Chapter VI

Summary of the Thesis
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6.1 Introduction

The banking industry is a highly regulated powerhouse that stabilizes the economic environment of nations around the world. Banks store sensitive, personal information about their clients, and commercial banks often house more valuable inventory, cash than other retail operations. Bank employees, from executives to tellers, must have a higher level of integrity and trustworthiness than employees in other industries.

As the time goes, competition is becoming very severe. Every organization is trying to build up enlightened group of employees who are innovative and creative. Every type of technique is made to motivate them. No doubt, high level of enlighten motivation can certainly bring success to the organization. The missing link between enlightened and motivated employee and the organizational success is the “commitment” of employee to the organization and its objectives. Once the employee is committed to the organization, employee will take genuine interest in the job; through his competence apply innovation and creativity to improve the value of the product and services so that the organizational objectives are met. This process is called as empowerment. Empowerment is the process of making ordinary employees to give extra-ordinary performance.

Employee satisfaction is an important success factor for all organizations. Employee satisfactions have been recognized to have a major impact on many economic and social phenomena, e.g. economic growth and higher standard of living. Companies must continuously concentrate on employee satisfaction in order to stay profitable. Employee satisfaction gives benefit for employees as well for the organization viz., they will care about the quality of their work, they will create and deliver superior value to the customer, and they are more committed to the organization.

6.2 Personal Profile of Employees

Out of 405 respondents, 56.8 per cent of the respondents were in the age group of below 30 years followed by 19.5 per cent were in the age group of 36 to 40 years. 17.5 per cent of the respondents were under the category of 40 to 50 years age group and
only 6.2 per cent were above 50 years age group. It has been inferred that below 30 years age category constitute more than half of the sample respondents.

It has been observed that 78.3 per cent of the respondents were male and 21.7 per cent were female category.

Among the respondents, 52.3 per cent of the respondents were unmarried and 47.7 per cent were married respondents.

It has been observed that 58 per cent of the respondents were Post Graduates followed by graduates (28.1%). A minimum of 13.8 per cent of the respondents had Professional Degree.

61.7 per cent of the respondents were the employees of private sector banks and 38.3 per cent of the respondents were public sector employees. The result shows that the private sector has plenty of more employment opportunities than the public sector.

Out of 405 respondents taken for the study, 43.5 per cent were assistant managers, 29.4 per cent were executives and remaining 27.2 per cent of the respondents were managers.

34.3 per cent of the respondents have had less than 3 years of experience, 28.9 per cent of the respondents had 3 - 6 years of experience, 22.5 per cent had above 9 years experience and 14.3 per cent of them had 6 – 9 years of experience in their job. More than 1/3rd of the respondents had an experience of below 3 years since majority of the respondents’ were in the age group of below 30 years.

It has been evidenced from the analysis, most of the respondents (85.2%) were permanent employees. Only 14.8 per cent of them were working under probation.

More than half (51.9%) of the respondents had monthly salary range between ₹ 20,000 – 40,000 followed by 26.9 per cent whose monthly salary has below ₹ 20,000. 11.1 per cent of the respondents were in the salary group range between ₹ 40,000 – 60,000 and only 10 per cent of the respondents’ salary were fall under the category of above ₹ 60,000.
70.4 per cent of the respondents’ income has considered as the primary source for the family since they are not having any earning members. Only 29.6 per cent of the respondents have other income source along with their income.

It is evidenced that 70.1 per cent of the employees had no designation in the trade union i.e. union leader, secretary or any other office bearers. Only 29.9 per cent of the employees have been holding the office bearers in the union.

6.3 Empowerment Components : Descriptive Statistics

Increased number of tasks to reduce monotony in work has been accepted by the employees as the best opportunity available for them in job enlargement. The enlargement or job rotation not only reduces monotony in their work also facilitate the employees to enhance themselves in their career.

In the Job enrichment, employees has accepted ‘Opportunity to hold RAA (Responsibility, Authority, Accountability)’ as the prospect accessible to them with the highest mean value of 3.972 (standard deviation 0.839). It can be concluded that employees have the chance to fix their responsibility, accountability and power in their respective jobs.

In the employee involvement, employees has given the highest mean score (4.2469) for Perfection in the work since they are responsible for the task concerned. They also accept that major satisfaction in life due to their designation in the bank.

Among the five skills, intellectual skill is scored highest mean value since the skill is the basic skill to carry out the task effectively.

Employees have been agreed that guidance given by the superior is very much helpful for dealing the various types of customers, since guidance has been given according to the need i.e. on day to day basis, type of customers etc.

Autonomy in determining the way of performing job has been accepted by the respondents as the main aspect in self-determination process. Job autonomy creates a sense of responsibility among the employees and plays an important role in enhancing the performance.
6.3 **Job Satisfaction Components : Descriptive Statistics**

In reality, employees are more satisfied when they enjoy the environment in which they work. Among the five facets of work environment, respondents has given highest score for “Feedback system followed in the organization” (mean value 3.733) with a least deviation (S.D.0.899). Respondents have least satisfaction over location of work since the area of Tirupur being the industrial area.

With respect to pay, promotion and other benefits enjoyed by the respondents, “job security” has the most satisfying factor (mean score 3.859 S.D.0.756). Giving an employee the assurance that their job is secure will most likely increase their job satisfaction.

In the inter-personal relationship of the respondents, “relationship with customers” (mean value 4.086) has been the most satisfying factor followed by the “co-operation with colleagues”.

With respect to use of skills and abilities, respondents perceived that they have most satisfied with the opportunity available to develop skills.

Among the various compartment related to work, “Job rotation” has scored the highest mean value (mean 3.795) followed by the “feeling of accomplishment”. Employees have been highly satisfied towards job rotation since they have an experience in all the sections/departments. They have least satisfaction towards transfer policies of the bank because frequent transfer made in the banks has been upset their family cultures since employees are transferred from one state to another state.

6.4 **Employee Performance Angles : Descriptive Statistics**

Among the various facets of performance of employees, ‘Report to duty on time’ has the highest score (mean value 4.6222) with the least deviation (mean value 0.4955) followed by ‘full attention for the work’. It can be concluded that employees have agreed that they performed their task effectively in respect to various angles i.e report the duty in proper time, full attention in work, assist & co-operate with co-workers, good communicator, quality of work, use of personal initiative and wellness success connection in their work. Employees accepted that their performance need further
improvements in the angles i.e. their approach, creativity potential, generating innovative products, self-confidence, handling the challenges in work etc.

6.5. Impact of personal variables on Employee Empowerment Components

Scores has been found out by adding the ratings given by the respondents for the statements in the employee empowerment components. Higher the scores indicate higher the agreement level on the component. To provide further statistical significance that has existed between the personal variables (independent variables) of the respondents and opinion on job empowerment dimensions (dependent variables), an analysis of the variances (ANOVA) and a ‘t’ test have been conducted to determine the existence of the degree of significant differences between these variables. The ANOVA has been carried out where the independent variables have been more than two in number. The ‘t’ test has ascertained the difference existing in the means of the two independent variables with respect to the empowerment components.

Summary of ANOVA

The age group of the employees has been insignificant association with job enlargement, job enrichment, involvement and training & guidance. Whether the age group of the respondents has been less than 30 years or in the ranges of above fifty years, the agreeability level of job enlargement factors has been almost similar. The result has been indicated that the age has significant association with competence and self-determination perspectives. Above 50 years age category employees have strong opinion towards these perspectives.

With regard to education, the null hypothesis has been accepted towards job enrichment and self determination. Education of employees has significant association with the opinion on job enlargement, involvement, competence and training & guidance. Under graduates have had a higher mean towards job enlargement strategies and training & guidance. Professional degree holders and post graduates have had a strong opinion towards involvement and competence respectively.

Considering designation, the respondents have almost similar opinion on job enlargement, enrichment and training program. The null hypothesis has been accepted towards
these dimensions of empowerment. Remaining dimensions i.e., involvement, competency, self-determination have significant association with designation. Manager category respondents have strong agreeability towards these three dimensions.

Experience of the respondents has not been associated significantly towards the enrichment strategies and involvement aspects. Experience has significant association with enlargement, competencies, training & guidance and self-determination dimensions. Employees of 3 – 6 years experience category have been perceived the enlargement strategies and the training program in their career. Employees’ having above nine years category has agreed that they have all the competencies and the capacity to make decisions in their job.

Monthly salary has been significantly associated with all the dimensions of empowerment. It means that monthly salary influences the level of empowerment. Monthly salary ranging from ` 40,000 – 60,000 group have higher mean score towards enlargement strategies and involvement aspects. Above ` 60,000 monthly salary category have comparatively strong opinion on job enrichment strategies, skills and abilities, training & guidance program and self determination aspects.

Summary of ‘t’ test

Empowerment dimensions i.e. job enlargement, enrichment, competence and self-determination have been insignificant relation with gender since the analysis proved the null hypothesis. Gender has been significant influence over involvement aspects and training & guidance programs. Male category employees have been strong opinion towards involvement aspects. Female employees have opined that they undergone the necessary training to carry out their task effectively.

While considering marital status as a personal factor, it has been insignificant association with job enlargement, enrichment strategies, involvement aspects, training & guidance and self-determination aspects. Null hypothesis framed for these dimensions has been accepted. Competence has been significantly associated with marital status. The result has proved that the married category have comparatively more skills and abilities to perform the task.
Job enrichment, involvement, training programs and self-determination aspects have insignificant association with type of bank i.e. either private sector bank or public sector bank. Type of bank has been significant association with job enlargement strategies and competencies. The result has indicated that the private sector employees have perceived the enlargement strategies and the public sector employees have strong opinion about their skills and abilities.

Irrespective of nature of employment, the employees of both category have almost similar opinion towards job enlargement strategies, enrichment, involvement, training program and self-determination aspects. The null hypothesis framed for these dimensions of empowerment has been accepted. Nature of employment has influence over competencies. Permanent category employees have strong opinion on their skills.

Job enlargement, enrichment, involvement and self-determination dimensions have been insignificant association with the income consideration. Employees whose income has considered as either primary income or supporting/additional income have almost similar opinion on the above dimensions. Competence and training program have significantly associated with the income consideration. Primary income group respondents have opined that they have comparatively more skills and enough training to handle their task.

All the dimensions of empowerment have significantly associated with office bearer in trade union. Office-bearer in trade union category respondents has strong opinion towards job enlargement, enrichment, competency, training program and self-determination aspects. Non-office bearer category has strong agreeability in involvement aspects being they have devoted their entire time to the concerned task.

6.6 Impact of Personal Variables on Job Satisfaction Components

To provide further statistical significance that has existed between the personal variables (independent variables) of the respondents and opinion on job satisfaction dimensions (dependent variable), an analysis of the variances (ANOVA) and a ‘t’ test have been conducted to determine the existence of the degree of significant differences. The ANOVA has been carried out where the independent variables have been more than
two in number. The ‘t’ test has ascertained the difference existing in the means of the two independent variables with respect to the job satisfaction dimensions.

**Summary of ANOVA**

Age has been insignificant association with working environment, inter-personal relationship and behavior of work. Other job satisfaction dimensions of benefits and use of skills have significant association with age. Respondents of above 50 years and 30 – 40 years category have been more satisfaction with the enjoying benefits and use of skills respectively.

The analysis has revealed that education has insignificant association with the benefits. The personal variable education also has significant association with satisfaction on working environment, inter-personal relation, use of skills and behavior of work. In this regard the null hypothesis has been rejected either at 1% or at 5% level of significant.

Designation and the satisfaction dimensions i.e. working environment, inter-personal relations, behavior of work have not been associated significantly. Benefits and usage of skills have significant association with designation. Manager and assistant manager category respondents have been highly satisfied with pay, promotion & other benefits and use of skills respectively.

The analysis has supported the null hypothesis towards experience and satisfaction on working environment & behavior of work. It means the respondents irrespective of experience have almost similar opinion on these dimensions. Remaining dimensions i.e. benefits & usage of skills have significantly associated with experience. Respondents of above nine years experience category and experience ranging from three to six years category have been highly satisfied with the dimensions of inter-personal relations and use of skills.

Monthly salary has significant association with all the dimensions of job satisfaction. Respondents of below ₹ 20,000 monthly salary group has showed higher satisfaction towards working environment and behavior of work. Monthly salary ranging from ₹ 40,000 – 60,000 group employees have shown strong opinion towards benefits, inter-personal relationship and use of skills.
Summary of ‘t’ test

The analysis has revealed that gender has not significant association with job satisfaction dimensions i.e., benefits, inter-personal relation, use of skills, behavior of work. Both male and female respondents have almost similar opinion towards these dimensions. Gender has significant association with working environment.

Marital status has insignificant relation with working environment, inter-personal relations and behavior of work. It has significant association with benefits and usage of skills dimensions.

While considering type of bank as the personal variable, the null hypothesis has been proved towards the dimensions of benefits and inter-personal relations, since the respective ‘t’ value has been lower than the table value. Remaining dimensions i.e. working environment, use of skills and behavior of work have significantly associated with type of bank. Private sector bank employees have been highly satisfied with working environment and public sector bank employees have been highly satisfied with use of skills and behavior of work dimensions.

Benefits, Inter-personal relations, use of skills and behavior of work have insignificant association with nature of employment. It supports null hypothesis. Working environment has been significant association with nature of employment. Employees who are under probationary period have strong opinion on working environment.

The null hypothesis has been accepted towards income consideration with satisfaction dimensions i.e, working environment, benefits, inter-personal relations, behavior of work. Employees whose income has considered as primary source category have been highly satisfied with use of skills than other category.

Office bearer in trade union category respondents have been insignificant association with working environment, benefits, inter-personal relations and behavior of work. Respondents of trade union office bearers have been highly satisfied with use of skills and abilities.
6.7 Impact of personal variables on Employee Performance Angles

Summary of ANOVA

When the ‘age’, is considered as the independent personal variable, the ‘F’ test has revealed a significant relationship with the job performance scores (F value 13.252 higher than the table value). The higher mean value of the above 50 years age group employees has indicated that their performance has comparatively better than other age groups.

The education level of the employees had a significant impact on job performance. The analysis revealed that the F-value has been higher than the table value and the null hypothesis has been rejected. The respondents of postgraduates have been performed well than other category respondents.

There have been varied opinions generated from the respondents with respect to job performance based on their designation. The analysis has revealed that the F-value has been higher than the table value and the null hypothesis has been rejected. It has been concluded that manager category respondents’ performance are comparatively better (mean value 54.01) than other designation. Usually managers are responsible for the performance of particular branch(bank) i.e. target for deposits, loans, selling of bancassurance products etc. So they have to perform their tasks accordingly and lead other employees to complete the task in time.

The higher F value (38.011) has indicated that the job performance scores vary significantly among the respondents differ in experience. The respondents of above 9 years category (mean value 55.87) felt that they perform better than other group respondents. It can be concluded that the employees who have more experience gives better performance in their task.

Considering salary, respondents with a monthly salary of above ₹ 60,000 group had a higher mean value (56.59) as compared to other groups. The result shows that F value (26.982) is higher than the table value (3.831) at 1% level, the null hypothesis has been rejected. It has been concluded that the respondents of higher salary group have the confident that they perform job well. The category consist mostly managers since they have more responsibility towards target achievement.
Summary of ‘t’ test

It has been inferred from the table no. 5.3.1(b), that the significant association has been found between job performance and the personal variables namely gender, marital status, nature of employment and trade union membership.

Respondents of male (mean 52.16) showed better performance than their counterparts. An additional responsibility in the family creates stress among female employees lead to performance than male employees.

With respect to marital status, married respondents (mean 52.72) had strong opinion on their performance, since they have age maturity and responsible for the family.

Public sector bank respondents (mean 53.57) believed that they carry out the job well. Due additional work load in private sector, employees’ performance has been lower.

Employees of permanent category and trade union office bearer category believed that they perform the job better than their counterparts. Both of these groups have more experience in banking.

While taking income as the primary source, calculated value of ‘t’ value is less than the table value. It supports that there is no significant association between income as the primary source and the job performance.

6.8.1 Correlation among Employee Empowerment Dimensions

Employee empowerment consist of various components i.e. job enlargement, enrichment, involvement, competence etc. Each factor has been considered important for the employees to be empowered. The contribution of each factor towards job empowerment has been studied by using correlation.

The correlation result of the Private Sector Bank revealed that competence (0.724) has been highly correlated with empowerment scores followed by decision making / self determination (0.711). Employee involvement component has the lowest correlation (0.474) with empowerment scores. It has been inferred that contribution of competence be the highest (52.42%) in employee empowerment, the lowest contribution being employee involvement (22.45%) towards employee empowerment.
In case of Public Sector Banks, the component job enlargement has the highest (0.750) correlation with employee empowerment followed by job enrichment (0.749). Employee involvement has the least (0.217) correlation with empowerment score. The contribution of job enlargement towards empowerment has maximum i.e. 56.25% compared with other components. In public sector bank, employees have been rotated from one job to another job or one branch to another branch frequently to meet the shortage of manpower.

6.8.2 Correlation among Job Satisfaction Facets

There are various dimensions or facets which determine the employees’ satisfaction. The contribution of each facet towards job satisfaction has been studied by using correlation. Correlation result of Private Sector Banks revealed that working environment (0.903) has been highly correlated with job satisfaction score followed by satisfaction on use of skills and abilities (0.855). Satisfaction towards behavior of work (0.462) has the lowest contribution with job satisfaction score. Other facets towards job satisfaction i.e. pay, promotion and other benefits, inter personal relationship etc., have contribute significantly towards job satisfaction.

The result discovered that all the components of job satisfaction have high correlation (i.e. above 0.50) with job satisfaction score. Public sector bank employees have more satisfaction towards use of skills and abilities since the correlation value (0.862) has maximum. Use of skills and abilities contributed 74.3% towards job satisfaction followed by working environment (73.44%). Inter-personal relationship has been the least contributor towards job satisfaction.

6.8.3 Correlation between Employee Empowerment Dimensions and Job Satisfaction Facets

Correlation between the components of employee empowerment and dimensions of job satisfaction has been studied to find the degree of relationship among the components. The correlation results show that there has been low to moderate level of correlation between employee empowerment and job satisfaction factors.
The correlation results show that there has been low to moderate level of correlation between employee empowerment and job satisfaction factors. The highest correlation has found between decision making and use of skills and abilities (0.564) at 1% level. The next highest correlation has found between employee involvement and pay, promotion and other benefits (0.501). The factor competence has insignificant relationship with working environment, benefits and inter-personal relationship. In private sector banks, employees properly use their skills and abilities to make prompt decision at their level.

Correlation result for Public Sector Bank shows that the component job enrichment has high correlation (0.616) with working environment followed by the job enlargement and behavior of work (0.583). The component inter-personal relationship has insignificant relationship with job enrichment, involvement. Competence and training & guidance have negative correlation with inter-personal relationship. It can be concluded that the employees need training to improve relationship with colleague and customers.

6.8.4 Correlation between Employee Empowerment, Job Satisfaction and Job Performance

In order to do that highly empowered and satisfied work force is an absolutely necessity for achieving a high level of performance. Empowered employee may get highly satisfied and perform well. In highly satisfied employee extend more effort to job performance. To know the relationship between empowerment, job satisfaction and job performance correlation has been carried out.

Correlation result of Private Sector Bank has indicated that employee empowerment score has the highest (0.610) correlation with job performance and have a moderate correlation (0.562) with job satisfaction score. It has been also found that job satisfaction has low correlation (0.186) with job performance. Empowerment leads to better job performance as well as higher job satisfaction. Employees’ performance depends on their level of empowerment. Employees of private sector banks have faced lot of challenges for attaining their target for which empowerment has been necessary to carry out their task in the competitive business.
It has been observed from the analysis of Public Sector Banks that employee empowerment has high correlation (0.721) with job satisfaction and a moderate correlation (0.525) with job performance. The Job satisfaction has a low correlation (0.451) with job performance. In public sector banks, empowerment leads to higher level of job satisfaction. The result supports that there has been a close relationship with empowerment and job satisfaction.

6.10 Multiple Regression Analysis

Multiple Regression analysis has been applied to find the impact of several Empowerment and Job Satisfaction factors on the opinion of the respondents on Job Performance. Empowerment variables namely Job Enlargement, Job Enrichment, Employee Involvement, Competence, Training and guidance and Decision making/Self Determination have included in the regression analysis. The factors relating to Job Satisfaction, namely, Working Environment, Benefits (Pay, Promotion and other benefits), Inter-personal Relationship, Use of skills and abilities and Behaviour of work have also included in the regression analysis. Stepwise Multiple Regression analysis has been used to find the appropriate variables to be included in the model.

Multiple Regression Analysis for Private Sector Banks

All the variables identified for the analysis have not been included in the equation. Out of eleven variables only seven variables (Competence, Behaviour of work, Job Enrichment, Use of skills and abilities and Inter-personal relationship, Working Environment and Benefits) has been included in the equation. From the regression analysis, it has been inferred that all the 7 predictor variables have significant effect on Job Performance either at 5% or 1% level. Individually, Competence has a positive effect on the opinion on Job Performance i.e., those who score higher on competence have also scored higher on Job Performance. Similarly, the variables i.e., Behaviour of work, Job Enrichment, Use of skills and abilities and Inter-personal relationship have positive effect on Job Performance. Whereas, the regression coefficients for variables Working Environment and Benefits are found to be negative indicating factor that those who have score higher on Working Environment or on benefits, have scored lower on Job Performance.
Multiple Regression Analysis for Public Sector Banks

Out of eleven variables only six variables namely benefits (pay, promotion & other benefits), competence, job enrichment, working environment, behavior of work and training program were included in the equation. The result has been indicated that among the six predictor variables, five variables i.e. benefits (pay, promotion & other benefits), competence, job enrichment, working environment and behavior of work) have significant effect on Job Performance either at 5% or 1% level. Individually, pay, promotion & other benefits has a positive effect on the opinion on Job Performance. That is those who score higher on pay, promotion & other benefits have also scored higher on Job Performance. Similarly, the variables job enrichment, behaviour of work and competence has positive effect on Job Performance. Whereas, the regression coefficients for variable Working Environment has found to be negative indicating factor that those who have score higher on Working Environment on average, have scored lower on Job Performance. Training & guidance have insignificant effect on job performance.

6.11. Discriminant Function Analysis

Discriminant Analysis was carried out to find out the important discriminate variables among the two groups (Private Sector and Public Sector) based on empowerment, job satisfaction and performance. To find out whether the discrimination either Private or Public was due to the components of empowerment (six variables), job satisfaction (five variables) and performance (one variable) and if so to find out the relative contribution of the above said twelve variables in discriminating the two groups.

In constructing the function all variables which contribute to differentiate these two groups maximally are examined. Among the several methods available for selection of variables, ‘Mahalanobis Minimum D Squared’ method was employed for this study. out of 12 variables considered for the analysis only 6 leaving the remaining variables as not contributing well in differentiating between the two types of banks or they are correlated among themselves (multicollinearity).

The analysis showed that the 87.6% of the respondents in the Private Sector Bank and 64.5% of the respondents in the Public Sector Bank have correctly classified and on the whole 78.8% of the respondents correctly classified the two groups.
The structure matrix indicated that ‘Job Performance’ is the maximum discriminating variable ($R^2\% = 16.48\%$) between Private Sector Bank and Public Sector Bank employees, followed by ‘Use of skills and abilities’ (12.25%) belonging to Job satisfaction and ‘Working Environment’ (11.49%) of Job Satisfaction in that order. Other variables (Behaviour of work 7.73%, Benefits 1.51% inter-personal relationship 0.01%) have least discriminating power for the discrimination between Private and Public Sector Bank employees. The factors relating to empowerment has not included in the matrix since these factors are not qualified the selection criteria.

### 6.12. Suggestions

In an increasingly globalized world, excellence and competitiveness have held the key for the survival of any sector. The banking sector has to fulfill the services needed by the economy. New services are continually being launched to satisfy the customers. The following suggestions have been given to the banker for promoting employee empowerment and enhance employees’ satisfaction.

- **Provide opportunities for enrichment and arrange the relaxation programs**

  Among the six components of empowerment, the employees have least experience in job enrichment and involvement. Banks (especially private sector) should give opportunities for enrichment. Banks can arrange yoga camp, meditation camp, entertaining programs etc., to make full involvement in the job.

- **Consider employees convenience at the time of transfer**

  Employees have least satisfaction over transfer policies. So the banks can consider employees convenience before making transfer.

- **Improve working environment**

  Employees opined that the working environment should be improved. The working environment should be made clean and safer. There should be proper work division in all departments.
• Allocate achievable task

Eventhough job enlargement is used to reduce the monotony in work, it also creates work pressure among the employees due to additional tasks. So the employees have to be considered while allocating additional tasks.

• Avoid shortage of manpower

Public sector banks have faced the problem of shortage of manpower. The banks are not providing the necessary services to its customers in time. It creates stress among the managerial cadre employees since they have been responsible for the bank (branch) performance. So the government can take necessary steps to fill the vacancies.

• Job rotation within the branch

Employees are shifted from one branch to another branch by means of job rotation for adjusting temporary vacancies. It leads to inconveniences for the employees. Banks can make job rotation within the branch.

• Offer guidance and counseling programs

Employees of the banks should be made free from not only fear of quality of performance but also from other types of fear generating in their minds. Guidance and counseling, quality consciousness awareness programs, psychological support can be provided to employees.

• Implement five day week work

The concept of five day week working can be implemented in banks so that the employees can give more time to themselves and their family and discharge other social responsibilities.

• Provide appropriate training

Training programs can be conducted in all the fields so that the employees can easily access each and every job when the job rotation takes place.
• **Reduce work burden**
  
  To avoid stress, the workload in the bank should be reduced so that the employees can give better performance.

• **Arrange recreational programs in the work place**
  
  To overcome monotonous in work, banks can arrange some entertainments, trips, celebrating functions at the work place.

• **Adopt measures to enhance team spirit and co-ordination**
  
  Banks should try to adopt measures to enhance team spirit, co-ordination among the employees and better humanistic consideration towards customers.

• **Appoint supportive staff**
  
  Banks can appoint supportive staff in every section so that the employees can be more focused to achieve the settled target.

• **Implement wage revision**
  
  The United Forum of Bank Unions (UFBU) has undergone a 48-hour all India bank strike on February 10 and 11, as the conciliation talks with the banks’ management regarding raise in wages remained inconclusive. The IBA (Indian Bankers Association) committee can take necessary steps to implement wage revision.

6.13. Scope for Further Research

It has been found employee empowerment as an important factor that enhances employee job satisfaction and has a positive impact on job performance, it is recommended that further studies should be carried with larger sample size than this study, more demographics factors can be added.

The results of this study have been useful for both private and public sector banks, the study can be extended to other non-banking service oriented organisation.

The study can also be done on other factors that may have direct or indirect impact on job performance.
Further study can be carried out with homogeneous sample i.e. on same designation about the impact of empowerment and job satisfaction on job performance.

6.14. Conclusion

“The magic formula that successful business has discovered to treat its employees like people and customers like guests”. The most important factor of productivity in organizations and in the society is human force. There is no doubt that the blossom of any society is in improving and growing human resources. In one hand, competitive environment and marvelous transformations in today’s world as well as the necessity to breed employees with self-management capabilities. Therefore the importance of employees is recognized by the service sector especially in the banking sector.

The public sector as well as the private sector banks have undergone a sea-change over the years. The change is more evident, in the case of public sector banks are forced to match steps with private sector banks to cope up with the emerging competition. This has meant a total attitudinal change for the employees. This has not been simple and has put new pressures and realities in front of the bank employees iced with a huge pile of inconsistencies. In the era of globalization there is need for employee empowerment in banks so that employees will be in position to make quick decision and respond quickly to any changes in environment. Employees empowerment is concerned with trust, motivation, decision making and breaking the inner boundaries between management and employees.

Job satisfaction is a very big concept as it includes various factors. The overall satisfaction of bank employees is associated with different factors of job satisfaction which includes nature of job, working environment, salary and incentives linked job, promotional methods, performance appraisal, relationship with other employees and management, and grievance handling etc., To conclude, findings of the study illustrate that employee empowerment leads to enhance job satisfaction and better performance. The present study will help to improve the process of empowering employees and enhancing job satisfaction in banking sector.