

Bharathiya Vikas Trust
'Ananth', Perampalli, Shivalli, UDUPI – 2

Study Report

on

**Manpower Utilisation of Voluntary
Retirement Services Optees for Rural
Coastal in Karnataka**

by
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It gives immense pleasure to acknowledge the support of the Chairman and General Managers of three Banks viz. Syndicate Bank, Canara Bank and Vijaya Bank for providing us with list and addresses of persons from Coastal area who opted for retirement under VRS Scheme and all the respondent Optees for providing us the required information.

The Trust is highly indebted to all who helped to complete the study.

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Dr. K.V.BHAT
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EXECUTIVE SUMMERY

Process of economic liberalization initiated in India since 1991-92 has lead to reforms across the industry and economic systems with thrust to cut the cost, inventory management, right sizing of manpower to improve efficiency on resource use and competitiveness in the systems. Rightsizing of manpower and application of computer aided technology was considered more seriously in almost all the industries. This was seriously taken up during the year 2000-01 by public sector Banks in India through Voluntary Retirement Scheme to reduce the manpower cost which lead around 63000 people to come out from the formal white colored employment and many of them were at the peak of productive age and from rural areas. Such of the prescheduled entry into rural sector is believed to influence the existing socio-economic equations in the rural society with the introduction of capital and entry of new knowledgeable manpower and leadership. The VRS by three major public sector Banks originated from Coastal Karnataka had caused large number of educated persons from the region return to the market with knowledge and capital which necessitated due mechanisms to rehabilitate these persons to maintain socio-economic balances. Bharatiya Vikas Trust, the NGO committed to the social cause proposed the analyze the impact of VRS on the rural fabric and to reflect for policy initiation whenever VRS is introduced for mitigating any possible dismantle of the social setup.

Objectives of the Study:

The VRS has been considered as boon by many and as curse by a few Optees of the scheme and their dependents. This study is articulated with objectives to study the status of employees from the coastal Karnataka who opted to VRS and its impact on the employment, consumer market, structure of unorganized labour market, on the kinship relations and on the rural economy as such due to investment made by the Optees out of ex-gratia and receipt by the employees.

Sampling Design

The study is made with multilevel sampling design to cover Optees from different class, caste and categories of social and mental status. In the first step, the industry, which

offered the benefit under the VRS scheme, was selected. Coastal Karnataka with highest literacy rate have a large number employed in industry like Banking, Education Research Hotel etc., In the **Second** stage of sampling design the list of persons who opted out on VRS during last 2 years period were prepared and in the **Third** stage the VRS Optees were selected from the primary survey. The study had selected 150 samples for survey and analysis in the study.

The reconnaissance survey indicated that more than 98% of the VRS Optees from Coastal Karnataka are from Banking industry, majority of them from the rural areas and mainly from three major nationalized Banks namely Canara, Syndicate and Vijaya Bank. Thus 50 Optees from these banks were selected for primary survey with addition of 25 optees as margin for dropouts during survey. The primary survey is made by interviewing them through pre-scheduled questions by trained research associates of the Trust.

Results and discussion on findings of Study.

The study had identified 150 optees from three identified Banks and amongst them 145 have responded with full information, 3 showed frustration and partially shared, while 2 totally refused to provide the information. Amongst the respondents 37.25 percent are managers, 6.9 percent are officers, 13.10 percent are special assistant cadres, 35.85 percent are from clerical cadres and 6.9 percent are from the cadre of attenders.

The findings are presented in five sections, with first section to discuss the general characteristics of the VRS Optees, second section deals on the service aspects of Optees, third presents their investment pattern, fourth on the leadership provided by the Optees after return to native village and final section deals with the policy implications for future implementation.

A. General Features of the Optees

The general characteristics of the Optees explain the age, educational levels, family background, dependency levels, service particulars of the Optees etc., These issues explain the reasons behind decision of VRS Optees to come out of formal employment, impact on

their post retirement employment and other economic conditions. These characteristics are gathered from the Optees in the primary survey.

The Study showed that majority of the VRS Optees from Coastal area were in the age group of 51 to 55 years followed by those in the age group of 46 to 50 years. The Optees at the higher age are considerably less though these persons could have retired in another 4 years. 8% of the Optees were in the age group of less than 45 years. One of the respondents, an attender took the VRS at younger age to have ex-gratia money without alternative proposition and his family was requesting the surveyor to find a means to put him back in service even on casual contract basis.

Amongst the Optees a large number were graduates followed by the matriculates, post graduates and those studied up to PUC level. The Optees with matriculation or SSLC and less studied were lesser. The Optees having professional qualification such CAIIB and Law were less than 18 percent. Interestingly the graduates from professional faculties like Agricultural sciences, engineering who joined the banks as probationary officers in large number had not opted to VRS though they had professional qualification.

The survey indicates that 1.38 percent of the VRS Optees responded had completed 20 years of service in the banks, 5.52 percent of the Optees had completed 21 to 22 years and around 18.62 percent of Optees had completed 23 to 26 years services. The persons with 27 to 30 years service were 37.24 percent of the surveyed Optees and majority of those in the range of 20-25 years service had professional qualification and opted for the scheme mainly to take up for alternative profession at post – VRS period. The Optees from clerical and officers' cadre had opted out at younger age and took alternative profession. Further, amongst the respondents 16.55 percent had left with more than 10 years of service while opting for VRS 35.86 percent had left out services of 8 to 10 years, 22.76 percent had left services of 6 to 7 years and 17.93 percent had the left out services of 3 to 5 years. The Optees with 2 and less years of left out services who could have otherwise retired from service had there not been increase in retirement age in 1998-

99 are hardly 6.9 percent. The result showed option for VRS had come from all category of people including those from younger ages. This highlights the need of conducting a careful exist study by the banks and find out the reason for the unrest and exodus of the employees on VRS.

Amongst the responded Optees 7.28 percent had no dependents and family responsibilities, 18.66 percent of Optees had single dependents, 28.32 percent had 2 dependents, 11.42 percent had 3 dependents and 7.59 percent had 4 or more than 4 dependents. Results further shows that the Optees from manager, clerical and special assistant cadre had higher number of dependents compared to other two classes.

The survey shows that VRS was opted not only those who completed their family obligations but also exercised by a few still having the family responsibilities. The study showed that 6.5 percent of the respondent Optees had no dependent children, 20.12 percent of the respondents have single child, 30 percent have two children and 23.37 have three children. The number of persons having more than 3 children is 20.25 percent. Further it reveals that as much as 23.3 percent had school going children, 4.61 percent had college going children and 2.66 had children studying in professional colleges. Only 25 percent of the respondents have employed children. The Optees from all cadres had college going children and including in the professional colleges. It is interesting to note that 8.2 percent of the respondents had been benefited from ex-gratia received to admit their children to the professional colleges and otherwise they would not have finance to do so.

B. Reasons for opting to retirement under VRS

About 48.28 percent had opted for VRS to get benefit of alternative investment of terminal benefit, 24.83 percent opted for fear of transfers at post VRS period, the fear of overwork and deprival of promotion had promoted to 14.49 percent, 8 percent intended to utilizes the opportunity available outside and 12.41 percent had came out on health and family problem.

The study showed that 70 percent opted for VRS while they are working in the native district and for majority the constraints in place of working was not the criteria for opting the VRS. Further 80.69 percent of Optees had joined the banks on clerical cadre and only 6.9 percent had as probationary officers and 83.4 percent of Optees had promotions in their service and hence the non-promotion was also not the reason for opting to VRS. But result reveals the need of clear transfer policy in the banks to reduce the turnover of the efficient manpower and improve the overall performance in the banks.

C. Impact of VRS on economic Status of the Optees :

The study showed that the average pre-VRS salary of the Optees were Rs.22,150/- for managerial persons and Rs.7935/- by the attenders. This reveals that income of the Optees at the retirement was considerably higher than average income in the white colored employment and none of the respondents had expressed the grievances on salary and perks as the reason for VRS. At post VRS period reduction in disposable income is reported by only 14 percent of the respondents mainly due to loss of their ex-gratia benefit by investing with Non Banking Financial companies (NBFCs) in the area. Two of the Optees who had deposited the terminal benefits in NBFCs had collapsed on hearing the news of problem in the NBFCs. The posts VRS incomes of the Optees are in the range of 5 to 12,000/- and majority continue with same level of standard of living and disposable income after the retirement.

D. Professional shift of VRS Optees at post – VRS period.

The result showed that 25 percent of Optees had started new vocations in agriculture, trade, service and SSI sector by 25 percent of the Optees and opting for new employment by 4.82 percent especially by the professionally qualified persons. 15 percent of the Optees had intensive farming and 4.14 percent had gone for acquiring new farmlands and 11.03 percent started new trading business. 75 percent of those started new business are not belonging to the families from agriculture and service. The Optees with professional qualification are gainfully employed and 13.66 percent of them are reemployed either in accounting, marketing, in NBFCs, travel agencies, Banks and in the

government sector. Many Optees expressed their interest to serve the banks in any other cadres even at reduced salary to make use of their expertise and time effectively.

E. Leadership provided by the VRS Optees in Rural Institutions.

One of the hypothesis of the study was that the educated people on return to villages would extend leadership support after return to their villages on VRS which is not found true with the results. Amongst the Optees 26.07 percent of the Optees are involved in social, religious and educational institutions like schools and training centers. Only two joined the PRIs on voluntary service basis and not by contesting in elections. Further only 7 percent shown interest to takeover the local institutions and less than one percent shown the inclination to contest for position in PRIs.

F. Investment Pattern of Optees at Post VRS period

The financial benefit received by the Optees at retirement were in the range of 6.71 to Rs.15.72 lakhs and more than 50 percent of the receipt had been deposited in banks and post office and 25 percent was used to repay the loan. The amount gone for repayment was upto 40 percent with those retired from lower cadres such as attenders.

Further survey showed that 42.76 percent of Optees were remitting at pre-VRS period with average amount of Rs.1809 per month. Against these, at post VRS period 46.21 percent of Optees spends around Rs.1956 per month in their native village indicating marginal increase in support to rural economy after their return to native. Further 43.57 percent of Optees had invested part of their benefits in their villages on housing, farm improvement and for starting of small business with an average investment to the tune of Rs.2.79 lakhs. The study could not show any adverse impact of VRS on economic conditions of rural sector in Coastal Karnatka.

The average investment of Rs.2.38 lakhs by Optees on agriculture and on housing which generated employment for 3400 man-days in the villages. But the survey showed that the increase in demand for labour had not lead change in wages but rater shown a decrease of wage rate for unskilled labour from 80 to 100 to 60 to 80 per day prior to the VRS period to post VRS period.

G. Overall opinion of the Optees on the Scheme.

The responded Optees in general had expressed the satisfaction on the scheme and its outcome, few felt that it had given an opportunity to them to come out of technology driven operations to which they could not cope up and others felt as VRS provided them scope to change their professional line and move up in the preferred area. The respondents who had suffered due to frequent transfers felt that it had given scope for them to come out and take the vocation of their choice.

A few respondents had expressed openly against the scheme and termed it as anti-lower middle class employees. The discontents were on account of defiant and hurried procedure adopted in its implementation. A few felt they are not guided on the

opportunities and threat of market during the post VRS period. They reflected that the Banks should provide them an opportunity to work on contract basis instead of giving such works to outsiders. A few Optees expressed that they should be given the facilities on par with those in few industrial units like Tisco, Telco Indian Hotel etc., The Optees are aggrieved of non-personal treatment extended to them during relieve from service from the management.

Family members of a few who opted in the lower cadre like attenders and clerks expressed the unhappiness on the scheme and indicated that the institutions had committed blunders by sending the employees out without informing their family as it adversely effected to their standard of living and social status. The Optees who had not opted for pension scheme and with provident fund were aggrieved lot with the scheme. Their grievance was due to falling interest rate and loss of making investments on NBFCs.

H. Feedback from non-optees of the Banks:

The staffs who are continuing in rural, semi urban and city branches of different banks reflects the fall in morale and sense of belongingness to the institution. Majority of the employees working in rural branches prefers to go n retirement on VRS if a chance is given. The grievance was due to sudden increase of workload and unsympathetic treatment by the management towards the personal, transfer and placement issues as well as fixing of accountability for any minor error committed in delegation of regular duties. The other reflection is lack of HRD efforts by Bank Management to energies the staff remaining in the banks.

I. Policy Implications:

1. Voluntary Retirement Scheme aimed to right size the employee strength to improve operational efficiency and profitability. But this posed innumerable number socio-psychological pressures on the retired people and their families as well as on the economic structures of the village. The results of study reflects that the VRS is accepted as good by many and considered as anti employee or anti working class by a few of the employees.

2. Training of the employees at the retirement level would help to drive them for use of their time productively.
3. The Bank Management should have regular on service interview to understand and collect feedback on the area of their grievance to improve their efficiency and productivity.
4. The family of the younger staff who came out on VRS did not welcome the VRS scheme and this created a sort of rift and unrest with them. Thus while implementing such scheme the family members should be informed to avoid a sudden shock of helplessness in the family.
5. The institutions can identify the area which can be offered to the retiree's on contract with marginal emoluments as concern for their betterment and to develop it ancillary business.

Proceedings of the meeting of VRS optees

Bharathiya Vikas Trust had organized a workshop of the VRS Optees and discussed on the findings of the survey on 25th of April 2003. The participants in the workshop were the Optees, academicians and members of press. In the workshop the Optees requested for the guidance and assistance to utilize their post VRS time and expertise. The Optees said of grievances on the impersonal treatment extended by the banks, the improper policy of pension payment adopted by the banks and lowering interest rate which resulted in their reduced disposable income.

A few Optees came out to support for carrying out censuses or survey work which presently taken up by the school teachers and to start NGOs for collective marketing support and to provide market intelligence to farming sector. The other concern was on the lack of medical support available to them from banks at post VRS period.

MAN POWER UTILIZATION OF VRS OPTEEES OF COASTAL KARNATAKA

Process of economic liberalization initiated in India since 1991-92 aimed at raising the allocative efficiency of resources, increasing returns on investments to promote accelerated growth and development in overall economy. Towards this end a wide range of reforms were undertaken across the industry and economic systems with thrust to cut the cost and improve the productivity in the system, to improve the efficiency on resource use and competitiveness in the systems. These reforms were reported in almost all industries both on the public and private sector managements. The public sector undertakings started to support the infrastructure and to catalyze the economic development had turned as the unites of social support to provide employment to large number of people on the whims and fancies of administration and political bosses were bleeding with inefficiencies and loses. The economic liberalization process and priority given to market orientation paved way to develop measures to turn these unites as commercially viable and profit generating enterprises. Such change were much tangible in a few public sector undertaking like Banking, manufacturing industries, Hotel, Airline and in number of private³ sector industrial unites which turned to black by generating profits after the transformations. The transformation was found in number of spears of management starting from cutting of expenditure on various perks provided to personal in the industry, inventory management, right sizing of manpower to reduce the cost and imbibing efficient management system into the industry. Among these the downsizing the manpower and application of computer aided technology was more glaring in most all the industries.

The transformation from traditional service oriented industry to commercial business was much reflected in the banking industry of the country more so in the public sector banks. The public sector banks bogged with manpower oriented working system with low adoption of technology in operational levels was at lower ebb in the profit generation until recent years. These Banks transformed as public sector unites after nationalization of leading private corporate banks during the year 1969 to ensure the support of essential service to the society with limited commercial means attached were

working at uneconomical level with too many obligations to deliver to the society leading to high operating cost. Higher Intermediation cost and adoption of low levels of technology on day-to-day operations and management of the business had caused to lower its operational efficiency and management. The high manpower involvement made the banking industry as one of the safe house for white color employment in the country. The large number of manpower in the industry provided good support for strong employee movement and bargain capability. These all made the industry neither as the centers of profit generation nor to be the profitable commercial propositions but made it as loss making lethargic industry of the country.

With liberalization considerable amount of research has been done on examining the productive efficiency of banking system in the world. In India this had been started with recognition of the banking as a commercial proposition and adopting internationally recognized assets classification and accounting system. This had lead to consider the banks as commercial unites rather to meet social orientation for strengthening and to sustain their productivity from the onslaught of inefficiency and to grow at a definite phase to support the economy and public utility. The Banks specially the larger in India after Nationalization in 1969 was tagged as means of social development than commercial proposition. This required considerable addition of staff into its fold and develop organically. But over years on converge of un-banked area and faster organic growth provided limited scope for horizontal growth of banks. This created excessive manpower in the banks out of the existing manpower, which provided little provision for automation. This in turn caused for less efficient in its operation and less competitive compared to the newly entered private sector banks. This had forced the public sector banks to initiate manpower planning appropriately to make it more competitive and efficient. In this line many Banks had took the Manpower planning very seriously to meet the demand and identified the excess areas and re-deployed in the deficient areas. Despite the redeployment many banks were left with excess manpower. The reports indicate the three major banks of Coastal Karnataka had made the man-power planning exercise, identified the surplus manpower and were looking for implementation of the scheme to right size the manpower. Further the business environment provided limited scope for diversification to

banks. This motivated the banks to hasten the implementation of the golden handshake or VRS to its employees.

Coastal Karnataka has been distinctly different from other parts in the state and country in social, cultural, political involvement and in the pattern local leadership. The high literacy, exposure to urban social living and comparatively higher income and larger economic opportunities available conditioned them to imitate and adopt urban culture in food habits, living style and in dressing. But the people of the area on the other hand had kept traditional value and attachment to root much stronger to retain the family identity and always dream to come back to native and settle. The people of the area though migrated all over the world kept their ties with the place of origin and continue the relationship with the root culturally, economically and socially. This made the people of the area irrespective of their place of business to own a house in the native for settling down at the old age in their native village. This led to carry continuous influence of the people in the native even when they are out on business or on employment. This character of people might lead to alter the influence of the people whenever any extra or deviation from normal condition takes place.

The year 2000-01 was watershed in the history of Banking Industry of India, most so in public sector banks. The industry which were feeling the heat of market competition and bogged with bloated manpower cost accounting to 27 percent of the income against 4 percent in foreign owned banks and 6 to 7 percent amongst new private banks took major initiative to reduce the manpower by providing golden handshake to employees to right size their number. To reduce the average age group of employees, to improve the efficiency of the personal through technical orientation and become commercially competitive. The banks which provided employment to largest number of people and recognized the experience of its personnel as capital, for the first time took a decision to send all the willing employees from the industry with introduction of Voluntary Retirement Scheme(VRS). The downsizing/rightsizing exercise is made for more than 63000 people to come out from the formal white colored employment into the free market with option to complete in the existing socio-economic fabric of the society. This was perhaps the

biggest of ever such departure of the personnel from any single industry in the county in a short period of one year and pre-scheduled entry of skilled trained and experienced personnel into the society with free time and working ideas. The pre-scheduled entry is expected to alter the existing social equations in the society with the entry of new knowledgeable and trained leadership.

Changes in outlook of banking in India from the industry of social orientation to profit orientation had required marked change in the outlook amongst the employees. This change amongst the employees were taking place reluctantly as they had unified solidarity in brotherhood;. The industry which had high employee concentration with lack of favour for technological up gradation need to pave way for accepting the technology part as a way of life. Realization of these by employees and management had convinced on the success of implementation of VRS and acceptance by many of the employees.

The people of coastal Karnataka having higher percentage of literacy compared to other parts of state with large number of educated youth in the formal employment specially in the service sector . The VRS have influenced large number of people to come out of formal employment specially in the service sector. The VRS have influenced large number of people to come out of formal employment and introduction of vocation or to support their family profession which could lead to change in the traditional balance of systems in the area. The coastal Karnataka being the birth and nursing ground to a good number of Banks in the country had provided employment to a large number of youth of the area during the years in the eighties. The persons joined to banking service during late seventies and early eighties had reached the stage of opting out of banking service on large scale. This had also caused to coming out of large number of people from Banks on VRS to fulfill various personal priorities.

The three major public sector Banks of coastal Karnataka had prepared manpower planning and identified surplus manpower to deploy them for more productive activity prior to introduction of the scheme. It has been reported that all these banks had identified the excess manpower to cross over 15000 employees. It has been indicated that

the increase of retirement age from 58 to 60 had further caused to increased manpower in the industry. Further the limited eagerness to learn the computer literacy amongst the banking employees shortened the opportunity for technology implementation required to meet the contemporary demand. Thus the industry needed younger, more technology savvy workmen to make the industry more viable and attractive. All these made more suitable to the Banks to introduce the scheme speedily.

Voluntary Retirement Scheme (VRS) is not a new concept to Indian industries. It was practiced both in public and privately owned service and manufacturing industries before rehabilitation or closure and a few service industries like airline, hotel and banking to revamp the operation and improve the manpower efficiency. The introduction of VRS in any industry has been recognized to address two major issues, one is to introduce younger and technical savvy workforce to improve the efficiency and the other is to reduce the cost on workforce. The banks have considered this to fulfill the second option and had not shown eagerness to recruit and introduce younger staff into the industry as most of the banks are already saturated with required manpower. The second objective of introducing the scheme has been fulfilled which is very reflected in overall profitability of these banks in the recent years.

During the year other than Corporation Bank all other south based public sector banks have provided the option of VRS to the workforce of all cadres. A few private sector banks like Vyshya Bank also provided the option to its senior employees to go on VRS/ But there is no reference to show the activity undertaken by the banking industry to rehabilitate or redeploy the staff come out on VRS or even to provide any redressal mechanism to meet the grievances of these staff members. Neither the Government of India had given thought in this direction nor the IBA which acts on behalf of the industry in India proposed any suggestion in this regard.

Objectives of the Study :

The introduction of VRS has been considered as boon by many and as a curse by a few of the Optees and their dependents. This study is therefore undertaken to understand the status and category of employees from the coastal Karnataka who opted to come out on VRS and the impact of VRS on the life of the recipients/Optees, impact of the arrival of Optees who are educated and knowledgeable people in the employment and consumer market, their influence on the structure of unorganized labour market and the impact of pre-retirement on their kinship. The study also intends to look into the impact of the VRS scheme on the investment pattern by the optees in rural area/economy and how the society reacted to the arrival of educated manpower in the rural setup etc., An attempt is also made to analyze whether the educated and experienced people in secure white colored business could effect to change in the rural leadership to utilize the time available at their disposal. The study also made an attempt to analyze which class, caste and education level of people got affected and could manage the post VRS scenario systematically.

Sampling design.

The Study having the major objectives of studying the utilization of manpower and time of the persons who are retired under VRS hailing from the area of coastal Karnataka adopted multilevel sampling design to cover various categories of people with different financial, social and mental status who opted for VRS. Accordingly the study adopted multi-level sampling design to cover all class and categories of respondents who opted for VRS.

Therefore the **First Step** in the sampling design was to identify and select the industry and institution from which majority of the people opted out on VRS. Coastal Karnataka having highest literacy rate in the country have a large number of people informal employment in various industries. But their presence has been larger in a few industry like Banking, education research, hotel etc due to the proximity and popularity of such industry. Hence a most popular and the industry which provided large number of employment and opportunities to come out on VRS from the coastal area namely the banking sector has been selected for the study. The **Second** stage in the sampling design

was to list the persons who opted out on RS from various banks in the recently introduced scheme. There were very few who came out on general VRS were not included in the sample for primary survey as they had distinct purpose to come out on voluntary retirement. Further the study mainly depend as the persons come out long back was not considered the long time as it would be difficult for them to recall some of the information required for the study. Thus to address the objective of unraveling the manpower utilization at post VRS period the persons came out on voluntary retirement scheme to avail the benefit of scheme during last 2 years period has been considered. The Third stage was the selection of the persons who came out of service on voluntary retirement or the VRS optees for primary survey from the list obtained from the identified banks for primary survey. This has been done by arranging the names of the optees in the alphabetical order and selecting them using the random number tables. The study has originally proposed to have a sample size of 120 with 40 respondents from each bank but while selection 30 percent of extra has been considered in sample size to accommodate the dropout etc., Finally the study had selected 150 samples for survey and analysis in the study.

The reconnaissance survey and general inquiry confirm the assumption that more than 98 percent of the persons opted on VRS in the Coastal Karnataka belong to Banking industry. Only a few, mainly from urban centers like Mangalore city has a few persons came out from the manufacturing and other formal service sector like Hospitality and other manufacturing unites. Among seven persons who came across during pre-sampling survey four had taken the Voluntary retirement from the manufacturing industry at the fag end of their service and other three are re-employed in other enterprises. The family members of few informed that their kinship working in the manufacturing and SSI sector who took retirement from main business but got engaged in or other industry in the same town and they had to come to their native villages. Hence these people have not felt any impact of VRS but took it as change of employment/occupation. But those came out from Banking industry are in good numbers and depicted the change in social, economic and personnel life. The number of people who felt the change are considerable they mostly hail from the rural areas. The impact of VRS was felt more amongst their families.

The impact of VRS was also reported in their life style and was observed by others in the villages.

In persuasion sampling design the banking industry is identified for the study. The preliminary information revealed that amongst the optees of VRS from the study area around 95% are from the three major nationalize Banks namely Canara, Syndicate and Vijaya Bank. Accordingly these banks have been selected for the study for conducting the primary observation. The three banks had offered VRS scheme to its employees in the number of workmen, supervisors, executive level employees and had come out from three institutions. The secondary information indicates that 252 employees opted from Canara Bank, 654 from Vijaya, 437 employees from Syndicate Bank.

In the third step of sampling was to identify the optees from each banks for the survey. Thus, in order to have fair representatives from all categories and class the names and addresses of all optees from the three banks have been collected from the head offices of the respective banks. The names of these personnel have been arranged on Alphabetically for each cadre are serialized. Thereafter the selection was done following the random numbers. 50 persons are selected from each bank to provide a margin of 25 percent dropouts during survey of the VRS Optees. The selected persons were interviewed to collect primary information through pre-scheduled questionnaire by trained research associates of the Trust.

Results and discussion on The Study.

The study had identified 150 optees from three selected banks following the systematic sampling designs adopted for the study. From them 145 have responded with all the required information, 3 have given only partial information like general information but refused to provide and divulge other information pertaining to their investment and post VRS occupation etc., These people do not seem to be engaged in any economic activity, not much in public life and the general appearance indicated a sort of frustration with them. Remaining 2 totally refused to provide the information and even not come put

to talk to the respondents. The 145 persons who responded to the study 54 persons or 37.25 percent had come out are managers, 10 persons or 6.9 percent are officers, 19 persons or 13.10 percent are special assistant cadres, 52 members or 35.85 percent of the respondents are from clerical cadres and 10 persons or 6.9 percent are from the cadre of attenders. The findings of the 145 surveyed beneficiaries have been compiled, tabulated presented and discussed issue-wise category wise and the class of the optees.

The findings of the study have been presented in five sections each to address the objective underlined in the study. First section would present and discuss the general characteristics of the persons came out of the service on VRS including their family and other related aspects. This would explain the nature of the optees, their need and capability to complete in the open market etc., The section two would deal with the service aspects which could have caused for their VRS and related aspects. This will help to understand the social impact of early return of educated persons back to the native place. The third section will present investment pattern of the persons opted out of service on VRS both at pre and post VRS period to reflect the investment and economic support extended by the optees to rural economy. The fourth section will discuss on the leadership extended by the optees after return to native to catalyze the growth of the area. The final section would deal with the policy implications for adopting in future while implementation of such policies.

A. General Features of the Optees

The general characteristics and features to explain the age, educational levels, family background, dependency levels, service particulars of the optees etc., These issues could explain the reasons behind decision of optees to come out of formal employment on VRS, impact on their post retirement employment and other economic conditions. These aspects are gathered from the optees in the primary survey and presented in this section.

A.i.Age at retirement of VRS optees.

One of the major objectives outlined by the banks for articulation and implementing the VRS was to reduce the average age group of the employees. It has been reported that the average age in the bank employees was around 50 years and with increase of retirement age from 58 to 60 years effected during the year 1997-98 it had moved up further. The increased age of manpower had caused for increased inefficiency in operations and limited scope for automation with older people. Thus one of the objective was to have lower average in employees so that more young and dynamic persons could enter into the banking sector to keep it operation more efficient and viable in order to study the impact of VRS on reducing the average age of employees the age of those who came out of VRS from the banks has been studied. The result presented in Table – II shows that large number of the persons who opted out on VRS belong to Age group of 51 to 55 years followed by the age group of 46 to 50 years. The people who opted out from the age group 56 and above are considerably less or they however would be retiring in another maximum of 4 years and for them the retirement compensation meant their full income. About 8 percent of the optees belonging to age group of less than 45 years. The persons came out looking for an alternative opportunity had came out at younger age and those beyond 55 years have came out only to use the commercial proposition of the scheme. It is observed that one of the respondents who retired from the class of the attender had came out at younger age to have some money but not with any alternative proposition. Incidentally family members of these respondents had presented a grim condition of their family at post VRS period and were requesting to suggest the way and means to put him back in service even on casual contract basis. Presently these respondents are working as farm labour. These feedback indicate that the VRS in the banking industry has been accepted by all age group of employees but largely from older group who may not be in a mood to look for alternative vocation and have limited chance to work hard.

A.ii Education levels of VRS optees.

Traditionally banking circle had the built up opinion that the banks in India do not require highly qualified/educated people but it could do well with the graduates or even lesser

educated having good common sense on management. Presences of large percentage of higher educated persons in the industry were expected to lead larger dissatisfaction in the employees due limited opportunity available in the industry for utilization of their knowledge and educational skills. The higher educated were normally on the look out for other opportunities. But the introduction information and communication Technology to banking sector defied this and realized the need of educated staff into the sector. The coming out of educated also been referred as drain of intelligentsia from the banking industry which is not considered as one of the welcome features.

The results of primary survey indicated in enclosed Table –III show that large number of optees of VRS is graduates followed by the matriculates, post graduates and those studied up to PUC level. The number studied up to SSLC are at lesser. The number of persons having professional qualification such CAIIB and Law are less than 18 percent. The result clearly indicates that possession of professional qualification which could have boosted the moral of optees for securing alternative employment did not influence the staff to opt for VRS. Further it also revealed that during second part of seventies and beginning of eighties when Banking industry was on expansion drive a good number of graduates joined the banking industry which caused for large scale increase of graduates in banking service. The presence of graduates in all the cadres had caused to large number of them to opt out of service in the scheme. Further these graduates had no or little exposure to computer literacy during their study and hence faced difficulty to adopt computer operations when introduced on large scale in banking operations. This turned out as one of the identified reasons for stepping out by the graduates from the Banking industry. Interestingly the graduates from professional faculties like Agricultural sciences, Engineering who joined the banks as probationary officers in large number have not come proportionately to their numbers in the banks though they had professional qualification. This reflects that the persons with professional qualification had not come out on VRS by the banking personal. The study reveals that the optees from officer, manger and special assistants had comparatively large number having educated to upto post graduates than the clerical staff.

A.iii.Length of Service completed by the optees while opting for VRS:

The VRS schemes adopted by the Nationalized Banks had an underlined stipulated condition of completion of 20 years of service in the bank as regular employee for considering their request for VRS. This condition was perhaps stipulated to ensure the retention of young personal in the industry and to avoid large gap of personal in the post implementation period of the scheme. An attempt is made in the study to unravel the number of years of service completed by the optees while coming out under the scheme. In order to assess the category of manpower in terms of came out of the formal employment.

The results of primary survey done for the study and presented in the Table-IV show that majority of the persons opted for VRS had completed more than 30 years of service at the time of retirement. The scheme had provided win to win situation to them as these people had limited years of service left with in the service and had limited scope for further promotions in the career. During the discussion a few of the respondents indicated their lack of interest in promotion in the career as it could lead for outside posting and disruption in their family life. The optees also felt that opting out under the scheme after 30 years of service was a good commercial proposition as the scheme provided them all the service benefits, freedom and time to take the work of their choice.

Among the people surveyed Two persons or 1.38 percent of optees had completed less than 20 years of service in the banks. They opted to come out from formal service for family and health reasons rather to take the benefits of VRS or to take up any alternative employment. Around 5.52 percent of the optees had completed the service of 21 to 22 years and around 18.62 percent of optees had completed their services of 23 to 26 years in the Bank. The persons completed the services 27 to 30 years in the Banks were accounted to around 37.24 percent of the responded optees. The result further shows that the optees from the managerial cadre had opted out after longer service compared to other cadres. The optees with less number years of services had indicated the commercial reasons and lack of opportunity in the banks for further promotions and on expectations of

getting alternative opportunities in the industry. Further the primary survey show that most of the people completed the service of 20-25 years have professional qualification and were looking for alternative profession at post – VRS period. But those who came out after 30 years of service and completed the age of 56 years and above had not opted alternative employment except for those who joined to service but engaged in farming or in service sector. The results also reveal that most the people in the last group have shifted their residence to villages whereas younger one have shifted away from the villages to towns/cities after the VRS. Study reveals that comparatively persons from clerical and officers' cadre had opted out at younger age and were looking for more of alternative profession. The results also show that comparatively the optees from the cadre of managers and attenders are opted at the fag end of their services compared to those from clerical and officer' cadres. This is due to the lack of satisfaction on service and their perception on the lack of opportunity for further development in the career along with presence of entrepreneurship with them which induced them to look for alternative opportunities.

A.iv.Number of years of service left for optees while retiring under VRS:

The VRS package offered by banks had a few condition attached to it which are perhaps stipulated to ensure the retention of efficient staff in the institutions to avoid the creation of vacuum of trained manpower in the industry and maintain the right size of employees. The two main condition pertaining to completion of minimum years of service and minimum age for applying under the scheme. As mentioned in the earlier para the VRS was proposed with one of the objectives of reducing average employee age in the industry and hence the outgo of older personal are encouraged and younger are discouraged to accept the offered package.

The packages of making the Ex-gratia as terminal benefits to the beneficiaries of VRS had been decided on the basis of number of years of service completed in the banks and the years of service remaining before the retirement of employee. The ex-gratia package offered by banks included the salary benefit of two months for each year of completed

service or the entire salary package for the remaining period of services along with the terminal benefits which ever is lower. The study had enumerated on the number of years of service left with the optees while availing the benefits under the scheme. This provides a gray idea on the extent the potential and productive work force returned to employment market from the formal employment.

The results shown in Table reflects that 16.55 percent of the responded optees had left with more than 10 years of service at the time of opting under the scheme and they were at the age group of 48 to 50 years or lesser than these. These optees were still in the age of productive employment. Around 35.86 percent of optees had left out services of 8 to 10 years and at the age of productive employment. 22.76 percent of the optees had left out services of 6 to 7 years 17.93 percent had the left our services of 3 to 5 years. The optees with 2 and less than two years of services who could have retired from service had there not been increase in retirement age effected in 1998-99 are hardly 6.9 percent. The result show uniformity in terms of service completed while accepting the VRS amongst all cadres and classes of the staff. But there are optees from the cadre of clerks had opted even with more than 10 years of left our service. The clearly indicate that the VRS was not accepted by those who are otherwise would have retired from service had there not been increase in retirement age in recent years in the ninghties (in 1997-98 the retirement age of bank employees had been increased from 58 to 60 years) but also by a good number of younger persons from the banking industry. This highlights the need of conducting a careful exist study of the persons opted for VRS from the banks and find out the reason for the unrest amongst the employees. Analysis of these and redresses may facilitate to retain efficient personal in the organization and to improve the productivity in the Banks during coming years. Such studies would also help the banks to articulate and introduce the policy framework for mitigating the grievances among the employees sector. This will be good means of exercise for the IBA and government to understand and suggest proper set guidance for employing such staff at post retirement period for the benefit of the industry.

A.v. Family size/Number of dependents:

The family strength and commitment to the family is one of the important factor influencing the decision of persons specially when it effects the socio-financial status and economic condition of the family. The dependent parents, family members, relative and children not only influence the persons in taking decisions which could effect the family life and the standard of living of the dependents. Many a times such decisions could alter the equations at the village level. This study therefore undertaken to analyze these aspects and enumerated the number of dependents the optees had while opting for VRS. The results in Table VI show that 7.28 percent of the respondent persons had no dependents and family responsibilities. About 18.66 percent of optees had single dependents, 28.32 Percent had 2 dependents, 11.42 percent had 3 dependents and 7.59 percent had 4 or more than dependents.

Result further shows that comparatively the optees from manager, clerical and special assistant cadre had higher number of dependents compared to other two classes. The results further shows more number of dependents with optees from managerial. Special assistant and clerical cadres. The optees from the cadres of officers and attenders who are from the lowest cadre in employment hierarchy of bank services comparatively less number of dependents. This is not in line to the general family systems of the area.

A. vi. Children of VRS optees under study.

The number of Children, their age and their present economic status is the determining factor to influence on the decision like opting out retirement of the persons as it has significant effect on economic conditions, upbringing of children and personal status of the person in the society. The higher commitment to men towards upbringing of family and children means to lesser the chance one could take any steps, which could disturb economic conditions. The decisions to come out by the persons will be taken only once he has the financial stability to lead the family. The results of survey of VRS optees show that the option VRS was not exercised by only those who completed their family obligations but also exercised by a few of those are still having the family responsibilities. This reflects

that the people of the coastal area are not averse to take the risk and capable of analyzing the potential available to them else than sticking to single industry.

To understand the issues of the linkage between the age of children and the decision of VRS, the number of children the optees and their status of dependence had been enumerated in this study. The survey reflects (in Table VII) 6.5 percent of the respondent optees do have dependent children and no family linked social commitments. About 20.12 percent of the responded optees have single child, 30 percent have two children and 23.37 have three children. The number of persons having more than 3 children is 20.25 percent. Further the survey reveals that about 16.27 percent of persons have one child going to school while 5.2 percent Even 2,6 persons had two school going children have three children attending the school. Thus results lead to infer that the number of dependents and children had not influenced the persons on taking the decision of VRS.

Amongst the VRS optees as much as 23.3 percent had young and school going children with majority them having single school going child. 46.1 percent of the responded optees had college-going children and 26.66 persons have children studying in professional colleges. Only 25 percent of the respondents have employed children. The result further shows that comparatively larger proportion of optees from lower level in the hierarchy of employment in the banking sector had more than one child in the study phase than those in the management cadre. All most all category of staff had children studying in the professional colleges including from the attender group. It is interesting to note from a few optees that ex-gratia and early retirement benefit made available them had helped to send the children to the professional colleges and otherwise they would not have done so. Such feedback was given by around 8.2 percent of the respondents and they expressed that the VRS had come as boon for their children to continue their education. This further shows that the terminal benefit promised to the optees and the educational commitment had positive correlation and the scheme had helped to a few to get professional education than otherwise.

B. Reasons for opting to retirement under VRS.

The opting to come out of formal employment by the bank employees must have some valid personal reasons. A few of the persons have specific reasons and were looking to come out. For them the scheme had come as handy and timely. For the coming out on VRS was for general commercial reasons such as ex-gratia receivables on VRS and scope for future employment, taking own vocations after retirement. The primary survey unraveled these issues and the results re presented in this sections of the study.

B.i. Attributed causes for retirement under VRS

The market was flooded with variety of rumours on the issues/reasons/causes for opting under VRS by the banking staff. A few reasons were specific to individuals and other are general. In this study an attempt is made to unravel the reasons quoted for opting the VRS by the employees through primary survey. The results as depicted in Table VIII shows that 48.28 percent of the optees had come out on VRS for commercial reasons with hopes of getting handsome amount of terminal benefits and to earn extra income in the market at post-VRS period. About 24.83 percent of the optees attributed the fear of transfer at post VRS period as the prompted reasons to come out. The reasons such as disciplinary action, fear of overwork during post VRS period, deprivation of promotion had also figured as the reasons for opting under VRS by a small number of employees. These factors prompted to 14.49 percent of persons to come out on VRS. About 8 percent optees indicated that they intended to utilise the opportunity available outside their banks as the existing scenario in banks did not provide much scope to grow professionally or financially over years. Around 12.41 percent of optees attributed the health and family problem as the prompting factor for opting under VRS. The study reveals that the fear of transfer and posting to unknown areas was one of the decisive factor for VRS amongst all category of staff expect the attenders who normally are not transferred from the place of work. The reasons of transfer were more pronounced among the managerial and clerical staff compared to other categories. The professionally qualified persons came out on VRS looking for better prospects outside by utilizing their skills. This clearly shows the positive correlation'sbetween the professionally qualified/exposed persons and opting out of banks for commercial reasons. Further the fear of transfer is being one of the decisive factor influenced many optees to exercise the option among all categories. This indicates the

need of imparting professional training, proper manpower planning and spelling of manpower positioning policy in the industry to retain efficient manpower in the industry itself and improve their efficiency. Such step in the long run might facilitate to check unrest among the efficient workers and drain of the manpower from the industry.

This gives feed back on the need of conducting exist interview of the VRS optees before relieving them on the VRS to enable to get a clear idea on the feeling of the employees on the working condition in the institutions. He departing either with grievances or with zeal to support the institution they serve is expected to provide their open feedback, which in the might through a good information and corrections required for future developments.

B.ii:Place where the Optees exercised the VRS options.

One of the commonly heard reasons for opting on VRS by the employees of banks from coastal area was to avoid the frequent transfers to distant places. The transfers to the branches/offices in far away places from their native places as prevailing especially for officers and management cadres naturally lead to the risk of moving away from family and causing for additional expenditure. Further the frequent transfers were stated to cause additional expenditures, disturbance in the education of children and the health of the employees. Thus the employees normally tend to avoid such transfers and some time go on leave or even resigns from the service. To analyze the impact of transfers the numbers of the optees came out under the scheme while they are working at the native district, in the home state and outside was enumerated in the primary survey.

The result (refer Table IX) shows that among respondents 70 percent had opted for VRS while they are working in the native district itself and more than 50% of the managerial level staff opted for the scheme while they are posted at outside their native district. The number of managerial staff opted for VRS while they are working outside to the home state and are equal to those came out from outside. The optees from the officer and special assistant cadre largely opted out from the native district and state. Though Banking industry had opted the policy of posting workmen staff in their home state it is observed that there were three workmen opted while they are working outside their native state.

These are the people who joined the Banking service outside the native state and could not get transfer to the home state afterwards due to banks policy of posting the clerical staff within the state. The informal discussion revealed that over fifty percent of the optees had come out on the scheme for fear of getting posted tom outside the state during the VRS period to meet the deficiency in such area. A few also indicated that the absence of definite transfer policy with banks created a sort of tear-psychosis with them and they considered the transfer as the loosely hanging sword over their head. A few optees from one Bank reflected that the transfer policy had been changing over years and it had no consistency in it. It was also revealed that the transfer was sometimes effected to suit the whims and fancies of the management. The optees had thrown the suggestion to restore earlier practice of not transferring the employees after the age of 50 years. These results infer the need of developing a clear-cut personal and transfer policy in the banks to reduce the turnover of the efficient manpower to improve the overall performance in the banks.

B.iii. Promotional records of VRS optees.

One of the identified reasons for opting out of service on VRS by many employees of the banks were said to be the limited or lack of promotional prospectus available in the organizations. In order to test these hypothesis the primary survey had been enumerated on the promotional records of the optees. The result presented in Table X show that amongst the responded optees 80.69 percent had joined the service in the clerical cadre and only6.9 percent had joined the banks as probationary officers. The remaining had joined as attenders, drivers and part time sweepers etc. None of the respondents had directly joined as managers. The result further showed that about 83.4 percent of optees who joined as clerks were promoted to officers cadre/managerial cadre. Only 16.6 of the clerks remained as clerks without having any promotions in the career. Further one of the attender was promoted upto officer level while the remaining 6 persons continued as attenders. All the officers were one or more than one opportunity to get promoted. However the optees from the officer and manager cadre informed there was hardly any difference in the emoluments and cadre between the Managers and officers. These cadres of managers and officers are identified with the service delegated by them. The officers are those working in the administrative offices and managers are officers heading the branches

and section or departmental in the controlling in the offices. Further the optees openly expressed about the limited promotional prospectus available in the institutions had they continued for more time. Amongst the responded optees only 14 persons or 9.65 percent were hopeful of getting one stage of promotion in their remaining years of service. But these people were not confident of improving their economic benefits with expected promotions and they had not shown any enthusiasm for promotions.

C. Impact of VRS on economic status of the optees:

The opting to VRS and coming out of formal employment could check the receipt of regular income and have financial implications to the optees. The bank employees being better paid accustomed to secured income might have faced a sort of mental agony with retirement on accepting the VRS which might have effected the economic meaning of the optees. But for many the retirement on VRS could have implications and reduced their disposable income but for many who have family based economic activity the loss might have got compensated with the extra income for the family business/agriculture and the reduction in expenditure which they were incurring while they are service and outside could have compensated the loss. For others who have alternative vocation it might have good as it earn from alternative vocation and get the benefit of the terminal benefits. This section unravels these aspects and analyses the impact of economic status of optees in terms of income at pre and post retirement periods.

C.i. Monthly Income levels of VRS optees at the time of option.

The income levels of the optees at pre and post retirement period has been studied to know the variation in the income and standard of living of the optees after coming out of formal employment. This has been done by analysing the monthly income of the respondent optees both at pre and post VRS period through primary survey. The result shows that the salary income of the optees at retirement had varied with class and cadre in which they retired. The optees from the managerial cadre were drawing between 20000 to 25000 per month and the clerical cadre staff was drawing monthly salary ranging from Rs. 12000 to 16000 where as the officer and special assistants were drawing the monthly

salary of 12000 to 20000. The average salary drawn by these class of optees were Rs.22150/- by managerial cadre, Rs 17625/- by the officers, Rs.16459/- by the special assistant cadre, Rs. 1446/- by the clerical cadre staff and Rs. 7935/- by the attenders. This reveal that the monthly income of the optees at the retirement was considerably higher than average package available in the white colored employment sector. Further during the discussion in the survey none of the respondents had expressed grievances on salary and perks but there was unhappiness on the liability they had while on service, which reduced their take home salaries. This shows that the VRS by The optees was not on account of lower salary package and to switch to the employment of higher salary packages but on other non - financial reasons. This reflects the financial satisfaction with all categories of the bank employees.

C.ii. Post VRS Monthly Income of VRS Optees :

An attempt is made in this study to analyse the post VRS income of the optees to estimate the variations in income if any and the effect of VRS in their standard of livings. This has been studied with primary data collected from the respondents on their income at pre and post VRS period. The pre - VRS income covered their salary income and the present or post VRS income of the optees included the income from any new vocations if they had started income from interest on deposit and pension. The respondents present income is compared with their pre - VRS take home salary as the outflow on account of house - rent, tax and other expenditure accounted to considerable extent while they are on employment. Majority of the respondents indicated that the disposable income and their standard of living had not shown any change and these are not affected after the VRS Few of them indicated the increase of their disposable income after the VRS.

The result presented in Table XIII shows the decline of disposable income with 14 percent of the respondents. These respondents informed that their standard of living and income has been ruined, due to loss of their ex - gratia benefit by making the investment in the (prominent) Non Banking Financial companies (NBFCs) in the area. One of the respondents also informed that the entire terminal benefit he had deposited in one of the prominent NBFC on the promise of getting alternative employment at post VRS period

had also not materialized with trouble cropping up in NBFCs. He fears the loss of entire deposit and the job too. Now he is in the verge of sinking. During the survey it has been informed by the respondents that two of the optees of the area who had deposited the terminal benefits in NBFCs had collapsed on hearing the news of problems in the NBFCs.

The study reflects that majority of the optees are having post VRS income in the range of 5 to 12000/-. This income is absolutely disposable income and does not have any attached expenditure like house rent etc. Income of the 3 managerial cadre is found least than Rs.4000 per month

D. Professional shift of VRS optees at post - VRS period.

Most of the personal joined to the Banking service from the Coastal Karnataka belong to either farming families or to the families of small trade or to the families attending the religious service. There are very few from the families having SSI or other professional background. The bank employees coming from farming background invariably have farmlands inherited from their parents. A few of the respondents have acquired small land holdings while they are on service and prior to coming out on VRS for taking up the farming as an activity during post retirement phase. Further farming in the area is considered as good hedge against inflation and financial risk of future as well as a means of social status in the area. Thus persons in white colored employment and in banking sector tend to continue their traditional attachment to farming and to start it in small scale. The VRS optees of the coastal area are no different to this trend.

Amongst the surveyed optees 62.76 percent were belonging to farming families followed by around 15.55 percent belonging to the families of small trade and 15.36 percent belonging to the families having background of service sector. The optees from the families engaged in the service sector was hardly 1.36 percent. The results leads to infer that the VRS optees of coastal Karnataka have planned one or other vocation before coming out of service on VRS scheme and they were not caught off-hand without any profession during the post retirement period.

The study made an attempt to unfold the business started by the optees after getting out on VRS from banking industry. The bank employees being exposed to various aspects of management, they should be able to identify potential business and manage them profitably. The result shows 24.99 percent of others have started new business activities related to agriculture, trade, service and SSI sector. 4.82 respondents had indicated of joining for new employment. The study results indicate better positioning in alternative employment by the professionally qualified persons and earning higher income at the post retirement compared to their income while they were on service. The results show larger inclination of the optees to look for service related activities due to low investment and the lower risk involved in such activities. Two of the respondents who had secured reemployment in NBFCs soon after they come on VRS had expressed the loss of the employment and terminal benefit they got by opting to VRS by investing with the NBFCs. There are a few optees who belongs to the priestly profession have restarted the family profession and taking it as main occupation.

The optees who returned to agriculture after VRS have initiated to improve the farming practices and cultivation pattern and made additional investment for increasing the cropping intensity and area under cultivations. 15 percent of the optees from the cadres of managers have indicated that they are totally involved in farming at post VRS period and started cultivation of commercial crops in the inherited farm land. In addition 4.14 percent of the optees have gone for acquiring new farm lands and started the farming as new business proposition. Around 11.03 percent of the optees have started new trading business either joining others as partners or as proprietors. It is interesting to note that 75 percent of the optees who started new business are not belonging to the families with background of trade but belonged to agriculture and service. Two of them started farming at post VRS period as hobby to keep themselves engaged than with motive of earning money out of such activity. 2.72 percent of the respondents or 4 optees have started tiny industrial units manufacturing the products having local demand and to process the locally available inputs. Interestingly 9 percent or 13 optees indicated their interest to start the SSI units provided they are convinced of the market and viability of making investment on production of such products. There was also undertone from a few about The downtrend

in the education and general economy which they said came on the way of starting new business.

The results reveal that majority of the VRS optees are interested to take up one or the other economic activity and are not averse for working or taking any business linked risks. The employee from coastal area though educated and accustomed for white color employment is still opts for farming and traditional vocations on commercial proposition. Along with this the optees have expressed their interest to invest and take up the economic activity in the rural areas as a profession to keep themselves engaged if proper guidance and market is ensured. A few of them indicated that such guidance would help them to make use of their knowledge of general management for improving the economic activity.

D.i. Post VRS engagement of professional and generalist optees.

Amongst the 145 optees responded to survey 29 optees or 18 percent of them had one or the other professional qualification. Amongst them 6 are agricultural graduates, 2 had graduated in law and remaining 21 were the members of professional organisations like the Chartered Associates of Indian Institute of Bankers which offered them the professional affiliation to award CAIIB. At post VRS period two of the agricultural graduates have joined to service and two started their own service organisations and other two went back to agriculture. The two optees having graduated in law had started the legal practice in their taluk place and engaged in it. Amongst the persons with CAIIB two had joined to service, two started business and other seven in agriculture. The CAIIB though is an additional qualification had not proved any additional benefit for securing employment in the banking sector. But in general the optees with professional qualification found much better in position and more enterprising compared to generalists at their post VRS period. Such case has been noted in all the cadres of employees irrespective of the cadre at retirement.

D.ii. Post VRS engagement of professional and generalists

Amongst the 245 number of respondents 29 persons or 18 percent had one or other professional qualification./ Amongst them 4 are agricultural graduates, 2 had graduated in law and remaining 12 professional qualification of CAIIB or are the Chartered Associates of Indian Institute of Bankers. At post VRS period two of the agricultural graduates have joined for service and the other started their own service organization. The two optees making 1.38 percent of the respondents (refer Table XV) having the law degree had started the legal practice in the Taluk level courts and engaged in it. Amongst the persons with CAIIB two had joined to service, two stated business and other are in agriculture. The CAIIB though is an additional professional qualification to the bankers it had not lead them to advantageous position for securing employment of professional sector. In general the optees with professional qualification optees were found better in getting alternative profession after VRS. They are found more enterprising than the generalists. This do refer that the pre – VRS orientation to the staff members about the competitive before implementation of VRS to improve post retirement positions.

D.iii. Alternative employment for VRS optees

The timing of introduction of VRS scheme in the nationalized banks had come at the time when the private commercial banks and NBFCs are at the stage of expansions. This must have promoted a number of employees with professional qualification to opt for the scheme to join the private banks. This had rightly materialized to a few optees. The result of study reflects the entry of 21 persons or 13.66 percent of the optees into employment in formal and informal sector. The re-employment in business unit for the optees was either in accounting or marketing faculties followed by the units like NBFCs and travel agencies. There are three who joined banks on contract basis and one into the government sector. The result further shows the persons from the cadre managers and clerks have entered into re-employment proportionately in large numbers compared to other two categories. Similar trend was also noticed amongst those started new business activities.

The discussion with the optees during the survey revealed the selective entry of optees to re-employment and their selection for employment was on account of their earlier contact and due to professional qualification they possessed. The result showed that none had got into re-employment by competing in the market or entering into the sector by competing

with others. An interesting feed back from the optees was on their interest to offer the services in the banking industry in the cadre they opted out or even in the lower cadre under contract assignment or even on casual contract basis. Many optees during the survey expressed their expertise for recovery of debts, in reconciliation of accounting works as well as to clear the backlog of works in the rural branches. A few optees expressed that these arrangements will lead both banks and optees to win to win situation.

E: Leadership provided by the VRS optees in Rural Institutions.

One of the hypothesis of this study is that the persons of Coastal area on return to native villages would participate in developmental works of the villages, take active role in the local institutions and would invest in the economic activities in the villages. One of the objectives of the study aims to unravel the extent of leadership support extended by these trained exposed and educated persons. To study these issues investment made by the VRS optees in the villages during pre VRS period from salary income and in post VRS period out of the ex-gratia received has been analyzed. The results shows the considerable amount of investments made by the optees of VRS after return to native in the rural economy to boost its growth and activities. Amongst the optees 24 percent have returned to take up farming activities in the ancestral lands and 6 percent have purchased the agricultural land to start farming activities with purchase of additional land after VRS. (The feed back in the survey shows that major portion of the ex-gratia received by the optees had been gone back the Banking industry either to clear their past dues and as dposit). The investment made by the optees in agriculture are comparatively lesser part of their ex-gratia received and the investment mainly development of farms and to improve its infrastructure in the lands inherited from the ancestors. The investmnt made on these accounted to around 10 percent of the ex-gratia received them.

E.1 Level of involvement of optees in local organization

One of the hypothesis in the study is to test whether the persons from Coastal Karnataka would enter into the main stream in their native villages and provide leadership for catalyzing the developments through inducing the experienced management practices and starting new organizations. This is expected to provide new leadership to PRI is in the

area. To test the hypothesis relevant information on the involvement of optees in building of existing weak, starting of new organizations and participations in local PRI are collected from the respondents in the primary survey. The result of survey reveals that 26.07 percent of the optees are involved in various capacities in different organizations after coming out on VRS. These organizations are involved in either social or economic developmental aspects of the area. The religious institutions like temple trust is one the institutions where the VRS optees are closely involved followed by the service organization like Rotary club, lion club etc. A few are also involved in running the educational institutions like schools and training centers. The computer training centers are started by a handful of optees. Only two of the optees have joined the PRI on voluntary service basis and not by contesting in elections. Amongst the class of the optees joining the local institutions only the clerical and special assistant category show joining to local institutions comparatively in large numbers than other class of the VRS optees.

The survey had also collected the feedback on the interest of optees to join into mainstream leadership by contesting the elections and joining through any political parties. This indicates the interest shown by 7 percent of respondents to takeover the local institutions through independent contest or on voluntary basis and others have rejected the idea of contesting to local bodies through joining to political parties. Of the seven percent less than one percent indicated their inclinations to contest for position in PRIs and 6 percent responded that they would prefer to take part from behind to support others rather they themselves entering into fray.

F. Investment pattern of Optees at Post VRS period

Terminal benefit received and the pattern of its investments made. The VRS had a financial packages packages attached to it which included the two months salary and other benefits for each year of service completed or the salary component for the remaining years of services whichever is lesser. The optees along with the ex-gratia also got the accrued terminal benefits like provident fund, commuted pension benefits and gratuity benefit. All these together made the terminal benefit for the VRS optees. The results

shows variation in the receipt of terminal benefit by different categories of the optees at the time of retirement with optees from manager's cadre getting around Rs.15.72 lakhs, officer cadres getting Rs.15.35 lakhs, special assistant getting a sum of Rs. 14.57 lakhs. As the terminal benefit is proportional to service left with and other terminal benefit (depends on the option of PF and pension), it would not reflect much on the impact of service alone.

The optees had down-tailed the terminal benefit for various purposes including to repay the bank loan, invest on various purposes and to deposit in banks and post offices to have regular interest income. The results shows that more than 50 percent of the terminal benefit received by the optees had gone back as deposit to banks and post office for earning assured minimum risk free income. The extent of such investment is variably at the same rate with all categories of the optees with very minor variation between the cadres in which they opted out on VRS.

It has been the fact in general that the bank employees themselves are the worthy customers for personal and housing credit Invariably every employee in the bank borrows the credit and keeps the credit outstanding through out the service. The results confirm this argument and show that almost every optee had spared part of terminal benefit got at the time of retirement under VRS to repay the loan and average amount repaid was higher by the manager cadre optees and follows down the line of the cadre. This is because the amount loan available in the bank to the employees was proportional to the employees and as managers salary was higher the loan borrowed by them was also higher. The results shows that on an average 25percent of the ex-gratia received by the managerial cadre was devoted for repayment of the loan amount and this proportion has increased upto 40 percent by the attender cadre of the optees.

F.2 Extent Investment Made by Optees in Villages.

The study on the manpower utilization of VRS optees has been proposed with a hypothesis that the pre-scheduled entry of educated manpower into the rural economy of coastal Karnataka could influence to change in the rural economy and growth. It is also assumed that the return of people with knowledge and capital will lead to alter the investment pattern and support to the rural economy on creation of demand for physical

labour force. This entry is believed to improve the production process in the agriculture and rural industrial scenario with improved and commercialized management and production process. The study made effort to unravel these issues too.

The people of coastal Karnataka normally said to have an attitude of making investment to settle in their native villages for their retired life. Towards this end they continue to keep their ties with native place through continuous remittances to family members or to keep the ancestral property on right perspectives. This trend has been observed by class and category of persons with different economic activity they are engaged. Such inward remittances are turned out as one of the major source of developmental investment in the area. The bank employees are found as not different from this trend. The results of survey shows that 42.76 percent of respondents were remitting part of their earning to native place while they are on banking service and prior to opting out on VRS. The average monthly remittances from were around Rs. 1809 to their native villages. Major part of the remittances was spent for both developmental and consumption purposes in the villages and partly saved in the local financial institutions. This remittances was both or regular and adhoc i.e. once in two or three months etc. Against these practices at post VRS period 46.21 percent of optees spends around Rs.1956 per month in their native village. The study reveals a marginal increase in the support available to the rural economy with increased number of people and amount of money spent in native place after the VRS.

The informal discussion during survey revealed involvement of optees in the economic activity after their return to native villages. The survey shows considerable amount of investment made by the optees in the village out of their ex-gratia received in the VRS package. Amongst the respondents or 43.57 had invested in their villages and major share of it had gone for housing, farm improvement and for starting of small business. The average investment from the optees was to the tune of Rs2.79 lakhs. This shows that the introduction of VRS scheme had no adverse impact but proved favourable to the economic conditions of rural sector in Coastal Karnataka by inducing the investment and activating the investment for its rejuvenation.

G. Overall opinion of the optees on the scheme.

In line to articulated hypothesis the study presents an interesting feedback on the pattern of post VRS engagement by the optees, on the economic structure, on their investment behavior, as well as the impact of their early return on their social status. In general the responded VRS optees expressed their satisfaction about the scheme and its outcome. The general opinion was that it had given an opportunity to number of people who were finding difficulty to cope with the technology driven operations and stress on work front due to age and other factors. The respondents also expressed that it made a way to start new vocation since of late banking provided limited scope for them to up in the life and professional ladder. The respondents had feeling that their life were disrupted due to frequent transfers and lack of clear personal policies. The VRS had helped them to come out and take the vocation of their choice.

But everything was not good with the scheme. A few have expressed openly against it and termed it as anti employee in general and anti-lower middle class employees in particular. The discontents by a few were on account of defiant and hurried procedure adopted in implementation of the scheme. They felt that it had neither provided the enough opportunity to employees to plan their post VRS opportunities, nor guided them on the opportunities and threat of market during the post VRS period. They also felt that the Banks should have provided them opportunity to work in the institutions on contract basis on certain tasks like carrying out of regular audit, marketing of banks products, recovery of debts etc which are presently given to outsiders. Their plea was that such act by the institutions could help the optees to make use of their idle time and it could enable the banks to cut cost on such works. The aggrieved optees had compared the opportunities made available to the VRS optees in few industrial units like Tisco, Telco Indian Hotel etc (where the units extended the medical and other such facilities to the optees after VRS) vis-à-vis in the banking sector. Majority of the optes expressed that they were extended non-personal treatment while sending them out on implementation of scheme without showing any personal touch which according to them is totally non-ethical as banking totally runs on the human relations.

Family members of a few optees relieved from the cadre of attenders and clerks expressed the unhappiness for not informing them of the scheme before its implementation and effecting it. They expressed that the institutions had committed blunders by sending the employees out without informing their family members since sending them out the institutions have caused to downgrade their standard of living and social status. Their grievance was that the compensations received by the optees was not productive enough to meet the family expenditure and over years this will get eroded and left with nothing. Hence the institution should have educated on these aspects before implementing the scheme to avoid social unrest with the retired persons and their families.

The optees who were under the plan of provident fund and not covered under pension plan in general are not happy lot with the scheme. They still hope to get included under the fold of pension schemes. Their grievance was that Provident fund schemes are not compensating them enough and the return is comparatively lesser in the falling interest rate. Their grievances were on account of varied reasons. The first was due decreasing interest in the banking rate happening after the VRS scheme, which reduced their interest and disposable income. They informed that they had predicted an annual return of around 10 percent and the reduction had caused dearly to their level of income, which effected them to maintain the expected level of living. Further a few of them incurred major loss of terminal benefit received in recent month due to the problems faced by the Non Banking financial institutions, which totally added to their rows.

H. Feedback from non-optees of the Banks:

The opinion of the banking staff from all the cadres who are presently working in the banks and had not opted to come out from service on VRS were personally interviewed and discussed personally to collect their feedback about the VRS and of their feeling on continuing in service. The staffs interviewed are working in rural, semi urban and city branches of different size and varied levels of operations. The information so collected reflects the fall in morale and receded in the sense of belongingness to the institutions with the employees persons who are continuing in the banks. The employees working in rural branches showed the sign of fatigue due to overwork in the branches and non-empathetic

treatment by the management. Many said that they would prefer to go on retirement on VRS if a chance is given. They had shown lack of interest of the respondent's desire to continue in service. The grievance was on account of sudden increase of workload and non-adoption of computerization to ease out the operational load. About half of the respondents during the personal discussion expressed their inability to cope with the workload in the branches and the demand of customers at post VRS period. The grievance was on account of unsympathetic treatment by the management towards the personal, transfer and placement issues as well as fixing of accountability for any minor error committed while delegation of regular duties without considerations of the priorities of the staff. It is informed by a few of them that many a time the persons are deprived of the rightful benefit of leave facility at post VRS period due to cope up the demands of work. The other reflection was that the banks management have not taken full initiation to computerize the branches and reduce the workload as well as to train the staff on computerization and on other HRD aspects at post VRS period. Indications during the discussion showed that many staff presently working in the bank would prefer to come out on retirement if the second such schemes are introduced by the banks.

I. Impact of Return of VRS in the wage rate of the area.

The Prescheduled return of the persons in the working age to rural economy expected to have two types of influence in the wage and employment sector of the rural area. The first is the prescheduled return of people on retirement is expected to bring considerable amount of investible fund to the rural area which would not only bring additional investment and resulted demand for labourers in the rural sector but also catalyze the rural economy with educated manpower involved in these investment and management. This could increase the demand for labour force both skilled and unskilled in the short and long term. This is expected to trigger the rural economy. In order to assess the catalytic impact of VRS on the rural economy the investment of the optees on the rural area after returning to villages on retirement has been studied. The results show an average investment of Rs 2.38 lakhs by each optees in the rural area either on improvement on agriculture sector or on renovation for construction of housing. This investment on an average would mean to generation of employment of around 3400 man-days in their respective villages.

The survey showed that despite increase in investment and additional support extended by the persons came out on VRS to the rural areas/villages, the wage rate had not shown any change due to increase of demand but rather shown a decrease during the period. This was mainly due to prevailing sluggishness in farming sector in the area and continuous labour support by the in-migrants from the nearby districts. The prevailing wage rate for unskilled labour is around 60 to 80 per day, which was ruling around 80 to 100 during years to the VRS period. The wage rate had not shown any change due to increased investment made by the VRS optees.

J. Policy Implications:

Introduction of Voluntary Retirement Scheme in any industry is to downsize or right size the employees strength to ensure operational efficiency and profitability. But implementation of such scheme normally has many social and economic implications on the people who opt to come out on the scheme their dependant and the area to which they come. These schemes has psychological impact on the persons once they come out from the status of secured regular income to open market of competitive world. This pose innumerable number socio-psychological pressures on the retired people. Such happening do influence on the area due to change economic structures and economic activities.

The Voluntary Retirement Scheme normally gets the attention of three categories of person. The first category of persons are those who to take the benefit of the scheme and come out of formal employment to get into alternative profession and take the benefit of both the benefits and opportunities. The second category are those who completed their family obligation, satisfied with the service done and tired of the employment. They shelter under the scheme to lead leisure-retired life. The third category are those who are lured to the attraction of ex-gratia available and not serious about the implication of coming out of employment. This category are care free type and go-gutters. The study had all the category of persons as respondents in its primary survey.

The acceptance of the scheme and coming out on VRS from the formal employment by the first category of persons would have very little impact on the society and economy as their acceptance of the scheme and coming out of formal employment will add to competition in the market and efficiency in the economy. The entry of these people may lead to starting of new economic activities as well as improving the efficiencies of the activities. Exercising the option by second category of people will add a few people in the closer society who would either operate passively in the area or contribute a little to the economic development. On the other hand exit of such people from the organization will facilitate it to introduce more productive people into the system. The exit of the third category of staff from the organization would neither be beneficial to the society nor the economy. These persons would rather spend the terminal benefit they received lavishly and once the money with them is spent may get disgusted and turn totally unproductive. The study comes across all the categories of persons in the primary survey conducted for the study.

Based on the results, the following policy suggestions are drawn.

1. The provision of voluntary Retirement or Golden hand shake had not created unhappy situations with those who are in the age bracket of beyond 50 years. Majority of them welcomed the scheme as it enable them to prepare in advance for the retired or old ages with the profession of choice. The younger persons who came out also felt it as a beneficial move to engage into the alternative profession. Thus such of the measures cannot be deemed as anti employee or anti working class.
2. In Coastal Karnataka the every person get engaged in one or other profession after the retirement and one can seldom find the persons without getting engaged in profession. This found true with the VRS optees. Thus training of the people would put them to better conditions and to adopt to the market prospectus as well as to put their time effectively. Thus the banks should make such activity before implementation of VRS.
3. The employees opted to retire on VRS for specific reasons and many were dissatisfied with the bank management on the treatment given to them. This shows

- that with improvement in the personal relation will improve the functioning and staff output in the industry.
4. The scheme was not welcomed by the members of family of the younger staff who came out on VRS and this created a sort rift and unrest with their families. Therefore while implementing such scheme the family members also should be informed to enable them to accept it and avoid a sudden shock of helplessness. Such deed by the institution is also said to benefit the employee to make use of their ex-gratia effectively.
 5. The institutions should identify the area and activity to offer contract assignment to retired staff on marginal emoluments to show concern for their betterment. It would help the organization to retain good will and improve the business on their influence.
 6. The organization should try to make use of the expertise of optees who are in the working age for the non-core activities like entrepreneurship development being undertaken by the bank as marketing strategies. This would enable the Banks to put their core staff on regular business and get the ancillary works at reduced cost.
 7. The banks should support such staff with house magazines and other information to retain and continue their concern on them.

Proceedings of the workshop of VRS Optees to discuss on the findings of the Survey:



Bharathiya Vikas Trust had organized a workshop of the VRS optees to discuss the findings of the survey and to have a first hand information on their opinion about the VRS. The meeting to discuss the findings of study on the manpower utilization of VRS optees of coastal Karnataka is held in Udupi on 25th of April 2003.

The workshop was organized to discuss the findings of the survey on Manpower utilization of VRS optees in Coastal Karnataka which had lead to pre-scheduled entry of educated and experienced manpower into main stream. The workshop was chaired by Mr.Y.M. Pai, General Manager – personal in Syndicate Bank, Manipal. The other participants in the workshop are the Divisional Manager in Canara bank, Circle office, Mangalore; Mr. K.M. Udupa, the Executive Secretary, Bharathiya Vikas Trust, Dr. K.V. Bhat, the Principle Investigator for the study and 112 participants and VRS optees of various Banks and hailing from various districts of coastal Karnataka, representatives of the press, academicians from various institutions in the city and faculty members from Mangalore University and general public. The workshop was inaugurated by Mr. Y.M. Pai by lighting the symbolic lamp.

Mr. Pai in his inaugural address indicated that the public sector banks had higher proportion of personal cost accounting upto the extent of 27 percent of their income against 7 to 9 percent in private sector banks and 4 percent in case of foreign banks. Such high cost on personal had come on the way projecting good profitability of the Public Sector Banks. Further limited scope available with banks to redeploy the staff on other profitable avenues had forced these banks to downsize or reduce the number of personal to right size by offering Voluntary retirement. He also indicated that the public sector banks had undertake the exercise of estimating the excess staff and plan them optimally to improve the efficiencies much earlier to the introduction of VRS in the Banks. The Banks been considering the option of VRS soon after these exercise and the general scheme of VRS in the industry came in right time too the Banks. But the VRS had turned out as good to

many who could make use of it properly but for a few it turned out as bad proposition due to bad financial management. He felt that many efficient could make it as an opportunity to use their time, money and expertise more meaningfully and to make for the old age. But the inefficient were not lucky enough with the scheme. He suggested that the optees should come up to start a good and beneficial activity to society as an alternative business proposition or service proposition to maintain the dignity of their expertise to lead a dignified service to society. He suggested to start organizations or NGOs with useful activity to make use of their time and society.

Mr. K.M Udupa the executive secretary of Bharathiya Vikas Trust presenting the objectives of the days workshop expressed that the nature and society in coastal area provides ample scope to the retired people to start new productive and service oriented organizations or NGOs. But the zeal to serve the people and work with all circumstance is required to be successful. He expressed that the existing NGOs of the area also provides opportunity to such people with ideas to serve the society and do beneficial service to the weaker sections. He added that the VRS optees being educated and experienced in all the fields would able to educate and extend meaning ful service to society both in guiding them on management and orienting their life more meaning fully. He opined that any little service extended by them will be of great help to the society to bring up the weaker section to the level of mainstream both on social and economic front.

He indicated that the best way the Optees could contribute is imparting the knowledge to people to improve their management practices in all their areas of life. He also suggested the VRS optees to extend the collective support to the society and government department with watch dog support to ensure better utilization of public investments and common properties. He indicated that the Bharathiya Vikas Trust being the mother NGO of the district would come to the help of any optees or their collective body in organizing the institutions of their own different objectives and help them in strengthening the organizations.



Dr. K.V. Bhat, the Principal Investigator for the study presented in brief the objectives and reason for articulation of the study by the Trust. He expressed that the Trust being concerned to the development of rural area wanted to know the impact of prescheduled entry of educated people to the rural sector on the rural leadership, social and the rural economic scenario. He detailed out the sampling procedure adopted, sampling designs, and findings of the study, methodology followed for conducting the survey, tabulation aspects and a few highlights of the study. He presented the results of findings in detail and requested the participants to react on each and every aspect. The presentations from Dr. Bhat had continuous interaction from the participants and the survey findings presented had appreciations and expressed as true. After detailed presentation, the workshop had open sessions for free interactions by the participants.

The participants in the workshop had varied views, expressions and queries. There were a few who aired their grievance on the banks and on the mode of implementation of the scheme by the banks. The participated optees had come out with suggestion and queries on the means to utilize their post VRS time and experiences. Though none were for seeking alternative employment but were concerned on the wastage of their expertise and time.

The grievances of the participate optees were mainly on the impersonal treatment extended by the banks while sending them on VRS, the improper post VRS support extended and the policy of pension payment adopted by the banks. The optees were highly concerned about the lowering interest rate, which resulted in their reduced income during post VRS period. The optees expressed that the Banks should provide special concessions to the optees of their own institutions. The optees further indicated that the Banks should make use of their services to complete some of the unfinished task in Banks especially in rural branches with payment of reduced compensation as honorarium.

A few optees expressed that the society should make use their expertise for constructive works such as carry out censures or survey work which presently taken up by the school teachers. The optees indicated they are interested to take up this task to ease the workload of teachers and provide them enough time for concentrate on teaching and shaping the children. A few optees also felt that they could also work in schools on reduced salary or on honorarium basis. A few optees expressed their interest to take up social activity to keep themselves engaged and sought the guidance of the NGOs like Bharatiya Vikas Trust. The optees having farming land and being engaged in it suggested the optees to organize the collective marketing support and the facility to provide market intelligence so that the farming as well the entire rural economy could flourish. The argument by a few were that these the management and marketing knowledge of the optees could be utilized efficiently.

The other concern expressed by the Optees are the lack of medical and other support available to them from banks at post VRS period. A few indicated that they are proposing and interested to take collective activities either on marketing, or survey etc and requested for the survey support on organizational issues for other NGOs like BVT or the parent Banks themselves. The optees who are presently managing the agriculture indicated that they are fully engaged and do not have any grievance for opting retirement on VRS. The percentage of such expression was from more than 60 percent of the participants.

A few optees suggested that the parent Banks should keep them sending the monthly house magazine to maintain the relations with the organization. The optees of Canara Bank indicated they are forming association of VRS optees to strengthen the self-help and to address the issues collectively with Banks or government organizations.

The divisional Manager from Canara Bank present at the Workshop promised to help the organization of the Optees under acceptable limit and promised to arrange for house magazines. At the conclusion the optees had detailed deliberations on the area they can involve together and take up activity for improvement of the society.

**Table-I: The number of persons opted under VRS in various Banks during the year
2000-01**

Name of the Bank	Total	Number of	%age	Clerks	VRS optees	%age	..sub staff	VRS optees	%age	Total strength	VRS opts	%
State Bank of India	60536	*19295	31.87	117184	12948	11.05	59784	3137	5.25	237504	35380	14.90
S.B. of Travancore	3150	560	17.78	7023	370	5.27	2964		0.00	13137	920	7.00
S.B. of Bikaner	3400	400	11.76	6887	850	12.34	4113		0.00	14400	1250	8.68
S.B. of Mysore	2530	600	23.72	4377	765	17.48	2256	400	17.73	9163	1765	19.26
S.B. of Indore	2500	161	6.44	4300	545	12.67				6800	706	10.38
S.B. of Hyderabad	4263	632	14.83	7185	1284	17.87	3318	882	26.56	14766	2798	18.95
S.B. of Saurashtra	2100	378	18.00	6130	530	8.65	2070	222	10.72	10300	1130	10.97
S.B. of Patiala	3200	310	9.69	6878	640	9.31	3124	235	7.52	13200	1185	8.98
Allahabad Bank	6858	908	13.24	10620	463	4.38	4867	200	4.11	22345	1571	7.03
Andhra Bank	5152	1200	23.29	7011	417	5.95	2439	178	7.22	14603	1793	12.28
Bank of Baroda	14020	3254	23.21	23125	2584	11.09	9909	944	9.53	47054	6762	14.37
Bank of India	12412	2800	22.56	28217	3700	13.11	11333	1100	9.71	57962	7600	14.83
Bank of Maharashtra	3957	897	22.67	8544	1510	17.67	3597	390	10.84	16098	2797	17.37
Canara Bank	16052	4511	27.09	26380	3701	14.03	12432	354	2.85	55464	3566	15.44
Central Bank	15279	4450	29.12	21601	2850	1.19	11380	4200	10.54	48260	8500	17.61
Dena Bank	4160	1396	33.56	6774	1609	23.75	3612	529	14.65	14546	3534	24.30
Indian Bank	8898	2525	28.38	13177	1289	9.08	3860	174	4.51	35925	3988	15.38
Indian over Bank	8337	2263	27.38	15058	1400	9.30	4952	305	6.16	28347	3988	14.07
Oriental Bank	4913	440	8.96	6170	120	1.94	3315	80	2.41	14398	640	4.45
PNB	16903	2635	16.77	35302	2245	6.36	13500	730	5.41	65705	5800	8.83
Punjab & Sind Bank	4879	1472	30.17	4953	385	7.77	2360	215	9.11	12192	2072	16.99
Syndicate Bank	8846	2701	30.53	19496	3940	20.21	5541	516	9.31	33883	7157	21.12
UCO Bank	8078	2783	34.45	16448	2064	12.55	6697	632	9.44	31223	5479	17.55
Union Bank of India	9580	2433	25.40	15141	1424	9.40	6113	464	7.59	30834	4321	14.01
United Bank of India	5701	1395	24.47	11022	1000	9.07	5034	405	8.05	21757	2800	12.87
Vijaya Bank	4268	1358	31.82	7281	1032	14.17	2871	192	6.69	14420	2582	17.91
Total	243961	61977	25.40	441336	49645	11.25	193181	13482	6.98	878478	125084	14.24

Table II: Age at retirement of VRS optees

Category of optees/ age of group	< 45 years	46-50 year	51-55 years	56> years
Manager	(5.55) 2.06	(27.77) 10.34	(50.0) 18.62	(16.66) 6.20
Officer	(10.0) 0.07	(40.0) 2.75	(40.0) 2.75	(10.0) 6.20
Special Assistant		(31.57) 41.38	(52.63) 6.9	(15.79) 2.07
Clerks	(15.38) 5.51	(38.46) 13.79	(40.38) 14.48	(5.77) 2.06
Attender	(10.0) 0.7	(20.0) 1.38	(40.0) 2.76	(30.0) 2.08
Total	8.96	31.03	45.52	13.10

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table III: Table showing the Education levels of different classes of VRS optees

Category of optees/ age of group	< SSLC	Upto SSLC	PUC	Graduates	Post graduates
Manager		(1.85) 0.68		(88.88) 31.16	(9.25) 3.44
Officer		(10.0) 0.68		(70.0) 4.82	(20.0) (1.3)
Special Assistant	(3.68) 0.68	(36.31) 13.10	(21.05) 2.75	(31.5) 4.13	(15.75) 2.06
Clerks	(3.85) 1.3	(36.53) 13.13	(9.61) 3.44	(46.15) 16.55	(1.92) 0.68
Attender	(50.0) 4.82	(20.0) 1.31	(10.0) 0.68		
Total	6.9	19.31	6.9	58.6	7.59

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table IV: Category of staff/Number of years served in the Bank

Category of optees/ No. of Years completed	< 20 years	21-22 year	23-24 years	25-26 years	27-28 years	29-30 years	31-32 years	25-26 years
Manager	0	(3.70) 1.38	(1.85) 0.68	(3.70) 1.38	(18.5) 6.9	(18.5) 6.9	(27.7) 10.34	(25.9) 9.65
Officer	0	(20.0) 1.38	(10.0) 0.69	0	(20.0) 1.38	(20.0) 1.38	(20.0) 1.38	(10.0) 0.69
Special Assistant		0	0	(5.36) 0.69	(15.78) 2.06	(15.78) 2.06	(31.5) 4.31	(26.3) 3.44
Clerks	(1.92) 0.69	(7.7) 2.76	(17.30) 5.52	(2.30) 8.27	(13.46) 4.82	(23.0) 8.27	(7.69) 2.75	(7.69) 2.75
Attender	(10.0) 0.69		(10.0) 0.69	(10.0) 0.69	(30.0) 2.07	(20.0) 1.38	(20.0) 1.38	
Total	1.39	5.51	7.59	11.03	17.24	20.0	20.0	16.55

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table V: Table showing the umber of years service left while opting under VRS

Category of staff/ Years of service left	1 year	2 years	3 years	4-5 years	6-7 years	8-10 years	Above 10 years
Manager	(1.29) 0.69	(1.29) 0.69	(5.55) 2.07	(16.66) 6.2	(22.22) 8.27	(42.69) 15.86	(9.26) 3.45
Officer				(20.0) 1.38	(40.0) 2.76	(40.0) 2.76	
Special Assistant	(10.52) 1.38	(15.79) 2.07	(5.26) 0.69	(21.05) 2.76	(36.84) 4.83	(10.52) 1.3	
Clerks	(1.92) 0.69	(1.92) 0.69	(1.92) 0.69	(5.77) 2.07	(13.46) 4.83	(42.3) 15.17	(22.22) 11.72
Attender	(10.0) 0.69		(20.0) 1.38	(10.0) 0.69	(30.0) 2.07	(11.0) 0.69	(20.0) 1.38
Total	3.45	3.45	4.83	13.10	22.76	35.86	16.55

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table VI: Category of staff at VRS/Family Size/Number of dependents

Category of optees	Without dependent	Single dependent	2-dependent	3 dependents	4 dependents	5 dependents	Dependents 5<
Manager	(5.55) 2.7	(14.81) 5.52	(22.22) 8.28	(35.19) 13.10	(16.67) 6.21	(3.70) 1.38	(1.85) 0.69
Officer	(10.0) 0.69	(20.0) 1.39	(40.0) 2.78	(20.0) 1.39	(10.0) 0.69		
Special Assistant	(15.79) 2.07	(10.53) 1.39	(31.58) 4.14	(25.32) 3.45	(10.52) 1.39	(5.27) 0.69	
Clerks	(7.7) 2.76	(25.0) 8.97	(30.77) 11.03	(13.46) 4.83	(9.62) 3.45	(9.62) 3.45	(3.8) 1.39
Attender	(10.0) 0.69	(20.0) 1.39	(30.0) 2.07	(30.0) 2.07	(10.0) 0.69		
Total	8.28	18.66	28.32	24.74	11.42	5.52	2.07

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table VII: Table showing the VRS optees with Number of children

Category of staff at VRS/ Number of children	Nil	1	2	3	4	5<
Manager	(5.55) 3.26	(16.66) 6.27	(46.3) 17.24	(27.78) 10.34	(3.30) 1.38	0
Officer	(10.0) 0.69	(30.0) 2.07	(30.0) 2.07	(20.0) 1.39	(10.0) 0.68	
Special Assistant	(10.52) 1.39	(26.32) 3.45	(26.32) 3.45	(26.32) 3.45	(5.30) 0.68	(5.30) 0.68
Clerks	(9.62) 3.45	(30.77) 11.3	(28.85) 10.35	(15.38) 5.52	(11.54) 4.14	(3.85) 1.39
Attender		(20.0) 1.39	(40.0) 2.7	(30.0) 2.07	(10.0) 0.69	
Total	7.5	24.14	35.86	22.76	7.5	2.7

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table VIII: Children of VRS optees under study

Category of staff at VRS/ No. of school going children 3	College going children			Having children in professional college			Having employed children					
	1	2	3	1	2	3	1	2	3	1	2	3
Manager	(9.26) 3.45	(5.55) 2.07		(42.59) 15.86	(11.1) 4.14		(25.93) 9.65	(3.70) 1.36		(18.52) 6.9	(3.7) 1.35	
Officer	(40.0) 2.72	(30.0) 2.07		(50.0) 3.45	(10.0) 0.68	(10.0) 0.68	(60.0) 4.14			(20.0) 1.36		
Special Assistant	(47.37) 6.20			(36.84) 4.83	(5.55) 0.68		(11.1) 1.36	(15.5) 0.68		(21.05) 2.72	(31.5) 6.9	
Clerks	(13.46) 4.83	(1.92) 0.68	(5.77) 2.06	(36.54) 13.10	(5.77) 2.06	(5.77) 2.06	(11.54) 4.14	(9.62) 3.45	(7.69) 2.72	(21.05) 2.72	(9.62) 3.45	
Attender		(10.0) 0.69	(10.0) 0.69	(10.0) 0.69	(10.0) 0.69		(10.0) 0.69			(30.0) 2.07	(10.0) 0.68	
Total	17.24	5.52	2.72	37.93	8.27	2.72	20.0	5.52	2.72	15.86	9.66	

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table IX: Reasons quoted by respondents for opting out under VRS

Category of optees/ Reasons for VRS	Commercial	Fear of transfer	Health of self & family	Others
Manager	(40.74) 15.17	(25.9) 9.66	(12.96) 4.83	(20.37) 7.59
Officer	(40.0) 2.76	(40.0) 2.76	(20.0) 1.38	
Special Assistant	(42.11) 5.52	(26.32) 3.45	(10.53) 1.38	(21.05) 2.76
Clerks	(53.85) 19.31	(25.0) 8.96	(9.62) 3.45	(11.54) 4.14
Attender	(80.0) 5.52		(20.0) 1.38	

Total	48.28	24.82	12.41	14.49
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Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table X: Table indicating the place from where the VRS option was made.

Category of optees/ Place of group	Native District	Native State	Outside state
Manager	(44.44) 16.55	(27.78) 10.34	(27.78) 10.34
Officer	(50.0) 3.45	(20.0) 1.38	(30.0) 2.06
Special Assistant	(89.4) 11.72	(10.4) 1.38	
Clerks	(80.77) 28.77	(13.46) 4.83	(5.77) 2.07
Attender	(70.0) 4.83	(20.0) 1.38	(10.0) 0.68
Total	65.52	12.14	15.17

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table XI: Promotional Records of VRS optees

Category of staff at VRS/starting level of employment	Officer	Clerk	Attender	Others
Manager	(12.96) 4.83	(87.04) 32.41		
Officer	(30.0) 2.07	(60.0) 4.14	(10.0) 0.68	
Special Assistant		(100.0) 13.19		
Clerks		(86.54) 31.03	(13.46) 4.83	

Attender			(70.0) 4.83	(30.0) 2.07
Total	6.90	8.69	10.34	2.07

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table - XII: Table showing Monthly Income of VRS optees at the time of retirement.

Category of staff monthly income levels	Upto 8000	8 - 12000	12001 - 16000	16001 - 20000	20001 - 25000	<25001
Manager			(12.97) 4.83	(48.15) 17.93	(35.19) 13.10	(3.7) 1.37
Officer			(60.0) 4.14	(40.0) 2.76		
Special Assistant			(52.61) 6.90	(47.39) 6.2		
Clerks		(9.62) 3.45	(90.38) 32.41			
Attender	(60.0) 4.14	(40.0) 2.76				
Total	4.14	6.21	48.28	26.90	13.10	1.37

Note:The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table -XIII: Table reflecting the Post VRS Monthly income of VRS optees

Category of staff/ years of service left	Upto 4000	4001 - 6000	6001 - 8000	8000 - 12000	12001 - 16000	<16001
Manager	(5.55) 2.06	(14.81) 5.52	(20.37) 7.59	(42.6) 15.86	(9.26) 3.45	(7.4) 2.76
Officer		(20.0) 1.38	(10.0) 0.68	(60.0) 4.14		(10.0) 0.68
Special Assistant	(10.53) 1.38	(42.11) 5.52	(21.05) 2.76	(15.79) 2.07	(5.26) 0.68	(5.26) 0.68
Clerks	(19.23) 6.9	(38.46) 13.8	(20.9) 9.65	(15.38) 5.52		
Attender	(40.0) 2.76	(30.0) 2.05	(20.0) 1.38	(10.0) 0.68		
Total	13.10	28.97	22.06	29.66	4.14	4.14

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table - XIV: Professional shifts of VRS optees from family profession at post VRS period.

Category of staff at VRS ? family profession/ present engagement	New Business started and position in it									
	Agri	Trade	Service	SSI	Agri	Trade	Service	SSI	New EMp	Others
Manager	(70.37) 26.21	(11.1) 4.14	(14.81) 5.52	(3.7) 1.36	(3.7) 1.36	(12.96) 4.82	(5.55) 2.07	(3.7) 1.36	(3.7) 1.36	
Officer	(50.0) 3.45	(30.0) 2.07	(20.0) 1.36						(10.0) 0.68	
Special Assistant	(42.1) 5.52	(31.58) 4.14	(26.32) 3.45		(5.82) 0.68	(10.52) 1.35	(10.52) 1.35	(5.82) 0.68	(10.52) 1.35	
Clerks	(73.08) 26.21	(15.39) 5.52	(11.54) 4.14		(5.77) 2.07	(11.54) 4.14	(5.77) 2.07	(1.92) 0.68	(1.92) 0.68	
Attender	(60.0) 4.14	(20.0) 1.36	(20.0) 1.35			(10.0) 0.68	(20.0) 1.36			
Total	62.76	16.55	15.86	1.36	4.14	11.03	6.9	2.72	4.14	

Note : The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table – XV: Category of staff at VRS/New employment profession involved

New employment secured			
Category of staff at VRS	Business	Service	Others
Manager	(7.41) 2.76	(9.26) 3.45	(1.85) 0.68
Officer	(20.0) 1.38	(10.0) 0.68	
Special Assistant	(10.53) 1.38	(5.27) 0.68	
Clerks	(5.77) 2.07	(1.92) 0.68	(1.92) 0.68
Attender			
Total	7.59	5.51	1.36

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table – XVI: Involvement pattern of optees in post VRS period

Category of staff at VRS/Involvement Pattern	Involved Agriculture		Investment made in Agriculture – No of optees after VRS		Investment made –amount in lakhs			Income from Agriculture	
	Ancestral	Purchased before VRS	On ancestral	On purchase	Before VRS	On ancestral after VRS	On purchase	Number getting income	Average agriculture income
Manager	(25.9) 9.65	(7.4) 2.7	(9.26) 3.45	(7.4) 2.7	22.0	29.0	13.0	9	18000
Officer	(40.0) 2.7	(40.0) 2.7	(30.0) 2.06	(40.0) 2.7	11	19		6	3000
Special Assistant	(5.5) 0.68		(16.5) 2.06	(5.5) 0.68	1	3	12	1	4145
Clerks	(25.0) 8.97	(3.85) 1.36	(9.61) 3.45	(11.54) 4.14	7	18	16	7	8200
Attender	(50.0) 3.45		(50.0) 3.45		1			5	2100
Total	25.51	6.9	14.48	10.34	42	59	41	28	

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

Table – XVII: Level of involvement of Optees in local organization.

	Service organisations	Residence association	Religious organisation	NGO	Educational institution	Others
Manager	(12.96) 4.83	(1.06) 0.68	(3.18) 2.06			(1.08) 0.68
Officer	(10.0) 0.68		(30.0) 2.06	(20.0) 1.35	(10.0) 0.68	(10.0) 0.68
Spl. Assistant	(5.55) 0.68		(16.65) 2.07	(11.1) 1.36	(5.55) 0.68	(5.55) 0.68
Clerks	(3.85) 1.36		(11.54) 4.14			(1.92) 0.68
Attender			(10.0) 0.68			
Total	7.59	0.68	11.03	2.69	1.36	2.72

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis is shows the percentage of the total respondents.

Table – XVIII: Showing the appropriation of terminal benefit by the VRS optees.

Sl. No	Cadres of optees at retirement	Average Terminal benefit received	No of optees deposited in banks/post office	Average deposits made in Bank/post offices	No of optees repaid the loans	Average amount repaid to the loans	No of optees invested in the villages	Amount invested in villages.
1	Manager	15.72	49	7.96	49	4	22	1.74

2	Officers	15.35	10	8	10	3.8	6	3.1
3	Spl. Assistants	14.57	18	8.5	19	3.21	12	4.12
4	Clerks	14.07	50	7.02	50	2.96	26	2.56
5	Attender	6.71	8	3.85	9	2.6	1	3.0

Table – XIX: Showing the investment of VRS optees in villages (Amount in 000s)

Category of staff at VRS/Investment made in villages	Monthly Remittances to native prior VRS		Present monthly spending in native village		Investment made in village from VRS compensation	
	No	Amount (000S)	No	Amount (000S)	No of persons invested	Amount (lakhs)
Manager	(51.85) 19.31	47.7	(50.0) 18.62	45.5	(40.74) 15.17	18.20
Officer	(60.0) 4.14	10.5	(40.0) 2.72	8.7	(60.0) 4.14	38.0
Special Assistant	(26.31) 3.45	11	(36.84) 4.83	16.5	(63.16) 8.27	69.50
Clerks	(40.38) 14.48	39.5	34.61 (12.41)	40.15	50 (17.93)	86.50
Attender	(20.0) 1.36	3.5	(10.0) 0.68	1	(10.0) 0.68	5.00
Total		42.76		111.85		187.2

Note: The figure within the parenthesis reflects the percentage in the particular class and the figure open to parenthesis shows the percentage of the total respondents.

ಉದಯವಾಣಿ 29-3-2003

ಸ್ವಯಂನಿವೃತ್ತಿ

ಯೋಜನೆ ಪರಿಣಾಮ:

ಕಾರ್ಯಾಗಾರ

ಉಡುಪಿ, ಮಾ.28: ರಾಷ್ಟ್ರೀಕೃತ ಬ್ಯಾಂಕುಗಳು ಆಳವಡಿಸಿದ ಸ್ವಯಂನಿವೃತ್ತಿ ಯೋಜನೆಯಡಿ ಪಡೆದ ನಿವೃತ್ತಿಯಿಂದ ಸಮಾಜದ ಮೇಲಾಗುವ ಸಾಮಾಜಿಕ ಮತ್ತು ಆರ್ಥಿಕ ಪರಿಣಾಮಗಳ ಬಗ್ಗೆ ಕೇಂದ್ರ ಸರ್ಕಾರದ ಯೋಜನಾ ಅಯೋಗದ ಪ್ರಾಯೋಜಕತ್ವದಿಂದ ದ.ಕ., ಉಡುಪಿ, ಉ.ಕ., ಜಿಲ್ಲೆಗಳಲ್ಲಿ ಭಾರತೀಯ ಏಕಾಸ ಟ್ರಸ್ಟ್ ಸಮೀಕ್ಷೆಯನ್ನು ನಡೆಸಿದೆ. ಒಟ್ಟು 165 ನಿವೃತ್ತ ಬ್ಯಾಂಕ್ ಉದ್ಯೋಗಿಗಳು ಈ ಸಮೀಕ್ಷೆಯಲ್ಲಿ ಪಾಲ್ಗೊಂಡಿದ್ದರು. ಸಮೀಕ್ಷೆಯ ಅಂತಿಮ ವರದಿ ತಯಾರಿಸಲು ಪೂರ್ವಭಾವಿಯಾಗಿ ಚರ್ಚಿಸಲು ಎಂಜಿಎಂ ಕಾಲೇಜಿನ ನೂತನ ರವೀಂದ್ರ ಮಂಟಪದಲ್ಲಿ ಮಾ.29ರ ಬೆಳಿಗ್ಗೆ 10.30ಕ್ಕೆ ಒಂದು ದಿನದ ಕಾರ್ಯಾಗಾರವನ್ನು ಏರ್ಪಡಿಸಲಾಗಿದೆ.

'Banks not forcing VRS on employees'

By Our Staff Correspondent

UDUPI, MARCH 29. The General Manager of Syndicate Bank, Y.M. Pai, said on Saturday that the Voluntary Retirement Scheme (VRS) was not being forced on bank employees.

Speaking after inaugurating a workshop on VRS organised by the Bharatiya Vikas Trust (BVT), a non-governmental organisation (NGO) here, Mr. Pai said the employees could accept or reject VRS. The banks had even given them the option of withdrawing the notice. The reasons for availing of VRS could be frequent movement, effect of transfers on children's education, maintaining two houses, work pressure, and accountability. Some employees wanted money to meet their personal commitments.

Mr. Pai said the bank had introduced VRS as it had 30 per cent excess staff after computerisation and implementation of central banking solutions. All major banks wanted to control staff expenditure.

After 1984-85, no bank, except the State Bank of India, had recruited staff. The excess staff scenario was such that Scale I officers had been stagnating for 15 years in six banks. These had led to rightsizing and downsizing the staff.

Even after adopting these steps, there was nine per cent excess staff. The bank was paying pension for 9,216 people. Some banks showed profit last year because they were trading in securities. The banking industry was riddled with problems. The CBC wanted all banks to be computerised by 2004.

Since the software sector was fast changing, the software adopted by banks had to be updated periodically, he said.

Mr. Pai said that it remained a mystery why some employees, who were just 40 years old, had opted for VRS. It was essential for them to invest their money sensibly. Many bank employees in Chennai had invested Rs. 63 crore in an NBFC and lost the money when it closed down. Those who had availed themselves of VRS should contribute something to society, he added.

K.M. Udupa, Executive Trustee of the trust, welcomed the gathering.

Jagadish Pai proposed a vote of thanks. V.R. Bailoor of Canara Bank, and K.V. Bhat, consultant to the State Government on groundwater recharging, were present.

ಸಮಾಜಸೇವೆಯಲ್ಲಿ ತೊಡಗಲು ವಿಆರ್ ಎಸ್ ನೌಕರರ ಅಭಿಮತ

ಉಡುಪಿ, ಮಂ.29: ರಾಷ್ಟ್ರೀಕೃತ ಬ್ಯಾಂಕುಗಳ ವ್ಯಯವಿಧ್ವಂಸ ಯೋಜನೆಯಡಿ (ವಿಆರ್ ಎಸ್) ನಿವೃತ್ತರಾದವರು ತಮ್ಮ ವ್ಯಕ್ತಿತ್ವವನ್ನು ಸಮಾಜಸೇವೆಯ ಚಟುವಟಿಕೆಗಳಲ್ಲಿ ತೊಡಗಿಸಿಕೊಳ್ಳಬೇಕು ಎಂಬ ಸವಾಲನ್ನು ಮೊದಲ ಬಾರಿಗೆ ಮುಂಚೂಣಿಯಲ್ಲಿ ಎದುರಿಸುತ್ತಿರುವ ವಿಆರ್ ಎಸ್ ನೌಕರರ ಸಭೆ ಆಯೋಜಿಸಿದೆ. ಕೆಲವು ಸದಸ್ಯರಾದ ಯೋಗರಾಜ ಅಯ್ಯಂಗರ ಸಭಕ್ಕೆ ಶ್ರೀ ನೀಲಮಾಲಾ ಅವರ ಆಕರವು ಮಾರ್ಕೆಟಿಂಗ್ ವಿಭಾಗದ ಉಪ ನಿರ್ದೇಶಕರು ವಿದ್ಯುತಾಚಾರ್ಯ (ಬಿ.ಬಿ.ಎಲ್) ಕಾರ್ಯದರ್ಶಿ ನಿವೃತ್ತ ಬ್ಯಾಂಕ್ ನೌಕರರ ಸಮೀಕ್ಷೆ ಮಾಡಿ ಅಂತಿಮ ವರದಿ ರೂಪಿಸುವ ಮುನ್ನ ನಡೆದ ಕಾರ್ಯಾಗಾರದಲ್ಲಿ ನಿವೃತ್ತರ ವ್ಯಕ್ತಿತ್ವ ಸುವರ್ಣವನ್ನು ಪೇಗಿ ಸಮಾಜಸೇವೆಯಲ್ಲಿಯೂ ಬಳಸಬೇಕೆಂಬ ಕುರಿತು ಸುದೀರ್ಘವಾಗಿ ಚರ್ಚಿಸಲಾಯಿತು.



ಕೆಲವು ಬ್ಯಾಂಕ್ ಮಂಗಳವರು ಭಕ್ತ ಕಚೇರಿಯ ವಿಷಯಕ್ಕೆ ವಿ.ಕೆ.ವೈದ್ಯನಾರು ಅವರು ನಿವೃತ್ತ ನೌಕರರ ವಿಭಾಗದಲ್ಲಿ ಸಂಸ್ಕರಿಸಿ ಇಟ್ಟುಕೊಂಡು ಆಗುತ್ತಿರುವುದಾಗಿ ಅಧಿಕಾರಿಗಳಿಗೆ ಸಂವಹನ ನಡವಲು ಆರಂಭಕ್ಕೆ ಸಲಹೆ ನೀಡುವುದಾಗಿ ಹೇಳಿದರು. ಎಂ.ಎಂ. ಕಾರೇಜರ ನಿವೃತ್ತ ಮುಖ್ಯಮಾಲ ವೈ. ಎ.ಎಸ್. ಸರೋಜಮ್ಮನವರೂ ಅವರು ಇವು ತೊಡಗುವಾಗ ಅವರಲ್ಲಿ ವ್ಯಕ್ತಿತ್ವ ಸಮೀಕ್ಷೆ ಆಳುವ ನೀಡುವುದು ಇವುಗಳನ್ನು ನಿರೂಪಿಸಿ ಪರಿಶೀಲಿಸಿ ತೊಡಗಿಸುವುದನ್ನು ಕೇಳುವುದಾಗಿ ಗ್ರಾಮ ವಿಭಾಗ ಯೋಜನೆಯ ಮುಖ್ಯ ಅಧ್ಯಕ್ಷಿ ಕಾರ್ಯದರ್ಶಿ ತೊಡಗುವುದನ್ನು ಉತ್ತಮ ಎಂದು ಸಲಹೆ ನೀಡಿದರು.

25 ಕೆ. ಸುಂದರಿ ಮಜ್ಜೆ ಕಾರ್ಯಾಗಾರವನ್ನು ಉದ್ಘಾಟಿಸಿದ ಸುಂದರಿ ಮಜ್ಜೆ ಮಹಾಪ್ರಬಂಧಕೆ ಶ್ರೀ ವೈ.ಎಂ.ವೈ ಅವರು ತಮ್ಮ ಬ್ಯಾಂಕಿನ ಒಟ್ಟು ಮಿಷನ್‌ನಲ್ಲಿ 27 ಕೆ. ಸುಂದರಿಗಳ ವೆಚ್ಚವನ್ನು ಉಳಿದ ಬ್ಯಾಂಕುಗಳ ವೆಚ್ಚ 11 ಕೆ., ಪಾವತಿ ಬ್ಯಾಂಕುಗಳಲ್ಲಿ 3 ಕೆ., ವಿವಿಧ ಬ್ಯಾಂಕುಗಳಲ್ಲಿ 3 ಕೆ. ಇದೆ. ಇದು 0.91 ಕೆ.ಕ್ಕೆ ಇಳಿದುಬಿಡಿತು.

1984-85ರ 14ನೇ ಎಸ್.ಎಂ.ಎಂ. ತೊಡಗಿಸಿ ಬೇರೆ ಯಾವ ಬ್ಯಾಂಕುಗಳಿಗೂ ನೀಡುವಂತೆ ಮಾಡಿಕೊಳ್ಳುವ ಕಾರಣ ಭದ್ರತೆಗೂ ತಡೆಯುಂಟಾಯಿತು ಎಂದರು. ತಮ್ಮ ಬ್ಯಾಂಕ್ ಸುಮಾರು 9,000 ಮಂದಿಗೆ ತೊಲವೆ ಕೊಡುತ್ತಿದ್ದರೆ, ಕಾರ್ಪೊರೇಟ್ ಬ್ಯಾಂಕ್ ಒಟ್ಟು ಅಷ್ಟು ಸುಂದರಿಗಳನ್ನು ಹೊಂದಿದೆ. 2004ರೊಳಗೆ ಎಲ್ಲ ಕಾರ್ಯಗಳಲ್ಲಿ ಕಂಪ್ಯೂಟರ್ ಆಳುವುದರಂತೆ ಎಂಬ ಕಾರಣವು ಇದಕ್ಕೆ ಇವುಗಳನ್ನು ವಿಆರ್ ಎಸ್ ಕೆಲವು ಕಾರಣವಾಗಿ ಎಂದು ಭೇಷಿಸಿದರು. ಸಮಾಜಸೇವೆ ಭಾವಿಸಿ ಮಾಡಿದ

'ವಾಣಿಜ್ಯಕ ದೃಷ್ಟಿ ವಿಆರ್ ಎಸ್ ಗೆ ಮುಖ್ಯ ಕಾರಣ'

ಬ್ಯಾಂಕುಗಳ ವಿಆರ್ ಎಸ್ ಯೋಜನೆಯ ಪರಿಣಾಮಗಳ ಕುರಿತು ಸಮೀಕ್ಷೆ ಮಾಡಿದ ಸುಂದರಿ ಮಜ್ಜೆ ಬ್ಯಾಂಕಿನ ನಿವೃತ್ತ ಮುಖ್ಯಮಾಲ, ಪ್ರಸಿಧ್ಧ ನಿವೃತ್ತ ಬ್ಯಾಂಕ್ ಯೋಜನೆಗಳಿಗೆ ರಾಜ್ಯ ಸರ್ಕಾರದ ಸಂಬಂಧಕ ಶ್ರೀ ಕೆ.ವಿ.ಭೂಷ ಅವರು ನೀಡಿದ ಅಂಶ ಅಂಶಗಳು ಹೀಗಿವೆ:

- ★ ವಿಆರ್ ಎಸ್ ಸ್ಥಾಪಿಸಿದ ನೌಕರರ ಸಂಖ್ಯೆ 63,808 (17 ಕೆ.)
- ★ 160 ನೌಕರರು ಮಾಹಿತಿ ಸಂಸ್ಥೆಗೆ ಅಭಿಮತ, 154 ನೌಕರರಾದ ಪ್ರತಿಭೆಯ, ಸುಲ್ಪಾಂವ ಅಂಶ ಪ್ರತಿಭೆಯ, ಇಬ್ಬರು ಇವರೊಳಗೆ ಸ್ವಯಂಚಾರ.
- ★ ನಿವೃತ್ತಿಗೆ ಮುಖ್ಯ ಕಾರಣ ವಾಣಿಜ್ಯಕ ದೃಷ್ಟಿ ಮಾರ್ಗದರ್ಶಿ ಛಟು
- ★ ನಿವೃತ್ತಿಯಾದವರಾದ್ಯಾದ ಎನ್.ಎಂ. ಸ್ಪಾನ್ಸಿಂಗ್, ರಾಜಕೀಯ ಕ್ಷೇತ್ರವನ್ನು ಪ್ರವೇಶಿಸಲು ಇಷ್ಟು, ಪಂ.ವಾಲ್ ಸಂಸ್ಥೆಯಲ್ಲಿ ತೊಡಗಿಲ್ಲ.
- ★ ಯಾರೂ ನೌಕರರು ಕಡಿಮೆಯಾಗಿದೆ ಎಂಬ ಅಭಿಪ್ರಾಯ ನೀಡಿಲ್ಲ.
- ★ 85 ಕೆ. ಪದವಿಧಾರರು, ಅವರಲ್ಲಿ 18 ಕೆ. ಒಂದು ಪದವಿಧಾರರು, 11 ಕೆ. ಸ್ವಾತಂತ್ರ್ಯಧಾರರು, 4 ಕೆ. ಉನ್ನತ ಶಿಕ್ಷಣ ಪಡೆದವರು, 18 ಕೆ. ಪುಸ್ತಕಗಳ ಪಡೆದವರು, 6 ಕೆ. ಎನ್.ಇ.ಇ.ಗಳ ತೊಲವರು, 18 ಕೆ. ಎಂ.ಬಿ.ಸಿ.ಗಳ ತೊಲವರು.
- ★ 80 ಕೆ. ಸ್ವಲ್ಪವು ಆಧುನಿಕವಾಗಿವೆ ನಿವೃತ್ತಿ
- ★ 83.4 ಕೆ. ನೌಕರರು ಒಂದು ಬಾರಿ ಭದ್ರತೆಯಾದವರು
- ★ 86 ಕೆ. ಭದ್ರತೆ ಬೇಡಬೇಕೆಂದವರು, 14 ಕೆ. ಭದ್ರತೆ ಬೇಡಬೇಕೆಂದವರು
- ★ ವಿಆರ್ ಎಸ್ ನೌಕರರಾದ ಹಾಗೆ ಗ್ರಾಮೀಣ ಅಧಿಕಾರಿಗಳ ಹೆಚ್ಚಿನ ಬಾಕಿ

ಸಮಾಜಸೇವೆ ಹಾಗೆ 2004. ವಿವಿಧ ನಿವೃತ್ತರನ್ನು ಪುಸ್ತಕ ಶ್ರೀ ಕೆ.ಎಂ. ಕಾರುಮೆ ಅವರು ನಿವೃತ್ತ ಪರಿಶೀಲಿಸುವುದಾಗಿ ಒಳಗೊಳ್ಳುವಂತೆ ಕುರಿತು ನಿವೃತ್ತರಾಗಿ ಚರ್ಚಿಸಿದರು. ಹಣ ಗಳಿಸಿ ಅಧಿಕ ನಿರಾಶ ಭಾಗ್ಯ ಇವುಗಳನ್ನು ಕೈಕೊಂಡುಬಿಡುವುದಾಗಿ ದೆಹಲಿಯವರ ಅಧಿಕಾರಿಗಳೊಡನೆ ಒಂದು ಒಂದು. ಸಾಮಾಜಿಕ ಮಗ ತೊಲವು ಪರಿಶೀಲಿಸುವುದು ಅಧಿಕ ನಿರಾಶವು ಎಂದರು. ವಿವಿಧ ಮನುಷ್ಯ ಶ್ರೀ ಬಗಿರಿದರ ವ್ಯ ಕಾರ್ಯಕ್ರಮ ನಿರೂಪಿಸಿದರು. ನಿವೃತ್ತ ನೌಕರರ ಶ್ರೀ ರಾಮರಾಜ ಸಾಯಿಕ, ಶ್ರೀ ಬಿ.ಬಿ.ರಾಜು ರಾಜ್, ಶ್ರೀ ಬಿ. ಭೂಷಣ್ ಶ್ರೀ, ವಿವಿಧ ಕಾರ್ಯಕರ್ತೆ ಶ್ರೀಮತಿ ಇತ್ತೀಚೆ ಮುಖ್ಯ ಮೊದಲಾದವರು ನಿವೃತ್ತ ನೌಕರರ ಮೇಲೆ ತೊಲ ವಿಷಯವು ನೀಡಬೇಕು, ವ್ಯಕ್ತಿ ನಿವೃತ್ತಿಗೆ ಅಭಿಮತವೆ (ಕ್ರಿಯಾಂಗಾ ಹೆಚ್, ಕೆ.ವಿ.ಎಲ್. ಎಲ್.ವಿ. ಕೋಟಾ ಪ್ರಕರಣಗಳು ಮತ್ತೆ ರಾಜ್, ಕಾರಣಗಳು, ಗಣಿತ ಕಾರ್ಯ ಇವು) ನೀಡ ಸಭೆಯು ಅವುಗಳ ಕಡಿಮೆಯು ಎಂದವನ್ನು ಸಲಹೆಗಳನ್ನು ನೀಡಿದರು.
 ಚಿತ್ರ: ಅನಿಲ್ ಮೋರ್

'ಬ್ಯಾಂಕಿಂಗ್ ಗಣಕೀಕರಣ ಅನಿವಾರ್ಯ'

ಉಡುಪಿ, ಮಾರ್ಚ್ 29- ಬ್ಯಾಂಕಿಂಗ್ ಉದ್ಯಮದ ಸಂಪೂರ್ಣ ಗಣಕೀಕರಣ 2004ರೊಳಗೆ ಸಾಧಿಸುವುದು ಅನಿವಾರ್ಯ ಎಂದು ಸಿಂಡಿಕೇಟ್ ಬ್ಯಾಂಕ್ ಮಹಾಪ್ರಬಂಧಕ ವೈ.ಎಂ.ವೈ ಹೇಳಿದ್ದಾರೆ.

ಇಲ್ಲಿನ ಎಂಜಿಎಂ ಕಾಲೇಜಿನ ನೂತನ ರವೀಂದ್ರ, ಮಂಟಪದಲ್ಲಿ ಶನಿವಾರ ಭಾರತೀಯ ವಿಕಾಸ ಪ್ರತಿಷ್ಠಾನ(ಬಿವಿಟಿ) ವತಿಯಿಂದ ಸ್ವಯಂನಿವೃತ್ತಿ ಯೋಜನೆ-ಪರಿಣಾಮ ಕುರಿತ ಕಾರ್ಯಾಗಾರ ಉದ್ಘಾಟಿಸಿ ಅವರು ಮಾತನಾಡಿದರು.

ನೃಪವನ್ಯೇ ಲಾಭವೆಂದು ತೋರಿಸುತ್ತಿರುವ ಬ್ಯಾಂಕುಗಳು ಇತ್ತೀಚಿನ ಕೆಲವು ವರ್ಷಗಳಿಂದ ಶೇರು ವ್ಯವಹಾರ ದಿಂದಷ್ಟೇ ಬದುಕಿ ಉಳಿದಿವೆ. ಪ್ರಸ್ತುತ ಬ್ಯಾಂಕಿಂಗ್ ಉದ್ಯಮ ಹಲವಾರು ಸಮಸ್ಯೆಗಳಿಂದ ಬಳಲುತ್ತಿದೆ ಎಂದರು.

ಗಣಕೀಕರಣ, ಸೆಂಟ್ರಲ್ ಬ್ಯಾಂಕಿಂಗ್ ಹೊರತಾಗಿಯೂ ಹೆಚ್ಚುವರಿ ಶೇ.30 ಸಿಬ್ಬಂದಿಯನ್ನು ಬ್ಯಾಂಕಿಂಗ್ ಉದ್ಯಮ ಹೊಂದಿದೆ. ಬ್ಯಾಂಕಿನ ಒಂದು ರೂ. ಗಣಕೀಕರಣ 27 ಭಸಿ



ಉದ್ಯೋಗಿಗಳಿಗಾಗಿ ವ್ಯಯವಾಗುತ್ತಿದೆ ಎಂದರು.

ವಿಆರ್‌ಎಸ್ ಯೋಜನೆ ಹಿಂದೆ ಬೆಚ್ಚಿ ನಿಯಂತ್ರಣದ ಗುರಿಯಿದೆ. ಸಿಂಡಿಕೇಟ್ ಬ್ಯಾಂಕ್ 9,602 ನಿವೃತ್ತರಿಗೆ ಒಂಟೆಗೆ ನೀಡಬೇಕಾಗಿದ್ದರೆ, ಕಾರ್ಪೊರೇಷನ್ ಬ್ಯಾಂಕ್ ಇಷ್ಟು ಸಂಖ್ಯೆಯ ಉದ್ಯೋಗಿಗಳನ್ನೂ ಹೊಂದಿಲ್ಲ ಎಂದು ವೈ ನುಡಿದರು.

ಸ್ವಯಂನಿವೃತ್ತಿ ಒಳಕದ ಪರಿಣಾಮಕ್ಕೆ ವಿಆರ್‌ಎಸ್ ಪಡೆದವರೇ ಜವಾಬ್ದಾರಿ. ಚೆನ್ನಿನಲ್ಲಿ ಹೆಚ್ಚು ಬಡ್ಡಿ ಆಸೆಗೆ ಸ್ವಯಂನಿವೃತ್ತರು ಬ್ಯಾಂಕಿಂಗೇತರ

ಹಣಕಾಸು ಸಂಸ್ಥೆಯಲ್ಲಿ ಹಣ ತೊಡಗಿಸಿ 63 ಕೋಟಿ ರೂ. ಕಳೆದುಕೊಂಡಿದ್ದಾರೆ ಎಂದರು.

ಸ್ವಯಂನಿವೃತ್ತಿ ಯೋಜನೆ 50 ವರ್ಷದ ಮೇಲಿನ ಉದ್ಯೋಗಿಗಳಿಗಷ್ಟೇ ಮೀಸಲಾಗಬೇಕು ಎಂದು ವೈ ಹೇಳಿದರು. ಕೆನರಾ ಬ್ಯಾಂಕಿನ ವಿ.ಆರ್. ಬೈಲೂರು ಹಾಗೂ ಡಾ.ಕೆ.ವಿ.ಭಟ್ ಉಪಸ್ಥಿತರಿದ್ದರು.

ಬಿವಿಟಿ ಕಾರ್ಯನಿರ್ವಾಹಕ ವಿಶ್ವಕನ್ನಡ ಕೆ.ಎಂ.ಉಡುಪಿ ಸ್ವಾಗತಿಸಿದರು. ಜಗದೀಶ್ ವೈ ಕಾರ್ಯಕ್ರಮ ನಿರ್ವಹಿಸಿದರು.