RECRUITMENT AND TRAINING OF EMPLOYEES IN PUBLIC SECTOR BANKS-
A STUDY WITH REFERENCE TO TAMILNADU

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ABSTRACT

The present Global scenario, banks are considered the backbone of a country’s economy especially in the developing country like India. Banking sector is one of the fastest growing sectors in the country. This growth has brought many opportunities to our country to competitive with the other countries globally. In the last two decades Public Sector Banks in India have witnessed a transition from traditional banking to modern technology driven banking. Exposure to competition has made these banks re-engineer and re-structure their processes, systems and product line. Post nationalization, the Banks were asked to open more branches in rural areas. Large numbers of people were recruited and training to man these newly opened branches. Expanded network gave a new identity to these banks and millions of new customers came to the fold of Banking. The business of Banking moved from class banking to mass banking.

Key Words: Banking sector, globalization, nationalization, recruitment and training practices.

INTRODUCTION

Regulation of banking system in India started with Banking Regulation act, 1949. Banks in India used to be in private hands. In 1969, 14 big private banks were nationalized bringing them under the ownership of government. After 11 years, in 1980, six more banks were nationalized. Of these 20 banks, one New Bank of India got merged in Punjab National Bank. Now in all there are 27 Public Sector Banks in the country consisting of 19 nationalized banks and 8 banks from State Bank group (State Bank of India and its associates).

RECRUITMENT PROCESS IN PUBLIC SECTOR BANKS

In India nationalized banks recruit their generalized officers and clerks through IBPS; it conducts one common test every year for the clerical cadre staff also. As and when the banks require staff, they place indents on IBPS. It conduct interview, selected candidates are allotted to the banks. Apart from it, the banks directly recruit people for specialized cadres through campus selections or direct interviews.

Bank officers in commercial banks are recruited in different scales (Scale-I to Scale-VII). General officers are first recruited to Scale–I only, while specialist officers can be recruited directly to any of the scales. State Bank of India and its Associate banks conduct their own tests and interviews for recruitment to various cadres, e.g., Officers, Clerks, Specialist Officers, etc., through SBI and Group Recruitments.
TRAINING AND DEVELOPMENT IN PUBLIC SECTOR BANKS

Training system enables the employees to take up their assignments and perform tasks with a higher level of confidence, efficiency and perfection. The training programmes are mainly conducted to achieve the goals and objectives and to build up competencies in the staff to achieve the set objectives of the bank. While exclusive programmes on customer service are held in public sector banks. Eminent specialists in different fields of management, banking, finance, HRM, etc. are invited for delivering guest lectures and demonstrating more efficient.

The public sector banks have their own Staff Training Colleges where trainings for different cadres of employees are organized on regular basis to update their skills and knowledge. Employees are sometimes posted for training outside organizations also such as IIMs; NIBM, Pune, etc. The Technical and Specialist Officers, on being permitted to join mainstream of banking and are provided 12 weeks on the job training in branch routine and other aspects of banking and thereafter they gain experience of at least 2 years in field operations, i.e., in branches subject to certain relaxations.

OBJECTIVES OF THE STUDY

The following are the objectives of the present research study:

1. To study the employees perception on need and objectives of recruitment and training in Public Sector Banks
2. To evaluate the different recruitment and training methods in Public Sector Banks in the study area
3. To find the relationship between recruitment process and training outcomes in the study domain
4. To ascertain the influence of personal and organizational variables of employees on their perception towards recruitment and training process.

RESEARCH HYPOTHESES

The following research hypotheses are framed and evolved for this study:

1. There is no significant influence of employee’s designation on their perception towards need and objectives of recruitment and training in public sector banks
2. There is no significant difference among different recruitment and training methods in public sector banks
3. There is no significant relationship between recruitment and training outcomes in Public Sector Banks.
4. There is no significant influence of personal and organizational variables of employee on their perception towards recruitment and training process.
METHODOLOGY

The methodology of the study is based on the primary data. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. The Multi-Stage Random Sampling is adopted to obtain the responses from the employees of Public Sector Banks.

ANALYSIS

**Association between employee’s perception on recruitment practices and different methods of recruitment practiced**

<table>
<thead>
<tr>
<th>Chi-Square Tests</th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
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<tr>
<td>Likelihood Ratio</td>
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<td>.000</td>
</tr>
<tr>
<td>Linear-by-Linear Assoc</td>
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<td>.000</td>
</tr>
<tr>
<td>N of Valid Cases</td>
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</tbody>
</table>

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 45.93.

From the above table it is found that chi-square =46.590, p=.000, therefore it can be concluded that there is an association between employees perception on recruitment practices and different methods of recruitment practiced. From the above tables it is analysed that the employees in public sector banks were not satisfied towards the different methods adopted by their banks towards the recruitment practices.

**Association between clusters of employee’s perception on recruitment practices and banks structuring recruitment and selection practices in place for new employees**

<table>
<thead>
<tr>
<th>Chi-Square Tests</th>
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<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
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<tbody>
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<td>Likelihood Ratio</td>
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<td>Linear-by-Linear Assoc</td>
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</tr>
<tr>
<td>N of Valid Cases</td>
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</tbody>
</table>

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 14.44.
From the above table it is found that chi-square = 24.419, p = .000, therefore it can be concluded that there is an association between employees perception on association between clusters of employees perception on recruitment practices and banks structuring recruitment and selection practices in place for new employees.

**Association between employee’s perception on recruitment practices and Academic Qualifications, work experience, Interview, Test are mostly considered for recruitment and selection**

<table>
<thead>
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<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
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<td>Pearson Chi-Square</td>
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<tr>
<td>Likelihood Ratio</td>
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<tr>
<td>Linear-by-Linear Association</td>
<td>.249</td>
<td>1</td>
<td>.618</td>
</tr>
</tbody>
</table>

* 0 cells (.0%) have expected count less than 5. The minimum expected count is 26.58.

From the above table it is found that chi-square = 5.598, p = .000, therefore it can be concluded that there is an association between employees perception on recruitment practices and Academic Qualifications, work experience, Interview, Test are mostly considered for recruitment and selection. Therefore is concluded from the above tables that maximum of the employees working in banks are more satisfied with their considering the major factor such as qualification, experience, test at the time of recruitment of employees.

**FINDINGS**

Demographic profile of the banking employees concluded that maximum percentage of 48.6 percent of employees are in the age group 41-50 years followed by 78.6 percent of the employees are male and maximum of 36.9 percent are designated as Deputy managers/managers and 43.6% of the employees are post graduate qualified.

It is further inferred that 59.3% of the employees possess 21 to 30 years work services and 56.2% possess less than 10 years managerial services. Maximum of employees working in public sector banks say 43.5% earn a monthly income of Rs.75001 to Rs.100000.

From the study, it is found that 63.3% of the employees are satisfied with the their banks practicing the maintaining of formal policies, 73% of the employees express their banks provide outline job analysis, 81.5% of the employees gave consent that their banks depend on the agents for recruitments and 83% concluded that factor such as academic qualifications, work experience, Interview Test are majorly
considered for recruitment and selection of employees and 29.4% of the bank practice different methods while recruiting.

It is also further revealed that some of the recruitment practices followed in the banks are strongly accepted by the employees. 66.3% of the employees disagree the practice of considering vacancies on existing employees, 75.4% disagree that vacancies are made open to general public, 90.7% disagree that bank have structured recruitment and selection practices in place for new employees and 96.3% disagree that recruitment and selection practices led to the employment of competent staff.

The study also reveals that 73.2% of attached employees, 87.6% of meticulous employees, 61.2% of culminated employees in the organizations are not satisfied towards some of the recruitment practices such as job vacancies made open to the general public. 51.4% of attached employees and 80.7% of meticulous employees and 78.5% of culminated employees in the banks were not satisfied with their banks different methods of recruitment practiced. 2.2% of attached employees and 8.7% of meticulous employees and 18.2% of culminated employees in the public sector banks agreed that their banks structuring recruitment and selection practices in place for new employees.

CONCLUSIONS

It is observed from the sequential analysis in the study that the Training Program in banks is to the study has ascertained a significant effectiveness of Training Program in public sector banks. The top levels may take measures to implement an intensified Training Program in their organisation. Identify the non-performers and to give rigorous training program for their improvement. So, the top level management may adopt a flexible operation to identify the non-performers without affecting their morale. The public sector banks are considered as the most significant resource activating all other resources in which are knowledge driven. Innovative Training are found to be popular among the new recruits and the existing employees. The public sector banks have taken up mass training facilities are the immediate need in the banking industry to reduce the gap between demand and supply of skilled workforce. The next generation job aspirants are expected to possess a positive attitude towards the profession and equip themselves with the required skills to enter the industry.
REFERENCES


