

A Study of HR Training Initiatives (With special reference to JNIDBI)

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ABSTRACT

Human element is the core asset in any organisation. The success or failure of a company very much depends on its manpower. "Survival may be dependent on the extent to which the organisation is able to learn, adapt and change through its people" Rapid changes in the business environment necessitate that organisation create certain efforts that enhance their employee's adaptiveness, abilities and vitality. Training and development has increasingly recognized as the most important HRM activity, through which rapid changes occur and newer skills can be inculcated among human resources. Training has to be continuously offered to keep employees updated and effective. Thus this paper is focused on highlighting the various training institutes of IDBI and the role of JNIDBI, a training institute of IDBI in India, to provide training to employees. The researcher has applied ANOVA to analyse the significant difference of training initiatives made by various institutes of IDBI Bank.

Keywords

Human Resource, Training, Initiatives, Bank

Introduction

Adam Smith in his classic work, *The Wealth of Nations*, classified the factors of production into land, labor and capital. Though the valuation of physical assets like material, machine, money etc. has been of utmost important and has been shown in the balance-sheet, but no significance was being given to human resource on which the success and failure of business depends.

It has observed through various studies that human resource is key element for any organization's success. An organisation should be able to learn, adapt and change through its people. Rapid changes in the business environment necessitate that an organisation should create certain efforts to enhance their employee's adaptiveness, abilities and vitality. Thus, training and development has increasingly recognized as the most important HRM activity, through which rapid changes occur and newer skills can be inculcated among human resources.

If a company had efficient organization structure, investments, innovation, establishment of long lasting relations with customers, employment of competent personnel, innovative products and services, aggressive marketing campaigns etc but it will not work unless the personnel is regularly trained and

educated. Business world is changing rapidly and so are information technology and production technologies, as well as marketing and promotion techniques, sales methods etc. If the company stops its development, it is doomed to fail as well as it will have no chances to beat the competitors. For this reason, training of personnel is extremely important, no matter in what business area the company is operating.

Objectives of the Study

- i. To find the role of IDBI in providing training to employees.
- ii. To highlight the training initiatives done by JNIDBI.

Hypothesis

Ho: There is no significant difference between the training initiatives taken by JNIDBI and other training institutes of IDBI.

Ha: There is a significant difference between the training initiatives taken by JNIDBI and other training institutes of IDBI.

Methodology

The study is based on the primary source of information collected through interview from the employees of the IDBI bank, as well as the secondary source of information from the review of annual reports of IDBI, books, and related articles have also referred. The study is focused on the role and initiatives of JNIDBI to provide training to the human resources of IDBI. ANOVA test has been applied to analyse the significant difference of training initiatives made by various institutes of IDBI Bank.

Training Initiatives at IDBI Bank

Training continues to remain pro-active and assumed greater significance in the context of growth plans and competitiveness of the bank. Indeed, quality of the human resources plays a very critical role in providing a competitive edge. Bank has been engaged in the recruitment of a large contingent of young officers with professional qualifications and equips them with competencies to ensure flawless operations and derive effective contribution towards bank's growth. The existing employees at the middle and senior level are constantly facing challenges with new demands placed on them by market forces. Systematic efforts have been made to provide quality training in improving and enhancing competencies of the staff on effective branch operations, systems, procedures, compliance, products and on marketing and service excellence to increase the Bank's market share and ranking in business.

IDBI Bank has taken various initiatives to provide training to its employees. During 2010-11, IDBI bank recruited 2509 employees (Officers 1800, Executives 709) of which 239 belong to Scheduled Castes, 80 belongs to Scheduled Tribes,

457 belong to Other Backward Classes and 19 belong to persons with Disabilities. As on March 31, 2011, IDBI bank had 13598 employees on its Rolls, comprising 9912 Officers, 1150 Executives, 1386 Clerical and 1150 Sub- staff employees. In addition, with the merger of two of its subsidiaries, IDBI Home Finance Limited and IDBI Gilts Limited, total number of employees of the Bank increased to 13828 as on March 31, 2011. IDBI Bank has, as part of its initiative to usher in Human Resource IT architecture, customized and implemented various modules on Oracle HRMS platform to cater to the employee's requirements. This has reduced the turn-around-time and reduced usage of paper, by way of the online process flow, thereby contributing in a small way to the environment.

Another significant initiative taken during the year 2010-11 is the progress towards implementing a Performance Measurement System, which is in its final stages of testing. The Performance Measurement System would detail key result areas for every employee and enable measurement of performance. The industrial relations climate in the IDBI Bank has been cordial during the year 2010-11 with no unrest/strikes or disruption in work.

Table-1 : Total Strength of Manpower in IDBI

Category	2009-10	2010-11
Officers	8614	9912
Executives	984	1150
Clerical	1438	1386
Sub-staff	930	905
Sweepers	247	245
Total	12213	13598

Source : Annual report of IDBI bank 2009-10 &2010-11

Training Institutes of IDBI Bank

IDBI has developed a set of elements related to training organization. For this purpose IDBI set up an apex training institute at Hyderabad known as Jawaharlal Nehru Staff College, for their employees training. Beside this, IDBI has also established training centers at regional offices. Since the inception of training institution, IDBI has organized a number of training programmes for its employees on its functions and operations activities. In addition, making the staff better team players/leaders have been the other focused areas of training. Apart from inducting new officers into the system, middle and senior level officers were also provided opportunities through workshops to enhance their decision-making skills and broaden their business perspective.

During year 2011, in consultation with the business heads, IDBI Bank planned the training requirements and trained 10,988 employees, through 695 programmes. Of these, 470 were in-house training programmes covering 10,499 participants. In addition 430 officers were nominated for 194 external training programmes conducted by other institutes/training organizations in India and 59 officers were nominated for 31 training programmes /conferences/ seminars

abroad. To meet the vast training requirements for the entire spectrum of the human resources, IDBI Bank has been fully utilizing its existing training capacity at JNIDBI Staff College at Hyderabad, besides the four Regional Training Centers at Mumbai (Belapur), Chennai, Kolkata and New Delhi. A new Training Block with state-of-the-art facilities and a hostel block for accommodating 100 trainees is nearing completion on the staff college campus. This additional infrastructure would provide the many needed facilities for the growing training requirements of the Bank. Going forward, Bank is committed to the development of its human resources through a combination of interactive classroom sessions, external programmes both domestic and international and structured e-learning modules.

Table-2: Employees Trained at Various Training Institutes of IDBI

Business Group	PGB	Corporate	SME/ Agriculture	TBG	Others
Training Institutes					
JNIDBI	653	187	764	103	234
Belapur	1122	96	16	70	318
Head Office	274	88	0	0	219
Regional	2093	182	28	22	13
External	102	75	36	13	163

Source - Information collected from IDBI Bank

Table 2 shows the employees trained at various training institute of IDBI with the various business groups like (PBG) is Personal Banking Group, (TBG) is Transaction Banking Group, Agriculture Banking and (SME) small scale and medium Entrepreneur, corporate and other business groups. It has been observed from the above table that there are various training institutes including JNIDBI who provide training to different business groups. It has found that JNIDBI has provided training to PBG (653 aspirants), corporate (187 aspirants), SME / Agriculture (764 aspirants), TBG (103 aspirants), and other (234 aspirants). Apart this Table 1.3 shows types of training programs organized at IDBI for its various verticals.

Figure-1 Employees Trained at Various Training Institutes of IDBI

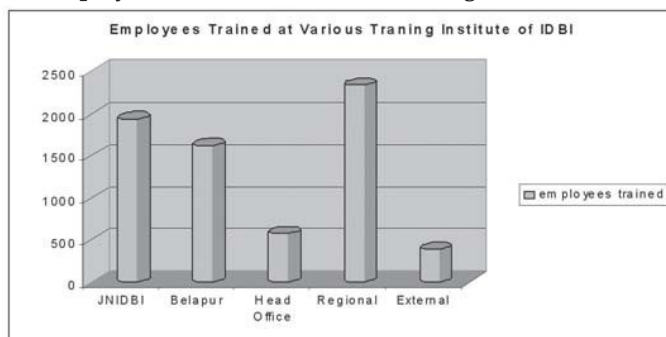


Table-3 : Types of Training Programmes for Verticals

Sl. No	Programme Name	Vertical
I.	TSE CSE - Officers	PBG
II.	Power RM	PBG
III.	Operational Risk & Fraud Monitoring	PBG
IV.	Customer Service & Selling Skills	PBG
V.	Credit Level - 2	Corporate
VI.	Train the trainer	Mixed
VII.	Induction - P1	Mixed
VIII.	Leadership	Mixed
IX.	Budget Roll Out Meet	PBG
X.	Workshop for RAC Heads	PBG
XI.	Operational Risk & Fraud Monitoring	PBG
XII.	Credit Level - 1	Corporate
XIII.	Agri Business Development & Credit Management	ABG
XIV.	Trade Finance - 2	TBG
XV.	Operational Risk & Fraud Monitoring	PBG
XVI.	Rajbhasha Abhiprerna	PBG
XVII.	Leadership Excellence	Mixed
XVIII.	Retail Asset Operations	PBG
XIX.	Project Appraisal	Corporate
XX.	Credit Administration & Monitoring for Agri officers	ABG
XXI.	Dispensing Credit - Level 1 (MSME & CB)	MSME / Corporate
XXII.	Building Relationships - CB RM	Corporate
XXIII.	Document & Legal Aspects - CB / SME	MSME / Corporate
XXIV.	Customer Service Excellence	MSME / Corporate
XXV.	Branch Management	PBG
XXVI.	Trade Finance Level - 1	TBG
XXVII.	Dispensing Credit - Level 2 (MSME & CB)	MSME / Corporate
XXVIII.	Credmin - MSME	MSME
XXIX.	NPA & Recovery Management- MSME	MSME
XXX.	Working Capital Finance - CB	Corporate
XXXI.	Financing Agri Projects - Sugar Mills	Agri
XXXII.	Documentation & Legal Aspect	MSME / Corporate

Source - Information collected from IDBI Bank

Note - PGB is "Personal Banking Group"; TBG is "Transaction Banking Group"; ABG is "Agriculture Banking

Group"; MSME is "Micro Small Medium Entrepreneur", CB is "Corporate Banking"

JNIDBI Staff College, Hyderabad

JNIDBI (Jawaharlal Nehru Institute for Development Banking) is situated on a sprawling 50 acre campus at Gachibowli, Hyderabad and surrounded by reputed organizations like IIT, Infosys, Microsoft, TCS and ISB. Infrastructure of the college aesthetically designed by Charles Correa and provides the right ambience for quality learning. Entire area is beautifully landscaped as well with the assistance of an expert and environment friendly equipments installed. Genesis of the College dates back to the 1990s, when IDBI set up Jawaharlal Nehru Institute for Development Banking (JNIDBI) in 1991 to cater to the development of its human resources primarily in the area of Development Banking and also offer its expertise to other Financial Institutions and Commercial Banks in India and other developing countries.

- Over the years, more than 20,000 banking professionals, both national and international benefited from a wide range of training programmes offered by the Institute inter-alia, in the areas of Project Appraisal, Credit Management, and Executive Development etc.
- The Institute has the reputation as a Centre of Excellence in training for Banking and Financial Sectors. The Institute has organized various training programs under the aegis of South Asian Development Fund (SAARC), Association of Development Financing Institutions in Asia and Pacific (ADFIAP), Euro money etc.
- Training related research and consultancy assignments are also undertaken. The programs of the institute are offered as on-campus and off-site basis with resource faculty drawn from IDBI Bank Ltd., senior officers from other banks and experts from reputed institutions, apart from the regular faculty attached to the Staff College.

Existing Facilities:

- Fully air conditioned 3 lecture halls with seating capacity of 35 each and 4 syndicate rooms.
- A conference room with a seating capacity of 35
- An auditorium with a seating capacity of 150
- Computer lab with 40 PCs and all the rooms within the Institute inter-connected through appropriate Local Area Network.
- A Dining hall with seating capacity of 60
- A spacious Learning Resource Centre, with a collection of over 5000 books, 100 journals on various subjects, both in electronic and print media.
- Hostel comprising of 75 rooms with 31rooms single occupancy and 43 rooms double occupancy. Recreational facilities like a mini-gymnasium, sit-out lounges with TV and a jogger's path.
- 9 Core Faculty from within the bank namely 2 General Managers, 1 Senior Faculty, 1 Deputy General Manager and 5 Assistant General Managers.

- Guest faculty from within the bank / external experts is also sought as and when required.
- Programme Secretariat headed by an AGM coordinates the logistics and programmes
- Premises and Administration headed by a Deputy General Manager manages overall facilities.

To cater the diverse requirements of their customers, banks today offer a large variety of services ranging from very traditional to ultra modern. The innovations in services are either market, technology or socially induced. However, the nature and extent of services provided varies from bank to the bank and from sector to sector. The table 1.4 shows the status of training in last three years from 2009-10, 2010-11 and 2011-12 at JNIDBI staff college Hyderabad.

Table-4 : Statistics of Training at Jnidbi Staff College Hyderabad

Year	2009-10		2010-11		2011-12		Total	
	No. of Prog.	No. of Trainees	No. of Prog.	No. of Trainees	No. of Prog.	No. of Trainees	No. of Prog.	No. of Trainees
Induction	15	425	21	532	6	155	42	1112
Functional	48	1291	36	905	6	209	90	2405
Role Based	31	856	26	754	14	346	71	1956
Behavioral	1	33	2	41	3	70	6	144
Total	95	2605	85	2232	29	780	209	5617

Source: JNIDBI Staff College, Hyderabad

Table 4 shows the number of training programs and the number of trainees in last three years. JNIDBI organized different types of training programs for its employees like induction training for new employees. For smoothing functioning JNIDBI organized functional training programs, role based programs and JNIDBI organized behavioral training programs to improve the behavior of employees.

Application of ANOVA

To check the hypothesis of the study the researcher has applied ANOVA to analyse the significant difference of training initiatives made by various institutes of IDBI Bank.

Table-5 : ANOVA Analysis

Source	Sum of square	Degree of freedom	Mean square	F-ratio
Between sample	SSB	$V_1 = 4$	MSB=29113.63	7.90725
With in sample	SSW	$V_2 = 20$	MSW=230208.7	

Inter training Institute comparison involves comparing the number of trained employees of the institute with those of other training institute of IDBI. It reflects the institute performance relative to other institute of IDBI. its evident from the result of ANOVA that the calculated F-Ratio (7.90725) is higher than critical F- Ratio (2.87). Thus HO is rejected at the 5 % level of significance which implies that there exists a big difference between the training methods taken by JNIDBI and other training institutions of IDBI. In other words it can be concluded that some training institute of IDBI are providing training to more employees than others.

Conclusion

IDBI possess one of the most enlightened employees in the country. It has not only recruited staff of very high quality, but also specialists for various areas of operation. However in the context of the emerging trends globalization, diversification, computerization and mechanization whether IDBI will require more specialists' staff which in turn requires more extensive and intensive training efforts in IDBI.

ANOVA test has been applied to know that all the institutes of IDBI are providing training equally. The result shows that HO is rejected at the 5% level of significance which implies that the different training institute of IDBI is providing training significantly different from each other. Thus, it is concluded that the training must not be taken as residual work, but it must be given due importance. IDBI must formulate and announce their training policy regularly which should inter- alias include the periodicity of training for executive / staff and types of training.

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