5.0. FINDINGS AND DISCUSSIONS
The present chapter delves on the findings that were obtained through the information gathered with the help of questionnaires and discussion of the results obtained along with the reported findings of other researchers in order to draw significant options.

5.1 FINDINGS
Manpower Planning in both public and private sector banks:
- Manpower Planning is an important activity in both public and private sector banks.
- Both public and private sector banks have a formal Manpower Planning system.
- Top management supports the process of Manpower Planning in both public and private sector banks.
- Manpower Planning is increasing being undertaken by both public and private sector banks as a result of diversity in their organizations.
- Internal and external sources are considered in Manpower Planning in both public and private sector banks.
- Adequate pool of employees is provided after the Manpower Planning process is completed in both public and private sector banks.

Recruitment and selection in both public and private sector banks:
- A structured recruitment and selection system exists in both public and private sector banks.
- Both internal and external sources of recruitment are fundamental to an effective Manpower Planning in both public and private sector banks.
Equal opportunities are provided to current employees for a particular job profile in both public and private sector banks.

**Performance Appraisal in both public and private sector banks:**

- Appraisal system provides a conducive environment for the discussion between the apprise and the appraiser on topics like achievements, failures, improvements and constraints in both public and private sector banks.
- Appraisal system encourages mutual goal setting between apprise and appraiser for the performance year in both public and private sector banks.

**Career planning in both public and private sector banks:**

- Career planning system highlights candidates for promotion in both public and private sector banks.
- Mentors are provided to manage candidate’s career planning needs in both public and private sector banks.

**Training and development in both public and private sector banks:**

- A proper training and development department with competent people is central to Manpower Planning in both public and private sector banks.

**Four dimensions were identified as factors that affect Manpower Planning in public sector banks:**

1. Labor demand forecast
2. Labor supply
3. Environmental scanning
4. Job analysis.
Four dimensions were identified as factors that affect Manpower Planning in private sector banks:

1. Labor supply
2. Job analysis
3. Labor demand forecast
4. Environmental scanning.

Two dimensions were identified as factors that affect recruitment and selection in public sector banks:

1. Cost-effective budget for recruitment and selection
2. Recruitment and selection process is systematic and efficient.

Two dimensions were identified as factors that affect recruitment and selection in private sector banks:

1. Recruitment and selection process is systematic and efficient.
2. Cost-effective budget for recruitment and selection.

Dimensions identified for performance appraisal in public and private sector banks:

- The most important dimension identified for performance appraisal in both public and private sector banks is that the appraisal system has the quality to make an employee discover his/her potential.

Dimensions identified for career planning in public and private sector banks:
• The most important dimension identified for career planning in public sector banks is that the career planning system highlights candidates for promotion.

• The most important dimension identified for career planning in private sector banks is that the mentors are provided to manage candidate’s career planning needs.

Dimensions identified for training and development in public and private sector banks:

• The most important dimension identified for training and development in public sector banks is that training improves performance.

• The most important dimension identified for training and development in private sector banks is that the respondent is satisfied with the training process.

5.2 DISCUSSIONS
The human resources of some of the best banks in the world are found to be lacking in providing effective and efficient services. The human resource of banks is expected to face relentless changes in both internal and external circumstances. The high demands of customers, technological advancements, and shift in the economy have lead to greater demand of skilled, competent and qualified professionals in The Banking Sector especially retail banking.

Manpower Planning in banks needs to be established on the following: there needs to be a corporate workforce from which a Manpower Planning program needs to originate; the top management is required to give its full
backing to this program; timely and regular monitoring is required not only of the Manpower Planning plan, program and policies but also methods and techniques used to make sure that they are appropriate in the changing business environment; the tools, techniques and methods that are employed must be in sync with the corporate and business objectives. The Manpower Planning program must be made by experts, the Planning duration is the key for its success, and the duration must be not too long or too short, the records must be up to date with all the information about current and past employees, the department concerned must be responsible for the planning, commencement, coordination, execution and supervising the program across various departments.

Manpower Planning is the thread that runs across the strategy, structure and people of the organization. Manpower Planning in banks need to factor in both qualitative and quantitative aspects. It is a developmental activity that aims to harmonize the skills, size and quality of organizational manpower with organizational needs to achieve organizational objectives and business goals. Timely exercise of forecasting of jobs has stemmed from the point of view of creating a link between Manpower Planning and the broader organizational strategy and business planning in an organization. Manpower Planning has become vital for the preparation, execution and implementation of business strategies. Manpower Planning helps in harmonizing resources and organizational strategies. The work in banks is changing and therefore Manpower Planning also needs to reflect and respond to these changes. Banks in general consider Manpower Planning to be a combination of both strategic objectives and operational and business goals in order to meet the current and future demands of personnel. Banks are also reviewing their Manpower Planning plans to balance supply and demand of manpower on a
continuous and constant basis to deal with the changes in business environment, technology, job requirements and customer demands. Manpower Planning in public sector banks generally deals with numbers: the number of employees needed in current and future scenario in middle management.

The Banking Sector is at the epicenter of a continuous and prolonged economic development of India. Manpower is the biggest and most critical asset for any organization more so for a service industry like banks. The post liberalization era (1991 and beyond) saw several changes in the banking landscape at various levels. Increased competition due to the entry of private and foreign banks, dependence on technology, customer centricity, nature of products and services offered and high expectations of consumers are some of the highlights of modern day banking in India and across the world. These factors necessitate a transformation in the entire gamut of human resource policies and practices in banks as the quality and swiftness of services provided by banks is dependent on its employees who deliver these to customers. Walton (1985) indicates that banking is a service driven sector and therefore commitment of employees needs to given more importance than control. Banks especially retail banking does not offer different products and therefore customer preference is driven by ease of accessibility and image. The quality of manpower of the bank therefore plays a vital role in differentiating one bank from the other, as the services provided are greatly influenced by the quality of staff. The selection and training process which was earlier focused on technical and administrative skills is now centered on customer care and contact skills. Commercial banks help in pumping money for the priority sectors of the economy and therefore, serves as a platform for savers and investors, Bhasin (2007).
Morris (1986) indicates that banks need to counter transformation in the financial sector which is going through ruthless competition, technological advancement and demanding public. Retail banking is extremely labor intensive as labor costs constitute seventy percent of the total operating costs. Manpower was therefore considered a cost rather than a resource. However, the ushering in of the era of liberalization, privatization and globalization changed the existing mind sets of employment. Redman and Matthew (1998) in their study recognized an “HRM bundle” of key features that support service organizations: thorough recruitment and selection, performance appraisal that is connected to a rewards system, a remuneration system, team work, job designing that is flexible in nature and training and learning. Deshmukh (2013) in his study found out that recruitment and selection, training and development, compensation and employee participation were the most challenging aspects of human resource that required attention from policy makers to improve financial performance of banks in Navi Mumbai.

As per Rothwell and Sredl (2000) Manpower Planning “is an integration of all HR activities with overall strategic plans. Human Resource Planning also involves the coordination of hiring, promotion, training, and other diverse activities”. Rothwell and Sredl (2000) designed a model of Manpower Planning to combine Manpower Planning and strategic planning; analysis of demand and supply in the future, analysis of environment that could affect Manpower Planning, comparison of manpower demands with expected supply, assessing the Manpower Planning plan and results. The model could prove extremely helpful in bridging the gap between manpower supply and demand forecast. Pattanayak (2009) claims that Manpower Planning is an
approach to integrate the planning and control of manpower into corporate level plans.

Manpower Planning is central for the success of any bank. As banks work in a dynamic economy, an uncertain business environment, changes in the workplace and job profiles, there is no doubt that planning for manpower in the present scenario and also for future prospects is fundamental for the success of banks. Banks that have a scientific and efficient Manpower Planning policy will be able to prepare a roadmap in the short and long term for the accomplishment of its mission and vision along with objectives, goals and targets. The need of the hour for banks is to constantly analyze business plans, derive likely scenarios and swiftly work out an action plan to tackle altering situations. Manpower Planning acts like a tool that aids the aligning of people with business goals.

Orshingher (1967) observes “They (banks) are authors and creators of expansion of economic activity and are not merely money lenders but also influential advisers and efficient associates and collaborate with industrialists in the elaboration and adoption of programs of rationalization with the conquest of national markets and invasion of foreign market”.

Singh (2008) concludes that the delivery of products and services to customers by Indian banks is bound to be executed by uniform technology; therefore in such a scenario the manpower of banks will determine the growth and success of banks. Manpower Planning therefore, acquires a very important role in banks. Along with meeting the demand and supply state of labor, Manpower Planning also needs to enhance the quality of manpower available in an organization by recognizing employee’s strengths and weaknesses and offering appropriate training and career planning and development prospects. Banks need to allot value and worth to Manpower
Planning plans and activities for their survival and growth in the face of intense competition. Raghavan (2011) believes that in a service oriented industry like banking; Manpower Planning has a central and constructive part to play as it deals with acquiring the right people, training and developing them, offering career advancements, upholding their motivation levels through proper and timely rewards and providing them with the right place at the right time. The disparity between an employee’s ambitions and what an organization can offer needs to be reduced. Aburawi and Hafeez (2009) observe that as human resource is undoubtedly becoming the kernel of every organizations competitiveness, many decision makers are shifting from medium to long-term Manpower Planning strategies. Rai (2008) believes that the board and board members of top banks are required to invest sufficient amount of time on the preparation of strategies that relate to leadership building, skill enhancement, performance systems, compensation and rewards system and career and succession planning. A short and long term blue print needs to be chalked out and communicated in the written form about the human resource agenda. O’ Brien (1984) in his work “Planning with people” emphasizes the need for line managers and human resource to jointly chalk out business plans and simultaneously assess human resource needs that support those business plans. O’ Brien further talks about how human resource planners can make corporate business planners appreciate the competitive edge that human resource provides to an organization. The article takes the Manpower Planning case in industries and organizations and talks about planners making them competitive through effective and efficient Human Resource Planning. Casson (1978) states that “this conventional wisdom represents Human Resource Planning as an all embracing policy making activity
producing on a rolling basis, precise forecasts using technically sophisticated and highly integrated planning systems”. He elaborated it further by suggesting that Human Resource Planning is on one hand a customary regulatory policy through which manpower reserve and flow and their relationships can be construed in a better manner so that they can be assessed, controlled and evaluated. This helps in paying attention can be paid to drawbacks, a foundation can be set to counter unanticipated events. On the second front Human Resource Planning helps in an investigative activity that aids in assessing the consequences of specific problems and altering circumstances along with the effects of alternative policies and plans.

Ali (2003) in his study of Commercial Banks of Bangladesh concluded that banks need to undertake Manpower Planning to confront the onslaught of global challenges as there is no alternate to productive manpower. He further stresses the need for an open and impartial recruitment policy. He calls for standardization of designations in public and private sector banks of Bangladesh. The manpower in banks needs to be revamped so that they act as assets and not a liability to the organization. Private sector bank employees face enormous amounts of work pressure due to the lack of proper service rules. Nationalized banks on the other hand, end up upsetting a productive workforce due to vague promotion policies.

In a study conducted by Gideon (2010) of Commercial banks of Africa Tanzania, concluded that Manpower Planning was conducted by the heads of departments with assistance from the human resource department. The Human resource department helped in aligning the Manpower Planning process to the policies, goals and procedures of the bank. However, it was noticed that environmental factors were not taken into account while
considering Manpower Planning, as the volume of business determined the nature and course of Manpower Planning. As the bank is looking for both long-term and short-term planning strategy, changes in the environment, demographic shifts, technological advancements and pressures of competition need to be factored in for the success of the bank.

Nanayakkara (1999) indicates how in a labor intensive industry like banking, the performance of banks depends on the quality of its manpower. Therefore a sound, effective, efficient and systematic Manpower Planning plan of selecting the right people would help in getting maximum value by minimizing the cost for and within the organization. According to Miller, Burack, and Albrecht (1980) Manpower Planning includes future plans to meet manpower needs, the skills required, recruitment of manpower and subsequently their development. Deshmukh (2004) believes that Indian banks still fall short of providing detailed job descriptions for particular positions in branches and departments. Job profiles and requirements are seldom properly described.

Various studies have found that investments in a range of human resource practices are tied to firm’s financial performance, such as: training. Russell, Terborg, and Powers (1985), selection and staffing Terpstra and Rozell (1993), appraisals Borman (1991), and compensation Gerhart & Milkovich, (1992). Soberg (2011) concludes that for effective and efficient Manpower Planning, the real challenge for human resource practitioners and managers is not just to jump to the planning stage of Manpower Planning once the supply and demand status in the organization is determined but the real challenge is in spotting the true human resources imbalance in the organization. These imbalances could range from qualitative, quantitative, structural and environmental factors. Manpower Planning policies and plans
should take into consideration all these disparities before deciding the best action plan. As the factors that determine Manpower Planning change on a regular basis it is imperative for Manpower Planning planners to join hands with the top management for discussions on demand and supply imbalances presently faced and likely to be faced in the future, strategic direction of the organization and probable external pressures that the company could face.

Garavan et al., (2008) in their research examined that the style of management, priorities and practices of the organization affect Human resource practices especially Manpower Planning. Hafeez et al., (2002) believe that as more and more organizations accept the importance of human resource, top management is hunting for ways to judge and manage skill pool, knowledge and information.

Mangaleswaran and Srinivasan (2014) concluded in their research of HRM practices in Sri Lankan and Indian Public Sector banks that both external and internal sources of recruitment are used by Indian Public Sector banks. The executive and managerial vacancies are filled by promotions and transfers, campus recruitment is used to recruit specialists in technical and management fields. Consulting and placement agencies are also being utilized sometimes for job vacancies. The foundation of training is very strong in Indian Public Sector banks as they have the structural and intellectual base to cope with training needs of a large number of trainees. The Indian Public Sector banks have great assistance in terms of training from apex level training institutions such as National Institute of Bank Management (NIBM), Bankers Training College (BTC), and College of Agricultural Banking (CAB). In fact the greatest achievement of Indian Public Sector banks has been the strong training base it has established over
the years. Performance appraisal systems are also strong and in junction with the demands of the industry in Indian Public Sector banks.

According to Burack et al., (1972), Geisler (1967), Henemann et al., (1968) and Wikstrom (1971) Manpower Planning considers plans related to recruitment and selection, placement of new employees, training and development activities and programs and required promotions and transfers. Zeffane and Mayo (1994) state that Manpower Planning is a function that deals with making the vital alterations in volume in terms of volume and make-up. It consists of a variety of interconnected tasks that ensure that the right number and kind of people are available at the right time in the organization.

5.2.1. RECRUITMENT AND SELECTION:

Recruitment and selection process is fundamental to the procurement strategy of an organization and is the primary step in Manpower Planning implementation process. The organization can meet its objectives, goals, targets and deal with challenges only on the foundation of a pool of competent, skilled, motivated and knowledgeable employees. Therefore, an efficient, effective and systematic recruitment and selection process with cost-effective budgeting is essential. Banking is a growing sector and if banks have to be successful in stiff competition, then it not only vital but essential that new people with skills, competencies and professional capabilities are recruited.

Yoder (1986) indicates that the process of recruitment involves determining the manpower sources so that the needs of staffing are met and to put in place the right system so that the best manpower is drawn in the appropriate number for the purpose of selection of efficient manpower. Craft (1980)
reveals that organizations that employ Manpower Planning are in a better position to identify the definite qualities they look for in candidates and this ultimately leads to better quality of recruitment, selection and finally hiring. This brings candidates that have the talent the organization is looking for. Kumar (2004) believes that most of the banks lack a scientific selection process. Khandelwal (2005) observes that recruitment is not in sync with requirement. Pfeffer (1995) concludes that organizations that reach the top of the pyramid dedicate substantial resources and efforts in order to build a quality selection system. The vacant positions that the organization wishes to fulfill through recruitment must be communicated in such manner that interested applicant respond swiftly. Adequate information regarding the job opening must be provided so that well qualified applicants can select or rule themselves out. This will lead to a pool of apt and fitting candidates and unfavorable applicants will be significantly reduced. Djabatey (2012) in his research concluded that the bank had a formal recruitment and selection policy. Further, the sources of recruitment were newspaper advertisements, recruiting agencies, professional agencies and other methods along with employee referrals. As per Armstrong (1991) employers as well as organizations have a range of options to choose from when it comes to recruitment; advertisements, employment agencies and direct mails. Drucker (1999) suggested that organizations should not limit themselves to a single method but utilize a variety of them to get the best results.

5.2.2. PERFORMANCE APPRAISAL:

Developing a performance appraisal system that starts with setting attainable and realistic targets is vital as a base. A performance appraisal system is the key to accomplish business goals in organizations that have a performance
culture. Banks need to have appraisal systems that are consequential and effective.

Bernardin and Beatty (1984) concluded that performance appraisal served many inter-related reasons, like upgrading the use of resources and providing a platform for actions by workforce. Talukdar and Saha (2007) in their study of comparing Employee Performance Appraisal System of a local bank with that of a multinational bank found out that both the banks used rating appraisal system assess their employee’s performance. Both banks performed performance appraisal on a yearly basis. Although the performance of local bank was measured at junior, mid and high levels, multinational banks evaluated performance at non-executive, executive and top management level. The rating scale of local banks was designed on the following scale; (80 and above): actions that are superior and results that consistently deliver very high quality performance far exceeding expectation, Very good (70 and 79): performance that is high-quality where actions and result frequently exceed expectation, Good (60-69): satisfactory performance that effectively meets expectation, Average (50-59): Actions and results that sometimes fall short of expectation and do not always meet requirements of the job. Whereas the rating scale of multinational bank was planned in the following way; (1-2) significantly above the performance level required by the business and consistently better than the performance level required by the business, (3) consistently achieved the performance level required by the business, (4-5) not consistently achieving the performance level by the business and significantly below the performance level required by the business. The study further reveals the reliance on a superior authority while doing performance appraisal whereas, in multinational bank, as the appraisal are performance driven bolstered by
high sales growth, the appraisal system promotes better compensation and appraisal decisions. However, in both banks the performance appraisal system is marred by lack of communication between the appraise and the appraiser, hostile attitudes, rigidity, cynical and regressive approach. Judgmental and cautious approach, lack of knowledge about the appraisal system does not serve the true purpose of performance appraisal.

According to Chowdhury (2008) banking is a sector where a high degree of consideration is given to performance appraisal process, many public sector banks have altered their performance appraisal system or are on track to do so. Bhatia (2010) believes that performance appraisal process is typically a system in which appraise and appraiser have a discussion about the performance of the appraise during a stipulated time frame. In an ideal scenario, there should be an open conversation where there is a discussion on wide range of topics involving the performance of the candidate, the help required to perform better, training and development needs etc.

Konovsky (2000), Brown and Benson, (2003) believe that disparity between what employees identify as individual performance and rewards and recognition may be viewed as a violation of following performance appraisal systems and procedures, which will potentially harm issues of motivation and performance of employees as per Winstanley and Smith (1996). Latnam and Wexley (1993) state that "Performance Appraisal Systems are a lot like seat belts" and "Most people believe they are necessary, but they don't like to use them". Studies related to performance appraisals have focused on various aspects like the effect of performance appraisal on productivity Lazear (2000). As per Prendergast (1999) the manifestation of performance appraisal is two folds: rewards and recognition are considered backward-
looking pointers and employee opinions and thinking are measured as forward-looking pointers.

5.2.3. CAREER PLANNING:

Career planning supports the skills, needs and interests of employees with the goals of the organization. Career planning is essential to Manpower Planning and therefore needs to be fully integrated with it. Banking is a labor intensive sector and the tasks that bank employees perform can become monotonous along with the pressures of performance, therefore, career planning offers employees an opportunity to be a vital part of the organization. Career committees or task forces could be set up in banks to work out individual careers. Career planning need to focus on the growth and development of an employee by complementing career interests and ambitions with career opportunities available within the organization. Kilam and Kumari (2012) in their study of public sector banks concluded from their findings that more than 90% respondents acknowledged that their bank and its environment supported their career growth. Stones and Freeman (1992) emphasized the need for a formal career planning and guidance policy. By the very nature of career planning process, it may not be possible for employees to plan their own careers goals and paths; this is where guidance and mentoring comes handy. This is especially applicable in the banking sector. Shrivastava and Purang (2009) observed that in private sector banks, promotions were performance based and therefore, faster as compared to public sector banks. Ardichvili and Gasparishvili (2001) conducted a study of HRD issues in Russian banks which deduced that a great deal of significance was provided to recruitment and selection but not on organizational development matters
like training and development and career planning which reveals a lack of attention on long-term human resource practices. Bentz (1983) believes that long-term Manpower Planning has the potential to identify and nurture employees with high talent and potential early in their careers.

As per (Holloway, 2001) there is ample evidence that mentoring is useful in retention of employees. It is a tool to provide the mentee recognition and reward. Mentoring supports in identifying the abilities and shortcomings of both mentors and mentees. It is also helpful in emphasizing fields for future development. (Parsloe, 1992) believes that mentoring helps to manage an individual’s self learning so that his or her professional capacity is maximized, skills developed, and performance enhanced.

The General Electric Company (GEC) in U.S.A. has developed ‘Career Dimensions’ work books which mention four aspects in which career planning is useful: to uphold positive relations with employees, to help eliminate differences between employee aspirations and organizational expectations, to offer paths for career growth within the organization and to make best possible use of professionals and managers.

5.2.4. TRAINING AND DEVELOPMENT:

Banking works in a dynamic environment with changes in political, social, economical and technological arenas and the growth ambitions of banks. Therefore, training and development policy needs to provide fuel to the skilled, competent and knowledgeable people of the organization for the attainment of business objectives. Developing a Manpower Planning plan incorporating training and development activities is a challenging task especially in a dynamic environment for large banks. SBI has STU (Strategic training unit) centered on the up gradation of skills of employees
in lieu of changing business environment and competition. Employees are expected to attend a two-week training program once in 18-24 months. Training institutes established by RBI called IDRBT (Institute for Development and Research in Banking and Technology, provides facilities of training to both public and private sector banks in fields like: networking technology, security technology, cyber crimes, data warehousing and mining etc.

Jadhav (2013) in his research about training and development programs in banks opined that training and development programs were undertaken with the objective of examining the effectiveness of these programs in terms of the ease of performing duties for employees and the effect of these programs to accomplish customer satisfaction. In the study a randomized sample of 40 employees from HDFC, ICICI, Vijaya bank, Bank of Baroda and Dena bank located in suburban Mumbai were chosen. It was analyzed that training given in public and private banks to employees was related to their respective jobs in banks, the duration and length of training was adequate, the training program helped to increase their moral towards the discharge of their duties, the training received had a positive impact on the performance of job, achievement of team goals was facilitated by training and training had a realistic use. Ramakrishna et al., (2012) conducted a study encompassing 85 employees from Canara bank in Kurnool district with the help of random sampling technique. The employees brought to light the many facts about training; employees had attended many training and development programs, the trainer’s preparation was rated good by majority of respondents, the training environment created by the trainer was also rated good and the training and development programs were in totality rated as good. The research further stresses the need for the human resource
department to play a more important role in equipping the employees to face new challenges. Purohit (2012) in her study of Co-operative banks of Pune, concluded that training aids employees to perform better at their jobs and provides value addition to their existing knowledge. Continuous training provides constant development of employees. The study included 16 banks out of which 30 employees of different levels were picked on a random basis. The research also suggests ways of improving performance of select Co-operative banks through various work practices. Nagar (2009) researched on the effectiveness of training programs run by State Bank of Bikaner and Jaipur and The Bank of Rajasthan Limited through their staff training centers. The study concentrated on the views of trainees regarding the training programs in the areas of quality of trainer, duration of training course, facilities of library, teaching through computer programs and basic infrastructure facilities. Rani and Garg (2014) in their study of training and development in public sector banks with the help of random sampling of 40 respondents from employees from different banks like State Bank of India, Oriental Bank of Commerce and Punjab National Bank located in urban area of Kurukshetra concluded that employees who received training on a frequent basis were able to serve customers better. The training programs should be a part of the long –term, permanent policy of the management instead of temporary or adhoc training programs. The main aim of public sector banks to conduct training is to improve the efficiency of their employees.

Ramachandran (1998) in his study revealed that foreign and private sector banks were ahead of public and old private sector banks in making ‘customer profiles’ in offering tailored services to customers, possessed better knowledge about customers with the policy to have repeated customer
surveys, a positive attitude in dealing with customers, applying modern technologies in banking, giving emphasis on customer relationship management, having better knowledge about their products and creating a customer friendly environment.

Torrington and Hall (1987) explain how the financial sector in general and banking in particular is facing stiff competition both domestically and globally. Being labor intensive sectors, have undertaken a journey toward significant investment in training. Focus is now on personality aspects especially motivational aspects like self-esteem, self-actualization, group dynamics and belongingness etc.

OECD (1988) study on banking and insurance companies after comparing old competencies to new ones reveled that an entirely new skill set would be required to manage the technological changes in this sector. The new skill set will be combination of new knowledge and behavior aspects; these can only be achieved through training. The increasing pressures of competition, globalization, technological innovations and increasing demands of customers have changed the job profiles of bank employees. The new skills, knowledge, competences will require a revamp of training. As per Mankidy (2000) the training mechanism in Indian banks has a strong capacity to handle large volume of trainees. The training machinery in nationalized banks by themselves can train about 7000 trainees at a given point in time.

Sahoo (2003) suggests that training needs of both public sector and new generation banks should be formulated in a manner that they are in conjunction with individual and organizational needs and development. An overhaul is desired in the training process to include training philosophy, identification of training needs, the structure of the organization, training methodology, curriculum, material, duration and frequency, post training
placement and evaluation of training. Chahal (2013) in her research of training in PNB and HDFC banks concluded that when regular and organized training is made mandatory it leads to behavioral and attitudinal transformations at all levels in both public and private sector banks which translates into better performance. When training provided to employees is of superior quality and offers good facilities, it promotes interest in such programs as they lead to development of skills which in turn leads to accomplishment of organizational goals. On the whole, the view of employees in select branches of PNB and HDFC is that training is effective and enhances an employee’s chances of a better career and overall organizational growth. However, the study also concluded that before training, training needs assessment should be conducted as it is helpful in identifying gaps in performance, setting targets and designing the course for training and subsequent evaluation process. In their study of two commercial banks; State Bank of India and Jammu and Kashmir Bank Limited. Glaveli and Rainaye (2004) concluded that the training polices of these banks concentrated on the attitude of management towards training, training inputs, quality of training programs, and transfer of training to jobs. Hameed, Rajinikanth and Mohanraj (2014) deduced in their study that training programs that are effective enhance their performance in their current job and help them to attain higher level jobs. Training is rendered necessary in banking especially as banks operate in a dynamic environment and confront changing technology. Training and development is no longer considered a cost rather a device for retention. Training programs in The Banking Sector have been revolutionized to produce a clever workforce for better results. Training and development helps to eliminate performance inadequacies of the workforce. This in turn presents manpower as a valuable resource that is
account for the success or failure of the bank. Training and development plans need to be evaluated on a timely basis for the success of banks. According to Tahir, Yousafzai and Jan (2014) employees are assets to firms, therefore, if they are trained and skilled, they are likely to perform better at their jobs. If the administration of banks is focused on productivity and efficiency, training and development is vital to this plan.

Debnath (2003) opines that the manpower productivity in banks of Bangladesh can be enhanced by on and off the job training. Glaveli and Kufidu (2005) in their study of Greek banks concluded that the changes in Greek banking have concluded the effect of training and development strategies and programs being executed and implemented keeping in mind the environmental and business changes. In her study of three Ugandan banks; Bank of Uganda, UCBL and Co-operative bank, Kalanzi (1998) concluded that training had a positive effect on managerial performance and that it plays a key part in synchronizing individual and organizational goals. Training aids in the development of an employee’s skills both professional and managerial which assists in planning and advancement in career. The Tanzania Institute of Banking (2003) believes that training leads to satisfaction, contentment and reduces absenteeism and employee turnover. Sampat, Vaghul and Varde (1977) believe that, the system of training needs to focus on imparting professional banking education to the employees in the industry and therefore, on the job experience should be an essential aspect of the training strategy.

5.2.5. JOB ANALYSIS:

Johnston (1999) believes that each job in an organization needs to be thoroughly dissected in terms of job analysis, job specifications and job
descriptions are vital for an effective and efficient recruitment and selection plan as selection benchmarks can only be established after assessing these. These benchmarks assist in attracting the appropriate prospective candidates. Proper job analysis leads to the selection of candidates that are effective and more likely to perform better at jobs than over or under-qualified candidates. Werther and Davis (1982) explain that conventionally, job analysis was carried out for recruitment, compensation, administrative and supervisory reasons. However, the nature of jobs have changed tremendously and have become more complex owing to which organizations have started viewing job analysis as a tool for developing employees. Job analysis is a methodical compilation and assessment of the information pertaining to a job. This information is collected using a variety of methods like observation, questionnaires, interviews etc. This information becomes the foundation of planning job specifications and job descriptions. Job description is a written account of all the duties and responsibilities of a particular job, the setting in which the job needs to be performed and what is required from the employee. A job specification is a record of the skill, competence, qualities, training and abilities needed to perform that job.

As per Spector (2003) “Job analysis is a method of describing jobs and/or the human attributes necessary to perform them”. Harvey and Bowin (1996) indicate that the outcome of job analysis is employed to shape job description and job specification. Job description includes knowhow about the tasks, duties and responsibilities of a specific job. Job specification however, deals with the understanding of the knowledge, skills, competence that is necessary to for the effective performance of the job. Spector (2003) reveals how several human resource management functions utilize job analysis such as recruitment, selection and placement, orientation, training,
career counseling, performance appraisal, and compensation. Leap (1993) explains how job analysis is the process that establishes the exact tasks and responsibilities shared by a job or a class of jobs and also recognizing the skills, knowledge and abilities needed for the job. The consequence of job analysis is the depiction of job description and job specification.

Casico (1998) examines that job analysis is a system of attaining information that relates to jobs, information pertaining to the duties and responsibilities and tasks to be performed at the job and the individual traits in the form of education, experience skills, competence and training required to perform the tasks effectively and efficiently. According to Dessler (2003) job analysis is the primary action of the human resource department that has influence on commitment and accomplishment of objectives.

5.2.6. WORKFORCE DIVERSITY:

Workforce diversity helps an organization to successfully manage manpower that come from different backgrounds in terms of caste, culture, religion, race and background. This diversity is especially evident in The Banking Sector as the reach of modern banking has grown many folds. Today’s banks are facing various issues at many fronts and levels, workforce diversity is definitely one of them, Manpower Planning policy therefore needs to factor in this issue. Foster (2005) in the words of Macky and Johnson (2003) is of the opinion that along with issues like labor mobility, political forces, capital pressures and transfer of information electronically, workforce diversity is a major challenge that needs to be handled. Sadri and Tran (2002) state that as population around the world are becoming diverse, so are organizations. Diversity in workforce is a demographic truth of today’s world. Wentling and Palma-Rivas (2000) note that in the future
human resource will comprise of more number of women, minorities, many ethnic groups, old workforce, handicapped and employees with different backgrounds. The performance of organizations and their edge over competitors will depend on the way and extent to which this diversity is managed. Johnston (1991) opines that the effects of the increase in globalization can be seen in diversity of human resource. Organizations that are able to acknowledge and accept this reality with a view of assisting the flow of such manpower are likely to profit the most.

Torres and Bruxelles (1992) are of the view that managing diversity stands for permitting diverse human resource to work to its full potential in an environment where no work group has advantage or disadvantage over the other one. According to Bryan (1999) an extensive definition of diversity may include age, origin, religion, disability, language, lifestyle, belief systems, bodily appearance, and status. An organizational culture that allows its employees to follow their career goals without any reservations regarding age, gender, religion, ethnicity or other aspects of job performance is said to encourage workforce diversity. Mankidy (1997) believes that differences in academic qualifications, ethnicity, regional affiliations and disability also constitute diversity. All these aspects of workforce diversity are a source of a considerable change in human resource policies. Wheeler (2002) notes how organizations are discovering means to deal with diversity and make the best use of it to gain positive results. Lin, Chang and Chu (2003) are of the opinion that for effective management of diversity there is a need for identification of dissimilarity and gathering ways to use it to our advantage. Adler (1997) opines that diversity should not be snubbed and allowed to cause problems rather it needs to be used as a source of advantage. Cascio (1998) indicates that managers need to learn the art of valuing differences and
how to work with those differences so that each employee contributes to his or her full potential. Simmons (1996) states that vibrant organizations are always hunting for people, who are different as the difference brings individuals that are talented, more interested and have diverse views on matters. Fernandez (1998) claims that organizations that are able to accept cultural diversity successfully and are able to remove discrimination and injustice are in a better position to serve their employees and customers. Organization need to revaluate and rethink their missions, strategies, practices, markets, products by keeping in mind the diverse and heterogeneous mix of employees, consumers and stakeholders. Farren and Nelson (1999) believe that eventually the secret to establish, make, develop and preserve diverse workforce is to discover an approach by which the manpower of the organizations feels associated with the organization. Kundu (2004) in his study revealed that women gave more importance to gender diversity than men. Women were of the view that more female employees should be hired and given career development and growth opportunities. McMahan, Bell and Virick (1998) indicate that when an organization values diversity it aspires to embrace and use people from different segments as prospective employees instead of eliminating individuals to contribute based on diversity. Wright and McMahan (1992) are of the view that if manpower has to be viewed as the basis for competitive advantage than it is important to have a diverse demand and supply of labor. According to Jackson, LaFasto, Schultz and Kelly (1992) to counter competition, labor issues, demographic alterations, to demonstrate to their stakeholders that they are strategically driven, administered well, and focused on quality, it is a necessity for organizations to hire, include, prepare and train employees to work with and manage a diverse workforce.
Hayes (1999), Jackson, LaFasto, Schultz and Kelly (1992) view growing organizations to be an outcome of diversity. When diversity is managed well, it leads to the creation of maximum value from organizational human resource for the organization. The top management of an organization plays a crucial role in creating, managing and supporting workforce diversity. Casico (1998) diversity should go hand in hand with business strategy. Casico (1998) and Hayes (1999) explain the need for continuous supervising of all the human resource management policies, plans, programs and decisions like hiring, placement, performance appraisal, reward and compensation, promotions and training and development. Casico (1998) suggests that an organization that encourages diversity has a working culture where diverse employees are motivated, committed and satisfied. Appraisal systems should be created on sound and objective grounds and this ought to be communicated to all employees so that there are no chances of partiality on the basis of diversity. Mentoring programs could also be used to tackle diversity in the organization. CIPD (2010) states that although diversity has genuine business benefits, the demand to get the right skill mix, aligning these with customer profiles along with blending diverse thinking and styles and backgrounds is a huge task and challenge for HR professionals. According to Hartel (2004) organizations that are able to manage diversity effectively are able to appeal to competent and talented individual from society.

According to Rai (2008) public sector banks specifically with the extent of their reach in rural, semi urban and metros areas over the period of time have employees of various cultures, regions, religions and ethos. Managing diversity, therefore, needs to be high on the human resource agenda as well. Women contribute 15% of the banking workforce, providing them
opportunities that do not hinder work-family balance is another area that requires attention.

5.2.7. ENVIRONMENT SCAN, LABOR DEMAND AND SUPPLY:

Environmental scanning implies scrutinizing the internal and external environment of the organization to gather sufficient information so that the plan’s for the future can be prepared. According to Institute of Personnel Management (1992) ‘environment’ scan is one of the most critical steps in Manpower Planning, an in depth analysis and review needs to be conducted as a basis for formulating a comprehensive, systematic and effective Manpower Planning policy.

Wilson (1987) says that Manpower Planning needs to bear in mind the entire corporate plan. Rothwell (1995) believes that factors related to demands originate from business strategy. The importance of skills, competence and job designing are more relevant now than ever before. Taylor (1998) states that modern Manpower Planning needs to contemplate current, future and anticipated alterations and variations in workforce and their aspirations. Speechly (1994) lays emphasis on skills planning, which moves away from planning for people and focuses on skill planning. Taylor (1998) claims that in place of demand and supply forecast of employees skills planning aids in anticipating the kind of competencies that will be required in a five year time horizon.

Rothwell (1995) states that internal labor supply is easily obtainable and assessable in forms of terms of age, sex, job profile, experience, remuneration, job qualifications etc. although the simplest Manpower planning technique , it is shockingly overlooked frequently. Edwards and Whitson (1989) however, believe that the one of the flaws of internal labor
supply is the tendency of employees to leave. Although there is a trend that young employees are more prone to quitting than older employees and individuals at low and middle level positions leave quicker than high level employees. Taylor (1995) says that in the wake of uncertain environment, though assessment of internal labor supply and demand seems fairly easy, it is generally not the case. According to Zeffane and Mayo (1994) many factors contribute for forecast of supply and demand in an organization, a variety of internal factors need to be assessed to estimate existing and anticipated supply from within the organization. For the supply of labor Manpower Planning policies include the organizational plan for growth for internal recruitment or recruitment from outside sources.