

A THEORETICAL REVIEW ON THE EMPLOYEE INCLINATION TOWARDS TECHNOLOGICAL AMELIORATION IN THE BANKING SECTOR IN INDIA: CONTEMPORARY SCENARIO

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Abstract: Information Technology revolution has touched every aspect of people's life including banking. The banking sector is undergoing a rapid change to face the challenges posed by the new developments triggered by the entry of private banks and foreign banks into India. This study is undertaken to get an insight about the impact of information and communication technology on employee performance in banking sector and to know whether the training provided is up to the mark. Accordingly, it helps to reveal the attitude of the employees towards the adoption of information and communication technology in banks and measures their overall performance.

Keywords: Banking Sector, ICT, Employee Performance, Decision making

1. INTRODUCTION

ICT i.e. Information and Communication Technology plays an integral role in almost all sectors of the economy, ensuring a favorable influence on economic development across the geographical frontiers. It is an interesting fact that financial sector in general and banking sector in specific was the first one to employ information technology in early 1960s, thus influencing the development process. This sector is an instance in which technology framework has had ramification on the economic development of the country. It needs to be noted that information technology along with knowledge process management upholds much potential for actuating the development mechanism. Technology is advancing day by day. Banks are entrusted with the potential to provide services as per the expectations of the customers through IT.

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The transition that innovative mechanization has delivered to banking industry as well as its impact to the staff and such other customers of banks are tremendous. Technological advancement helps in providing banking products and services more efficiently and efficaciously than thus initiating new lines of competition. Through direct marketing and better customer service climate and new and innovative sleek business techniques, banks are gaining a competitive advantage. The inclusion of Electronic Payment Mechanisms (NEFT and RTGS) such as the National Electronic Fund Transfer and Real Time Gross Settlement System has also increased the efficacy of delivering the services by the banking sector thus reducing the hindrances of time and place.

In India, online banking service was introduced with the advent of computers. The New Industrial policy and economic revolution has exposed the banking sector to the worlds market, thus necessitating the use of computers to a great extends. After liberalization in 1990s, Indian banking industry found it onerous to compete with the international banks regarding customer service with respect to technology. The urban banking sector was reconstituted by IT.

The productivity of the employees' is a major determinant of the financial performance of any organization, particularly banking industry, thus forcing the management of the human resource to be flexible to the changing environment. Appointment of human resource with creative and innovative ideas, which is well versed with latest technology, is a need of the hour.

1.1 Statement of The Problem

The adoption of ICT technology has played a significant role in banking over the years. In fact ICT has made the banking industry more competitive .ICT allows banks to cater to the needs of customers by strengthening their internal control systems which are then backed by effective communications mechanisms. Extensive use of ATMs, Net Banking, Tele Banking, twenty four hours services plus the ability to offer and expand portfolio of products and services have enabled banks to improve their services to customers, but the entire success of adoption of ICT entirely depends upon the attitude of people who handles it i.e., the bank employees. Thus the study is undertaken to know the perception of bank employees towards the adoption Of Information and Communication Technology in the banking sector in India.

The study helps to make the appropriate decision for making future growth of the Banking Sector.

1.3 Significance of The Study

The research study could provide information on the Impact of Technological Advancement on Employee Performance in Banking Sector. Further, this study would also be a review on the Information Technology present and services provided by the banks, particularly with reference with scheduled banks. This study will also reveals whether the training provided to the bank employees are beneficial or not ,This study would be beneficial to the banking sector as a whole in the city as this study provides the knowledge about the perception of bank employees towards technological advancement in banking sector. This would expectedly heighten the awareness of the bank employees and the bankers to equip themselves with the necessary training needed in order to cope up with the changes in technology. To the future researchers, this study can provide baseline information on the recent status of information technology on banking sector.

1.4 Objective of The Study

The broad objective of this study is to assess the impact of Information technology on the overall staff performance in Banking Sector. The specific objectives of this study are;

- Know the new technologies adopted in banking sector.
- Evaluate the technological knowledge of the employees.
- Know the Employees acceptance towards the new technologies adopted.
- Find steps to be taken to make the new technologies more acceptable for the employees.

1.5 Research Methodology

The project evaluates the impact of Information Technology on Employees performance in banks. Research is commonly refer to a search for knowledge, one can also define Research as a scientific and systematic search for pertinent information on a scientific topic .Methodology is a procedure or technique adopted in a research study or investigation. Many methods and

procedures have been developed and employed to meet the need of these searches.

Research Design

For this study the research design was confirmed to descriptive research design in order to understand the cause and effect of different variables which are connected with this study.

Research method

The Source of data: Both Primary and Secondary was collected for this study.

1.6 Primary Data:

Primary data is the first-hand information that is collected during the period of research. It was collected by distributing questionnaire amongst 100 bank employees in Ernakulam city. Some information was gathered through observation and scheduled interview with the manager and other employees.

Sample Size

Primary data was collected by distributing questionnaire amongst 100 bank employees in Ernakulam city in Kerala. Convenient sampling technique was used for this project.

1.7 Secondary Data:

Secondary data is obtained from a number of reference books, journals, case studies and reports which were used to formulate the theoretical model for the study, and some information were also drawn from the websites.

Research Instrument: Questionnaire.

Sample Size: 100 Employees.

Sample Technique: Simple Random Sampling.

Statistical Tools: Percentage Analysis and Graphical Solutions.

1.8 Analysis tools:

After the collection of data from the respondents, the questionnaire was coded and tabulated and then subjected to analysis. Data updated was analyzed using the percentage analysis method. Such analysis was interpreted using graphs and tables.

1.9 Limitations of The Study

In any Research work, it may be impossible to take good care all problems involved, the only thing a Researcher can do is to consider those factors that are essential to Research. There are some of limitations of this study, despite the fact that Research would be successful. The actual limitations of the study were:

- Due to time constraints number of participants in the survey was limited to 100.
- Location of the study was confined to Ernakulam city.

2. LITERATURE REVIEW

2.1 Technological Advancement and Employees Performance by Mumford

Technological advancement is the process of combining and reorganizing knowledge to generate new ideas. The development of technology has an impact on firm performance. Through his study the researcher stated that employee performance is greatly influenced by technological advancement. The researcher throws light on three main variables such as technological advancement, motivation and training so as to appraise the employee performance. When comparing the correlation between these variables and employee performance, through the analysis, the researcher proves that despite of training and motivation, technological advancement has a far more impact on the employee performance.

2.2 Motivation and Technological Advancement by Quinone

Motivation is define as change in behaviour not attribute to stable individual differences. Motivation mean is characteristic of an individual willing to expend efforts toward a particular set of behaviour.

2.3 Motivation and Employee Performance by Rudge

There is much evidence to suggest that making people feel valued, and that their contribution is important and recognized, is the best basis for a committed and motivated workforce that will go the extra mile. When employees understand that their achievements and efforts are recognized and rewarded they will perform better. Our aim is to facilitate a change in culture with regard to pay and to transform the way people are managed, motivating employees to succeed and providing more clarity about their goals. Improvements in performance and raising standards are both key

components that contribute to an organization's success and help us to ensure we have the very best people in the right roles and that they are motivated to stay.

2.4 Training and employee performance by Farooq & Khan, (2011)

According to the study, the researcher states that training improves the gaps between employees and senior level management and ensures participation in decision making. Most importantly, from the organizations point of view employees' performance increases in the post training phase. The global organizations, having branches in foreign nations, are keener about their employees' performance. Such organizations introduce exceptional training programs for their employees. Training not only develops employee's mental ability but also physical capability; for instance active participation in decision making can avoid the mental disturbance. Employee's performance is also related with responsibility and commitment of the employees towards the organization. When commitment increases it leads to better performance and vice versa. The researcher assumes that training improves employee's commitment with organization. Commitment can be defined as employees work for organization for long period of time. Scholars and researchers accept that training increase commitment of employees with organization but training produce desired out comes only in that situation when employees also accept that training program.

2.5 Factors influencing IT Adoption by Bank Employees: An Extended TAM Approach by Rupanjali Nath, Kanika T Bhal, and Geetika T Kapoor, (2013).

The banking sector has been showing a phenomenal growth in India after the information revolution. For its effective implementation and utilisation, employees' consent and the consequent use are important. Davis' Technology Acceptance Model (TAM) (1989) explains users' acceptance of electronic systems. By applying the extended TAM approach to this study, the authors aim to uncover various factors that affect the attitude and acceptance of bank employees towards CBS. The TAM model identifies perceived usefulness (PU), and perceived ease of use (PEU) as impacting attitude towards IT and behavioural intention. The model is extended by identifying social influence, computer self-efficacy, and technological facility as factors affecting perceived usefulness and perceived ease of use. The findings suggest that extended TAM variables positively influence the intention and usage behaviour through PU and PEU. That is, social influence

enhances perceived usefulness; and computer self-efficacy and technology facility influence the perceived ease of use. Again, perceived ease of use significantly influences perceived usefulness which in turn has significant effect on behavioural intention and usage behaviour. Social influence of superiors was the prominent determinant of perceived usefulness of the CBS technology. Hence the role of managers as effective communicators is heightened especially in conveying the benefits of using IT and in turn achieving organizational goals.

2.6 Employee's Perception Towards Adoption of IT in Banking Service: A Study of Indian Public and Private Sector Banks by Mr. Navratan Bothra and Dr. Ravindra Shukla, (2011).

This study proves that advancements in the technology are taking place. Financial sector reforms experienced that when compared to the private sector banks and foreign sector banks, public sector banks utilise comparatively less technology. ICICI Bank has been the leader in IT introduction and adoption of technical advantages. IT in new private sector and foreign banks is becoming threat and also motivation for public sector banks. Therefore, in this stiff competition only those banks will survive in the future which will manage technology infrastructure. The banks are continuously expanding their networks as per their rules. Human resource is the real strength in any organization. Public banks should appoint creative and fresh mind people full of latest technology. Both private and public sector banks should take initiative to provide e-service in rural areas. On the other side to the banks should take initiatives to track and trace black money drawn for terrorism activity from Indian banks to Swiss bank. Information technology has not only simplified the operation but it has also given a great comfort to an individual who does not have a good knowledge of IT but need to access banking in an optimum manner.

2.8 The Emergence of IT in banking sector by Shastri, R.V, (2000).

The research paper highlighted some challenges faced by banks regarding IT implementation. It was stated that liberalization policy and intense competition keeps every banker alert. Accounts and other banking services can be maintained well with the implementation of Information Technology (IT), which will assist the management in the decision making process. He also stated that the facilities like ATM, Internet banking and mobile banking helps for better customer relations management. Besides, it helps the banks to face the challenges because of IT implementation like employment and

security concerns. He suggested that the customer delight is the primary goal of all future IT initiatives.

2.9 Internet Banking Adoption in an Emerging Economy by Rahmath Safeena, (2011)

In this study they analyzed the factors influencing the consumer's adoption of internet banking in India and hence investigate the influence of perceived usefulness, perceived ease of use and perceived risk on in their work Internet Banking Adoption in an Emerging Economy.

2.10 Technology Adoption and Indian Consumers by Rahmath Safeena, (2012)

This study on Mobile Banking identified that the evolution of e-banking started from the use of Automatic Teller Machines (ATMs) and telephone banking (tele-banking), direct bill payment, electronic fund transfer and the revolutionary online banking transformation from the traditional banking to e-banking has been a 'leap' change.

2.11 An Empirical Study on Technology Adoption by Indian Banks by Tavishi and Santosh Kumar, (2013)

This study describes the factors influencing the customers for the adoption of internet and mobile banking in India and hence investigates the influence of perceived usefulness and perceived risk on use of internet banking and mobile banking.

2.12 Adoption of Electronic Banking (E-Banking) in Odisha, India by Sabita Paul, (2013).

Described the current and prompt technological revolution altering the whole world which has crucial impact on the banking sector based on data, collected from customers of different commercial banks of Odisha. It is found from the study that many factors like education, knowledge in computer, willingness of the people, people's convenient and awareness etc. are responsible for the successful operation of E-banking in any area. So, banks have also been cutting costs and gaining synergies through ATM sharing agreements amongst themselves.

2.13 Factors influencing IT Adoption by Bank Employees: An Extended TAM by Rupanjali Nath et.al, (2013).

This study described the Factors influencing IT Adoption by Bank Employees: An Extended TAM Approach. The TAM model identifies

perceived usefulness (PU), and Perceived Ease of Use (PEU) as impacting attitude towards IT and behavioural intention in their research paper Factors influencing IT Adoption by Bank

2.14 Adoption in Banks in Yemen by Jamila, (2013)

A Case Study of YBRD investigated the general impact of Information in their work Info-Tech Technology (IT) on the banking industry in Yemen and discusses the response of Yemeni banks to these technological developments.

2.15 Mobile Banking: A Study on Adoption and Challenges in Southern Rajasthan, India by Yogesh Jain, (2013)

In his work Identified that the Information technology has basically been used under two different avenues in banking viz., communication and connectivity and other is business process.

2.16 Factors Influencing Consumer Adoption of Internet Banking in India by Prema C (2013)

Examined the process of internet banking services and stresses that marketing experts should emphasize these benefits and its adoption provides and awareness can also be improved to attract consumers' attention to internet banking services.

2.19 An Examination of Technology Acceptance Model and Theory of Planned Behavior by Mohamed Gamal Aboelmaged, (2013).

Investigated the adoption of mobile banking through integrating Technology Acceptance Model (TAM) and Theory of Planned Behavior (TPB). Analyzing survey data from 119 respondents yielded important findings that partially support research hypotheses. The results indicated a significant positive impact of attitude toward mobile banking and subjective norm on mobile banking adoption. In their study Mobile Banking Adoption.

Information technology becomes a strategic asset when it makes the entire business adaptive and ready for change by connecting people, process, and information to drive results. An effective information technology investment reflects the organization's complex values, social structure, process, and practice. IT also helps companies understand the complexities of data, because that data may reveal customer and market insights in the firm's area of expertise.

3. INDIAN BANKING SECTOR

There are currently 27 public sector banks in India out of which 19 are nationalized banks and 6 are SBI and its associate banks, and rest two are IDBI Bank and Bharatiya Mahila Bank, which are categorized as other public sector banks. There are total 93 commercial banks in India.

Table 2.1 representing the list of public and private sector banks in India

State Bank	Public Sector Banks		Private Sector Banks
	Nationalised Banks	Other Public Sector Banks	
State Bank of India	Allahabad Bank	IDBI Bank	Axis Bank
State Bank of Patiala	Andhra Bank	Bharatiya Mahila Bank	Bandhan Bank
State Bank of Mysore	Bank of Baroda		Catholic Syrian Bank
State Bank of Travancore	Bank of India		City Union Bank
State Bank of Bikaner and Jaipur	Bank of Maharashtra		Dhanlaxmi Bank
State Bank of Hyderabad	Canara Bank		DCB Bank
	Central Bank of India Corporation Bank		Federal Bank
	Dena Bank		HDFC Bank
	Indian Bank		ICICI Bank
	Indian Overseas Bank		IDFC Bank
	Oriental Bank of Commerce		UP Agro Corporation Bank
	Punjab & Sind Bank		Karnataka Bank
	Punjab National Bank		IndusInd Bank
	Syndicate Bank		ING Vysya Bank (merged with Kotak Mahindra Bank in April 2015)
	UCO Bank		Jammu and Kashmir Bank
	Union Bank of India		Karur Vysya Bank
	United Bank of India		Kotak Mahindra Bank
	Vijaya Bank		Lakshmi Vilas Bank
			Nainital Bank
			RBL Bank
			South Indian Bank
			Tamilnad Mercantile Bank Limited
			Yes Bank
			Goswami Bank

Source: Secondary information

4. HISTORY OF BANKING INDUSTRY IN INDIA

In the ancient world, banking industry originated with the first paradigm banks of traders. In the 17th and 18th centuries, emerged the Innovative banking applications, including fragmentary reserve banking and the issuance of currency notes. Merchants commenced storing their gold and other reserves with the goldsmiths of London, who were in possession of private cellar, and in turn charge a fee for the service. These goldsmiths issued receipts certifying the weight and purity of the metal while these merchants deposit their metals. Such deposits neither be transferred nor can be assigned to any other individual other than the original depositor. The amelioration of the banking sector in India originated in late 1800s. The first bank to be emerged was the Bank of Hindustan, established in 1770. The Indian banking sector can be classified into scheduled banks and non-scheduled banks, scheduled banks are those which come under the second Schedule of the Reserve Bank of India Act, 1934. The non-scheduled banks are those which are not included in the second Schedule of the Reserve Bank of India Act, 1934. These scheduled banks can further be classified into: nationalized banks; State Banks of India and its associates Regional Rural Banks; foreign banks; and other Indian private sector banks. The term commercial banks refer to both scheduled and non-scheduled commercial banks which are regulated under the Banking Regulation Act, 1949.

The world witnessed an information and technology Revolution which touched every facet of a common man's life including the banking industry. The economy is changing day by day and so is the banking sector consequently facing a swift transformation so as to face the challenges posed by the innovations prompted by the arrival of private banks and foreign banks. The Indian banking system was greatly affected by the IT revolution.

Information Technology plays crucial role in many industries, followed by a positive effect on economic development across the geographical frontiers. The financial sector in general and banking sector in particular was one of the very first to utilize information technology way back in 1960s, and has thus the record of influencing the development process through technology. The banking sector is an instance for information technology infrastructures have had inference on the economic development. Researchers suggest that technological revolution coupled with knowledge upholds potential for the development of the industry. Computers are getting more advanced and enlightened. IT revolution has given an advantage to the banks to provide services to the customers as per their expectations, which otherwise they could only dream about. The bank is

provided with a competitive advantage by having a direct marketing and responsible customer service environment and latest, efficient business processes.

Computerization has led to the emergence of Online banking in India. With the advent of liberalization of 1991, the country's banking sector has been introduced to the world economy. The efficiency of banks was magnified by the introduction of Electronic Payment Systems like National Electronic Fund Transfer (NEFT) and Real Time Gross Settlement System (RTGS). The volume of electronic transactions, as a portion of total transactions in the banking sector, was 40% in March 2010, as compared to 32.8% in 2009. In 2010 this portion was amplified to 89%, which was 83.9% in 2009. In 2004-05 The Reserve Bank of India (RBI) has settled 6000 RTGS transactions per day which was increased to 100,000, as per the present statistics. It is not so different in the case of NEFT transactions. At present RBI settles 4,000,000 NEFT transactions per day which was just 270000 in the year 2005.

Presently, almost all the public sector banks are fully automated, IT revolution persists to progress at a rate of 14.2% approximately in the period 2011- 2012 which was driven prominently by the adoption of core banking system, RBI guidelines on banking automation, Projects which embraces financial inclusion, and other niche applications like centralized pricing management, global risk management, analytics and such other mobility-driven applications.

- The current level of IT spent by an Indian bank ranges between 0.2% to 5.0% of its total annual revenue depending on its size, banking segment and category of classification.
- IT spent by an Indian bank has been calculated to be typically close to 20% of Information Technologies total expenditure in 2011. Nationalized banks which form chunk of the banking sector continues to spend approximately 62% of the total spend on technology (when all banks are calculated together).
- The current times are set to witness momentous developments in terms of IT automation of co-operative and rural banking segments, extension of banking facilities to the remotest villages and increased penetration ratios of bank branches and ATMs across the span of the country.

Indian banks were finding it difficult to compete with the international banks in terms of customer service, without the use of information technology. IT has revolutionized the urban sector of banking technologies.

The profitability of any organization depends on the productivity of its people, as they are the real strength of the organization. The need of the hour is to develop and manage the human resource to make adaptable to the changing environment. New private banks and foreign banks have understood the mantra and hence appointing people with fresh and creative mind with full of knowledge of latest technology manifold but e-banking in the rural areas has not been taken care.

In the era of worldwide competition, the Indian Banking industry will have to focus on three critical areas viz., Technology, Customer and Consolidation for sustained development. The technology has influenced every aspect of banking system. It is largely technology that is transforming the face of the banking industry. The public sector bank, private sector banks are at the different stages of technology adoption. With the central vigilance commission's guidelines about 70% of bank businesses should be computerized. Indian banking is at the threshold of paradigm shift .The application of technology and product innovations are bringing about structural changes in the banking system.

IT has revolutionized the urban sector of banking manifold but e-banking in the rural areas has not been taken care. If e-banking is implemented in the rural sector, it would be a great boon to the rural areas. The public sector banks having vast branch of networks in rural, popular and uneducated areas, to which the level of automation and efficiency of services are immaterial. Still, these areas lack the basic infrastructure .so; it is possible to introduce e-banking technologies.

5. CORE BANKING SOLUTION (CBS)

Core Banking Solution (CBS) is networking of branches, which enables Customers to operate their accounts, and avail banking services from any branch of the Bank on CBS network, regardless of where he maintains his account. The customer is no more the customer of a Branch. He becomes the Bank's Customer. Thus CBS is a step towards enhancing customer convenience through anywhere and anytime banking. Core banking solutions is jargon used in banking circles. The advancement in technology, especially Internet and information technology has led to new ways of doing business in banking. These technologies have reduced manual work in banks

and increasing efficiency. The platform where communication technology and information technology are merged to suit core needs of banking is known as core banking solutions. Here, computer software is developed to perform core operations of banking like recording of transactions, passbook maintenance, and interest calculations on loans and deposits, customer records, balance of payments and withdrawal. This software is installed at different branches of bank and then interconnected by means of computer networks based on telephones, satellite and the internet. It allows the banks customers to operate accounts from any branch if it has installed core banking solutions.

Core banking systems typically include deposit, loan and credit-processing capabilities, with interfaces to general ledger systems and reporting tools. Core banking applications are often one of the largest single expense for banks and legacy software are a major issue in terms of allocating resources. Strategic spending on these systems is based on a combination of service-oriented architecture and supporting technologies that create extensible architectures. Many banks implement custom applications for core banking. Others implement/customize commercial ISV packages. While many banks run core banking in-house, there are some which use outsourced service providers as well.

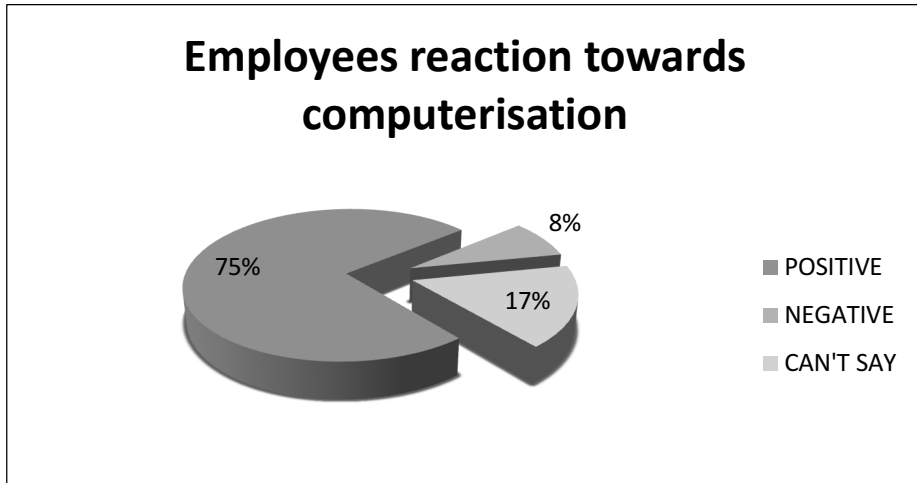
5.1 Benefits of Core Banking Solutions

- Enquiries about account balance and debit or credit entries in the account have become more convenient.
- Secure cash payment out of the customer's account by proffering a cheque.
- Depositing a cheque for credit into the customer's account.
- Depositing the cash into the account of the customer
- Making cash and cheque transactions into account of some other person who holds an account in a CBS branch.
- Procuring a statement of account.
- Transferring funds from customer's own account to some other person's account i.e. own or of third party, on the condition that both accounts are in CBS branches.
- Securing Demand Drafts or Banker's Cheques from any branch on CBS and debiting the same amount from the customer's account.

- Customers may keep on using ATM cards and such other Delivery Channels, which are also interfaced with CBS platform. Likewise, Bill Payment, Mobile recharging etc. shall also be available at one's disposal.

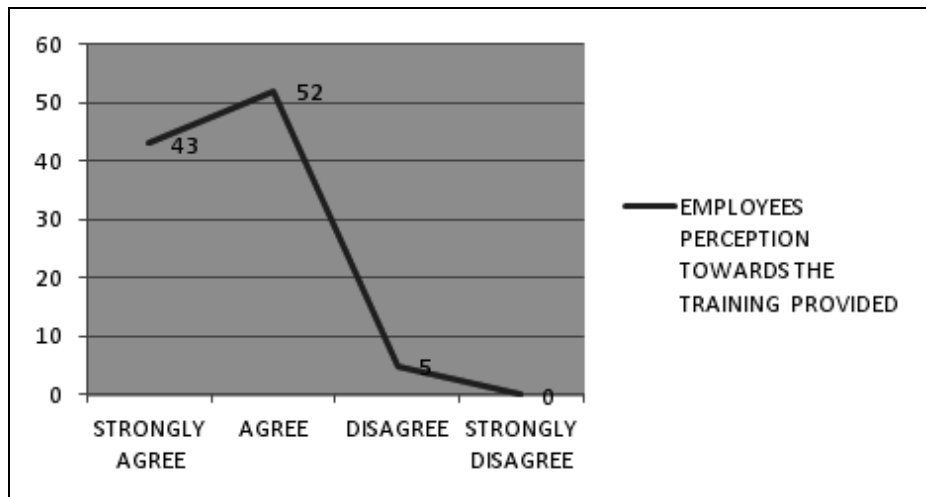
6. ANALYSIS OF DATA

Figure 1 Showing the reaction of employees towards computerization.



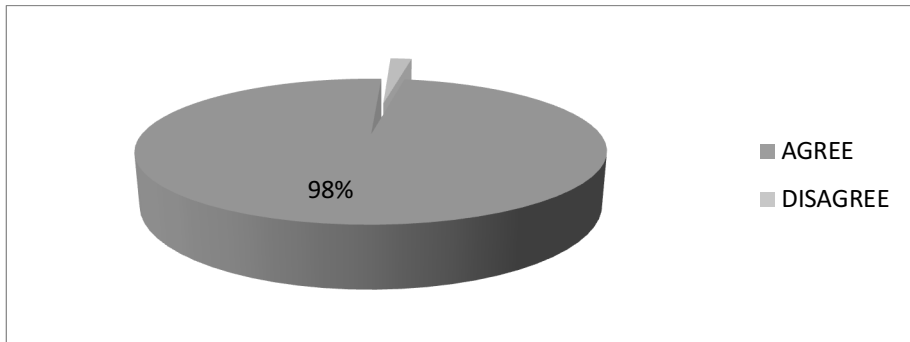
Source: Primary Data

Figure 2 Depicting the employees' perception towards the training being provided by the banks



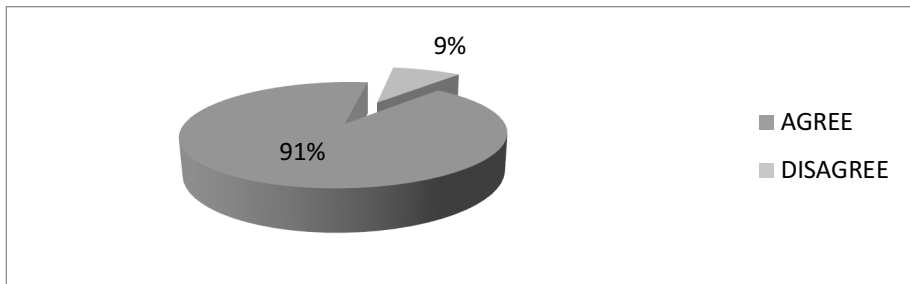
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Figure 3 Representing opinion regarding the application of ICT to maintain total quality management in providing services to the customers



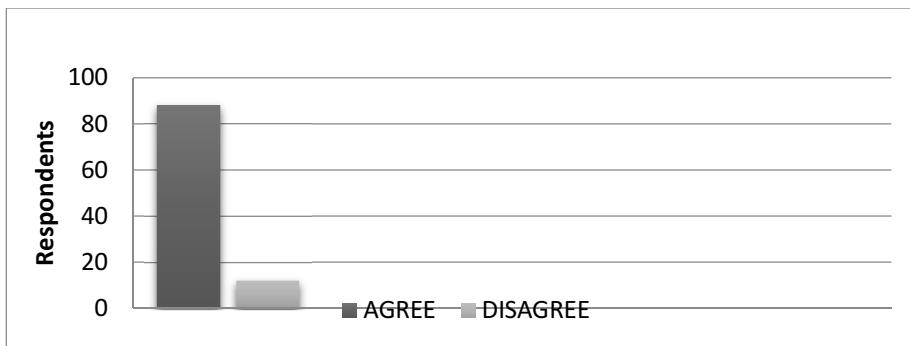
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Figure 4 Delineating the outlook of employees regarding the introduction of ICT and respective change in employee productivity



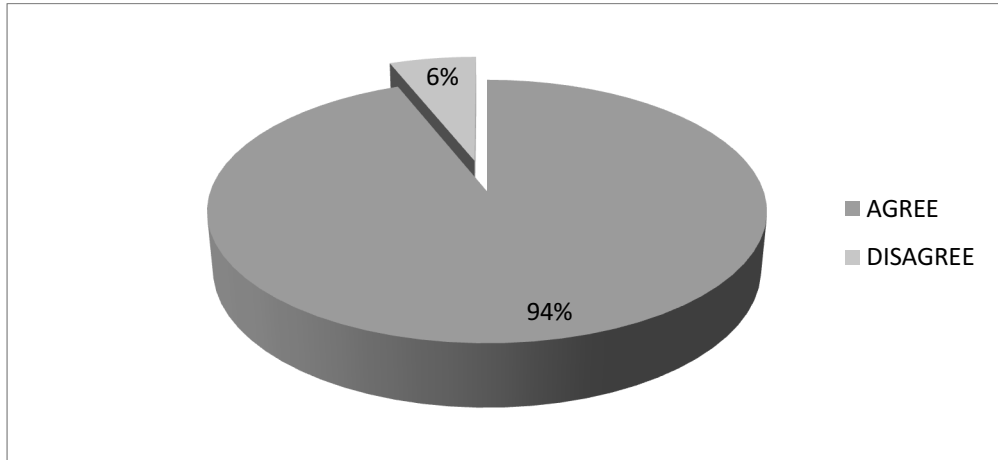
Source: Primary Data

Figure 5 Showing perspective of bank employees regarding the adoption of ICT and considerable reduction in the rate of repetitive works and errors



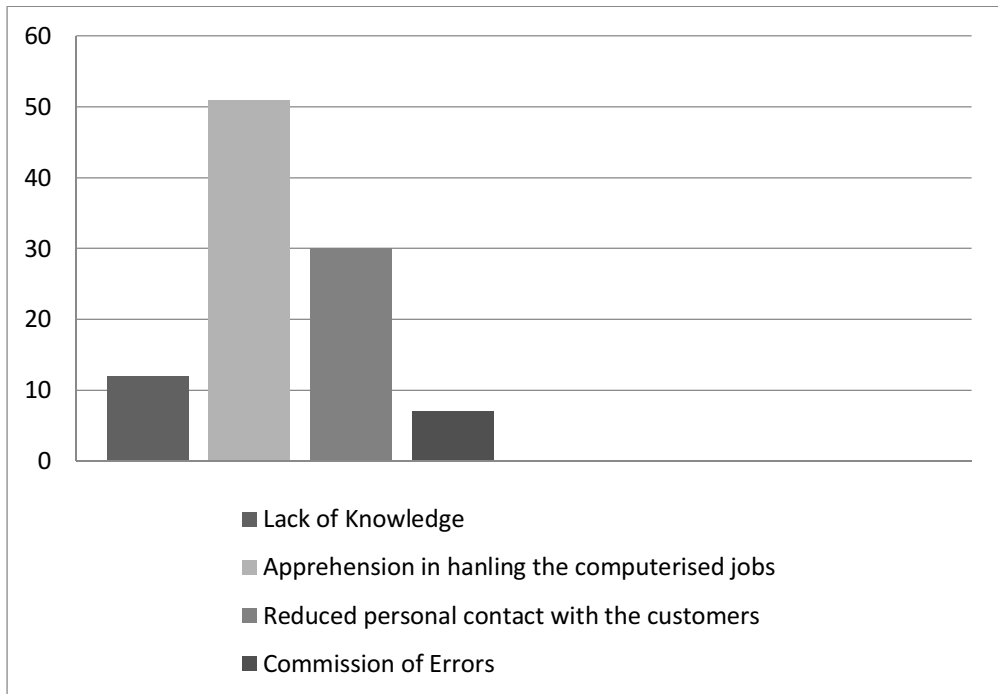
Source: Primary Data

Figure 6 Representing the employee's acceptance of ICT as paraphernalia for educating the workforce regarding the technological revolution in the banking sector



Source: Primary Data

Figure 7 delineates the major issues faced by the banking professionals with respect to the incorporation of ICT as a major system enhancing productivity of the sector.

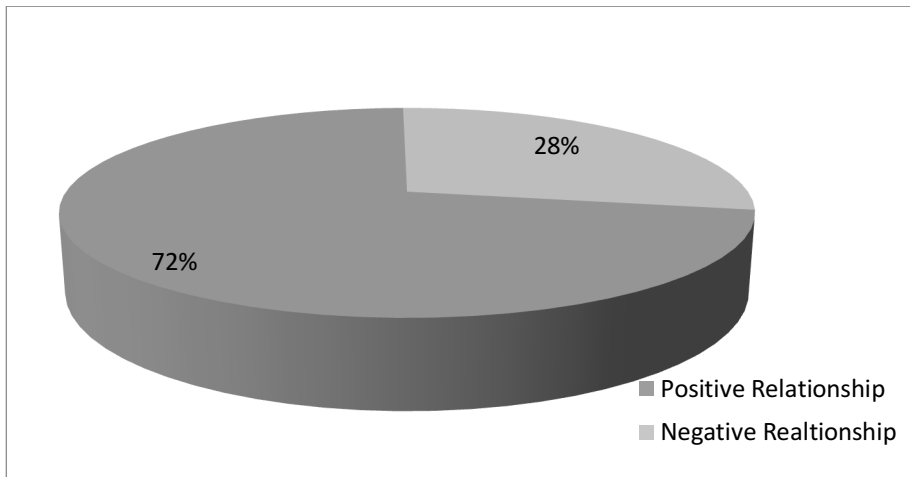


Source: Primary Data

The major problems identified are

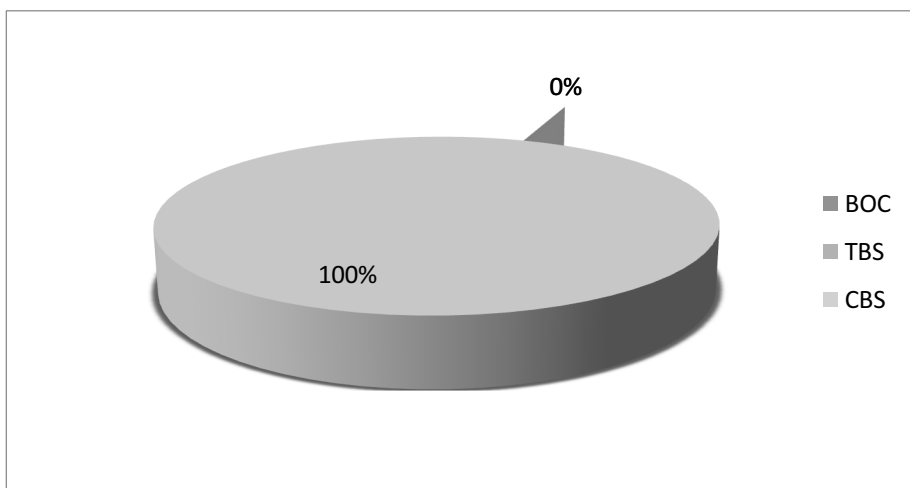
- Lack of Knowledge regarding the system
- Apprehension in handling the computerized jobs
- Reduced personal contact with the customers
- Commission of Errors

Figure 8 illustrates the relationship between the initiation of ICT and stress level changes



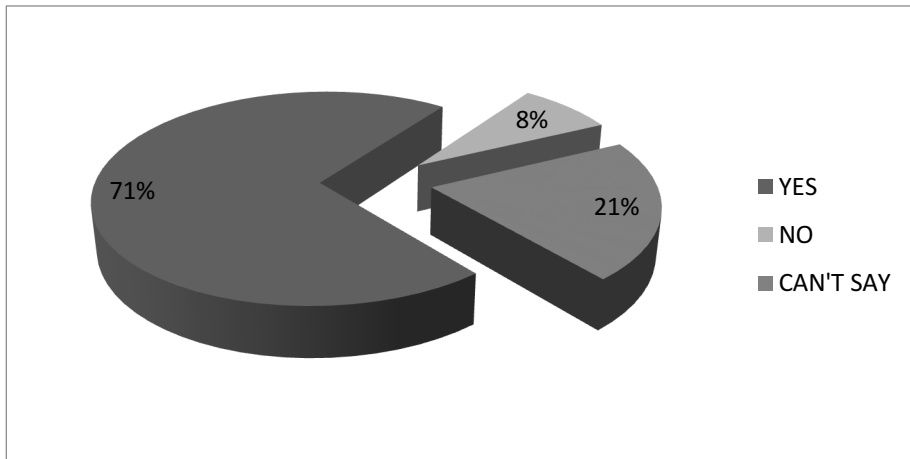
Source: Primary Data.

Figure 9 Represents the type of computerization being adopted in banks.



Source: Primary Data.

Figure 10 Delineates the satisfaction of employees towards the training provided by the respective banks



Source: Primary Data.

7. FINDINGS

- Apart from the local rural banks and other cooperative banks, 99% of the banks working in India have adopted Information and Communication Technology initiation in their Banking Business Operations. This relates to the necessity of technological up gradation of the banks in the changing environment.
- The banking professionals under study have responded positively towards the technology inclusion in banks through ICT, as it has reduced the paper work and data redundancy.
- The technology used by the banks in India is Core Banking Solution, which is being implemented by certain System integrators like Cognizant, Edge Verve Systems Limited, Capgemini, Accenture, IBM and TCS.
- Almost all the banks provide training and induction programs to the employees. The training programs include both on the job and off the job training methods, and majority of the respondents are of the perception that the training being provided plays an integral role in the learning process. A lower majority requires more consistent training to improve their performance.

- Almost all the respondents were of the opinion that Information and Communication Technology integration has influenced staff performance and their productivity, thus providing quality services to the customers and contributing to the development of the organization.
- 88 percent of the employees were of the opinion that Information and Communication Technology has reduced the rate of duplication of works.
- 94 percent of them were of the attitude that adoption of Information and Communication Technology is adopted as a technique for staff learning and development in the organization.
- Majority of the employees reacted that the adoption of Information and Communication Technology has reduced the stress and workload.
- Most of them were of the impression that adoption of Information and Communication Technology has increasingly being used to provide services and manage cost.
- Most of the employees were of the opinion that adoption of Information and Communication Technology has increasingly being used to provide business processes and security for the organization.
- 96 percent of them were in the opinion that adequate funding and evaluation of automation facilities are major options for improvement on Information and Communication Technology in banking sector.
- Most of them were of the opinion that the adoption of Information and Communication Technology has influenced the content and quality of banking operations.
- The employees are of the notion that their main problem in handling computerized transaction is that they Lack confidence in Handling Automated operations.

8. SUGGESTIONS

Based on the finding and conclusion drawn from the study the following suggestions are required for creating a positive attitude towards the computerization of technology in banking sector.

- A 360 degree appraisal of the employee is required to be incorporated in the banks to update the knowledge of the employees as technology is changing day by day and the system necessitates such up gradation.

- Evaluation of the training programmed and a feedback mechanism will serve to be good to the employees of the banks in order to ascertain the effectiveness of the programmed.
- Computerization of the regional rural banks and other cooperative banks are important as it is the need of the hour.
- Banks should identify specific area of weakness and should provide appropriate training to employees in the concerned arena.
- Besides the automation in banking transactions, direct personal interaction and such other initiatives are important to retain the customers in the bank.
- On the job training must be encouraged. It will help to reduce the errors and also it will make them to know more about the technology.
- Banks should instill confidence in their employees for handling automated transaction by reconciling the issues faced by the workforce.

9. CONCLUSION

Banking is the business process of accepting the money owned by individuals and entities, and lending out the same in order to earn a profit. However, the process has extended its wings to certain other services. The introduction of Core Banking Solutions, using CBS network customers can handle their banking services from any branch of the Bank, regardless of the branch where the customer hold an account. Now, the customer is the customer of a Branch anymore, he is the Bank's Customer, thus augmenting the customer convenience through anytime and anywhere. Issuance of debit and credit cards, providing safe custody of valuable items, lockers, ATM services and online transfer of funds through NEFT, RTGS etc across the country are some of the services that is being provided by the banks these days.

Thus it may be concluded that most of the banking professionals have favorable attitude towards the espousal of Information and Communication Technology in banking sector. Apart from updating of ICT in banking business, these banks are providing training to the employees for handling such automated paperless transactions thus equipping the employees with proper knowledge about the new technology and up gradation. Total Quality Management in the area of banking sector can also be assured by the inclusion of ICT. Banks are also able to manage the cost, reduce the stress and workload to a great extend and thus reducing the repetitive works and errors. It ensures security of the banking processes. Information and

Communication Technology has exerted influence on the content and quality of banking performance. Consequently, a majority of bank employees are in approbation with the adoption of Information and Communication technology in banking sector.

10. SCOPE FOR FURTHER RESEARCH

This research paper explains the implementation of core banking system in the banking industry and the resultant change in the employee behavior thus analysing the employee performance. It also clarifies the problems faced by these banking professionals in handling the new technological advancement in the concerned sector. The variables such as motivation, training and the technological advancement have an impact on the employee performance. Consequently, a substantial proportion of the variables remain inexplicable recommending the need for further research which may include supplementary variables like behavior linked with incentive value and competitive pressure. Apart from the above mentioned variables, certain demographic aspects were not included in this study. Factors such as amount of internet and computer use experience, age, professional experience, and education level of the respondents could be built-in for future research. Also, the impact of gender on the acceptance of CBS technology could be considered.