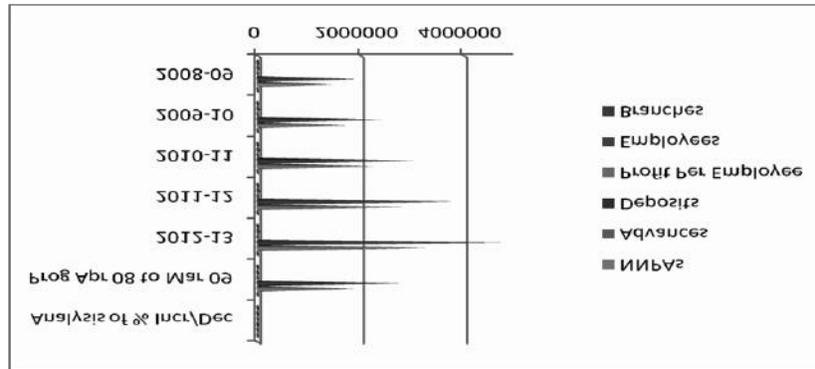
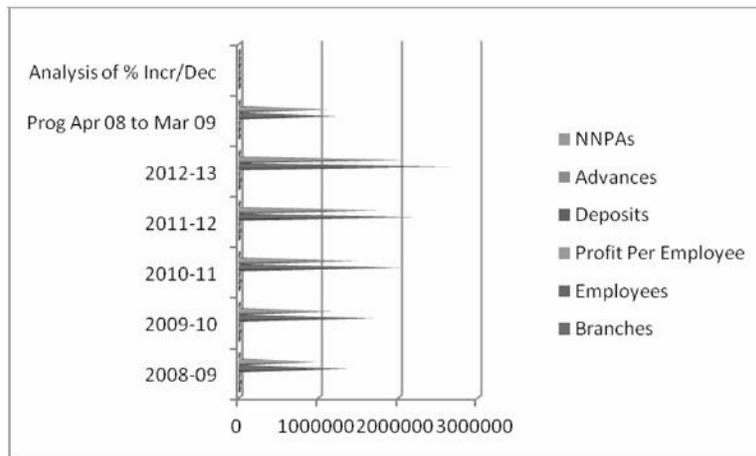


Table 2: Union Bank of India (Rs. in Millions)^[8]

	2008-09	2009-10	2010-11	2011-12	2012-13	Prog Apr 08 to Mar 09	Analysis of % Incr/Dec
Branches	2684	2941	3150	3344	3660	976	36.36
Employees	29014	29419	27746	30838	31798	2784	9.60
Profit Per Employee	0.63	0.75	0.80	0.60	0.70	0.07	11.11
Deposits	1387028	1700397	2024613	2228689	2637616	1250588	90.16
Advances	965342	1193153	1509861	1778821	2081022	1115680	115.57
NNPAs	0.34	0.81	1.19	1.70	1.61	1.27	373.53



**Table 3: Bank of Baroda's Comparison with Union Bank of India
(in Millions)^[8]**

	<i>Bank of Baroda</i>	<i>Union Bank of India</i>	<i>Difference Increase/ Decrease of BoB</i>	<i>BoB % More/Less as compared to Union Bank of India</i>
Branches	4377	3660	717	19.59
Employees	43108	31798	11310	35.57
Profit Per Employee	1.00	0.70	0.30	30.00
Deposits	4738833	2637616	2101217	79.66
Advances	3281858	2081022	1200836	57.70
NNPAs	1.28	1.61	-0.33	-25.78

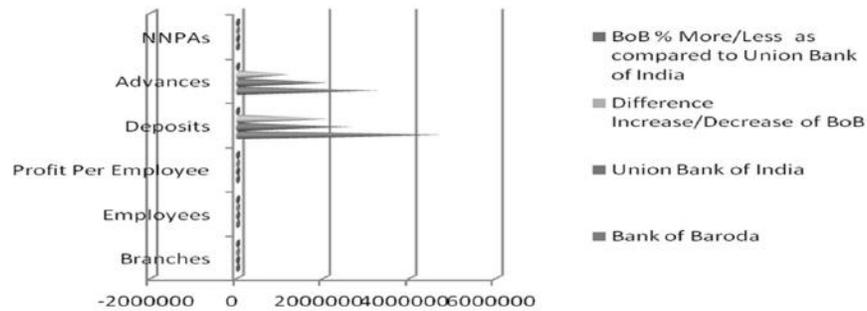


Table 4: Public Sector Banks (Rs. in Millions)^[8]

	2008-09	2009-10	2010-11	2011-12	2012-13	Prog Apr 08 to Mar 09	Analysis of % Incr/ Dec
Branches	57979	62080	65800	70969	75779	17800	30.70
Employees	731524	739646	755102	774329	801659	70135	9.59
Profit Per Employee	0.47	0.53	0.59	0.64	0.63	0.16	34.04
Deposits	31127471	36920194	43724487	50020134	57456972	26329501	84.59
Advances	22592117	27010187	33044329	38773075	44727740	22135623	97.98
NNPAs	0.94	1.10	1.09	1.53	2.02	1.08	114.89

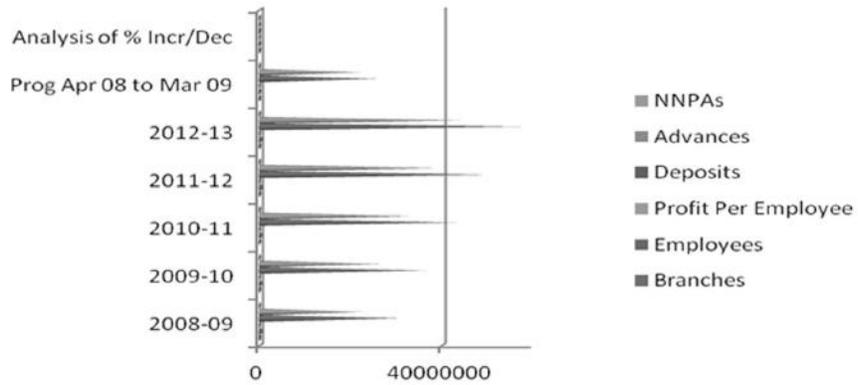


Table 5: Bank of Baroda & Union Bank of India’s Comparison with PSBs (in Millions)^[8]

	PSBs	Bank of Baroda	% As Compared to PSBs	Union Bank of India	% As Compared to PSBs
Branches	75779	4377	5.78	3660	4.83
Employees	801659	43108	5.38	31798	3.97
Profit Per Employee	0.63	1.00	58.73	0.70	11.11
Deposits	57456972	4738833	8.25	2637616	4.59
Advances	44727740	3281858	7.38	2081022	4.65
NNPAs	2.02	1.28	0.63	1.61	-20.29

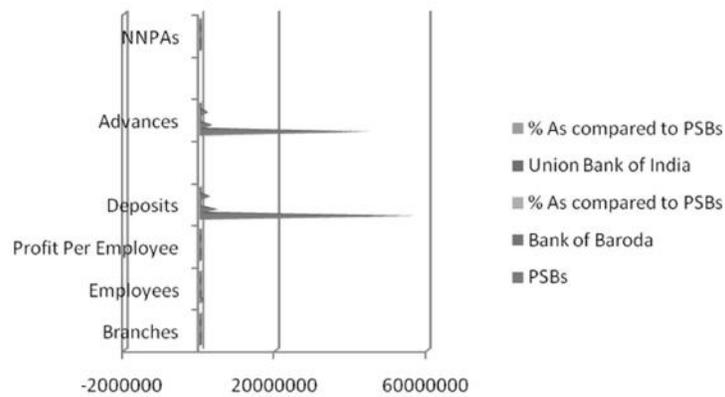
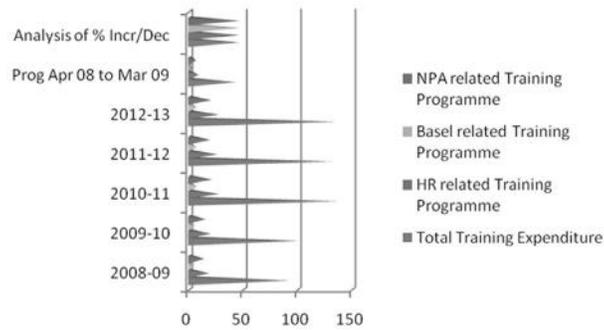


Table 6: Bank of Baroda Training Details^[9]

<i>Training Details</i>	<i>2008-09</i>	<i>2009-10</i>	<i>2010-11</i>	<i>2011-12</i>	<i>2012-13</i>	<i>Prog Apr 08 to Mar 09</i>	<i>Analysis of % Incr/Dec</i>
Total Training Expenditure	92.80	100.70	137.90	131.20	135.80	43.00	46.34
HR related Training Programme	18.56	20.14	27.58	26.24	27.16	8.60	46.34
Basel related Training Programme	4.64	5.04	6.90	6.56	6.79	2.15	46.34
NPA related Training Programme	13.92	15.11	20.69	19.68	20.37	6.45	46.34

**Table 7: Union Bank of India Training Details^[9]**

<i>Training Details</i>	<i>2008-09</i>	<i>2009-10</i>	<i>2010-11</i>	<i>2011-12</i>	<i>2012-13</i>	<i>Prog Apr 08 to Mar 09</i>	<i>Analysis of % Incr/Dec</i>
Total Training Expenditure	131.76	96.81	155.69	134.56	144.46	12.70	9.64
HR related Training Programme	49.50	10.34	11.73	18.36	0.01	-31.14	62.91
Basel related Training Programme	-	0.01	0.01	-	-	0.00	0.00
NPA related Training Programme	-	-	0.03	10.33	0.04	9.30	32.00

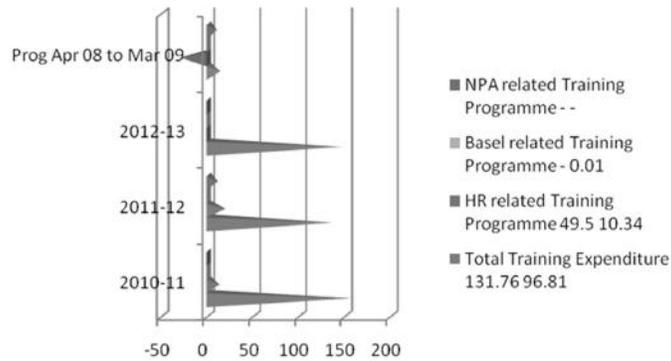
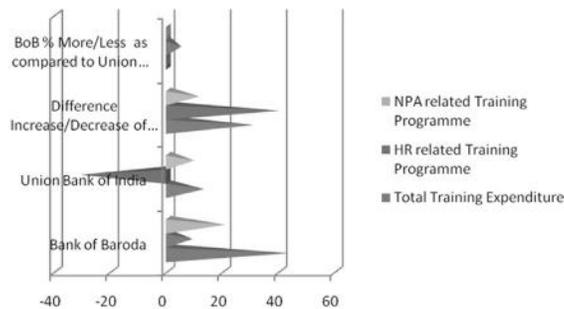


Table 8: Bank of Baroda's Training Exp. Comparison with Union Bank of India (in Millions)^[9]

	<i>Bank of Baroda</i>	<i>Union Bank of India</i>	<i>Difference Increase/Decrease of BoB</i>	<i>BoB % More/Less as Compared to Union Bank of India</i>
Total Training Expenditure	43.00	12.70	30.30	70.47%
HR related Training Programme	8.60	-31.14	39.74	462.09%
NPA related Training Programme	20.37	9.30	11.07	54.34%



Conclusion of Study

From the above analysis of the total training expenses, related to HR and NPA Programmes it can be seen that Bank of Baroda has invested more in training needs of the executives/staff not only in HR and NPA area but

also overall training expenses incurred by it as compared to Union Bank of India, thus Bank of Baroda has realized that training is need of the hour, especially when the business worldwide is going through a tough time due to the economic recession, it is necessary to place the training and development at the heart of the business strategy, so as to enable the banks to build its competence as a domestic and internal player. Thus Bank of Baroda has applied training as the most effective tool to develop its available resources. They have also seen that the training system is pro-active and has the foresight of the changed environment for future development, and also taking effort to convey a positive message to the staff that their future is safe, if one is interested to unlearn and relearn. The study concludes that there is definitely an impact of training on the performance of banks, but there is a need to take up a detailed research in this area and also a comparative study between some of the Public and Private Sector Banks and suggest a suitable training model for them.

Limitations and Scope for Future Study

Limitations

The Limitations of the Study is that it is on secondary data. The Preliminary Data is not taken up for study to study the attitude of the various levels of bank executives towards training.

Scope for Future Study

- Study of the effectiveness of selected Public Sector Banks can be taken up taking into consideration the Preliminary Data and Secondary Data to study the attitude of the bankers towards effectiveness of training in the area of NPA and HR Study
- Also same study can be taken up of selected Private Sector Banks related to NPA and HR related areas to have a comparison between the effectiveness of training of PSBs and Private Sector Banks.
- There is a need to take up a detailed research in this area and also a comparative study between some of the Public and Private Sector Banks and suggest a suitable training model for them.

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