Chapter VI

SUMMARY OF FINDINGS
AND SUGGESTIONS
Human beings are reciprocal. If you treat them well, they will treat you well and if you treat them bad they will treat you bad

-Karen Oman

The present chapter is earmarked for the purpose of presenting the summary of findings and suggestions. A summary of the conclusions that emerged out of the three chapters viz., introduction, Review literature and research methodology, Profiles of the study area and study units is presented in the chapter. The findings drawn from the empirical data in two chapters viz., Chapter IV and V are also presented in this chapter.

INTRODUCTION

The success of an organization depends upon the managers’ abilities to motivate their subordinates. F.W.Taylor, the chief advocate of scientific management, assumed that employees are economically motivated and work to earn as much money as they can. Motivation is considered as one of the most important aspects of actuating because it is motivation that energizes the behaviour of people, while behaviour activates action and action leads to actuation. Motivation is a process that starts with a physiological deficiency or need that activates behaviour or a desire that is aimed at a goal or an incentive. Motivation plays an important role in converting the human potentiality into performance. There are three important approaches to the motivational phenomena such as stick or authoritarian approach, carrot or paternalistic approach and the carrot and stick or exchange approach. To ensure and boost worker productivity, forces of motivation like the forces operating within the individual, forces operating within the organization and forces operating in the environment influence human behaviour. Motives are classified into three types viz. primary motives, general motives and secondary motives. Primarily there are two types of techniques of motivation such as financial and non-financial motivation. Motivation is a process concerned with the force that energizes the behaviour of an individual and directs him towards attaining the objectives of the organization. Performance may be referred to as the extent to which an organizational member contributes to achieving the objectives of the organization. Emotional intelligence has to do with an individual’s ability to understand and manage his or her own and others feelings and emotions. Employee engagement involves the extent to which an
individual immerses himself or herself in his / her work roles. The traditional model of motivation is associated with F.W. Taylor and scientific management school. Motivational theories are broadly classified into content theories, process theories and reinforcement theories. Each of these theories is supported by the earlier researches and each of these theories has certain managerial implications. Job satisfaction is the sum total of inherent ability, acquired knowledge and skills represented. Both scientific study and casual observation provide ample evidence that job satisfaction is important for the psychological adjustment and happy living of an individual. The determinants of job satisfaction are; supervision, work group, job content, occupational level, specialization, age, race and sex.

REVIEW OF LITERATURE & RESEARCH METHODOLOGY

Banks in the post nationalization era have been classified broadly into public and private sector banks. It is presumed that the job in private sector banks does not have the required reputation and prestige. Literature reviewed on the said aspects is comprehensive. Appropriate method is adopted for the present study. Chapterization is sequential and logical.

PROFILE OF THE SELECT SAMPLE BANKS

The study units that are chosen for the present study are the SBI, Syndicate Bank and Andhra Bank from public sector whereas ICICI Bank, HDFC Bank and City Union Bank Ltd are from the private sector. All the banks under the study area have been exposed too much of the technology. All the banks are healthy in their operations and are sizable in respect of mobilizing deposits, advancing of loans, generation of income, creation of assets and the like.

PERSONAL CHARACTERISTICS OF SAMPLE RESPONDENT EMPLOYEES IN SELECT PUBLIC AND PRIVATE SECTOR BANKS

- Majority of the sample respondent employees (46.03 per cent) who fall under age group ranging from 46-55 years are working in both the banking sectors together. The size of this age group in public sector banks is so sizable in percentage terms (98.85 per cent) than the size of this group in private sector banks. In the private sector banks majority of the sample respondent
employees (54.05 per cent) fall under the age group ranging from 26-35 years. There are a sizeable number of respondents of this age group in public sector banks.

- Majority of the male sample respondent employees (76.72 per cent) are working in both the banking sectors together than the female respondent employees. The sample size of male respondent employees in public sector banks is also considerably big. Coming to the female employees it is evident that more number of female respondent employees are working with Andhra Bank (29.63 per cent) of public sector and HDFC Bank (23.08 per cent) of private sector.

- Majority of the sample respondent employees (56.35 per cent) of public and private sector banks together are in the possession of graduate qualification. In public sector banks the graduate sample respondent employees (57.18 per cent) are more than the employees having Post Graduate, SSC and Intermediate qualification. Post graduate sample respondent employees are more (51.35 per cent) in select private sector banks than graduate sample respondent employees. Here there is no evidence that the select private sector banks have been engaging the services of respondents other than graduates and post graduates.

- Sample respondent employees ranging from 89.23 per cent to 96.30 per cent of married category and sample respondent employees ranging from 3.70 per cent to 10.77 per cent of unmarried category are working in select public and private sector banks whereas majority of the sample respondent employees of unmarried category are working in select private sector banks.

- More sample respondent employees of OC category (51.85) are working for public and private sector banks than BC, SC, ST and Minority categories in Nellore district. The size of sample respondent employees of OC category is very big in public sector banks (89.28 per cent). In the case of select private sector banks the sample respondent employees of BC category are more.

- For majority of the sample respondent employees (62.17 per cent) of public and private sector banks the family occupation is employment. In public sector
banks more than 60 per cent of the sample respondent employees the family occupation is employment whereas in HDFC Bank of private sector, for more than 50 per cent of the sample respondent employees the family occupation is agriculture.

- Majority of the sample respondents of SB (56.31 per cent) and SBI (41.54 per cent) have claimed that their native places are urban areas and majority of the sample respondent employees (49.07 per cent) of AB have claimed that their native places are semi-urban areas. In the private sector banks majority of the respondents of ICICI Bank (57.14 per cent) and CUB (40.00 per cent) are residing in semi-urban areas. It is interesting to note that a high percentage of respondents who hail from urban and rural places are working in public sector banks when compared to the respondents of the private sector banks in the study area.

- A high percentage of sample respondent employees (26.10 per cent) of select public sector banks have length of service ranging from 6 - 20 years. But in the case of select private sector banks a high percentage of sample respondent employees have a length of service of below five years.

- High percentage of sample respondent employees (39.59 per cent) of select public and private sector banks are drawing a huge amount of salary per month. But in the case of select private sector banks high percentage of sample respondent employees is drawing a low amount of salary.

- Majority of the sample respondent employees of public sector banks can be grouped under middle income to high income category. But in select private sector banks majority of the sample respondent employees can be grouped under middle income category.

- Sample respondent employees of select private sector banks, forming 90.00 per cent to 92.86 per cent, are happy with their family environment and only a few respondent employees whose size in percentage terms is ranging from 7.14 per cent to 10.00 per cent are unhappy with their family environment. It is also interesting to note that a high percentage of sample respondent
employees of public sector banks are happy when compared to the private sector banks in the study area.

- Majority of the sample respondent employees of SBI (81.54 per cent), AB (76.85 per cent) and SB (63.11 per cent) of select public sector banks have family tensions sometimes. Whereas in select private sector banks majority of the sample respondent employees have always felt tension about their families. The sample respondent employees of ICICI Bank (100.00 per cent) and CUB (90 per cent) felt tension about their family sometimes. It is interesting to say that a high percentage of respondents in private sector banks are facing family tensions sometimes than the sample respondent employees of public sector banks under the study area.

SUGGESTIONS

- Majority of the sample respondent employees of public sector banks have an age ranging from 46-55 years whereas majority of the sample respondent employees of private sector banks are in the 26-35 years category. This indicates that many of the sample respondent employees of public sector banks are middle aged whereas in private sector banks bankers have been engaging younger people of large number. The reason for the prevalence of the existing age disparity between the sample respondent employees of public and private sector banks is that each of the banking sectors adopts separate recruitment policy. The public sector banks recruit employees and allow them to stay with the respective banks till their retirement whereas in private sector banks there is no such job security. Therefore whoever joins private sector banks will stay back with banks for some time and leave the bank whenever they want to leave as there is no job security in private sector banks. They feel insecure about their employment. So they are in search of greener pastures and, if they get better employment opportunity elsewhere, they leave the organization.

- It is a known fact that the male and female ratio in India is almost equal. Coming to the women employment in the banking sector, it is surprising to know that their representation in the organized sectors like banking sector is very meagre. Therefore, the bankers irrespective of the size of their
organization, shall give due priority to women while recruiting personnel for their respective organizations.

- Public sector banks clearly specify eligibility criteria for each of the positions before acquiring people for different positions in the banking organizations. Therefore, less qualified employees are also working in public sector banks. In contrast, in the select private sector banks, the bankers select candidates with higher educational qualifications by means of interview and pay less remuneration. Therefore, the private sector banks shall specify the eligibility criteria for each of the positions on par with the public sector banks. Job protection shall be there in private sector banks.

- Private sector banks shall give job security to the employees working in their banks. Job guarantee or security may enable the employees in the private sector banks to stay longer and it further creates confidence in their mind. Longer stay of an employee with the organization ensures regular income so that employee may lead comfortable life.

- Agencies which are hiring personnel for banking organizations shall take SCs, STs and Minority candidates only for the positions which are earmarked for SC, ST and Minorities. Banks in the private sector organizations should recruit eligible candidates from SC, ST and Minority categories without keeping the vacancies unfilled saying that none is found suitable.

- Banks in both the banking sectors should employ eligible candidates from the families whose family occupation is agriculture.

- Recruiting agencies which are recruiting personnel for banking organizations shall hire eligible candidates who hail from rural area.

- Length of service of an employee in private sector banks is very minimal because of his short stay with the private sector banks, low salary, job insecurity, heavy work load and un-imaginary targets. The bankers of private sector shall give job security to their employees and more perks and incentives
shall be announced from time to time to the employees of private sector banks who prefer to stay back with the organization for a longer time.

- Banks of private sector shall pay salaries to their employees on par with public sector banks since salary is also one of the factors which motivates the employees to commit himself / herself for attaining the goals of the organization as well as that of the individual.

- The public and private sector banks shall enhance salaries periodically so that the employees of both the banking sectors may move from middle income level to high income level.

- Bankers of public and private sector shall have periodical interactions with the members of the families of the sample respondent employees so as to create a healthy environment at their respective families on one side and to wipe out unhealthy environment on the other side at the homes of the sample respondent employees.

- The public and private sector banks shall increase the staff strength of their respective banks so as to reduce the tensions of the sample respondent employee families.
TESTING OF HYPOTHESES: RESULTS AND REASONS FOR REJECTION/ACCEPTANCE

- Distribution of Sample respondent employees of Select Public and Private Sector Banks over their age and Motivational Scores in Nellore district

**Ho:** There is no significant impact of age on motivational scores of the sample respondent employees of select public and private sector banks.

**Results:** Ho: accepted at 0.05 level of significance

**Reason:** computed value of ‘p’ is greater than the critical value of ‘p’ at 0.05 level of significance. Therefore, it is not significant at 0.05 level of significance. It can be inferred that the age has no impact on the motivational factors of sample respondent employees of public and private sector banks.

- Age and Job Satisfaction Scores of the sample respondent Employees of Select Public and Private Sector Banks in Nellore district

**Ho:** There is no significant impact of age on the job satisfaction scores of the sample respondent employees of public and private sector banks.

**Results:** Ho: accepted at 0.05 level of significance

**Reason:** ‘p’ value computed is greater than ‘p’ critical at 0.05 level of significance. Impact of age on job satisfaction factors of sample respondent employees of public and private sector banks is insignificant.

- Motivational levels among the male and female respondent employees of public and private sector banks in Nellore district

**Ho:** There is no significant difference between the motivational levels of sample male and female respondent employees of public and private sector banks.

**Results:** Ho: accepted in this regard at 0.05 level of significance.

**Reason:** ‘p’ calculated is greater than ‘p’ critical value at 0.05 level of significance. Gender has no significant impact on the motivational factors of the sample respondent employees of public and private sector banks.
Job Satisfaction Scores of sample male and female Employees of Select Public and Private Sector Banks in Nellore District

**Ho:** There is no significant impact of gender on the job satisfaction scores of the sample respondent employees of public and private sector banks.

**Results:** Ho: is accepted at 0.05 level of significance

**Reason:** ‘p’ computed is greater than ‘p’ critical at 0.05 level of significance. So impact of gender on the job satisfaction factors of sample respondent employees of public and private sector banks is insignificant.

Educational Levels and the Levels of motivation among the sample respondent employees of select Public and Private Banks in Nellore district

**Ho:** There is no significant impact of educational qualifications on motivational factors of sample respondent employees of public and private sector banks.

**Results:** Ho: is accepted at 0.05 level of significance

**Reason:** ‘p’ computed is greater than ‘p’ critical at 0.05 level of significance. Hence, educational qualifications of sample respondent employees did not make any significant impact on the motivational factors of sample respondent employees of public and private sector banks.

Levels of education and the Job Satisfaction levels of the sample respondent employees working of select Public and Private Banks in Nellore district

**Ho:** There is no significant impact of educational qualifications on job satisfaction scores of the sample respondent employees of select public and private sector banks.

**Results:** Ho: is accepted in this regard at 0.05 level of significance.

**Reason:** computed value of ‘p’ is greater than the table value of ‘p’ at 0.05 level of significance. Job satisfactional factors of sample respondent employees of public and private sector banks are not influenced by their educational qualification.
Motivational levels among the sample married and unmarried sample respondent employees of select public and private sector banks in Nellore district

Ho: There is no significant difference between the motivational levels of married and unmarried sample respondent employees of select public and private sector banks in Nellore district.

Results: Ho: is accepted at 0.05 level of significance.

Reason: ‘p’ computed is greater than ‘p’ critical value at 0.05 level of significance. Marital status of sample respondent employees of public and private sector banks does not have any impact on their motivational factors.

Job Satisfaction levels among the married and unmarried sample respondent employees of select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of marital status on the job satisfaction scores of the sample respondent employees of select public and private sector banks.

Results: Ho: is accepted in this regard at 0.05 level of significance.

Reason: computed value of ‘p’ is greater than critical value of ‘p’ at 0.05 level of significance. Marital status of sample respondent employees in select banks of both the banking sectors does not make any impact on their job satisfactional factors.

Caste and Motivational Scores of the sample respondent Employees of Select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of Caste on Motivational scores of the sample respondent employees of select public and private sector banks in Nellore district.

Results: in this regard Ho: is rejected at 0.05 level of significance.

Reason: calculated value of ‘p’ is less than the table value of ‘p’ at 0.05 level of significance and so, caste has a significant impact on job satisfaction.
Caste and Job Satisfaction Scores of the sample respondent Employees of Select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of Caste on the job satisfaction scores of the sample respondent employees of select public and private sector banks.

Results: in this regard Ho: is rejected at 0.05 level of significance.
Reason: calculated value of ‘p’ is less than the table value of ‘p’ at 0.05 level of significance. Hence caste has a significant impact on the satisfitional factors of sample respondent employees of public and private sector banks.

Family Occupation-wise Classification of Motivational Scores of the Sample respondent Employees of Select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of family occupation on motivational scores of the sample respondent employees of the select public and private sector banks.

Results: in this regard Ho: is rejected at 0.05 level of significance.
Reason: calculated value of ‘p’ is less than the table value of ‘p’ at 0.05 level of significance. Family occupation has no significant impact on the motivational factors of the sample respondent employees of the public and private sector banks in Nellore district.

Family Occupation-wise Classification of Job Satisfaction Scores of the Sample respondent Employees of Select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of family occupation on job satisfaction scores of employees of public sector banks and private sector banks.

Results: Ho: is accepted in this regard at 0.05 level of significance.
Reason: family occupation has no impact at all on the job satisfitional factors of the sample respondent employees of public and private sector banks in Nellore district.
The financial status and motivational scores of the sample respondent employees of select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of financial status of the family on motivational scores of the sample respondent employees of select public and private sector banks.

Results: Ho: is rejected in this regard at 0.05 level of significance.

Reason: financial status has a significant impact on the sample respondent employees of public and private sector banks in Nellore district.

Financial Status of the Family and Job Satisfaction Scores of the sample respondent employees of select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of financial status of the family on job satisfaction scores of the sample respondent employees of select public and private sector banks.

Results: Ho: is accepted in this regard at 0.05 level of significance.

Reason: ‘p’ computed is greater than ‘p’ critical. Financial status of the family has no significant effect on the job satisfactional factors of sample respondent employees of public and private sector banks in Nellore district.

Income and Motivational Scores of the sample respondent employees of select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of income on motivational scores of the sample respondent employees of select public sector banks and private sector banks.

Results: Ho: is accepted in this regard at 0.05 level of significance.

Reason: ‘p’ computed is greater than ‘p’ critical value at 0.05 level. Family income has no impact on the motivational factors of the sample respondent employees of public and private sector banks in Nellore district.

Income ranges and Job Satisfaction Scores of the sample respondent Employees of select Public and Private Sector Banks in Nellore district
Ho: There is no significant impact of income on job satisfaction scores of the sample respondent employees of select public and private sector banks.

Results: Ho: is accepted in this regard at 0.05 level of significance.

Reason: ‘p’ computed is greater than ‘p’ critical value at 0.05 level. Income level of the sample respondent employees of public and private sector banks has no statistically significant impact on the job satisfactional factors.

Native Area and Motivational Scores of the Sample respondent Employees of Select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of native area on motivational scores of the sample respondent employees of select public sector banks and private sector banks.

Results: Ho: is rejected at 0.05 levels of significance.

Reason: ‘p’ computed value is less than ‘p’ critical value at 0.05 level of significance. Native activity has an impact on the motivational factors of the sample respondent employees of public and private sector banks.

Native Area-wise Classification of Job Satisfaction Scores of the Sample respondent Employees of select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of native area on job satisfaction scores of the employees of select public and private sector banks.

Results: Ho: is accepted in this regard at 0.05 level of significance.

Reason: ‘p’ computed value is greater than ‘p’ critical value at 0.05 per cent level of significance. The native activity has no statistically significant impact on the job satisfaction factors of sample respondent employees of public and private sector banks.

Length of service and Motivational Scores of the sample respondent employees of select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of length of service on motivational factors of the sample respondent employees of select public sector banks.

Results: Ho: is rejected in this regard at 0.05 level of significance.
Reason: ‘p’ computed value at 0.05 level of significance is less than ‘p’ critical value. The length of service has significant impact on the motivational scores of the sample respondent employees of public and private sector banks in Nellore district.

- Length of service and Job Satisfaction Scores of the sample respondent employees of select Public and Private Banks in Nellore district

Ho: There is no significant impact of length of service on job satisfaction scores of the sample respondent employees of select public and private sector banks.

Results: Ho: is rejected in this regard at 0.05 level of significance.

Reason: p’ computed value at 0.05 level of significance is less than ‘p’ critical value. The length of service has significant impact on the job satisfactional factors of the sample respondent employees of public and private sector banks in Nellore district.

- Family Environment and Motivational Scores of the sample respondent employees of select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of family environment on motivational scores of the sample respondent employees of select public and private sector banks.

Results: Ho: is rejected in this regard at 0.05 level of significance.

Reason: p’ computed value at 0.05 level of significance is less than ‘p’ critical value. Family environment has significant impact on the motivational factors of the sample respondent employees of public and private sector banks in Nellore district.

- Family Environment-wise Classification of Job Satisfaction Scores of the sample respondent Employees of select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of family environment on job satisfaction scores of the sample respondent employees of select public and private sector banks.
Result: Ho: is accepted at 0.05 level of significance

Reason: ‘p’ computed value is greater than ‘p’ critical value at 0.05 level of significance. Family environment has no statistically significant impact on the job satisfactual factors of the sample respondent employees of public and private sector banks in Nellore district.

➢ Family Tension and Motivational Scores of the sample respondent Employees of select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of family tension on motivational scores of the sample respondent employees of select public and private sector banks.

Result: Ho: is accepted at 0.05 level of significance

Reason: ‘p’ computed value is greater than ‘p’ critical value at 0.05 level of significance. Family tension has no statistically significant impact on the motivational factors of sample respondent employees of public and private sector banks in Nellore district.

➢ Family Tension-wise Classification of Job Satisfaction Scores of the sample respondent employees of select Public and Private Sector Banks in Nellore district

Ho: There is no significant impact of family tension on job satisfaction scores of the select sample respondent employees of select public and private sector banks.

Result: Ho: is accepted at 0.05 level of significance

Reason: ‘p’ computed value is greater than ‘p’ critical value at 0.05 level of significance. The impact of the family tension on the job satisfactual factors of the sample respondent employees of public and private sector banks in Nellore district is insignificant.

➢ Motivational levels of the sample respondent employees of select Public and Private Sector Banks in Nellore district

Ho: There is no significant difference between the motivational levels of the sample respondent employees of select public and private sector banks.

Result: Ho: is accepted at 0.05 level of significance

Reason: ‘p’ computed value is greater than ‘p’ critical value at 0.05 per cent level of
significance. Motivational levels among the sample respondent employees of select public and private sector banks in Nellore district are insignificant.

- **Level of Job Satisfaction among the sample respondent employees of select Public and Private Sector Banks in Nellore district**
  
  **Ho:** There is no significant difference in the job satisfaction levels between sample respondent employees of select public and private sector banks.

  **Results:** Ho: is rejected in this regard at 0.05 level of significance.

  **Reason:** p’ computed value at 0.05 level of significance level is less than ‘p’ critical value. Job satisfaction levels among the sample respondent employees of public and private sector banks are significant.

- **Comparison between Motivational Scores and Job Satisfaction Scores of the employees of Public and Private Sector Banks in Nellore district**

  **Ho:** There is no significant difference between the motivational scores of the sample respondent employees of select public and private sector banks in the study area.

  **Result:** Ho: is accepted at 0.05 level of significance

  **Reason:** ‘p’ computed value is greater than ‘p’ critical value at 0.05 level of significance. The sample respondent employees of public and private sector banks in Nellore district are different significantly with regard to job satisfaction expressed by them.