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A Brief Review Of Studies On Training's And Research In Banking Sector

Abhay Korde[1], Dr. Kavita Laghate[2]
[1](Research Scholar, Jamnalal Bajaj Institute of Management Studies/ University of Mumbai, India)
[2](Director, Jamnalal Bajaj Institute of Management Studies/ University of Mumbai, India)
Corresponding Author: Abhay Korde

ABSTRACT: *Training and Development is indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with the belief that it will earn them competitive edge. Research is therefore, considered important to enable the banks to adopt strategies for better performance and increasing the profits of the bank.*

A large number of studies had examined various aspects of Trainings and Research in the banking sector in the domestic and international banking system. Many important books and research articles have been published. In this study an attempt is made to review some of the books and articles, existing literature dealing with the various aspects of trainings and research in the banking sector.

Literature Review has been conducted to find out researches in banking and particularly in Training. The authors try to study what other authors have studied about trainings in the banking sector for enhancing its employees' performance and enhancing the profit of the organization. The authors also try to study the research carried out in various areas to adopt strategies for its development and better results.

The authors arrive at the conclusion that the Banks should create a training budget as well as conduct training audit for the effectiveness of training. The training programmes designed for the employees should be comprehensive and related to their needs. The Banks must also improve their marketing and distribution strategies to attract customers and provide better customer service, and must also take steps to improve employee motivation and productivity. The employee's compensation also has significant effect on the performance because the employees which are not paid well often show poor performance. The present decade had witnessed a sea change in the way banking is done in India. The efficiency and profitability of the banking sector in India has assumed primal importance due to intense competition, greater customer demands and changing banking reforms and technology. The Banks must give more attention and support to the training of employees in all the areas of business taking into consideration the larger interests of the nation

KEYWORDS - *ALM, Bank, Banking, Capital Crisis, Customer, Development, Effectiveness, Evaluation, FDI, HR, Impact, Management, Merger, Performance, Process, Research, Risk, Supervision, Training*

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I. INTRODUCTION

India is a developing economy and making efforts to be amongst the top three economies of the world. This is possible only if we have sound financial systems to take care of not only related to a particular sector but to satisfy the changing needs of the customers. India has a wide network of financial system consisting of Formal (Organised) Financial System which includes the Regulators, Financial Institutions, Financial Markets, Financial Instruments and Financial Services and the Informal (Unorganised) Financial System consists of Moneylenders, Traders, Landlords, Pawn Brokers etc.

In India, both small and big, strong and weak, rural and urban, public and private, banks coexist. The distribution of banks in terms of profitability is skewed. Some banks earn high returns but are operating inefficiently and some banks are competing fiercely for a small segment of the market. Private sector banks have already put in place the latest technology while some public sector banks are still struggling to maintain their capital adequacy and other requirements. Hence, there was a need to restructure the banking industry. Moreover, reforms have ushered in new changes and new competition which has forced banks to improve their competitiveness. Training, Development and Research in the Banking Sector is one of the major routes through which the Indian banking system could bring in competitiveness and profit.

The history of Indian banking can be divided into three main phases :
Phase I (1786- 1969) - Initial phase of banking in India when many small banks were set up
Phase II (1969- 1991) - Nationalisation, regularisation and growth
Phase III (1991 onwards) - Liberalisation and its aftermath

Dikshit Ashish and Jain Trilok Kumar (2017) had done a review paper on the performance enhancement, training and development in banking sector. They have reviewed various research papers according to requirement of training, training and development, training needs identification, training and skill developments in banks, observations and interpretations related to training, training and skill developments in banks – emerging challenges, and training and skill development – suggestions and have arrived at the conclusion that coherent corporate culture rather than ad-hoc programs bring about development of integrated and proactive training and development strategy. Training and skill development whether at entry level or middle management level of the career always helps in bringing about a positive change. Updated knowledge on current trends in IT and business acumen are visible changes in the banking scenario present days. Banks are competing with one other while facing the emerging challenges and going global. Banks in order to meet the growing challenges have to fill up the information gaps and stop traditional mundane banking activities. The role of Human Resource Management is very well defined and it is meant "to integrate all personal activities with each other and strategically with organizational objectives" in the most beneficial manner both for the employee and the organization. The first major objective of HRM is to serve the organizational interest in the most beneficial manner; hence it is more of an investment rather than a cost to the organization. The other resources are best utilized once the human resources are efficiently utilized. With increase in complexity of jobs in the banking sector, the importance of employee training has increased tremendously. In order to maintain a viable and knowledgeable workforce, employee training has to be a commitment with resources. Effective training of the employees equips them to perform well and also influences the growth and profitability of the bank. Employee behaviour too plays a vital role in improving the productivity of the bank. Incorporating personality development program through group discussion, business games and role plays, the senior subordinate relationship can be strengthened, hereby improving productivity. Banks should proactively implement training sessions so that the employees take it up with full dedication to enhance their performance and productivity and to give customer satisfaction so that the banks could face emerging challenges.

The significant and positive influence on productivity in the banking sector could be attributed to the training and development programs. These attributes include „introduction of new products, imparting knowledge in addition to the present knowledge, programmes and product orientation‟, "to train the staff for computerization‟, utilizing methodology like "appraisal system‟, „technical analysis‟, "personal development plans‟ and „training programmes provided by other banks‟ and fundamentals/ basics like „sufficiently integrated goals of organization in the training activities‟, "professional and competent faculty‟, „enabling the staff to use skills at work place‟, "developing organizational culture and incorporating" latest trends in banking are significantly strong contributors to enhanced productivity in the banking sector.[1]

II. OBJECTIVE OF THE STUDY

After going through various research papers a need was felt to present all such research papers and trends about trainings in the domestic and international banking sector.

The objective of the research is to:

i) To state/review the past research done in banking sector in general.

ii) To present the researches on trainings in particular in banking sector in perspective.

III. PAST RESEARCH IN BANKING SECTOR IN GENERAL

1. HR Practices in Banks Related

1.1 CLV Sivakumar (2012)- Objective - The Objective of the study was to find out the Human Resource Management Practices and its outcomes namely job satisfaction and organizational commitment in Indian public sector banks. HR practices have been studied extensively among manufacturing, service and small medium enterprises. Methodology- The survey method by the use of a structured questionnaire designed to test employee's perceptions, the data were collected. Three public sector banks in India extended cooperation for this study It was targeted to elicit 600 responses from the Indian Public Sector Banks' employees- 200 from each of the banks. Analysis, Findings & Conclusion - Cronbach alpha, Stepwise Multiple Regression and Structural equation model (Path analysis) were used for various analyses of this study. HR practices are significant predictors of Job Satisfaction and Organizational Commitment; Job Satisfaction dimensions also significantly predict Organizational Commitment; HR practices lead to Job Satisfaction and Organizational Commitment. However, only a few studies have addressed the banking industry. Surprisingly, the research studies of their nature have rarely been conducted to assess HR practices and its outcomes in banking environment. Confirmatory factor analysis, [2]

2. HR/Customer Related

2.1 Bilal Afsar, Zia Ur Rehman, Jaweria Andleeb Qureshi and Asad Shahjehan (2010) Objective - The research attempted to find the factors of customer loyalty and their relationships with the banking industry in one of the developing countries, which is Pakistan. Methodology - a questionnaire was designed and validated, then based on the data which is gained from the 316 respondents' answers to the designed questionnaire. Analysis & Findings - Then analyzing the relationship among different factors, a model for the customer loyalty is proposed at the end of the research. Based on the data which is gained from the 316 respondents' answers to the designed questionnaire the analysis was done and the results and the relations among the factors are explained. Perceived quality, satisfaction, trust, switching cost and commitment are the factors which influence the loyalty of the customers. These factors also influenced each other as well. The relationships of different factors with each other are also studied and the SPSS software is used to analyze the data gathered from the respondents**. Conclusion -**studied the case of Pakistan and states that the concept of customer loyalty has received much consideration and attention from both academics and practitioners in different industries. In increasingly competitive markets, being able to build consumer loyalty is seen as the key factor in winning market share and developing a sustainable competitive advantage. Banking industry is no exception as it has high interaction with the customers, so managers must understand the factors which influence the loyalty of the customers towards their respective banks. They were of the view that it is always costly to attract new customers, so the managers always try to find ways to retain their current customers and concentrate on different factors which enhances the customer loyalty among the customers of the organizations. [3]

2.2 Bernadette D'Silva and Deepa Chavan (2012) Objective, Methodology, Analysis, Findings – they have revealed from the analysis that customers are not quite happy with respect to Phone Banking services provided to them, whereas they were quite satisfied with other retail banking services like ATM services, Internet Banking, Price & Core Product features i.e. the customers were not happy with the way transactions were being processed through mobiles or telephones. The bank needed to train their staff so that there is increase in usage rate of phone banking services like the other retail banking services. As regards quality dimensions, there had been somewhat feeling of dissatisfaction amongst the customers with respect to responsiveness and empathy. It indicated that the bank staff not only needed proper training, but have to be quite hospitable and cooperative so that they can properly manage customer grievances and complaints. Rude and nasty behaviour on part of the banking staff not only tarnishes the image of the banks but also might adversely affect their profitability. Comparison of individual scores with the average mean value also confirmed that the above average perceptions in public sector banks, as four out of five dimensions had scored higher than average values. In case of private sector banks, only three dimensions had scored higher than average values. Conclusion - This showed that public sector banks enjoy a better quality perception among their customers. There is an urgent need for services to reaffirm themselves in view of the cut throat competition. They will have to recognize themselves in terms of the customer service parameters to instil the concept of quality service in the mind of the customer and therefore the growth. Strategically speaking, the banks in the public sector should focus more on improving the infrastructure. It not only involves the IT input in the branches but also the physical evidence, internal environment and layout. In banking also the internal ambience of the organization has a positive impact on the customers. They trust the public sector banks, as this banks existed since long in the market than the private sector banks. The PSBs must position themselves in the market on the basis of this dimension and promote themselves aggressively. It will not only help them survive the present, but also be competitive in the market. The private sector banks should also take steps to enhance the human resource element by training them to serve the customers frequently and thereby enhance the customers' quality perceptions. [4]

3. General – Job Satisfaction

3.1 G. Ramanathan (2014) Objective of the study was to relate job satisfaction to various factors like personal nature, social atmosphere, cultural impact, environmental and financial conditions. Analysis, Findings - The results revealed that majority of the respondents had moderate job satisfaction, 30 per cent of the respondents have revealed low job satisfaction and 12 per cent of the respondents have enjoyed high level of overall job satisfaction in the selected banks. The respondents perceive poor job satisfaction with regard to organizational related factors. It is was established that it is not just financial and technological capital that provide companies with the competitive edge, but people, or human capital. In order to retain and attract the talent pool in to the organization employees should be satisfied. Banking sector is no exception and the banking organizations have to ensure that their work force is satisfied with their jobs so that they can enjoy the benefits stemming from contented employees. Conclusion - The nature of the job is also an important factor in deciding the level of job satisfaction of employees. Job satisfaction is the long-term prospect of employment in an organization, which creates a sense of involvement and commitment to the job among employees. [5]

4. NPA Related

4.1 Mr.Gunjan M. Sanjeev (2007) The objective of his study was to identify the critical factors, which were responsible for the loans to go bad in the Indian commercial banking system. The Methodology adopted for the study was the primary data collected from credit managers of banks operating in India. Analysis, Findings & Conclusion – The study has revealed that the external factors have a higher influence compared to the internal factors. Economic downturn and wilful default have been found to be most critical. Poor credit scoring skill of managers, absence of suitable administrative penalties and target completion have been found to have a significant influence amongst factors related with the loan appraisal mechanism. Seizure and disposal of collateral have found to be the toughest challenges amongst the factors related with the loan monitoring and controlling mechanism. Loan manger's level of motivation, manpower, skill to appraise collateral, effort to reduce costs, government and political intervention and soft budget constraints have been found to have a lower influence. [6]

4.2 Shivpuje C.V. and Kaveri V.S (2007) The Objective of their study was basically confined to identifying the factors influencing NPAs, suggesting measures that would prevent the growth of NPAs and affect their speedy recovery. Methodology - The major emphasis was laid on internal factors over which banks and financial institutions have direct control. For this purpose, they surveyed a few branches, had interaction with the branch managers and the borrowers along with the study of inspection reports. In addition, discussions were held with the credit officers, law officers, executives, bank lawyers, and civil judges. Along with this, the secondary data was analyzed to find out the various dimensions of NPAs. Analysis & Findings – Analysis & Findings - They observed that though the branch managers were quite clear about the RBI guidelines on the classification of advances, they varied the actual classification of advances made by them based on their personal experience with different borrowers. This trend, in particular, was observed in trading accounts with persisting irregularity in cash credit account for a long time. Conclusion - They concluded that NPA problem could be solved if proper care of internal factors is taken or in other words recovery from NPAs is possible if efforts of the bank and financial institutions are strengthened. They noted that eight branch managers included the said account in the health code no.2 while six managers classified it under the code no.4. In the end they had also offered several suggestions calling for changes in internal systems, procedures and practices. [7]

4.3 Khushpat S. Jain and Rahul G. Chopra's (2012) The Objective of their study was to analyze the trends in NPAs in the Indian Banking Sector from 2004-2011, to assess the contributing factors to the NPA in the Indian Banking Sector and to suggest measures to halt and curtail the rising burden of NPAs. - Methodology - the authors mainly dealt with the rising burden of NPAs in Indian financial system and their likely impact and measures to minimize such adverse impact on the Indian banking system in particular and Indian economy in general. Analysis & Findings - They were also of the view that the factor contributing to the rising NPAs is the upward shift in interest rates due to the RBI's tight money policy for controlling inflation. The increased interest rate (floating interest) has increased the repayment burden of borrowers which is compelling them to default their interest payments and repayments. Conclusion - They also feel that the banks should focus on recovery of existing loans and be more circumspect in their credit appraisal, rescheduling of large corporate loans as rising interest cost and falling sales revenue may result in widespread defaults of corporate loans, phasing out of priority sector loans to 10% of the total loans so as to reduce the burden of NPAs in priority sector, making priority sector loans need-based rather than target based which results in poor credit appraisal and loan default. The authors arrived at a conclusion that the major contributor to the NPAs in banking sector was agricultural sector. NPAs in non-priority sectors are likely to increase due to decelerating trends in major sectors like manufacturing and infrastructure and slowing down of economy during 2012. [8]

4.4 Korde Abhay and Laghate Kavita(2014) The objective of their study was to (i) Analyze growth of Banks, Employees and Profit Per Employees in the Indian Banking Sector from 2008-2009 to 2012-2013. (ii) Trends in NPAs, Sector-wise NPAs of Domestic Banks, Classification of Loan Assets in the Indian Banking Sector from 2008-2009 to 2012-2013. (iii) Cross Country Comparison – Gross NPAs to Total Advances of selected Ten Countries of the World and (iv) To study the factors opined by some Research Scholars contributing to the NPAs in the Indian Banking Sector in light of recent statement made by Shri Bimal Jalan, former RBI Governor and their suggestions to control rise of NPAs, measures to control the rise of NPAs. Methodology - i) As the study of the research paper was mainly related to Bad Loans in the Indian Banking Sector the findings were based on the secondary data. (ii) The growth as indicated in the objectives were arrived from calculating the progress in the Indian Banking Sector for the period 2008-09 to 2012-13, with the help of table and pie chart.(iii) The percentage of progress in the Indian Banking Sector for the period 2008-09 to 2012-13 was calculated from the data available in the various Trends & Progress Reports of RBI and (iv) The possible factors contributing to the NPAs in the Banking Sector and Measures to control them were studied from the previous research papers, internet and books. Analysis & Findings - As regards Growth of Banks, Employees and Profit Per Employees, they analyzed the data of PSBs, Private Sector and Foreign Banks for the period 2008-09 to 2012-13. There was an increase in Scheduled Commercial Banks in the Indian Banking Sector. The

PSBs and Private Sector Banks were reduced, whereas the Foreign Sector Banks registered a growth. The total employees Scheduled Commercial Banks increased. The percentage-wise increase of Private Sector Banks was more than PSBs. The employees in Foreign Banks were reduced during that period. Thus preferred to do business in India with less manpower. The Scheduled Commercial Banks registered an increase of Profit Per Employee. The Private Sector Banks were successful in utilizing the manpower better as compared to PSBs. The Foreign Banks were too successful than the PSBs. However, as regards trends in NPA in Indian Banking System there was a rise of NPAs of Scheduled Commercial Banks. The PSBs made a poor show by showing a rise of their NPAs, whereas the Private Sector Banks and Foreign Banks were successful in reducing their NPAs. Also they saw the trends in Sector-wise NPAs of Domestic Banks (excluding Foreign Banks) related to certain parameters i.e. Priority Sector Advances, Agriculture, Micro & Small Enterprises & Others. The same scenario repeated here too with PSBs percentage wise NPAs rise was very high as compared to Private Sector Banks. Regarding NPAs towards Non-Priority Sector Advances also it was same. As regards classification of loan assets – bank group wise in respect of Standard, Sub-Standard, Doubtful and Loss Assets. The progress of Private Sector Bank was satisfactory as compared to PSBs, as Private Sector Banks took care that accounts do not slip to next level. The foreign banks were much more careful. The findings in respect of cross country comparison of Gross NPAs to Total Loans during 2008-09 to 2012-13 of 10 Major Countries was taken up. It was observed that the countries which were hit by 2008 recession have also started overcoming it and have controlled their NPAs to a large extent, even emerging Asian Economies like China, Singapore, Malaysia, Thailand, Japan. Even a country like Pakistan also did not allow to slip its NPAs much i.e. in 2008-09. India's NPAs in this 5 years increased by 17.21%. They also looked into the factors contributing to the NPAs in the Indian Banking Sectors including the internal and external factors and Measures to control the rise of NPAs as opined by experts including Dr. Bimal Jalan, former Governor of RBI. **Conclusion** – They concluded that banks have been in the business of granting loans to borrowers engaged in different kind of activities. This is based on trust of banks in the borrowers, that the monies lent would be repaid in the time frame as specified in the loan agreements. Bank loans are normally backed by some form of collateral security or at least the primary security. But still in good number of cases, banks are unable to recover the loans by enforcing the securities. As a result, huge amounts are getting locked up in the form of NPAs. The reasons are many. Banks are seen struggling to increase business volumes on one hand, and to minimize the adverse effect of NPAs on their bottom lines, on the other hand. It has become necessary for the banks to train their Managers for better NPA Management, Keep distance from the political interference and follow the regulatory guidelines to avoid slippage of accounts and turning the advances into bad loans which are difficult to recover into loss not only to the banks but to the country. In this backdrop, banks should explore more of the non-legal options to yield quick and positive results in reduction of NPAs, to keep pace with the current trends. India is said to be the 2^{nd} or 3^{rd} top Economies of the World in next 25 years and it allowed its Gross NPAs to grow from 2.2 in 2008-09 to 3.8 in2012-13 i.e. rise of 72.73%, as already seen from various tables PSBs are the major contributors for rise in NPAs in the Indian Banking Sector and that too NPAs of Priority Sector lending's are more and a matter of concern not only to the Indian Banks, but to the economy of the country and it must be seen that firm speedy steps are to control it. They have further opined that a future study in the various areas of NPA Management will give a clear picture of the NPA Management in the Indian Banking Sector. The scope for future study related to NPAs in the Indian Banking Sector are observed from the limitations which are contained in this research paper. The growth of employees of Private Sector Banks and Foreign Banks reduced during the study period i.e. April 2008 – March 2009, but still the Profit Per Employees of these banks was more. The NPA Management of the Private Sector Banks and Foreign Banks seems to be far better as compared to that of Public Sector Banks. The growth of employees of Private Sector Banks and Foreign Banks reduced during the study period i.e. April 2008 – March 2009, but still the Profit Per Employees of these banks was more. The reasons for HR Management and Manpower Planning of both Private Sector Banks and Foreign Banks gives scope for further study.The NPA Management of the Private Sector Banks and Foreign Banks seems to be far better as compared to that of Public Sector Banks. A further study of NPA Management by these banks will reveal a more correct picture. The rise in NPAs towards Priority Sector Lending – particularly towards Agriculture, Micro & Small Enterprises and towards Non-Priority Sector Lending and downfall in NPAs towards Priority Sector Lending related to Others gives a way to rethink of Government's Policy towards advancing to Priority Sector Lending specially Agriculture, Micro & Small Enterprises and some sectors in Non-Priority Sector Lending, requires a separate study in this area. The causes of rise in NPAs mentioned by Gunjan M. Sanjeev in the Indian Banking Sector was based on primary data collected only from few bankers and in the year 2007 i.e. before the sub-prime crisis of 2008, it needs a fresh look in the present scenario. A large number of bankers and top executives of the banks are required to be interviewed. A study is also required to be considered as to whether imparting trainings in the field of NPA Management, Basel related and HR Issues will help the bankers to control NPAs and enhance the performance and profit in the Indian Banking Sector. [9]

5. Risk Management Related

5.1 Abhishek Shahu and Sanjay Kavishwar (2012) - Their Objective was to investigate the determinants of liquidity risk of banks in India. Methodology – Hey obtained relevant data of 30 BSE listed banking companies. Analysis – They analyzed the data for last 5 years. Simulation based on variables such as interest rate, liquid assets, liquid liabilities were carried out to identify the determinants of liquidity risk. The significance of relationship between liquidity and profitability of banks in India was attempted, with a view to provide a sound basis for efficient risk management for banks in coming times. Findings & Conclusion - The authors arrived at a conclusion that the determination of liquidity and its impact on profitability are determined by the level of NPAs. As it plays a significant role in determining the amount of liquidity risk and amount of liquidity maintained by the bank, because NPA indicates the probability of not receiving the amount given as advances or at least delay in receiving the same. The author are also of the view that the other important factor that determines the level of liquidity is the structure of advances and sources of funds. The increase in secured advances reduces risk and thereby need of liquidity as expected, however advances to priority sector cause to the need of liquidity to increase. It is because the priority sector involves small loans having higher risk. The liability side dependency of banks is on savings account and demand deposits has a significant impact on the liquidity needs of banks. The liquidity level of banks does not give any impact on the profitability of banks. This is because of the bank's dependency on the non-interest income, resulting in contradictory relationship. The dependence on non-interest income encourages banks to expose themselves to off-balance sheet exposure, which significantly increases the risk level of banks. The others also opine that there is a mismatch in the sources and allocation of funds in the banking sector, which can be inferred from the dependency on non-interest income and income in NIM. The independence of income from liquidity of banks although has good impact on the performance of banks. It is however more risky in long-run to maintain the efficiency of the banks. [10]

5.2 Viral Acharya & Hassan Naqvi(2012) Their Objective was to examine how the banking sector could ignite the formation of asset price bubbles when there is access to abundant liquidity. Methodology, Analysis, Findings & Conclusion - Inside banks, to induce effort, loan officers are compensated based on the volume of loans. Volume-based compensation also induces greater risk taking; however, due to lack of commitment, loan officers are penalized ex- post only if banks suffer a high enough liquidity shortfall. Outside banks, when there is heightened macroeconomic risk, investors reduce direct investment and hold more bank deposits. This 'flight to quality' leaves banks flush with liquidity, lowering the sensitivity of bankers' payoffs to downside risks and inducing excessive credit volume and asset price bubbles. The seeds of a crisis are thus sown.[11]

6. Banking Supervision Related

6.1 E Philip Davis and Ugochi Obasi Their Objective was to explore the relationship between risk indicators for individual banks and the different approaches to banking supervision adopted around the world. Methodology, Findings, Analysis & Conclusion – they have observed that Banking supervision is an essential aspect of modern financial systems, seeking crucially to monitor risk-taking by banks so as to protect depositors, the government safety net and the economy as a whole against systemic bank failure and its consequences. It is the first paper to make use of the currently available cross section series data on bank supervision from the World Bank to carry out empirical investigations in a panel data framework, gaining all the advantages in increased efficiency and information that comes from estimations combining longer time series and a wide range of countries. They found that wide-ranging effects of design features of banking supervision on risk taking which raise important policy issues. [12]

6.2 Aswini Kumar Mishra1, Jigar N. Gadhia, Bibhu Prasad Kar, Biswabas Patra and Shivi Anand (2013) The objectives of their paper was two-fold: first to analyze the soundness and second to measure the efficiency of 12 public and private sector banks based on market cap. Methodology - As far as the first objective is concerned, CAMEL approach was used over a period of twelve years (2000-2011). On the other hand, the study made an attempt to measure the efficiency change of these selected banks operating in India during 2010-2012. Findings, Analysis and Conclusion - It was established that private sector banks are at the top of the list, with their performances in terms of soundness being the best. Public sector banks like Union Bank and SBI had taken a backseat and display low economic soundness in comparison. By using frontier based non-parametric technique, Data Envelopment Analysis (DEA), provided significant insights on efficiency of different banks and places, private sector ones at an advantage situation and thereby hints out the possibility of further improvisation of most of the public sector banks. DEA results exhibited that among the public sector banks, the performance of Bank of India, Canara Bank and Punjab National Bank got dampened in the last two years under study where as among the private sector banks, except the case for Axis Bank which was not found to be satisfactory at all, the remaining private sector banks shows marked consistency at their efficiency level during the period under study. [13]

6.3 Pawan Kumar Avadhanam, Kolluru Srinivas, Ramakrishna M.J. (2013) His study focused on the PSBs and PSFIs in the era of liberalization, globalization and privatization and the study was divided into four parts.The First part is concerned with the financial fundamentals like Profit after tax, Borrowing, NPAs etc., the Second part is concerned with ratio analysis like Current ratio, Debt Equity Ratio, Price Earnings Ratio, Price to Book Ratio etc, The Third part is fitting a model which is popularly known as Capital Asset Pricing Model, which tries to explain the stock behavior of the these PSBs and PSFIs in the Indian Stock Market. The CAPM model which was developed by Sharpe (1964), Lintner (1965), and Black (1972) was largely supported by Black, Jensen and Scholes (1972), Fama and Macbeth (1973) and Blume and Friend (1973). Later this method was questioned on various grounds. The paper had mainly focused on the estimation of 19 PSBs and PSFIs returns for the period of 1999-2010 using the CAPM frame work. Further this paper compared the CAPM returns with that of the Annual Market Returns (AMR). They had selected these PSBs and PSFs on the basis of the companies quoted in the BSE stock Exchange in India for the period 1999-2010. The Fourth part of the study dealt with the finding and conclusion. The study observed that most of the PSBs and PSFIs scrip's are undervalued and have not rewarded the investors properly. [14]

6.4 Rao, Nageshwar; Tiwari, Shefali (2008) had opined in their study that since the Banking industry in India was poised for a major leap in coming years. The year 2004 witnessed some major positive changes in this industry. Falling interest rates, a pick up in demand for loans, chiefly in retail sector and good spreads in treasury transactions caused a substantial face lift to all players in the banking sector. All top rated banks have succeeded in reducing their NPA's by around 65% to 100%. The growth in business was also an impressive 24-41%. But, one thing that is sending alarm signals is that stronger banks were becoming stronger and weaker ones were in the process of being wiped off. This called for an in depth study of efficiency in the public sector banks, the factors responsible for success and failure of banks. The study aimed at finding answers to similar questions and reveal efficiency determinants amongst public sector banks in India. The study evaluated the factors affecting the efficiency of public sector banks using twenty three variables, employing product moment correlation.[15]

6.5 C.S.Maurya (2012) has studiedeconomic reforms with reference to Banking Sector and to review the impact of Economic Reforms of the Banking Sector. The author has taken a look at the impact of economic reforms introduced in 1991 on the various sectors across the country, including the banking industry. The author reviewed policy changes in major areas covered by the reform program i.e. fiscal deficit reduction, industrial and trade policy, agricultural policy, infrastructure development and social sector development. He concluded that India's Economic and Banking Sector Reforms are slow as compared to China, hence it can be considered satisfactory under the following constraints i.e. India is a democratic country whereas China is Non-Democratic making implementation of reforms difficult, in the post reforms period India had witnessed few mega scams, weakening of corporate governance due to mega scams, official bottle necks and rampant corruption and political instability, public opinion like FDI in Retail Sector and land acquisition problems for Govt./Industries, recapitalization of banks is not a new concept as China spent $ 45 billion in 2000s for recapitalization of their banks. [16]

6.6 Ishan Shukla and Smita Shukla (2012) had focused on the business and operational strategy to be considered by Banks and Financial Institutions during economic slowdown. As the economic environment is subject to various external economic and non-economic forces beyond the control of the individual institution. The changed economic environment leads to unforeseen impact on the institutions. The paper also focused on the change required in business and operational strategies by Banks and FIs during economic slowdown i.e. re-strategizing in economic slowdown. The authors has opined that the banks across various countries post recent global financial crisis has given another opportunity to the banking sector to review and renew its approach towards factors decisive to its extant working and future sustenance, irrespective of the market dynamics, individual banks need to decide their positioning and develop their strategic plans in cost-effective manner. Re-strategising operations can make a bank better prepared to face the market dynamics irrespective of economic conditions – more so, brace itself for added challenges during economic slowdown. [17]

6.7 Rudiger Fahlenbrach, Rene M. Stulz (2011) - Objective – To investigate whether bank performance during the credit crisis of 2008 is related to CEO incentives and share ownership before the crisis and whether CEOs reduced their equity stakes in their banks in anticipation of the crisis. Methodology/Analysis/Findings/Conclusion - Their findings showed that there was no evidence that banks with CEOs whose incentives were better aligned with the interests of their shareholders performed better during the crisis and some evidence that these banks actually performed worse both in terms of stock returns and in terms of accounting return on equity. Further, they also found that option compensation did not have an adverse impact on bank performance during the crisis. Bank CEOs did not reduce their holdings of shares in anticipation of the crisis or during the crisis; further, there was no evidence that they hedged their equity exposure. Consequently, they suffered extremely large wealth losses as a result of the crisis. [18]

7. Banking Capital Related

7.1 Andrei Shleifer, Robert W. Vishny (2010) in the research study on "Unstable Banking", had proposed a theory of financial intermediaries operating in markets influenced by investor sentiment. In their model, banks make loans, securitize these loans, trade in them, or hold cash. They can also borrow money, using their security holdings as collateral. They embed such banks in a stylized financial market, in which securitized loans may be mispriced, and investigate how banks allocate limited capital among the various activities, as well as how they choose their capital structure. Banks maximize profits, and there are no conflicts of interest between bank shareholders and creditors. The theory explains the cyclical behavior of credit and investment, but also accounts for the fundamental instability of banks operating in financial markets, especially when banks use leverage. [19]

7.2 Amitha Sehgal (2012) in her study has evidenced that bank ownership: government/private; greater foreign shareholding/greater domestic shareholding, has an influence on bank performance. There is a similarity in the impact on Government banks, but the effect on private banks is divergent, without a definite pattern. It implied that government ownership of banks reduces the cross-bank differences on how an increase in foreign shareholding influences their valuation; and in the case of private banks there was a wide cross-bank difference, with each bank's valuation exhibiting its own response to an increase in foreign shareholding. The author has suggested that in future if the government in consultation with RBI initiates the process of dilution of its shareholding below 51% in select public sector banks, without increasing foreign stake in PSBs beyond 40%, then also the majority shareholding would continue to be with domestic investors and government. The article also suggests infusing foreign equity into some laggard PSBs may improve their performance and the government could look at this option for shoring up the equity base of weak banks in preparation for Basel II compliance. It could help the government to improve capitalization of banks without increasing its fiscal burden. [20]

8. Banking Crisis Related

8.1 Andrea Beltratti, Rene M. Stulz (2012) has observed that though overall bank performance from July 2007 to December 2008 was the worst since the Great Depression, there is significant variation in the cross-section of stock returns of large banks across the world during that period. They applied this variation to evaluate the importance of factors that have been put forth as having contributed to the poor performance of banks during the credit crisis. The evidence is supportive of theories that emphasize the fragility of banks financed with short-term capital market funding. The better-performing banks had less leverage and lower returns immediately before the crisis. Differences in banking regulations across countries are generally uncorrelated with the performance of banks during the crisis, except that large banks from countries with more restrictions on bank activities performed better and decreased loans less. Their evidence poses a substantial challenge to those who argue that poor bank governance was a major cause of the crisis because we find that banks with more shareholder-friendly boards performed significantly worse during the crisis than other banks, were not less risky before the crisis, and reduced loans more during the crisis. [21]

8.2 Victoria Ivashina, David Scharfstein(2010) observed that the paper documents that new loans to large borrowers fell by 47% duringthe peak period ofthefinancialcrisis (fourth quarter of 2008) relative to the prior quarter and by 79% relative to the peak ofthe credit boom (second quarter of 2007). New lending for real investment (such as working capital and capital expenditures) fell by only 14% in the last quarter of2008, but contracted nearly as much as new lending for restructuring (LBOs, M&A, share repurchases) relative to the peak ofthe credit boom. After the failure of Lehman Brothers in September 2008 there was a run by short-term bank creditors, making it difficult for banks to roll over their short-term debt. We document that there was a simultaneous run by borrowers who drew down their credit lines, leading to a spike in commercial and industrial loans reported on bank balance sheets. We examine whether these two stresses on bank liquidity led them to cut lending. In particular, we show that banks cut their lending less if they had better access to deposit financing and thus they were not as reliant on short-term debt. We also show that banks that were more vulnerable to credit line draw downs because they co-syndicated more of their credit lines with Lehman Brothers reduced their lending to a greater extent. [22]

9. ALM Related

9.1 Suman Chakrabortyand Subhalaxmi Mohapatra (2009) states that the banking scenario in India in the 1980s and now, presented a perfect study of contrast. Due to several reforms, banks were moving away from the traditional lines of service and in the process, are exposed to more risks. One of the ways for managing the risks is Asset Liability Management (ALM). ALM was an attempt to match the assets and liabilities in terms of their maturities and interest rate sensitivities so that the risk arising from such mismatches mainly—interest rate risk and liquidity risk—can be contained within the desired limit. As far as ALM in Indian banking system is concerned, it is still in a nascent stage. Against this backdrop, the objective of the paper is to study and analyze the status of ALM approach in the Indian banking system. Methodology - sample consisting of nationalized, private, and foreign banks operating in the Indian environment was taken and the multivariate statistical technique, canonical correlation had been done to capture the nature and strength of relationship between the assets and liabilities in these banks. From the analysis, it was derived that a majority of banks have a good ALM framework in place. Findings/Analysis/Conclusion - The study also indicated a strong relationship between fixed assets and net worth for all groups of banks. Based on the empirical findings, it was concluded that ownership and structure of the banks do have a major bearing in the ALM procedure. It was further observed that SBI and its Associates have the best correlation, thereby indicating the best asset-liability maturity pattern. Most of the Indian banks, unlike foreign banks, were liability-managed banks because they all borrow from money market to meet their maturing liabilities. The private banks were highly aggressive for profit generation and use the short-term funds for long-term investments. The interest rate and liquidity risks are the significant risks that affect the bank's balance sheet and therefore, they should be regularly evaluated and managed. For the private banks, they use a risky strategy in case of problems arising from the significant risks as has been mentioned above. The nationalized banks along with SBI and its Associates are excessively concerned about liquidity and in the process, they use long-term funds for long- as well as medium- and short-term loans. [23]

10. FDI Banking Related

10.1 Alok Bhardwaj (2012) had conducted the research on the effects of FDI on the Domestic economy. They analyzed the effect of liberalization on private sector banks in India. They observed that there was large and significant value gain in the portfolios of private sector and public sector banks. The paper has demonstrated that the value gain was maximum for small banks, these banks had lower debts, lower efficiencies and huge NPAs, making them lucrative targets for takeovers. Value gains also therefore, reflect the vulnerability and premium of potential takeover for different banks. He had a twofold objective. Firstly, in contrast to the extant evidence which focuses on the aggregate stock price effect of FDI limits, he provided the first evidence of valuation changes at the individual firm level and secondly, he tested the hypothesis that the valuation gain of an individual firm reflects a takeover premium, and is a function of the probability of takeover of the firm. Findings/Analysis - The result demonstrated that valuation gain by private sector banks were significantly, higher than government owned banks. Inefficient and poorly managed banks with lower relative market valuation, and excess non-performing assets were likely to benefit most from a potential takeover and post the largest gains. It was his evidence was consistent with the notion that investors welcome the removal of protective barriers and the ultimate takeover of inefficient firms following the liberalization. [24]

11. Performance of Banks Related

11.1 Cheenu Goel, Chitwan Bhutani Rekhi (2013) Objective Their study attempted to measure the relative performance of Indian banks. They have used public sector banks and private sector banks. Methodology - Since competition cannot be observed directly, various indirect measures in the form of simple indicators or complex models have been devised and used both in theory and in practice. They thought that in the service sector, it is difficult to quantify the output because it is intangible. Hence different proxy indicators are used for measuring productivity of banking sector. Segmentation of the banking sector in India was done on bank assets size. Analysis, Findings & Conclusion - Overall, the analysis supported the conclusion that new banks are more efficient than the old ones. The public sector banks are not as profitable as other sectors are. It means that efficiency and profitability are interrelated. The key to increase performance depends upon ROA, ROE and NIM. The efficiency and profitability of the banking sector in India has assumed primal importance due to intense competition, greater customer demands and changing banking reforms.[25]

11.2 Kushalappa, S; Sharmila & Kunder (2013) Objective To evaluate the financial performance of top 5 public and private sector banks of India. Methodology - The entire study was based on the secondary data, procured and extracted from the financial statements of the selected banks covering a period of five years from 2007 to 2011. For the purpose of analyzing the financial performance of the banks under study and to test the hypothesis, two kinds of tools had been used. They were statistical tools and financial ratios. Findings, Analysis & Conclusion - The tests had been conducted at 5% level of significance. The critical value of F with 1 and 8 degrees of freedom is 2.87. The statistical tools used in this study were: Arithmetic Mean, Standard Deviation, and Coefficient of Variation, Correlation and Analysis of Variance (ANOVA). Various kinds of ratios had been used as the financial tools for the purpose of analysis. The study covered a period of five years from 2007 - 2011. The study clearly showed that there was significant difference. The banking, the world over had been changing at a spectacular pace. This change was due to multifarious factors like the need to be efficient in functions, thirst for becoming finance superpower than mere banks, growing importance of private banks, the rise in high net worth individuals etc. The present decade had witnessed a sea change in the way banking is done in India. [26]

11.3 Mihir Dash and Annyesha Das(2013) Objective – To the study compares the performance of public sector banks with private/foreign banks under the CAMELS framework. Methodology - The data used for the study were the audited financial statements of a sample of 58 Indian banks for the period 2003-08. Analysis/Findings/Conclusion - The results of the study showed that private/foreign banks fared better than public sector banks on most of the CAMELS factors in the study period. The two contributing factors for the better performance of private/foreign banks were Management Soundness and Earnings and Profitability. The results of the study show that private/foreign banks fared better than public sector banks on most of the CAMELS factors in the study period. The two contributing factors for the better performance of private/foreign banks were management soundness and earnings and profitability. They have observed that there has been some improvement in the Indian banking sector after the reforms, and CAMELS framework is a natural framework to analyze this improvement. The results of the study suggest that public sector banks have to adapt quickly to changing market conditions, in order to compete with private/foreign banks. This is particularly due to the wide difference in their credit policy, customer service, ease of access and adoption of IT services in their banking system. Public sector banks must improve their credit lending policies so as to improve asset quality and profitability. They need to continuously monitor the health and profitability of bank borrowers, so that the risk of non-performing assets decreases. They must also improve their marketing and distribution strategies to attract customers and provide better customer service, and must also take steps to improve employee motivation and productivity. [27]

11.4 Dr. G.Ramakrishna, Mrs. Kameswari, Mr. M.Giridhar Kumar, Dr. C.H.Krishnudu (2012) are of the opinion that in India the banking industry is becoming more competitive than ever, with private and public sector banks competing with each other to perform better. The executives of the bank are now in the position to modify their traditional human resources practice into innovative human resources practices in order to meet the challenges from other competitive banks. The Human Resource Development department has to play a more proactive role in shaping the employees to fight out the challenges. The banks not only have to make plans and policies and devise strategies, the actual functionaries have to show competence and effectiveness in executing the said policies and strategies. In commercial organizations like banks, HRD departments have the advantages of not being excessively burdened with day–to–day problems of running the banks or ensuring profitability of individual transactions. They are in positions to take strategic and long term view of the competitive advantage of the human resources as well as identify areas of professional weaknesses to rectify well before any damage takes place in the organization. Indeed they have the golden opportunity to implement the desired HR policies to improve and strengthen the organization to withstand the onslaught of fierce competition in future. [28]

11.5 B S Bodla and Richa Verma Bajaj (2010) Objective - To examine the efficiency, benchmarks and targets for private sector banks operating in India. Methodology/Analysis/Findings/Conclusion - Keeping in view the limitations of ratio analysis techniques, production approach of Data Envelopment Analysis (DEA) was applied to judge the efficiency of private sector banks. In this model, banks are considered as service providers, and while interest expenses, non-interest expenses and the Non-Performing Asset (NPA) ratio, i.e., net NPAs to net advances, are considered as input variables, deposits, advances and investments are considered as the output variables. The paper analyzes the efficiency of 29 private sector banks with the dataset ranging from the period 1998-99 to 2005-06. The results of the study indicate that there is a lot of scope for the private sector banks to improve their efficiency level, as, at the most, only 31.25% private sector banks were found efficient during the entire study period. The results indicate that a majority of private sector banks in India need to take steps to decrease the NPA level and improve their output parameters, such as deposits, advances and investments, because they have failed to acquire full efficiency score in all the years under study. Their study examined the efficiency scores of private sector banks using CRS methodology of DEA for the period from 1998-99 to 2005-06. The study findings were that the private sector banks performed their best in the year 1998-99 and the average efficiency score of private sector banks was found highest (114.88%) in the year 2002-03. It was above the psychological score of 100% in all the years, except in 1999-2000 and 2004-05. [29]

12. Mergers of Banks Related

12.1 Korde Abhay and Dr. Laghate Kavita (2016) Objective The objective of the study was to: i) To Study the Need for Bank Mergers. (ii) To take a look at the Past Mergers of the Indian Banks from 1961 to 2014. (iii) To take a look at the brief history of SBI & Associate Banks of SBI. (iv) To Study the Past Mergers of select Private Sector and Public Sector Banks and performance of few merged banks, i.e., ICICI Bank Ltd., HDFC Bank Ltd., BOB and OBC, and its analysis and interpretation. (v) To Study Past Mergers of SBH, SBI, SBI Group including Associate Banks of SBI, its Analysis & Interpretations. (vi) To Study select parameter wise position of selected banks related to its progress from April 2008 to March 2013 and Analysis of percentage Increase/Decrease during that period. (vii)To look at the latest developments regarding Merger of SBI & its

Associate Banks. (viii) To Study the Need for Bank Mergers, Challenges, and Advantages and Bank Mergers. Methodology, Analysis, Findings, Conclusion - The Literature Review has been conducted to find out what other research scholars have studied about Mergers. The authors try to study the need for bank mergers, takes look at the past mergers of the Indian Banks from 1961 to 2014, they also try to take a look at the brief history of SBI & Associate Banks of SBI. They further tried to study the past mergers of selected Private Sector and Public Sector Banks and performance few merged banks and done its analysis and interpretation. The authors have made a special study of past mergers of the SBH, SBI and SBI Group including Associate Banks of SBI and done its analysis and interpretations. A Study is also done of select parameter wise position of selected banks related to its progress from April 2008 to March 2013 and Analysis of Increase/Decrease during that period. The authors arrive to the conclusion that the latest phase of banking in India has seen less mergers as compared to the first and second phase, but the recent decision of the GoI to merge the associate banks of SBI with SBI is said to be the landmark in the history of banking and also the merger of other Public Sector Banks into Six Banks will make the banks more strong and competitive and will be able to strong global players. However, there is a need for the Government to take a look at merging of Old Private Sector Banks and New Private Sector Banks into 4 to 5 Banks and streamline the dual regulation of Co-operative Banks and to merge them too into another 2 to 3 Banks which are strong in each State, because the authors have observed from the study of selected banks performance that mergers do help the banks to perform well. Lastly, the authors say that even though Mergers disrupts business, but it helps in transforming markets. [30]

12.2 Dr. (Smt). A.N.Tamragundi and Devarajappa S (2016) Objective, Methodology, Analysis, Findings and Conclusion - They observed in their study tha tthe finance and banking industries contributes highest number of M&As deals during the study period 2008 to 2014 (Kar (1990- 2000) and Priya Bhalla (2001-2007) were also found the same) and the trends of consolidation in Indian Banking Industry is so for restricted to merger of small and weak banks with large and public sector banks. Their study examined the 'Impact of Mergers on Performance of selected commercial banks in India'. The impact of mergers on performance of the banks was evaluated from three prospective i) Physical Performance of merged banks, ii) Financial Performance of Merged Banks and iii) Share price performance. Analysis of physical performance of merged banks emphasized that, there was an significant improvement in Deposits, Advances, Businesses and Number of Employees of all selected banks. Therefore, the result indicated that Mergers can help commercial banks to achieve physical performance. While the analysis of financial performance of merged banks yielded mixed results, the results indicated that, a significant improvement in Assets Quality, Management Efficiency, Earnings quality and liquidity of the selected banks and Capital Adequacy of Public sector banks did not indicate improvements, this may be due to the policy matters of public sectors banks but on an average the overall financial performance of merged banks increased after the merger. So Merger could be considered as a useful strategy in order to achieve financial performance of commercial banks by achieving economies of scale, competitiveness, and increased efficiency and Market share. Further the analysis of share price performance of merged banks showed that, there is no consistent pattern of Abnormal Returns of selected merged banks, Market positively reacted only in case ICICI Bank and Federal Bank. The rest of the cases market negatively reacted for merger announcement. Therefore, from the result it was concluded that, Merger is not a preferable tool to achieve shareholders wealth of banks in short term. The authors also suggested to Government of India and RBI to liberalize their policies.
[31]

IV. TRAININGS IN BANKING SECTOR

1. Training Needs Related

Training Need Analysis (TNA) is the process of identifying the gap between employee training and needs of training. Training needs analysis is the first stage in the training process and involves a procedure to determine whether training will indeed address the problem which has been identified. Training can be described as "the acquisition of skills, concepts or attitudes that result in improved performance within the job environment". Training needs analysis looks at each aspect of an operational domain so that the initial skills, concepts and attitudes of the human elements of a system can be effectively identified and appropriate training can be specified.

Training needs analysis is most often used as part of the system development process. Due to the close tie between the design of the system and the training required, in most cases it runs alongside the development to capture the training requirements.[32]

1.1 Athar Mahmood (2014) The author is of the view that training has been an integral part of day-to-day life since times immemorial. Every new employee regardless of his previous training and experience needs to be introduced to the work-environment of his new job and taught how to perform specific tasks. Most organizations expect trainings to result in learning that translates into performance at actual workplace. It has been found that when training is performance management oriented, it helps in contributing to contribute to company's goal. The objective of the paper was an attempt to explain the interplay between training, learning and performance on one side while defining the parameters of performance on the other specifically for the banking sector. As a part of Methodology a comprehensive review of literature provided meaningful insights into performance dimensions in banking sector. They were identified and put in the context of environmental factors. Analysis & Findings& Conclusion - The paper was divided into three distinct parts. In the first part, the relationship between training, learning and performance had been studied using a theoretical model represented diagrammatically. Next, the factors impacting an individual's performance have been broadly listed. Finally, performance dimensions in banking sector had been identified. The findings was that there was a positive co-relation between the three with training leading to learning and considered successful only when desired performance is the same as actual performance. Ten variables determine performance in banking sector which operate within four environmental conditions forming the context. Also important are organization's vision, mission & strategies and the immediate supervisor's attitude. [33]

1.2 Chahal Aarti (2013) The Objective of her study was to study training need analysis based training and development and effect of training on performance by adopting development based strategy. Methodology, Findings, Analysis and Conclusion - in her paper has analyzed the status of various need analysis based training and development practices in Punjab National Bank and HDFC bank and has explored the proposed link between the training and employees' productivity by adopting development based theory. Her study made use of statistical techniques such as percentage, mean, standard deviation, standard error and coefficient of variation in analysing he data finding the result. Her result showed that the training in PNB & HDFC is average and there is scope for improvement in training. The perception of employees regarding the Training and Development somewhat differs significantly on the basis of gender and designation. Her findings showed that the training and effectiveness boost the morale of the employee upgrade skills improve their performance and gives them the opportunity to get lucrative jobs and excel in their jobs also. The training aimed at providing the trainee the opportunity of changing their behaviours and contributes to their effectiveness and upgrading their skills. There is a lack of needs assessment before training, banks should take necessary steps in such a way that employees should feel training is essential to enhance the productivity and customer satisfaction to meet the present challenges, as it is very much helpful to improve the individual career and the organization growth too and the employees were satisfied with the training process and method of teaching. [34]

1.3 Tahmina Ferdous & B.M.Razzak (2012) The Objective of their study was to investigate and analysis of training needs assessment and its importance in the banking sector of Bangladesh. Methodology – The data of this study was collected via email and over telephone interview of 50 respondents of NBL. Findings, Analysis and Conclusion - The data of this study which was collected via email and over telephone interview of 50 respondents of NBL was analysed and presented in terms of charts and graphs. The research searched to evaluate existing literature reviews of training needs assessment and recommends several suggestions for the importance of it's so that to meet the employees' and organisational needs in the banking sector of Bangladesh. The findings addressed that the training needs assessment is prerequisite for an effective training that helps for organisational growth and development. Consequently the recommendations support for the noteworthy of needs assessment of training which will bring a constructive worth in this sector of Bangladesh and in overseas. [35]

2. Training Process Related

The Training Process comprises of a series of steps that needs to be followed systematically to have an efficient training programme. The Training is a systematic activity performed to modify the skills, attitudes and the behavior of an employee to perform a particular job.[36]

2.1 Paschaloudis D, Anastasiadou K, Anastasiadou A and Pantelidis P (2013) Objective – was to examine the training process of International Bank Human Resources. Methodology –Case study of two Bank leading figures, National Bank of Greece and Hongkong and Shanghai Banking Corporation (HSBC). They adopted the inductive approach in which they collected data and developed theory as a result of data analysis, using interviews, structured, semi-structured, telephone interviews as well as personal contacts. Analysis, Findings and Conclusion –The two banks were totally different in size and number. One was greater Local Bank and the other was a greater International Bank. The two banks were different in size, structure, corporate culture, function, can adopt and apply the same training approaches. In short two different banks in size and range had quite similar training process. It is drawn from the survey done by the authors that organisations around the world no matter their size are or the countries in which they operate may apply the same general rules, however, they may modify the general wide accepted rules in order to fit their corporate culture.[37]

3. Training and Development Related

Training and Development is a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings. Training and development can be described as "an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees". The field has gone by several names, including "Human Resource Development", "Human Capital Development" and "Learning and Development".[38]

3.1 Dr. Hegde Raviraj K and Kumar Anil (2013) Objective - Their objective was to study the individual training needs, employee training initiatives in Banks – A future perspective and latest trends in training, future orientations of trainings in banks. Analysis, Findings and Conclusion – Training and development activities in banks are like oxygen to human being and there is an urgent need for reforms in training. The factors like training need, training resources, perceived training, training and development objectives, latest training trends are to be identified by the management in accordance with organizational goal and employee need. The required change in curriculum, faculty, methodology, training resources is the need of the hour. Bank management has to realize the importance of training to enhance knowledge and skills apart from information and should create a training budget as well as conduct training audit for the effectiveness of training. [39]

3.2 Jyoti (2017) Objective – Her objective was to analyze the training and development practices in HDFC Bank Ltd and to analyze the training and development scenario at HDFC Bank Ltd. - Analysis, Findings and Conclusion – The author tried to triangulate the secondary data by using numerous independent sources. The information about the problem was collected from the Research Journals, Trade Magazines, Annual Reports of Banks and the Internet. The bank focuses on training of its employees on a continuous basis, both on the job and through training programmes conducted by internal and external faculty. The bank has consistently believed that broader employee ownership of its share has a positive impact on its performance and employee motivation. Prioritizing seniority over performance is not a good practice for attracting the best talent in a competitive environment. Recruitment practices as well as on the job training and redeployment are considered as one of those many improvements of HR in the Indian banks. In short it can be said that the training and development policies and practices of the selected bank in said paper concentrated on training and developing, motivating employees to work for ensuring that these policies are properly designed and implemented, thereby helping the workers to set and achieve individual and organisational goals.[40]

3.3 UK Student Essay (2015) Objective - The objective of the student was to find the level of authority in training and development, training and development process, initiatives taken, evaluation of training and development programme and recommendations for the ICICI Bank Ltd. Analysis, Findings and Conclusion – The student identified four levels of authority in the human resource practice followed by the bank i.e Corporate level HR, National level HR, Regional HR and Field HR. The training and development process of the bank included the industry and organizational analysis, task analysis, expansion of branch network, opportunities in Corporate Banking Sector, Productivity Improvement, Selection of Learning and Training methods, operational reaction decision making and the design. The bank took new initiatives like winning hearts, gaming and simulation engine, i-voice, ensuring employee participation and success of training and development program, evaluation of the training and development programme was done on the parameters like customer satisfaction, questionnaire, interviews, productivity improvement, human resource factors. Also a look was taken at the business results of the bank. Lastly, some recommendations were given to improve the training and development activities e.g., leadership potential assessment, identifying the fast-trackers, nurturing the talent, providing environment to grow, expansion of job to increase overall responsibility and accountability etc. [41]

3.4 Dr. Hameed Shahul S, Rajinikanth J and Mohanraj P (2014) Objective–The authors aimed to know the opinion on training and development programmes of bank employees in Nagai district and to provide suggestions for better ways to improve the training and development programme. Methodology, Analysis, Findings and Conclusion - Extension use of both primary and secondary data was made, for collecting the primary data, field survey technique was employed in the study, first hand information was collected from 200 respondents of banking sector in Nagai district. Stratified random sampling method was employed for selecting the respondents from the selected district. Factor analysis was employed for further analysis. The opinion on training and development programmes perceived by the respondents was studied by measuring training and development programmes through 13 statements of cognitive components, affective component and co native components. The 13 statements were chosen and classified in an orderly form, and factor analysis was employed and the detailed analysis and discussions was done in various stages. From the analysis it was evident that out of 13 statements on training and development of bank employees, 13 statements were grouped into 2 component factors and were termed as Influencers and Indispensable. The authors suggested that the training and development programme which is organized by the bank should result in effective co-ordination among the employees and also adequate training is needed for the trainee to improve the performance, skill and knowledge regarding object handling and so the training period should be extended. The Bank employees' feedback can be obtained about the training given by the banks. So that training can be improved further to their expectations and thus their services to the customers could be increased and accomplishment of objectives could be made easier. The bank employees have to be given a motivation on how important training is in order to meet the routine problems and rewards can be given to the person who attends the training consistently. Finally the authors concluded that in order to improve the efficiency of employee in the present job and prepare himself for the higher level job, the effective training programmes are necessary. It is also needed to banking policies, new technology and the changing environments. Training and development is now considered as more of retention tool than a cost. The training system in banking industry has been changed to create a smarter workforce and yield the best results. Training and development programmes help remove performance deficiencies in employees and also they are esteemed resource of the bank and success or failure of the bank operation relay on the performance of employees. Timely evaluation of the success of employees' training and development programmes are most important for the banks. [42]

3.5 Rani Kavita and Garg Diksha (2014) Objective - The objective of the authors was to study existing status of training and development programmes of banks for their employees and to examine the effectiveness of training and development programmes for employees in fulfilment of their duties. Methodology, Analysis, Findings and Conclusion – The research paper was based on primary data collected through questionnaire filled by the bank employees. The secondary data included references from books, journal, research papers and internet. A random sampling of 40 respondents from employees from different banks like SBI, OBC and PNB located in urban area of Kurukshetra. The analysis and findings were done on the basis of various parameters related to employee training and development were looked into and percentage of response of employees was considered. It was observed that the response was in the range of 65 – 90% i.e. Good – Very Good. The authors thus concluded that there is enough evidence to show that employees who were trained on a regular basis are the ones who provide a higher quality services to the customers. To develop an integrated and proactive training and development strategy there is requirement of coherent corporate culture rather than ad-hoc programs. In a service oriented industry such as banking, people are among the most important assets and a bank must efficiently manage its employees during every phase of employment in this competitive arena. It is concluded that public sector banks undertake training and development programmes for their employees to increase their efficiency. Banks provide training programmes to enhance their knowledge and skills to satisfy the customers. Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development. [43]

4. Training Evaluation Related

The process of examining a training program is called training evaluation. Training evaluation checks whether training has had the desired effect. Training evaluation ensures that whether candidates are able to implement their learning in their respective workplaces, or to the regular work routines.[44]

4.1 Alan M. Saks and Lisa A. Burke (2012) Objective – was to investigate the relationship between training evaluation and the transfer of training in organizations. They hypothesized that training evaluation frequency will be related to higher rates of transfer because evaluation information can identify weaknesses that lead to improvements in training programs and create greater accountability among stakeholders for training outcomes. Methodology- They obtained from 150 training professionals who were members of a training and development association in Canada. Analysis, Findings - The results indicated that training evaluation frequency was positively related to training transfer. However, among Kirkpatrick's four levels of evaluation criteria, only behavior and results criteria were related to higher rates of transfer of training, indicating that the level of evaluation criteria is important for training transfer. These results indicate the importance of organizational-level initiatives such as training evaluation in addition to individual-level practices for facilitating the transfer of training. The results their study extended research on both the transfer of training and training evaluation. They found that organizations are most likely to evaluate reactions criteria and least likely to evaluate behavior and results criteria which is consistent with previous research. To show that organizations that report evaluating their training programs more often have a higher rate of transfer of training. Furthermore, among Kirkpatrick's (1994) four training evaluation criteria, only behavior and results criteria were related to transfer of training as predicted by the accountability hypothesis. They also found that the relationship between training evaluation and transfer was strongest immediately after training than 6 months and 1 year after training. The results suggested that the level of training evaluation may signal differing degrees of accountability to organizational stakeholders, and in turn the extent to which training transfers in organizations. That is, to hold stakeholders (i.e. trainees, supervisors and trainers) accountable for training and transfer, it is necessary to measure the extent to which employees are using what they learned in training on the job and organization or department outcomes. Thus, within the context of accountability and training evaluation, what matters most for transfer is the evaluation of behaviour and results criteria. Conclusion - Overall, the results of their study suggest a training evaluation-transfer of training paradox: organizations are most likely to evaluate trainee reactions and learning, and yet only behavior and results criteria are significantly related to higher rates of training transfer. [45]

4.2 Nazmul Kader Abdul and Selim Md. (2015) Objective– The focus of the authors study was to measure the success of training and whether training has any impact on promotion and what types of training are provided to the newly recruited employees of Exim Bank Ltd. Methodology, Analysis, Findings and Conclusion – The methodology adopted was random samplying where 50 employees were selected for the study. It was a combination of EXIM Bank Ltd and the secondary data was collected through various sources like books, journals, annual reports etc. The major findings of the study indicated that 60% respondents were satisfied with the training facilities of EXIM Bank Ltd. The results also showed that training has a positive impact on promotion and EXIM Bank Ltd., provides the foundation or induction training to their employees' when they were newly recruited. The authors are of the view that the major contribution of the paper is that it will help to measure the success of training and also help to reduce the training and recruitment costs of EXIM Bank Ltd. The authors also suggested to implement the proposed conceptual framework to measure the success of their training, ensure adequate time for questions and discussion sessions', otherwise training will not be effective, ensure more training for employees who have completed adequate length of service, train more female employees to promote in top management, increase the number of female employees, hire qualified trainers for training delivery, attract doctorate degree holders in HRD/M to join the HR department of the organization and utilize them to develop and implement training programmes etc.[46]

5. Training Effectiveness Related

Training Effectiveness refers to the practice of giving tests and questionnaires to the participants at the end of a course. The tests are then used to see if individuals meet the course objectives and the results of the questionnaires are used to improve the way the course is being conducted. [47]

5.1 P. Akilandeswari and Jayalakshmi (2014) The objective of the training was to study training and development programmes undertaken by banks for their employees, to analyze effectiveness of training and development programmes for employees to discharge their duties and to study how training and development programmes helps to achieve customer satisfaction. Methodology- The primary data included data collected through questionnaire filled by the bank employees. Secondary data included reference books, journal, research papers and internet. They had taken random sampling of 50 respondents from employees from different banks like HDFC, ICICI, Vijaya Bank, Bank of Baroda, Repco Bank located in suburban area of Chennai. Analysis & Findings - They have inferred from the study that employees were aware of the training programme and had attended the training programme conducted at their organization. Training programme had helped them to pick up new technical skills and soft skills. Attending training programme leads to perform better at work. Topics are covered at the right time and the quality of topics covered reflected high level of satisfaction among the employees at the organizations. To study also showed that the training and development programmes help to achieve customer satisfaction. Conclusion – They are of the view that training and development are continuous process in improving the calibre of employees. It is an attempt to improve their current and future performance but the organization should keep a track on their performance after imparting them training it means training needs assessment it is a systematic process of altering the behaviour of employees in a direction to achieve the organization's goals. A training programme is an effort by the employer to provide opportunities for the employees to acquire job related skills, attitudes and knowledge. In order to meet the ever-growing needs of business and household banking has to become dynamic and updated in modern scenario and also to take up this industry to the heights of international excellence requires best combination of new technology and skilful and talented manpower. Therefore most of the commercial banks either private or public adopt training and development programmes at the time of induction, promotion and other situation. In this research paper an attempt is made to learn that training and development exist in banks and their impact to generate efficiency of employees to cater to the need of their customers. [48]

5.2 A.Mani and Dr. P.A.Joy (2012) The objective of the study was to study the training system of public and private sector banks in India, to analyse the effectiveness of the training system towards selected public and private sector banks in India, to find out whether there was any significant difference regarding the effectiveness of training between different public and private sector banks and to suggest measures to enhance the effectiveness of the training programmes. Methodology - The primary data was converted into tabulated and percentage analysis, Z test, t-test and Rank analysis were used. The study was limited to 400 as sample size due to the geographical coverage of public and private sector banks. Analysis, Findings & Conclusion - They have arrived to the conclusion that structural barriers in the public sector banks are adversely affecting the training effectiveness. The t-test analysis show that the negative figure of table value indicated that private sector bank training context was more effective than the public sector bank context. They recommended that a separate body should be allocated to continuously assess the technological and social changes to inherit the same in the aspect of training. The primary objective of the training should focus on socio-techno changes and challenges and also a continuous survey and monitoring in the aspects of customer satisfaction which covers 360 degree of the environment. They have concluded that a detailed longitudinal study which covers the entire banking industry under the auspices of the RBI regarding training and development will be useful as detailed information can be made available and the Government must give more attention and support to the training of employees in all the different kinds of organization taking into consideration the larger interests of the nation. [49]

5.3 Khadijat Adenola Yahaya (Mrs) (2007) Objective – was to investigate the impact of investment in human resource training and development on employees' effectiveness in Nigerian banks. Methodology - Descriptive survey research was adopted for the study. A quantitative measure published by the Institute of Intellectual Capital Research and approved by the Saratoga Institute database was used to assess human resource effectiveness in three randomly selected banks. Also, an instrument titled Assessment of Training and Development Activities Scale (ATDAS) was administered to one hundred and twenty-five randomly selected employees of the selected banks in Horin metropolis, Kwara State, Nigeria. Relevant data was obtained from the three selected banks' audited financial accounts for a period of five years (2001-2005). Analysis & Findings - The collected data was analyzed using descriptive and inferential statistics. The results showed that Zenith Bank had the best Human Resource Management and Accounting practice performed best. The study also identified the main training and development activities in the three selected banks as orientation and on the job training, skills improvement training, utilization of the newly acquired skills, regular training and acquisition of job experiences in all areas of banking. It was also found that respondents were significantly different in the assessment of training and development activities in their banks based on length of service and job status. However, the respondents were not significantly different in the assessment of training and development activities in their banks based on length of service and job status. However, the respondents were not significantly different in their assessment of training and development activities based on qualifications. Conclusion - The paper concluded recommending that Nigerian Banks should evaluate the quality of their human resource regularly and provides adequate training and development opportunities to their employees. Also, the professional bodies in Nigeria should develop a standardized scale for the assessment of human resource in Nigerian banks and other corporate organizations. Similarly, training and programmes designed for the employees should be comprehensive and related to their needs.[50]

5.4 Dr. Karthikeyan, R. Karthi, D. Shyamala Graf (2010) Objective – Studied the existing practices of the various aspects of training program and its effectiveness in selected public and private sector banks in Tiruchirappalli District, South India. This is mainly to assess the present status of the employee effectiveness in discharging the roles and responsibilities in tune with the objectives of the bank. The aim is to assess the effectiveness of the various facets of training i.e. employee's attitude towards training inputs; quality of training programmes; training inputs and application of training inputs to the actual job. Banks should take necessary steps in such away that employees should feel training is essential to enhance the productivity and customer satisfaction to meet the present business challenges in India. A well-structured questionnaire was used to collect the primary data. Secondary data for the study were collected from reputed journals, magazines, websites and bank records. Total sample size for this study is 512 respondents. It consists of 454 respondents of clerical cadre and 58 respondents of managerial cadre in banks. Statistical Package for Social Sciences (SPSS) analysis was to calculate result and come to conclusion that training contributes for growth and result of the banks. [51]

5.5 Falola O H, Osianjo O A and Ojo S I (2014) Objective - The authors objective was to give this study an attention to the effectiveness of training and development on Employees' Performance and organizational competitiveness in some selected banks in Lagos. Methodology, Analysis, Findings and Conclusion – The data was collected through a well structured questionnaire and distributed amongst staff in selected banks in Lagos State, South-West Nigeria. The effectiveness of training and development was measured using a 16 item instrument. Descriptive methods of analysis were used to analyze the data. The findings were on the basis of certain parameters set out in the questionnaire. The authors concluded that training is importation for the survival of any organisation. It is also imperative for effective performance of employees, enhancement of employees' ability toadapt to the changing and challenging business environment and technology for better performance, increase employees' knowledge to develop creative and problem solving skills. Meanwhile, all the relationships proposed among the variables in the research model were tested and it was found that relationship exists amongst the variables having subjected the collected data to empirical analysis with the use of descriptive statistics. However, the results of the findings indicated that training and development affects employees' performance and organizational effectiveness, which implies that effort must be made to ensure that employees' skills and knowledge are fully underutilized through adequate and timely training design and implementation. The overall result showed that proposed hypotheses tested were accepted. It is therefore recommended that Individual should be more proactive and seek to be more creative and innovative to contribute their quota through their profession and skill. Employers of labour and decision makers should endeavour to create enabling training environment and favorable training policies that will give every worker opportunity to attend training. Management should also take into consideration the training need of each workers and act as appropriate. [52]

6. Training Impact Related

Training impact means what was the end result after undergoing the training i.e. whether it met with the objective it was imparted or not.

6.1 Athar Rida, Shah Maqbool Faiza (2015) Objective- The objective of the study was to determine the impact of employee knowledge on organizational performance, understand the influence of skills and abilities on organizational performance, find out the influence of training on employee motivation, identify the impact of training on employee satisfaction and to recognize the need of employee training in organization. Methodology, Analysis, Findings and Conclusion – The study was based on primary data collection methods and secondary data from research articles. The sample was taken from both male and female managers and operational managers working in banks of Karachi. The questionnaire was developed for them. In the study, the non-probability method is used as a sample technique. Regression and correlation analysis is used to present the findings. The deductive approach was used in the research. In all the four findings it was observed that the null hypothesis were rejected. The authors concluded that the banks which provide training to their employees in a proper way can gain substantial improvement in performance and productivity and can deal more number of customers with satisfaction. Training is compulsory for employees to enhance knowledge, skills and abilities that provide extensive support to increase the performance of banks of Karachi. Performance of the relationship depends on the worker responsibility which is to be determined by HR technique of the training and development. By giving additional training stages in the association workforce become involved to gain further information about their occupation which finally supports them in accomplishment of campaigns between their peer assemblies. In this global age of technology, training has become very essential as the organizations introduces new and advance technologies in their workplace. So it is compulsory for all the banks to provide advanced training to their employees for the betterment of their performance. The key findings of this research study are stress level and motivation, technical knowledge, training program method, knowledge and employee performance and motivation of employees which shows a strong positive relationship with employee performance. It shows that bank is practising a talent management program to accomplish their current and future needs which help them to compete with rapid changes in working environment. Moreover, leadership style is the key element for the banks growth, banks that have good leadership makes good environment for employees to accomplish tasks effectively. [53]

6.2 Bhat Hussain Zahid (2013) – Objective The objective of study was to measure the level of performance in terms of imparting training. It also evaluated the impact of training of employee performance on their jobs. Methodology, Analysis, Findings and Conclusion – The study was conducted on 108 bank employees. The study model included one independent variable viz., training and one dependent variable employee performance. Descriptive statistics were used to measure the level of perception across all the understand variables. The correlation and regression analysis were carried to assess the relationship and relative influence of independent variable (training) on the dependent variable i.e., employee performance. The authors arrive to the conclusion that training to a big extent leads to an improved employee's performance but still it is not the sole factor that leads to good performance rather it is a combination of factors. A lot of future research can be done on different factors in banking industry, but specifically in relation to employees' performance factors like training needs assessment, training programs design, development, & deployment are important to study for knowing their effects on the resultant employees' performance in banking industry. The role of managerial and leadership factors in employees' training and performance is also of unique importance and thus required to be investigated because a good manager or leader either increase or decrease the efficacy of training which in end affect employees' performance. The employee's compensation also has significant effect on the performance because the employees which are not paid well often show poor performance. [54]

6.3 Alomari Awad Mahmoud Burhan (2017) Objective- The research aims to identify the reality of the training process in productivity and banking sector in the United Arab Emirates – Abu Dhabi and Dubai. To identify the convictions of those who are the charge of the management of the institutions on the issue of training and how much importance they attach to it for the benefit of the staff, identify deficiencies or weakness in the existing training programs and their negative effects on the performance of employees, leaders and management, the makers of the administrative decisions and to determine, if the management follow-up with the environmental changes and take them into account when preparing for training programs. Methodology, Analysis, Findings and Conclusion – Six UAE banks were selected as a study area. A questionnaire was designed and distributed to a random sample of 150 respondents. The analytical descriptive method was used for analysis. Data analysis and testing were carried out using SPSS. Some of the most important outcomes of this study are: Human resource management practices such as compensation and benefits, employment, empowerment and human resources planning have a positive impact on innovation. Compensation, benefits, employment, training and development, also have a positive effect on creativity. Human resource management practices have a positive impact on training. The study recommends that giving the UAE banks the priority of human resource management practices is of great importance in their dimensions according to the scale of human resource management practices that are interested in achieving innovation and creativity for employees within the banks. The further studies are suggested related to human resources management practices and creativity and innovation because of their impact on achieving competitive advantage.[55]

6.4 Korde Abhay and Dr. Laghte Kavita (2015) Objective - The objective of the study was to Analyze growth of Branches, Employees, Profit Per Employees, Deposits, Advances and Net Non-Performing Assets of Bank of Baroda and Union Bank of India from 2008-2009 to 2012-2013, Analyze the said growth between Bank of Baroda and Union Bank of India from 2008-2009 to 2012-2013, Analyze the said growth of Bank of Baroda and Union Bank of India with PSBs and Analyze between the training expenses of Bank of Baroda and Union Bank of India related to HR and NPA related trainings. Methodology, Analysis, Findings and Conclusion - The study was an exploratory research. As the study of the research paper was mainly related to analyze the growth of selected parameters related to the performance of Bank of Baroda and Union Bank of India and their comparative growth and also their comparative growth with PSBs and to compare the training expenses of both the banks related to HR and NPA related training the findings were based on the secondary data and percentage of progress for the period 2008-09 to 2012-13 is calculated from the data available in the Annual Report of RBI for the year 201213, the findings are based on the secondary data. The authors arrive to the conclusion that the bank which has invested more in training is able to perform better than the bank which invests comparatively less in the area of training and especially in the area of HR and NPA related training. Thus Bank of Baroda has an upper hand in various parameters as compared to Union Bank of India.[56]

V. CONCLUSION

S.No.	A Brief Review of Studies on Trainings and Research in Banking Sector	classification	Variables considered	significance
1.	HR Practices in Public Sector Banks in India: Challenges – A Study – Sivakumar CLV	HR Practices	HRM, Job Satisfaction Organizational Commitment.	HR practices are significant predictors of Job Satisfaction and Organizational Commitment; Job Satisfaction dimensions also significantly predict Organizational Commitment; HR practices lead to Job Satisfaction and Organizational Commitment.
2.	Determinant of Customer Loyalty in the Banking Sector: The Case of Pakistan - Bilal Afsar, Zia Ur Rehman, Jaweria Andleeb Qureshi and Asad Shahjehan	HR Customer	Customer, Perceived Quality, Satisfaction, Switching Cost, Trust, Commitment, Loyalty.	It is always costly to attract new customers, so the managers always try to find ways to retain their current customers and concentrate on different factors which enhances the customer loyalty among the customers of the organizations.
3.	An Empirical Study on Customer Satisfaction in Banking - Bernadette D'Silva and Deepa Chavan	HR Customer	Customer, Tangibility, Reliability, Responsiveness, Assurance, Empathy	The PSBs must position themselves in the market on the basis of this dimension and promote themselves aggressively. It will not only help them survive the present, but also be competitive in the market. The private sector banks should also take steps to enhance the human resource element by training them to serve the customers frequently and thereby enhance the customers' quality perceptions.
4.	Factors Influencing Job Satisfaction of Employees in Public Sector Banks in Tiruvarur District of Tamil Nadu – G. Ramanathan	General – Job Satisfaction	Job Satisfaction, Gender, Marital Status, Age, Experience, Designation, Annual Income	The nature of the job is also an important factor in deciding the level of job satisfaction of employees. Job satisfaction is the long-term prospect of employment in an organization, which creates a sense of involvement and commitment to the job among employees.
5.	Bankers' Perceptions on Causes of Bad Loans in Banks – Gunjan M. Sanjeev	Non-Performing Assets (NPA)	NPA, Internal Factors, External Factors.	The external factors have a higher influence compared to the internal factors. Economic downturn and wilful default have been found to be most critical. Poor credit scoring skill of managers, absence of suitable administrative penalties and target completion have been found to have a significant influence amongst factors related with the loan appraisal mechanism. Seizure and disposal of collateral have found to be the toughest challenges amongst the factors related with the loan monitoring and controlling mechanism. Loan manger's level of motivation, manpower, skill to appraise collateral, effort to reduce costs, government and political intervention and soft budget constraints have been found to have a lower influence.

S.No.	A Brief Review of Studies on Trainings and Research in Banking Sector	classification	Variables considered	significance
6.	Non-Performing Assets in Commercial Banks - Shivpuje C.V. and Kaveri V.S	Non-Performing Assets (NPA)	NPA, Internal Factors	NPA problem could be solved if proper care of internal factors is taken or in other words recovery from NPAs is possible if efforts of the bank and financial institutions are strengthened.
7.	Is Indian Banking Sector Moving the Global Way? (Rising NPA in Indian Banking Sector – A Matter of Concern) – Khushpat S. Jain, Raghul G. Chopra	Non-Performing Assets (NPA)	NPA, Priority Sector, Agricultural Sector, Small Scale Industries, Others, Non-Priority Sector, Public Sector	The major contributor to the NPAs in banking sector was agricultural sector. NPAs in non-priority sectors are likely to increase due to decelerating trends in major sectors like manufacturing and infrastructure and slowing down of economy during 2012.
8.	Is Only Management Responsible for Rising NPAs of Public Sector Banks in India? – Abhay Korde, Dr. Kavita Laghate	Non-Performing Assets (NPA)	NPA, Growth of Banks, Employees & Profit Per Employees, Trends in NPA, Sector-wise NPAs, Classification of Loan Assets, Cross Country Comparison, Internal Factors, External Factors.	banks have been in the business of granting loans to borrowers engaged in different kind of activities. This is based on trust of banks in the borrowers, that the monies lent would be repaid in the time frame as specified in the loan agreements. Bank loans are normally backed by some form of collateral security or at least the primary security. But still in good number of cases, banks are unable to recover the loans by enforcing the securities. As a result, huge amounts are getting locked up in the form of NPAs. The reasons are many. Banks are seen struggling to increase business volumes on one hand, and to minimize the adverse effect of NPAs on their bottom lines, on the other hand. It has become necessary for the banks to train their Managers for better NPA Management, Keep distance from the political interference and follow the regulatory guidelines to avoid slippage of accounts and turning the advances into bad loans which are difficult to recover into loss not only to the banks but to the country. In this backdrop, banks should explore more of the non-legal options to yield quick and positive results in reduction of NPAs, to keep pace with the current trends.
9.	Determinants of Liquidity Risk and its Impact on Profitability: An Empirical Study of Indian Banks – Abhishek Shahu, Sanjay Kavishwar	Risk Management	Risk, Liquidity Ratios, Profitability Ratios.	The determination of liquidity and its impact on profitability are determined by the level of NPAs. the other important factor that determines the level of liquidity is the structure of

				advances and sources of funds. The increase in secured advances reduces risk and thereby need of liquidity as expected, however advances to priority sector cause to the need of liquidity to increase.

S.No.	A Brief Review of Studies on Trainings and Research in Banking Sector	classification	Variables considered	significance
10.	The Seeds of a Crisis: A Theory of Bank Liquidity and Risk-Taking over the Business Cycle – Viral Acharya, Hassan Naqvi	Risk Management	Risk, Agency Problem, Bubbles, Optimal Monetary Policy,	Inside banks, to induce effort, loan officers are compensated based on the volume of loans. Volume-based compensation also induces greater risk taking; however, due to lack of commitment, loan officers are penalized ex- post only if banks suffer a high enough liquidity shortfall. Outside banks, when there is heightened macroeconomic risk, investors reduce direct investment and hold more bank deposits. This 'flight to quality' leaves banks flush with liquidity, lowering the sensitivity of bankers' payoffs to downside risks and inducing excessive credit volume and asset price bubbles. The seeds of a crisis are thus sown.
11.	The Effectiveness of Banking Supervision – E. Philip Davis and Ugochi Obasi	Banking Supervision	Supervision, Ratios, LOANAST, ROAA, LEVRATIO, LIQUID	Banking supervision is an essential aspect of modern financial systems, seeking crucially to monitor risk-taking by banks so as to protect depositors, the government safety net and the economy as a whole against systemic bank failure and its consequences. The wide-ranging effects of design features of banking supervision on risk taking which raise important policy issues.
12.	Are Private Sector Banks More Sound and Efficient than Public Sector Banks? Assessments Based on Camel and Data Envelopment Analysis Approaches – Aswini Kumar Mishra, Jigar N. Gadhia, Bibhu Prasad Kar, Biswabas Patra, Shivi Anand	Banking Supervision	Supervision, Capital Adequacy Parameters, Asset Quality Parameter, Management Quality Parameter, Earnings Quality Parameter	Private Sector banks are at the top of the list, with their performances in terms of soundness being the best. Public sector banks like Union Bank and SBI had taken a backseat and display low economic soundness in comparison.
13.	Performance Evaluation of Select Public Sector Banks and Public Sector Financial Institutions in India – Pawan Kumar Avadhanam, Srinivas Kolluru, M.J.Ramakrishna	Banking Supervision	Performance, Profit After Tax, Borrowings, Gross Fixed Assets, Loans and Advances, Non-Performing Assets, Ratios.	Most of the PSBs and PSFIs scrip's are undervalued and have not rewarded the investors properly.
14.	A Study of Factors Affecting Efficiency of Public Sector Banks – Nageshwar Rao, Shefali Tiwari	Banking Supervision	Deposits, Assets and Advances. Efficiency Factors related to employees, per branch, operations, liquidity, ultimate profits.	It is evaluated that the factors affecting the efficiency of public sector banks using twenty three variables, employing product moment correlation.

S.No.	A Brief Review of Studies on Trainings and Research in Banking Sector	classification	Variables considered	significance
15.	Economic Reforms and Indian Banking Industry – C.S.Maurya	Banking Supervision	Reforms, Economic Reforms, Financial Reforms	India's Economic and Banking Sector Reforms are slow as compared to China, hence it can be considered satisfactory under the following constraints i.e. India is a democratic country whereas China is Non-Democratic making implementation of reforms difficult, in the post reforms period India had witnessed few mega scams, weakening of corporate governance due to mega scams, official bottle necks and rampant corruption and political instability, public opinion like FDI in Retail Sector and land acquisition problems for Govt./Industries, recapitalization of banks is not a new concept.
16.	Banking in Times of Economic Slowdown – A Perspective on Re-strategizing Operations.	Banking Supervision	Return on Assets of Banks, Appropriate Quantum and Quality of Capital, Liquidity Management, Asset Management, Non-Core Activity.	The banks across various countries post recent global financial crisis has given another opportunity to the banking sector to review and renew its approach towards factors decisive to its extant working and future sustenance, irrespective of the market dynamics, individual banks need to decide their positioning and develop their strategic plans in cost-effective manner. Re-strategising operations can make a bank better prepared to face the market dynamics irrespective of economic conditions – more so, brace itself for added challenges during economic slowdown.
17.	Bank CEO Incentives and the Credit Crisis – Rudiger Fahlenbrach, Rene M. Stulz	Banking Supervision	Performance, Compensation, Incentives	There was no evidence that banks with CEOs whose incentives were better aligned with the interests of their shareholders performed better during the crisis and some evidence that these banks actually performed worse both in terms of stock returns and in terms of accounting return on equity.
18.	Unstable Banking - Andrei Shleifer, Robert W. Vishny	Banking Capital	Projects, Banks, Securitization without Bank Leverage, Securitization and Investment with Leveraged Banks, Bubbles, Economic Policy	It explains the cyclical behavior of credit and investment, but also accounts for the fundamental instability of banks operating in financial markets,

				especially when banks use leverage.
19.	A Study of the Effect of Bank Ownership on Bank Performance: Evidence from Commercial Banks in India – Amit Sehgal	Banking Capital	Bank Performance, Valuation Measures and Soundness/Risk Measures.	Evidenced that bank ownership: government/private; greater foreign shareholding/greater domestic shareholding, has an influence on bank performance.
S.No.	**A Brief Review of Studies on Trainings and Research in Banking Sector**	**classification**	**Variables considered**	**significance**
20.	The credit crisis around the globe: Why did some banks perform better? – Andrea Beltratti, Rene M. Stulz	Banking Crisis	Performance, Bank Returns, Bank Balance Sheet, Regulation, Country Level Governance, Bank Level Governance,	The better-performing banks had less leverage and lower returns immediately before the crisis. Differences in banking regulations across countries are generally uncorrelated with the performance of banks during the crisis, except that large banks from countries with more restrictions on bank activities performed better and decreased loans less.
21.	Bank Lending during the financial crisis of 2008 – Victoria Ivashina, David Scharfstein	Banking Crisis	Crisis, Determinants of Banks.	Banks cut their lending less if they had better access to deposit financing and thus they were not as reliant on short-term debt. We also show that banks that were more vulnerable to credit line draw downs because they co-syndicated more of their credit lines with Lehman Brothers reduced their lending to a greater extent.
22.	An Empirical Study of Asset Liability Management Approach by the Indian Banks - Suman Chakraborty, Subhalaxmi Mohapatra.	Asset Liability Management (ALM)	Assets and Liabilities, Fixed Assets, Liquid Assets, Term Loans, Short-Term Loans, Investments, SLR Securities, Net Worth, Short-Term Deposits, Long-Term Deposits, Borrowings	Ownership and structure of the banks do have a major bearing in the ALM procedure. It was further observed that SBI and its Associates have the best correlation, thereby indicating the best asset-liability maturity pattern.
23.	Liberealiztion of FDI and its Effects on Indian Banking Sector – Alok Bhardwaj	FDI	Performance, Cumulative Abnormal Returns (CARs), Daily Abnormal Returns (DARs)	Valuation gain by private sector banks were significantly, higher than government owned banks. Inefficient and poorly managed banks with lower relative market valuation, and excess non-performing assets were likely to benefit most from a potential takeover and post the largest gains.
24.	A Comparative Study on the Performance of Selected Public Sector and Private Sector Banks in India	Banks Performance	Performance, ROA, ROE, NIM, DDR, DEI, CDR, DER, CAR, OMR, NPMR	New Banks are more efficient than the old ones. The public sector banks are not as profitable as other sectors are. It means that efficiency and profitability are interrelated. The key to increase performance depends upon ROA, ROE and NIM. The efficiency

				and profitability of the banking sector in India has assumed primal importance due to intense competition, greater customer demands and changing banking reforms.**[**

S.No.	A Brief Review of Studies on Trainings and Research in Banking Sector	classification	Variables considered	significance
25.	Financial Performance Evaluation of Private Sector and Public Sector Banks in India: A Comparative Study – Kushalappa S, Sharmila Kunder	Banks Performance	Performance, Net worth, Total Assets, Total Debts, Total Revenue, Net Profit	The study clearly showed that there was significant difference. The banking, the world over had been changing at a spectacular pace. This change was due to multifarious factors like the need to be efficient in functions, thirst for becoming finance superpower than mere banks, growing importance of private banks, the rise in high net worth individuals etc. The present decade had witnessed a sea change in the way banking is done in India.
26.	A Camels Analysis of The Indian Banking Industry – Mihir Dash, Annyesha Das	Banks Performance	Performance, Capital Adequacy, Asset Quality, Management Soundness, Earning and Profitability, Liquidity, Sensitivity to Market Risk, Ratings.	Private/foreign banks fared better than public sector banks on most of the CAMELS factors in the study period. The two contributing factors for the better performance of private/foreign banks were Management Soundness and Earnings and Profitability.
27.	Effectiveness of Training and Development Programmes – A Case Study of Canara Bank Employees in Kurnool District	Bank Performance	Performance, Total Employees, Total Programmes, Training Need, Trainer's subject knowledge, Experience, Preparation, Style & Delivery, Interaction.	Banks have the golden opportunity to implement the desired HR policies to improve and strengthen the organization to withstand the onslaught of fierce competition in future.
28.	An Analysis of the Efficiency of Private Sector Banks – B.S.Bodla, Richa Verma Bajaj	Bank Performance	Performance, Interest Expenses, Non-Interest/Operating Exps., Net NPAs to Net Advances Ratio, Deposits, Advances, Investments.	The private sector banks performed their best in the year 1998-99 and the average efficiency score of private sector banks was found highest (114.88%) in the year 2002-03. It was above the psychological score of 100% in all the years, except in 1999-2000 and 2004-05.
29.	A Study of SBI Mergers –- Abhay Korde, Dr. Kavita Laghate	Mergers	Mergers, Performance of Few Merged Banks, Past Mergers of SBI and Associate Banks of SBI. Select Parameters of a SBI, Select Parameters of SBI & SBI Associates.	The latest phase of banking in India has seen less mergers as compared to the first and second phase, but the recent decision of the GoI to merge the associate banks of SBI with SBI is said to be the landmark in the history of banking and also the merger of other Public Sector Banks into Six Banks will make the banks more strong and competitive and will be able to strong global players.

S.No.	A Brief Review of Studies on Trainings and Research in Banking Sector	classification	Variables considered	significance
30.	Impact of Mergrs on Indian Banking Sector: A Comparative study of Public and Private Sector merged Banks – Dr. (Smt). A.N.Tamragundi, Devarajappa S	Mergers	Mergers, Financial Performance of Private and Public Sector Banks – Capital Adequacy, Asset Quality, Management Efficiency, Liquidation.	Merger is not a preferable tool to achieve shareholders wealth of banks in short term. The Government of India and RBI to look into liberalize their policies.
31.	What constitutes performance in banking sector: A conceptual framework of the three dimensional relation between training, learning & performance in banking sector- Prof. Athar Mahmood	Training Needs	Training and Development, Performance	There was a positive co-relation between the three with training leading to learning and considered successful only when desired performance is the same as actual performance. attitude. The organization's vision, mission and strategies and the immediate supervisor's attitude is important.
32.	A Study of Training Need Analysis Based Training and Development: Effect of Training on Performance by Adopting Development Based Strategy – Aarti Chahal	Training Needs	Training, Development, Performance	Banks should take necessary steps in such a way that employees should feel training is essential to enhance the productivity and customer satisfaction to meet the present challenges
33.	Importance of Training Needs Assessment in the Banking Sector of Bangladesh: A Case Study on National Bank Limited (NBL) – Tahmina Ferdous and B.M.Razzak	Training Needs	Need Assessment, Training Design, Training Evaluation	The training needs assessment is prerequisite for an effective training that helps for organisational growth and development.
34.	The Training Process in Bank Oganisations within a Global Context – D. Paschaloudis, K. Anastasiadou, A.Anastasiadou, P.Pantelidis	Training Process	Objective and Benefits, Job Analysis and Identification of Training Needs, Training Approach	Organisations around the world no matter their size are or the countries in which they operate may apply the same general rules, however, they may modify the general wide accepted rules in order to fit their corporate culture.

S.No.	A Brief Review of Studies on Trainings and Research in Banking Sector	classification	Variables considered	significance
35.	Training in Indian Banking with special reference to Public Sector – Dr. K. Raviraj Hegde, Anil Kumar	Training and Development	Individual Training Needs, Employee Training Initiatives, Latest Trends and Training Orientations.	The required change in curriculum, faculty, methodology, training resources is the need of the hour. Bank management has to realize the importance of training to enhance knowledge and skills apart from information and should create a training budget as well as conduct training audit for the effectiveness of training.
36.	Training and Development scenario at HDFC Bank – Jyoti	Training and Development	Bank Profile, HRM Policies and Practices, Training and Development Scenario.	The training and development policies and practices of the selected bank concentrated on training, developing, motivating employees to work for ensuring that these policies are properly designed and implemented, thereby helping the workers to set and achieve individual and organisational goals.**[**

37.	Training and Development in ICICI Bank	Training and Development	Training and Development Process, New Initiatives, Evaluation of T&D, Results	To improve the training and development activities e.g., leadership potential assessment, identifying the fast-trackers, nurturing the talent, providing environment to grow, expansion of job to increase overall responsibility and accountability etc.
38.	A Conceptual Study on Training and Development Programs of Bank Employees – Dr. S.Shahul Hameed, J. Rajinikanth, P.Mohanraj	Training and Development	Training Need, Training and Learning Training Approach, Learning Objective.	Training and development programmes help remove performance deficiencies in employees and also they are esteemed resource of the bank and success or failure of the bank operation relay on the performance of employees. Timely evaluation of the success of employees' training and development programmes are most important for the banks.
39.	A Study on Training and Development in Public Sector Banks – Kavita Rani, Diksha Garg	Training and Development	Content, Purpose, Duration, For Whom.	Public Sector banks undertake training and development programmes for their employees to increase their efficiency. Banks provide training programmes to enhance their knowledge and skills to satisfy the customers. Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development.

S.No.	**A Brief Review of Studies on Trainings and Research in Banking Sector**	**classification**	**Variables considered**	**significance**
40.	An investigation into the relationship between training evaluation and the transfer of training	Training Evaluation	Method, Measures	Organizations are most likely to evaluate trainee reactions and learning, and yet only behavior and results criteria are significantly related to higher rates of training transfer.
41.	Evaluation of Training Practices: A Study on Exim Bank Ltd – Abdul Kader Nazmul, Md. Selim	Training Evaluation	Training Practices, Evaluation Processes.	Training has a positive impact on promotion, provides the foundation to new recruits and it helps to measure the success of training and also helps to reduce the training and recruitment costs.
42.	A Study on Effectiveness of Training in Indian Banks – P.Akilandeswari, Dr. Jayalakshmi	Training Effectiveness	Age, Educational Qualification, Gender, Marital Status, Training Awareness, Trainings Attended, Nature of Training, Future Trainings, Quality of Training, Skills, Promotion, Topics, Satisfaction.	Training and development are continuous process in improving the calibre of employees. It is an attempt to improve their current and future performance but the organization should keep a track on their performance after imparting them training it means training needs assessment it is a systematic process of altering the behaviour of employees in a direction to achieve the organization's goals.
43.	Effectiveness of Training Among Bank Employees: A Comparative Study of Selected Public and Private Sector Banks in India – A.Mani, Dr. P.A.Joy	Training Effectiveness	Preparation, Learning Motivation, Expectations, Training Facilities, Other Facilities, Cost, Organizational Support,	Structural barriers in the public sector banks are adversely affecting the training effectiveness. The t-test analysis conducted shows that the negative figure of table value indicated that private sector bank training context was more effective than the public sector bank context.

			Organizational Factors	
44.	Impact of Investment in Human Resource Training and Development on Employee Effectiveness in Nigerian Banks – Khadijat Adenola Yahaya	Training Effectiveness	Revenue Factor, Expense Factor, Income Factor, Compensation Expense Factor, Compensation Revenue Factor, Compensation Factor, Human Capital ROI.	Nigerian Banks should evaluate the quality of their human resource regularly and provide adequate training and development opportunities to their employees. Also, the professional bodies in Nigeria should develop a standardized scale for the assessment of human resource in Nigerian banks and other corporate organizations. Similarly, training and programmes designed for the employees should be comprehensive and related to their needs.**[**

S.No.	A Brief Review of Studies on Trainings and Research in Banking Sector	classification	Variables considered	significance
45.	Impact of Training in Indian Banking Sector – Dr. K.Karthikeyan, R. Karthi, D. Shyamala Graf	Training Effectiveness	Training Programme, Training Inputs and Facilities, Job Effectiveness, Growth and Result, Behaviour and Relations, Attitude Towards Training.	Training contributes for growth and result of the banks.
46.	Effectiveness of Training and Development on Employees' Performance and Organisation Competitiveness in the Nigerian Banking Industry – H.O.Falola, A.O.Osibanjo, S.I.Ojo	Training Effectiveness	Training and Development, On the Job Training, Off the Job Training. Employees' Performance, Competitive Advantage.	Training and development affects employees' performance and organizational effectiveness, which implies that effort must be made to ensure that employees' skills and knowledge are fully underutilized through adequate and timely training design and implementation.
47.	Impact of Training on Employees Performance (Banking Sector Karachi)	Training Impact	Training – Employees Knowledge, Employee's Skills and Abilities, Employee's Motivation, Employee's Satisfaction. Employee's Performance	Stress level and motivation, technical knowledge, training program method, knowledge and employee performance and motivation of employees which shows a strong positive relationship with employee performance. Leadership style is the key element for the banks growth, banks that have good leadership makes good environment for employees to accomplish tasks effectively.
48.	Impact of Training on Employee Performance: A Study of Retail Banking Sector in India – Zahid Hussain Bhat	Training Impact	Training, Performance	Training to a big extent leads to an improved employee's performance but still it is not the sole factor that leads to good performance rather it is a combination of factors.
49.	The Importance of Training and its Impact on the Performance of Employees in Banking Sectors of Abu Dhabi, Dubai – UAE to Raise Efficiency: A Field Study on UAE Banks – Burhan Mahmoud Awad Alomari	Training Impact	Training, Human Resource, Bank, Raising the efficiency of the performance of employees, Productivity, Quality of Work, Performance.	Human resource management practices such as compensation and benefits, employment, empowerment and human resources planning have a positive impact on innovation. Compensation, benefits, employment, training and development, also have a positive effect on creativity. Human resource management practices have a positive impact on training.

50.	Is There Any Impact of Training on the Performance of Selected Public Sector Banks? – Abhay Korde, Dr. Kavita Laghate	Training Impact	Training, Training Expenditure, Branches, Employees, Profit Per Employee, Deposits, Advances, NNPAs	The bank which has invested more in training is able to perform better than the bank which invests comparatively less in the area of training and especially in the area of HR and NPA related training. Thus Bank of Baroda has an upper hand in various parameters as compared to Union Bank of India.

Independent variables coming out predominantly in the papers studied are as follows:

Sl.No.	Independent Variable	Total No. of papers considered the given parameter.
1.	Training Needs	3
2.	Training Process	1
3.	Training and Development	5
4.	Training Evaluation	2
5.	Training Effectiveness	5
6.	Training Impact	4
7.	HR Practices	1
8.	HR Customers	2
9.	Job Satisfaction	1
10.	Non Performing Assets	4
11.	Risk Management	2
12.	Banking Supervision	7
13.	Banking Capital	2
14.	Banking Crisis	2
15.	Asset Liability Management (ALM)	1
16.	FDI	1
17.	Banks Performance	5
18.	Mergers	2

VI. SUMMARY

It can be concluded that training is an integral part of day-to-day life since times immemorial. The organization's vision, mission and strategies and the immediate supervisor's attitude is important. Banks should take necessary steps in such a way that employees should feel training is essential to enhance the productivity and customer satisfaction to meet the present challenges, as it is very much helpful to improve the individual career and the organization growth too. The Banks should create a training budget as well as conduct training audit for the effectiveness of training.

Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development. The training and development policies and practices of the banks should be for developing, motivating employees to work and they are to be properly designed and implemented, thereby helping the workers to set and achieve individual and organisational goals. Timely evaluation of the success of employees' training and development programmes are also most important for the banks. The training programmes designed for the employees should be comprehensive and related to their needs. Management should also take into consideration the training need of each workers and act as appropriate. Leadership style is the key element for the banks growth, banks that have good leadership makes good environment for employees to accomplish tasks effectively. The banks should also take steps to enhance the human resource element by training them to serve the customers frequently and thereby enhance the customers' quality perceptions. It is difficult to attract new customers, so the managers must try to find ways to retain their current customers and concentrate on different factors which enhances the customer loyalty among the customers of the organizations. Banks must also improve their marketing and distribution strategies to attract customers and provide better customer service, and must also take steps to improve employee motivation and productivity.

Job satisfaction is the long-term prospect of employment in an organization, which creates a sense of involvement and commitment to the job among employees. The employee's compensation also has significant effect on the performance because the employees which are not paid well often show poor performance.

Most of the PSBs scrip's are undervalued and have not rewarded the investors properly. It has therefore, become necessary for the banks to train their Managers for better NPA Management, Keep distance from the

political interference and follow the regulatory guidelines to avoid slippage of accounts and turning the advances into bad loans which are difficult to recover into loss not only to the banks but to the country and thus the seeds of crisis are sown. Re-strategizing operations can make a bank better prepared to face the market dynamics irrespective of economic conditions – more so, brace itself for added challenges during economic slowdown or else the Bank's will suffer extremely large wealth losses as a result of the crisis. The past evidence shown that poor bank governance was a major cause of the crisis and banks with more shareholder-friendly boards performed significantly worse during the crisis than other banks world over. The present decade had witnessed a sea change in the way banking is done in India. Indeed now there is golden opportunity for Banks to implement the desired HR policies to improve and strengthen the organization to withstand the onslaught of fierce competition in future. The efficiency and profitability of the banking sector in India has assumed primal importance due to intense competition, greater customer demands and changing banking reforms. The must give more attention and support to the training of employees in all the areas of business taking into consideration the larger interests of the nation**.**

The Indian Banking has a deep history and has seen mergers and acquisitions since the British rule. However, history has also proved that it is difficult for some family/state owned banks to survive and compete in the long run due to lack of finance, strategies and vision. The first Phase from 1786-1969 was the initial phases of banking in India when many small banks were set up. The second Phase saw Nationalisation, Regulation and Growth and the Third Phase from 1991 onwards is the phase of Liberalisation and its aftermath. Liberalisation opened the doors for global economy and thus the Banks were not only required to compete with international players, but were required to compete among the domestic players. The banks were required to adopt to different strategies for its growth and to achieve the goals, by introducing new products to suit the requirements of the customers taste and budget. Also they required to adopt to HR Policies which will motivate the staff of the banks to keep their motivation high. The latest phase of banking in India has seen less mergers as compared to the first and second phase, but the recent decision of the GoI to merge the associate banks of SBI with SBI is said to be the landmark in the history of banking and also the merger of other Public Sector Banks into Six Banks will make the banks more strong and competitive and will be able to strong global players. However, there is a need for the Government to take a look at merging of Old Private Sector Banks and New Private Sector Banks into 4 to 5 Banks and streamline the dual regulation of Co-operative Banks and to merge them too into another 2 to 3 Banks which are strong in each State, because we have observed from the study of selected banks performance that mergers do help the banks to perform well. Lastly, we can say that even though Mergers disrupts business, but it helps in transforming markets.

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