During the last decade of 20th century, due to the trend of rapidly evolving technology, dynamic markets, increasingly sophisticated customers and competitors, etc, there was emerging change and challenge in the traditional notions of successful business. In the backdrop of the situation, it has widely accepted by the organizational psychologists that the successful future organizations would be those who have the ability to respond, to redirect, to focus and to use resource effectively, appropriately and more quickly than their competitors in these constantly changing environments. In order to cope with the situation, recently, the concept of Learning Organization has become an important organizational strategy, and many organizations have tried to facilitate the culture of Learning Organization by drawing lessons from the past, detecting and correcting errors, anticipating and responding to impending threats, engaging in continuing innovation and building and realizing images of a desirable future.

As a consequence, after 1990 major changes had taken place in Banking Sector for organizational management strategy. At the same time due to globalization and open economy, the world of bank had forced to create climate for intense and growing competition, declining margin on traditional banking business, etc. This new frontier and emerging challenges had impelled the 'Bank of International Settlement' (BIS) for introduction and creation of new business policy which were influenced by the three forces: 1) deregulation by abolishing regulatory barrier and allowing non bank financial institutes; 2) technological upgradation towards new options for product and delivery development and 3) customer sophistication and competitions. In response to that, Government of India has diluted its holding in most of the public sector banks and the number of private sector banks had entered into the arena of Indian economy. Under these circumstances, in order to achieve the sustainable competitive advantage, the Indian banks were in desperate need to develop customized learning organization profile. Accordingly, organizational psychologists, economists, counselors and
researchers have become increasingly concerned with understanding of the nature of the dimensions of learning organization and related personal and organizational variables for facilitating the learning organization culture and the human capital for role-effective performance of the Indian banks.

In this context, different organizations, financial institutions, R&D Institutions, University departments and others, were jointly organizing activities for awareness and skill development to develop strategies for promotional activities of Indian Bank. During this period I have joined as lecturer in The Institute of Business Management (affiliated to Jadavpur University) under The National Council of Education, Bengal and as faculty and resource person of Training College of banks. As a resource person of the training programme I had the opportunity to meet the officers of the several public and private sectors banks who were directly connected with responsibilities for facilitating and just in time intervening for organizational activities for promotion of culture of Learning Organization to achieve the objective of the banking business. During interactive session I had been encouraged by the officers to develop some data based facts for guideline, tools and test batteries for organizational diagnosis, development and selection purposes. I understood from the trend of their discussion that they were in desperate need for scientific tools and guidelines for identifying dimensions of Learning Organization as well as related personal qualities and organizational behaviour, those would be readily enterprising in transforming a learning culture in the organizational system. As a step in this direction, I decided to start my present research work to assess the internal state of the Learning Organization of the bank, under the supervision of Prof. (Dr) Anjali Ray, Professor, Department of Applied Psychology, University of Calcutta. I developed an outline plan for my Ph D dissertation and submitted the same to The University of Calcutta for necessary approval.

In brief, the study firstly aimed to identify the major domains that typifying the Learning Organization Profile in the banks and to assess the nature of Learning Organization dimensions as perceived by the officers of public sector / nationalized and private sector banks in West Bengal. Secondly, it had attempted to identify the
facilitatory and or inhibitory organizational variables as well as personal variables of bank officers for Learning Organization, that explain the differences of the characteristic pattern of dimension of Learning Organization among the public sector / nationalized and private sector banks.

With happiness and feelings of gratitude, I must record debt to my teacher and the supervisor of this research work Prof (Dr) Anjali Ray, Professor, Department of Applied Psychology for her constant encouragement, advice and specially for her human touch during any critical situation.

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With certain obvious limitations, findings of the study have indicated much valuable information regarding the Learning Organization. The data based facts of the present study helped to draw profiles of Learning Organization for banks, along with the organizational variables and self assessed attributes of the officers of the Indian banks. This profile may be utilized as tools for appraising the banks by the experts,
organizational psychologists and counselors and other who are engaged in
development and enrichment of the bank for promotion of desirable level of Learning
Organization Culture for customer satisfaction, achievement of goals of business and
target of financial turnover.

Besides incorporation of important current facts, the present study has also included
some suggestions and avenues for further researches in this area. I fondly hope to
receive valuable suggestion from the learned examiners of my thesis for perfection of
my dissertation before I publish for dissemination of scientific knowledge.

(RITA BASU)
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