SUMMARY OF RESEARCH FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. Introduction:

In the past, customers were simple persons and were happy at whatever banks were provided to them. Over a period of time with the competition and technological improvements customers have become fully aware of their rights. They now demand nothing short of excellent and prompt services. And further expect improvements there on. In fact over a period of time customer service has become customer satisfaction and customer delight and it can be said what they look forward to now is customer ecstasy. Now a days, more number of alternatives are available to enlightened customers to choose the banks according to their choice and the services provided by them hence, they choose only those banks that they consider best suites them.

To attract the customers towards their respective banks, the banking professionals must have to keep good relationships with their customers and also protect the interests of their employers. Further, to delivery quick and effective services to their customers, there is also need to be expert in using latest technological applications such as Information and Communication Technologies. The bankers should know about the different types of businesses and investment opportunities, so as to invest and also lend loans against the securities such as Shares, Stocks, Mutual Funds, Life Insurance Policies, etc. Apart from these, the
bankers must know about the market values of the securities against which the loans are granted and they include land, building, gold, personal security, etc. The bankers should also face challenges while attending the customers’ complaints during the recovery of the loans borrowed. In this context, the loans should be recovered from the borrowers and increase good faith of the borrowers on the banks.

Due to globalization, there is also much competition among different banks and financial institutions to attract the customers by providing different types of schemes of savings and loans. As such, it is essential for every bank to meet the competition and survive and develop. For this purpose, the banking professionals must be competitive and possess professional skills. In this respect, the present study was made to map the competencies and skills of the private sector banking professionals in Hyderabad-Karnataka region. The summaries of findings of the study are as under.

5.2. **Major Findings:**

1. To conduct the present study, total 100 banking professionals working at top level, 150 banking professionals working at middle level and 150 banking professionals working at lower level were selected and the primary data was collected from questionnaire.

2. Among all the respondents covered under the study, 55.75% belongs to New Generation Banks and 44.25% belongs to the Old Private Sector Banks.
3. Age of all the respondents shows that, 42.75% are between the age group of 26-40, followed by, 28% are between the age group of 18 to 25 years, 20% are between the age group of 41 to 50 years and the remaining only 9.5% are of the age group of 50 and above. It is observed that great majority of the respondents are of youngsters.

4. It is noted that 12.0% of all the respondents are from scheduled caste, 6.0% are from scheduled tribe, 40.7% are from other backward castes and 41.2% are from other categories and castes. Compared to proportion of the castes in the society, opportunity to work in banks was given to only few of the scheduled caste and scheduled tribe people, as only 18.0% of the respondents are from scheduled caste and scheduled tribe.

5. Among all the respondents, 49.25% have completed graduation, 47.75% have completed their post-graduation, 2.5% have completed research degrees and the remaining 0.5% has completed other education respectively. Education background of all the respondents is good as all the respondents have completed higher education.

6. Almost all that is, 66.5% of the employees are married and living with their spouses, 29.25% are unmarried, 3.25% are widows or widowers and the remaining 1.0% are divorcees or separated respectively.

7. On the work responsibilities among all the employees, 25.0% are working in general management, 26.5% are working in decision making, 27.5% are working in accounting, 16.5% are working in clerical grade and the remaining 4.5% are working in other positions. Majority of the
respondents covered under the study are in responsible positions such as decision making, general management, customers’ services, etc.

8. Choice of occupation is essential as it determines gaining knowledge in banking affairs. Among all the respondents, 15.25% have chosen the banking profession as per their personal interest, 20.75% have chosen banking to earn money and wealth, 12.5% have chosen banking profession as per their parents’ wish and the remaining 51.5% have chosen banking profession accidentally. Majority of the respondents have chosen the profession of banking accidentally, it shows that they were just aspirants of job, rather than work interest in banking.

9. As stated by all the respondents, education of 25.25% is fully useful, that of 54.0% is useful to a greater extent and the education of 20.75% of the respondents is not useful to their work in the banks.

10. Among all the respondents, 15.5% are working in manual working environment, 63.5% are working in fully computerized environment and the remaining 21% are working in partially computerized environment.

11. Of all the respondents, 35.5% have stated that there is adequate staff strength in their banks, whereas the remaining 64.5% have not agreed to the same. It is surprising to note that a great majority of the private sector banks do not have adequate staff strength.

12. Among all the respondents, 47.25% are able to fully plan and forecast on business decisions, 41.75% have stated that to a greater extent, they can plan and forecast on business decisions and 11.0% are not able to make
planning and forecasting. It can be concluded that majority of the respondents are experts in planning and forecasting.

13. As expressed by all the respondents covered under the study, 72.5% are fully aware on the aims and objectives of the organization, 22.5% are aware about the organizational aims and objectives to a greater extent, 3.5% are not aware about the organizational aims and objectives and the remaining 1.5% have not expressed their opinions on the same. Awareness on the aims, objectives and strategy of the organization helps to create work interests among the employees. In the present context, a great majority of the respondents are aware about aims, objectives and strategy of their respective organizations and hence, it helps them to work efficiently as per the work procedures derived from aims, objectives and strategy of their organizations.

14. It is noted that each employee is allotted work on the basis of work load, stipulated time, required competencies and such other factors. As such, the professionals who plan the work with time or finish work timely are always best in time management competencies. Further, those persons whose work is time oriented are also better compared to others. If there is no plan for work in banks, then such employees can’t able to manage the time in work. Of all the respondents, 63.75% are always busy in their work, 11.0% are planning their work with time, 13.75% are finishing their work timely and the remaining 11.5% are finishing the work at the earliest. Here always busy in work shows that they are not planning their workload.
properly according to their time. As such majority (63.75%) of the respondents are lacking time management competencies.

15. Authority and responsibilities are not competencies, but they are increasing the competencies of the employees in the banks. Among all the respondents, 38.25% have full authority and responsibility followed by, 35.25% have greater extent of authority and responsibility and 26.5% have no sufficient authority and responsibility. Even though there is adequate authority and responsibility for majority of the respondents, a few of the responsibility are discontented regarding the authority and responsibility.

16. A true leader is always persuade and guides their subordinates and assigns work responsibilities, rather than executing coercion or force. Team leadership is better, if the leader counsel, guide, persuade and convince their subordinate by assigning the work responsibilities and vice versa. For leading their teams, 29.0% of all the respondents are using counseling and guidance, 33.5% are assigning work responsibilities, 27.0% are using persuasion and convincing and the remaining 10.5% are executing coercion to lead their subordinates. Majority of the respondents have good knowledge on the leading their teams.

17. The business decisions are changing due to impact of varied business activities such as inflation, globalization, government policies, RBI guidelines, technological developments, fluctuations in share markets, etc. As such, the decisions that were made early and the decisions have to be made always vary due to such changing situations. Many of the managers make the decisions based on the past records or as per the advice of their
senior officials and such decisions may become not successful. Analyzing the alternatives in decision making is best way to make the decisions and discussion with colleagues is also a better solution to make the decisions. Decisions made on trial and error /hit or miss are not scientific and suitable ways to make the decisions which lower skills of the employees. Of all the respondents, 49.0% are following their superiors’ decisions followed by, 25.0% are analyzing alternatives in decision making, 17.0% are discussing with superiors, peers and subordinates and 9.0% are using trial and error/ hit or miss approach for decision making. Decision making skills are good among majority of the respondents, whereas a few of the respondent are unaware about scientific approach in decision making.

18. For making extraordinary decisions as stated by all the respondents, 34.0% consult the superiors and peers for making extraordinary decisions, 26.75% search the past records, 25.5% keep the decisions pending and the remaining 13.75% will undertake other courses of actions to make the extraordinary decisions respectively.

19. In case of conflicts in the organization, it is the duty of every employee to resolve the conflicts rather than reporting to the higher authorities or keeping silent on such conflicts. In extreme cases, the employees may report about the conflicts to their higher authorities. Where the employees try to solve the conflicts, their conflict resolution skills in particular and management skills in general are good. Among all the respondents, 45% respondents try to solve the conflicts followed by, 27.0% of the respondents reports to the higher authorities in case of conflicts, 19.25%
do not interfere in conflicts and the remaining 8.75% take other suitable courses of action in case of conflicts. Majority of the respondents are not having conflict resolution skills, as many have stated that they report to higher authorities in case of conflicts or even don’t interfere in conflicts.

20. Work relationship results in job satisfaction. If work relationship with superiors is good, that is the superiors are motivating, encouraging and appraising the respondents, then the respondents will be happy and show their efficiency and vice versa. Further, maintaining cordial work relationship is also a competence. Of all the respondents, 43.75% have stated that their superiors are motivating, encouraging and appraising them followed by, 28.5% have expressed that they are being neglected by their superiors, 18.0% have stated that their superiors are neutral with them and the remaining 9.75% have expressed that their superiors always blame the respondents. Interpersonal relationship with superiors in the banks is good. However a few have poor interrelationship with their superiors.

21. Like maintaining work relationship with superiors discussed above, it is essential that maintaining cordial relations with their subordinates is also essential for the respondents working in different levels. Among all the respondents, 41.0% have expressed that their subordinates are efficient and effective in timely work followed by, 33.5% have stated that their subordinates are hand workers with no time consciousness, 20.75% have stated that their subordinates are always depend on the superiors and the remaining 4.75% have expressed that their subordinates shows the
frequent boredom on their work. Work efficiency of majority of the respondents is good as majority have stated that their subordinates are efficient, effective in hard work with timely service. Further, it can be generalized that the relationship of the respondents with their subordinates is cordial.

22. The peers of 54.25% of all the respondents are fully cooperative and helpful followed by, that of 25.0% of the respondents are neutral and independent and the peers of 20.75% of the respondents are not cooperative and not helpful respectively. Nearly half of the respondents are not satisfied with the relationship with their peers and co-workers as they blame their peers as neutral, independent, not helpful and even not cooperative.

23. Among all the respondents, 46.25% work themselves in case of excess work followed by, the colleagues and staff of 34.0% of the respondents cooperate in work, 15.0% will get official assistance and 4.75% of the respondents will keep the work pending. Surprisingly, it is emphasized that majority of the respondents have poor work culture, as they get official assistance or keep the work pending or even they are not getting assistance from their colleagues. Only a few that is 34.0% of the respondents have good relationship with their colleagues, as they assist others and also get assistance from their colleagues in case of excess work.

24. On the significant factors that are required for banking, of all the respondents, 51.5% are of the opinion that communication skills are significant factors, 38.0% are supported for hard work as significant factor,
68.7% opined that intelligence as significant factors and 19.7% are of the opinion that there are also other factors significant for the banking. The opinions of the respondents on the skills required for banking are varied as they have equally emphasized all the factors discussed above.

25. Among all the respondents covered under the study, 33.5% plan the different processes and activities and work accordingly followed by, 25.25% depends on past records, 22.75% build new strategy and the remaining 18.5% are depending on their superiors.

26. It is highlighted that a few of the middle level employees and lower level employees are experts in more than on multiple software. Particularly of all the respondents, 20.5% are experts in ERP, 12.25% are experts in SAP, 7.25% are experts in Oracle, 24.5% are experts in other software and the remaining 45.25% are not aware about any of the business management software. It is observed that the positions of the respondents are inversely related to the awareness of business management software, as less proportion of the top level respondents are aware about business management software and more lower level respondents are aware about more business management software.

27. Professional competencies of all the respondents revealed that, 94.5% are experts in communication skills, 87.0% are experts in interpersonal skills, 67.75% are experts in achieving financial targets, 75.75% are experts in customer service orientation, 61.75% are experts in computers, 88.25% are experts in their work and job, 66.75% are having expert knowledge on products, services and markets, 32.75% are self-confident, 52.75% are
managing time efficiently, 41.25% are experts in problem solving, 50.75% are making the decisions, 44.5% are having team building skills, 29.75% are creative and 35.0% are experts in other competencies. To sum up, majority of the respondents are aware professional skills and competencies that are required for banking.

28. Management of customers is an essential competence, which is needed for each and every banking professionals. As such, the bankers must have to manage customers based on the urgency of the customers, as per the work procedure of banks and within stipulated period. Hence, management of these aspects are essential to manage the customers in banks. Of all the respondents, 38.5% are managing their customers as per the work procedure followed by, 30.5% are managing their customers based on the urgency of the customers, 17.0% are managing their customers as per the timeline of the work allotted, 12.5% are giving preference to the customers’ queries and the remaining 1.5% are following other ways to manage their customers respectively. It is highlighted that almost respondents are aware the significance of the customers and banking affairs and as such, they are experts in managing customers’ services in banks efficiently as per the procedure, urgency and timeliness of banking services.

29. The role of the bankers plays a significant role in banking attitudes of the customers. The bankers have to perform the role of good friend, advisor, guide, and also an officer to protect the interests of the banks. Of all the respondents, 56.5% are showing as officer in bank to their customers,
28.5% are feeling as good adviser and guide to their customers, 9.5% are acting as a good friend to their customers and the remaining 5.5% are feeling like outsider with their customers. Even though majority of the respondents are providing good services to their customers, majority of the respondents are not customers-friendly as they have thought themselves as officers in the bank rather than as guide or friend with their customers.

30. It is noted that to communicate with customers, the communication should be informative, brief, persuasive and convincing rather than order or directing. Of all the respondents on the communication with their customers, 47.75% are persuading and convincing their customers followed by, 28.5% are requesting and giving information to their customers and the remaining 23.75% are guiding and instructing their customers in banking procedures. Communication skills of the respondents with their customers are good.

31. Awareness on different securities, assets and properties is a must for all the bankers. Further, the bankers have to assess liquidity, valuation, etc of such assets. Of all the respondents, all are aware about land, building and gold followed by, 73.5% are aware about mutual funds, 68.25% are aware about shares and stocks, 54.5% are aware about security bonds and the remaining 49.25% are aware about other types of securities respectively. It is observed that the respondents have lesser knowledge about the securities against which the bank loans are given.

32. As expressed by all the respondents on the securities, which they prefer to get against bank loans, 70.75% do prefer for security bonds including
fixed deposits, LIC policies, Government Bonds, etc followed by, 14.5% prefer for other types of securities such as personal security, gold, etc, 10.75% prefer for mutual funds and 2.5% prefer for land and building as security against bank loans respectively.

33. On the recovery of loans from borrowers, among all the respondents, 60.75% have expressed that their banks nominate third party for recovery of loans followed by, 25.25% have stated that their banks will file a case in court to recover the loans borrowed by borrower and the remaining 14.0% have stated that their banks sell the properties of borrowers to recover the loans. Knowledge on recovery of loans by bankers is good, as they are nominating third party or filing a case in court to recover the loans.

34. Many of the employees are well versed with the manual operation of accounts in banks; as such they feel the manual operation is best as they can’t able to adjust to the computerization. Further, those who are experts in computerization, they prefer that the accounts should be computerized. Hence, there is no clarity of opinions among the banking professionals. Further, it is noted that due to frequent power shortage, it is advised not to operate in computerized environment fully and the printed records are difficult keep and search easily, it is also advised not to operate the accounts in fully manual form. Therefore keeping accounts in banks both manual as well as computerized is best solution for all types of such problems. Of all the respondents, 22.0% have suggested that fully computerized form of accounts is better, 27.75% have chosen fully manual operation of accounts and the remaining 50.25% have expressed that both
the computerized and manual forms of accounts are necessary. Even though almost all the banks have computerized their operations, surprisingly, majority of the respondents are of the opinion that manual system of operation along with computerization is essential for the banks to maintain the accounts.

35. Among all the respondents covered under the study and on their expertise in Accounting software, 41.75% are experts in Tally, 23.75% are experts in Busy, 20.75% are experts in PeopleSoft, 34.5% are experts in other Accounting software and 21.0% are not aware about any Accounting software. It is emphasized from the above discussion that compared to the respondents working at higher level; the respondents working at lower level are experts in different accounting software.

36. Problem solving is a complicated task as it involves the grasping the problems by assessing the causes and searching for the alternative solutions to solve the problem. Problem solving skills are excellent; if the employees grasp problems, then think for solutions by searching the alternatives rather than assigning their responsibility of problem to others or wasting their time in finding the causes of the problems. Among all the respondents, 33.5% will search for the alternatives to solve the problems, 28.0% grasp the problems and think for solutions, (26.0%) will find the causes of the problems and the remaining 12.5% will shift the problem solving to others. Majority of the respondents are experts in problem solving.
37. Solving customers’ queries is also competency as the customers must be satisfied with the information given by the bankers. As such, to clarify the queries of the customers, each officer/employee has to attend at least 50 customers’ queries in a day. Among all the respondents covered under the study, 46.5% are solving the queries of 25 to 50 customers in a day followed by, 22.25% are solving the queries of less than 25 customers in a day, 21.0% are solving the queries of 51 to 100 customers in a day and the remaining 10.25% are solving the queries of more than 100 customers in a day respectively.

38. It is highlighted that many of the respondents are aware and experts in more than one type of communication skill. Among all the respondents, 40.75% are experts in presentation skills, 77.25% are experts in counseling and guidance, 38.0% are experts in group discussion and the remaining 18.75% are experts in demonstration. It is highlighted that majority of the respondents are experts in all the skills used to convince the customers.

39. Feeling of insecurity in the job results in job dissatisfaction. As a result, the bankers lose the interest in their work gradually. As the present study surveyed the banking professionals in private banking, generally many of the banks are not giving job security. Hence, there may be feeling of insecurity for the employees. Of all the respondents, 12.25% always have job insecurity, 41.0% have sometimes feeling of insecurity in their job and the remaining 46.75% do not feel insecurity on their job. It is highlighted that majority of the respondents are always or sometimes feel insecurity in
their job. Consequently, there may be lack of self-confidence for these respondents.

40. Regular mapping of competencies and measurement of skills is essential for all the types of professionals, so as to assess their efficiency and knowledge on different activities of banking. Hence, many of the banks and private organizations conduct the skills tests and performance appraisal based on questionnaires to test the knowledge of their employees. On whether the competences of the bank employees are evaluated and measures, 43.0% of all the respondents have expressed that their banks are measuring their skills and competencies regularly, 39.25% have expressed that their banks are measuring their skills and competencies occasionally and 17.75% have expressed that their banks never measure their skills. Only few of the banks in the private sector are not measuring the skills and competencies of their employees.

41. Feeling and attitudes on the job enhances the competencies and skills of the employees. If the employee feels comfortable at the workplace, then his competencies will increase with increase in efficiency. Of all the respondents, 43.7% feels comfort about work and workplace, 42.2% feels satisfactory about the work and workplace and the remaining 14.0% feel fatigue and stress about their work and workplace.

42. On the speed of banking services provided by all the respondents, 30.25% are fast in completing their tasks and thereby they are saving time, 19.25% are slow and steady in decision making and the remaining 50.5% are performing their tasks as per the time fixed by banks.
43. Self-appraisal of the skills is also a method for assessing the employees’ skills on their own. As such it was asked to the respondents to rate their banking skills. Of all the respondents, 49.5% have assessed their skills as excellent, 37.75% have assessed their skills as very good and 12.75% have assessed their skills as good.

44. Human beings are different with regard to their intelligence, skills, competencies, behavior, etc. As such, in case of banking, many of the professionals are experts in different skills that are required for banking and some professionals, even though working in banks, may be poor in one or more skills required for banking. Many of the banking professionals are experts in some skills which are needed for banking activities. Hence, these special skills possessed by the professionals are denoted as strengths in the present study. Of all the respondents, 27.75% have strengths in documentation and information, 18.75% have strengths in recovery of loans and advances, 7.25% have strengths in management of difficulties, 40.25% have strengths in customers’ care and guidance and 6.0% have other kinds of strengths required for banking.

45. Like strengths, there are also weaknesses in the job that is due to lack of expertise of the banking professionals in one or other activities, they become professional weaknesses for the employees. The weaknesses of all the respondents revealed that, 41.75% have heavy workload, 12.0% have stress, strain and fatigue, 3.5% have slower work, 7.25% have inefficiency to handle difficulties, 7.0% have other weaknesses and for the remaining 28.5% have no such weaknesses.
46. All the respondents have expressed that their performance is appraised by the employers regularly. Particularly, 4.5% have stated that their performance is appraised on the basis of written test or counseling, 26.25% have expressed that their performance is appraised by checking the work done, 52.75% have stated that their performance is appraised based on readymade format and 16.5% have stated that their performance appraisal is done in other ways.

47. The performance appraisal of 83.0% of all the respondents is done annually, whereas that of 17.0% is done bi-annually.

48. On criteria for performance appraisal, 16.75% have responded that merit, education and training are the criteria for the performance appraisal, 50.75% have opined that performance or work is the criteria for performance appraisal, 4.75% have expressed that the influence or bias is the criteria for performance appraisal, 15.25% have stated that competency mapping is the criteria for performance appraisal and 12.5% have stated that all the above stated criteria are followed for performance appraisal.

49. Among all the respondents on the purpose of performance appraisal, 33.75% have stated that to sanction annual increments and bonus, performance appraisal should be done, 7.5% have stated that for getting promotion, the performance appraisal should be done, 5.5% have expressed that for assigning new responsibilities performance appraisal should be done, 3.0% have responded that performance appraisal should be done for other reasons and 50.25% have stated that due to the all of the above stated reasons the performance appraisal should be done.
50. Among all the respondents on poor performance, 46.25% have stated that notice for improvement should be given, 5.5% have expressed that there should be demotion or reduction of rewards, 11.25% have stated that there should be transfer of the employees, 10.5% have opined that there are other types of actions and 26.5% have stated that there are no such actions on poor performance of the employees.

51. All the employees working at different levels have responded that they are deputed to training programmes.

52. Among all the respondents, 5.5% are deputed to training annually or bi-annually, 22.0% are deputed to training once in a block of five years, 9.75% are deputed to training as and when there is change in technology or policies or even occasionally, 46.0% are deputed to training as per the directions from the management and 16.75% are deputed to training as per their service conditions.

53. On the areas of training, among all the respondents, 26.25% have stated that RBI/ Banking rules are the areas of training, 45.5% have expressed that technological applications are the areas of training, 22.0% have stated that management and other skills are the areas of training and 6.25% have expressed that there are other aspects as areas of training.

54. It is surprising to highlight that, none of the respondents have agreed that training needs analysis should be done before the training in banks.

55. On the trainers, of all the respondents, 55.25% have stated that the experts from other banks are the trainers followed by, 26.5% have stated that the
experts from other banks are trainers and 18.25% have expressed that leading business experts are the trainers for bankers.

56. Among all the respondents, 41.25% have expressed that their promotional opportunities are good followed by, 24.5% have stated that their promotional opportunities are satisfactory, 21.25% have expressed that their promotional opportunities are excellent and the remaining 13.0% have stated that their promotional opportunities are poor.

57. Of all the respondents covered under the study on the criteria for promotion, 76.75% are of the opinion that performance is the criteria for promotion followed by, 9.5% are opined that religion or caste is criteria for promotion, 8.5% feels merit is the criteria for promotion and the remaining 5.25% feels that there are other criteria for promotion in their banks.

58. Job satisfaction of all the respondents revealed that, 56.0% are highly satisfied with their job followed by, 34.2% are fully satisfied with their job and the remaining 9.7% are not satisfied with their job respectively.

5.3. SUGGESTIONS FROM THE STUDY:

Following suggestions are made from the present study.

1. It is suggested to the bank authorities to recruit adequate staff in banks to carry out the tasks in time. Then only customers of the bank may get satisfaction towards their fastest services offered by them.

2. Recruiting the employees from different religions and castes is essential to enable social justice and equality in the banks. For this roster system may be followed for both in recruiting and transferring the employees from one branch to another branch.
3. The private sector bank employees realize that customers are very valuable to the banks and hence, they have to improve their communication skills and act as guide, friend and adviser to the bank customers.

4. Conflicts are common in every organization and the bank professionals must have to learn the conflict resolution skills to avoid the conflicts in the banks. Hence, every banks may conduct more training programme and soft skill development programme to bring out the hidden talents of the existing employees.

5. It is suggested to the private banking professionals to improve interpersonal relations and interpersonal communication with their colleagues.

6. The private sector bank professionals must have to learn to build an independent work strategy based on the aims, objectives and functions of their banks.

7. It is suggested to the bank employees, especially working at the top level to learn more and more software used for business management and accounting.

8. It is suggested to the private sector banks to measure and evaluate the skills and map the competences of the professionals regularly and on that basis the training will be given to the banking employees.

9. There is need for regular training, at least once in two years for banking employees and such training should be based on the training needs analysis of the employees.

10. It is essential for the regular competency mapping in private sector banks, so as to improve the efficiency and increase productivity of the banking professionals.
11. It is suggested to private sector banks to extend their number of branches in Hyderabad Karnataka Region, especially in the rural areas.

12. Incentives may be granted to highly competent employees. This would be an initiative to the other employees beside encourages the deserving ones.

13. To avoid overload of work, recruitment of sufficient manpower may be undertaken.

14. Casual Leave may be granted as prescribed the leave rules to the employees as and when required for genuine reasons, and this will enable the employees to attend to domestic affairs. This will lead to more concentration while at work place.

15. To relieve the stress of the employees in work place, the job should be enriched and made more meaningful by adopting rotation system in handling the tasks. So that every employees will get an opportunity to carry out tasks available in the branches concern, and branch head also may depute another employee to handle the job.

16. The Private Sector Bank is only Technology oriented and customer oriented only. There is the need to give equal importance to employee’s development.

17. The competency mapping tools should be adopted regularly to assess the strength and weaknesses of the employees and for all the Human resources development activities.
18. Private sector banks need to introduce special scheme related to pension, gratuity, retirement and other related benefits to enhance the employee’s sense of security.

19. It is suggested to Private Sector Banks that the selection should be made more on competency based.

20. The private sector banks should provide career opportunities to the highly competent employees to order to encourage them to be retained in the banks.

21. Distance learning system in banking, mutual funds and insurance sectors, should be encouraged the employees to get promotions.

22. On job training should be given by the private sector banks to improve the lack of managerial and professional competencies.

23. The competency based HRD practices enables private sector banks to overcome the problems of wrong selection, appraising the competent employees.

24. Training programme should be conducted to develop technical skills and managerial skills, awareness on banking regulations, market awareness programme.

25. Competency based reward system should be developed in the bank to encourage the employees to work.

26. It is suggested to Private banking to take some remedies for time management, stress management.

27. Relationship with co-workers and supervisors makes the employees to feel better and it help to increase productivity and
responsibility of workers and it helps to increase profit of the organization.

28. Level of job satisfaction, job involvement, organizational commitment, quality of work life; organizational climate and job content for private bank employees are not satisfied with job. Hence, the private banking sectors try to consider the respondents needs and fulfill the same.

29. Competency Mapping is the best tools in the hand to encourage employees for better performance. So, bankers should find out the strength of the employers better Team Management and help the employees to reduce their weaknesses.

5.4. Conclusion:

It is noted that compared to the total scheduled caste and scheduled tribe population, lower number of staff belonging to these castes are working in private sector banks in Hyderabad-Karnataka region. It is surprising to note that majority of the banking professionals have joined into banking accidentally. It is noted that almost all the banking professionals are experts to work in computerized banking. They feel it convenient to complete the tasks within limited time.

It is observed that major portion of private banks have not recruited the staff sufficiently, which created stress and strain for the existing staff to complete extra work. Even though most of the respondents are aware about the aims, objectives, strategy, etc of their respective banks, still a few respondents are not aware about the same, as it is a fundamental knowledge for their daily work. Work techniques particularly related to time management, planning, forecasting, etc are followed by different levels of staff in different ways. Authority and
responsibility is sufficient for top level and middle level banking professionals, but there is relatively lower authority and responsibility for the lower level of banking professionals.

It is revealed that many of the respondents, even though working at the top level in the private sector banks, have lack of decision making competences, team building and conflict resolution. Further, many of the top level banking professionals and middle level banking professionals have lack of cordial and good relationship with their subordinates. It leads to conflicts and relatively lower work efficiency of the staff. Work culture of the banking professionals revealed that there is lack of coordination from their colleagues pertaining to extra work. Few of the respondents are doing the excess work on their own or keeping the work pending, if there is excess work. Comparatively, less number of respondents are depending on the past records for building strategy of the banks and majority of the banking staff are building their own strategy based on time and work.

Surprisingly, majority of the respondents working at the top level are not expert in any of the business management software and on the other hand, the respondents working at the lower level are well versed with many of such software. All the respondents have very good knowledge about the expertise and skills required for banking. The skills and competences that are mapped include communication skills, customer service orientation, expertise in their work and job interpersonal skills, achieving financial targets, computerization, awareness on products and services of banking, self-confidence, time management, problem solving, decision making, team building, creativity, coordination and intelligence.
It is surprising to note that very few of the respondents are treating their customers like friends and they are acting like good advisers in banking activities and the majority of the respondents are acting like officers with their customers. It shows that the majority of the banking professionals are not customer-friendly, which is not favourable for development of banking.

Awareness of banking employees is good pertaining to the securities and assets that will be treated as guarantee against loans and advances. Even though, almost all the private banks are computerized, still a few of the respondents are not aware about the accounting software. Only few of the respondents are experts in different ways of communication such as counseling, guidance, presentation, demonstration, etc. More than half of the banking professionals feeling of insecurity about their job and it reduce the efficiency of the banking professionals. Surprisingly, in many of the private sector banks, the competences and skills of the employees are not measures, evaluated or mapped regularly. There are strengths and weaknesses of the banking professionals in their work. Of course, the private banks are measuring the performance of their employees based on their work and merit and it is the criteria for promotion, bonus, annual increments, etc. Surprisingly, no serious actions will be taken for the poor performance in private sector banks.

As per the directions of management, the banking professionals are deputed to training programmes at least once in a block of five years. The contents of training include technology, banking guidelines, RBI directions, etc. But, it is highlighted that the training needs of the employees are not analyzed
before the training. Hence, the training given by the banking authorities may not be useful to many of the banking employees. The promotional opportunities for all the types of banking employees are bright and work and performance are the major criteria for promotion. Almost all the respondents are satisfied fully or greater extent on their job.

To sum up, it is concluded that many of the private sector banks are functioning without adequate staff and it created more work load for the existing banking staff. As expressed by majority of the respondents covered under the study, the skills and competences of the banking professionals are not mapped or evaluated regularly. Further, even though the banking professionals are deputed to training programmes, these programmes are not based on training needs analysis of the individual employees. Even though performance appraisal of the banking employees is made regularly, usually annually, it is not criteria for promotion or incentives. Hence, there is need to improve the competences of the private banking professionals by regular competency mapping. After the competency mapping, it is also essential to train the banking professionals, in which these professionals have poor competences or skill.