CHAPTER - VII

SUMMARY OF FINDINGS,
CONCLUSION AND SUGGESTIONS
SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

In the present day, the need for well developed and talented human resources is being felt profoundly important by the modern commercial banking industries which are functioning in a scenario characterized by global competition, innovative and wide variety of goods and services and ever changing technology; which are handled by committed human resource and in turn industries provide welfare amenities and social security measures for their wellbeing. Welfare amenities and social security measures are being provided as a dynamic and creative means to achieve increased productivity and profitability, improved morale and career advancement of employees, etc., and to achieve the overall goals of the banks. In the process of providing welfare amenities and social security measures, many challenging issues are being experienced, for example, whether the expenses incurred on welfare amenities and social security measures are to be treated as revenue expenditure or capital expenditure, how to retain the human resources once they are developed in the banks and how to overcome the resistance shown by the employees for undergoing the welfare amenities and social security measures. Against these challenges, there is a belief among management that employees are ready to accept the change. In order to understand the true state of affairs, the researcher was curious to examine the perspectives of the employees regarding welfare amenities and social security practices and measures and to see as to what extent the pertinent challenges in the process of welfare amenities and social security measures are being resolved and as to what extent the prevailing claims for welfare amenities and social security measures are empirically true. Nationalized banks in India have also undergone several structural changes, increasing
level of competition, wide variety of banking and non-banking products, increasing customer focus and market segmentation, even crossing national boundaries.

The present challenging opportunities before the Indian nationalized banking system emerged due to globalization-move, banking sector reforms, deregulation process and increasing use of information technology and computerization. All these aspects gave rise to the start of welfare amenities and social security measures in nationalized banks that would support the employees to have a safe, hygienic and good work atmosphere. The bank employees needed to be properly developed so as to handle new technology, to manage new risks attached, to cope up with wider markets and to incorporate professional touch. Employees are molding themselves according to the market needs and demands by sacrificing themselves to the banks. In this backdrop, the researcher undertook a study of welfare amenities and social security measures in nationalized banks, in order to know whether the banks are also committed towards the welfare and social security of their employees and the effectiveness and the real impact of various welfare amenities and social security measures on employees. Efforts were made by the researcher to study all these issues.

The following are the findings drawn from the demographic profile of the selected employees,

- **Age:** It was revealed from the study that, 46.8% of the respondents were of 46 years and above, 38.8% of respondents were between 36 and 45 years of age and 18.4% of the respondents were between the age
group of 24 to 35 years. Among the selected respondents, maximum belonged to the age group above 46 years indicating presence of experienced and matured workforce in banks.

- **Gender:** The study depicted that, 64.2 percent of the respondents were male and 35.8 percent of the respondents were female.

- **Educational Qualification:** The study revealed that, 57.8% of the employees were graduates, 14.2% were post graduates, 15.6% were M.B.A. qualified, 10.6% were B.E. graduates and 1.8% of the employees were M.Tech. As maximum employees were graduates they had a broader out look towards their work, attitudes, and views. The post graduates were 31.6% having increased awareness about their work profile, work environment and aspiration for growth.

- **Marital Status:** The study revealed that, 84.4% of the respondents were married and 15.6% of the respondents were unmarried.

- **Mother Tongue:** From the study it was found that, 76.6% of the respondents spoke Kannada, 2.8% spoke Hindi, 12.2% spoke Marathi, 4.6% spoke Telugu, and 3.8% spoke other languages. As maximum number of employees spoke kannada it is easy to communicate. It was also found that employees of different mother tongue knew to speak Kannada, Hindi and English which helped them in having good communication and co-ordination with their managers, colleagues and customers.
Length of Service: The study revealed that, 47.6% of the respondents had 21 and above years of experience, 30.8% of the respondents were having 10-20 years of experience and 21.6% of the employees were having below 10 years of experience. It was found that maximum numbers of employees were experienced and handled greater responsibilities with dedication and commitment towards their banks.

The major finding of the overall study has been summarized below,

I. STATUTORY WELFARE AMENITIES

The level of satisfaction from the six variables on statutory welfare amenities in the study revealed difference in the level of satisfaction. Out of the six variables included in statutory welfare measures four variables were considered to be highly satisfactory leading to positive attitude as given below,

<table>
<thead>
<tr>
<th>Rank</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>Drinking water facility</td>
</tr>
<tr>
<td>ii.</td>
<td>Availability of first aid box</td>
</tr>
<tr>
<td>iii.</td>
<td>Arrangement for disposal of waste and maintenance of spittoons</td>
</tr>
<tr>
<td>iv.</td>
<td>Provision and maintenance of lavatories</td>
</tr>
<tr>
<td>v.</td>
<td>Lunch room</td>
</tr>
<tr>
<td>vi.</td>
<td>Rest room</td>
</tr>
</tbody>
</table>

The employees agreed less for the remaining two variables,
➢ **Drinking Water Facilities:** The analysis revealed that, 78% of the respondents were satisfied and 22% were highly satisfied with the pure and hygienic water facilities provided to them throughout the year. The mean score was 4.22 and ranked 1 among all statutory welfare measures. The overall satisfaction level stood at 84.4 percent on five point scale.

Employees were highly satisfied with the drinking water facility that was safe and hygienically provided throughout the year. Banks had made suitable arrangements for drinking water and legibly written as “Drinking Water” in English and Kannada. This led towards being highly satisfied among all bank employees except some employees dissatisfied in the rural areas.

➢ **Availability of First Aid Box:** It was depicted from the study that, 74% of the respondents were satisfied, 17.4% of the respondents were dissatisfied, 8.6% respondents were highly satisfied and the average score of satisfaction for availability of first aid box was 3.73 and Likert scale score stood at 74.76 on a five point scale. Thus, it was found that, the satisfaction level stood highly satisfied among maximum number of employees.

➢ **Arrangement for Disposal of Waste & Maintenance of Spittoons:** It was found that, 73.4% of the respondents were satisfied with proper arrangements and disposal of wastes every day, 12.6% were dissatisfied as they had no proper maintenance for spittoons at the entrance of the banks, 11.8% were highly satisfied, and 2.2% were
highly dissatisfied specially in rural area banks. The mean score was 3.8, the rank was 3 and Likert scale score stood at 76 on a five point scale.

Thus, it was found that, the satisfaction level stood highly satisfied among maximum number of employees. Banks had made systematic arrangements for disposal of wastes and maintenance of spittoons leading the employees to work in a clean atmosphere. As all banks were modernized there was more awareness created for clean maintenance of banks and the researcher found that the employees expressed their satisfaction towards the facilities.

- **Provisions and Maintenance of Lavatories:** It was found that, 77.8% of the respondents were satisfied, 14% were highly satisfied, 6.2% were dissatisfied and 2% were highly dissatisfied as they were not maintained properly. The mean score was 3.96, the rank was 2 and Likert scale score stood at 79.12 on a five point scale.

Thus, all banks have complied with the provision of lavatories satisfying maximum number of employees. Provision of the lavatories were made in all the banks but further improvements had to be made in those banks were the dissatisfaction was due to not proper maintenance.

- **Lunch Room/ Separate Table to have Lunch:** From the study it was found that, 43.4% of the respondents were satisfied with the lunch room, 40.6% of respondents were dissatisfied, 8.4% of the respondents
were highly dissatisfied, and 5.6% were highly satisfied. The mean score was 2.97 and the rank was 5 and Likert Scale score stood at 59.44 on a five point scale.

Few of the employees were satisfied as they were provided with separate lunch tables to have their lunch while others were dissatisfied as they neither had separate lunch rooms nor tables to have lunch. This led to dissatisfaction among the employees.

- **Rest Room:** From the study it was found that, 92.2% of the respondents were dissatisfied, 3.4% of the respondents were highly dissatisfied, 2.8% did not express their opinion, 1.6% respondents were satisfied. The mean score was 2.03 and it was ranked 4 and Likert scale score stood at 59.44 on a five point scale.

Some of the employees being on medication needed rest for few minutes in case of some health problems but rest rooms were not provided in banks which led to dissatisfaction among many employees.

**II. NON-STATUTORY WELFARE AMENITIES**

The perception of bank employees towards non-statutory welfare amenities was highly satisfactory for five variables and dissatisfied towards two variables. The overall average score of all the seven variables was 24.19. The five variables found to be highly satisfactory were arranged in rank wise as under,
<table>
<thead>
<tr>
<th>Rank</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>Re-imbursement of medical expenses</td>
</tr>
<tr>
<td>ii.</td>
<td>Qualification pay</td>
</tr>
<tr>
<td>iii.</td>
<td>Leave fare concession</td>
</tr>
<tr>
<td>iv.</td>
<td>Union activities</td>
</tr>
<tr>
<td>v.</td>
<td>Project area allowances</td>
</tr>
</tbody>
</table>

The variables under less satisfaction level were ranked as under,

| vi.  | Medical facilities               |
| vii. | Safety measures                  |

➢ **Re-imbursement of Medical Expenses:** It was observed that, 63.6% of the respondents were highly satisfied, 28.6% were satisfied, 5.8% were dissatisfied, and 02% were highly dissatisfied, the average score of satisfaction for reimbursement of medical expenses was 4.46 with rank 1 and Likert scale score stood at 89.2 on a five point scale.

All employees were getting their medical expenses reimbursed but the time required for reimbursement was sometimes too long. But maximum employees were satisfied with re-imbursement facilities extended by the banks to them and their family members. The employees expressed positive attitude with the highest level of satisfaction among all the non-statutory welfare measures.

➢ **Qualification Pay:** It was found that, 54% of the respondents were satisfied with qualification pay, 28% were highly satisfied, 8.6% were dissatisfied, 7.6% did not express their opinion and 1.8% were highly
dissatisfied. The mean score was 3.98 and the rank was 2. Likert scale score stood at 79.56 on a five point scale.

Aspirants who desired to have professional qualifications were encouraged by providing financial assistance. Employee’s satisfied expressed positive attitude towards the facility provided. The researcher found that the positive attitude employees were influencing many colleagues to take up professional qualification; this led to increase in the number of qualified employees in banks.

- **Leave Fare Concession:** It was found that, 78.2% of the respondents were satisfied, 9.6% were highly satisfied, 5.4% did not express any opinion, 4.2% were dissatisfied and 2.6% were highly dissatisfied. The mean score was 3.88 and the rank was 3. Likert Scale score stood at 77.6 on a five point scale.

  There was a satisfaction among maximum employees. Employees expressed their satisfaction and stated even their family members were happy with this facility. But few of the employees expressed dissatisfaction as they expected this facility to be provided every year.

- **Union Activities:** It was observed that, 73.4% of the respondents were satisfied, while 18.2% were dissatisfied as they expressed union activities were not effective, 5.2% respondents were highly satisfied and 3.2% were highly dissatisfied. The mean score was 3.59 and the rank was 4. Likert scale score stood at 71.84 on a five point scale.
Unions were undertaking activities effectively. Employees actively participated in the union meetings and problems were discussed in the meetings and found ways to resolve the problems through face to face talk and collective bargaining, if problems could be resolved with the managers. Many times unions went on strikes to get their demands fulfilled; recently unions had undertaken strikes thrice in the year 2014 for hike in salary, work hours, number of working days, etc.

- **Project Area Compensatory Allowances:** It was observed that, 48.2% of the respondents were satisfied, 19.4% were dissatisfied, 12.6% did not share their opinion, 11.8% were highly satisfied and 8% of the respondents were highly dissatisfied. The mean score was 3.36% and the rank was 5. Likert scale score stood at 67.28 on a five point scale. Almost all the employees showed a positive attitude towards the allowances paid but still employees expected an increase in the allowances from time to time.

- **Medical Facilities:** It was observed that, 52% of the respondents were highly dissatisfied, 27.8% of the respondents were satisfied, 11.4% were highly satisfied, 8.2% were highly dissatisfied and 0.6% of the respondents did not express their opinion. The mean score was 2.82 and the rank was 4. Likert scale score stood at 56.44 on a five point scale.

Banks did not have their own hospitals. Employees had to get their treatment either in ESI hospitals or any private hospitals. This led to dissatisfaction as they had to move to metros to get treatment
for serious health problems, diseases or serious accidents as hospitals in the districts were not multi specialized and did not have all equipments needed for the operations or treatment of deadly diseases.

➢ **Safety Measures:** It was found that, 77.2% of the respondents were highly dissatisfied, 11.8% were dissatisfied, 2.8% respondents did not share their opinion, 2.2% respondents were highly satisfied and 6% were satisfied. The mean score was 2.10 and the rank was 7. Likert scale score stood at 41.92 on a five point scale.

Safety measure being one of the most important requirements in the banks, had to be fully secured but the researcher found that the banks did not provide all safety measures. Banks had fixed the cameras but few were not working, few others were of low definition were it could not capture the pictures clearly and could not be used as a proof in case required, there was availability of only one currency deduction machine in each branch and in case it is not working properly they had no other means to check and in many branches only small capacity machine was provided this machine took lot of time to count bundles of notes leading to waste of time and customers complaining the cashier for not doing the work quickly. On an overall the employee's satisfaction level stood lowest among all the non-statutory measures.

From the results, it was concluded that the non-statutory welfare amenities were satisfactory while certain immediate measures had to be undertaken towards medical facilities and safety
measures. As safety being one of the most important requirements in
the banks.

III. COMPENSATION AND ALLOWANCES

The level of satisfaction from the six compensation and allowances variables it was found that there was no much difference in the satisfaction level. Here the study revealed an opposite view that the average level of satisfaction was found lower for all the variables except housing allowances. The level of satisfaction in terms of percentage ranged from 33 to 37.84, except housing allowance showing 78.36 percent. The average score of all the six variables stood at 12.85. Based on the ranking order the variables were found as below,

<table>
<thead>
<tr>
<th>Rank order</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Housing allowances</td>
</tr>
<tr>
<td>2.</td>
<td>Compensation on transfer</td>
</tr>
<tr>
<td>3.</td>
<td>Washing allowances</td>
</tr>
<tr>
<td>4.</td>
<td>Compensation for loss/damage of goods on transfer</td>
</tr>
<tr>
<td>5.</td>
<td>Transport allowances and Halting allowances.</td>
</tr>
</tbody>
</table>

➢ **Housing Allowances:** It was observed that, 46.2% of the respondents expressed satisfaction, 31.8% were highly satisfied, 15.2% were dissatisfied, 1.4% were highly dissatisfied and 5.4 % did not express any opinion. The mean score was 3.92 with rank 1 and Likert scale score stood at 78.36 on a five point scale.
From the results it was found that, the housing allowances were satisfactory among many employees while few were dissatisfied as they expected increase in the allowances as per the market rates.

- **Compensation on Transfer:** It was found that, 87.2% of the respondents were dissatisfied and 12.2% were highly dissatisfied, 0.4% were highly satisfied and 0.4% were satisfied. The mean score was 1.89 and the rank was 3. Likert scale score stood at 37.84 on a five point scale.

Every time an employee got transferred they had to bear some expenses from their pockets, the allowances granted did not match with the compensation paid. Compensation did not financially support them as the stipulated weights fixed was too less and the goods to be transferred was too heavy and they had to incur the cost from their personal pockets.

- **Washing Allowances:** It was observed that, 57% of the respondents were dissatisfied, 18.6% were highly dissatisfied, 15.8% were satisfied and 8.6% respondents did not share any opinion. The mean score was 2.37 and rank was 2. Likert Scale score stood at 37.12 on a five point scale. It can be interpreted that the allowances granted did not match the expenses incurred throughout the month as the cost of laundry was more than the allowances granted.

- **Compensation for Loss/ Damage:** It was observed that, 80.8% of the respondents were dissatisfied and 18.4% of the respondents were
highly dissatisfied, 0.4% were satisfied and equally 0.4% employees were highly satisfied. The mean score was 1.84 and it holds rank 4. Likert scale score stood at 37 on a five point scale.

Thus it was found that, the satisfaction level stood lower dissatisfying maximum number of employees. Employees were getting the compensation for loss/damage of goods on producing the bill. The bill got sanctioned and in case of loss of bill a fixed lump sum amount was paid to the employees but the cost of the goods lost and amount reimbursed had a great difference leading to lot of dissatisfaction among employees. This dissatisfaction towards compensation paid spread a negative attitude among employees.

- **Transport Allowances:** It was observed that, 65% of the respondents were dissatisfied and 34% of the respondents were highly dissatisfied, 0.6% were satisfied and 0.2% were highly satisfied. The mean score was 1.68 and the rank was 6. Likert scale score stood at 33 on a five point scale. Thus, it was found that, the satisfaction level stood lower dissatisfying maximum number of employees,

- **Halting Allowances:** It was observed that, 63.6% of the respondents were dissatisfied and 35.8% of the respondents were highly dissatisfied. The mean score was 1.66 and it holds rank 5. Likert scale score stood at 33 on a five point scale.

Halting in lodge was expensive so to avoid such unnecessary burden on the employees banks reimbursed the halting allowances as they had been on duty but the amount reimbursed did not get them a
decent lodge wherein employees had to spend some more money from their pocket and fetch a good lodge. Employees expected higher halting allowances to be paid as they were on duty. A better halting allowance would help them to stay in a good and decent lodge. But insufficient allowances de-motivated employees to go to other places on work as they had to pay halting allowances from their pockets.

VI. SOCIAL SECURITY MEASURES

The social security measures provided to the employees were found to be highly satisfactory with 80.44% and above and the overall average score of all the four variables was 14.6. The three variables were found to be highly satisfactory while only Employee Provided Fund stood to be dissatisfied. Based on the ranking order the variables were found as under,

<table>
<thead>
<tr>
<th>Rank</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Maternity Benefit</td>
</tr>
<tr>
<td>2.</td>
<td>Compensation Package</td>
</tr>
<tr>
<td>3.</td>
<td>VRS</td>
</tr>
<tr>
<td>4.</td>
<td>Employee Provident Fund</td>
</tr>
</tbody>
</table>

**Maternity Benefits:** It was found that, 77.8% of the respondents were satisfied, 17.4% of the respondents were highly satisfied, 3.6% were dissatisfied and 1.2% were highly dissatisfied. The mean score was 4.06 and holds rank 1. Likert scale score stood at 81.32 on a five point scale. It was interpreted that the employees were satisfied with the maternity benefits granted by the banks.
- **Compensation Package:** It was observed that, 90.4% of the respondents were satisfied, 8.2% were highly satisfied, 1.4% were dissatisfied. The mean score was 4.05 with rank 2. Likert scale score stood at 81.08 on a five point scale. It was interpreted that the compensation packages granted by the banks have to be renewed once again.

- **VRS:** Here, 94.2% of the respondents were satisfied, 4.6% of them were highly satisfied and 1.2% were dissatisfied. The mean score was 4.02 with rank 3. Likert Scale score stood at 80.44 on a five point scale. Employees viewed it as good negotiation between the stressed employee who intended to go out and the happy management looking for fresh talented employees.

- **Employee Provident Fund:** It was observed that, 83.2% of the respondents were dissatisfied, 13.8% of the respondents were highly satisfied, 2.4% were satisfied and 0.6% of the respondents were highly dissatisfied. The mean score was 2.46 and rank 4. Likert scale score stood at 49.12 on a five point scale. Employee Provident Fund was not satisfactory and employees demanded the old pension policy to be bought into force again.
VII. WORKING HOURS

It was found that, 50.6% of the employees worked for 48 - 55 hours a week, 27.6% of the employees worked for 56 - 60 hours a week and 21.8% of them worked for 60-65 hours a week. The employees had no fixed hours of work, they worked up to 6:30pm and sometime even for long hours. Employees found it as hectic work schedule with excess stress. Some of the employees travelled from their native to different districts/taluka / villages/ cities of their respective banks, these employees found long hours of work leading to missing their trains/ buses and reaching homes in late nights and again moving from homes in the early morning. This had a negative effect on the health and personal life of the new mothers, ladies and elderly employees. The average score was 2.69 and satisfaction level stood at 53.76 on five point scale showing dissatisfaction especially among women employees and employees who travelled from other places.

VI. TRANSFERS

It was found that, 57% of the respondents got transferred every 3 years, 19.2% got transferred every 4 years, 14.6% got transferred every 5 years, 6.4% got transferred every 2 years, and 2.8% got transferred once in 6 years. Transfers were unavoidable and it was compulsory for every employee to get transferred every 3 years as per rule. But during the survey it was found that, all employees did not get transferred every 3 years, there was disproportionate time period of transfer of employees leading to a sense of feeling of discrimination being made among employees. Few of the employees did not get transferred even though they applied for transfers after completion of their transfer
time period. The average score was 2.75 and satisfaction level stood at 54.96 on five point scale showing dissatisfaction among many employees.

VII. WORKLIFE

The employees showed a higher level of satisfaction over seven variables for worklife. The level of satisfaction in terms of percentage ranged from 75.36 to 64.8, the average score for all seven variables stood at 6.94. Based on the ranking order the variables were found as below,

<table>
<thead>
<tr>
<th>Rank order</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Open door Policy</td>
</tr>
<tr>
<td>2.</td>
<td>Job rotation</td>
</tr>
<tr>
<td>3.</td>
<td>Attitude of managers and Awards and recognitions</td>
</tr>
<tr>
<td>4.</td>
<td>Training and development</td>
</tr>
<tr>
<td>5.</td>
<td>Communication of policies/ roles/ responsibilities/ sensitive issues by manager.</td>
</tr>
<tr>
<td>6.</td>
<td>Working with different generation employees leads to knowledge gaining.</td>
</tr>
</tbody>
</table>

From the results it was concluded that,

➢ **Open Door Policy:** It was observed that, 41% of the respondents were satisfied, 32.2% of the respondents were highly satisfied, 18.2% of the respondents were dissatisfied, 5.2% of the respondents were highly dissatisfied and 3.4% respondents did not share any opinion. The mean
score was 3.76 and it ranked 1. Likert Scale score stood at 75.36 on five point scale.

Open door policy plays a vital role in maintaining harmony among the managers and the employees. Employees could walk into manager’s cabin anytime they came across problems/queries. It was observed that, though this policy was implemented in banks the managers were always busy with clients & work, and had no time to talk with their employees, and it was also found that few managers were very moody. This resulted into having open door policy in their banks but was of no use to the employees.

➤ **Job Rotation:** It was observed that, 45.2% of the respondents were satisfied, 26.4% of the respondents were highly satisfied, 20.4% of the respondents were dissatisfied, 6.2% were highly dissatisfied and 1.8% did not share their opinion. The mean score was 3.65 and its rank was 2. Likert scale score stood at 73.04 on a five point scale.

From the survey it was found that, job rotation helped in personal growth and prepared employees to be competent to handle any responsibilities assigned. Employees were of the opinion that job rotation was helping them in gaining new knowledge. But few of the employees were dissatisfied stating that, it led to imperfection in handling responsibilities due to frequent movement from one role/responsibilities to another. They were of the opinion that learning was a continuous process and putting years of experience in a particular job/role/responsibility would help them in getting perfection and not just working for few months would help them in getting perfection. In the overall survey it was found that, maximum numbers of employees
were optimistic and readily accepted job rotation with an aspiration to learn new thing every day and get perfection in all areas of responsibilities within few years.

➢ **Attitude of Managers:** The survey revealed that, 46.6% of the respondents were satisfied, 21.4% respondents were highly satisfied, 19.6% were dissatisfied, 9.2% respondents did not express their opinion, 3.2% were highly dissatisfied. The mean score was 3.63 and holds rank 3. Likert Scale score stood at 72.68 on a five point scale.

Positive attitude of the managers led towards development of positive attitude among their employees. Maximum number of the managers had a positive attitude and motivated their employees to take up the job responsibilities with enthusiasm, being optimistic towards their career, building up a culture of doing the job with enjoyment rather than as a burden, thus positive attitude was spread among employees in the banks. Many employees stated they developed positive attitude looking at their managers. Many positive attitude managers during the survey stated, “If our attitude is positive, things will look brighter and ways will be clearer”. While it was reverse in few of the branches where managers did not carry a positive attitude, disrupting the work atmosphere leading employees to tensions, work load stress, mistakes, loosing of temper and conflicts with customers.

➢ **Awards and Recognitions:** It was observed that, 45.6% of the respondents were satisfied, 23.8% were dissatisfied, 11.4% were highly dissatisfied, 10.8% did not share their opinion and 8.4% were highly
satisfied. The mean score was 3.63 and it ranked 3. Likert scale score stood at 72.68 on a five point scale.

Awards and recognitions were provided to the banks as a whole and not to particular branch or employees. The credit of success of a bank was said to be from the contribution of all branches and no single branch was getting special awards or recognition. This demotivated some of the employees expecting they should be recognised and awarded. While many of the employees took it in a broader outlook stating working in an awarded bank itself is accepted as best employees where they could pat themselves as it’s a team work carried throughout the country by number of dedicated employees.

➢ **Training and Development:** It was observed that, 58.2% of the respondents were satisfied, 15% were dissatisfied, 13.6% were highly satisfied, 9.4% respondents did not respond and 3.8% respondents were highly dissatisfied. The mean score was 3.62 and it ranked 4. Likert Scale score stood at 72.56 on a five point scale.

Training and development programmes were regularly organised. Employees were sent for training & development programmes when ever new software was introduced and new offer, services etc., were launched. Special development programmes were also conducted to handle customers, sensitive issues etc. Some of the employees were dissatisfied as everyone did not get a chance to attend the training and development programmes. Some of the employees were sent regularly for training programmes while some were not sent even once. This led to low morale and dissatisfaction among employees.
Clarity and Transparency in Communication of Policies/Roles/Responsibilities/Sensitive Issues by Manager: It was observed that, 40.2% of the respondents were satisfied, 25.4% respondents were dissatisfied, 14.4% respondents were highly satisfied and 9.8% of the respondents were highly dissatisfied. The mean score was 3.24 and it holds rank 5. Likert Scale score stood at 64.8 on a five point scale.

Communication has a crucial impact in enhancing the banks outcomes. From the study it was found that, all the policies/sensitive issues were communicated to all the employees by the manager either by calling them personally in their cabin to discuss the matter or by holding meetings. The days job roles & responsibilities of each employee were sometimes communicated at the bank opening times when the customers were waiting for them in the banks, communications at peak hour was disturbing the employees. On the other side the manager stated, due to heavy work pressure and last minute communication of the leave of an employee led to delay in the communication of information. But on an overall, the employees expressed dissatisfaction as they were not communicated on time.

Working with Different Generation Employees (Leads to Knowledge Gaining): It was observed that, 48.2% of the respondents were satisfied, 23.2% were dissatisfied, 11.8% were highly dissatisfied, 10.8% were highly satisfied, and 06% respondents did not share any opinion. The mean score was 3.23 and was ranked 6. Likert Scale score stood at 64.6 on a five point scale.
Many of the employees expressed that, working with different generation employees helped them to gain and share their knowledge and experiences with each other, while dissatisfied youngsters said elderly people were not quick learners due to which their work got delayed while elderly employees said youngsters were aggressive, impatient and reluctant to share knowledge, while few others were of the opinion that sometimes it was good & sometimes it was difficult to work with different generations as things differed from time to time and situation to situation. It was observed that though with all differences of opinion employees were supporting and helping each other in teaching, learning and completing the work on time.

VIII. GENERATING NEW IDEAS

The level of satisfaction from the three variables of generating new ideas showed no differences in the satisfaction level. The study revealed that the level of satisfaction was found to be lower for all the variables. The level of satisfaction in terms of percentage ranged from 39.64 to 41.06. The average score of all the three variables stood at 6.09. The reasons for the dissatisfaction was found to be as under,

➢ Motivation to Generate New Ideas: It was observed that, 63.4% respondents were dissatisfied, 22.8% were highly dissatisfied, 11.6% were satisfied and 2.2% did not comment. The mean score was 2.03 and was ranked 2. Likert scale score stood at 40.52 on a five point scale.

Managers played a vital role in motivating the employees to generate new ideas in banks. It was found that many employees had positive opinion as they were motivated to generate new ideas by their
managers. Respondents were satisfied with the motivation extended by their managers while others were dissatisfied as their managers expected best results only from their routine work. This hampered the talented employee’s ideas.

➢ **Knowledge Sharing Sessions:** It was observed that, 66% respondents were dissatisfied, 20.2% were highly dissatisfied, 7.2% were satisfied, 3.6% were highly satisfied and 3% did not comment. The mean score was 2.08 and was ranked 1. Likert scale score stood at 41.6 on a five point scale.

From the study it was found that, rarely some knowledge sharing sessions were being held in the banks. Many employees said as they were overloaded with work, they had no time for all such activities. While some employees said whenever they had problems which needed immediate solutions, meetings were held after the working hours especially on same day or Saturday’s were in employees were asked to share their knowledge as well express their views on handling various issues in the banks. In the same meetings employees were motivated to put forward their problems if any and suggestions were sought to overcome them. This type of sessions motivated many employees as their knowledge could be shared and many times it was accepted and implemented which led to high morale and a sense of belongingness in the bank. But on the other hand, as these meeting were called at the short notice and meetings went on for long hours many employees were reluctant to share knowledge as it would be too late to reach their home and some had personal commitments. Employees expressed dissatisfaction towards
calling meeting at the short notice while in some banks such sessions were absolutely not held.

➢ **“Tell Me Box” Wherein You Can Write Things that You Are Unhappy & Need a Change:** It was observed that, 91% were dissatisfied, 5.4% were highly dissatisfied and 3.6% did not comment. The mean score was 1.98 and it was ranked 3. Likert scale score stood at 39.64 on a five point scale.

These types of “tell me box” was not found in any of the banks rather it was said such boxes were of no use, as they had open door policy, employees could walk in directly and discuss their problems. While many employees found it to be necessary in their banks as all issues could not be discussed and they could not pin point anyone directly. If this box was available they could express their dissatisfaction without disclosing their names and find a solution to their problems and have a friendly and healthy work environment. Most of the employees were dissatisfied due to non availability of tell me box.

**IX. WOMEN EMPLOYEES WORKLIFE**

The study undertaken to analyse the issues related to the women employees in particular and to a surprise it was found that out of six variables women employees expressed satisfaction towards only two variables i.e., feel secured working in banks and handling of issues related to harassment, while rest remained dissatisfactory. The overall
average score was 15.41. The reasons for satisfaction and dissatisfaction were as follows,

- **Secured Working in Banks:** It was observed that, 56.4% of the respondents were satisfied, 28.5% respondents were highly satisfied, 8.9% respondents were dissatisfied, 4.5% respondents were highly dissatisfied, and 1.7% respondents did not express their opinion. The mean score was 3.96 and it ranked 1. Likert scale score stood at 79.11 on a five point scale.

  Security of women employees has been one of the greatest concerns today. During survey it was found that, maximum number of the employees were of the opinion that banks were safe place to work, while dissatisfied employees said they sometimes came across conflicts with the customers and few among them were out stationed employees travelling up-down every day who found it to be unsafe to work in banks.

- **Handling Issues Related to Harassment:** It was observed that, 72.1% of the respondents were satisfied, 11.7% respondents were dissatisfied, 7.3% respondents were highly satisfied, 5% respondents did not share their opinion, and 3.9% respondents were highly dissatisfied. The mean score was 3.67 and was ranked 2. Likert scale score stood at 73.40 on a five point scale. Banks have setup institutional framework for preventing any type of harassment on employees. Maximum of the women employees expressed that they did not come across any type of harassment in their banks.
➢ **Ladies Room**: It was observed that, 53.6% of the respondents were dissatisfied, 30.2% were highly dissatisfied and 16.2% respondents did not share any opinion. The mean score was 1.86 and it was ranked 5. Likert scale score stood at 37.21 on a five point scale. Ladies room being one of the basic necessities for ladies in the workplace, such room was not provided in any of the banks which led to lot of dissatisfaction among maximum number of women employees.

➢ **Maternity Leaves**: It was observed that, 66.5% of the respondents were dissatisfied, 15.6% were highly dissatisfied and 17.9% were satisfied. The mean score was 2.2 and it was ranked 3. Likert scale score stood at 44.02 on a five point scale.

   It was found that, all employees received maternity leaves but maximum employees were dissatisfied as they expected increase in maternity leaves and reduced procedure and time period for acceptance of leave applications and granting leaves in case of medical problems.

➢ **Flexible Work Hours as New Mothers**: It was observed that, 78.8% respondents were dissatisfied, 15.6% were highly dissatisfied, while 5.6% respondents did not share any opinion. The mean score was 1.89 and it was ranked 4. Likert scale score stood at 37.99 on a five point scale.

   Flexible working hours to new mothers helps in worklife balance practices, leading to effective commitment towards the banks and decrease in turnover intensions as they could easily balance their
personal life and professional life. Many employees expressed dissatisfaction as they did not get any flexible work hours.

- **Reduced Working Hours as New Mothers:** It was observed that, 83.2% respondents were dissatisfied, 16.8% were highly dissatisfied. The mean score was 1.83 and ranked 6. Likert scale score stood at 36.65 on a five point scale.

  It was found that, women employees were highly dissatisfied as they did not get any reduced work hours nor reduced workload. They had to work even after the working hours due to heavy workload, their personal life got affected and no alternatives for sharing of responsibilities was made by the managers even though they were aware of genuine reasons to move to home after working hours. Many new mothers did not expect reduced working hours but expected co-operation from the managers to assign the workload as much as they could complete within the working hours. Due to non co-operation from the managers nor the colleagues to share their workload, the new mothers got pathetically affected especially the new mothers who travelled from their natives to other cities/districts/talukas.

**X. HEALTH ISSUES**

The study revealed that the level of satisfaction from the four variables of health issues showed lower level of satisfaction. The level of satisfaction ranged from 40.32 to 36.04. The average score of all the four variables stood at 7.67. The reasons for dissatisfaction was found to be as under,
➢ **Workload**: It was observed that, 57.2% of the respondents were dissatisfied, 27.4% respondents were highly dissatisfied, 13.6% respondents were satisfied and 1.8% respondents did not share their opinion. The mean score was 2.02 and was ranked 1. Likert scale score stood at 40.32 on a five point scale.

Employees expressed having heavy workloads in their banks sometimes they were expected to work more than their capacity; this led towards affecting the health of employees leading to dissatisfaction among many employees.

➢ **Stress Management Session**: It was observed that, 72.2% respondents were dissatisfied, 23.8% were highly dissatisfied and 4% did not share their opinion. The mean score was 1.80 and was ranked 4. Likert scale score stood at 36.04 on a five point scale.

In the survey it was found that, the employees were undergoing stress but no steps were taken to help the employees to handle stress. It was expected by maximum employees that stress management sessions should be organised so that they could readily manage their stress and give their best in return. But absence of stress management sessions led to lot of dissatisfaction among many employees.

➢ **Recreational Facilities**: It was observed that, 95.2% respondents were dissatisfied, 2.2% were highly dissatisfied and 2.6% did not comment. The mean score was 2.00 and was ranked 2. Likert scale score stood at 40.08 on a five point scale.
Recreational facilities provide an opportunity to the employees to develop a sense of physical and mental discipline. In the study it was found that, no recreational facilities were provided to the employees. This led to dissatisfaction among many employees.

- **Yoga Classes:** It was observed that, 81.2% respondents were dissatisfied, 16.8% were highly dissatisfied and 2% did not share any opinion. The mean score was 1.85 and it ranked 3. Likert scale score stood at 37.04 on a five point scale.

As employees were undergoing lot of stress due to heavy workload, stress and mental tension lead to many health related problems, employees expected yoga classes to be organised. As no such classes were organised maximum employees were dissatisfied.

**CONCLUSION**

The conclusion has been drawn from the information gathered throughout the study on employee welfare amenities and social security measures in select nationalized banks of Hyderabad Karnataka Region. The study was conducted with specific objectives. In the study it was found that select nationalized banks have adopted all the statutory provisions specified in the factories Act. Almost all the provisions were complied except rest room and lunch room.

Select nationalized banks have also provided non-statutory welfare measures on a voluntary basis, which needs to be improved as per the changing demands of the employees.
Employees were also provided with allowances and compensations which was dissatisfactory among employees. Steps should also be taken to provide better allowances and compensations, Management should recruit more human resource to reduce the work hours and workloads. All the social security measures extended to employees were highly satisfactory.

The employees worklife in the banks leading to their welfare, such as job rotation, open door policy, training and development, communication, attitude of managers, awards and recognitions motivation to generate new ideas were satisfactory but slight broadmindedness in the attitude of the managers and employees was required to have a happy and highly satisfactory worklife.

Women employees’ worklife in the banks were found to be less satisfactory, their issues have to be addressed immediately so as to retain the talented and dedicated employees.

Employees being the assets of the banks were overloaded with huge work leading to stress and non availability of recreational facilities or yoga classes for safe and balanced health, have highly dissatisfied many employees.

Based on the overall study it was concluded that all select nationalized banks were very serious about the welfare of their employees and were committed towards the well being of their employees and all possible facilities would be extended to the employees at the earliest as it had started
providing various measures in metros it would be extended to Hyderabad Karnataka Region also.

**SUGGESTIONS**

Management must realize the importance of good working facilities for achieving greater productivity and efficiency, as an employee spends about eight to ten hours at the place of work. Employees must be provided with best facilities which help in maintaining a good health and keep them interested in work. Based on the findings of the study the following suggestions are made,

1. Managers should clearly communicate the information on current and future policies to the employees’ on-time through a user friendly version like intranet, cell phones and a paper version of the same information should be provided to the employees so that they can keep the printed copy with them for remembrance or references as and when required. This will help employees to be less dependent on manager/colleagues for information.

2. More employees have to be recruited based on the workload of the banks as employees were overloaded with work more than their capacity which was leading to stress.

3. The culture of long working hours existing in the banks must be eliminated.
4. It is believed that, health is wealth and same need to be taken care by the banks by organising regular health checkup camps.

5. There should be an increase in conveyance allowances every year as per the increase in petrol & diesel prices.

6. High definition cameras should be installed in all banks so that employees can work with less tension, less stress and perfection.

7. Employees have to be paid with overtime allowances, which will boost the morale of the employees to be more committed to work for long hours.

8. There should be proper planning of workload. It should be realistic and reflect time spent on handling roles and responsibilities.

9. Transparency and common rules should be applied for all employees during transfers.

10. Banks should create a healthy atmosphere in respect of training and development. Opportunities for training and development should be provided as a facility for self development of employees. The opportunity of training facilities should be provided to each and every employee and employees should be deputed for such programmes through ‘careful selection’.

11. There is requirement to create awareness among employees to attend management courses as an additional qualification to improve their performance.

12. Management can also make use of new technology, like cell phones, smart phones, blackberries etc., and training can be provided to
employees on etiquette, realistic priorities, reasonable deadlines, agendas, meetings, circulars etc., on these technology, so that employees can keep themselves learning regularly.

13. Managers must take utmost care while handling employees. Managers should not discuss sensitive issues/ personal issues of employees in front of all employees, rather call them in cabin and discuss the matters privately so that the employees do not feel embarrassed or insulted in front of their colleagues.

14. Generation gap should not arise in the banks as they have to work in teams. Managers should sometimes hold informal meetings separately for different generations and try to make them understand that both need to learn from each other and some other time hold meetings in common for all generation and remove the gap by making each generations importance highlighted. Such type of meetings will help in understanding each other as well as create a learning atmosphere.

15. Though open door policy was implemented and was in practice still care needs to be taken by managers to avoid moody attitude towards their employees.

16. Managers should motivate employees to generate new ideas, if not big ideas at least small new ideas should be encouraged to be developed, to overcome day to day problems, this would give an opportunity to the employees to bring out the creative ideas of the employees and getting recognition among the colleagues, indirectly increases the
morale of the employees and be active towards work atmosphere and become more committed.

17. Knowledge sharing sessions should be regularly organised in the banks so that employees will have updated knowledge.

18. It's time when banks have to get more flexible and realize the importance of tell me box as it helps the employees to easily express their likes and dislikes existing the banks and managers can understand the expectations of their employees and steps could be taken to overcome the problems wherever possible and have a healthy work atmosphere.

19. It's time when the banks have to understand the problems & address the issues of the women employees by providing the work responsibilities as much as they can handle and finish the work by the end of the working hours.

20. Flexible working hours could not be expected from banks, instead half an hour extra break hours should be given for new mothers and separate ladies room should be provided.

21. There should be recreational facilities organised regularly as most of the employees were suffering from stress, leading to complications in health issues. Recreational facilities and yoga classes have to be organised as maximum employees demanded for such type of facilities to be organised.

22. Banks have to provide lunch rooms or tables to have lunch. Provision of this facility will surely bring a lot of happiness among the employees and all employees getting together for lunch will help in
exchange of information, discussion of problems, and this in turn will help in boosting the energy of employees to work for next 5-6 hours with excitement as well as conducting special meetings to discuss the issues/problems could be reduced as many solutions to the problems could be found on the same day or next during one hour lunch break.

23. The issues related to women employees have to be addressed at the earliest as it was effecting their professional life, personal life and their health. There should be an increase in the maternity leaves, flexible working hours for new mothers should be provided and new mothers travelling from different places should be relieved from work at the earliest after work hours.

24. From time to time banks must measure whether they are committed to work-life balance policies and practices, check how employees view the managers and how employees view their work, by conducting attitude or climate surveys, and also check the performance records, productivity, level of employee's response to redesign workloads and time schedules.

25. Banks should conduct stress management sessions for all employees in common by inviting experts, psychologists, counselors, doctors, etc.

The degree of flexibility provided by managers is likely to be crucial to employee's abilities to balance work and other commitments. Failure to take care of important aspects of the work environment, policies and practices, work life balance of employees, formal and informal communication may disrupt the smooth functioning of the banks if proper measures are not taken on time.
The present study reveals that employee motivation can be generated by providing greater respect for personal demands and an approach to reduce work life conflict and increased recognition will surely lead to committed employees in the long run.

At the end the researcher liked to conclude that a educated, well groomed, updated and awarded employee in a bank is just like a close circuit hidden camera, and a well structured welfare amenities and social security measures if implemented perfectly in right direction will result into desired achievements if banks are committed towards their employees and employees are dedicated towards their banks.