Full Length Research Paper

Problems in ongoing training to employees in state bank of Pakistan

Kashan Pirzada*, and Nabeel Rehman

University of Malaya, Kuala Lumpur

Accepted 6 November, 2013

Training and development is an ongoing process in the organization but this study is mainly focusing on the “problems in ongoing training to employees in State Bank of Pakistan”. It is the central bank of Pakistan that has established a full-fledged department, known as Training and development department for the desired purpose to impart useful and necessary training to its employees. This research work is supported by the interviews and previous literatures which are the main source of the study. The findings of the research highlighted the useful gaps between the strategy maker for training and development and the satisfaction level of the employee, in addition, indicate the complex procedure and their pros and cons. There are plenty of possible ways for future research, one of them is cross cultural studies and large sample size.

Key words: Problems, ongoing training, employees, SBP, Pakistan.

INTRODUCTION

The right employee training, development and education, at the right time, provides big payoffs for the employer in increased productivity, knowledge, loyalty, and contribution. As part of the change being implemented since the year 2000, the focus of the training policies at SBP has been aimed at enhancing employee’s knowledge through improving the content quality, methodology and relevance of training. These objectives have been met by providing on a systematic basis, professional and managerial training to all employees of the bank. While majority of training modules are planned and delivered by their subsidiary NIBAF through partnership with subject matter experts in SBP as well as the market, services of consultants have also been engaged for design and delivery of management skills development training-management training being delivered by M/s AASA in collaboration with Hay Group and IBA). Additionally, employees are also nominated for training programs delivered by various local and international institutes on functions specific and other related topics. This is in assertion to nomination being made for participation in training programs, seminars and workshops organized/delivered by other central banks as well as donor agencies and central banking institutes/professional bodies internationally. Since July 2004 the training delivery focus has been further refined by introduction of specified training tracks with mandated number of weeks training in each track (central banking, management/soft skills and function specific training) for employees within a three year period. Furthermore, completion of the mandated number of training weeks has also been made compulsory eligibility criteria for employee’s career progression. In order to ensure effective implementation of the training policies as per design, Training Coordinators have been appointed for every department to act as a focal point for all training related activities (Wright, 2003).

Role of training department in SBP

The role of Training Department is also envisaged in the Training policies and programs (TPP) of the State bank of Pakistan duly approved by the Board. The department will act as policy facilitating, monitoring and coordinating department with no operational responsibilities. NIBAF
will be the operational arm of SBP for training, responsible for design, delivery, development and evaluation of training. NIBAF will handle and organize the training at Central Directorate also Training Managers at TD will be responsible for linking the identified training needs of the SBP staff established in consultation with HRD and the core departments with actual delivery by NIBAF. In some case Training Managers can act as an agent on behalf of NIBAF in organizing and delivering some of the courses for CD staff at Karachi. One of these managers will be in-charge of organizing the logistic support for foreign training -invitation, circulation of information, secretariat function for the Foreign Training Selection Committee, liaising with foreign training institutions, pre and post participation support for those selected (Figure 1). The Bank’s current training programs were also launched at Central Directorate (CD) Karachi. Considering the training needs of Bank’s core departments the training programs have been designed and offered to CD based officers in the areas of Banking Supervision, Applied Accounting, Commercial Banking and Communication Skills. These courses are offered at regular intervals and provide a good opportunity to officers to upgrade their skills and update themselves with the pace of changes in areas of banking (Bruton, 998).

Statement of problem

Why training and development is necessary in State Bank of Pakistan and What kind of problems employees faced and how training and development improves the satisfaction level of state bank employees.

Significance of the study

This research would be useful to State Bank of Pakistan to determine the strength and weaknesses of their current training system and it would also be useful for future researcher to learn about problems and their possible solution in ongoing training of employees. This study is limited to the State Bank of Pakistan of Karachi city. The research study would not consist of respondents outside city of Karachi. While the result of the research would be undertaken on the assumptions and findings that may change due to the passage of time due to changes in scenarios.

LITERATURE REVIEW

In-house training program In SBP motivation

State Bank of Pakistan has established LRC (learning resource center) which imparts various types of training for its employees known as in-house training program. The training and development SBP has been organizing workshops time to time. For the employers and one such program/workshop (what makes you work) i-e Motivation was organized for assistance to OG 1 of SBP at LRC from May 14 to 15 2012 (Bartel, 1995). The training was facilitated by T&DD resource person, wherein 40 participants were benefited; the training goal was to motivate resource strength leading to individual team organizational growth. On the subject of motivation it was revealed that workshop brought to lime light meaning and functions of motivation, realize the value of interdependence setting arts of prioritize towards organizational and personal goals and manage to achieve excellence recognition 'what makes people work, emotions, happiness, hyper motivation and aligning for the organizational goals. These were the most points where focus was put for the 40 participants in the in-house training program. From inquiring further, it was revealed that only one resource person of T&DD was assigned this task to impart training on motivation to 40 participants in the short span of 2 day only and after completion of this workshop certificate distribution was held where it was further found that the names of participants were missing. The participants were promised to remain motivated to achieve excellence level at organization and other walks of life. From the above noted facts regarding training program in SBP, it is beyond the conceivable level that how these participants would have been benefited in the workshop of only two days which is like one day coming and one day going and inputting only such a short time, employees will not be able to gain much more things as has been shown in the two day workshop for developing good habits and freshness among the employees. The span of time should be stretched up to many weeks and a good team of experts should be assigned to impart proper training only than trainings will be of useful purpose. Like other institution of the country, this national institute is also facing so many problems including T&D for which a separate department under the title of T&DD has so far been established but much remains to be done by way of making a full fledge faculty and its various disciplines for which a good team of experts is always required who may focus on the problems of the employees. Each individual is equally important as regards the importance of this national institute is concerned. But unfortunately the employees are not given so many incentives by way of improving their skills and subsequent progress which ultimately have the path for their progress, friendly atmosphere and rapid promotions. In the civilized nations particularly western countries dislike favoritism and promote a culture of merit oriented where in each individual is so much attracted and motivated with fringe benefits and rapid promotions as a result very wise man go there and join the culture of merit oriented society and we face here the problem of brain drain altogether.
In-house training program on “time management”

The State Bank of Pakistan being National Institution is imparting trainings for its employees. For the desired purpose, State Bank of Pakistan established The Training and Development Department which is time to time delivering trainings on various subjects to improve the efficiency of its employees. On the point of time management a workshop was arranged for Assistants to OG-1 of SBP at LRC from April 14 to 15 2012. This training was facilitated by a resource person from T&DD (training and development department) for 35 participants. For the improvement of employees in connection with efficiency and effectiveness, training catered for time management skills needed by the Bank. The participants/employees of the Bank appreciated this program due to its contents, methodology and relevance to work. The training enabled the participants to identify time wasters and their eliminators, art of setting and achieving goals to minimize stress, manage time in meetings, realizing communicators as time tools, prioritize time for office, home and their own health (Delaney, 1963). Upon completion of the two day workshop a query session was held and certificates were distributed among the 35 participants. The LRC (learning resource center) is the only place where most of the trainings were held and employees were motivated to get the needful training for their proper handling of affairs. It seems that these worthy and very useful things together with practical exposure in two days’ workshop cannot fulfill the desired purpose.

It is also a fact that employees are already engaged in their preoccupations and their interaction is limited, their compulsion is visible to work for same thing for so many long years, and their prime years are spent in handling assignments of similar nature. They have little time to manage things as office culture and infrastructure is also not so conducive and healthy as such they may manage things properly with particular reference of time management which is an important factor of life. The employees face so many problems altogether. If the trainings time is extended and stretched up to reasonable extent, probably few weeks or the month and after knowing their problems analytically, they may be engaged practically, how to manage their affairs in their practical life as well as their domestic life and being responsible citizen how they face problems of the say.

The time management is an important factor of life which depends upon proper planning and setting priorities in order, certainly State Bank of Pakistan being national Institute has set this trend which needs to be done by way of establishing a full fledge faculty and engaging high value experts of national and international repute to share their valuable thoughts so that not only time management is taught but a reasonable input of additional value is injected in the character building of employees.

In-house training program on “Business English”

The training and development department State Bank of Pakistan Karachi arranged “ Business English Training program for assistants to OG-1 of SBP and State Bank of Pakistan BSC, which was held at Karachi January 21 to Feb 2, 2012 and Feb 4 to 16 2012 respectively. The training for these two programs was facilitated by resource personnel from T & DD for a group of 30 participants in each program.

The purpose of training in Business Communication was realized that the personnel’s who were appointed belong to those who actually belong to rural areas of the country and their level of English needs to be improved at larger scale. This fact was in the priority of management.
of either State Bank or the State Bank BSC as they were facing their staff whose skill with particular reference to Business English was needed to be improved. The training catered for Business Communication needed by Bank employees for effective communication in order to improve the image and modus operandi of the institution like State Bank of Pakistan. It is one of the known fact that due to lack of proper facilities and poor standard of education students face a lot of problems particularly in English which is the most advanced/robust and scientific language of the world.

The rural based work force who were appointed on the regional quota basis are facing problem of the English language in its true perspective. Therefore State Bank of Pakistan through its department, known as Training and Development Department initiated this program focused on the areas of Vocabulary, Dialogue, Reading, Grammar, Composition, Comprehension and Business Communication. Equal importance was given to every module but Business Communication was treated as imperative. The participative methodology was used as medium throughout the learning process, which developed the immediate adoption and positive feedback. The Co-Director of the Training and Development Department was entrusted to spot light the importance of this program of training in achieving organizational goals and asked the participants to obtain maximum benefit from learning of this opportunity which will beneficial for them in all walks of life including their place of work.

Today the world is rapidly changing with each passing day new vistas and avenues are emerging and throw multiple effects on the nations as well as their institutions. The State Bank of Pakistan has also initiated to equip its employees to impart them useful trainings. As regards the timeframe is concerned it is too short. For improvement a chain of such programs is the need of the day. Employees may be engaged in such process by the way of arranging such a chain of workshops and programs to improve their level of English particularly “Business English” and further engaging a team of English experts and guest speakers on the subject from different universities so that employees of the Bank could be benefited properly for the desired purpose to improve the efficiency of their Skills in English.

In-house seminar on “personality and attitude development”

The training and Development Department, State Bank of Pakistan organized a two days round table seminar on “Personality and Attitude Development” for OG-2 and above of State bank of Pakistan and State Bank of Pakistan BSC at their LRC (Learning Resource Centre) from May 21 to 22, 2012. The training was facilitated by a T&D (Training and Development Department) resource person for 37 participants. The Co-Director of Training and Development Department (T/DD) inaugurated the course; it was welcomed by the participants and was appreciated by way of saying that a positive response has been observed by the participants towards in-house training programs. The training was mainly focused on self-assessment of personality type and emotional quotient and its self-development measures. The workshop highlighted aptitude, attitude and emotional intelligence, how to differentiate between personalities, ideal personality traits, managing difficult people, influencing and interdependence, Divine ideals for personality and attitude development. At the end of seminar certificates were distributed among participants and one of the senior representative delivered speech.

The State Bank is the leading organization of the financial institutions and is engaged in maintaining its independent status being autonomous by and sensing its lead role, this organization is setting trends all around and focusing on the “personality and attitude development” through in house seminar for the officers of OG-2 and above for both SBP and SBP, BSC employees because there are the officers who play a very important role in day to day proceedings of the Bank which will ultimately impact on so many other things and institutions. This is focused on officers Grade 2 and above which means the Management of the bank. The time management is the key factor in all such type of programs. The officers need more time to practice it and show their efficiency. Pakistan’s other institutions take guidance and impact from their conduct and follow the rules and regulations. Therefore it is very much essential to maintain integrity, discipline and all other things which are tools of “personality and attitude development”. State Bank can invite the personalities of high repute of national and international institutions and by using tools of print and electronic media to increase the level of its officials and update them on the subject.

In-house training program on “effective communication and telephone courtesy”

The training and Development Department State Bank of Pakistan which has been established for the purpose of imparting necessary training to its employees working in different categories. This department facilitated a two days training on Effective Communication and Telephone Courtesy” for the Assistants to OG-1 of SBP at learning Resource Centre from April 29 to 30, 2012. This training was leaded by resource person of Training and Development Department for 33 participants. The training aimed towards influencing and courtesy in communicating organizational image. Since institutions makes image of the country and State Bank of Pakistan its apex body of all the financial institutions in the country so proper communication which must be effective and
purposeful along with telephone courtesy is the requirement of today.

Keeping in view, the training and development department of the State Bank of Pakistan has focused upon this aspect and arranged two day training on the “Effective Communication and Telephone Courtesy” for Assistants to OG-1 who mainly deal the public and the official business of the Bank.

The demonstrative simulation exercises aroused in the participant’s a sense of realization towards telephone and general communication etiquettes as well. The workshop enabled the participants to recognize effective communication skills, communication barriers, taming the telephone, courtesy and art of public speaking. The two courses ended on a questions and answers session followed by certificate distribution and appreciation balloting from the participants. As a post training measure courses ended on a questions and answers session telephone, courtesy and art of public speaking. The two communication skills, communication barriers, taming the enabled the participants to recognize effective otherwise on training and Development (T&DD). The experts either on Human Resource Management or discussed in the article and challenges faced few years pages in any newspaper on Sunday. The issues well keeping in view of the image of State Bank and its conducive, so it is not possible, rather it will be a very difficult task to change them in the two days training program. It is and will be treated as an initiation but with the passage of time and devising a chain of such programs on larger scale and calling persons from different institutions as guest speakers; the delivery system can be improved. The employees of the Bank can be benefited in such a manner so that they can play their role effectively in this, as well as in their private life.

The employees work in an uncomfortable atmosphere and the environment outside the Bank is not so conducive, so it is not possible, rather it will be a very difficult task to change them in the two days training program. It is and will be treated as an initiation but with the passage of time and devising a chain of such programs on larger scale and calling persons from different institutions as guest speakers; the delivery system can be improved. The employees of the Bank can be benefited in such a manner so that they may perform well keeping in view of the image of State Bank and its impact on other organization and financial institutions.

Human resource management-a fad in quandary

The distinguished writer focused on almost all those things in historical perspective, which are related to HRM with particular reference of Pakistan. The question rose by writer that, “what is in vogue in the Pakistan industry these day? Setting up a Human Resource Department! If you have even a slightest doubt over the validity of the statement than you must start looking at the classified pages in any newspaper on Sunday. The issues discussed in the article and challenges faced few years ago are same. The advertisements depict same picture that different institutions and organizations need seek experts either on Human Resource Management or otherwise on training and Development (T&D). The hidden desire of management to have full fledge HR department in the organization one may think that HRM is some sort of magic stick with a capability to revolutionize the industrial scene and is therefore being adopted by Pakistan organizations vigorously but when one go a step a head out of such classified pages into an organization with so called functional human resource department then the reality comes instantly that this practice is a manifestation of our psychological human resource department and it is not HR department for which there is a culmination of desire driven at the behest of management motivation. Going into the pages of history the writer has rigidly pointed out that this phenomenon of HRM is of late 19th century, when with the growth of industrialization in the west, the role of HR manager started to emerge, its importance in 1950’s when Japanese used it as a strategic resource. That led the coining of term HRM with realization among managements that how much is important and required for HRM being essential for efficiency, improvement, “Human approach” towards employees which benefit in multiple manner for organization and at National level, subsequently process of HRM because a center point for institution/organization. Today when we look around the world we know that HRM is playing its role in the corporations of world class and a comprehensive role in the managing affairs of the organization such as training, hiring and firing etc. The productivity through people for their role at present and for the future in a planned manner with a vision to add value among employees both being as managers or other ranks for their own development and the organizational development which is essential in present day and years to come.

Focusing on a Chinese proverb which suggests that’s “if you wish to grow something for a season grow mangoes. If you wish to grow something for a year grows rice, but if you wish to grow something for a life time grow man power". Therefore for getting maximum output firms focus on utilization of human resources properly (Huselid, 1995).

In 1960, institutions were set up like Pakistan Institute of Management which is a leading organization in connection with Human Resource Development (HRD) another concept of HRM in mid 90’s was established as PIDC to mandate the accelerated industrialization of Pakistan. Afterwards the leading financial institutions i.e. State Bank of Pakistan, together with private sector Commercial Banks and insurance companies established their in-house Training and Development (T&D) establishment. Universities of the country have/had established Public Administration Departments to impart trainings and know how regarding HRM among the people who matter. Now separate HR departments are functional in leading as well as small organizations altogether. Though HR departments in the country were set up for a conducive atmosphere within the organization increasing professionalism, commitment and
involvement of the employees with a purpose of value addition but old problems are still persisting and continuing with embroiled in strikes, other problems and resistance from employees. According to writer that no organization today can claim of being 100% free from HR problems, like motivation in employees, lack of commitment and high turnover, problems are being faced one way or the other. Further it has been said that now companies in Pakistan have started recognizing the importance of HRM but very limited number of organizations have conceptualized them in strategic terms.

The writer further says that many organizations have a fashion titled their personnel and Administration departments as HR departments while frequently practicing reactive HRM. Such managers who head their respective departments are hardly possessing any requisite knowledge of HRM, its practices and related techniques. Most of such organizations believe only in completing formalities to keep in line with ongoing trend resultanty they miss so many Golden opportunities and are trapped into the problems of various natures. The approaches to develop understanding of HRM are different from one organization to the other which depends upon the value addition by the management. In our country at this stage thought of managements is dominated by the efficiency criterion as spelled out by the Adam Smith’s famous dictum of “Wealth criterion through the efficient use of the factor of production” As per importance given by Adam Smith we are giving Labor as the last important of factors of production. Further showing reservations the writer says that in most of the company’s personnel departments have been transformed to HR department while maintaining same old staff and not inducting HR experts i.e. that only change of name without any structural change. People who are unaware about the ABC of HRM are helpless to implement and perform the core functions of Human Resource Management. The deplorable thing is that because of the management’s favoritism and nepotism to accommodate dear ones and near ones”, leaving aside the core functions of HRM i.e. recruitment on merit, selection, training and development, performance and proper delivery cannot be implemented which has crippled the foundations of institutions.

It has been observed that ever in organizations with educated and experienced staff, due to lack of cooperation on part of management, the department will not be able to carry out its functions. How policies of HR will be implemented in an atmosphere where uneducated old staff are working as a part of management. The HR manager enjoys and has valid complain that he has not been authorized to perform the functions of HRM. His main contention is that in Seth owned companies, owners are always interested to seek their profit and interest and do not consider employees as an asset. They have negative feelings about investing on employees while making them more powerful, hence they are reluctant in facilitating operations and functions of HR department. At the conclusion of the article the writer says that this transformation from old and rigid administrative structure to the new HRM techniques needs changes in mind set of management. Otherwise, this fad of setting up HR departments now in quandary will not bring required substantial changes in Pakistani industrial set up.

We believe that Pakistan’s many institutions need vigorously investment on this important factor as has been said in Chinese proverb that, “ if you wish to grow something for a season grow mangoes, if you wish to grow something for a year grow rice, but if you wish to grow something for a life grow man power.”

METHODODOLOGY

The exploratory study would be undertaken for the research design because very little work has been done in this regard and very minute information is available on the topic under investigation. Study setting for this report is not contrived because here the research is conducted in natural environment so, there is no manipulation had been done with the data retrieve.

The type of study is qualitative and descriptive in nature. The semi structured interviews conducted from employees of State Bank of Pakistan of middle level managers and top executives. The priority would be given to the management of the Training and Development Department of the organization (Sales, 1999)

FINDINGS

Firstly, Zia Kaka Khel training officer of SBP indicate the importance of skill and its effects on employees for their own benefit and in the larger interest of the organizations i.e. State Bank of Pakistan, he candidly replied that since the quality is a continuing process and it impact on employees and on their employer is natural. It is however a different questions that how much qualitative, meaningful and well planned training is imparted to the employees in a conducive atmosphere. He said that it should be a purposeful, delivery based, planned and full of institutional wisdom with a motive to serve the national interest. He further elaborated that since the State Bank of Pakistan is an important national institution which is connected with all other Governmental organizations particularly Banks and financial institutions, so if the programs and plans are made in accordance with set standards for imparting useful trainings and skills amongst the employees of Bank then certainly it will reflect the image of State Bank of Pakistan as role model to be followed by the Governmental organizations, particularly Banks and financial institutions. He was of the
view that Pakistan has its own geo strategic position among the other nations of the world and due to its important position, the world has focused to closely watch how things are shaped in this era of science and technology and information technology because we live in a global village, where one cannot live in isolation for longer period (Hussain, 1994).

As regards with the concern of the importance of the training, it has all time effect on the life of an individual employee as well as on the institution. Useful skills and demonstration with bonafide intentions to enhance the level and standard of an employee which will ultimately reflect the image of State Bank of Pakistan and its further implications on the other institutions, Banks and Financial institutions, thus useful training has far reaching effects.

Secondly, Training and its evaluation is one of the important components on part of the organization for its employees (Kirca, 2005). This question was put before Mr. Zia Kakakhel who is the training officer in Training and Development of State Bank of Pakistan, was very much clear by way of saying that after the training need analysis when trainings are arranged and participation is done, we are supposed to have a firm change in the employees’ behavior and technical skills. Unfortunately this component is absent, such kind of reports after coordination with the relevant department employee and supervisors are not on the screen (Seals, 1967).

In view of the aforementioned, State Bank of Pakistan must arrange a mechanism for all practical purposes so that employees could get benefit in moral and practical way to enhance their capacity building so the name of this National Institution could be recognized in meaningful terms for all other Institutions and their employees (Lynton, 1967).

Moreover, regarding the feedback of employee’s, most of the trainees complained about the length of the feedback questionnaire which are comprise on 36 items but idealistically it reduces the interest and suggested that it should not be more than 15 items.

Furthermore, Managers feel that, time and simplicity of questionnaire are two significant factors. Questionnaire should be precise, crystal clear and to the point in order to receive a proper and timely evaluation of the employees.

Finally, venue is the place where things are shaped and when it is pertaining to the imparting of proper training to the employees than certain things are necessary to be kept in mind and maintained in a satisfactory atmosphere. The environmental conditions play an important role in smooth functioning of the delivery system in healthy manner. The training venue of State Bank of Pakistan particularly its learning Resource centre is facing a number of problems which needs to be addressed for rectification and improvement for days to come (Kirkpatrick, 1996).

Human Resource management is important particularly in organizational environment and Training and Development is the main function that works under Human Resource Management. Training could be e-learning, ongoing training, distance learning, audio based learning and so on. But the main focus of this study was training and development, based on the study it was found that Ongoing training is very important in today’s environment where people tend to switch their jobs because they do not have proper skills, motivation, recognition and so many things from organizations side pertaining to their jobs in order to get the work done in an efficient and effective way, many companies take ongoing training for granted which is wrong, they should take ongoing training highly considerable because it will make employees work easy, they would do their job flexibly. As the main focus was training and development so the data provided is about State bank of Pakistan of what they are actually doing? How well they are concerned about their employees? (Bruton, 1963) and the institutes that are associated with State Bank of Pakistan concerning with the training to employees, such as LRC and NIBAF, what they are actually doing regarding this subject matter? And things like that. And for this purpose different articles were analyzed pertaining to training and development. The literature related with State Bank of Pakistan was also taken into high consideration, as it has been said that quality is the continuing process and State Bank of Pakistan not only has been initiated in this regard but also has established a full fledge Department known as Training and Development and also established learning Resources Centre wherein needful training is being provided. However as we know that quality is continuing process and State Bank of Pakistan can focus the areas where problems are being faced by the employees. As it is found that there is lacking in motivation for the employees, the employees are lacking in analytical skills, communication skills, and know-how about modern technology especially the old staff of State Bank of Pakistan, there is also difference in between the old staff and the new, the perception for the old staff is that they do not possess the qualification and relevant experience in connection with handling affairs of the Bank through modern techniques of information technology and they prefer to be attached with old methods of resolving the work issues. It was found that during this study, there is perception as well as polarization in between old employees and the new ones on the basis that the old staff has little interest in handling work issues in applying modern techniques rather they prefer to be attached in handling matters on old/outdated methods due to their lack of interest in modern techniques State Bank introduced Golden hand shake and voluntary separation schemes (VSS) for employees wherein a good number of employees got their early retirements. As far as new staff is concerned, perception for that is different i-e they are properly groomed, know the modern techniques, use of laptop and information technology and after their
induction in the Bank service, image of State Bank of Pakistan has been improved. Therefore training system for old staff and the new one is on different footing. Although a large number of employees (old staff) has improved in their performance and have engaged themselves in modern techniques and got expertise and access to computers/laptops in their office work but even though importance is given to the new entrants appointed through SBOTS (State Bank officers training Scheme). The old staff that is nearing to retirement are getting early retirement and getting the benefits in the age of 55 years. Such employees are mostly working in SBP Banking Services Corporations. Since both categories of employees belong to State Bank of Pakistan, hence they deserve to be treated without any discrimination. Those employees who came some two decades ago or more, they should be given trainings in such a manner so that they may be encouraged as necessary part and parcel of the Bank. The new staff should be given a complete package of trainings with incentives so that they may be proud to be associated as valuable asset of the Bank in years to come and devote themselves in improving the image of the Bank.

Conclusion

It is generally said that any nation can go through developmental process by way of focusing on the training process of skilled hands and skilled minds. Same is the case with the employees who are working in different institutes/organizations. Employees play the role blood in the organization, so they need training to work efficiently and effectively.

Employees are just like tools, they get training to develop, they require aptitude then their attitude is seen. So, for a successful organization it is absolutely mandatory that their employees must be given essential skills through training in order to bring excellence in their job performance. HRM is quite an omen defined as productivity through people. It is considered a scientific process of continuously enabling the employees of an organization both in their individual capacities and as members of groups, both as managers or other ranks, to improve their competence and capability to perform their present as well as future expected roles so that the roles of the organization are achieved more fully and at the same time the needs of the employees are also met to an adequate extent. It is seen as getting the employees in the organization to add value to the organizational processes and to contribute to the organizational development. State Bank of Pakistan in this connection has already established Training and Development Department and Learning Resource Centre, where it arranges and conducts training and it is the need of our that this national institution should enhance the status of Training and Development Department and make it an institution so that it may play its pertinent role in connection with imparting useful trainings to its employees and become role model for other institutions/organizations. The employees are satisfied up to the extent that State bank of Pakistan is the National Institution facing a number of challenges time to time and its Training and development has gained a reasonable recognition and momentum in connection with trainings of the employees. The tenure, motivation, mobilization and other sectors are the core points to be considered as and when it appears for its proper improvement. The employees do not see their trainings so much effective that will bring any qualitative change in their professional and personal lives. I have concluded from questionnaire findings that employees are firm determined that things may change in right direction if the scope of training is enhanced and status of the Department meant for the desired purpose is upgraded as a full-fledged institution with induction of men of integrity, caliber and who should be expert in various fields pertaining to the Bank affairs.

FUTURE RESEARCH

Firstly, The cross countries studies is a possible way of future work and research can compare the procedure and policies adopted by each other countries, this research is conducted in Pakistan, that actually give the inside of training and development strategies among the countries and their implication in the organization setting. Another way of future research would be a pre and post impact of the training and development on employee’s performance.

REFERENCES


